

EUROPEAN BUSINESS SCHOOLS

WOMEN ON BOARDS

BOARD READY

WOMEN

LIST

V2.0

18 JUNE 2012

BUSINESS SCHOOL Alumnae, Faculty and Board Members, and members of PROFESSIONAL Organizations (For Privacy and Data Security reasons, the alumnae contact has been given for each school or organization)

- 1) London Business School has 330 Alumnae they have identified as Board Ready – 330.
(dmorgan@london.edu)
- 2) Cambridge Judge Business School has identified 160 women from its networks who are either already on boards or board ready according to the criterion provided - 160. (j.dulac@jbs.cam.ac.uk)
- 3) EDHEC Business School has 300 Alumnae, Faculty and Board Members they have identified as board Ready – 300. (Claire.bergery-noel@edhec.edu)
- 4) ESMT - Out of 24 women Executive MBA alumni from its three graduated Executive MBA classes, ESMT has identified 6 board ready women - 6. (Martha.lhlbrock@esmt.org, cb@esmt.org)
- 5) IESE has identified 900 women in top executive positions, 155 of whom are on boards already and 300 of which are board ready currently and the rest will become board ready in the coming years – 455/900. (MRius@iese.edu)
- 6) The IFPM Female Board Pool at the University of St.Gallen/Switzerland has identified 526 women who are Board ready (245 from their Female Board Pool Network and 281 women who work at the Board of Directors or Top Management Team level of Swiss companies) - 526.
(martin.hilb@unisg.ch)
- 7) IMD has identified amongst its alumni 348 board-ready women with more than 25 years of experience plus 12 senior Faculty – 360. (Bettina.Buechel@imd.ch)
- 8) INSEAD has identified 2000 women -- 67 of whom are on boards already 500 of which are currently board ready and the rest will become board ready in the coming years – 567/2000.
(Ludo.van-der-Heyden@insead.edu, Muriel.Larvaron@insead.edu, Herminia.IBARRA@insead.edu)
- 9) RSM (Rotterdam School of Management/Erasmus University) has identified 32 board ready

women - 150. (mszalma@rsm.nl)

10) Bocconi Business School, Italy has identified 150 board-ready women amongst their alumnae and faculty – 150 (paola.profeta@unibocconi.it)

11) Boston University in Brussels has identified 50 board ready women - 50. (Brussels@bu.edu)

12) Academic Council of the University of Mumbai, India has identified 20 board-ready women in India – 20 (indushahani@yahoo.com)

13) IFA (Institut Francais des Administrateurs) has 250 women board-ready or active on boards with readily available biographies - 250. (clemence.decortiat@ifa-asso.com)

14) The Financial Times Non-Executive Directors' Club currently have 105 people undertaking the new Financial Times Non-Executive Director's Certificate which provides a formally recognized qualification for non-executive directors, 27 of whom are women - 27.
(lesley.stephenson@governance.co.uk)

15) TIAW - The International Alliance for Women has 50 board ready women in Europe - 50.
(info@tiaw.org)

16) GTWN - The Global Telecom Women's Network which has contributed more than 30 names to the names and profiles publicly listed. (info@gtwn.org)

17) WiTT - Women in Telecoms and Technology has identified more than 70 individual senior executive women publicly supporting this initiative. (audrey@mandela.com)

18) WoB – Women on Board has identified 90 Senior Executive board-ready women in Belgium alone. (info@womenonboard.be)

19) The EPWN (European Professional Women's Network) has identified 349 members across their networks throughout Europe – 349. (president@europeanpwn-nice.net)

20) Bellisario Foundation, Italy has identified 793 board-Ready women amongst their prize winners from over 20 years – 793 (info@fondazionebellisario.org)

21) Woman Corporate Directors has identified 1400 board-ready women from their members around the world including 25 different countries – 1400 (WCD@womencorporatedirectors.com)

22) Deutscher Juristinnenbund e.V. Vereinigung der Juristinnen, Volks- und Betriebswirtinnen has identified 93 board-ready women among their members in Germany – 93 (geschaefsstelle@djb.de)

23) Geneva Group International has identified 20 board-ready women from their members in Bulgaria, Romania, Estonia, and Hungary – 20 (reiss@ggi.com)

24) Forte Foundation as identified 100 board-ready women from their members which are major Corporations and Business Schools around the world – 100 (elissa@fortefoundation.org)

Individual Profiles of Board Ready Women

FRANCES ANDERSON

Frances Anderson, an intellectual property and technology lawyer, is known for her innovative work in the creative sector. For example she is currently legal advisor to the UK's most cutting edge international arts festival and to an international manufacturing company on a long term collaboration agreement with a world class university. She has particular professional expertise in relation to technology transfers, complex cultural infrastructure projects and digital engagement.

She has many years of experience both of chairing and serving on boards, both in a major law firm and with large service organizations and she is valued for her sound judgment, strategic thinking, resilience and integrity. She also has considerable experience of advising large charities and social enterprises on corporate structures and governance. Her clients have included international corporations, local authorities, and charities.

GILLIAN ARNOLD

Director***Tectre Consulting***

Gillian Arnold has extensive experience in the IT industry and set up her own IT Services and Staffing company, Tectre, in late 2009. Tectre provides sales, technical and HR services to IT Vendors, Distributors and Resellers. Most of Gillian's early career was spent working for IBM in the UK where she held customer-facing technical, sales, business development, strategic marketing and consultancy roles. She proved her expertise in managing and establishing teams for new products, and building teams with cross-industry and cross-platform experience across EMEA and the UK. Gillian has a long involvement with work for Women in IT. She currently sits on the board of Directors for the UKRC for Women in Science, Engineering and Technology, and is chair of the British Computer Society group for its female members, BCSWomen. Gillian is a finalist for the 2012 Everywoman In Technology awards.

ANNE CHRISTINE ARNOULD



Education: MBA HEC and IExP Wharton Business School, with a Major in Finance and Banking, and a minor in Comparative Law -1982
Master in Economics (Major in Applied Economics)-1980 and Master in law (Major in European Law)- 1980
French native, English fluent, Spanish operational

1982 first position at PARIBAS, a major investment bank, as Senior Banker Corporate&Investment Banking , responsible for a portfolio of European Corporation and their french subsidiaries.

1985 hired by Viel Group, today world leader in Financial Markets Intermediation, as Vice President.

1994 hired by the Centre de Formation de la Profession Bancaire, a banking institutional training and consulting institution, to take in charge the project on « new european clearing systems ». Then in 1995 took over the full responsibility the “euro Project” at a national and international level, addressing as well banking and financial institutions (Llyods, PARIBAS, Barclays, Banque du Conseil de l’Europe, Rotschild,...), as prestigious institutions (OCDE,...), public agencies and private corporations (Disneyland, FNAC/PPR, CGE/Avis,...).

2005 and onwards Transition Manager as Managing Director of IGEFI (2005-2007), then Secretary General of the OFCE near President FITOUSSI (2008-2009), named in 2009 Présidente and CEO of EXPEDIA in France, in relation with the US Comex, as part of the strategic global reorganization of this world leader in e’tourism.

2012 ending a «Compliance» assignment for BNPParibas Global CIB activities.

- *Member of the Administrators French Institute - Institut Français des Administrateurs-(IFA).*
- *Board Member of the Governance Think Tank at HEC Alumni.*
- *Intercompany Business Litigation Mediator – Paris Chamber of Commerce- since 2004.*
- *Speaker in the « Banking and Finance » Master course Universités Lyon II et Bordeaux Montesquieu (12 years).*
- *Founder member of the ExcElles Club: Senior Executive Women network.*
- *Passion for travelling. Married, 2 children. International mobility.*

JAN BABIAK

Ernst & Young**Retired Managing Partner**

Jan Babiak gained 28 years of leadership experience with Ernst & Young before starting a 'portfolio career' in January 2010. She is an independent director for Walgreens, a Fortune 50 level company, and Audit Committee Chair for Logica, a UK listed FTSE 250 technology company operating in 40 countries. She is on the Council of the Institute of Chartered Accountants in England and Wales and the board of the Committee of 200 Foundation. Her growing portfolio also includes being a published author, a sought after motivational speaker and formal coach/mentor to several men and women. In November 2011, *Agenda*, a Financial Times publication for board members, named her in their '*International*

100: Top Board Candidates with Global Skills'.

At EY, she held a number of P&L and global leadership roles over Technology Security and Risk Services; Climate Change and Sustainability Services; and Regulatory and Public Policy. Then based in London, England, she also served on EY's management board for Northern Europe, Middle East, India and Africa. Her sector experience includes financial services, technology, energy, media, transportation, government, retail and other sectors. Jan is qualified as a CPA in the US and a Chartered Accountant in the UK and has dual US and EU/UK citizenship. In 2010, after 20 years living in London, she moved her primary residence to Nashville, Tennessee.

MITCHELL BAKER



Mitchell Baker, a trained lawyer and skilled trapeze artist, is the chairwoman of the open source software association behind the Firefox browser, which took on Microsoft to wrest back control of the Web.

In its heyday Microsoft acted as a gatekeeper to the Internet. Its Internet Explorer browser had over 95% market share. Today the Internet is a different place, far more open and innovative, thanks in significant part to the efforts of Baker, who helped lead an army of tens of thousands of programmers and evangelists into battle.

Netscape was sold to AOL in 1998. Its browser's source code was made freely available to anyone who wanted to make improvements – a radically new idea at the time. The ultimate result was Firefox, a browser developed for the people by the people under the umbrella of what is now known as the Mozilla Foundation.

When the Firefox browser was released there was no Apple and no Google standing in Microsoft's way of control for this critical part of Internet life. There was only tiny Mozilla, led by Baker. "The technology we use has as much impact on our freedom as the laws do and on a day to day basis even more so," says Baker, the 2009 winner of the prestigious Anita Borg Institute Women of Vision Award for Social Impact and the 2010 winner of the Aenne Burda Award for Creative Leadership.

RACHEL BALMADIER



She has about fifteen years experience in Risk Management framework and worldwide insurance programs (property, liability, auto) as well as in communication about risks with Board of Directors and shareholders (as requested by AMF, Financial Market Authority). She is convinced by the strong relationship between Risk Management and Social Responsibility.

Professional skills

She is the Internal Control, Risk and Insurance Director in *Compagnie des Alpes*, leader in skiing domains and leisure parks, in France.

Between 2002 and 2010, she was the Enterprise Risk Manager of Renault Group, after having dealt with worldwide insurance programs in the Insurance Department. Before 2002, she was in charge of insurance and prevention management in Pechiney Industrial Risks and Insurance Department

She is an engineer and started her professional life in 1988 by implementing industrial IS project.

Education and training

Master in Risk Management (Bordeaux Business School 1994-1995)

Associate in Risk Management (Insurance Institute of America 1999)

Insurance MBA (Insurance Business School 2001-2002), completed by legal training (Paris I University)

Sustainable Development High School (*Centrale Paris/AgroParisTech/ESCP* 2008-2009)

AILS A BEATON

*Director of Information and Chief Information Officer
Metropolitan Police Service's Management Board*

Ailsa Beaton, Director of Information Ailsa Beaton is Director of Information and Chief Information Officer on the Metropolitan Police Service's Management Board. Miss Beaton's directorate - the Directorate of Information (DoI) - provides information, communications and technology services to the 51,000 police officers and staff of the Metropolitan Police Service across 750 locations.

Miss Beaton's role also involves ownership of the DoI Strategic Plan, describing the DoI's mission to "Lead, Improve and Deliver Police Information and Technology". The plan, published each year, describes the value added by the Directorate of Information to the Metropolitan Police by the delivery of programmes and services; developing the ICT platform of the future; and improving policing information. The plan also describes how the DoI improves its own capabilities by getting closer to its customers; building a high performance workforce; and improving efficiency and effectiveness.

In addition, Miss Beaton is the Head of the Information Management Business Area for the Association of Chief Police Officers for England and Wales, thus being a member of ACPO Cabinet and Chief Constables Council. Miss Beaton was named IT Director of Year in 2005. She is also a Special Constable in the MPS. Miss Beaton worked in accountancy initially but has now spent over 20 years working in a range of ICT roles. These have included being CIO for ICL plc, a senior partner with PA Consulting Group and undertaking various sales management and technical support roles for General Electric (USA).

CANDACE BEINECKE

Candace Beinecke joined the board of directors of The Wallace Foundation in 2007.

Beinecke is the chair of Hughes Hubbard & Reed LLP. She was named to her current position in 1999, the first woman to chair a major New York law firm.

Beinecke serves as chairperson of First Eagle Funds and First Eagle Variable Funds, ranked among the leading U.S. public mutual fund families.

She also serves as a board member of ALSTOM (Paris), the French transport and power company, of Vornado Realty Trust (NYSE), of Rockefeller Financial Services, Inc. and Rockefeller & Co., Inc. She is a director, vice chair and member of the Executive Committee of the Partnership for New York City, a member of the Board of Advisors, Yale Law School Center for the Study of Corporate Law, a director of the Merce Cunningham Dance Foundation and a member of the Visiting Committee of the Thomas J. Watson Library of the Metropolitan Museum of Art.

Beinecke is included in such publications as The Best Lawyers in America and Chambers USA for her corporate governance and M&A expertise. She was selected by The National Law Journal as one of the 50 most influential women lawyers in America and by Crain's as one of the 50 Most Powerful Women in New York business. She was recently selected by Crain's for its Hall of Fame as one of 25 executives whose contributions changed New York City. Beinecke is a member of the Women's Forum, has been honored by the New York County Lawyers' Association as an Outstanding Women of the Bar and received a Women of Power and Influence award from NYC NOW.

LAURIE BENSON

CEO & Board Director
Inacom Information System



Experience

Laurie Benson is a successful co-founder and CEO of a technology firm growing revenues to \$80 million at time of sale. She has served on 7 corporate Boards in the technology, finance, insurance, manufacturing, and services industries. Additionally she has expertise and active engagement in healthcare.

As Co-founder and CEO of Inacom Information Systems, Ms. Benson led this IT company from inception to time of sale with strong results and sustainability. She:

- Focused on both an organic and M&A growth strategy
- Is a pragmatic risk taker, successfully migrating to a service-based technology model as early adopter
- Built one of the largest Microsoft education centers in the country
- Achieved highest national rankings with strategic partners including Cisco, Microsoft, HP and EMC
- Clear vision amidst complexity; strategic planning based on customer insights
- Created a strong corporate culture with empowered employees, long term loyal customers and positive community engagement
- Implemented successful succession plan, where her Senior Leadership were promoted to national executive positions

Ms. Benson founded LSB Unlimited, a business consulting firm working with CEO's, Presidents and Entrepreneurs sharing her high performance, growth focused business leadership and expertise. She specifically serves as a CEO coach for executives in a variety of industries ranging from high tech, bio tech, medical, and other service based organizations. Her speaking engagements include topics of leadership and innovation.

Boards

Ms. Benson has served a total of 50 years on corporate Boards and 45 years non-profit Boards. She was a Director on Inacom Information Systems Board for 25 years until the company was sold. Other corporate Boards she has served on are First Business Bank, largest subsidiary of First Business Financial Services (\$1.1 billion NASDAQ traded company), Mead & Hunt (national architectural and engineering firm), Bassett

Mechanical, (national manufacturer), Valicom Corp. (telecom expense management company), Student Spill (national student peer support for university students) and M3 Insurance (places \$450 million in premiums each year). She has served on Governance, Succession and Compensation Committees on these Boards. Her non-profit Board service includes 3 university advisory boards and 5 service organizations.

Honors and Awards

Ms. Benson has received many honors and awards including her induction into the "In Business" 2011 Executive Hall of Fame, ATHENA Award 2010, National SBA Women Business Champion 2009, and named one of the "Top 25 Most Influential IT Executives" in US by Computer Reseller News 2004.

Education

University of Wisconsin-Madison – B.S. Nursing

Member National Association of Corporate Directors, Women Corporate Directors, and Women Business Leaders, US Healthcare. She has participated in multiple Board Governance and Leadership Summits including the 2012 Diversity Director Initiative at UNC.

ANNE BERESFORD

PRODUCER

ANNE BERESFORD is an independent producer working in film and television. She has a long track record of producing award-winning music and arts films, and also works in drama and features.

Anne is currently developing the feature films: THRILL (working title), a contemporary love story supported by MEDIA New Talent and Finnish regional funds; Frank n' Stella (working title), a comedy of love, sex, lies and independence set in the Midlands and TELL ME THE TRUTH ABOUT LOVE, supported by MEDIA, EM Media and Britten-Pears Foundation. She is also in production on ONE MAN WALKING, a new dance film commission for Channel 4 and BIG DANCE FILMS with Arts Council England.

Anne's film credits include MOUTH TO MOUTH, writer-director Alison Murray's award-winning debut feature film which was released theatrically in UK, USA, Canada and France; ARMIDA, an original musical drama shot entirely on location in Morocco, directed by Margaret Williams and composed by Judith Weir, and the film version of Benjamin Britten's OWEN WINGRAVE which won The Sunday Times Music DVD of the Year, beating Elvis Presley by a short head.

Anne has produced many short films including OUTSIDE IN, one of the BBC's most awarded music and arts films; LOUNGE which was selected for Cannes/Canal Plus short film screenings; TATTOO, a dance film for military band and 92 soldiers, and GOING GOING for BFI/FilmFour.

Documentaries include TRAIN ON THE BRAIN for Channel 4/TVOntario in which director Alison Murray illegally rode freight trains across North America; QUARTET for Channel 4/Arte/WNET, which looked at the role of 'four' in music from the 12th century to U2; and a profile of British composer JUDITH WEIR, which was nominated for the Rose d'Or. She also produced THE ROUGH GUIDE TO CHOREOGRAPHY - a 4-part television series for Channel 4, live theatre event and accompanying ROUGH GUIDE book.

Other credits include 4 series of 4DANCE culminating in DANCE4FILM, a 90-minute special celebrating the best of dance on film from around the world with ABC Australia, and THE FORGOTTEN CIRCUS by Shelly Love, made in collaboration with Circus Space. She recently co-produced WAYNE MCGREGOR, a feature-length documentary for arte with les films du présent and was the London producer for a new feature film MOST FUN DYING.

Anne is a graduate of EAVE European Producer Training and also selected for Film London's inaugural Passport scheme and Initialize Film's Co-production training in Berlin. She was the first UK producer to be invited to the BAL Lab at Buenos Aires/BAFICI Film Festival. Anne is one of the sixteen producers participating in the 21st ACE Training Session with the feature film TELL ME THE TRUTH ABOUT LOVE as her project. In addition to her work as a producer, Anne was for many years a director of the Women's Playhouse Trust and the influential Wapping Project

BERNHEIM CECILE

*Strategy and Business Planning Director
The Coca-Cola Company - Europe*



Cécile Bernheim is a rounded business leader and a private investor with international experience in highly competitive environment and double focus on strategy and commercial, experience in several industries (Consumer Goods, Pharmacy, Strategy consulting...)

A qualified biological pharmacist and holding an MBA from IMD in Lausanne, Cécile Bernheim started her career in R&D in the Pharmaceutical industry.

After consulting for 3 years with Bain & Cie, she joined Coca-Cola Beverages in France in 1992 where she held several strategy and general management roles, delivering financial and commercial results while driving change. In 2002, she joined The Coca-Cola Company in international roles. As Global Customer Director, her high level emotional intelligence and ability to manage conflicts allowed her to step-change the relationship with a key customer at C-suite executive levels while growing the business and creating value for all parties.

In 2006, she was called by Coca-Cola Europe Group President as Strategy and Business Planning Director. In this capacity, she was the right arm of the Group President, advising her on Europe strategic developments and business performance stewardship. She recently took the responsibility of a Strategic Innovation program, leading end-to-end the strategy development of this program as well as ascertaining a solid business proposition and sustainable financial model.

In parallel to her professional career, Cécile Bernheim is acting as a Business angel and has personally invested in 2 start-ups; she has been active in the strategy committee. She is also an active member of European Executive Council (EEC), an exclusive circle of confidential exchange and reflection which gathers CEOs and top executives. She is board-ready and willing to commit.

ELSA L. BERRY

Elsa Berry is Managing Director in the Consumer, Food and Retail Group, and Head of Cross-Border Consumer Coverage at Houlihan Lokey. Houlihan Lokey is an international investment bank with expertise in mergers and acquisitions, capital markets, financial restructuring, and valuation. The firm is ranked globally as the No. 1 restructuring advisor, the No. 1 M&A fairness opinion advisor over the past 10 years, and the No. 1 M&A advisor for U.S. transactions under \$3 billion, according to Thomson Reuters. Houlihan Lokey has 14 offices and more than 800 employees in the United States, Europe and Asia. The firm serves more than 1,000 clients each year, ranging from closely held companies to Global 500 corporations. For more information, visit [www.HL.com](http://www.hl.com) <<http://www.hl.com>>.

At Houlihan Lokey Ms. Berry focusses on the branded consumer goods industry, including luxury products, personal care, direct selling, apparel, accessories, toys/juvenile, and household. Previously, Ms. Berry was Managing Director and Head of BNP Paribas Corporate Finance North America until May 2010. The New York-based group, was responsible for Merger & Acquisitions advisory services and Equity Capital Markets products in North America. Ms. Berry was a member of the Paris-based Management Committee (with oversight on the global BNP Paribas Corporate Finance business) and a member of the bank's US Management Committee (with oversight on BNP Paribas's US strategic development). As the Head of the Group, Ms. Berry had direct management responsibility for a team of 25 people and for the coordination of Corporate Finance North America with the 24 international offices of the global Corporate Finance Department, which included approximately 400 professionals.

From 1989 until 1999, Ms. Berry was Managing Director and Head of Banexi Inc. (the U.S. investment banking activity of Banque Nationale de Paris, BNP) and a member of the Executive Committee of BNP/Banexi in Paris with responsibility for managing the global merger and acquisitions activity for BNP, which included over 100 professionals and a dozen offices worldwide.

Prior to Banexi, Ms. Berry was the founder of Vendôme & Company, Inc., a mergers and acquisitions boutique specialized in middle-market strategic transactions with offices in New York, Paris and Stuttgart, Germany. In 1989, Vendôme & Company, Inc., which included 20 professionals and had closed over 25 transactions in the United States and in Europe, was sold to BNP.

Ms. Berry was Chairman of the Board of Trustees of the Lycée Français de New York for 10 years starting in 1999. Ms. Berry was instrumental in restructuring this leading private New York school, which offers a French curriculum to more than 1,300 international students. The Lycée is today one of the leading New York City private schools and an innovative role model in the world-renowned Lycée system of the French education. Ms. Berry is Lifetime Chair Emerita.

In 2003, Ms. Berry received from the President of France, in special recognition for her achievements at the Lycée Français de New York, the distinguished award of Knight in the Order of National Merit and then in 2008, the French Government awarded Ms. Berry with the highest level of distinguished recognition, that of Knight in the Order of Legion of Honor which President Nicolas Sarkozy formally gave Ms. Berry.

In 2008, she received from HEC the Woman of the Year achievement award "Prix Trajectoire au Féminin".

Ms. Berry is an active participant in the French-American business communities in New York. In 1996, Ms. Berry was appointed a Foreign Trade Advisor of France (Conseiller du Commerce Extérieur) by the French Government.

Ms. Berry is President of the French-American Chamber of Commerce - New York and of its National Organization, a board member of the European-American Chamber of Commerce, as well as a member of the Club 600, an exclusive group of French-American CEO.'s. She is a founding member and President of the HEC Business School Alumni Group in the New York tristate area, as well as a board member of Friends of HEC Inc. responsible of the US Capital Campaign for the School. Ms. Berry is the HEC representative on the board of the AAGEF ("Association des Amis des Grandes Ecoles de France"), and a board member of its "Senior Executive Club." created under the leadership of Jean-David Levitte, former Ambassador of France to the United States and Félix Rohatyn, former Ambassador of the US to France.

An American citizen, born in New York, Ms. Berry was raised in France where she spent 15 years and where she received a Bachelor of Economics from the University of Paris X (Nanterre) and an MBA from Hautes Etudes Commerciales (HEC) in Paris. Ms. Berry is fluent in French and has conversational knowledge of Italian, German and Spanish.

She is an avid tennis player and skier. Ms. Berry is married and has two children.

MAGGIE BERRY

Managing Director***womenintechology.co.uk***

Maggie runs womenintechology.co.uk, a leading online job board and networking forum for women working in the technology profession. She has been involved since womenintechology's inception in the autumn of 2004 and manages all aspects of the website and the networking activities womenintechology organises. The network now has over 6,000 members and the job board and dedicated recruitment service are helping a wide range of investment banks and technology firms to recruit more women into their IT divisions.

Maggie's background is in technology recruitment within the financial services where she spent four years as a recruiter with McGregor Boyall Associates. Prior to this Maggie worked for NatWest as a Graduate Banking Manager, providing financial advice to final year university students and graduates. She graduated from the University of East Anglia in 1997.

In July 2010, Maggie was included in Management Today's '35 under 35' list and in November 2011 was shortlisted for the Business Woman of the Future at the Shell Women of the Future Awards.

JULIA BOND

Non-Executive Advisor**ACCA**

Julia Bond has extensive (27 years) experience in capital markets within Financial Services; first with Bank of America followed by 22 years with Credit Suisse. Promoted to Managing Director in 1997. Member of the EMEA Divisional Operating Committee. Strong commercial acumen, growth market experience, people management and client strategy. Extensive global experience dealing with large institutional investors with a particular emphasis on the Public Sector (Central Banks and Sovereign Wealth Funds) around the world. Built and led global sales teams and was the Senior Relationship Manager on a number of high profile clients. Her sector was consistently ranked amongst the Top 3 in the market. Throughout her career, Julia has been involved in numerous strategic initiatives around clients, leadership, human capital management, branding, diversity, strategy and governance. Now focussed on a portfolio career, Julia has assumed a number of board appointments including with the Foreign Office, Central London Community Healthcare NHS Trust, Royal Academy of Dance, Womankind Worldwide and Non Executive Advisor to ACCA.

BRIGITTE BOONE



Brigitte Boone is Chair of the Board of DS Textiles NV, Outside Broadcast, and Gavecon NV. She is also a Member of the Board of Studio 100 NV, Newtec NV, NPG Energy NV, Right Brain NV and Gemma Frisius NV. She serves as a Director of Fortis Private Equity Group. She has also been appointed as a director of the non-profit associations IMEC and IBBT as the representative of the Flemish Government. Formerly, she was the Chief Executive Officer of Fortis Private Equity and Executive Officer of Commercial & Investment Banking of Fortis Bank. Ms. Boone served as Member of the Executive Board at Fortis Bank from January 1, 2008 to May 14, 2009. Ms. Boone served as Chief Executive Officer of Commercial & Investment Banking and Member of the Management Board of Fortis Bank A.S.

since January 1, 2008. She serves as Director of FB Acquisition Finance Holding B.V., Fortis Private Equity Holding Nederland B.V. and NeSBIC Groep B.V. She served as a Director of BGL Société Anonyme since December 2008. She served as Executive Director of Fortis Bank until May 14, 2009. She served as a Director of Brantano NV.

ANNE BOUVEROT



Anne Bouverot is Director General and Member of the Board of the GSMA.

Anne brings to the GSMA a wealth of experience and a proven track record of success in the highly dynamic mobile industry. With a deep understanding of the opportunities and the challenges facing mobile operators today, she leads the GSMA in driving strategic programmes and initiatives for the benefit of its membership.

Before joining the GSMA, Anne was Executive Vice President for Mobile Services for France Telecom Orange. In that role, she defined the strategic priorities and led transformation programmes for the mobile business, and was also responsible for the selection of mobile devices sold to customers with mobile offers. In 2010, this represented more than 120 million mobile customers, 29 million new mobile phones distributed and more than 14 billion euro in revenue. She previously was responsible for international business development at France Telecom Orange, and her achievements include the privatisation of Telkom Kenya, new mobile licences in Armenia and Tunisia, and partnerships in Portugal and UAE.

Prior to France Telecom Orange, Anne led a 600-person business unit of Equant and was responsible for developing IT services for Equant's multinational business customers. She began her career in telecommunications as project manager for Telmex in Mexico in 1991.

Anne holds M.S. and Ph.D. degrees in mathematics and computer science from the Ecole Normale Supérieure in Paris and an M.S. degree from Telecom Paris. She has served on the Board of the GSMA, representing France Telecom Orange, for the past two years. She also serves as a non-executive director of Groupama, a major French insurance company, and as a non-executive director of Edenred, the world leader of prepaid corporate services.

GIANCARLA BRANDA



Born in Sant'Agata d'Esaro (CS) in 1961. Lives and works in Rome. Degree in Law and Degree in Economics. Admitted to Supreme Courts bar and chartered accountant. Diploma of specialization in bank disciplines. Associate of Studio Legale Tributario Salvini Escalar e Associati since 2000. Associate of Studio Associato Targa-Di Paco-Pagani-Vichi, correspondent of KPMG International from 1988 to 1994. Associate of Studio Associato Legale Tributario, correspondent of Ernst & Young International, from 1994 to 2000. Advisor to the President of Finance Committee of the Italian Chamber of Deputies in XII legislature (from 1992 to 1994).

Author of numerous publications about tax issues and has been a lecture at the Higher school of Economics and Finance.

Expert in business income and indirect taxation with regard to the industrial sector and, in particular, banking. Provides specialized legal advice on the most complex issues of tax law, as well assistance in proceedings before Tax Authorities (tax inspections, rulings, settlement proceedings, etc.). Performed due diligence engagements related to acquisition operations and privatization operations. Defend taxpayer before Tax Court throughout Italy and before Corte di Cassazione.

MERI BRAZIEL

*Chief Executive**Keycom PLC*

Meri Braziel joined Keycom as CEO in September 2011. Ms. Braziel has over twenty five years in the global telecommunications industry, beginning her career with Sprint International as Finance Manager of EMEA. More recently, she has held several Managing Director and CEO roles of high technology companies including PSINet, Skyware Radio Systems, and Connexion Point MVS. She has worked in all product areas of telecommunications, including hosting, wireless, Internet, mobile, voice, and satellite broadband and her specialities are Sales, Marketing and Business Development. She is a co-founder of WiTT, the Women in Telecom and Technology networking group. Meri graduated with a BSFS from Georgetown University School of Foreign Service in International Economics (Phi Beta Kappa and Magna cum Laude) and a Masters Degree in European Studies from Johns Hopkins School for Advanced International Studies (SAIS).

AMANDA BROCK

General Counsel***Canonical***

Amanda Brock is a commercially-minded technology lawyer with almost 20 years legal experience internationally, through two tech bubbles (mostly in-house) and across a variety of industries including motor manufacture; electrical retail; OEM; ISP; e-commerce; fashion retail; software distribution (including open source); social media; music; cloud computing; and TMT generally. Amanda is current on the Open Source Advisory Board at Queen Mary and Westfield, Centre of Commercial Law Studies; a Trustee at Borderline, the Charity for homeless Scots in London; and Editor at the International Free and Open Source Software Law Review. Past experience includes acting as Interim General Counsel at French Connection; Creative Director of Scottish Cultural Festival, London September 2006 at The London Gathering; and European Legal Manager at DSGi Business

Amanda holds an LLM (Merit), IP and IT law from Queen Mary, University of London; Master of Comparative Jurisprudence, US law, entertainment and media, from New York University, and an LLB(Hons), Law from the University of Glasgow.

MARINA BROGI



Marina Brogi is Full Professor of Capital Markets as of 2007 and Deputy Dean as of 2011 at the Faculty of Economics of Università di Roma “La Sapienza” and she has over twenty years of experience in research and training in banking and finance both at university and post graduate level with numerous Italian and foreign universities (Bocconi, Ca' Foscari, London Business School, Zagreb Business School, SDA Bocconi). After studying seven years in the UK she took her A levels at the Roedean Schools, Brighton and after university she completed her studies at London Business School.

Research Interests: corporate governance and capital markets are her main research interests. She is Member of the Scientific Committee for the preparation of the Annual Report on the State of the Italian Financial System of the Rosselli Foundation (with a number of influential economists such Franco Bruni, Donato Masciandaro, Marcello Messori, Paolo Savona and Giacomo Vaciago).

Relations with Institutions: she participated as Commissioner in the Examinations for CONSOB (Italy's Securities Markets' Authority), she was invited to present her Expert opinion for the Italian Ministry of Interior. She was invited to present her Expert opinion to public hearings of the Labour Commission of the Italian Senate and the Finance Commission of the Italian Camera (Italy's lower house). She was invited to lecture at Bank of Italy Internal seminars for top officials.

Board Positions: she is Chairman and member of the Board of Statutory Auditors of Companies of the Branca Group. She is non-executive director in Prelios, a listed real-estate company, UBI Pramerica, the asset management company, joint venture between UBI Banca (Italy's 4th largest bank and Pramerica Inc.) and PMS, a company listed on the AIM. She has been appointed by the bank of Italy in the governance bodies in the liquidation of banks and other intermediaries subject to supervision.

Main Publications: she is the author of numerous publications on banking and capital markets. As concerns corporate governance, the most recent are: “Capital Adequacy , corporate governance and organization in the support of the bank – firm relationship”, in Bracchi G., Masciandaro D., eds., XVI Rapporto sul sistema finanziario italiano, 2011; “Board, Governance and Firm Performance: Are Financial Intermediaries Different?”, in Corporate Ownership and

Control, Vol. 8, issue 3 2011; “Critical mass theory and women directors’ contribution to board strategic tasks”, with Torchia M., Calabrò A., Huse M., in Corporate Board: Role, Duties and Composition, n. 3, 2010; “Gli *interlocking directorates* nei CdA delle banche italiane quotate. Un’analisi empirica del contributo nella gestione dei crediti problematici”, with Stefanelli V., in “La Corporate Governance nell’esperienza nazionale e internazionale: aspetti comparativi e profili evolutivi” edited by Fortuna F., published by Il Mulino; “Capital Adequacy and Dividend Policy, Evidence from Italian banks”, in “Le banche italiane sono speciali?”, Bracchi G. and Masciandaro D., eds., XV Rapporto sul sistema finanziario italiano della Fondazione Rosselli, published by Edibank; “Banche e derivati” in Diritto della banca e del mercato finanziario; “Corporate governance of banks and support from the state. What role in the solution to the financial crisis” in “Dopo la crisi: l’industria finanziaria italiana tra stabilità e sviluppo” Bracchi G. and Masciandaro D., eds., XIV Rapporto sul sistema finanziario italiano della Fondazione Rosselli, published by Edibank. She is co-editor of 3 volumes of writings in honor of Tancredi Bianchi, which were presented in late 2009 at the Italian Banking Association in Rome and at Bocconi University in Milan.

Collaborations: she is Scientific Coordinator and Key Speaker of the “Stocks under scrutiny” section of “Stock Market Questions” Radio 1 programme and she takes part as economist in the main Italian television news programmes (TG1, TG1 economia, Speciale TG1, TG7, Class- CNBC, Sky) and on the radio (Radio 1 and Radio 24). She has published numerous articles on the press (Il Sole 24 Ore, CorrierEconomia, Finanza e Mercati, Libero Mercato, Bloomberg).

NATHALIE BRUNELLE



Ms. Brunelle is a graduate of the Ecole Polytechnique engineering school in Paris and of a joint post graduate program between the French Petroleum institute (IFP) and McGill University in Montreal, Canada.

She began her career in 1995 at Elf Atochem as a polystyrene process engineer, before taking on operational responsibilities of the Gonfreville site in Normandy.

After the mergers between Total, Fina and Elf, Ms. Brunelle transferred to Belgium, where she held positions in the Business Development and Sales & Marketing Departments in Base Chemicals. From 2006 to 2008, she was Operations Manager at Fina Antwerp Olefins, a production joint venture between Total Petrochemicals and ExxonMobil in Antwerp.

In 2009, she was named Vice President, Strategic Planning at Total Petrochemicals and in 2010 became Vice President, Base Chemicals Marketing & Sales and also Director of CEPESA.

Ms. Brunelle was appointed to her current position as Senior Vice President of Strategy, Business Development & Research of Total's Refining & Chemicals business on January 1, 2012.

SARAH BURNETT

*Director of Research
Government Sourcing
Nelson Hall*

Sarah Burnett is currently Director of Research for Government Sourcing at the analyst firm NelsonHall. She has extensive knowledge of the government ICT and outsourcing sectors and advises senior civil servants and company executives about market development, acquisitions and sourcing strategies.

Sarah has held other senior posts in the past including Managing Director of On-line Pages, the e-procurement company that she set up in 1990s and an European level senior manager at Digital Equipment Corporation in 1980s.

Sarah has worked in the ICT industry for 26 years. She is well known in the industry and is often quoted by the media.

LUCIA CALVOSA

Lucia Calvosa was born on 26 June 1961 in Rome and is a full professor of commercial law in the Faculty of Economics of Pisa University.

After graduating in the 1982/83 academic year, obtaining a first class degree in law from Pisa, she has remained at this University throughout her academic career. After obtaining a permanent position as a researcher, she qualified as an associate professor in 1998, and as a full professor in 2000.

In the Faculty of Economics at Pisa, in addition to teaching Commercial Law and Bankruptcy Law in the Faculty of Economics, she also taught Private Law and Banking Law for some years.

She was appointed to Chair the degree course in Economics and Commerce and served two terms of office, Chairs the Scientific Teaching Committee of her regional professional association of chartered accountants (Associazione Ordine Dottori Commercialisti dell'Alto Tirreno) and is a member of the Board of academic tutors for postgraduate research in Italian and international commercial law at Cattolica University in Milan.

- She has for many years undertaken research and studies at the Institut fuer auslandisches und internationales Privat- und Wirtschaftsrecht of the University of Heidelberg.

- She has attended many Italian and international Conferences as speaker and participant - In addition to a significant number of articles in major legal journals, she has published three monographs.

In 2005 she was awarded the Ordine del Cherubino, the highest academic honor bestowed by the University of Pisa.

She has been a member of the Pisa professional association of lawyers since 1987, and of the professional association of appeal lawyers since 1999, and has been a practicing lawyer for over twenty-five years, focusing on specialist judicial and extra-judicial issues, particularly in the field of company law and bankruptcy.

Since 2005 she has been a member of the Board of Directors of the Fondazione Teatro di Pisa, and of the Board of Directors of the Fondazione Arpa. Since 2009 she has been a member of the Board of Directors of the Pisa Chamber of Commerce.

In 2008 she was appointed a member of the Fondazione Cassa di Risparmio di San Miniato and of the Fondazione Cassa di Risparmio di Pisa.

From June 2008 to April 2011 she was Chairman of the Cassa di Risparmio di San Miniato S.p.A., a publicly-owned bank with 88 branches distributed essentially throughout Tuscany.

In this capacity she also held other offices, such as, for example, membership of the national committee of banks (Comitato delle Società Bancarie) and served on the board of the Italian banking association, ABI (Associazione Bancaria Italiana).

In February 2010 she was awarded a Unesco medal for having contributed, with the publication of Monumenta, to highlighting and raising awareness of an important episode in Italian artistic culture in the spirit of Unesco.

She is a director of Telecom Italia S.p.A.

KATHLEEN M. CAMILLI

Principal**Camilli Economics, LLC**

Kathleen Camilli is an independent economist, with more than twenty-three years experience in both the public and private sectors. Her firm, Camilli Economics, provides insight and interpretation on the workings of the US economy and financial markets, through her extensive network in Washington, on Wall Street, and in the media.

Ms. Camilli has received recognition and numerous accolades for her accurate forecasting. She was ranked one of The Wall Street Journal's top five best economic forecasters in both 2000 and 2001. *Business Week* magazine named her the number one performing economic forecaster in 1999. She is widely quoted in the financial press, including The Wall Street Journal, New York Times, USA Today, and appears regularly on CNN, CNBC, and The NewsHour with Jim Lehrer, Nightly

Business Report, and Bloomberg Business News. In 2001, she was recognized as an **"Outstanding Alumni"** of NYU. Kathleen is one of the few top female economists in the USA today. She is one of **"Washington Speakers Bureau, and Leading Authorities"** public speakers. Ms. Camilli served on the Board of Directors of Mass Bank (MSB) from 2004-2008, and was a member of the audit, nominating, and insurance committees. Ms. Camilli currently serves on the Board of Directors of Unifirst Corporation (UNF), Wilmington, Mass. and is a member of the audit, and compensation committees. She started her career at the Federal Reserve Bank of New York where she trained as a practicing economist, and was responsible for forecasting reserves for the Open Market Desk. Kathleen received B.A. degrees in both Economics and French at Douglass College, Rutgers University. She studied at Universite de Laval, Quebec, Canada and Universite de Paris III, VII, France. She earned an M.B.A. in Finance and an M.A. in French from New York University in 1989. Kathleen and her husband Peter reside in New York City with their two sons, Alexander, and Nicholas.

CANETTI JOCELYNE

Mediator**EDF**

Jocelyne CANETTI has been working for Electricity de France, world leader of energy utilities, for 25 years in management positions as well as Generation and Transmission Manager, and as Senior Executive Vice President for Business Customers Division (12 billion Euros turnover, 3000 persons). She has launched European sales network for European customers in all European Countries and Eco Energy Efficiency Division.

She was then a board member in many companies like EDF Energies Nouvelles réparties, Edenkia, RTE (High Voltage Transmission Grid) and SMEG (Monaco Electrical company).

Since 2010, she is a board member in Mersen "Conseil de Surveillance" (800 M€ turnover) representing the FSI (French Strategic Investment Fund) and a member of two committees : Audit Committee and Nomination and Remuneration Committee.

She is very European oriented and works as a Mediator for EDF Group.

She created EDF Women Network and is active in Normaliens dans l'Entreprise Club and to promote women in companies and boards.

MARYELLEN CATTANI

Ms. Maryellen Cattani is the Attorney-at-law of ABM Industries Inc.

Ms. Cattani served as an Executive Vice President, General Counsel and Secretary of APL Ltd., from March 1995 to December 1997 and its Senior Vice President and General Counsel from July 1991 to March 1995. Ms. Cattani was the Partner in the law firm of Morrison & Foerster where she specialized in corporate transactions and governance. She also served as a Senior Vice President and General Counsel of Transamerica Corporation, where she had responsibility for the legal, public affairs, human resources, administration and corporate secretary's functions, and the Transamerica Foundation. Ms. Cattani has been Non Executive Chairman of ABM Industries Inc. since March 2006. Ms. Cattani has been a Director of Wachovia Corporation since October 1, 2006 and ABM Industries Inc., since 1993. She has been Interim Chairman and Interim Independent Lead Director of Pacific Gas & Electric Co. since April 30, 2011. She also has been Interim Independent Lead Director of PG & E Corp. since April 30, 2011. She has been an Independent Director of PG & E Corp. and Pacific Gas & Electric Co. since October 19, 2005. Ms. Herringer serves as a Director of World Savings Bank and Loan Association. Ms. Cattani serves as a Trustee of Mills College, the Benilde Religious Trust and the University of California at Berkeley Art Museum and Pacific Film Archive. She served as a Director of Golden West Financial Corporation from 1996 to October 1, 2006. She serves as a Member of the New York and California bars. She was an Attorney-at-law. Ms. Cattani received her Law Degree from the University of California at Berkeley (Boalt Hall) and holds an A.B. in Economics from Vassar College.

STACEY CAYWOOD

CEO**Wolters Kluwer Legal & Regulatory¹**

Stacey Caywood (USA) is CEO of Wolters Kluwer Legal & Regulatory, where she oversees business activities related to the Legal & Regulatory division globally. The division provides professionals, businesses and government agencies across the globe with an extensive range of expert content, solutions and services, including legal, regulatory and business compliance information and software, and has operations in Europe, the United States, Canada, and Asia Pacific.

Ms. Caywood was previously President and CEO of Wolters Kluwer Law & Business, where she led the creation of a customer-focused business organization and strategy, and drove the unit's transition from a traditional publisher to leading provider of specialized electronic information and solutions. Prior to that, she was Vice President of the Wolters Kluwer Law & Business Legal Professional Group, where she helped drive strong growth through the introduction of new electronic products and integrated online libraries.

Formerly, Ms. Caywood also served as Publisher of CCH's Business and Finance group, and as Director of sales and marketing, with management responsibility for sales, marketing and the launch of the unit's Internet products. She joined CCH in 1992 as a product manager and orchestrated the launch of the company's first Internet and CD-ROM products.

Stacey Caywood earned an M.B.A. from Northwestern University, J.L. Kellogg School of Management, Chicago, and holds a bachelor's degree from Tufts University, Medford, MA.

¹ For further information, see www.wolterskluwer.com.

ANN MEI CHANG

Franklin Fellow
US State Department



Ann Mei Chang is currently a Franklin Fellow in the Secretary's Office of Global Women's Issues at the US State Department. She is on a 1-year leave of absence from Google where, until recently, she was the Senior Engineering Director for Emerging Markets, leading a global team to bring relevant Internet services to the half of the world's population which is not yet connected. Prior to her current role, she led engineering for Google's mobile applications and services worldwide, including products such as search, ads, Google Mobile Maps, GMail, YouTube, Goggles, and Voice Search across all major mobile platforms. She oversaw 20x growth of Google's mobile business in just three years, delivering over \$1B in annualized revenues.

Ann Mei has more than twenty years of engineering and leadership experience in diverse sectors of the software industry. Prior to Google, she served as the VP of Engineering at There, a high-tech start-up building an online virtual world. And, while at both Apple and Macromedia, Ann Mei led development team for the first release of Final Cut Pro, an award-winning professional video editing software product. She has also held leadership roles at several other leading Silicon Valley companies including Intuit, SGI, and a few startups.

Ann Mei is a member of the 2011 class of Henry Crown Fellows at the Aspen Institute, the GSMA mWomen Working Group, the International Steering Committee on the Mobile programme at the Cherie Blair Foundation for Women, and the Global Telecom Women's Network International Steering Committee. She holds a BS degree in Computer Science from Stanford University.

MARIA CHANMUGAM

*General Manager and Marketing Director
Clevercoms*

Maria is General Manager of Clevercoms and was one of the founding directors of the company. She is also responsible for all marketing and communications activities, including market development, corporate communications, media relations, brand management, advertising and research.

She is a business and marketing strategist with a specialism in corporate and B2B communications. She has experience and skill in the planning and implementation of programmes, business planning and business case development. Maria has expertise in analyzing markets and market segments and developing appropriate strategies to facilitate and encourage the take up of products and services to increase revenue and market share. She has worked across a number of sectors - professional services, ICT, food and catering, as well as governmental and not for profit organizations.

Prior to setting-up Clevercoms she ran her own business and held senior Public Relations and Marketing positions. Clients she has worked with include GE Lighting, Royal & Sun Alliance, Seddons Solicitors, Business Link for London, M&B Specialised Confectioners, The British Accreditation Bureau and BI software specialist Information Edge. Maria is a member of the Chartered Institute of Public Relations. She is a Liveryman in the Worshipful Company of Glass Sellers of London and a Trustee of the Worshipful Company of Glass Sellers' Charity.

PAT CHAPMAN-PINCHER

Chairman***Cavell Group***

In a career of more than 35 years Pat has been responsible for creating and growing major multi-national companies in the Internet, fixed and mobile telecoms sector. Following an early career in IBM and BT Pat became part of the founding team of MFS International and went on to lead UUNET International, and grew it to an annual turn-over of \$1bn with large scale operations in Europe, Asia and Latin America. She has also participated in start-ups of small technology companies and has board level experience in both large and small listed and private companies. In 2002 Pat founded the Cavell Group; a consultancy focused on convergence, and also has a portfolio of interests within the ICT sector. Pat believes that with the right strategy and effective leadership companies can out-perform their competitors no matter what the market conditions. She has particular skills and experience in working with multi-national teams and especially enjoys coaching entrepreneurial teams to grow in new markets. Pat is Chairman of the Cavell Group; Senior Independent Director and chair of the Remuneration Committee of Pace PLC; a non-Executive Director of Friends of the Earth and of Groundwork East London, and on the board of BSI. She was previously Chairman of Stepstone, a Norwegian listed company.

SHERRY COUTU

Sherry Coutu is a serial entrepreneur, angel investor, and director on multiple boards. Sherry is the founder of Interactive Investor, an investor website for people to connect with other investors and to make great investments. Sherry set up iii.co.uk after her first startup, ISI Emerging Markets, was sold to Euromoney. Sherry floated Interactive Investor International more than 10 years ago on the Main London stockmarket and Nasdaq. The floatation was 33 times over-subscribed (the only float that has ever been more over-subscribed is lastminute, which was 40 times oversubscribed). Sherry was the youngest female chairman on the LSE and also the youngest female SID (when she was at RM plc). Since selling Interactive Investor, Sherry has been investing in other startups, sitting on boards and helping out charities. Her current portfolio of interests include sitting on the Advisory Boards of LinkedIn, Harvard Business School European Council, NESTA and Cancer Research UK and chairing the financial strategy task force for Cambridge University and the Eastern Region for the Prince's Trust. Her investments usually include 'databases', as a common theme. These databases range from movies (Lovefilm) to real-estate (Zoopla), energy consumption (Alertme), clean energy (New Energy Finance), water pressure (i20), co-investments (covester), professional contacts (LinkedIn), builders (mybuilder) to how to get pregnant by monitoring trends in female body temperature (CTC). Prior to her entrepreneurial pursuits, Sherry worked at Bell Canada as their director of Strategy, the LEK Partnership, Coopers & Lybrand and Andersen Consulting as a consultant. Sherry completed her MBA at Harvard Business School, an MSc at the London School of Economics and a BA Hons at the University of British Columbia in Canada.

NURIA CHINCHILLA



Professor, IESE Business School. Executive Consultant. Events Speaker. Author of various books and case studies.

Wife and mother, **Nuria Chinchilla** has a PhD in Economics and Business Studies from the University of Navarra, a law degree from the University of Barcelona, an MBA and a PhD from IESE Business School. She started her career at IESE in 1984. She is a consultant to a wide range of companies and a member on the boards of various organizations. She is a member of *Top Ten Management* in Spain (www.toptenms.com/Nuria_Chinchilla.aspx), as well as many other professional associations and academies, including being a member of the Awards Panel for the *Fundació Bufí y Planas*; on the board of the *Fundación Alares*, on the Awards Panel for the *Fundación Privada M^a Teresa Rodó*, the VIP Advisory Board of the EPWN, the VIP Advisory Board of Women International Networking (WIN), and the Awards Panel for *Capital Magazine*. She is also a member of CEDE (Association of Spanish Directors), APDO (Spanish Association of Professionals in Organizational Development), EWMD (European Network for Women in Management Development), AEDIPE (Spanish Association of Personnel Directors), and she is Academic Mentor to the Women in Business Club at IESE.

She is also on the following boards and committees: Council of Experts for the *Generalitat de Catalunya* (2004), Business Digest Scientific Committee, Honorary Committee Manager Business Forum in Spain, Editorial Board of “Nueva Empresa” magazine, the Economic and Social Council of the International University of Cataluña (UIC), The Board of Catalan EFAS, the Advisory Board of the *Fundación + Familia*, the Advisory Board of the social and political studies magazine “Dialects”, the Advisory Board of the Quality Assurance Agency for the University System in Castilla y León (ACSUCYL), the Editorial Board of the magazine “Executive Excellence” (5 Días), Honorary Sponsorship Committee Member of “The Family Watch”, Honorary Member of “Fundación Independiente”, a member of the National Commission for the Rationalization of the Spanish timetable, and founding member of ARHOE (The Association for the Rationalization of Spanish timetables), as well as the Observatory of the Flexible Company.

Doctor Chinchilla advises regional and state governments all over the world. Some of her publications are: "Guide of Good Practices for the Flexible Company" (2004-2007, 2009), and the "Guide for Equal Opportunities for men and women in companies" (2005 and 2007). Distinguished expert on Work Balance for the United Nations.

The areas she specializes in are work-life balance, coaching, professional careers, time management, interpersonal conflicts, organizational change and development, executive committees, family-responsible companies and leadership.

This year, she has being recognized as one of the "100 Spanish women of the 21st century". She has received many awards including: the FEDEPE prize for Woman Manager of the year in 2001, "Most Valuable Speaker 2007" from the Interban Network, the Women Manager award in the category of Work-Life Balance in 2008 from the magazine "Estrategia Directiva", the ALMUR and ASEM Gold Award from the Women's Company Association for her continuing work to support Work-Life balance, as well as the "Fundación Alares" award to her outstanding professional, research and educational trajectory.

In 2008 Professor Jeffrey Pfeffer from Stanford University wrote a study case about her that is given in his course "Power & Influence": Nuria Chinchilla: The Power to Change Workplaces

Curriculum Vitae

Professor in "Managing People in Organizations" Department, and Director of the International Center for Work and Family, at IESE Business School (University of Navarra).

Director of the Doctoral Thesis, ""Evaluación de Programas Públicos"" written by García Lombardía, P., 1997.

Director of the Doctoral Thesis "C.E.O. Succession and leadership: Conceptualization of the relationship between presuccession and postsuccession organizational performance" written by Ma. Victoria Q. Caparas, 1999.

President of Acción para la Democracia(www.accioperlademocracia.org)

Frequent lecturer at companies, international conferences of European, American and African universities.

Visiting Professor at Business Schools such as IPADE in Mexico, ISE in Brazil, INALDE in Colombia, IDE in Ecuador, PAD in Perú, ESE in Chile, IAE in Argentina, IEEM in Uruguay, Lagos Business School in Nigeria, Strathmore University in Kenya, Trinity College in Dublin, and AESE in Portugal amongst others.

Since 1999, Professor Chinchilla and her research team from the International Center for Work and Family at IESE, carried out a study called IFREI (International Family-Responsible Employer Index), regarding the degree of implementation of family responsible policies and culture in different companies and sectors. On the center's website (www.iese.edu/icwf) you can carry out the free self-diagnosis.

President and Founder of the company NCH & Partners: developing people and organizations. (www.nchpartners.com)

Books

Nuria has also written the prologue for a number of books, and has been the author of numerous case studies and technical notes, as well as author or coauthor of the books listed below:

- **Balancing Work and Family**, with Mireia Las Heras and Aline D. Masuda (2010)
- **Senhores do Nosso Destino**, with Maruja Moragas (Aletheia, 2009)
- **Masters of our destiny**, with Maruja Moragas (Eunsa, 2008)
- **Dueños de nuestro destino: Cómo conciliar la vida profesional, familiar y personal**, with Maruja Moragas (Ariel, 2007)
- **Ser una empresa familiarmente responsable: ¿Lujo o necesidad?** (Pearson Prentice Hall, 2006)
- **La ambición femenina: cómo re-conciliar trabajo y familia**, with Consuelo León (Aguilar, 2004)
- **Female ambition: how to reconcile work and family**, with Consuelo León (Palgrave, 2005)
- **La conciliación de la vida laboral, familiar i personal** with Steven Poelmans (Pla Estratègic Metropolità de Barcelona, 2004)
- **Dos profesiones y una familia** (Generalitat de Catalunya, 2003)
- **Les millors pràctiques de conciliació treball-família a l'empresa** with Consuelo León (Generalitat de Catalunya, 2003)
- **Criterios de decisión en los procesos de selección en España ¿Se discrimina a la mujer?** (Fundación ADECCO, 2003)
- **Paradigmas del Liderazgo** (McGraw-Hill, 2002) vv.aa.
- **Emprendiendo en femenino: ¿Empresarias o directivas?** with Anna Mercadé and Pilar García (Gestión 2000, 1998)
- **Rotación de Directivos** (Gestión 2000, 1996), winner of the EADA Prize.
- **La Mujer y su Éxito**, with Juan Antonio Pérez López (Eunsa, 1995)

Editor of:

- **Liderazgo y Ética en la Dirección de Empresas** (Deusto, 1998)

DR. JYOTI CHOUDRIE

***Systems, Management Research Unit (SyMRU)
Business School, University of Hertfordshire***

Dr. Jyoti Choudrie is currently leading the Systems, Management Research Unit (SyMRU) in the Business School, University of Hertfordshire and holds the position of Reader of Information Systems. She has extensive years' experience specializing in investigating the impacts of Information and Communications Technologies on society. To ensure that her expertise remains in the area, she is currently in the process of co-editing a book on Broadband that entails including many of these aspects. The book is titled "Management of Broadband Technology Innovation" due for release in 2013.

She has also consulted with organizations such as, AOL, Cable & Wireless and NTL. Her research has been cited in trade magazine journals such as Computer Weekly and Computing as well as in the Guardian and Times online. She has commented on ICT and IS focused issues on radio programmes, such as, BBC Radio 4 and BBC 3 counties and written for peer reviewed journals such as the European Journal of Information Systems (EJIS), Information Systems Frontiers and Journal of Information Technology (JIT). She has been an invited speaker to media events and international conferences such as EU-China Information Society Project where she spoke on the digital divide that is in existence due to broadband. She has a broad research interest encompassing mainly electronic commerce, information and communications technology and the human aspects of information systems.

Jyoti holds a PhD and MSc in Information Systems from Brunel University, London and a BSc (Hons) Economics and Business Finance from Brunel.

SALLYE CLARK

Mintz Levin
Member



Sallye is a member of Mintz Levin Financial Advisors in the Washington, D.C. office, where she practices in the Communications Section. She has extensive experience in international and U.S. government relations for the telecommunications industry. Sallye has negotiated and secured authorizations and license agreements for telecommunications projects from foreign governments around the world, and has negotiated and drafted sales, operating and service agreements with commercial and government entities globally.

Sallye advises corporations and government entities on legal, trade, and market access issues in her representation of their interests in regulatory proceedings in the United States and abroad. In addition, she has developed and executed successful legislative strategies to improve market access and federal procurement of telecommunications services. On behalf of the U.S. government, she regularly negotiates Host Nation Agreements (HNAs) with foreign governments to allow U.S. military and government networks to be used in-country.

Before joining Mintz Levin, Sallye was a partner at another prominent national law firm, where she practiced in the corporate, government relations, international business, and telecommunications groups. Earlier, she spent 11 years leading international market access and government affairs teams for prominent satellite companies and broadband projects, including Intelsat, PanAmSat, Teledesic, ICO Global and Iridium.

Sallye was an industry representative on the President's National Security Telecommunications Advisory Committee (NSTAC), focusing on emergency communications and interoperability issues. She also serves on the mid-Atlantic Board of Directors for the Society of Satellite Professional International (SSPI). Sallye has been designated by the International Telecommunication Union (ITU) as an ITU Expert in the field of international satellite communications; ITU Experts are appointed by the ITU to advise ITU Member States on issues related to their field of expertise. She has also given seminars to the U.S. Department of Defense (DoD) and at military conferences on HNAs and foreign licensing of DoD networks. Sallye was elected to the Pacific Telecommunications Council's Advisory Council and is on the steering committee of the Global Telecom Women's Network. She has also

been a guest lecturer on space law and international law at John Hopkins School of Advanced International Studies and Catholic University Law School.

She frequently speaks about regulatory and licensing issues at industry events around the world, and has written a chapter in the book Telecommunications Client Strategies: Leading Lawyers on Negotiating Agreements, Facilitating Transactions, and Resolving Disputes (Inside the Minds series, Aspatore, 2008), Space News and other newspapers, APT Journal, FCBA International Law Journal and in various seminar and conference proceedings. She is a member of the Federal Communications Bar Association.

Sallye is admitted to practice in Maryland and the District of Columbia. She earned her B.A. from the University of Maryland (1989) and her J.D. from Catholic University, Columbus School of Law (1995).

MAUREEN CONNERS

Board Member**Deckers Outdoor Corporation (NASDAQ: DECK)**

Ms. Conners is a Board Member of Deckers Outdoor Corporation (makers of Ugg Australia, Teva & Other Footwear Brands) from 2006 to Present. Deckers had revenues of about \$1.4 billion at end of 2011 – growing from approximately \$300 million in 2006 to about \$1.4 billion in 2011..

She is the Chair of Corporate Governance and Nominating Committee and was a member of the s Compensation and Management Development Committee. Deckers was ranked in the Top Ten of The Russell 2000 for Shareholder Returns for the last five years and has been on Fortune's Lists of Fastest Growing Companies. She is a Speaker at several Corporate Governance panels: The National Directors' Institute, The Women Corporate Directors, The Silicon Valley NACD and The Forum for Women Entrepreneurs and Executives.

She is President of Conners Consulting, a firm specializing in global strategy and marketing for consumer, retail and internet businesses. Clients have included: Johnson and Johnson, Ralph Lauren Footwear, Hewlett Packard, Monster.com, Polaroid, Rockport, Bausch and Lomb, Southcorp Wines, Western Union Money Zap and many start-ups.

Her background includes P &L responsibility for several large, global brands and a strong track record of building brands and increasing shareholder value, sales, profit and market share in global markets: She was a former senior level corporate executive at Gillette (launching some of their most successful new products), was Head of Marketing for Men's Jeans at Levi Strauss (growing that business by 50% from \$1 billion to \$1.5 Billion and was Former Sr. VP of Marketing at Mattel for the Barbie, Ken and the Disney Line of children's products.

She has an MBA from Wharton and attended The Stanford Directors' Forum. She is a Member of the Women Corporate Directors, the National Association of Corporate Directors, the Corporate Directors Group, the Venture Capital-Private Equity Roundtable, The Sierra Angels and the Institute of Management Consultants. Additionally, is a Speaker at many Marketing/Advertising industry events.

Her contact information is: Maureen@connersconsulting.net, www.connersconsulting.net, 1050 North Point St. #1403A, San Francisco, Ca. 94109, 415 350-9936.

SHARON CONSTANÇON

Chief Executive***Genius Methods Ltd.***

Sharon Constançon has over 30 years business experience specializing in risk management, financial services, foreign exchange risk management, corporate governance and software development. She is an entrepreneur who, post working for corporates like Johannesburg Consolidated Mines, Blue Circle, Societe Generale and Price Forbes, is involved in a number of businesses which are all services and business efficiency driven. Sharon has held an executive role on the Board of a listed financial services company and currently holds a number of executive roles and an NED role for a financial services firm. Sharon has business experience working with over 250 Boards of some of the largest South African listed and internationally listed companies, e.g. Tongaat Hewlett Group, Dimension Data, Hoechst, BASF, Panasonic, Reunert Group, Telkom, MTN, Bell Equipment, Richards Bay Minerals, Delta Motor Corporation, Firestone & Premier Milling. Sharon holds diplomas in Foreign Exchange Risk Management (Damelin) and International Treasury Management (UNISA) and a MBA.

JEAN CONWAY

*Business Advisor
The Conway Company*

**QUANTITATIVE CRITERIA**

I am an experienced Executive and Non Executive Board Director. At Trebor Bassett I was Board Director for four years responsible for setting up a new division (trade marketing) to harmonise sales and marketing strategies. Alongside this role I became Non Executive Director for Lambourne Foods (a subsidiary of Trebor Bassett). In 2010 I became Non Executive Director for Blind Aid and currently I am a member of the strategy committee. In 2007 I was elected as Local Councillor for Bushey St.James and sat on the planning and licensing committees.

For twenty years I have been Managing Director of The Conway Company a business and marketing consultancy with clients that include multinational and international organisations such as BT and Sandoz as well as a diverse range of SMEs. I have in-depth knowledge of many market sectors and organisational styles.

I am also an entrepreneur with several small, successful businesses one of which is Mansion House Farm Equestrian Centre which I designed and built fourteen years ago. It is managed for me by a small team of equestrian experts and continues to trade successfully.

For the last six years I have been developing a modest internet based ski resort guide. This business ensures that I keep abreast of the rapid changes in technology and social media which is highly advantageous in my advisory roles.

I have a wealth of financial experience both running my personal businesses, as an Executive and Non Executive Director responsible for significant divisional budgets, profit targets and company accounts.

QUALITATIVE CRITERIA

My background with blue chip giants Johnson & Johnson and P & G and my board experience with Trebor Bassett have imbibed me with a strong sense of professionalism, integrity and business ethics. As an experienced manager and director I have many years of experience in motivational leadership and change management.

My role as a consultant to Executives and CEOs is similar to that of a Non Executive Director; to be challenging whilst supportive, to listen, to add clarity and focus, to provide independent views, to

identify the critical business issues and to help to generate strategies which create sustainable performance for both the board and the organisation.

I am also an accredited Life Coach and have studied in depth both psychotherapy and NLP allowing me to have a greater understanding of relationships and board dynamics. I was Advisor at the Institute of Directors for four years where I mentored and coached Directors and CEOs.

Having studied and graduated from the FT Non Executive Director accreditation I am very aware of the requirement of good corporate governance and the need for Non Executive Directors to help a board become more effective.

As an individual I am enthusiastic, positive, innovative, professional and honest whilst being pragmatic and keen to enhance the business and the people within it.

LAUREEN R. COOK

Principal Industry Advisor**Global Telecommunications, Media & Technology****IFC (Worldbank)**

Laureen has recently joined the IFC (Worldbank), as Principal Industry Advisor, in the Global Telecommunications, Media and Technology investment sector. Prior to joining the IFC, Laureen was with Alcatel-Lucent as Vice President 4G/LTE Strategy. At ALU, she was focused on developing next generation of ultra-high bandwidth applications, services and revenue streams, in order to accelerate the successful migration to 4G/LTE worldwide. As an industry veteran with 25 years of worldwide telecommunications experience, she has held Executive and BOD roles with some of world's leading operators. Her global portfolio includes; MTC-Vodafone (now Zain) in the Middle East, Deutsche Telekom (Germany), Cable & Wireless, PLC (UK), and NYNEX USA (now Verizon). She is a founding Director of several joint venture European and Asian wireless companies; Debitel GmbH (Germany), Teletet (now Wind Greece), and PT Satelindo of Indonesia. Additionally, she was a Partner at KPMG Consulting in Europe. Her background includes business development, strategic planning, operational execution, engineering and re-engineering of Telco's. She holds an MSc in Telecommunications Engineering from Rochester Institute of Technology, and an MBA from Long Island University in New York.

BRIDGET COSGRAVE

Founder and President**EveryEuropeanDigital**

Ms. Cosgrave is the Founder and President of EveryEuropeanDigital. In addition she is active in corporate governance through her Board mandates as an independent non-executive director at two publicly quoted companies, SES S.A. of Luxembourg and STERIA S.A. of France. She was previously non-executive director at Essilor International S.A. and Eutelasat S.A., as well having held several management positions within the Belgacom Group. Ms Cosgrave is acting as an advisor to Etisalat of the United Arab Emirates in collaboration with Booz. She has previously advised KPN in collaboration with McKinsey.

Having started her career in corporate finance in an industrial holding company and subsequently an investment bank, Ms. Cosgrave moved into the telecommunications industry in 1993 culminating with 6 years on the executive committee of Belgacom SA with 1 bio€ plus accountability (mostly BtoB). Immediately prior, she held a 5 year mandate as an elected official of ETSI the European standards organization. Her background ensures an understanding of the importance of economic growth for the creation of shareholder value and the support of prosperity and human development. She has had a global geographic focus throughout her career.

Ms Cosgrave holds a Master in Business Administration from London Business School (UK) and a Bachelor of Arts, Honours from Queen's University at Kingston, Canada. She has attended the Chartered Director program of the UK Institute of Directors, the Leadership Academy of the United Nations University at the University of Jordan (Amman) and completed a corporate governance mentorship program run by CMI. She is a dual Canadian and Irish citizen, with fluent French, who has been living and working in Europe since 1984. As one of her many roles, Bridget has been President of the GTWN since 2005.

SHERRY COUTU

Sherry Coutu is a serial entrepreneur, angel investor, and director on multiple boards. Sherry is the founder of Interactive Investor, an investor website for people to connect with other investors and to make great investments. Sherry set up iii.co.uk after her first startup, ISI Emerging Markets, was sold to Euromoney. Sherry floated Interactive Investor International more than 10 years ago on the Main London stockmarket and Nasdaq. The floatation was 33 times over-subscribed (the only float that has ever been more over-subscribed is lastminute, which was 40 times oversubscribed). Sherry was the youngest female chairman on the LSE and also the youngest female SID (when she was at RM plc).

Since selling Interactive Investor, Sherry has been investing in other startups, sitting on boards and helping out charities. Her current portfolio of interests include sitting on the Advisory Boards of LinkedIn, Harvard Business School European Council, NESTA and Cancer Research UK and chairing the financial strategy task force for Cambridge University and the Eastern Region for the Prince's Trust. Her investments usually include 'databases', as a common theme. These databases range from movies (Lovefilm) to real-estate (Zoopla), energy consumption (Alertme), clean energy (New Energy Finance), water pressure (i20), co-investments (covester), professional contacts (LinkedIn), builders (mybuilder) to how to get pregnant by monitoring trends in female body temperature (CTC).

Prior to her entrepreneurial pursuits, Sherry worked at Bell Canada as their director of Strategy, the LEK Partnership, Coopers & Lybrand and Andersen Consulting as a consultant. Sherry completed her MBA at Harvard Business School, an MSc at the London School of Economics and a BA Hons at the University of British Columbia in Canada.

LESLEY COWLEY OBE

Chief Executive***Nominet***

Lesley Cowley OBE has been Managing Director/Chief Executive of Nominet since 2002. She is responsible for leading Nominet and for the development and implementation of strategy. She leads relationship building and liaison with Nominet members and stakeholders and international representation and leadership in the Internet field. In 2011, Lesley was awarded an OBE for services to the Internet and e-commerce.

In 2010 she was the Chairman's award winner at the IoD London & SE Director of the Year. In 2007, she won the CBI First Women Award for Technology and in 2006 she was a top five finalist in Britain's Best Boss awards and received a special commendation. Lesley is an elected Council Member and Chair of the Country Code Names Supporting Organisation (ccNSO) of ICANN. She is a Fellow of: The Institute of Directors, The British Computer Society, The Institute of Credit Management, The Chartered Management Institute and the Royal Society for Arts. She is a Member of The Inspirational Women Network, is a STEM Ambassador to schools and a Freeman at The Worshipful Company of Information Technologists.

Lesley was a founding Trustee of the Nominet Trust charity and served on Board of the Trust until December 2010. She is currently a Trustee of the Jenner Hall charity. She has an MBA, with distinction.

MYLA CRESPO – VILLANUEVA



Myla Crespo – Villanueva is co-founder of Novare Technologies, her fifth start-up. Her co-founders include Mohan Gyani, the former CEO of ATT Wireless, and Craig Ehrlich, Chairman of the GSM Association Ltd, the business arm of the mobile world's global industry trade body of 800 member operators. Novare is a leading R&D, advisory and software development partner of the top mobile telcos and technology companies in the Philippines and China.

Myla was a Member of the Executive Management Committee and Chair of the Mobile Innovation Forum of the GSM Association from 2005-2010.

She is also Chairman of MDI and co-founder of Microwarehouse, the leading systems integrator and distributor of Apple, Dell, 3Com-HP, Juniper, LG, Palm and BlackBerry in the Philippines. MDI is a pioneer in the IT industry having introduced IP Networking in 1988.

Myla also founded Wolfpac in 1999, a pioneer in Mobile Value-Added Services, and Meridian Telekoms (now SmartBro) in 2000, the first nationwide broadband wireless Internet service. Both companies have since been acquired by Smart Communications for over 50 million USD.

Myla was named Woman Entrepreneur of the Year in 2004, by the EOY program of Ernst and Young, Department of Trade and Industry, Philippine Stock Exchange, Bankers Association of the Philippines and the Philippine Securities Exchange Commission. She was also named one of the **Ten** Outstanding Women in the Nation's Service or TOWNS in 2010 for her pioneering work in the use of Information technology in nation-building.

She is a trustee of Go-Negosyo and was a technical advisor to the PPCRV Chair (Philippine Pastoral Council for Responsible Voting) in the first-ever automated election in 2010. She is a graduate of Santa Clara University, CA with a BS in Economics. Myla is married with two children, Blanca 16, and Luis, 10.

VALERIE D'COSTA

*infoDev*²

Ms. D'Costa is infoDev's Program Manager. She most recently served as Director of the International Division at the Info-Communication Development Authority of Singapore - the government agency charged with the development, promotion and regulation of Singapore's ICT sector.

Ms. D'Costa has had a distinguished career in private legal practice and in government service. She holds a Bachelor of Laws degree from the National University of Singapore and a Master of Laws degree from University College, University of London. In her previous position, Ms. D'Costa was responsible for the formulation of the Singapore Government's policies on international ICT issues and oversees bilateral relations with other countries on ICT issues. She has a deep understanding of the challenges and opportunities related to the ICT4Development agenda and leads infoDev's efforts in promoting innovation, technology entrepreneurship and job creation in developing countries to fight poverty and empower people.

² A program of the World Bank Group.

SUSAN DARK

Ashberg Ltd

Susan is a Director and shareholder in Ashberg Limited, a corporate finance and multi family office based in London. Ashberg is authorised and regulated by the Financial Services Authority and supports serial Entrepreneurs and High Net Worth (HNW) individuals develop and grow sustainable business assets. Within Ashberg, Susan undertakes corporate finance transactions with an emphasis on energy and food security, commodities and healthcare. Susan is also responsible for the management of client relations and the development of strategic partnerships. Susan advises Ashberg HNW's that are passionate philanthropists and are committed to making a difference in the world through positive social and environmental impact.

Ashberg has a majority shareholding in a joint venture with The National Renewable Energy Centre (Narec) called Narec Capital. This vehicle is responsible for the commercialisation of renewable energy technologies. Susan is a Director and shareholder of Narec Capital and leads the portfolio development and fundraising for the Narec Capital incubation fund.

Susan has strong operational leadership and business development experience within telecoms & technology and private equity and corporate finance experience in healthcare and renewable energy. She has been a member of the senior management team within corporations, consulting groups, private equity and corporate finance vehicles.

Susan has deep telecoms and technology expertise derived through her roles as UK Managing Director and International Chief Marketing Officer at divisions of Mannesmann AG, Senior Vice President and Managing Director of Central Europe and Asia for Technology Solutions Company, Director of European Strategic Development at Cable & Wireless plc plus management roles at Philips, Tandon and GEC Reliance.

Susan also has operational healthcare experience accumulated through her positions as General Manager within the acute hospital provider Catio UK and latterly as Managing Director of Nikko Healthcare Ltd and Chief Executive of Pall Mall Wellness, subsidiaries of the private equity investment vehicle of Nikko Principal Investments Limited. Until recently, Susan was Vice Chairman of SW London and St Georges Mental Health NHS Trust.

As a mentor Susan brings operational and strategic skills to business people wanting to direct their passions to achieve specific outcomes. She also supports the development of communication and relationship management skills in addition to working through business issues and developing thought leadership.

Susan has experience in fundraising, advising and implementing innovative philanthropic and sustainability strategies. She has charity governance experience following a combined 15 years on the Board of Trinity Hospice, the Campaign for Learning and her Chairmanship of the Charitable Committee at SW London and St Georges Mental Health NHS Trust. She was also responsible for the

turnaround of a cancer charity as Chief Executive. She is currently Vice Chair of Children our Ultimate Investment (COUI) which resides within the Impetus Trust's venture philanthropy portfolio. Her qualifications include a Bachelor of Education, a Masters of Science and a Masters of Business Administration.

ALISON DAVIS



Alison Davis is a global strategist, finance professional and governance expert with deep expertise in the financial services sector. Her career has spanned being a global strategy consultant, a professional services firm leader, a corporate operating executive, a private equity GP, and taking on public company board chair and director roles.

Alison is an experienced public and private company board director. She is currently a director of Royal Bank of Scotland (RBS), Unisys (UIS) Diamond Foods (DMND) and several private VC backed companies. She is a former director of First Data Corporation (FDC), the \$30 billion global payments company, and was the Chairman of LECG (XPRT) until its sale in 2011. She has chaired audit, compensation and governance committees. Alison is a frequent speaker and panelist on corporate governance.

Alison is one of the few women to have headed a major private equity firm as the Managing Partner of Belvedere Capital. As a leading investor in US banking and financial services, Belvedere was one of a select group of private equity firms authorized by US banking regulators to acquire control stakes in US banks and thrifts. While at Belvedere, Alison invested in banks throughout the US and founded successful de novo banks in California, Texas and Florida.

Prior to Belvedere, Ms. Davis was the Chief Financial Officer of Barclays Global Investors (BGI) - the largest institutional investment firm in the world with over \$1.5 trillion of assets under management. Whilst at BGI, Alison drove a 10 fold increase in profits and company valuation. Earlier in her career, Alison spent 14 years as a strategy consultant and advisor to Fortune 500 CEOs, boards and executive teams with McKinsey & Company and as a practice leader with A.T. Kearney where she built and led the Global Financial Services Practice to be one of the largest and most respected in the world.

Ms. Davis is active in the community. She currently chairs the Governing Board of Women's Initiative for Self Employment - the largest micro enterprise development organization in the US. She founded WOW Investments - a social enterprise fund making loans to women-owned businesses in West Africa. Alison has been a 3-year chair of the Bay Area Red Cross annual gala and is an active fundraiser for the American Heart Association, Insight Prison Project and other local organizations.

Ms. Davis was named one of the "Most Influential Women in Business" by the San Francisco Business Times in 2006, 2007, 2008, 2009, 2010 and 2011. Ms. Davis received a BA Honors and an MA degree in Economics from Cambridge University in England, and an MBA from the Stanford Graduate School of Business after completing the first year MBA program at Harvard Business School.

Alison lives in the San Francisco with her husband and 5 children and also has a home in France.

SALLY DAVIS

Sally Davis has nearly 30 years experience in the telco sector working for Cable & Wireless, Verizon and BT. Most recently she spent 11 years at BT, the last four as Chief Executive of BT Wholesale. She was the Chief Portfolio Officer of British Telecom from 2005 to 2007.

She had previously held senior executive roles within BT since joining the company in 1999, including President, Global Products, Global Services from 2002 to 2005, President, BT Ignite Applications Hosting from 2001 to 2002 and Director, Group Internet and Multimedia from 1999 to 2001.

Before joining BT, Ms. Davis held leading roles in several major communications companies, including Bell Atlantic in the United States and Mercury Communications in the United Kingdom.

Ms. Davis holds a BA degree from University College, London.

She is currently a Non-Executive Director on the Boards of Telenor, BBC, Logitech and the Department for Transport.

NATASHA DAVYDOVA

Managing Director, Global Technology (GT)
Deutsche Bank

Natasha Davydova is Managing Director, Global Technology (GT), at Deutsche Bank, leading the GT Complexity and Cost Reduction Program and directly responsible for delivering GT's contribution of €300m in P&L savings and €400m exit rate savings to the Bank's €1bn efficiency challenge. She is a member of the UK People Committee of Deutsche Bank, chaired by the Bank's UK CEO. Previously Natasha was Group Head of Technology at Standard Chartered Bank, responsible for the delivery and development of the Group's global infrastructure services across 70 countries with a team of 3,000 staff.

Natasha has extensive international management consulting and outsourcing experience with Accenture (10+ years) and EDS (4 years) in leading strategy, business process re-engineering and system integration programs and projects as well as major BPO and IT Outsourcing contracts. Natasha's particular strengths are in business process re-engineering and organizational restructuring (in particular, large-scale change programs, operations strategy projects in investment banks), program/project management, operations strategy, operations management, strategic analysis, leadership of teams across multiple regions. Solid FS industry expertise. International experience includes projects in the UK & Ireland, Germany, France, Netherlands, USA and Eastern Europe. She has strong track record of business development and sales across consulting, BPO & ITO. Natasha is an Advisory Board member of Monitise Plc, Orange Business Services and City University Centre of Information Leadership.

She holds a postgraduate certificate in Banking & Finance from the London School of Economics, where she was awarded a Soros Foundation scholarship; a Global Operations Management Diploma, Securities and Investments Institute, UK; and an MSc., International Economic Relations and Finance, First Class Honours Degree.

NATHALIE DE BAUDRY D'ASSON

Chairman & CEO
Le Lien Public



After 17 years as International Marketing Director at L'OREAL (1982-1999), I joined FIMALAC as Chief Editor of Revue des Deux Mondes and as External relationship Director (1999-2001). In 2001, I have been appointed as Executive Vice President and General Manager of the International College Division at VIVENDI UNIVERSAL PUBLISHING, Member of the Executive Committee. In 2004, I joined HACHETTE LIVRE, (Lagardère Group) keeping the same functions, and Member of the Executive Committee.

In 2006, I created my own company, Le Lien Public.

Le Lien Public conceives and realizes the program and the editorial content of international conferences and summits for international public and private clients. (European Commission, European parliament, World investment Conferences in Europe, India, China, etc..).

Moreover, Le Lien Public drives the editorial direction of major think tanks gathering international companies' Chairmen and CEOs.

SHIRIN DEGHAN

Chief Executive Officer***Arieso Ltd / President of Arieso Inc***

Shirin Dehghan founded Arieso in 2002 with the vision of enabling self-optimizing networks. Shirin graduated from the University of Southampton with a MEng degree in Electronics in 1992 and commenced her career with a start-up mobile communications firm, where she developed radio propagation products. She became the manager of the consultancy division of the business and led projects involving major operators and manufacturers. She then became research engineer at Vodafone Group Plc and was responsible for the development of WCDMA simulation and business modelling.

She was part of Vodafone UK's UMTS auction team, where she acted as technical expert on systems and technology issues, providing technical liaison to the UK board. Shirin is the author of several technical publications and has been a speaker in numerous technical conferences. She is a member of the IET and a Chartered Engineer.

HELENE DESLAURIERS



Helene Deslauriers is a dual citizen of Italy and Canada, fluent in French, English and Italian with a good working knowledge of Spanish.

She is a member of the Bar of Montreal and of the International Bar Association, having obtained a LL.L from the University of Montreal and a LL.M of University College in London UK.

She has worked in major international law firms doing corporate work, Mergers and Acquisitions and contractual negotiations as well as European Law. From 1993 to 1995, she was a Fellow of the Chaire Jean Monnet in Montreal lecturing, inter alia, on Deregulation in the Telecommunications Sector.

From 1996 to 2009, she was Vice President Contracts for Bombardier Transportation. As such, she has gained considerable experience in negotiating major Railway contracts, Procurement and Competition law, Corporate Governance and Risk Assessment Process.

She is now an independent member of the Board of Fluxys S.A. the Belgian undertaking in transport and stockage of natural gas.

ADA DI MARZO

Ada Di Marzo, born in Naples (Italy), has a degree (cum laude) in Business Administration and Economics from LUISS University in Rome.

She started her career at Telecom Italia Finance in Luxembourg (1USB bn financial assets company) as Head of treasury and capital markets and later moved to Banco di Napoli belonging to the 1st Italian banking group Intesa SanPaolo in the Private Banking and Asset Management divisions.

She is now a Partner of Bain & Company, a global leader in management consulting, which she joined in 1999. She is a member of the Financial Services Practice at the Paris Office with more than 12 years of experience serving Financial Services firms across Europe, Middle East and North Africa. Her areas of experience are distribution, business development restructuring, organization and M&A.

LUCY DIMES

Ms. Lucy Dimes has been Chief Executive Officer of UK and Ireland operations at Alcatel-Lucent since April 1, 2011. Ms. Dimes joined BT in 1991 and quickly rose through its ranks from marketing of its Business Telephony operations to General Manager of its broadband wholesale business to Global Vice President and Managing Director of the BT/HP strategic alliance. She served as the Managing Director for Group & Openreach Service Operations within BT Operate, managing the relationship between BT Operate, BT Group & Openreach and driving growth programs in optical fibre/super fast broadband and Ethernet technologies. Ms. Dimes holds an MBA from the London Business School.

SOPHIE DINGREVILLE

Partner
Iris Capital



Sophie Dingreville joined the team in 2002. She is responsible for investments in the media and entertainment industry, focusing in particular on the digital image processing sector. She sits on the boards of OpenTrust, Bluestreak Technology, Rue des Ecoles and CapInTech (Association for creation of technological start-ups). She was previously on the boards of Let It Wave (sold to Zoran Corp), Citilog and N-Soft.

Prior to joining the team, Sophie Dingreville was a management consultant for McKinsey & Company. Her consulting experience includes redefining strategy and organization of IT departments for international companies and launching new Internet businesses. Earlier she worked as Project Manager for TPS (satellite television) where she was responsible for the technical relationships with international television and radio networks. In addition, she coordinated the development of interactive TV and other multimedia services.

Sophie Dingreville graduated from the Ecole Nationale Supérieure des Télécommunications (Paris), holds a pre-PhD degree in digital image processing from Universidad Politécnica de Madrid and completed an MBA training course managed by McKinsey.

LAURENCE DORS



Native language: French ; Foreign languages (fluent) : English ; Spanish

French citizen. « Chevalier de la Légion d'Honneur ». « Officier de l'Ordre National du Mérite »

Laurence Dors graduated from France ENA (1981-1983) & Ecole Normale Supérieure (1977-1980). With a global profile Public/Private and France/International, she is a senior executive, former member of the management boards and top executive teams of several CAC 40 and SBF 120 companies Renault, Dassault Systèmes, EADS, Lagardère within which she held a wide range of responsibilities in multicultural environments and complex organizations. She has developed as an expert in corporate governance with a wide executive experience in corporate management (including the management of major corporate crisis and of complex transformation initiatives), HR, international business development and Public Affairs.

She is a non executive Director of major CAC 40 companies, bank Crédit Agricole SA, and Software Services Company Cap Gemini, as well as of Engineering Company Egis SA.

Career

2010-05/2011: Renault Group : Member of the Company Executive Committee, Corporate Secretary General

2008-2010: Dassault Systèmes Group : Senior Executive VP, Member of the Company Executive Committee

2003-2008: EADS Group :Corporate Secretary General

2000-2003: EADS International : General Secretary

1998-2000: Aerospatiale-Matra & predecessor Lagardère: Group International Directorate. General Secretary

1983-1998: L.Dors held several executive responsibilities within France Ministry of Economics & Industry, as a

Commercial Counselor at the French Embassy in Mexico, and as an Advisor on foreign trade within Prime Minister

Alain Juppé's office and France Minister of Economics E Alphanéry's office.

Mandates

Director of bank Crédit Agricole SA. Chairperson of the Remuneration Committee, Member of the Audit Committee and of the Nominations & Governance Committee.

Director of Cap Gemini Company. Member of the Strategy and Investments Committee.

Director of Egis Company. Member of the Commitments Committee.

Member of France business council MEDEF International Committee.

Director of the French « Institut National des Hautes Etudes de la Sécurité et de la Justice ».

THE HONORABLE DIANA LADY DOUGAN



For more than four decades Ambassador Diana Lady Dougan has played a pioneering role in expanding the horizons of telecommunications, information technologies and electronic media globally in both the private and public sector including appointments by three U.S. Presidents (Republican and Democrat) in full Senate confirmed positions. As the first statutory U.S. Coordinator for International Communications and Information Policy for more than half a decade, Ambassador Dougan oversaw and coordinated America's complex telecom, broadcast and IT policy interests and negotiations globally and bilaterally. Major initiatives spearheaded under her leadership include competition in international satellites, expanded spectrum allocations, the OECD Data Declaration, trans-border broadcast copyright accords, credit card protocols, and mobile, aeronautical and HDTV standards among others. In the private sector she has continued to be a driving force in innovative multi-lateral, multi-industry initiatives to foster economic, educational and quality-of-life in developing as well as industrialized countries. This includes co-founding the Global Information Infrastructure Commission (GIIC) with the World Bank and the Center for Information Infrastructure and Economic Development (CIIED) under the auspices of the prestigious Chinese Academy of Social Sciences (CASS) which she chaired for over a decade. Ambassador Dougan serves on a diversity of strategic policy, technology and educational boards. A Peabody Award winning producer, she has recently resumed active involvement in TV and Film including the production of the 2010 Oscar and 2012 nominee for Best Documentary. Ambassador Dougan has been widely honored for her public service and is an Honorary Citizen of the Republic of Korea where she lived as a child.

DRUON DOMINIQUE

CEO
Aliath



In 2011 Dominique Druon creates Aliath, consultancy firm specialized in corporate governance. Prior to considering questions of regulations, Aliath feels the strategy of the CEO must be central to Board Management, and enhance the Board's performance.

In association with the FSI (Fonds Stratégique d'Investissement) she now participates, as non-executive Board Director, in the business development of innovative industrial firms.

With 20 years experience of Executive Management and Board level experience at Altran Group (NTIC multi-national quoted on the stock exchange with 17 500 employees) in France, the UK ,the USA and the Middle-East, Dominique Druon has developed an astute understanding of executive management particularly in phases of growth, restructuration, internationalization and partial or total remodeling of activities.

Dominique Druon is a qualified Engineer, with a degree from the UTC, and certified Board Director via the ESSEC. She is a business angel with Finance & Technologie, member of IFA (Institut Français des Administrateurs), APIA (Asministrateurs Professionnels Indépendants Associés), WCD (Women Corporate Directors) and CEPS (Centre d'Etudes Prospectives et Stratégiques) associations.

JACQUELINE DUBERY

***HR & Corporate Services
Agriculture & Horticulture Development Board***



My career spans over 20 years, with 10 years at Board level, with experience in a highly complex plc Global organisation, working across Europe and on a global level being based in Brussels and Stockholm, in a private shareholder run business and latterly in a Non-departmental public body along with sitting on the board of their wholly owned subsidiary. I have run my own departmental budgets for over 15 years and have taken full P&L responsibility as a Company Director.

I believe that the qualities and requirements of a HR and Corporate Services Director are an excellent match to the needs of a Board member, during a HR career spanning 20 years, the requirement to understand and deliver Leadership, constructive challenge, empathy and being a Team Player are inherent in the requirements of a modern Board member.

The ability and experience to defuse situations, manage conflict, develop a negotiated way forward are just some of the key skills of an experienced HR Director and which are vital in a Board environment.

In terms of specific activities in relation to Board membership I :-

- Chair the Risk Management Group, which includes the Business Continuity Programme
- Sit on the Audit, Remuneration and Nominations Committee
- Take full responsibility for Internal Audit and have taken the corporate governance of the organisation from a Red Risk to an amber/green risk in 18 months.
- Have extensive experience of designing and implementing OD and change management programmes and have done this both in private and public sectors.
- Made significant cost savings and put in place cost efficiency programmes, again in both private and public sector organisations.

I have also sat on key committee's such as the CBI's Education and Skills Council, the Agricultural Skills Forum and worked closely with unions such as AMICUS and UNITE to deliver negotiated settlements for the benefit of both staff and the associated organisations. I am a member of the Institute of Directors and Institute of Personnel & Development.

Jackie Dubery, BA (hons), MIPD,

CATHERINE DUPONT GATELMAND

*Vice President**Member of the Executive Committee**FSI*

Dr Catherine Dupont Gatelmant is a VP and a Member of the Executive Committee of the Strategic Investment Fund (FSI) in France. She is the Managing Director of the Automotive Fund.

After a scientific education (PhD in Applied Mathematics), Dr Catherine Dupont Gatelmant joined the French National Center for Scientific Research as a researcher in Artificial Intelligence and Pattern Recognition. She became in a short period of time a specialist in Flexible Manufacturing Systems and was nominated Scientific Advisor at Renault Automation, a machine tool and systems supplier.

Then, besides the Advanced Management Program at Insead, she spent the major part of her career in the automotive industry at an OEM (Renault) and three global Tier 1 supplying all the OEMs (Sommer Allibert, Faurecia and Delphi). She was appointed in very different positions, which gave her the opportunity of building a strong expertise in technical, industrial and commercial domains. She managed high level and international skilled teams, global technical networks as well as sales and marketing networks. She also managed business operations around the world, restructuring plants and involving several production sites and high technology products.

MARY DUPONT-MADINIER

SVP and Partner***VALTUS Transition - January 2012 – Present***

Mary began her career with THALES in New York as Director of Administration (1979-84), then became Deputy Sales Director and later Sales Director for Major Accounts in Paris (1986-95) at the Tactical Mobile Networks and Command and Control Division. She moved to London and joined Cable and Wireless as Global Account Director and later Vice President Desktop & Intranet Services (1995-00). Mary moved to Chicago and joined Hewlett Packard, previously EDS, as Vice President Client Executive (2002-04). She returned to THALES as Vice President Business Development for the joint venture

Thalès Raytheon Systems in Paris (2007-11), She is Business Angel and Advisor for 2 French start-ups FAIR TRADE SPIRITS AND BENTA BERRY (2011 – Present)

While in Chicago (2002 – 2006) she was Board Member and Chair of the Development Committee for the Joffrey Ballet Chicago and member of the Executive Club and, Economic Club Chicago.

She obtained a Bachelor of Arts in Economics and French from Douglas College at Rutgers University in 1977 graduating PHI BETTA KAPPA, and received the Margaret Lenz Prize in French. She studied Defense Procurement at George Washington University between 1991 and 1995 and has had extensive training in consultative selling, key account management, change leadership of globally diverse teams and transformation management.

ROBYN DURIE

Regulatory Director***Everything Everywhere Limited***

Robyn is Regulatory Director at Everything Everywhere Limited (formerly T-Mobile and Orange). She has been Regulatory Counsel at T-Mobile for 8 years. Her job involves the legal aspects of all regulatory matters, including spectrum, content, consumer regulation, and competition law. She heads up the regulatory and competition department. Her responsibilities include competition litigation, major transactions and advising on the regulatory aspects of mobile tv and internet TV.

Prior to joining T-Mobile she was a partner at Linklaters for 11 years, heading up their communications practice.

She has been on the boards of various arts organisations, including Adzido Pan African Dance Company and the Pacitti Company, and is also a director of the Everything Everywhere Limited Pension Trustee Limited, which manages 2 types of pension schemes.

CATHERINE DURIEZ

Partner**DURIEZ Law Offices**

After five years in the corporate division of the international law firm WALTER, CONSTON & SCHURTMAN PC in New York, Catherine DURIEZ moved to Los Angeles in 1987 to join the team created by LEHRER MCGOVERN BOVIS, INC. to manage the EURODISNEY construction project. As Associate Director of Legal Services, Catherine was in charge of the major contracts of this project in Los Angeles. In 1988 Catherine returned to France to assist the DISNEY Legal Department to handle the administration of the contracts.

In all, Catherine spent eight years in the United States.

In 1990, Catherine entered the food processing industry as Director of International Legal Services for the multinational company DANONE. Her responsibility was to provide the legal instruments to support the international development of the Company specifically in North America in Eastern Europe and in Russia. Her dual culture of both the French Legal System and the “Common Law” led her to participate in DANONE’s development strategy.

In 1997, Catherine founded DURIEZ Law Offices. She advises French firms on company law and on commercial law for industrial and commercial projects in France and abroad. International contract negotiation is Catherine’s strongpoint. Catherine also contributed her international expertise to institutional TACIS Projects in the Russian Federation.

Catherine’s expertise was acknowledged by the “French Institute of International Legal Experts” which awarded her the title of “International Legal Expert” in 2006.

Catherine holds Board Memberships since 1999 and is an Expert on International Governance. She was Advisor on Corporate Governance to the Federal Financial Markets Service of the Russian Federation in 2004. She was a Board Member of the “Association for the Renewal and the Promotion of International Legal Exchanges” from 1999 to 2005 Association created and presided by the French Minister of Justice, Mr Robert BADINTER. She is now a Board member of “Sarthe International” the Association for the Development of the Companies based in the Sarthe region since 2011.

Inspired by the challenges of reaching a consensus and by the needs of local politics, Catherine holds offices in municipal and local government in the “Sarthe” region since 2008.

ESTHER DYSON



Esther Dyson's name has long been synonymous with everything digital. The founding chairman of ICANN, the Internet governing group, and an early investor in Russian and Eastern European start-ups, she remains an active investor in Internet companies everywhere. Known for her prescient views on emerging technologies, she calls herself the Internet's court jester because she has no formal standing but has the ear of the court and tells the truth.

Restless and inquisitive, she has worked as a proofreader, journalist, securities analyst, conference organizer, book author, philanthropist and back-up cosmonaut. At 60 she is far from finished with exploring new frontiers.

While Dyson did not make it to space in 2009 after training in Star City as a back-up for Hungarian space tourist and Microsoft Word author Charles Simonyi, she is sure she will get there yet.

VANESSA EKE

***Managing Director and Vice-President
LanguageLine Ltd***

An enterprising and energetic Managing Director, experienced in the business services sector, with a proven ability to lead and shape companies.

Quick-thinking and versatile, with a breadth of experience across a wide range of functions.

Success to date has come from a combination of strategic thinking, thoughtful planning and consistent execution. As a catalyst for change (the solutions usually come from within), building trust, respect and loyalty from teams who go on to achieve results in competitive markets with common-sense, spirit and good humour has been a critical component.

Encouraging considered and courageous decision-making followed by swift execution has been the hall-mark of my capacity to change structures and locations, and to re-think, re-design and re-build service offerings to combat industry and firm effects of rapidly changing and highly competitive markets. I have coached my teams to design pragmatic strategies for empowering, measuring and incentivising the work-force to achieve improved efficiencies and margin.

Operating internationally for the past 25 years, building effective relationships between the UK and US management teams and dealing with a dominant Chairman and CEO has been a large part of my recent assignment. Listening, filtering, challenging decisions and building trust across contrasting cultures has been critical to success.

Finally, financial training coupled with P&L responsibility within sizable global organisations have equipped me with a sound working knowledge of accounting and audit standards. Liaising with auditors and supervising the creation of risk registers and mechanisms for managing risk has given essential insight into the techniques for cost-effective mitigation.

MARINA ELOY-JACQUILLAT

***Non Executive Director
IPSOS Group***



Marina Eloy was Head of ING Group Human Resources. After joining ING Group in 2000, she was Head of HR Europe for four years before she took responsibility in 2004 for transforming ING's HR function into one global HR department with clearly defined responsibilities and accountability. Today Group HR is a strong, professional and business driven HR function that reflects the new 'business line'-structure and key strategic themes of the organisation.

During her entire career in the financial services industry, Marina Eloy has built an extensive experience in Human Resources and Executive and Board compensation and working on divestitures and mergers.

With a Bachelor in Arts (Philosophy, 1967) and a Masters in Organisational Behaviour (1976) from the University of Paris – Sorbonne, she started her career in Human Resources at JP Morgan; where she worked for 20 years in a variety of functions in Paris, New York and London. In her latest role she was Managing Director HR and Communications for Continental Europe.

From 1997 - 2000 Marina Eloy spent three years with Paribas (French Investment Bank) as Head of Global HR and actively participated in the merger with BNP.

Marina is French, speaks fluently English. She is married and has two children.

CLAIRE ENDERS



Claire Enders founded Enders Analysis in 1997. Claire is one of the most experienced analysts and forecasters in UK and European media and telecoms, with more than 25 years in strategy development and market research in these sectors. Claire is particularly valued for her independent views and insights regarding cyclical and structural impacts on companies in the media, telecoms, technology and retail sectors. Her company, Enders Analysis, is one of the leading independent research companies in the UK and focuses on research, analysis and specialist expertise across the UK and European sectors. Some 150 financial, corporate and regulatory organisations subscribe to Enders Analysis' independent research reports. Enders Analysis supports a wide range of charities in the UK with which Claire is actively involved, including the Natural History Museum, the NSPCC, and various orchestras and museums. Claire is a Trustee of Glyndebourne Arts Trust.

ISABEL EVANS

Partner***Bird & Bird***

Isabel specializes in providing banking advice to clients operating in the telecoms and technology industries. She has particular experience in telecoms project finance transactions and IT/PFI projects. Isabel represents clients in both the private and public sectors in the UK and across Europe.

Isabel joined the Banking Group of Bird & Bird in 1998, having previously worked both in private practice at Salans Hertzfeld.

WENDY EVRARD LANE

Principal/Investment Banking (Retired)***Donaldson, Lufkin & Jenrette******Corporate Director (Current)***

Wendy Lane is a former Principal and managing Director of Donaldson, Lufkin & Jenrette, a major US investment bank, following her start at Goldman, Sachs & Co. She is a private investor and has deep board experience.

Wendy has sat on 7 public company boards, most of them NYSE listed and two of them based in Europe. She is a Financial Expert, has chaired Audit and Compensation Committees and has sat on Governance and Quality Control Committees as well as Special Committees such as Strategic Alternatives and CEO Search Committees.

Wendy's investment banking and board background spans a broad range of industries, including energy, health care, basic industry, technology, and financial institutions. Her financial experience includes addressing a broad range of issues from mergers and acquisitions to capital structure and raising, to financial policies to shareholder relations. She is also expert in crisis management and developed the Risk Committee and policies for one of her board companies. Ms Lane was a founding investor of Staples, Skyhook and other companies, in a range of industries. Because of her broad industry exposure, she is regarded as a strong strategist.

Because of her experience, Ms. Lane has spoken about governance, audit committee and board matters at Harvard Business School, The Wharton School, Stanford Law School and other forums, as well as having reviewed the governance guidelines proposed for the OECD and New Zealand stock exchange. Ms Lane is also a Trustee of the US Ski & Snowboard Team.

Through her varied and international board experience, Wendy appreciates that each board works differently and that international boards operate differently than US boards. Through her leadership roles, she also understands how to bring out the best in each Director, contribute strong individual performance while also being a solid team player and work with CEOs to accomplish objectives.

Wendy graduated from Wellesley College as a Durant Scholar (the highest honors) in Mathematics and French, and the Harvard Business School with Second Year Honors. She was co-owner of a

Junior ice hockey team, and is an avid skier and tennis player. She lives outside of Boston, Massachusetts.

MARY C. FALVEY

*President
Falvey Associates*



Mary Falvey is an experienced corporate and nonprofit director, particularly with audit, finance, and pension investment and administration committees, and with family-owned companies. A management consultant with broad U.S. and international experience, she previously worked as a senior executive in large corporate, entrepreneurial, and turnaround environments, and as a Federal government appointee. Industry experience includes financial services, automotive, distribution, pension, and health care. She currently lives in San Francisco and has lived and worked in New York, Washington, Amsterdam, and Zurich. She speaks good French.

Ms. Falvey serves as a Governor of the San Francisco Symphony, Board Chair of Francisco Classical Voice, and Trustee Emeritus and Presidential Councillor of Cornell University. She recently completed her term as Director of Basic American Foods, Inc.. Previous board service includes Golden Gate Bank (Director), Greater Bay Bancorp (Strategic Advisory Board), Wells Fargo Corporation (Bay Area Community Advisory Board), Blyth Eastman Dillon (Director, member, Executive Committee), Falvey Autos, Inc. (Chair and CEO), and Novus Packaging, Inc. (Director). Nationally, she served on the National Commission on Social Security Reform, Board of Trustees of the Social Security and Medicare Trust Funds, and Composite Committee of the United States Medical Licensing Examination. She holds an MBA from Harvard Business School and a BA from Cornell University.

CRISTINA FINOCCHI MAHNE



Economist, expert in banking and governance issues.

Board Member of PMS Group since its IPO, after having been Partner of the company. Previously, member of the Management Committee, as Director of Investor Relations and Strategic Communication of two financial blue-chip companies.

Author and host of Watchdog*, a television magazine on governance issues broadcasted on Class CNBC, the SKY economic and financial TV channel.

She began her career in corporate finance at Euromobiliare, a merchant bank owned at that time by HSBC, and then joined Tamburi&Associati, Italian leader in financial advisory services- M&A and privatization. Then she worked for JP Morgan, one of the major investment banks and later for Hill & Knowlton as manager of corporate and financial division.

Degree in Economics from La Sapienza University in Rome and MBA - Master in Business Administration - LUISS University in Rome, with specialization in Corporate Finance and International Marketing. She also achieved further specializations in finance, financial communication and intercultural skills in London and Los Angeles.

In 2003 she has been awarded by LUISS University with the "Distinguished Executive Award", and in 2007, she has received from University La Sapienza, Faculty of Economics, with the "Best in Class" Award, both for professional merits.

Author of many articles published in leading Italian economic newspapers, she has been lecturer at important Italian universities (Università Bocconi, La Sapienza, LUISS).

She has been key-speaker at conferences of national and international relevance, among which the Conference on Leadership and Business Culture organized by Il Sole 24 Ore in Milan and the International Peace Conference in Egypt - in collaboration with the OECD as keynote speaker of the panel on economic development opportunities, together with the Senior Financial Economist at the World Bank for EMEA and Senior Dean of Harvard University.

Among her many speeches as Chairwoman: the Centenary of the Faculty of Economics, University La Sapienza in Rome; the Round Table on Trust and Risk in 'Salone del Risparmio'; the International Seminars of Fondazione Bellisario 'Women, Economics and Power' on energy and women's leadership.

She is Co-Head of Lombardy Bellisario Foundation and Member of Executive Committee.

* Watchdog, the first television magazine on governance issues, on air since November 2004 on CNBC financial channel Sky 507. Among its guests, are some the most prominent representatives from business, financial, academia and government.

BARBARA FIRTH

CFO**Advanced Computer Software Group**

Barbara has many years of experience in senior managerial and financial roles and was previously Chief Financial Officer of Computer Software Group plc where she worked closely with Vin Murria and Michael Jackson until its merger with IRIS Software Group in July 2007. Following the merger Barbara became Acquisitions and Integration Director of the combined group until joining Advanced in August 2009.

KIM FISCHER

***VP of M&A, Systems and Operations
Oracle***

Ms Kim Fischer is the VP of M&A, Systems and Operations at Oracle. Since joining Oracle in 2005 Ms Fischer has integrated more than 80 companies valued at over \$43 billion. The success of these acquisitions and their related integrations has been instrumental in Oracle more than tripling revenue from \$10.2bn in fiscal 2004 to \$35.9bn in fiscal 2011. In addition to driving the high-level integration strategy, Ms Fischer has direct responsibility for taking financial control and ensuring the acquisitions are legally integrated and financially dissolved globally.

More broadly, Ms Fischer also leads business process & system optimisation across Oracle's back-off operations and is currently working on Oracle's Public Cloud Framework. Kim's background in strategy, M&A & operations enables her to develop strategic solutions that can easily be actioned within business operations to achieve synergies.

Prior to joining Oracle Ms. Fischer worked at PwC as part of the transaction services group where she provided advisory services in the area of pre- and post-deal services including operational due diligence, synergy development, carve-out and post-merger integration planning. Before PwC, Ms. Fischer was head of strategic planning and part of the management team at Bombardier Rail Control Solutions where she developed and drove a strategy to turnaround the business – took the €300m turnover business from €90m in losses to breakeven in 1.5 years. Ms Fischer has a BA in Finance from Simmons College in Boston and an MSc in Management from London Business School, Sloan Programme.

ALISON FITZGERALD

Alison FitzGerald was until recently CIO of the Financial Times, where she had overall responsibility for the delivery and development of IT, MIS and Procurement services to all the Financial Times business divisions globally, which includes: development, support and delivery of IT services which underpin the Newspaper production and FT digital services. Alison has an outstanding track record of success in leading both IT and business-focused functions. She has demonstrable business and commercial acumen and a proven ability to adapt to different business sectors, demands and priorities. Prior to the FT, Alison held several positions at Abbey National, including Head of Service Acceptance, Head of IT Governance and Continuity, and Head of Technical Services, where she led all technical support teams across the Abbey National Group.

SHEILA FLAVELL

Chief Operating Officer***FDM Group***

Sheila has enjoyed a successful business career stretching over 20 years in both the public and private sectors of information technology. She joined FDM in 1998 as a senior executive and has been fundamental to the success and development of FDM's Global Services division. Sheila has responsibility for FDM's Testing, Consultancy, Support and Training business areas, as well as overseeing the strategic direction of the FDM Academy Programme. She holds both an MBA and an MA in Marketing and is a qualified PRINCE2 Practitioner. Sheila is also an Executive Director of Glen Dudley Investments Limited.

ANN FLETCHER

Compliance Director***Royal Mail***

Ann Fletcher is Compliance Director at Royal Mail, the sole provider of the UK's universal postal service. Along with Post Office Ltd, Parcelforce Worldwide and General Logistics Systems (GLS), Royal Mail is one of the four brands which make up Royal Mail Group Ltd employing around 163,000 people in the UK. Ann served as Group General Counsel at BT from 1986 to 2010. She holds an MA in Mathematics and Law from the University of Cambridge.

DANIELA FLOREA

*Chief Executive Officer
Geo Strategies Ltd.*



Daniela Florea is an entrepreneur and co-founder of the first British-Romanian Joint Venture in 1993 as an extension of the Cambridge Phenomenon. This investment generated a comprehensive geographic information infrastructure for C&E Europe which she sold to Navteq (now Nokia) in 2003. She then started a new business in partnership with Experian resulting in the first socio-demographic profiling system for C&E Europe. Her company now supplies products and services in support of Romania's emerging needs for consumer & spatial analytics and also data quality management. Significant achievements have been projects in banking, insurance, property, retail and telecommunications.

Daniela graduated from the University of Bucharest (Geography & English) in 1985; she has an MPhil in Management from the Cambridge Judge Business School (1995), and an IDM Diploma in Direct & Digital Marketing (2011). She has recently completed the Financial Times Non-Executive Director Certificate and teaches at both Cambridge and Romanian Business Schools. She has served on the Board of IMTA (The International Map Trading Association), the Romanian Board of ICSC (The International Council of Shopping Centers), and various EU committees. Daniela is married, has two children and lives in Cambridge, UK. She was described by the VC Press as a 'trend-setting woman' and also 'the toughest entrepreneur in Europe'.

DEE FORBES

Dee Forbes is the President and Managing Director of Discovery Networks Western Europe. Headquartered in London, Forbes manages 16 factual and entertainment brands. Discovery's footprint reaches 291 million cumulative subscribers in 29 countries and territories across Europe including the UK, Italy, Germany, Norway and the Netherlands.

Forbes was previously at Turner Broadcasting, part of Time Warner, where she ran Turner's business in the UK and Ireland, which consisted of seven entertainment channels including Cartoon Network, Boomerang and TCM. She spent several years working at Turner in a variety of commercial roles including General Manager for the Nordic/Central and Eastern Europe and EMA regions and head of Advertising Sales for Europe.

Prior to joining Turner, Forbes was an Account Director at Media Audits, a media consultancy and began her career at Young and Rubicam Media in Europe.

Forbes is chair of the Commercial Broadcasters Association (COBA) in the UK. She has a Bachelor of Arts degree in politics and history from University College, Dublin.

ANN FRANCKE

Global Managing Director at BSI Group

Anne Francke is Global Managing Director of BSI Group, a leading global independent business services organization providing standard-based solutions in more than 140 countries. Before joining BSI Group in 2009, Anne was President and Co-Founder of Beautorium LLC. From 2007-2009 she was Chief Marketing Officer at Yell Group, the UK's largest yellow pages provider. Anne has also worked as Director of Strategic Marketing at the Boots Group; European VP at MARS, Inc.; and General Manager/Category Director, Cosmetics at Procter & Gamble. Ann holds an MBA and an Ms in journalism from Columbia University, and a BA with distinction in Russian and Politics from Stanford University.

LISA GABLE**President****Healthy Weight Commitment Foundation**

Lisa Gable is the President of the Healthy Weight Commitment Foundation. The initiative led by 16 food and beverage manufacturing CEOs is aimed at helping to reduce obesity, especially childhood obesity, in America. Under Gable's leadership, the foundation grew from 21 founding members to over 200 members. She drove the first marketplace initiative through which member companies pledged to reduce annual calories by 1.5 trillion in the marketplace by the end of 2015. She negotiated a White House endorsement by First Lady Michelle Obama and established a measurement process validated by the Robert Wood Johnson Foundation. The program has been recognized by the Institute of Medicine, the Bipartisan Policy Council and the Australian Government

Department of Health and Ageing. Gable, a recognized international speaker, has advised governments, governmental organizations and industry groups in Canada, the EU, Australia, New Zealand, the UK and the G8. The foundation's public education campaign, the Together Counts™ program, has reached over 126M consumers and over 53% of the elementary schools in the United States.

In August 2004, President George W. Bush appointed Gable as U.S. Commissioner General to the 2005 World Exposition, Aichi, Japan. She held personal rank of Ambassador. Gable managed the \$33.7M privately funded operation. She repositioned U.S. participation in World EXPOs by focusing activities and deliverables on business development, investment, and job creation. Sponsors included 56 corporations and 19 state partners -8 of which brought delegations led by governors. Those visits opened direct relationships between key economic centers in the U.S. and Nagoya, one of the fastest growing regions in Asia.

Gable serves on the board of Girl Scouts of the USA; serves on the editorial board of the *Diplomatic Courier* and is a member of Women Corporate Directors. Gable is also a regular guest on *Lifetime's* national morning television show, "The Balancing Act". Her 27 year career in Silicon Valley and Washington, DC includes consulting with Fortune 500 high tech brands and tenure as Global Brand Identity Manager for INTEL Corporation; a partner, the Brand Group; a Member, the Governor's Economic Development and Jobs Creation Commission; an Advisory Board Member, Base Technologies; a Trustee, Thunderbird School of Global Management; a Board Member, Lovelace Respiratory Research Institute; a Commissioner, the President's Commission on White House Fellowships; a U.S. Delegate to the United Nations; Vice Chairman, U.S. Defense Advisory Committee on Women in the Services; Deputy Associate Director, Office of Presidential Personnel, the White House; Special Assistant for Technology Transfer Policy, Office of the Secretary of Defense.

Her published articles include: "Healthy Weight Can Lead to a Healthy Physical and Economic Future", *Diplomatic Courier*, Jan 2012; "Childhood Obesity: A Problem Without Borders", *Diplomatic Courier*, February 26, 2011; "The Slimming of America Good for Economy as Well as Health", with Helen Darling, *McClatchy Tribune*, Feb 12, 2010 (reprinted in mid size markets nationwide).

Lisa Gable is a graduate of the University of Virginia with a Bachelor's degree in international relations, holds a Master's degree from Georgetown University's National Security Studies program and studied at the US Army War College and National Taiwan Normal University.

LIV GARFIELD

Liv Garfield is Chief Executive of BT OpenReach.

Before joining BT in 2003, Liv worked for Accenture, the management consultancy company. She then joined BT as General Manager running a desk based sales team, before moving into the service world, managing call centers and leading provision and repair teams. Following that, she worked as BT Group Director of Strategy and Regulatory Affairs, where she oversaw the company's fiber broadband strategy and other key areas.

LAETITIA GARRIOTT DE CAYEUX

Chief Executive Officer
Ajna Capital LLC



Expert in corporate finance, strategy, capital markets, accounting, corporate governance, and technology and innovation with 15 years banking and investing career throughout which she has resided and worked in Paris, Hong-Kong, London and New-York.

Laetitia Garriott de Cayeux is the Chief Executive and Investment Officer of Ajna Capital, an investment firm which invests globally. Before founding Ajna, de Cayeux was a partner of Renaissance Technologies' Meritage Group LP, an \$8 billion fundamentally-oriented fund. She joined Renaissance Technologies from another multi-billion dollar fund TPG-Axon Capital Management, LP where she was an investment principal and directed global investment across diversified industry groups.

Prior to moving to the buy-side in 2004, De Cayeux was an investment banker at Goldman Sachs in London, where she was involved in a number of large cross-border M&A deals, strategic equity investments, bankruptcy proceedings and equity financing mandates including:

- German utility E.ON AG's acquisition of Powergen, one of the UK's leading energy supplier
- Sara Lee's acquisition of Courtaulds Textiles, Britain's largest producer of lingerie and underwear
- French hotel group Accor SA's sale of its casino business to Colony Capital
- Shell International's strategic equity investments in Chinese oil companies Sinopec and in China National Offshore Corporation
- The sale by Dixons Retail plc one of the largest consumer electronics retailers in Europe of internet provider Freeserve to France Télécom which unlocked tremendous value for Dixons and its shareholders

De Cayeux is a member of Women Corporate Directors, currently serves on the advisory board of online social gaming company Portalarium, and previously served on the advisory board of online advertising firm Mojiva. She is also a contributor to Forbes and Techonomy and is regularly invited to participate and speak at leading global conferences including the Forbes CEO global conference, the New-York Forum, the White House Innovation Conference, TED med, and the X-prize visionary meeting.

De Cayeux holds an MBA from Harvard Business School where she earned the Dubilier Prize, as well as an MBA from ESSEC in France. She has won a number of awards including most recently Institutional Investor magazine rising star award, and the Women's Forum for the Economy and Society's rising talent award.

INDIA GARY-MARTIN

*Managing Director
JP Morgan*



India Gary-Martin's career in Financial Services spans more than twenty years and three continents; North America, Europe and Asia. She has worked at some of the world's leading financial services firms including, Deutsche Bank, Lehman Brothers, RBS and JPMorgan.

India has held a number of CIO and roles both regionally and globally and has significant expertise around mergers having worked on components of the Deutsche Bank – Bankers Trust and RBS – ABN AMRO integrations.

In her current role at JPMorgan, India is a Managing Director and is responsible for managing the strategic agenda for the 13,000 person Technology & Operations division of the Investment Bank. In this COO role, she is also responsible for managing the day to day business.

India has been awarded numerous awards including; Outstanding Contribution to Diversity (Women in Banking and Finance) , Best Female Technologist (European Banking Technology Magazine), and has also been named to the Powerlist 100 for multiple years. She is the Chair of the Board of Trustees of LEAP Charity , the President of the City Women's Network and is a member of the British Red Cross' Tiffany Circle.

SUE GRIFFIN

***Chief Operating Officer
Ipulse***

Sue Griffin is Chief Operating Officer of Ipulse, which provides Intellectual Property advice and solutions to a wide range of clients throughout the world. Sue joined Ipulse in 2002, soon after its launch, and has been instrumental in its expansion to nearly 40 staff with offices in London and Cambridge. Prior to this she was at Reuters for eight years where she was Senior Vice President of Strategy and Research for its global Media division.

She is a former Management Consultant with KPMG where she specialised in Media, working on assignments for clients in the private and public sectors in the UK, US, Hong Kong, Japan, Australia and Canada. Her early career was spent as a journalist and editor.

Sue is a former Council Member of the Royal Television Society, and chaired its Business Development Committee. She is also a former Vice Chair and Board Member of Women in Film & Television, and chaired its Management Committee from 2007 to 2009.

EMMA GILTHORPE

Emma Gilthorpe, Director of Regulation, British Airport Association Emma joined BAA in September 2009. She was previously BT plc's Group Director of Industry Policy and Regulation and has held a number of other senior regulatory and public policy roles in Cable and Wireless. Emma is also a non-executive director of London First and of St George's NHS Trust in Tooting.

PAMELA GODWIN

President
Change Partners, Inc



Pamela Godwin is an experienced corporate director, C-suite executive and consultant with more than 30 years in corporate leadership and leadership consulting.

Ms. Godwin has been President of Change Partners, Inc. since 2001. Change Partners works with clients in change and growth initiatives on an individual and organizational level. Ms. Godwin serves as a thinking partner on leadership, strategy and execution issues to board members, CEO's, COO's and other Senior Leaders.

Prior to founding Change Partners, Ms. Godwin successfully led significant organizational change in business strategy, cultural and operational integration of acquisitions, operational turnaround, and crisis intervention; and has worked with diverse employee and customer populations. Her work with enterprise-wide strategic change was highlighted in the book, Reengineering the Corporation, by Michael Hammer and James Champy.

From 1999 to 2001, she was President and Chief Operating Officer of GMAC Insurance Personal Lines Agency Division, a provider of private passenger automobile, motorcycle, and commercial automobile insurance.

Previously, she was Senior Vice President of Customer Management for Advanta Corporation with responsibility for its 6 million-member credit card operations. She has also served as President and Chief Operating Officer of Academy Insurance Group, and Senior Vice President of Providian's Direct Response Group.

She began her career with Colonial Penn Group where she held a succession of management and executive positions, most recently, Senior Vice President of Property/Casualty Claims. She has also served as interim President of Women's Way, a funding federation of agencies serving 250,000 women and children in the Philadelphia Region.

Ms. Godwin is frequently invited to speak and has addressed audiences in the U.S., Canada, and the U.K. on business process reengineering, the human aspects of change and leadership in a team-based environment. She has been a member of the board of directors of Unum Group (NYSE:UNM) since 2004 where she currently serves on the Governance and Finance Committees and previously served on the Regulatory Compliance and Human Capital Committees. (Unum Group includes Unum UK, Unum US, Colonial Life.)

Ms. Godwin is a 2011 NACD (National Association of Corporate Directors) Board Leadership Fellow and serves on the board of the Philadelphia Chapter of the NACD.

An active participant in civic and business organizations, Ms. Godwin is a member of, the National Association of Corporate Directors, Women Corporate Directors, the Committee of 200 and the Philadelphia Forum of Executive Women, of which she is past President.

She is a former member of the Philadelphia Foundation's Board of Managers, the Wharton School of Business Executive Education Advisory Board, the Penn State Great Valley Advisory Board (immediate past Chair), the Albert Einstein Healthcare Network Board of Directors, Novant Health Triad Region Board of Directors, Winston-Salem Chamber of Commerce Board of Directors, Insurance Society of Philadelphia Board of Directors, the JFK Vocational Technical School Board of Directors, and Wheels, Inc. Board of Directors. She is also past President of the Philadelphia chapter of Chartered Property and Casualty Underwriters (CPCU).

Ms. Godwin was named to the Pennsylvania Honor Roll of Women by the Pennsylvania Commission for Women in 1996 and was named one of Pennsylvania's Best 50 Women in Business in May, 2007.

A Phi Beta Kappa graduate of Pennsylvania State University, Ms. Godwin also holds the Chartered Property and Casualty Underwriter designation (CPCU).

LORI GONNU

CEO***Boldair Consulting International***

Lori Gonnu has held global leadership responsibilities in the telecommunications industry for more than 20 years.

She is recognized as a strategic thinker and a source of innovative solutions to meet challenges and exploit opportunities.

Lori served on the Executive Management Committee of the GSM Association (the global association of mobile operators) for over ten years, leading ground breaking worldwide initiatives.

Until 2009, Lori was Executive Director of the International Division of SFR (French mobile operator), responsible for the financial, regulatory, commercial and marketing aspects of the business (>1 billion euros) as well as the development of international products and services.

From 2009 to 2011, she was Executive Vice President, General Manager and member of the Executive Committee at Syniverse Technologies (a world-wide service provider to the mobile industry) with P&L responsibility for the Roaming and Interworking Line of Business (>\$300M).

She founded Boldair Consulting International in 2011, specializing in growth opportunities for international telecommunications companies, including strategic and marketing repositioning, identification and integration of business opportunities and assistance in sales and acquisitions.

Lori serves on the Board of Momac, BV. She contributes, in particular, to Momac's strategy thanks to her longstanding industry knowledge and operational experience. She was selected by Agenda (Financial Times) as one of the 100 Top Board Candidates with Global Skills in 2011.

In addition she contributes as the telecommunications expert to 1001 Fontaines, a humanitarian association bringing clean drinking water to isolated villages through social entrepreneurship.

Lori Gonnu has dual citizenship (USA, France) and is based in Paris. She holds a Bachelors degree in Political Science from Wellesley College, USA, Masters degrees in International Economics from the Fletcher School of Law and Diplomacy (Tufts University, USA) and from the Institut des Hautes Etudes Internationales in Switzerland, and an MBA from INSEAD.

PATRIZIA GRIECO

Chairman and CEO, Olivetti

Patrizia Grieco was born in Milan on February 1, 1952, she graduated in Law at the Università Statale and began her career in 1977 at Italtel in the Legal and General Affairs department of which she became head in 1994.

Following the Siemens Telecomunicazioni-Italtel merger in 1997, she also became head of the HR, Purchasing and PR departments. In 1999, after the two companies split, she became Director General of Italtel with a mandate to reorganise and reposition the company. In 2002 she was appointed CEO of Italtel.

From September 2003 to January 2006 she was CEO of Siemens Informatica, the Italian holding company of Siemens Business Services, and was also appointed Executive Council member of the latter.

In February 2006 she became Partner in Value Partners and CEO of Gruppo Value Team that operates in IT consultancy and IT services in Italy and abroad employing some 2,700 professionals. Value Team is today the third player in the Italian IT sector.

Patrizia Grieco was a Member of the Triennale di Milano Board as well as a Member of the European Advisory Board of Guidant, the US market leader in medical appliances.

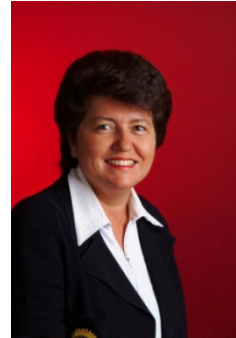
INES GUIGNARD

Inès Guignard

MBA in Management - Sciences Po Paris

Member of “l’Institut Français des Administrateurs”

English, Arabic, Spanish

**Chief Operating Officer (COO) / General Secretary**

Coordination of external acquisitions and transverse projects

Business Development

Restructuring and Post Merger Integration

Expertise in Arabic culture and in-depth knowledge of Southern Europe specificities

Operational management of companies

Result driven manager, expert in negotiating and federating energies at all levels

ANNE GUIGOU



Anne Guigou is a Director of International Marketing Development in healthcare.

She has 20+ years of experience in developing innovative and unique products and services strategies and an extensive knowledge of multiple specialties and various healthcare systems in France, Europe and Worldwide.

Since 2010, she was in charge of the homecare channel development for Baxter in France.

From 1998 to 2009, she was Marketing head for the Clinical Parenteral Nutrition for Baxter International Inc., in Europe and then Globally, based in Chicago-IL USA. During these 12 years she led innovation, marketing and geographic expansion for this therapy, launched 3 generations of Nutrition Bags over 10 years in Europe, Latin America, Asia and Canada and created and developed a range of paediatric bags.

Early in her career, Ms. Guigou held various positions in marketing and sales for different divisions of Baxter International Inc., where she strengthened her knowledge in sales and marketing.

Ms. Guigou is a Medical Doctor and she holds a master's of business administration from the EM Lyon in France.

ALEEN GULVANESSION

Aleen Gulvanessian - Partner and Head of the Insurers and Brokers sub-sector, Eversheds.

Aleen is a senior partner in Eversheds corporate practice with over 25 years experience and is based in the London office. She heads up our Insurers and Brokers sector group.

Aleen specialises in corporate matters and in particular her areas of expertise include the following:

- acquisitions and disposals - in this area Aleen has worked on numerous deals in the insurance sector
- joint ventures and shareholders agreements
- investments in companies and fundraisings, both private and public - corporate restructurings and refinancings
- corporate governance advice
- boardroom advice generally including consideration of approved persons regime for regulated companies.

Aleen's clients comprise large public companies, private companies also entrepreneurs.

NATHALIE GUTEL

Director of Business Development
IBM



Nathalie Gutel is Director of Business Development at IBM France. As a C-level Executive working for several global technology companies with P&L responsibilities she brought back to growth and to profit declining business units, launched new businesses from scratch, and was the driving force of a company organizational transformation. Her consulting work has focused on strategy and performance improvement via implementation of global ERP systems in retail and consumer product industries. She has a global experience, leading the work of multicultural teams across all geographies, and has built a strategic roadmap for the Chiang Ma province in Thailand as part of the Executive Service Corp worldwide initiative of IBM.

Nathalie has worked for a wide range of retailers including department stores, wholesale, electronic shopping, specialty retailers, as well as for CPG companies both in the food and non-food sectors.

Nathalie was co-writer of the book “Administrateur(e) au Féminin, guide pour devenir administratrice” prefaced by Marie-Jo Zimmermann, Présidente de la Délégation aux Droits des Femmes à l'Assemblée Nationale and author of the « Copé-Zimmermann » law defining quotas for women on boards in France.

Nathalie was educated at ESCP Europe and specialized in international business. She is part of the ESCP Europe Alumni Board. Nathalie is also Board Member at European PWN, a professional women association, and acts as the VP in charge of the Executive Forum which regroups the C-level women of the network.

VÉRONIQUE HACCOUN



20 years of experience in Finance and Management

- ❓ **From 92 to 98 : Senior - Arthur Andersen Paris**, in Financial and Accounting Services
 - Many projects in tax compliance and contractual audit for international firms established in France.
- ❓ **From 98 to 2002: Finance Director at Lexibook** registered company specialized in elctronical products;
 - Due diligence, organization of reporting processes, communication to Investors.
- ❓ **From 2002 à 2009: Senior Manager – Ernst and Young Paris :**
 - From 2002 to 2005 in Financial Advisory Services: oriented in finance and organization optimization
 - From 2006 to 2009 in Fraud Investigation and Dispute Serviced: dedicated to prevent, detect and investigate Frauds
- ❓ **From 2009 to 2012 : CFO Group of Pixmania** (900m€ of sales in 26 countries) European leader of E-retail.
 - Many projects in financial and cash optimization: fast close, working capital improvements and change management.

DOTTY HAYES

Retired Financial Executive: Intuit, Agilent, Hewlett-Packard
Board Member, Audit Committee Financial Expert



Dotty Hayes serves as a Board member, Finance Committee Chair and member of the Executive Committee for First Tech Federal Credit Union, with US\$5.4 billion in assets; as Trustee, Finance Committee Chair and member of the Executive and Investment Committees for the Computer History Museum in Mountain View, CA; as Board Chair and Audit Committee Chair for Silicon Valley FACES, a non-profit dedicated to building an inclusive and caring community, free of bias and bigotry; and as a Board member and Finance Committee Chair for American Leadership Forum – Silicon Valley, a nonprofit organization dedicated to building a better Silicon Valley community by joining and strengthening leaders to serve the common good.

She served as a Board member and Audit Committee Chair for Range Fuels, a cellulosic biofuels startup, from 2008-2012; as a Board member and Finance Committee chair with Addison Avenue Federal Credit Union from 2002 until the merger that formed First Tech FCU in 2011; and as a Trustee of the Woodside Priory School, a coed independent college preparatory school in the Benedictine tradition for grades 6-12, from 2000-2006.

Ms. Hayes worked for over 30 years in a variety of executive finance roles in the technology industry, supporting global hardware, software and service providers of computers, scientific instruments, data storage devices, semiconductors and financial services.

She retired from Intuit where she held the positions of Chief Audit Executive from 2005-2008, and Vice President, Corporate Controller from 2003-2005. She was Vice President, Corporate Controller at Agilent Technologies from its spin-off from Hewlett-Packard and IPO in 1999 until 2003, where she managed a global staff of 500. From 1989-1999 she held several roles at Hewlett-Packard, including General Manager of the program office that managed the spin-off of Agilent, Chief Audit Executive, Sector Financial Executive for the \$5 billion Measurement Systems Organization, and Assistant Corporate Controller. She joined Hewlett-Packard as part of the Apollo Computer acquisition where she was Vice President, Corporate Controller. She joined Apollo before its first revenue shipment and was part of the team that grew the company to Fortune 500 status prior to the acquisition by Hewlett-Packard.

Ms. Hayes holds an MS in Business Administration, accounting concentration, from the University of Massachusetts at Amherst and an MS in Finance from Bentley University. She is a member of Women Corporate Directors (WCD), the National Association of Corporate Directors (NACD), Financial Executives International (FEI) and the Association for Corporate Growth (ACG). She is a Senior Fellow of the American Leadership Forum – Silicon Valley and a recipient of the YWCA TWIN award. She holds the NACD Certificate of Director Education, attended OnBoard Boot Camp and Stanford Directors College, and was named to *AGENDA* Magazine's Diversity 100 – Top Diverse Board Candidates You've Never Heard Of.

KAREN HANTON

Karen Hanton MBE is a British entrepreneur formerly founder and Chairman of Toptable, a restaurant booking enterprise in the United Kingdom.

Hanton is a native of northeast Scotland, but moved to London soon after her Highers. She pursued a career in training and human resources, but at age 29 founded the IT staffing firm Mortimer Spinks. After selling the company to FTSE 250 Executive Search firm Harvey Nash in 1997, she bought and staffed a restaurant business in Fulham, which in 1998 inspired her to found Toptable. toptable.com was sold to Nasdaq listed Opentable.com in 2010 for \$55m. She is currently an Investment Partner at ProfoundersCapital and investor in JustAddRed.

KATHERINE J. HARLESS

CEO (Retired), Idearc Media Inc
Board Member, The Toro Company



Katherine J. Harless has had significant success leading growth, turnaround and IPO for several multi-billion dollar businesses in consumer and B2B markets as CEO/President. She is currently active on multiple board of directors, corporate and non-profit.

She served as President and CEO of Idearc Media Inc. from 2006-2008. She led the successful spinoff of Idearc Media from Verizon Communications and navigated the company from print centric to a multi-platform media company. Idearc brands include the second largest national yellow pages directory and Superpages.com among the top 50 most accessed websites. Idearc renamed itself SuperMedia Inc. and listed with NASDAQ in 2010.

Previously, she served as president of Verizon Information Services, the nation's most advanced provider of yellow pages and related shopping information, from 2000-2006. Before that (1996-2000), she was President of GTE Airfone, where she directed overall operations, and pioneered the expansion of air-to-ground public telecommunications services in the United States and other countries.

Harless worked for GTE from 1973-2000, starting in her hometown of San Angelo, Texas, and carrying out assignments of increasing responsibility in finance, sales, marketing and operations. She was appointed Regional President for GTE Telephone Operations in Texas and New Mexico in 1994. At GTE she was the first woman President of a GTE subsidiary company and first woman Vice President in GTE Telephone Operations.

Harless serves on the board of directors for the Toro Company, on its Audit Committee, Compensation and Human Resource Committee, as well as the Nominating and Governance Committee. She was a member on the Idearc Media board and Verizon Foundation board. She is a lifetime member of and serves on the Advisory Board for The University of Texas McCombs School of Business. She twice served as Chairman of the Yellow Pages Association board.

Harless is a Director and member of the National Association of Corporate Directors (NACD), a member of the Women Corporate Directors (WCD), the Board Connection and the Committee of 200. She was featured in the September 2010 issue of The Agenda Diversity 100 as "Top Diverse Board Candidates You've Never Heard of" and also in the November/December 2005 issue of Profiles in Diversity Journal as one of the "Women Worth Watching in 2006."

In 1998, she was inducted into the Hall of Fame at The University of Texas at Austin, the business school's highest honor for outstanding achievement.

Harless earned a B.B.A. in accounting from The University of Texas at Austin.

ANNE HEAL

Managing Director Strategy & Propositions***Openreach***

After graduating with an MA in Politics, Philosophy and Economics from Somerville College, Oxford, Anne joined the Ford Motor Company as an Industrial Relations trainee at their Slough Truck Plant. After some time as a communications consultant in an advertising agency she joined BT to work in marketing communications. A spell in operations was followed by some time as Head of the Office of the Chairman and Chief Executive.

Following this, she was appointed Director, Strategic Planning, when she undertook a fundamental reorganisation of BT, then led some major divestment work. She took up the post of Director, Regulatory Affairs in February 2002 and after leading the Ofcom Strategic Review of Telecommunications on behalf of BT, moved to the newly created Openreach to be Managing Director, Sales, Products and Marketing. Anne is now Managing Director of Strategy and Propositions for Openreach.

Anne is a Sloan Fellow of the London Business School and has a Masters Degree in Management from London University. She is a director of Women in Telecoms and Technology (WITT) and Deputy Chairman of the Governors of Unicorn School, where she has four children.

CHRISTEL HEYDEMANN

Executive Vice President,
Human Resources and Transformation
Alcatel-Lucent



Christel Heydemann is Executive Vice-President Human Resources and Transformation for Alcatel-Lucent and a member of the Executive Management Committee. Prior to this, she held a number of executive roles including Vice President of the Strategic Alliance with HP, member of the Alcatel-Lucent France Executive Committee responsible for Sales Account Teams in France, and key account manager for SFR (Vodafone France, now Vivendi Group) and France Telecom/Orange.

Christel has devoted her personal time to community work; particularly to activities that promote young women in business. She has been an executive sponsor of Alcatel-Lucent GROW (Grow Our Women), an initiative launched in 2010 across Alcatel-Lucent's Enterprise Business Group to ensure female development in the company's talent pipeline. She is currently President of Fondation Hélène Azaria, created in 1940 to support employees facing personal difficulties.

Christel is a graduate of the French Polytechnique and the Ecole Nationale des Ponts et Chaussées. A French national, Christel is fluent in English and French and has also studied Russian and Spanish.

ELAINE HEYWORTH

Elaine Heyworth has had a twenty-two year career with large, blue chip, financial corporations, including PWC, Goldman Sachs, Morgan Stanley and Barclays, managing the implementation of regulatory risk processes (Sarbanes Oxley, Basel II/III) in these groups worldwide. From 2009 Elaine was the Head of Risk Management for T-Mobile UK, designing, creating and implementing risk standards and processes within the telecoms sector.

Elaine currently serves as a Non-Executive Director on the boards of the Association of Insurance and Risk Managers (AIRMIC), on the board of EPWN-UK, and on the board of RAFT - a UK-based charity active in the health sector. Elaine provides updated risk advice for each of these boards, and ensures that they are acting in the best interests of their members, or shareholders.

In 2007, Elaine was nominated for a Barclays Woman of the Year award. In 2011, Elaine was awarded a TIAW World of Difference 100 Award, in the USA, in recognition of her contribution in the not-for-profit sector.

CHRISTINE HODGSON

Chairman***Capgemini UK plc***

Christine Hodgson is Chairman of Capgemini UK plc and a member of the Capgemini Group Executive Committee. She also chairs the Capgemini UK Sustainability Board. With Capgemini for 14 years, her previous roles with the company include Chief Executive Officer, Technology Services North West Europe, and Chief Financial Officer for both Capgemini UK plc and the Global Outsourcing Division, a role in which she won Finance Woman of the Year at the First Women Awards. Christine has also been named 'Woman of the Year' at the 2011 Everywoman in Technology Awards.

Prior to joining Capgemini, Christine qualified as a chartered accountant and specialised in corporate finance with Coopers and Lybrand before joining Ronson Plc as Corporate Development Director. Christine sits on the Board and Finance and Risk Committee of Business in the Community, a Prince of Wales charity. She is also a Board member and Audit Committee member for MacIntyre Care, a leading charity providing services for individuals with learning disabilities.

VALERIE HOLT

Valerie Holt acts as a mentor and Non-executive director for start-up and growing companies. As CEO, she profitably built PSINet UK from turnover of less than £1m to over £40m during the Internet boom and also built the London Hosting Centre to introduce innovative and creative hosting products. She started her business career at merchant banker Hill Samuel and went on to work, first at JWT and then Burson Marsteller as an advisor on financial PR. While in these roles she worked with Blue chip companies in the UK, USA and the Far East on corporate change, including acquisitions and mergers. She also prepared documents for lobbying on a variety of proposed legislation.

Valerie studied Natural Sciences at Trinity College Dublin and after graduation went on to work for the University of Zambia building the Extra-Mural Department in Kitwe and collaborating with the ILO advisor to create an educational learning programme for the Zambian Congress of Trade Unions.

She is a member of the UK Board of UNIFEM, a trustee of the Cambridge Preservation Society and a keen follower of Internet developments. She lives in Cambridge.

SUZANNE M. HOPGOOD

***President and CEO
The Hopgood Group, LLC***



Suzanne Hopgood is the President and CEO of The Hopgood Group, LLC, a consulting firm she founded in 1985, to assist companies in facing financial and legal challenges. She coauthored the award-winning Board Leadership for the Company in Crisis. Ms. Hopgood has served on the board of nine companies, five of which are public companies and four private companies. She has served as Chairman of the Board and as CEO of both public and private companies, and she is a Financial Expert, as defined by the Securities and Exchange Commission.

Ms. Hopgood has served as Chair of the Nominating & Governance Committee on the board of Point Blank Solutions, Inc (PBSO.pk), a global leader in the design, manufacture, and distribution of high performance body armor; as chair of Nominating & Governance and a Financial Expert of Acadia Realty Trust (NYSE: AKR); on the board of an Italian company, Villa Sistemi Medicali based in Milan, Italy; as Chairman of the Board of Del Global Technologies, Inc (NASDAQ: DGTC), an international designer and manufacturer of medical equipment and defense products; as Chair & CEO of Furr's Restaurant Group (NYSE: FRG); and as CEO of Houlihan's Restaurant Group. She currently serves on the board of a company, Newport Harbor Corporation, which owns and operates fine dining restaurants and a Relais & Chateaux inn and restaurant.

She has twice served as a member of board slates elected in proxy contests initiated by institutional investors. She speaks internationally to corporate directors at the Corporate Directors Forum – 2011; International Corporate Governance Network, London – 2010; Stanford Directors College 2010; Yale Governance Forum- 2009; Council of Institutional Investors – 2009; Corporate Secretaries & Governance Professionals – Annual meeting 2010; IBGC – Brazil – 2009 & 2010; International Finance Council – 2008; and the Independent Directors Association - Moscow – 2005 and in Hong Kong - 2010.

Prior to founding The Hopgood Group, LLC, Ms Hopgood was responsible for a \$1 billion equity real estate portfolio for Aetna Realty Investors, a subsidiary of Aetna, managing both corporate assets and pension fund investments. Prior to Aetna, she was the Vice President and Senior Lending Officer of a Massachusetts bank, responsible for all residential and commercial lending and collections/foreclosures. She has a B.S. degree in Business Administration. She has served on the board of the Ct. Business & Industry Association, as Chair of the Hartford Economic Development Commission and is currently serving as a Commissioner for the Hartford Redevelopment Agency and on the Advisory Board of Women Corporate Directors.

HEATHER E. HUDSON³



Dr. Heather E. Hudson is Director of the Institute of Social and Economic Research (ISER) and Professor of Public Policy at the University of Alaska Anchorage. Previously, she was founding Director of the Communications Technology Management and Policy Program at the University of San Francisco. Her work focuses on applications of ICTs for socio-economic development, regulation and policy issues including universal service/access, and policies and strategies to extend affordable access to new technologies and services, particularly in rural and remote areas.

Prof. Hudson has planned and evaluated communication projects in Alaska, northern Canada, and more than 50 developing countries and emerging economies in Africa, Asia, Latin America, the Caribbean, the Middle East, Eastern Europe, and the South Pacific. She has consulted for the private sector, government agencies, consumer and indigenous organizations, and international organizations. She is currently an IEEE Distinguished Lecturer, and been a keynote speaker for IEEE chapters in South Africa, Tanzania, and New Zealand.

*She has written many articles and several books, and has presented numerous conference papers and as well as expert testimony on communications policy issues such as universal service and access, incentives for investing in information infrastructure, restructuring of the telecommunications sector, and telecommunications planning for socio-economic development. She is the author of *From Rural Village to Global Village: Telecommunications for Developing in the Information Age*; *Global Connections: International Telecommunications Infrastructure and Policy*; *Communication Satellites: Their Development and Impact* and *When Telephones Reach the Village*, and co-author of *Electronic Byways: State Policies for Rural Development through Telecommunications* and *Rural America in the Information Age*.*

In fall 2009, she held the Fulbright Visiting North American Policy Research Chair at Carleton University in Ottawa to conduct a comparative study of Canadian and U.S. broadband policies. She has also been a Sloan Foundation Industry Fellow at Columbia University's Institute for Tele-Information, has held a Fulbright Distinguished Lectureship for the Asia/Pacific, and has been an Honorary Research Fellow at the University of Hong Kong, and Senior Fellow at CIRCIT in Australia, and at the East-West Center in Hawaii. She is currently an IEEE Distinguished lecturer.

*She has served as a board member of the Pacific Telecommunications Council (PTC), Telecommunications Policy Research Conference (TPRC), Women in Telecommunications (WiT), Farm Radio International, and the International Council for Computer Communications (ICCC). She has served on the editorial boards of *Telecommunications Policy*, *Information Technologies and International Development*, and *The Journal of Community Informatics*.*

³ Professor and Director, Institute of Social and Economic Research, University of Alaska Anchorage, Alaska, USA

Dr. Hudson has been a member of Advisory Committees of the U.S. National Research Council, the Federal Communications Commission, the Department of Commerce and the Office of Technology Assessment. Her research has been funded by inter alia the Benton Foundation, the Ford Foundation, the Sloan Foundation, the International Development Research Centre, the World Bank, the International Telecommunication Union, the Aspen Institute, and the Telecommunications Education Trust.

JANICE HUGHES

Founding Director, Redshift



Janice Hughes is a founding Director of Redshift Strategy and was the founder and CEO of Spectrum Strategy Consultants. She started off her career in Africa working for NGOs and the High Commission for Refugees. On her return she became the MD of the Economists Advisory Group. She then led and set up the European telecoms and media strategy practice at Booz.Allen. Redshift provides strategic management advice, technology insights and invests in young people and their projects. Projects range from new pioneer patents in radio spectrum, ultrafast broadband, new apps for TVs and smartphones, content rendering and distribution, sports and online projects. Janice's career has tracked the major developments across these sectors from an economic, behavioural and technology perspective. She has carried out projects for several Ministers, led the first Creative Industries Mapping Review and has worked with many regulators around the world. Janice has an economics degree from Cambridge University and her books include the Globalisation of Hollywood and Tokyo 2000.

GILL HUNT

Hunt Lancaster

Gill Hunt has had a varied career in a range of industries and would bring excellent managerial, commercial and IT experience to a board. After graduating from Oxford she worked in the IT industry for a number of US software and system vendors, covering a range of technical roles including system administration, technical support, training, consultancy and sales support. Client organizations included companies in manufacturing, construction, telecoms, utilities, media, government, defence, retail, insurance, banking and many other sectors and as a result she gained a wide appreciation of the different drivers affecting different types of organization and the ways that IT can help or hinder them. Her last permanent role was as a Managing Consultant for Informix Inc. with responsibility for consultancy revenue in the Government, Defence and Telecomms and line management responsibility for a team of senior technical consultants.

Since going freelance in 1999 Gill has run two parallel careers. As founder of Skillfair, a membership-based digital information resource for independent consultants, she developed the business model, IT architecture and processes to support the customer base and grew a 'virtual' team of staff based around the UK to support and market the business services. Having recently disposed of Skillfair she has a hands-on understanding of the way that businesses and systems grow organically over time and of the complexities involved in passing them on. She also sat as non-executive director representing micro-businesses on the board of Business Link Berks & Wilts. As an IT consultant and expert witness she has advised a variety of corporate clients, such as Hutchinson, Fujitsu, Countrywide & Oracle, on the technical and commercial aspects of disputes involving IT developments and implementations, typically in the £1-10 million range. She has also advised venture capital companies on the viability of the IT infrastructure and strategy of takeover and management buy out targets.

D'ANNE HURD

***Lead Independent Director
Micronetics, Inc.***

D'Anne Hurd, MBA, JD, finance, business development and legal affairs executive, has a background in law and finance with large (Fortune 500) companies, and smaller, rapidly growing, venture-backed start-ups. She has served on public company boards since 1993 and currently serves as Lead Independent Director and Governance Committee Chair of Micronetics, Inc. (Nasdaq: NOIZ), a manufacturer of microwave and radio frequency (RF) components and subassemblies used in a variety of defense, aerospace and commercial applications. On the NOIZ Board, she also serves on the Audit and Compensation Committees. Ms. Hurd recently joined the Board of Hiperos, LLC, a SaaS provider of software and services to major Fortune 500 companies. Ms. Hurd has served as Audit Committee Chair on the Boards of Data Translation, Inc. (Nasdaq: DATX) and VasoActive Pharmaceuticals, Inc. (VAPHQ.PK). Ms. Hurd is a recognized expert and frequent speaker in the field of Corporate Governance.

Ms. Hurd has more than 35 years' experience for a wide variety of manufacturing, medical products, biotech, technology, telecom, transportation, defense/aerospace, energy and consumer companies with significant experience in IPOs, private to public transitions, mergers and acquisitions, strategic planning, joint ventures, and strategic alliances. She served as CFO and General Counsel for five (5) technology companies in the Boston area, served as Corporate General Counsel for MediSense, Inc. during its successful IPO and practiced corporate and securities law with Burns & Levinson for eight years. Ms. Hurd's career started in finance, working with GTE Corporation as an Acquisition Analyst and with PepsiCo, Inc. as Director of Cash Management and Banking where she managed PepsiCo's \$800M short-term debt portfolio and 52 banking relationships.

Ms. Hurd earned a B.A. from Mount Holyoke College in 1972 with a double major in English literature and theater arts. In 1979, she graduated with an MBA in Finance, Beta Gamma Sigma, from the University of Connecticut, where she won the Wall Street Journal Outstanding Student Award for Leadership and Academic Excellence. In 1985, Ms. Hurd earned a J.D. from the Duke University School of Law with an emphasis on corporate and securities law, and was runner-up in the Dean's Cup Moot Court Competition. She speaks conversational French and her passions are travel, music and golf.

CHRISTINA HVID

CEO**AVT Business School A/S**

Christina Hvid is CEO and Managing Director at the privately held for-profit AVT Business School A/S – a Copenhagen-based global business school offering executive education and programs eg. Executive MBA with professors from top US universities like Harvard, Berkeley, MIT, Stanford.

She has considerable experience as a leader.

Previously Christina Hvid held the position of CEO and Managing Director of the Danish Bacon & Meat Council - a common, professional organization for the Danish meat and slaughter industry - in the period from 2006 to 2009. Total group turnover of circa 3.95 billion DKK and approximately 850 employees including subsidiary companies. The Danish meat industry is global and sells products in 140 countries and has a high degree of research and development.

Prior to this Christina Hvid was CEO at Symbion Science Park A/S, Denmark's leading innovational entrepreneurial environment and incubator for high-tech IT and biotech entrepreneurs to develop and grow their business. She improved the company image, created a streamlined organization with competent and satisfied employees capable of supplying the companies with value and knowledge for growth as well as generally creating ideal conditions of growth for the 85 companies that Symbion encompassed.

During her years in Symbion (1999-2006), about 200 companies grew out of Symbion, investment in the creation of more than 60 high-technology companies, and Symbion became the center for much activity and collaboration around the creation of new growth companies and the commercialization of research – keeping at the same time a focus on the bottom line and creating internal profit centers to the shareholders' satisfaction.

In 2008 she was appointed Young Global Leader by the World Economic Forum.

Christina is today also member of the board at the listed company DanEjendomme A/S and at DLH-Fonden. She has had a large number of positions of trust during her professional career – both in the private and public sector.

Christinas educational background is a Master in Economics from Copenhagen University (1995) topped with various executive programs from Insead, Wharton and Harvard.

MIHAELA IONASC LINDELL

Mihaela Ionasc Lindell is the HR Director for the EMEA Shared Service Centre within BT Global Services, a leading telecom provider with over £6 bil revenue. She is responsible for the design and delivery of the people solutions within a region of over 10.000 employees. She is leading a virtual team of HR specialist from various countries and driving the HR transformation agenda in line with BT business objectives.

Mihaela 's career has been focused for the past 17 years on the Telecom industry, working in a variety of HR international roles for BT and France Telecom. She has been leading on Talent, Management and Leadership agenda as well as on the HR transformation agenda.

She is currently also teaching HR and leadership for undergraduate and graduate students in Brussels for Boston University and Vesalius college.

Prior to the business area, Mihaela worked in the non-profit sector, for the US government agency the Peace Corps in cross cultural and small business development. Mihaela is a Boston University Master of Science, living in Belgium with her husband and children.

ROWENA IRNSIDE

Rowena Ironside is a general manager with 30 years in the ICT industry, including start-up and sale of a successful IT services business. More recently, she has garnered executive and board experience in the charitable sector working on microfinance and environmental projects as well as end-of-life rights. Rowena is now working in a non-executive or advisory role in both the commercial and not-for-profit sectors. Rowena is Chair at Compassion in Dying Ltd. and Director at Dignity in Dying. She was recently COO of the Prince's Rainforest Trust. Rowena has an MBA from London Business School and a Bachelor of Business, Information Processing, from Western Australia Institute of Technology.

SOPHIE JAVARY

Sophie Javary graduated from HEC in 1980 and also holds the international management programme diploma from Fundação Getulio Vargas in Sao Paulo (Brazil) and NY University School of management. Her longstanding (30 years) career in banking includes a start in Bank of America in Paris as a credit analyst and account officer (1981 to 1986). She then became a specialist in equity capital markets first at Banque Indosuez (1986-1993) and then within the Rothschild group (1994-2007; general partner from 2002). From 1996 to 2007, she managed the equity capital markets joint venture between ABN AMRO and Rothschild and was involved in many large scale IPOs, privatizations and equity issues. From 2008 to 2011, she became co-head of the European restructuring practice of Rothschild. Since 2011, she is managing director within the Investment banking division of BNP Paribas, handling a large portfolio of key strategic accounts in the corporate and private equity sphere.

Sophie Javary lectures in finance at HEC. She is a board member in the French listed company Altamir-Amboise, belongs to the pedagogic and diversity board of Fondation HEC and is a board member of EuropaNova. She is the mother of three children aged 22, 20 and 15. Sophie Javary has a dual nationality (British and French) and also speaks German and Portuguese.

Expertise for boards: all areas of finance with a specialty in listed companies' issues and capital markets, strong international background.

CANDACE JOHNSON



Candace Johnson is a serial telecommunications entrepreneur who has co-founded SES ASTRA and SES, the world's pre-eminent satellite system as well as the continent's first private independent telecommunications company Loral-Teleport Europe and the world's first Internet-based online service, Europe Online.

Ms. Johnson has been on the boards of all these companies throughout the years. She has also founded and is the president of three multi-million Euro Investment Funds, Innovation Europe, Croissance Europe, and Succes Europe. On a personal investment basis, she is also the President of Johnson Paradigm Ventures, which has taken founding stakes in Ariadne Capital and their ACE Fund and Sophia EuroLab, Europe's first trans-border Venture Capital company.

Ms. Johnson is also founding president of the GTWN - Global Telecom Women's Network and the VATM, the German Association of Private Telecom Operators.

Ms. Johnson serves on the Board of Governors of EDHEC, Sabanci University and the University of Haifa and is Senior Enterprise Fellow for the University of Essex/OECD's Leeds programme. Ms. Johnson was bestowed the "Lifetime Achievement Award" by her peers at the World Communication Awards in 2002.

The Luxembourg Government has decorated Ms. Johnson with the Commander of the Order of Merit and the Officer of the Oak Leaf Crown where as the German Government has decorated Ms. Johnson with the Officer of the Federal Order of Merit.

Ms. Johnson has Masters degrees with honors from Stanford University and the Sorbonne University and her BA from Vassar.

PEGGY L. JOHNSON

***Executive Vice President and President of Global Market Development
Qualcomm***



Peggy Johnson serves as executive vice president and president of global market development. Johnson is responsible for commercializing new business opportunities, including incubating early stage initiatives and developing strategic relationships for the company. Johnson also serves as a member of Qualcomm's executive committee.

Johnson previously served as executive vice president of the Americas and India where she played an instrumental role in the global development and adoption of 3G wireless broadband technology and services in those regions. Johnson began her career at Qualcomm in 1989 as a software engineer within Qualcomm Wireless Business Solutions (QWBS). She held several positions within QWBS, including director of business development, where she was responsible for adding network management centers for the OmniTRACS system in Malaysia, Korea, Japan and Mexico. She also served as vice president of technology, where she led the customer software group. She joined Qualcomm Consumer Products (QCP) in 1997 as vice president of business development and was appointed vice president of sales shortly thereafter. Johnson was named senior vice president of sales for QCP in April 2000 and took on the additional responsibilities of marketing for Kyocera Wireless in a transitional role after the sale of QCP to Kyocera. Johnson then went on to serve as president of Qualcomm Internet Services (QIS) and MediaFLO Technologies. Johnson was integral in establishing the foundation for QIS and leading the development of next-generation wireless technology. Under her leadership, Qualcomm developed and commercially launched the Brew initiative, which made the concept of useful, downloadable mobile applications and services a reality. The Brew solution (now the Brew Mobile Platform) pioneered the world's first large-scale mobile app store, helped developers monetize their applications and inspired the growth of a global ecosphere that has generated \$3 billion in revenues to date.

Prior to joining Qualcomm, Johnson worked as an engineer for General Electric's Military Electronics Division. She holds a Bachelor of Science degree in Electrical Engineering from San Diego State University.

LADY BARBARA JUDGE *CBE*(Formerly Barbara Thomas)



Lady Judge, a trained commercial lawyer with both British and American citizenship, has an unusually broad and successful international career as a senior executive, chairman and non-executive director in both the private and public sectors.

She received a B.A. from the University of Pennsylvania and Juris Doctor with honours from New York University Law School and was a partner in a major US law firm specialising in corporate and financial transactions.

In 1980 she was appointed by the President of the United States as a Commissioner of the US Securities and Exchange Commission. Thereafter she was appointed as the first woman executive director of both Samuel Montagu and subsequently News International, among others.

She was appointed a Director of the United Kingdom Atomic Energy Authority in 2002 and became its Chairman in 2004 and was reappointed in 2007. In 2010, upon completion of her two terms, she was appointed Chairman Emeritus. At the same time she was also appointed as Chairman of the UK Pension Protection Fund. In addition she is a member of the UK Nuclear Development Forum and Chairman of The Energy Institute of University College London.

Lady Judge is a non-executive director of Statoil ASA (Norway), NV Bekaert SA (Belgium) and Magna International Inc (Canada). Previously she was Deputy Chairman of the UK Financial Reporting Council as well as a Public Member of the International Ethics Standards Board for Accountants, among others.

In November 2010, Lady Judge was appointed by the Prime Minister as a Business Ambassador for the UK.

She is also Chairman of the International Advisory Board of SOAS and its London Middle East Institute. In addition she was the first woman member of the Board of Overseers of the Wharton School of Management and is currently a member of its Executive Board for Europe, Middle East and Africa.

Lady Judge is also a member of the UAE Advisory Board for the Development of Peaceful Nuclear Energy and a Visiting Fellow at Oxford University, Centre for Corporate Reputation.

In June 2010 she was awarded Commander of the British Empire in the Queen's Birthday Honours for services to the nuclear and financial services industries.

BINDI KARIA

VC/Emerging Business Lead***Microsoft UK***

Bindi is VC/Emerging Business lead for Microsoft UK and is the UK member of the Silicon Valley Emerging Business Team. She leads BizSpark and BizSpark One in the UK, where she focuses on how Microsoft can drive success for leading edge and early-stage technology companies. She is also responsible for managing the relationships with the UK Investor Community, including Venture Capitalist, Angels and other Investor Organisations. In addition, Bindi sits on many Advisory Boards, including Seedcamp, Astia, The Cambridge Phenomenon, TechMediaInvest and Telegraph Tech 100.

Her previous role at Microsoft was as a Business Productivity Advisor, where she was responsible for managing relationships with business decision-makers in the UK Financial Services Sector. She worked to deliver on the benefits and business value of investing in the latest Information Worker technologies by highlighting the importance of 'worker productivity', from the CEO to the call centre. Prior to Microsoft, Bindi worked as Associate Director in Interregnum, a UK-based Technology Merchant Bank; as Business Development Manager at Trayport Ltd, a successful commodities trading technology start-up; as Strategy Management Consultant at PwC Consulting; and as Senior Business Analyst at Datamonitor. Bindi was named to the Wired UK Top 100 Digital Power Broker lists in both 2011 (#39) and 2010 (#42), and was shortlisted as a finalist for Asian Business Woman of the Year in the 2010 Asian Women of Achievement Awards. She was also given a special mention in the 2010 TechCrunch Europas Awards as Best Startup Advisor/Mentor of the Year.

MAGGIE KNELLER

Maggie Kneller CITP, FBCS, MBA, CEng, BSc (hons): Maggie has 30 years experience as an IT practitioner and manager in the private and public sector, including Unilever, C.E.G.B., PowerGen and AXA. At C.E.G.B. her career developed from programmer to Head of Technical Planning & Support, and she successfully led a huge privatization project. At PowerGen, Maggie became general manager of PowerGenIT; a £multi-million external-facing business, and was also selected to undertake a 'Whitehall & Industry attachment' at H.M Customs & Excise. During that time, Maggie gained an IT Hybrid MBA by distance-learning from Henley Management College, receiving the Class Prize and a distinction. More recently, Maggie was UK Head of IT Services at AXA and then undertook an interim role as Chief Executive of itSMF UK and International. Maggie chaired the ISEB Service Management Board and ISEB executive board between 2000 and 2003, was a director of itSMF UK for 3 years and is currently a trustee for BCS, the chartered institute for IT. She is also the author of 'an executive guide to ITIL'

ALIZA KNOX

***Managing Director, Commerce
Google Asia Pacific***



Aliza is a senior executive at Google Asia Pacific and sits on the board of a listed company in Australia, as well as on a workforce development organization in the US. She was recently appointed to a key committee by the Singapore government and has been asked to address the 2012 annual meeting of the Singapore Institute of Directors on why gender diversity is important to boards.

Aliza currently runs the launch of Google's mobile wallet and offers products in Asia Pacific. Prior to January, she was the Managing Director of the Online Sales Group for the region (covering Japan to India and ANZ), where she built the business to a \$1bn annual run rate. Her teams garnered 3 key innovation awards and she is the key driver of a promising B2B development within the company. She also worked closely with the Economic Development Board to create a major presence for Google in Singapore and continues to liaise with the government.

Aliza has significant financial services and international experience in addition to her online expertise. She was Senior Vice President, Commercial Solutions, at Visa International, where she developed Visa's procurement and travel solutions for governments and businesses worldwide. Previously, she was Senior Vice President, International, at Charles Schwab, and Partner and Head of Financial Services at Boston Consulting Group in Sydney and Singapore.

Aliza is passionate about improving communities and coaching others on professional development. In addition to running Google's APAC Women@Google program, she serves on BoardAgender, and was appointed to of the Singapore Ministry of Education Committee to Review University Education Pathways Beyond 2015. She's also a board member of a workforce development organization in the U.S. and an advisor to Women Media Networks (Asia). She is the Brown Alumni representative in Singapore.

Aliza graduated magna cum laude, Phi Beta Kappa with a BA in Applied Math-Economics from Brown University, and holds an MBA with distinction from New York University. She's married with 2 sons and lives in Singapore.

KAARINA KOSKENALUSTA



CEO
Global Connections Inc.

With deep roots in both the United States and Europe and a network of contacts that spans the globe, Kaarina Koskenalusta is an accomplished international business consultant. As CEO of Global Connections Inc., her current engagements extend from Chicago to Helsinki. Her work building successful global partnerships that grow international companies and create sustainable relations with senior level government officials has taken her from Brussels, Paris, Budapest, and Davos to Beijing, Mumbai, and Moscow.

As CEO of Global Connections, Inc., Ms. Koskenalusta provides strategic counsel to businesses in the United States, EU, China and India other global markets. Her consulting engagements focus on creating strategic alliances that help clients expand to new markets, master the cross-cultural and diplomatic issues arising in global enterprises, identify C-level executives to lead expansion in specific target markets, and connect to a network of private investors prepared to provide necessary capital. Often, assignments begin with an assessment of corporate readiness for entering the target market and the development of key strategies that advance the enterprise toward its goals.

Ms. Koskenalusta also serves as a senior consultant to clients of The Dilenschneider Group, a global PR firm in New York, and as international advisor to the Hinduja Group, in India, Europe, and the United States.

For 25 years, Kaarina Koskenalusta provided turnkey management of The Executives' Club of Chicago through her consulting practice, Multinational Enterprises. In 1985, when Ms. Koskenalusta became the first woman President & CEO of The Executives' Club, this venerable institution, established in 1911, was on the brink of bankruptcy. Ms. Koskenalusta inspired a dramatic turnaround, launching a comprehensive portfolio of leadership and professional development programs that advance Chicago's position as a global business center, develop the Midwest as the nation's "Silicon Prairie," promote diversity in the workplace, support and sustain the role of women as C-level executives and board members, and mentor the next generation of leaders for Chicagoland business.

At The Executives' Club, Ms. Koskenalusta built a board of more than 40 multinational CEOs; a board of 20 Young leaders, and created 10 Industry Committees with a voluntary force of over 600 executives and professionals .

She organized global conferences and summits featuring heads of state, cabinet level officials and leading CEOs from around the world; and led a series of trade and investment missions to strategically important markets in Asia and Europe

Under her leadership, the club sponsored summits addressing U.S.-EU political, economic, and trade relations and trade and investment partnerships with China, India and Latin American nations. These summits helped solidify relationships between participating nations and leaders in Illinois business and government. Ms. Koskenalusta also led Washington Leadership Briefings that connected Chicago business leaders with the senior policymakers and legislators setting the course for the U.S. economy and organized delegations of Chicagoland CEOs to participate at the World Economic Forum in Davos, Switzerland. The cooperation she elicited from the forum has enhanced relations between Midwest CEOs and business leaders and government officials around the world.

Under Ms. Koskenalusta's dynamic leadership, The Executives' Club grew from fewer than 200 individual members to more than 2,000 corporations and increased club revenues from \$175.00 to more than \$3.5 million, with a \$1.5 million reserve. By 2010, when Ms. Koskenalusta left to establish Global Connections Inc., the club was recognized as one of the premier business forums in the United States, and Ms. Koskenalusta had been named both one of Chicago's 100 most influential leaders by *Crain's Chicago Business* and one of the top 100 people of Chicago's high tech economy by *i-Street* magazine.

Early in her career, Ms. Koskenalusta correctly anticipated the shift from regional and national economies to a global economy and the need for business leaders to become global citizens. In response, she co-founded Guides to Multinational Business, Inc., whose flagship publication, *The Multinational Executive Travel Companion*, provided a comprehensive resource for executives doing business around the world.

In 1979, Ms. Koskenalusta became Vice President and Executive Director of the Chicago-based Mid-America Committee (MAC), which brought Chicagoland business leaders together with American government officials and foreign dignitaries for off-the-record discussions on global, political, economic, and trade issues of the day. Ms. Koskenalusta is credited with developing MAC into one of America's leading CEO-level public affairs organizations and more than quadrupling its membership. Subsequently, MAC merged with the Chicago Council on Global Affairs.

Born in Tampere, Finland and educated in the University of Tampere, Ms. Koskenalusta worked in Germany, the UK, and Sweden before moving to the United States, where she earned a BA in political science from University of Massachusetts. Ms. Koskenalusta is bilingual in Finnish and English and has a working knowledge of French, German, and Swedish.

Ms. Koskenalusta is active in diplomatic, professional, and philanthropic communities in Chicago and other global cities. In December 2000, she was appointed Honorary Consul of the Republic of Hungary in Illinois. She currently serves on the Board of Trustees of Illinois Institute of Technology (IIT) and is the founder of IIT's International Board of Overseers, which includes senior-level private sector executives from Africa, Asia, Europe, and the Middle East. She is also a Trustee of The American-Scandinavian Foundation, in New York, and a past president and current member of the Chicago Chapter of Heidelberg Club International. Ms. Koskenalusta is a member of the Mayor of Chicago's Council of Technology Advisors, Rotary Club, and The Chicago Network, an organization limited to 300 of Chicago's most influential women executives and professionals. In June 2001, Roosevelt University honored her with the Eleanor Roosevelt Humanitarian Award, and her work has been featured in the *Chicago Tribune* and *Chicago Sun Times*.

MARTHA LANE FOX

Co-founder of Lastminute.com & Governmental Champion for Digital Inclusion Martha Lane Fox is a highly successful self-made business entrepreneur, best known as the co-founder of lastminute.com. She is currently a Non-Executive Director of Channel 4 Television, a Trustee of the charity Reprieve and Patron of CAMFED. She has also helped launch a chain of up-market karaoke clubs called Lucky Voice. In June 2009, Martha was appointed by the UK government as its new “Champion for Digital Inclusion”. She is responsible for encouraging households not already online to subscribe to broadband packages.

ANNE LARPIN**Skills:**

- Influential expert on varied and complex project management
- Widely experienced in growth strategy support and “ante and post” merger situations
- Performance (financial, operational (LSS),...) oriented with a HR sensibility
- Highly qualified in finance (including IFRS, M&A..), risk, financial regulations as Solvency 2, ...
- Company representation (board– partners- financial analysts- rating agencies- trade unions...)
- Mainly industries sectors trough financial services and management consulting as Retail, Multi channels distribution incl. internet, Automobile, Transport, Building

Board experience in: Insurance, Bank, Asset Management, Holding, Distribution, Building

Business experiences:

- | | | |
|--------------|--|---|
| ➤ 2010-... | Taramak (own company) | Management consulting Director |
| ➤ 2001-2010 | Swiss Life France | Chief Financial and Risk Officer- Executive |
| | VP and member of the Board of Directors of SLF | major companies (Turn over: 3,8 B€ - 2000p) |
| ➤ 1989- 2001 | Axa | Controlling Director |
| | Axa Assurances non Life (turn over: 2 B€ merger of 4 companies) - Axa Corporate Solutions (merger FR/UK- development in Asia) - Axa France (merger Axa/ Uap -turn over: 15 B€) | |
| ➤ 1986-1989 | Ernst & Young | Consultant in audit and management |
| | (Industry, Distribution...) | |
| ➤ 1985-1986 | Fiat France | Treasurer assistant |

OLGA LE BLANC – TYL

Olga le Blanc-Tyl is a 43 year-old CFO, graduated from HEC and French chartered accountant. She has a significant expertise in financial information and in risk management.

She started working 7 years with PwC as a financial auditor and took eventually responsibilities as manager in consolidation and then senior manager in the corporate risk management department of the French firm. She created then the risk management department of Carrefour Property that she managed 3 years in order to support a potential listing.

She is now chief financial officer and member of the executive committee with international responsibilities.

In addition, she has been board member or member of the audit committee of several associations.

She always works in challenging, innovative and international environments in various sectors mainly in business services, retail and real estate. His ambition as CFO is serving as a real business partner.

HEC School of management, 1991

French Chartered Accountant

French: native, English: fluent

AGNES LEMARCHAND

Agnès Lemarchand, 57 years old is the Executive Chairman of Steetley Dolomite Limited , a UK industrial company active in the minerals business . She serves also as a Director of the Executive Board of Areva , Director of the Executive Board of Mersen and Director of the Board of Siclae (proposed by the FSI -Fonds Stratégique d'Investissement-) . She was formerly CEO of Lafarge Lime, the Lime business worldwide for Lafarge, position she held from 98 until 2004 before leading an MBO on the UK lime business and founding Steetley Dolomite Ltd. Agnès Lemarchand graduated from ENSCP (French engineering school), obtained a Master from MIT (chemical engineering) and an MBA from INSEAD.

HORTENSE LHERMITTE



Hortense Lhermitte has over 25 years international experience in corporate finance and strategy. This experience is split equally between investment banks and running her own advisory company.

Starting her career in 1986 at JP Morgan in capital markets, Hortense specialized in Financial Institutions (Asset managers, Banks, Insurance Companies and Investment funds). Developing the nascent Merger and Acquisition (M&A) franchise, she progressed to a senior banker role with a portfolio of Europe's largest financial companies.

Moving to Société Générale, Hortense was Global head of M&A for Financial Institutions.

Hortense set up LCFH, an independent financial and strategic advisory boutique to advise clients in total transparency and independence. The client base includes both multinational and start-ups. There is a natural sector focus on financial institutions, however, activity also includes renewable energy, infrastructure and healthcare.

Hortense actively uses her independent position, finance and her personal qualities within the board room. She is a member of the French Institute of Directors (IFA). Current mandates are with two prestigious "not-for-profit" organizations, including finance and audit committee roles with ARC, one of France's largest cancer research charities.

Hortense's impact on the board, and in her business is grounded in her principled approach. Key skills are a global vision, combined with an analytical eye for detail. Hortense's communication style integrates the diversity of others' opinions, and is pragmatically focused on delivering results.

Hortense is a multilingual French national, graduated (X83) from Ecole Polytechnique, a fiercely selective French University. She continues her relationship with Polytechnique through her board seat with the alumni association, where she heads the international commission.

GAIL F LIEBERMAN

***Managing Partner
Rudder Capital LLC***



Gail F. Lieberman has been serving as a Board Director and chair/member of Audit, Compensation & Nominating/Governance committees for public and private companies.

Current Board Assignments: Dara Biosciences Inc. (NASDAQ: DARA), Chair of Compensation Committee, Member of Audit Committee; ICTS International N.V. (ICTSF.OB), Member of Audit and Compensation Committees; South Central CT Regional Water Authority Governing Board, Chair of Strategy Committee.

Former Board Assignments: I-Trax Inc. (Amex: DMX), Chair of Audit Committee, Member of Compensation & Strategy Committees, 2004-2008, sold 4/30/08 to Walgreen's at a 40% premium; TriPath Imaging Inc. (NASDAQ: TPTH), Member of Audit and Governance Committees, 2005-2006, sold 12/31/06 to Becton Dickinson at an 81% premium; Breeze-Eastern Corporation (Amex: BZC), Chair of Audit Committee, Member of Strategy Committee, 2005-2007. Price per share rose from \$6 to \$12/share during board tenure. Advisor to the Board, 2007-2008; FTEN (private company, financial technology), Audit Committee Member, 2010. Sold 12/15/10 to NASDAQ; Proposed director as part of Exelon's bid for NRG.

Gail was the former CEO of Liquid Alternatives (Schroder's), Chief Financial Officer for Thomson Corporation (Financial & Professional Publishing Division), Moody's Investor Service (D&B) and Scali, McCabe, Sloves (The Ogilvy Group). Gail has both domestic and international operating and corporate finance experience in stand-alone as well as large multidivisional companies. Currently as Managing Partner of Rudder Capital, she advises middle-market Service, Media & Technology sector companies on corporate finance alternatives and strategy.

Gail has demonstrated professional experience in strategy, finance, M&A, compensation & technology for a wide range of industry sectors. She combines judgment, experience and knowledge in a collaborative manner that adds value to board matters.

STEPHANIE LISTON

*Senior Counsel**Charles Russell*

Stephanie Liston, an acknowledged international expert is Senior Counsel in Charles Russell's Technology & Communications group. A qualified lawyer in the US and UK, Stephanie served as a Non-Executive Director of the Office of Communications (Ofcom) from 2005 to 2008, a Director of the European Competitive Telecommunications Association (ECTA) from 2000 to 2005 and cochairman of the Communications Committee of the International Bar Association from 2004-2006. Stephanie co-founded Women in Telecoms and Technology (founded in 2000 - with current membership of over 500) and has been a senior partner in a number of leading law firms. Stephanie has advised on strategic regulatory issues, contractual negotiations and commercial transactions for numerous companies in the European and international communications sector since 1990 when she was a senior lawyer for MCI Communications Corporation. Highlights include advising MCI on its joint venture with BT, Energis on its Metro Holdings joint venture with France Telecom and Deutsche Telekom, One.Tel in the 3G Auctions, the UK Telecoms Adjudicator appointed by Ofcom and Cable & Wireless on Ofcom's 2004/2005 strategic review of the telecoms market.

LUCY LOMBARDI

Senior VP for Industry Relations & Roaming, Telecom Italia



Lucy Lombardi is responsible of nurturing relations with other players of the ecosystem in order to develop and shape new business opportunities for Telecom Italia. In early 2012 Lucy was appointed to the Steering Committee of the GTWN. Her role at Telecom Italia includes coordinating and representing TI positions within a range of standards bodies and industry associations and she represents Telecom Italia Group at the Executive Management Committee of the GSMA. Lucy is also responsible for the Roaming business for Telecom Italia Domestic. . Lombardi has served three terms as Chair of the GSMA/IREG (Interworking and Roaming Experts Group) international Working Group from 1999 to 2006. She holds a masters degree in physics from the University of Rome which included a thesis on an original research project studying infrared radiometry for advanced robotics. She is happily married and a proud mother of two.

CAROL LONG

Three Triangles Performance Ltd.

Carol Long is an Senior Project Manager at Three Triangles Performance Ltd.

Carol has run portfolios of projects across international boundaries, with international project teams of 30 to 50 people based in 5 continents, managing suppliers and budgets between \$10m and \$15m. Carol has worked in a number of blue chips, including Lloyds TSB, Philips, and BAE Systems; larger privately held technology companies; public sector bodies; and SMEs. This breadth has developed managerial and stakeholder management skills. She has also run her own consultancy specializing in business improvement and project management. Carol currently works alongside C-suite executive directors and board members to make significant operational changes within an organization. Carole is director and trustee of the Women's Engineering Society and Chair of Governors for a School. She has completed the IoD Certificate in Corporate Governance, and has a particular interest in the governance of project management

ANN MACDOUGALL

**Chief Operating Officer
Acumen Fund**

Ann MacDougall is a senior professional with deep international experience working in both developed and developing markets. Her background includes operating as well as legal roles and spans the private and not-for-profit sectors. She has worked extensively with boards throughout her career, as advisor, management member and board member. Ms. MacDougall is currently the Chief Operating Officer of Acumen Fund, a not-for-profit venture capital fund focused on goods and services for low-income customers. Acumen, a pioneer in the impact investing space, uses market forces, business tools and accountability to accomplish its goal of poverty alleviation. Acumen has investments in health, water, energy, agriculture, housing and education businesses. It currently operates in eight countries and will expand to fifteen by 2015. Ms. MacDougall oversees

Acumen's worldwide operations, strategy and expansion.

She is a member of three person management committee and is principal liaison to its board.

Before joining Acumen, Ms. MacDougall had a long career as a manager/lawyer. She was a partner at PricewaterhouseCoopers where she rose through the ranks to become General Counsel of PwC-US and the first woman member of that firm's Management Committee. As chief legal officer for a \$7 billion firm, she managed a 90 person team and a budget of \$100 million. She was responsible for all litigation, insurance, regulatory, corporate and risk matters for the firm and was also a key member of the team which developed an award-winning Ethics and Business Conduct program.

Ms. MacDougall moved to Paris to become Global Deputy General Counsel, a senior role in PwC's global network of 151 member firms. She served as counselor to senior management, global oversight board and to the network's captive insurer. She managed the global legal group's budget and resources and was also involved in cross-border transactions, significant litigation, global regulatory and public policy matters.

She currently sits on the board of Global Citizen Year (a US education non-profit), the Audit Committee of the Lycée Français de New York and the Advisory Board of the Lex Mundi Pro Bono Foundation. The experience she brings to her board work includes: knowledge of scaling complex global organizations; compensation and talent strategy; anti-corruption and compliance; regulatory expertise, General Counsel experience, budgeting, finance and risk management. She also brings a deep knowledge of lower-income market in developing countries.

She has travelled extensively in both professional and personal capacities and is very comfortable working across cultures. She speaks excellent French.

Ms. MacDougall holds a B.A. from Tufts University and a J.D. from Brooklyn Law School. She lives in New York City with her husband and has two teenage daughters. She is an avid theatre and opera goer and also enjoys hiking, cycling, rafting and cross-country skiing.

VICKI MACLEOD

GTWN Secretary-General



Vicki MacLeod is an international consultant in communications policy and regulatory issues with a broad knowledge of ICT technology and trends. She has extensive international and domestic experience in communications policy in both the private and public sectors, with special focus over the past decade on broadband infrastructure and applications. As Executive Director of the industry think-tank, International Institute of Communications in London in the mid 1990's, she oversaw the expansion of the Institute's telecommunications policy forum and drove the Institute's research agenda in media ownership and convergence policy. Vicki also spent more than a decade working as an advisor on public policy and international regulatory issues for Australia's incumbent telecommunications operator, Telstra. Vicki began her career in communications policy with the Australian Government in Canberra, and before that had experience in range of government policy and administrative roles. She is an active member of the OECD's Business and Industry Advisory Committee and travels regularly between her home base in Australia and Europe, where she attends working party meetings of the information, computer and communications policy group. In her capacity as Secretary-General of the Global Telecom Women's Network, she promotes the goals of the GTWN in furthering the important role played by communications technology in social and economic development.

ALEX MAHON

Alex joined Shine Group in 2006 and is now President of the Shine Group.

Alex has been alongside Elisabeth Murdoch in driving the growth of the Group with the acquisition of Kudos, Dragonfly, Princess and Reveille and she oversees all of the Group companies worldwide.

Prior to joining Shine Group, she was Chief Operational Officer of talkback THAMES with responsibility for all commercial and operational aspects of the company. Before that, Alex was Director of Commercial Development and Strategy at Freemantle Media working on company strategy, mergers and acquisition and joint ventures. This work included purchasing production companies worldwide including significant operations in Australia, Japan and Germany. She began her TV career with RTL Group based in Luxemburg looking after both content and broadcasting operations Europe wide.

She has a Physics PhD and was a Medical Physicist in a cancer hospital before becoming a management consultant and then launching internet-based retail businesses. Alex sits on the Board of Directors of the Edinburgh TV Festival as well as on the Board of the Indie Training Fund.

SUE MAJOR

Co-Founder***Davenport Major***

Susan Major is the co-founder of DavenportMajor Executive Search. Her expertise working in the Technology industry spans more than 18 years with global high growth companies coupled with 12 additional years of search experience, including C-level executive placements for public and emerging, pre-IPO corporations.

Ms. Major specializes in the wireless, telecom, software and semiconductor sectors, and serves Fortune 500 companies to start-ups. Prior to DavenportMajor, she co-founded Slayton International's first west coast headquarters, where she served as a Managing Director. Her hands-on experience also includes opening San Diego's first top ten search office for A.T. Kearney Executive Search.

Ms. Major has introduced numerous technology products, including two-way radios, cellular handsets and a first generation PDA while at Motorola. At Ameritech, she led the marketing efforts that expanded their paging and wireless data services. Additionally, she has been awarded two patents in wireless messaging.

As an active community member, Ms. Major sponsors the annual Women in Wireless Breakfast at CTIA, and she serves on a number of private boards, including the Old Globe Theater. She graduated from Northeastern University with a Master of Business Administration and a Bachelor of Arts in Political Science.

Other Professional Activities

Association of Executive Search Consultants (AESC), Board Member

Neonode, Inc., advisory board member (Nasdaq: NEON)

The Old Globe Theater, board member and executive committee member

Executive Women in Wireless (EWIW), founding member and co-sponsor

Board of Overseers (Trustees), Northeastern University, Boston, MA
San Diego Girl Scouts, Nominating Committee Member
Teltrend, Inc., past board director (Nasdaq: TLTN)
CommNexus, San Diego member
Frank Lloyd Wright National Conservancy, 2005 “Spirit Award” winner

AUDREY MANDELA

Chair, Locus Association / Chair, Women in Telecoms & Technology / Chair, Informilo / Independent Consultant / Co-Founder, Multimap

Audrey Mandela chairs the Locus Association, an organization that works to encourage the public sector to maintain a fair and equitable trading environment in relation to licensing and re-use of public sector information (PSI). Audrey also chairs the board of Women in Telecoms & Technology (WiTT), and Informilo, a new media business where business and innovation meet. Audrey runs Mandela Associates, which provides market research and consulting services for select clients in the telecom, internet and geographical information sectors. Audrey was Co-Founder of Multimap, one of the world's leading online mapping providers, which was sold to Microsoft in December 2007. Audrey was formerly Senior Vice President, International, for the Yankee Group, one of the industry's leading IT research firms. She holds a bachelor's degree from Wellesley College, Wellesley, Massachusetts, US.

CARY MARSH**CEO and Founder, Mydeo.com**

Cary is the CEO and Founder of Mydeo.com. She graduated with an honours degree in Manufacturing Engineering from The University of Nottingham. Cary launched Mydeo in 2005 following a DTI Research and Development grant for Technical Innovation. She has since gone on to raise over £0.5 million in funding for her start-up. Mydeo was the first and only European hosting service to be fully integrated into Microsoft's Windows Movie Maker software. Mydeo now provides high-quality streaming video and content delivery services to thousands of individuals and businesses around the world. Cary was awarded the inaugural Iris Award at the NatWest Everywoman Awards in recognition of her

business success through effective implementation and use of IT and Communications. Cary regularly speaks at events about her passion for getting more girls interested in science and technology, knowing that enthusiastic role models can change lives.

Cary has won the following awards:

- Red Magazine's Hot Women Awards 2011 – Breakthrough Pioneer Award Winner 2011
- UKRC Woman of Outstanding Achievement Award - winner Entrepreneurship & Innovation, business and industry category 2011
- ISPA Awards, Best Streaming Service finalist 2009
- MediaTech 100 winner 2008
- Red Herring Europe 100 finalist 2008
- Blackberry Women in Technology Awards, Best Use of Technology Finalist 2008
- ISPA Awards, Best Streaming Service finalist 2008
- Everywoman Iris Award Winner 2007
- Red Herring Europe 100 finalist 2007
- Courvoisier 'The Future 500' list 2007
- Sharpe Edge awards, Best e-Company finalist 2007
- ISPA Awards, Best Streaming Service finalist 2007
- IWA Europe 'Best Streaming Innovation' finalist 2007
- Red Herring Europe 100 finalist 2007
- Blackberry Women in Technology Awards, Best Technology Entrepreneur finalist 2006
- HSBC Start-up Stars Regional Winner 2006
- NatWest Startup Awards, Best Use of Technology finalist 2006

TERRY MARSH

Terry Marsh is a specialist in change management, digital convergence and diversity. She has advised on digital projects with a range of clients including BBC, Granada, Pearson, Prudential, and News International, also delivering two multi-million pound digital projects for the DfES. After lecturing in statistics at Surrey University, Terry joined the BBC as a data analyst, moving on to produce award-winning science and technology programmes for the BBC's Computer Literacy Project. She was Head of Schools' Programming for five years before joining the Universal/Paramount owned SciFi Channel as their Vice President of Programming for Europe, where she had management responsibility for original programming, acquisitions, presentation and transmission . For four years she was the Director of the WISE Campaign – Women into Science, Engineering and Construction – encouraging girls to consider careers in these non-traditional areas. Terry is a Fellow of the Royal Television Society and the Royal Society of Arts, a member of the IET, and was formerly a Senior Visiting Research Fellow at the University of Surrey. She is a Trustee of the Intech Science Centre and Planetarium, and the Peter Kirk Memorial Fund.

PROFESSOR URSULA MARTIN

Director, impactQM Project***Queen Mary University of London***

Professor Ursula Martin is Director of the impactQM project at Queen Mary University of London, and a Professor of Computer Science in the School of Electronic Engineering and Computer Science. She was formerly a Vice-Principal at Queen Mary with responsibility for Science and Engineering, in which role at Board level she managed a Division with £60 million turnover, around 30% of the turnover of the institution. She was named a Commander of the Order of the British Empire in 2012, and is a Fellow of the Institution of Engineering and Technology, the Institute of Mathematics and its Applications, and the British Computer Society. Ursula Martin has been a member of the EPSRC Strategic Advisory Group and was Founding Director of its Mathematics for IT initiative. She was the Founding Chair of the Computer Science Committee of the London Mathematical Society as well as being a member of its Council and Board of Trustees. She is a member of the UK Defence Science Advisory Council, serves on the 2013 HEFCE REF panel for Computer Science, and is a member of the Executive Committee of the UK Computing Research Council, a joint panel of the IET and BCS. She previously held a joint appointment with the University of Cambridge and Intel Research Cambridge, and was also a Professor of Computer Science at the University of St Andrews, the first female professor in the University since its foundation in 1411. She earlier held posts in London, Manchester and the University of Illinois at Urbana-Champaign. She has an MA from Cambridge, and a PhD from Warwick, both in mathematics. Throughout her career she been involved in numerous activities to encourage women in computing and mathematics.

LAURENCE MAZENOT

laurence.mazenot@orange.fr



- ESSEC Business School (1985)
- 25 years of experience including 16 in the financial sector (retail societies) in marketing / development
- Since 2002 : has always reported to general management of the company
- Many jobs as a Director, including :
 - Delegated director of BPCE - one of the five biggest French banks - at Fédération Bancaire Française and member of the Comité de la Médiation Bancaire, presided over by the Governor of the Banque de France
 - Marketing, advertising and commercial communication director at Crédit Foncier, a subsidiary of BPCE
 - Marketing, communication and sales promotion corporate director reported to the President at Crédit Immobilier de France, a specialised mortgage bank
- Main expertises gained particularly at Crédit Lyonnais, Crédit Foncier and Crédit Immobilier de France :
 - Very good know-how of political complex environments
 - Strategy including multi channel approaches
 - Expertise in customer knowledge and customer oriented actions
 - Communication
 - Management and implementation of strategic partnerships

CYNTHIA P. MCCAGUE



Cynthia McCague is a respected international leader, proven strategic performance partner and expert in the creation of organizational capability. The recently retired SVP, Head of Global Human Resources for The Coca-Cola Company, she completed a successful 28 year career with the Coca-Cola business system in 2010. At Coca-Cola, she institutionalized best practice global talent practices and kicked off a global focus on developing women. She played a leading role in guiding the company's journey to restore long-term success, via "The Manifesto for Growth" and in the transformation of the business for effectiveness and efficiency.

Cynthia currently serves on the Board of Directors of Monster Worldwide, Inc., listed on the NYSE. She is a member of the Compensation Committee.

A global citizen, Cynthia has spent the past three decades working around the world. She holds dual citizenship from the United Kingdom and United States. She has lived in 6 countries; Canada, Cuba, Greece, Peru, the United Kingdom, and the United States and speaks Spanish.

Cynthia has demonstrated a lifelong ability to integrate and lead effectively across cultures.

A senior leader and global human resources executive with multi-disciplinary experience in leadership, culture creation, people development and organizational capability, Cynthia is recognized for her deep understanding of growth drivers for the business, her communication skills, and for coaching/investing in the development of leadership talent.

She has provided strategic people solutions to business challenges over a 40 year career. Cynthia has repeatedly demonstrated her effectiveness in bringing commercial value, while working across diverse cultures.

Cynthia's career in the Coca-Cola system included roles as Chief HR Officer for Coca-Cola Hellenic (a Greek public company operating across 26 Eastern European countries, with 40,000 employees).

Prior to that, she was the CHRO for Coca-Cola Hellenic's predecessor company, Coca-Cola Beverages, listed on the London Stock Exchange.

Cynthia is a graduate of the University of Florida, with a B.S. in Journalism and Communications.

She acts as Special Advisor to World50, working with top CEOs and HR executives.

Cynthia serves on the Corporate Leadership Council of the Global Fund for Women.

She has recently completed service as Chair of the Foundation Board of the Shepherd Spinal Center.

SARAH MCVITTIE

CEO and Founder***Dressipi***

After a brief career as a city analyst Sarah at 25 founded Texperts, the world's first text message question answering service. She raised £2.5 million from investors while ensuring that its service could operate across all UK mobile networks and collected a host of prizes for her innovative idea and business. These included Innovative Company of the Year at the Real Business/CBI Growing Business Awards 2007 and the National Business Award for Best Use of Technology. In 2008 the company was sold to KGB, owners of the 118118 directory enquiries service, in a multi-million pound deal.

Sarah is currently the co-founder and CEO of Dressipi, an innovative fashion discovery and online styling service helping customers to find clothes that match their 'digital fashion fingerprint'. Sarah describes Dressipi as a fashion revolution and is using technology to challenge the status quo and raise the bar on consumer services. Based in London, the business combines online tools with the expertise of leading fashion stylists and journalists from top UK magazines, newspapers and high street brands, to ensure customers make smarter shopping decisions.

The Times recently called Sarah one of the UK's "top rising female entrepreneurs", and she was named by Management Today magazine as one of the top 35 female entrepreneurs under the age of 35. Sarah also has a passion for motorbikes and in 2001 rode her motorbike and sidecar from London to Beijing along the oldest Silk Route.

<http://www.linkedin.com/pub/sarah-mcvittie/7/84a/618>

MICHELE M. MERRELL

**Senior Director of Global Marketing and Communications,
Brightstar Corp.**



Michele M. Merrell is the Senior Director of Global Marketing and Communications for Brightstar Corp., a global leader in services and solutions for the wireless industry. Michele brings more than fourteen years of wireless industry experience to Brightstar and is responsible for the company's global marketing, public relations, branding/corporate identity, advertising and corporate communications. She has also managed the marketing and communications functions within diverse industries including telecommunications, technology, consumer goods and electronics.

Prior to joining Brightstar, Michele held senior-level marketing positions within the wireless industry including Vice President of External Communications at U.S. Cellular, where she led the company's communications, public relations & media relations, public affairs, community relations, sponsorship programs and Internet presence on a nationwide basis. She has also held senior-level marketing and communications positions at BellSouth Cellular, Voiceglo, a VoIP telecommunications company, as well as Tyco International.

Michele's achievements have earned her dozens of awards and recognition over her career. She was featured in November 2010 in March Magazine, a women's executive magazine. She was the recipient of a Stevie Award for executive women in business in 2009, named as Business Woman of the Year in 2007, and was a National Leadership award recipient and named Honorary Chair in 2006 by the Business Advisory Council. She was named by Crain's Chicago Business as a "Top 40 Under 40 Corporate Leader," and was also featured in Today's Chicago Woman magazine for her business contributions in the Chicagoland area. Michele is on the board of advisors for the Global Telecom Women's Network, and is also a member of the Board of Directors for the Education Fund, which supports innovation and improvement in education for the Miami-Dade, Florida public school system. She is also active in numerous organizations, including the American Marketing Association, Public Relations Society of America, and the Association of Women in Communications.

Michele graduated summa cum laude with an MBA degree in international business from Everest University, and also holds a Bachelors of Arts degree in Marketing Communications from the University of Wisconsin/SP.

BARBARA MERRY BA (HONS), ACA

Chief Executive Officer, Director, Member of Nomination Committee and Member of Finance Committee, Hardy Underwriting Bermuda Ltd

Ms. Barbara J. Merry, BA (Hons), ACA has been Chief Executive of Hardy Underwriting Group PLC since January 14, 2002. Ms. Merry served as Managing Director of Omega Underwriting Agents Limited. She served as General Manager in the regulatory division at Corporation of Society of Lloyd's. She has been Director of Hardy Underwriting Group PLC since January 29, 2002. Ms. Merry has been Director of Lloyd's Market Association since 2005. She serves as a Director of the other Omega group companies. She served as Member of the Council of Society of Lloyd's She worked at the Corporation of Lloyd's for 14 years. She qualified as a Chartered Accountant in 1984.

NATHALIE MESNY



25 years' experience in marketing & sales, and general management, on FMCG markets from both Manufacturer & Retail sides :

2011 : CEO Oxybul éveil & jeux

Retailer of Toys, books & video games, children's bedroom and baby care products.

Turnover : 150 M€, 50% through 40 points of sales & 50% through web site, 1 warehouse, 550 employees.

Turnaround to be achieved.

2009-2011 : Brand & Retail

Founder & Owner of a consultancy specialized in defining and activating Brand Business development strategies, through either products extension or new channels & new retail concept store levers.

1998-2008 : Carrefour France, Member of the French Executive board

Marketing, Communication & Brand Director at Carrefour France (2005-2008).

Full leadership on marketing mix repositioning & innovation strategy, of private labels portfolio in food, non-food, and services. Consumer database setup and management to develop commercial strategies (pricing, assortments, layout...) from consumer research. Implemented loyalty program. Management of convergence of all Group activities (stores, internet and services) under the Carrefour Brand (Carrefour Market, City ...).

Food Merchandises Purchasing and Suppliers Relationships Director (2002-2005).

Purchasing Turnover : 25 Billions € for Fast Moving Consumer Goods and traditional fresh food, including national brands and private labels, for all banners of Carrefour France (Carrefour / Champion / convenience stores / Cash & Carry, Hard Discount and Internet). Purchasing policy, tactics and negotiation for food business. Merchandise strategy development by category (pricing, innovation, assortment, and merchandising).

1987-1998 : Unilever – Detergents & Cosmetics division

Sales & Customers Development Director, Key Account Manager, Marketing Brands Manager on national and European level, media manager, sales area manager.

1987 : ESSEC graduate.

JULIE MEYER



Founder and CEO of Ariadne Capital, Founder – Entrepreneur Country, Managing Partner – Ariadne Capital Entrepreneurs Fund [ACE].

[Julie Meyer](#) believes that Individual Capitalism aligns and releases people's ingenuity for the solving of the world's problems at the macro and micro levels as well as accelerating the future.

Julie founded Ariadne Capital in August 2000 to create a new model for the financing of entrepreneurship in Europe and the UK – “Entrepreneurs Backing Entrepreneurs”. She created the founding Investor Partnership of 59 leading entrepreneurs and business builders who are [Ariadne's core shareholders](#).

She has led or co-led the investments and/or advisory mandates with BeatThatQuote, Espotting, Monitise, SpinVox, and Zopa.

Julie was part of the early team at Tom Teichman's NewMedia Investors in 1998, which became early stage investment firm Spark Ventures in October 1999. At NewMedia Investors, she co-managed deals in key technology companies including ArcCores, lastminute.com and WGSN. Also, in 1998, she founded First Tuesday, the network of entrepreneurs, which many credit for igniting the Internet generation in Europe. It was sold in July 2000 for \$50 million in cash and shares.

She has been named one of [INSEAD's Top 50 Alumni](#), Ernst & Young Entrepreneur of the Year, World Economic Forum Global Leader of Tomorrow, TIME Magazine Digital 50, one of WIRED's 100, one of London's 1000 Most Influential People (Evening Standard) and one of the Top 30 Most Influential Women in Europe. She was also the second President of the GTWN.

Julie is also [one of the BBC's Online Dragons](#) in the award-winning [Dragon's Den Online](#), and is also currently setting up a “Dads and Daughters” foundation to support and extend her thesis that women's identities are shaped – for good or bad – by the messages they receive from their fathers as children and young adults.

She is on the Board of Directors of Jellybook, [Medikidz](#), [Vestergaard Frandsen](#), a for profit humanitarian development firm, and [INSEAD](#), her business school. She graduated with a Bachelor of Arts degree in Humanities and English Literature from [Valparaiso University](#), near Chicago, US in 1988, having spent her junior year in Cambridge, UK in 1986.

In 2011, she was asked to be on the Secretary of State's Entrepreneurs Panel and the Secretary of Health's Innovation Panel.

DIANE D. MILLER

President and CEO***Wilcox, Miller & Nelson***

Ms. Miller is a certified public company director through the Director Certification Program at UCLA's Anderson School of Business, and holds a current Certificate of Director Professionalism, Board Governance Fellow and Master designations from the National Association of Corporate Directors. She has expertise in compensation, audit, nominating and governance.

Ms. Miller is President and CEO of Wilcox Miller & Nelson, and specializes in retained executive and board searches, and executive development. Prior to joining the firm, Ms. Miller served as Vice President of Portfolio Management for a San Francisco real estate company with a \$1B nationwide portfolio.

Ms. Miller serves on the board of Umpqua Holdings (since 2004; a \$12B NASDAQ-traded financial services company in California, Oregon, Nevada and Washington), where she serves on the Audit and Compliance Committee, and Loan and Investment Committee. She is a board member of the California Chamber of Commerce where she serves as Vice Chair of their PAC.. She also serves as Chair of the Northern California Chapter Board of the National Association of Corporate Directors, and is a Regent at the University of the Pacific. At the University, she is Chair the Audit Committee. Ms. Miller is a member of Women Corporate Directors.

A frequent guest speaker, Ms. Miller has been a presenter for such organizations as Compensationstandards.com, the Western Independent Bankers Directors Conference, and PBS's News Hour with Jim Lehrer, and National Association of Corporate Directors' Annual Conferences.

Ms. Miller holds an M.B.A. with an emphasis in marketing from Golden Gate University and a B.A. in Applied Behavior Analysis from the University of the Pacific.

LAUREN MILLER

*Executive Vice President, Finance and Administration**Paramount Pictures International*

Lauren Miller is a Management Committee member of the international theatrical distribution business with box office revenues in excess of \$2 billion in 60+ territories. Lauren manages a matrix team with 20+ London-based staff, 10 territory FDs, with support from teams in Amsterdam and the US. Her responsibilities include managing greenlight, ultimate, and generic multi-level estimates; planning and forecasting; box office and management reporting for Paramount titles and local acquisitions; title marketing spend and distribution cost analyses; business performance analysis and strategic business decision support; cash management/forecasting; accounting/reporting; SOX compliance; development support for financial systems projects; and UIP board member. Before joining Paramount Lauren was a Management Committee member at Warner Bros. international Digital, DVD, and Games businesses which included 12 country affiliates and 30 licensees, with revenues of \$1.7 billion. Lauren began her career at Chase Manhattan Bank, working in Structured Finance. She has held finance roles at Pacific Telesis (Director, Corporate Development), Levi Strauss (VP, Global Finance), and Storm/OnCue Telecommunications (CFO). Lauren holds an MIA from Columbia University (a joint program between the Business School and the School of International Affairs), a BA in English and French from the Colorado College; and Certificat Pratique de Langue Francaise de l'Université de 1er Degré à l'Usage des Etudiants de Nationalité Etrangère from Université de Franche Compté.

CLAIRE MILNE

Claire Milne is a highly experienced telecoms professional. Originally with a technical background, for the past 25 years she has moved in policy, regulatory and management circles in many countries. Within her first major employer (BT), her responsibilities moved from engineering management to regulation, marketing and the launch of mobiles. Following a spell with consultancy Ovum, in 1992 she started her own consulting company, and has led and contributed to assignments in over 50 countries at all levels of development.

In parallel with consulting, she has maintained a “public interest” profile including seats on several public sector and voluntary boards. Throughout their existence she has worked closely with the UK regulators Ofcom and Oftel; for the past three years, she has chaired the Consumer Forum for Communications, an umbrella body with around 40 organisational members. Earlier she was on the boards of the premium rate regulatory body ICSTIS and the Internet Watch Foundation, as well as on several committees of the former life assurance regulator LAUTRO. Since 2003 she has been a Visiting Research Fellow at the London School of Economics, and now teaches a Masters course in telecoms policy. She is also involved with Nominet UK’s policy debates and is a member of their Dispute Resolution Service Expert Review Group.

OLGA MONROY

*EVP, Chief Financial Officer
McCann Worldgroup*



Olga Monroy has a large international exposure. She is Brazilian, has graduated in Economics in Paris, France (Universite Paris X) and has an MBA from Michigan State University. She is fluent in English, French, Spanish and Portuguese and is presently based in New York where she is the North America CFO for McCann Worldgroup, world's largest communication group.

During her entire career, she has worked in the finance and strategic planning areas of important international corporations. She has started her career and grew in controllership of ITT Sheraton in Brazil and Mexico before becoming the Finance and Administrative Vice President for Ogilvy & Mather and then for Leo Burnett (multinational advertising agencies), in Brazil. In 2000 moved to Vivendi Universal Publishing (French multinational), leading publishing house, where she was in charge of Finance and Strategic Planning. After VUP, she joined Monsanto Brazil, as its CFO, a company of more than US\$ 1B in revenues and, at that time, the biggest Monsanto branch outside the USA. Since 2006 she works at McCann Worldgroup, world's largest communication group first as the Latin America and Caribbean Regional Chief Finance Officer and after as the North America CFO.

HAZEL MOORE

*Chairman and Co-founder**First Capital*

Hazel co-founded FirstCapital in 1999, and has been advising clients on fundraising, M&A, strategic issues and investment in technology businesses for over 20 years. In 2005 she co-founded FirstVentures, which manages a portfolio of investments on behalf of a prominent European family office. Hazel is regularly invited to speak on venture capital and private equity at conferences and seminars in Europe and the US. She is on the Investment Advisory Panel of the North West Fund.

Earlier in her career Hazel worked in London and Hong Kong for W.I. Carr, a leading Asian stockbroker, where she held a variety of roles including Sales Director and Head of Equity Research for Hong Kong. In this latter role Hazel was responsible for a market-leading team of analysts, and for creating and communicating investment strategies to a global institutional client base. Hazel has an MA in Natural Sciences from Cambridge University, and is a Chartered Financial Analyst.

DIANE MORRIS

**Diane Morris**

Diane has lived and worked in the UK, Nigeria, USA, Japan and Singapore where she was active in women's networks, as President of Foreign Executive Women (Tokyo) and Programme Director of PrimeTime Business and Professional Women's Association (Singapore).

She moved back to London, joining City Women's Network (CWN) on the recommendation of The International Alliance for Women (TIAW). She was responsible for the TIAW programme in London in 2003, successfully promoting its Women on Boards programme to become part of the UK Government's policy to encourage women into the boardroom. She is a Past President of CWN, having completed the maximum three years as President.

A graduate of the London School of Economics for whom she is the Chair of the Female Alumni Network, she has a marketing background, originally working in consumer magazines and advertising for IPC Women's Magazines and Gillette in the UK, moving into international business media with BBC World, TIME and Fortune Magazine during the ten years she spent in Asia. She moved into conferences with DNMstrategies who were the producers and managers of the BusinessWeek conferences in Asia. She runs a marketing consultancy which focuses on event management and business development.

Since returning to London, she has been granted the Freedom of the City of London, and is a Liveryman of The Worshipful Company of Marketors and The Worshipful Company of World Traders. These Liveries are highly influential in the City of London, and as such Diane is on the advisory board of the 'Women in the City' Awards. She is also on the judging panel for the British Female Inventor and Innovator Awards, and was the Vice – Chairman of the judging panel for the European Union Women Inventors and Innovators Awards (EUWIIN).

SARA MURRAY

Founder***Confused.com and buddi***

Sara Murray graduated from Oxford University with an M.A. Hons in Physiology, Psychology & Philosophy. Murray started her career in management consultancy with ZS Associates and later moved to Hambros Bank to work in Asset Finance. In 1992 she started her first business, Ninah Consulting - a marketing consultancy advising multi-national corporates on their marketing effectiveness. It has been adopted by some of the world's largest consumer brands, beginning with SmithKline Beecham and later including HBOS, Diageo, the AA, CGNU, Comet and Coca-Cola Schweppes. In 1999, Murray founded inspop.com, an online insurance marketplace. Having built the customer base to 250,000 and renamed it confused.com, she sold the company to the Admiral Group 18 months later.

She came up with the idea of buddi when her young daughter Rowena temporarily disappeared at a supermarket. She wanted to create a way to give both her and her daughter peace of mind, and after two years of research and development in GPS technology - buddi - an innovation in personal safety, became a reality in 2007. Today, buddi leads the field in assistive technology and its main focus now is to help the elderly and those with Alzheimer's remain independent for longer and to give carers and families peace of mind. It is used by more than 100 local councils across the UK to help dementia sufferers and the elderly, and it has been estimated that buddi could save the UK government £2bn a year if it was used nationally for this purpose.

As a result of Murray's work in the technology arena, she is a member of the British Government's Technology Strategy Board, which supports the exploitation of science, technology and innovation to benefit business, increase economic growth and improve the quality of life in the UK. She also sits on the Government's Small Business Economic Forum, which has been established to provide small business leaders with a direct link to Ministers, to discuss Government economic policy relevant to enterprise and small business.

She is also a non-executive Director of Schering Health Care, a pharmaceutical market leader in the area of women's health including oral contraceptives, HRT and dermatology. She is a founding board member of Seedcamp, an intensive week long event held in September in London targeted at young entrepreneurs from across EMEA.

VIN MURRIA

CEO***Advanced Computer Software Group***

Vin joined Advanced in August 2008 as Chief Executive and has over 20 years' experience of publicly listed companies and private equity experience focusing on the software sector. She was formerly Chief Operating Officer at Kewill Systems Plc, followed by Chief Executive Officer of Computer Software Group plc which merged with IRIS Software Group in 2007. Vin is a partner at Elderstreet Capital and a non-executive director of Greenco plc.

ANNETTE NABAVI

Partner AHV Associates

Annette is a Partner with AHV Associates, a firm of corporate finance advisors specializing in Mergers and Acquisitions, Capital Raising, Structured Finance and Derivatives Advisory work for privately owned businesses. She specializes in corporate finance projects for small and medium privately owned enterprises in the telecoms, IT, technology and media sectors. She is also on the advisory board of the National Media Museum. Annette previously held the position of Head of Telecoms Global Business Development for Corporate Finance at ING Barings where she gained significant experience in M&A, private equity, structured debt and public equity transactions.

She later became the founding director and CEO of XchangePoint Holdings Ltd, a Venture Capital backed Internet Interconnect company providing broadband metro peering services to ISP's and carriers. Annette was responsible for tripling revenues every year for 3 years, and grew the customer base to over 100 customers while expanding the company into Germany. She successfully achieved two rounds of VC financing.

Her early years were spent with the PA Consulting Group where she specialized in strategic partnerships, business planning and marketing strategy. She became a Senior Partner with PA before moving to Barings.

Annette holds an MA from Oxford University and a Doctorate from the University of Dijon.

LYNN NAHMANI

Lynn Nahmani is an accomplished senior level financial executive with extensive experience in the banking sector. She has over 25 years experience in both Directorship and Senior Advisory roles with several major international financial institutions where she was responsible for defining the strategy for European business development, revenue generation and enhancing profitability.



Throughout her career, she has demonstrated her ability to manage high-level experienced professionals within diverse cultural environments and languages.

Lynn has a proven track record of successful business developments thanks to extensive international experience within the United States, Europe and North Africa.

More recently, she has been working as an independent advisor in the energy sector where she has gained extensive sector knowledge in Oil and Gas, LNG and Renewable Energy. Her clients include corporates as well as public utilities in emerging markets.

Recent advisory roles include:

- Leading high level financial negotiations for the raising of debt for the development of a gas field in Algeria,
- Providing advice for the financing of LNG infrastructure in Cyprus and Latvia,
- Providing advice for the financing of a Solar energy project in North Africa.

Lynn is particularly effective in managing complex business situations requiring creative financial solutions. As the former credit committee Chairwoman of several international Investment Banking subsidiaries she combines excellent risk assessment skills with business acumen and leadership.

Lynn is a dual national French/American and holds a Bachelor of Arts degree from Queens College of the City University of New York as well as an MBA in finance and marketing from INSEAD.

ANNE NEGRE



Anne Nègre is a Barrister, located in Versailles, France, Doctorate in Law, specialising in labour and business law since 1981. She is a Mediator, selected by the High Authority Against Discrimination and for Equality, HALDE. Anne Nègre teaches at the level of master and PHd at University Paris 1 Panthéon Sorbonne.

In the same time, she is Vice President, 2010 – 2013, of the International Federation of University Women, NGO international, founded in 1919, focusing on the equal rights between women and men, presents in 100 countries, Anne Nègre represents IFUW at UNESCO, others at ECOSOC, United Nations in Geneva, Vienna, New York, European Union, CEDAW etc. She is invited to speak in many conferences, colloquia and knows how to organize high level symposia.

Anne Nègre has a long experience of presidency of non lucrative organisations, she is member of the board of one since 1999, in the field of the protection of children, adolescents, adults with 800 employees, 46 000 000 € results. She is married, has 3 children and has been decorated by France, with the Knight of the Legion of Honor and the Knight of Merit.

SUSAN NESS

*Senior fellow**SAIS -Center For Transatlantic Relations*

Susan Ness is a former commissioner of the Federal Communications Commission and the founder of Susan Ness Strategies, a communications policy consulting firm. She is a Senior Fellow at the Center for Transatlantic Relations at Johns Hopkins School of Advanced International Studies (SAIS), and an affiliated expert of the Information Technology and Innovation Foundation (ITIF). She co-led a federal agency review team for the Obama/Biden Presidential Transition. She frequently lectures on domestic and global communications policy and on women's leadership.

She has chaired two SAIS global conferences on women in the boardroom, and created the website www.boardroomdiversity.org as a repository for research, articles and documents on boardroom diversity initiatives around the world. SAIS Center will host its third Global Conference on Women in the Boardroom on Thursday, September 20, 2012.

Commissioner Ness served on the Federal Communications Commission from 1994 to 2001, where she played a leading role on spectrum policy issues, championed competition and spectrum auctions, and fostered new technologies, including PCS, digital television, digital satellite and terrestrial radio, wireless broadband, and unlicensed services. She worked to connect schools and libraries to the Internet and forged stakeholder consensus on a standard for digital television. Internationally, she was FCC's senior representative at three ITU WRC conferences and participated in many bilateral and multinational negotiations on trade, spectrum, and standards.

From 2005 to 2007, she was the founding president and CEO of GreenStone Media, LLC, which produced talk programming targeting women for syndication on radio and other platforms. At its peak, GreenStone Media produced 63 hours per week of original, award-winning programs.

She was Distinguished Visiting Professor of Communication at the University of Pennsylvania's Annenberg School for Communication, where she taught graduate seminars on domestic and global communications policy, and was Director of Information and Society at the Annenberg Public Policy Center. Prior to the FCC, she was vice president and group head of a national bank, funding

communications sector companies, and was assistant counsel to the Banking Committee of the U.S. House of Representatives.

She is a member of the board of Gannett Co., Inc, (NYSE-GCI). Previously, she served on the corporate boards of LCC International, a global technology firm, and on the post-bankruptcy petition board of Adelphia Communications Corporation. She is vice chair of the J. William Fulbright Foreign Scholarship Board, which oversees the Fulbright scholarship program. She also serves on the board of Vital Voices Global Partnership, an NGO that identifies and invests in extraordinary women worldwide. She is a member of the District of Columbia Bar, the Federal Communications Bar Association, and Women Corporate Directors (WCD). Her prior Montgomery, Maryland civic leadership positions include: Charter Review Commission chair, Commission for Women president and Community Access TV Task Force vice chair.

Among the many honors and awards she received for her work are: the International Radio and Television Society 1999 Achievement Award; the Digital Television Pioneer Award; Electronic Media's "12 to Watch in 1997;" the Annenberg School for Communication's Edward L. Palmer Award; the National Association of Broadcasters' Engineering and Technology Achievement Award; American Women in Radio and Television's first "Advocates" Award; the District of Columbia AWRT Leadership Award; and the Wireless Women's Network's first Leadership Award. Rutgers University inducted her into its Hall of Distinguished Alumni and Douglass College inducted her into the Douglass Society.

She received a B.A. in political science/international relations from Douglass College, and served on the board of directors of WRSU Radio (Rutgers University). She studied multilingualism in Geneva, Switzerland with Sarah Lawrence College during her junior year. She earned a J.D., cum laude, from Boston College Law School, and an M.B.A. in finance from The Wharton School of The University of Pennsylvania. Languages: French; limited Spanish, German & Dutch.

MARINA NIFOROS

Managing Director***The American Chamber of Commerce in France***

Marina Niforos is an international executive with extensive P&L management experience, with positions in the academia public and private sector spheres.

Marina is Managing Director of the American Chamber of Commerce in France, an independent business association of American and French companies that promotes Trans-Atlantic trade and economic relations. The association has more than 500 members companies, with more than 100 from the CAC40 and Fortune 500. Previously, Marina has served as Executive Director for the Diversity and Leadership Center of Excellence at INSEAD, where she created and developed the Center's activities, negotiated strategic partnerships, including with the

World Economic Forum and the World Bank, and successfully secured fundraising for the Center. Before that, she had spent several years working for the Pechiney Group in corporate strategy and corporate venturing functions.

Marina spent five years (1993-1998) with the World Bank Group in Washington, managing the institutional relationship with the country borrowers for several Latin American countries and supervising their 2 billion dollars investment portfolios. She received the World Bank Award for Excellence by President Wolfensohn for assisting borrowers with sovereign debt conversion.

Marina Niforos was co-founding member and serves as a Board Director of the European Network for Women in Leadership (WiL). She also seats at the Advisory Board of the Healthcare Business Women's Association. In March 2012, Marina was appointed Commissioner to the United States National Commission for UNESCO.

In addition to her INSEAD MBA (Dec99) Marina is a Phi Beta Kappa, Summa Cum Laude graduate of Cornell University in Government and International Relations. She also holds a Masters in Government Administration from the University of Pennsylvania and a Diploma in International Relations and European Studies from the Paul H. Nitze School of Advanced International Studies. Marina is fluent in Spanish, French, Greek and proficient in Italian. She is married and has three daughters.

KATHLEEN O' DONOVAN

Co-Founder***Bird & Co Board & Executive Mentoring***

Kathleen draws on extensive experience of executive and non-executive responsibility on a global scale, serving on major UK and overseas boards including multi-sector businesses. She has a deep understanding of boardrooms and their dynamics, with broad-based experience of the City, financial strategy, M&A and restructuring. She is currently:

Non-executive director: Prudential (and Chair of the Audit Committee); Trinity Mirror (and Chair of the Audit Committee); ARM Holdings

Chairman: Invensys Pension Scheme (and Chair of the Investment Committee)

Kathleen is also co-chair of International Rescue Committee UK, a charity which supports people displaced by conflict in areas such as Darfur and the Afghan/Pakistan border. Trained as a chartered accountant, she was the youngest-ever CFO of a FTSE 100 company at the age of 34. Previous key roles include: Non-Executive deputy chairman of Great Portland Estates, Non-Executive Director of Bank of England, EMI and O2 and partner at Ernst & Young.

FRANÇOISE ODOLANT

**Academic Education :**

- *Spring 2007* : Advanced Management Program at Harvard Business School (Boston, Ma)
- *1979 - 1981* : MBA HEC – ISA at Jouy en Josas (France)
- *1976 - 1979* : Institut d'Etudes Politiques de Paris (France)

Summary of Experience as Senior executive :

- Since September 2010 : Full-time job for the French Ministry of Finance as Procurement expert In order to promote collaborative relationship as a key to develop national competitiveness, leading a community of 237 major companies
- In 2008 : Founder and CEO of the consulting firm, named AFM Performance Booster, specialized in Purchasing and open innovation
- 2003-2007 : Head of Real Estate, General Services and Procurement for Caisse d'Epargne Group (financial services)
- 2001-2002 : SVP Strategic Sourcing and Procurement at Vivendi Group
- 1997- 2001 : CPO at Disneyland Paris
- 1992- 1997 : CPO at Valeo Lighting Systems (Automotive Industry)

Before (starting in 1981) : financial controller in industrial companies

I worked in various industries (paper, automotive, rail, luxury) and services (resorts, themed parks, entertainment, financial services)

Teaching for adults : Regular short programs (1 to 3 days) on Collaborative Relationship, B to B Mediation, Value Analysis, Supplier Relationship Management, Risks Management, ...

JEAN OELWANG

CEO***Virgin Unite***

Jean is the CEO of Virgin Unite, the entrepreneurial foundation of the worldwide Virgin Group. In her previous life, Jean lived and worked on five continents helping to lead successful mobile phone start-ups in South Africa, Colombia, Bulgaria, Singapore, Hong Kong, Australia and the US.

Jean has long explored the overlap of the business and social sectors and has been involved in both, having worked for the Foundation for National Parks and Wildlife in Australia, and in numerous volunteer roles, including a stint as a VISTA volunteer where she worked with – and learned from – homeless teens in Chicago.

In 2003 she was joint CEO of Virgin Mobile in Australia when she went to work with Richard Branson and the Virgin staff around the world to create Virgin Unite. The team works with Virgin's two hundred businesses worldwide and other entrepreneurs to help put driving positive change at their core. Virgin Unite also works with partners to create new approaches to social and environmental issues, such as a school of entrepreneurship for young people in Johannesburg and an entrepreneurial approach to rural health transport in Kenya.

Jean and Virgin Unite have also helped to incubate a number of global leadership initiatives such as the Elders, the Disease Control Hub in sub-Saharan Africa and the Carbon War Room. Jean sits on the Advisory Board of the Elders, the Board of the Carbon War Room and on the Board of the Bushbuckridge Health and Wellness Trust.

ROSEMARY O'MAHONY

Senior Partner (retired)
Accenture



Rosemary O'Mahony was a senior partner with Accenture, where she spent 28 years. She retired from Accenture at the end of 2006 and worked as a part-time Executive Advisor to Fujitsu Services in 2008 and 2009. Since then, Rosemary has been using her 30 years of consulting experience to assist charities in both the United Kingdom and France.

Within Accenture, Rosemary specialised in the application of Information Technology (IT) to help clients to implement their business strategies. She has worked with senior clients in over 20 countries in a range of industries, including banking, capital markets, manufacturing and utilities. Rosemary had global leadership responsibilities for the growth of Accenture's technology practice. Rosemary was the Managing Partner of Accenture's technology research centre in Sophia Antipolis, France for a number of years.

Over the past four years, Rosemary has made active contributions to the charity sector. She is a patron of the Prince's Youth Business International (YBI) and a member of its Accreditation Committee. She has assisted YBI with the implementation of new IT systems and has designed and implemented a new accreditation process for its programmes in 35 countries. She is on the Board of One World Group, an organisation that campaigns for social justice and has helped to design and install comprehensive new IT systems for IntoUniversity, an organisation that helps children to stay in education and aspire to pursuing third-level qualifications. Rosemary is also a member of the Board of 1001 fontaines, a charity that creates social enterprises that provide clean drinking water in developing countries. Rosemary is a member of the Court of Assistants, the governing body, of the Worshipful Company of Management Consultants, an organisation that provides pro-bono consulting and mentoring services to smaller charities.

As a result of her varied and international experience, Rosemary has developed the skills to adapt quickly to different environments and cultures and lead very diverse teams to produce results. She has a reputation with colleagues for being a good mentor and listener, with an ability to consider multiple points of view and the courage to deal with difficult issues decisively and constructively.

Rosemary has a degree in Mathematics and Engineering Sciences from Trinity College, Dublin. She can do business in English (mother tongue), as well as French (fluent) and German (competent).

ELIZABETH PADMORE

Strategy Partner (Retired)
Accenture



Liz Padmore read both Philosophy, Politics and Economics and Jurisprudence at Brasenose College, Oxford.

She has extensive experience at the Board level in private, public and not-for-profit sectors.

She was previously a strategy partner at Accenture where she created and ran their global strategic think tank. Specialising in scenario planning, strategic communications, corporate social responsibility and relationship management.

She is a regular contributor and chairman at international conferences.

Liz is Chairman of Hampshire Hospitals NHS FT; a Director of National Australia Group Europe and Clydesdale Bank plc; a director of YBI (Prince of Wales' Youth Business International) where she also serves on the audit committee and chairs the accreditation committee; trustee and member of the F&GP Committee, Ditchley; trustee and member of the F&GM Committee, Women for Women International. She is a co founder and a member of the Global Board of Enablis, a not for profit dedicated to creating a viable SME sector in Africa and South America. She was previously on the Council of Chatham House and the advisory board of IMD.

Liz is an associate of the Oxford Institute for Science, Innovation and Society, Oxford Said Business School; a member and previous vice chairman of Forum UK [part of the International Women's Forum]; a member of Women Corporate Directors and an elected FRSA (Fellow of the Royal Society for the Encouragement of Arts Manufacturing and Commerce).

LAURENCE PAGANINI

CEO**3 SUISSSES, MARIONNAUD**

Laurence Paganini is meeting for over 20 years the challenges of retail and e-commerce.

Former CEO and member of top Executive Committees of several International companies : Carrefour Group, Marionnaud (AS Watson Group), 3 Suisses International Group, Laurence Paganini is a senior executive with large Profit & Loss experience.

Among the pioneers and one of the few successful women in mass retail, Laurence Paganini held several executive responsibilities within Carrefour Group (1997-2006), as Hypermarket General Manager, Purchasing Director for Home department products, International Director for Jewellery and Watches and International Marketing Director (executive committee member).

During her experiences as CEO (Marionnaud 2006-2008 and 3 Suisses 2009-2012), she was able to manage major crises, cultural revolution or economic downturn taking into account the human factor.

She has developed as an expert in corporate management, retail, e-commerce and international business development in France, Europe and Asia.

Laurence Paganini graduated from France ESSEC business school (1987) & University Paris Dauphine, Master's degree in Finance (1985).

She was Board Member of the french Academic Council of « Institut français de la Mode » in 2011 and is advisor for 2 french start ups : Laboratoires IDS and Fondamenta.

Speaker in Management Courses for Essec, Speaker at Symposium on « Acting in uncertainty » (ENA, Ecole de Guerre and HEC) and at Symposium " What other management to support business performance" organized at Economic, Social and Environmental Council (CESE).

She is also Founder member of the Connectelles Club: Women network for 3 SUISSSES Group and is Member of Women Corporate Directors (WCD) and Comestic Executive Women (CEW).

Passionate about travel, Married, 2 children, French Citizen.

VALERIE PANCRAZI



Graduated from Ecole Polytechnique (1986) and Ecole Nationale des Ponts et Chaussées (1988) with a double cursus in Finance from Université Paris-IX Dauphine (Master's degree in Financial Markets, DESS n°203), Valérie Pancrazi started her career in Structured Finance (being responsible for the very first securitization in France) and then moved to the risk business (Reinsurance and Insurance) and investment business (mainly Private Equity).

As Chairman of financial institutions (Bear Stearns Finance and AXA Re Finance) she acquired a good practice of the management of a company, particularly in a regulated environment.

Since 2009, Valérie started her own consulting firm mainly dedicated to assist corporate in all their financial needs, from financing to investing, with an emphasis on evaluating financial losses in litigation cases.

Valérie is also :

- Expert accredited by the Court of Appeal of Paris (in Finance and International Financial Transactions)
- Affiliated teacher at HEC Executive Education in Corporate Finance, and at IMA (Moroccan Institute of Board Members) in Corporate Governance
- Board Member of a not-for-profit institution (Perce-Neige)
- Knight of the French Legion of Honour

REGINE PAPAZIAN



Brand Strategy & Corporate Communication. Management Committee Level Executive

- Expert in Consumer Goods & Retail Banking
- French & International advertising specialist
- 20-year+ experience with Procter & Gamble (1973-1996). Head of P&G Advertising and Media in France
- 15 years with Groupe Caisse d'Epargne (1996-2011) now BPCE. Head of Corporate and Brand Communication
- Managing Director and Founder of Aleti Conseil (since 2011). Brand strategy and Corporate Communication Consulting firm

Key areas of expertise:

1. Innovative & Strategic Brand Management
2. Media Planning & Operational Marketing
3. Business turnaround and P&L Management
4. People Leadership & Development

Awards and Distinctions:

- Winner of 9 major French advertising awards (Topcom, Effie, Grand Prix de la Presse Quotidienne)
- Winner of the European Financial Management Association (EFMA) award
- Vice President & Administrator of French Advertisers Union (UDA, Union des Annonceurs)
- Administrator of OJD, the French member of International Federation of Audit Bureau of Circulations
- President of the Management Committee of the Fondation Caisse d'Epargne (literacy & social development non-profit foundation)
- Chairman of the Board of Les Editions de l'Epargne (publishing house, subsidiary of the BPCE group)

ESZTER PATTANTYUS

Vice President***TomTom***

Eszter Pattantyus is VP at TomTom, currently responsible for the TomTom Maps Division and based in Amsterdam, Netherlands. She has been with TomTom since 2007, firstly in program management and now the first woman to lead a product unit, reporting one level down from the Executive Committee. Eszter manages all of the digital map content production and map product creation in the TomTom Group. This is a truly multicultural role as TomTom Maps has production facilities in India, Poland, Thailand, Germany and Belgium and staff in most major countries, giving Eszter significant strategy, budget and head count responsibilities.

Prior to working for TomTom, Eszter managed operations for Ford, including setting up a manufacturing plant in Hungary.

MARISSA PETERSON

Executive Coach and Management Consultant***Executive Vice President (retired)******Sun Microsystems***

Marissa Peterson brings a broad senior executive portfolio to her board and executive coaching practice. She joined Sun Microsystems when it was still a small public company, helping it scale to reach a peak of approx. \$20 Billion in annual revenues. She retired from Sun after 17 years in 2005 with an unprecedented legacy of concurrently leading some of Sun's largest and most effective organizations: as Executive Vice President of Services, Executive Vice President of Worldwide Operations, and Sun's Chief Customer Advocate.

As EVP of Sun Services, she developed and oversaw programs designed to help companies reduce the time, cost and risk of transforming their business. These programs leveraged technology to architect, implement and maintain customers' network computing infrastructures. As Chief Customer Advocate, Marissa resolved critical customer satisfaction issues while driving more sustained efforts – most notably the Sun Sigma program – to instill a "customer-first" ethic throughout the company. And as EVP of Sun's Worldwide Operations organization, Marissa guided Sun's global supply chain, manufacturing and logistics programs and established an industry leadership position for high quality and cost-effective product execution to a global customer base.

Prior to joining Sun, Marissa worked as a management consultant at Booz, Allen & Hamilton, and in various marketing, financial & engineering positions with Saturn Corp. and various GM divisions. She holds a Bachelor of Science in Mechanical Eng. and an Honorary Doctorate in Management from Kettering University, and a Masters in Business Administration from Harvard University.

Among her awards are the Sun Microsystems President's Excellence Award, Silicon Valley Tribute to Women and Industry, Kettering University Management Achievement Award, SF Business Times Top Women in Business, Filipinas Magazine Corporate Leader of the Year, the National Co-op Hall of Fame, the Silicon Valley/San Jose Business Journal's Most Influential Women, and the Excellence in Science and Engineering Award from the Philippine Development Forum.

Marissa's executive coaching clients include some of the world's most admired companies, including Apple, HP, NetApp, VMWare, EBay, Ericsson and Yahoo. They span a variety of industries (Venture Capital, Recruiting, Hospital Foundations, Solar Energy, Education, High-Technology, etc.).

A seasoned governance practitioner with the distinction of being an NACD (National Association of Corporate Directors) Leadership Fellow, Marissa currently serves on the Board of Directors of Humana (\$40 Billion US health benefits insurance company), Ansell (\$1+ Billion global protection company), Quantros (Healthcare IT), and Oclaro (optical solutions). She also previously served on the Board of Directors of Supervalu, the Lucile Packard Children's Hospital of Stanford, Covisint, and was a Board Trustee of Kettering University.

PAOLA PROFETA

*Associate Professor of Public Economics
Bocconi University, Milan*



Paola Profeta graduated in Economic and Social Sciences at Bocconi University of Milan in 1995 and obtained a PhD in Economics at Pompeu Fabra University of Barcelona in 2000.

She is associate professor of public economics at Bocconi University, Research Fellow of Dondena, where she also coordinates the Area “Gender Studies”, and she is affiliated with Econpubblica and CESifo. She is the coordinator of the area “Public Policy” of the Department of Policy Analysis at Bocconi. She holds an Italian Habilitation for full professor in economic policy. She was previously assistant professor at the University of Pavia, post-doc researcher at CORE in Louvain-la-Neuve and lecturer at Pompeu Fabra University. She was visiting scholar at Columbia University of New York, and invited professor at CESifo-Munich, UCLA-University of Los Angeles and the University of Rennes.

Her research interests are in the field of public economics, welfare (in particular social security and education), political economy, gender economics and comparative tax systems. She has published in leading international journals, among which European Economic Review, Economic Journal, Oxford Economic Papers, Economic Policy, Journal of Public Economic Theory, International Tax and Public Finance, European Journal of Political Economy, Public Choice. On tax systems across different areas of the world she published a book with E.Elgar and she was co-editor of a series of books published by Routledge. In 2010 she published “Donne in attesa. L’Italia delle disparità di genere” (with Alessandra Casarico), Egea.

She regularly writes in the Italian newspaper Il Sole 24 Ore.

Her research projects have been funded by several international organizations, private foundations, universities and research institutes.

In 2012 she has been appointed to the board of Banca Profilo, an Italian listed bank.

MELISSA RANCOURT



Apart from spending her evenings teaching Masters-level courses to students at Boston University in Brussels, Melissa Rancourt is an entrepreneur who has created two companies in the past few years. As Managing Director for Greenlight, an international project management firm, she leads teams across Europe with the focus of helping clients create new business development opportunities, efficient operations, communication strategies and actions and community initiatives. Melissa utilises her experience and expertise on implementing excellent practices within their business and has spoken at several business events, TV programmes and press conferences in recent years on this subject.

Melissa is also the Chairman and Founder for greenlight for girls, a social initiative with the mission to encourage young girls to consider a future in math, science and technology by introducing them to the world of science in fun and exciting ways. This NGO is an international organisation with Board Members in Europe, US, India and Africa.

As a University Lecturer, she teaches a wide repertoire of courses including Operations Management, Negotiations, Project Management, Communication and International Marketing. She is in process of co-authoring a business book, NeuroMarketing – Selling to the Brain and has recently co-published the article "Neuromarketing and the Cinema". Melissa is an Industrial Engineer (BS, Rochester Institute of Technology) and MBA (Babson College) by background specialising in creating efficient operations and effective communication. She is also considered a social entrepreneur and enjoys working with teams and companies to improve the society in which they live and work.

Melissa is a dual citizen of both Belgium and the US, Italian-born and of Greek and French heritage.

PROFESSOR NIRMALA RAO

***Vice Principal
SOAS***

Professor Nirmala Rao joined SOAS in August 2008, as the School's Vice-Principal (Learning and Teaching).

At SOAS, Nirmala leads the delivery and implementation of all aspects of the School's academic strategy concerning the "student experience." As Vice Principal, she works closely with the Pro-Director, Deans, Associate Deans and appropriate professional services colleagues to facilitate internal coordination of all Teaching and Student Experience matters across the School. Nirmala's position as Vice Principal is generally equivalent to a Provost at an American university.

Nirmala comes to SOAS from Goldsmiths College, where she was the Pro-Warden (Academic) since 2005. In her 14-year career at Goldsmiths, she also served as Head of the Department of Politics from 1999-2002. Previously, Nirmala held research positions at Runnymede Trust, the Policy Studies Institute and Queen Mary and Westfield College, where she was awarded her PhD in 1993. Nirmala took her first degree in Economics (Hons) from Delhi University in 1979, and subsequently received her MA and MPhil from Jawaharlal Nehru University, New Delhi.

Nirmala Rao has published widely in the fields of urban governance and public policy, and is currently undertaking research on the ways in which the ideas of local democracy evolved in the conversations between India and England in the late nineteenth and early twentieth centuries. Nirmala was elected as an academician of the Academy of Learned Societies in the Social Sciences in 2003. A Trustee of the Learning from Experience Trust and an appointed member of the Architects Registration Board, Nirmala was previously a lay member of the General Council of the Bar and a non-executive director of Ealing Hospital NHS Trust. She has extensive experience of public service and has also served as an advisor to a range of bodies including the UK Audit Commission, the Office of the Deputy Prime Minister (ODPM) and the Centre for Good Governance, Government of Andhra Pradesh.

LAINA RAVEENDRAN GREENE

CEO, GETIT Inc.



Laina Raveendran Greene is founder and CEO of GETIT Inc, an international business planning and strategic marketing consultancy based in Silicon Valley since 2000.

Laina's work experience spans 25 years in the telecom industry and has a focus on bridging the digital divide in developing countries, and over the last 5 years a focus on Green ICT. Laina has worked in for profit organizations (Singapore Telecom, INTELSAT, Cisco Systems, Juniper Networks); in non-profits organizations (ISC, IDRC, APIA and APNIC); inter-governmental organizations (ITU, UNDP, World Bank, South Pacific Forum); and founded interactive multimedia business in Asia servicing regional high tech customers (GetIT Multimedia).

Laina's helped to shape Internet Policies in countries in Asia (http://icannwiki.com/index.php/Laina_Raveendran_Greene), served as first Secretary General of the Asia Pacific Internet Association (APIA), Policy Advisor of Asia Pacific Network Information Center and Advisory member of the Asia Pacific Rim Internet Conference on Operational Technologies (APRICOT). She also taught International Telecommunications Law at the National University of Singapore, and helped educate and shape National Internet plans for governments in the region through the UN, including Afghanistan, Mongolia, Laos, Vietnam, Cambodia and Myanmar.

Laina is currently also an Entrepreneur in Residence at Stanford University teaching a class on Intercultural Negotiations, serves as a Board member of emota.net, a health care start-up in the Bay Area and involved in several other related consultancy projects including working as Strategic Marketing Consultant to the Internet Systems Consortium in Silicon Valley. As part of her passion to help disseminate knowledge, she co-produced a documentary called Green Planet on Green ICT and also completed a concept paper funded by the World Wildlife Fund in Sweden to consider developing a Seed Fund to address funding gaps needed to help bring energy and communications to the rural poor, to name but a few. She has a Master's Degree in Law from Harvard University, graduate studies in international law at the Graduate Institute of International Studies in Geneva, and Executive Management training from Stanford University and Singularity University.

TERESA M RESSEL

Retired CEO***Current Board Member of Public U.S. Company***

Currently, Teresa serves on the Board of ON Semiconductor, a \$3.4B enterprise serving on the Audit Committee. Teresa is a “financial expert” relative to compliance with the SEC and NASD criteria requirement on the audit committee. Since early 2012, Teresa is currently the CFO of a large private company based in Athens, located in their New York City offices and covers the public equity space along with private equity and alternative investments. Previously, Teresa worked across international banking and finance as CEO, UBS Securities LLC (U.S. division of UBS Investment Bank for 5+ years) and led UBS’ Americas region as their Regional Chief Operating Officer prior to her CEO tenure. Her industry experience spans Finance & Financial Services, Private Sector Technology at all levels, Defense & Manufacturing as well as the U.S. Government.

From 2001-2004, Teresa served in the United States Treasury. Confirmed by the U.S. Senate as the Assistant Secretary for Management and Chief Financial Officer, working directly for two U.S. Secretaries of the Treasury, her broad duties included revenue collections, customs, and handling the government’s audit, reporting and cash flow duties. Teresa was awarded the Treasury Medal for her service as the Chief Financial Officer of the U.S. Treasury. She holds an MBA from Rensselaer Polytechnic Institute, and two engineering degrees from the University of Delaware. She is a member of the Council on Foreign Relations, a non-partisan organization exploring public policy and corporate interactions across the globe.

With 25+ years experience since her 1987 graduation, Teresa has 12+ years of board of directors level experience and chaired the search committee (2010) for the Institute for International Banking (IIB) based in New York, NY which involved ex-pats from 12+ countries primarily Europe. Her 3 year trustee tenure culminated with accolades for successfully identifying (and orienting) a new CEO fully equipped to broaden both the quality and breadth of regulatory services for this institution that advocates foreign banking on a level playing field for multiple markets within the financial/banking areas. Earlier in Teresa’s professional career, she spent significant time working across Asia Pacific with a major computer manufacturer (1990-1994), followed by tenure as Chief Compliance Officer of a \$20B (equivalent) hospital chain prior to her public service assignment(s). Teresa’s audit career has included 100+ facility level audits; and in parallel she has worked extensively across 25+ countries particularly the U.K; Germany; Switzerland; Brazil; Canada; India; China; Belgium; Argentina; Mexico, Ukraine and a number of other locations for M&A deals and/or transactions within multiple industries. Teresa has been a frequent public speaker on financial literacy at all age levels and education, and actively participates as a member of the global Women’s Corporate Directors organization. Teresa is known for her sense of humor and a keen ability to apply technology across large organizations where services are delivered and compliance documentation is required (healthcare, financial services, among others).

MARGARET RICE-JONES

Chairman, Qumas

Margaret Rice-Jones is a Non Executive Director of CommProve and is Chairman of Qumas, an Irish software company. She was Chairman of NewBay the Cloud content service provider until its sale to RIM late last year. Prior to taking on her current portfolio Margaret was CEO of Aircom International a UK based private equity backed business providing software and services to mobile operators. She has over 20 years experience in the mobile industry the last 10 years at Board level in a variety of public and private businesses including Motorola, Inc, where she was Corporate Vice President and General Manager of Motorola Networks' Core Networks business. Prior to this role she was Regional General Manager of Motorola Networks EMEA, turning around the business and achieving significant sales growth for the business unit. Before returning to Motorola, she was a Member of the Board of Psion PLC and Managing Director of Psion Computers Plc. Her career also includes senior positions within De La Rue's Smartcard Business and Motorola's Device Business.

LAURENCE RIOT LAMOTTE



Laurence Riot Lamotte is Chief Financial Officer of IntegraGen (Biotechnology) since October 2011.

She is former CFO of Aureus Science and LBMA. Her previous positions at Deloitte in the Audit Department, then at Thomson, brought her wide operational and international experience, leading to expertise in Strategic Financial spheres. She also managed several projects for the Deutsche Telekom French subsidiary.

Laurence has a degree from CESEM management school (RMS Group) and holds a German “Diplombetriebswirt”, as well as a Master degree from Paris-Dauphine University, in the field of “Telecoms and new medias”.

JEAN ROBERTS

*Independent Health Informatics Consultant**Phoenix Associates UK*

Jean Roberts is an internationally-known health informatician with extensive multi-faceted experience in education, academic research, strategic health initiatives, knowledge exchange, management of complex programs and projects, in informatics and e-health business areas, in addition to marketing, communication and promotion of informatics to support care delivery and management. She has business expertise from positions in both niche consultancy and blue chip companies. She is currently a board member and vice-chair of the UK (NHS) Faculty of Health Informatics, and served on the board of the International Medical Informatics Association. She was recently awarded the HIMSS-Europe eHealth Leadership lifetime award (2011).

MICHAELA RODENO

Chief Executive Officer (retired)**St. Supéry Winery**

Michaela Rodeno is an experienced corporate director and recently retired CEO with extensive experience in building startup premium consumer products companies. Her 40-year career in the wine business spans the development of two prominent French-owned Napa Valley wineries (Domaine Chandon (1973-1988) and St. Supéry (1988-2009) from inception to financial success, making use of her ability to develop winning strategies; select, motivate and lead top-performing teams; manage vertically integrated operations from agricultural production through marketing to distribution channels and directly to consumers; build strong brands; and weather the inevitable boom and bust cycles in a longterm business.

Among her career achievements was the creation of the first relationship marketing program in the premium wine industry, the Chandon Club, in 1983. Research proved that within 5 years its 100,000 members accounted for 25% of Domaine Chandon's total U.S. sales volume; these fiercely brand loyal consumers represented off-the-chart per capita consumption of premium sparkling wine, and 4 times as much total wine consumption per capita as the U.S. average.

In 1988, Rodeno brought her consumer focus to St. Supéry, where she again built a strong database of direct customers who ultimately accounted for 17% of sales volume and 50% of the company's net income. Early adoption of internet marketing, and later social media, was a key factor in building this highly profitable direct-to-consumer business.

To create opportunities for differential pricing and honed margins at St. Supéry, Rodeno developed strategically tiered product lines targeting specific markets: direct or through distributors, retail or restaurants, ultra-premium or casual, domestic or international. This segmented, longterm approach also provided a means to manage inventories in an unpredictable agriculture-based supply and demand environment where premium red wines must age for three years before they can be sold, and vineyard development decisions are amortized over 30 years.

As one of few female CEO's in the U.S. wine industry, and recognized for her industry leadership, business acumen and ability to work well with others, she was a natural choice when Silicon Valley Bank Financial Group (NASDAQ: SIVB) sought a director to represent its fast-growing premium wine practice in 2001. From 2001-2003 she served on the Audit/Finance Committee, then moved to the Directors Loan Committee. She chaired the Compensation Committee from 2004-2011. During this

period the bank grew to \$19 billion in total assets and expanded globally, with offices in the UK, Israel, India and China. Its stock price tripled. Rodeno is acknowledged for her judgment, common sense, integrity, diligence and commitment.

Ms. Rodeno brought her marketing expertise to bear as a director at Silicon Valley Bank, serving as a sounding board when requested by management as they developed brand strategies and messaging. She was also able to advise the bank on industry trends, feasibility of client business plans, talent development and international business practices.

Through most of her 21-year tenure as CEO of St. Supery (Skalli Corporation), Ms. Rodeno served on its board of directors (1994-2010). Her transparency, fluent French, innovative thinking in a traditional business, and management expertise earned her the trust of the shareholders, Europe-based Groupe Skalli, whose 2009 revenues were 80 million euros. She retired from operations in mid-2009, after the board approved the successor she recruited.

Ms. Rodeno began serving as an Astia advisor in 2010. Astia is a global community of business experts committed to building women leaders and accelerating the funding and growth of high-potential, high-growth, women-led startups. Her first team assignment was advising Nutrabella on expanding its thriving prenatal nutrition product line. The second was Bia, nascent producer of stylish technical training products for women triathletes.

Late in 2011, Ms. Rodeno began lecturing for the University of San Francisco School of Business in its International and Executive programs. Early in 2012 she joined the advisory board of Round Pond Estate, a premium Cabernet and olive oil producer in Napa Valley, and the advisory board of a social commerce tech startup, SpotOn! Wines, that uses social and mobile media to offer personalized recommendations at the point of sale to consumers and marketing services to retailers and producers. She is also an independent business consultant.

Ms. Rodeno remains active in wine industry leadership, serving on two trade association boards: the Napa Valley Destination Council, where as chairman-elect she guides its luxury destination marketing efforts, and the Wine Market Council, whose research, public relations and social media marketing have been successfully growing U.S. wine consumption since 1994. The Rodeno family also grows, bottles and markets a small amount of Napa Valley Sangiovese under their Villa Ragazzi label, which Ms. Rodeno personally relaunched in 2011 after a decade-long hiatus.

Ms. Rodeno earned an M.A. (1970) and B.A. (1968) in French Literature from the University of California, Davis, and an M.B.A. (1980) from the Haas School of Business, University of California, Berkeley. She attended the Stanford-Wharton-Chicago Directors College at Stanford in 2003 and stays current on board matters through membership in Women Corporate Directors.

In 2010 she was named to the Haas Hall of Fame, and to the Women for WineSense Hall of Fame.

FRANÇOISE ROELS



Françoise Roels (°1961) is Secretary General & Group Counsel of Cofinimmo sa, in charge of legal affairs, human resources, regulatory affairs, corporate governance, risk management and compliance. She is an executive member of the Board of Directors of Cofinimmo.

After having obtained a Master in Fiscal tax she started her career as tax advisor with Loyens in charge of a clients portfolio. After a three years stay with Loyens she joined JP Morgan where she was appointed Vice-President, Head of the Tax department of JP Morgan's Brussels Banking division and Euroclear.

From '98 to 2004 she worked at Belgacom, first as Tax Director then as Corporate Governance & Participations Director. In that capacity she actively participated at the launch of the IPO.

Françoise is Executive Board member of Cofinimmo, Independent Board member of Euroclear Pension fund, of Women on Board and of the "Instituut voor bedrijfsjuristen", as well as member of the "Instituut van bedrijfsconsulenten" and of the Warande.

JANE ROOT

Jane Root (born 18 May 1957) is a creative executive in the media industry, who has run major television networks on both sides of the Atlantic.

As Controller of BBC Two (1999 to 2004), she was the first woman to be a channel controller for the BBC, and was later President of Discovery Networks in the United States. Root studied Journalism at London College of Communication, before moving on to Sussex University to study International Relations.

Later awarded an honorary doctorate from the university in 2002, she worked for several years as a freelance journalist, writing for publications such as Honey, The Guardian, and Cosmopolitan. She also worked as a journalist with the British Film Institute and with the Cinema of Women film collective.

Moving into television production, Root worked as a researcher and a producer on a range of projects including working with Michael Jackson (television executive) on the Channel 4 series Open The Box. Root also wrote the accompanying book Open the Box: About Television (1986) as well as the accompanying book to the series Pictures of Women titled Pictures of Women: Sexuality (1984).

WALDA ROSEMAN

Chief Operating Officer
The Internet Society



Walda W. Roseman is Chief Operating Officer of the Internet Society. She has had a distinguished career as an executive, manager, strategist, advocate, policy and regulatory expert, and entrepreneur, primarily in the information and communications technology and entertainment sectors. Before she joined ISOC, she served as CEO of CompassRose International, a respected advisory firm in international communications that she founded.

Walda also was the founding Director of the U.S. Federal Communications Commission's Office of International Communications. She held several senior executive positions with Intelsat in external relations, strategic planning, advocacy, marketing and communications. She also served as Executive Vice President and Chief Operating Officer of the Corporation for Public Broadcasting; Senior Vice President of National Affairs and Planning at National Public Radio; and as Director of Public Information and Government Affairs with the former White House Office of Telecommunications Policy. She began her career in communications as a print journalist covering education issues, and then as Managing Editor of the National Cable Television Association's publications programs.

Walda has been active in a number of professional organizations, chaired international committees, and served on the boards of several business and professional organizations. She launched in 2001 and served as Chair of the ITU Youth Forum. She is active in international women's activities, including as a founder in 1992 of the ITU's Women's Breakfast series that continues today. Walda is a member of the State Department Advisory Committee on International Communications and Information Policy; Vice Chairman of the American Refugee Committee International; and a member of the board of the USITUA. She is Board Member Emeritus of the Arthur C. Clarke Foundation.

VERONIQUE ROUZAUD



Chief Human Resources Officer – Member of Executive Committee
Veolia Environnement

Véronique Rouzaud was born in Mali and received an international upbringing (Africa, New Zealand, Tahiti). She holds a Master's degree in Law from Université Paris II (Assas) and an MBA from the IAE Graduate School of Business of La Sorbonne in Paris. She has held various operational and corporate responsibilities in consumer goods and service sectors.

B.S.N. - Danone from 1984 to 1995

In 1984, she joined the Verreries de Masnières where she worked as Training Organization Manager (1984) before handling sales development in Great Britain (1985). In 1990, she joined LU, the group's biscuit activity, to manage the development and integration of its managers. Her key achievements were: performance development, sales teams' reorganisation and job mobility's increase within the group and the field/subsidiary. In 1993, the group called on her operational skills and appointed her Deputy Manager of the Evry production site, with two objectives: to develop blue-collar careers and to ease the social climate.

Coca-Cola from 1995 to 2007

She came to the attention of the Coca-Cola Company during the 1995 social unrests in the Essonne department of France and subsequently joined the group as Human Resources Director for industrial activities, before being appointed Human Resources Director for France. Together with the operating teams, she conducted the negotiations on the 35-hour working week and reached an agreement with the social partners that not only enabled task redeployment but also provided an 8% increase of overall productivity. At the same time, she pursued her commitment to the integration of unqualified youth through the "Passeport pour l'emploi" work-study program. In 2001, she was appointed Human Resources Director for Europe (€8 billion, 13,500 employees) and joined the London-based senior management. Within this multicultural team she set up executive development as her number one priority: she introduced career committees and made coaching as well as management training programmes the rule. In 2005, the head office asked her to coordinate career committees on a global level. As the group representative at the European Works Council she signed a social dialogue charter with its members as early as 2002. During the brand revitalization process, she accompanied organizational changes in six European countries.

Veolia Environnement from 2007 to date

In 2007 she joined the world leader in environmental solutions, France's largest private employer, implanted in 77 countries, with 320,000 employees and a turnover of €34.8 billion, as Chief Human Resources Officer. Together with the Executive Committee, Véronique Rouzaud defines the company's social policy, organizes the human resources function throughout the group. She also manages strategic projects such as senior management, employee integration and training through the company's 17 in-house universities worldwide, deployment of a global career portal, social dialogue and listening to employees, forward-looking skills and jobs management (GPEC), trade

union law agreements, development of diversity and equal opportunity (diversity label for three of the company's four business lines). In 2009, she supervised the report entitled "Promoting and developing work-study programs" presented to the French President by Henri Proglio and the CAC 40 CEOs. This represented another milestone in her commitment to youth integration.

Since May 2010, she has served as a member of the "High Committee for the Assessment of Military Conditions" (Haut Comité d'Evaluation de la Condition Militaire), as an administrator of the Télémaque Institute, and of SADE.

Véronique Rouzaud has two children, speaks fluent English and business Spanish.

JAN ROWE CAPPS

***Managing Director
WB capital***



Jan Rowe Capps is a private investor and co-managing director of WB Capital and recently a member of Wilmington Investor Network, an Angel Investment Group in North Carolina.

She serves on the Board of Premier Commercial Bank in Greensboro, North Carolina. At Premier, Capps chairs the new business review committee and serves on the Governance, Nominating and Compensation Committee. She was an organizing director, actively involved in the initial capital raise phase and formation of the bank.

Currently she is affiliated with Sage Leadership and Strategy based in Greensboro, North Carolina, and accepts consulting roles in strategy development.

She is a member of National Association of Corporate Directors and the North Carolina Chapter of Women Corporate Directors.

Previously, she served on the Board of Cone Health Foundation and subsequently accepted the role of President of Cone Health Foundation, a position she held from 2007 to 2009. During that time, she led the strategic redirection of the \$130 Million Foundation.

Prior to her retirement from Cone Health Foundation, she was Vice President of Syngenta, Human Resources for the North American organization and a member of the Global Human Resources team. In 2005, she was recognized as the highest ranking woman in the global corporation, as published in the Basel Zeitung. She also held C-suite positions with the North American Syngenta business in Finance, Strategic Planning, and Public Relations during her 26 years with the company. She chaired the Benefits Committee and served on the Investment Committee for the Pension and 401k plans with oversight of a corpus approaching \$1 Billion.

For a number of years, Capps served as a director in her family business, South Atlantic Services which was sold in 1992.

Capps is a director with a number of non-profit organizations.

Lineberger Comprehensive Cancer Center at UNC Chapel Hill, Executive Committee
North Carolina Adolescent Pregnancy Prevention Campaign, Vice Chair of the Board; Member, Investment Committee; Chair, Board Development
Cape Fear Community College, Incoming Chair of Investment Committee, Member Grants Committee
Brigade Boys and Girls Club, Chair, Policy Review Committee; Member, Investment Committee

Prior non-profit boards include United Way, Communities in Schools, UNC Chapel Hill Board of Visitors and UNCG Board of Advisors.

Capps is a graduate of UNC Chapel Hill with a B.A. in Psychology ('75) and of Wake Forest University with a Masters in Business Administration ('79).

HELLENE RUNTAGH

Member, Board of Directors***Harman International Industries Inc.***

Hellene Runtagh was formerly President and CEO of Berwind Group, a diverse company with global businesses in pharmaceutical services, life science automation, industrial manufacturing, real estate, and natural resources. Prior to joining Berwind in 2001, Hellene was with Universal Studios where she last served as Executive Vice President. In this role, Hellene was responsible for the Studio, Consumer Products, Interactive Games, Information Technology, Online Operations, and Universal's retail operations.

Previously, Hellene spent 25 years at General Electric where she served as President and CEO of GE Information Services, and held general management roles with GE Capital and GE's software businesses. Prior to that, she held numerous leadership positions including international operations, marketing and manufacturing for multiple high technology GE businesses.

Hellene received a BA in Liberal Arts from Pennsylvania State University, where she was honored in June 2001 as a Distinguished Alumni.

Hellene is also currently a Director on the boards of two other publicly traded companies - Lincoln Electric Co. and NeuStar Inc. She is a Board member of the College of Charleston Foundation and serves on the Liberal Arts Council of Pennsylvania State University.

MARIE-CLAUDE SANTON.

Marie-Claude Santon has an MBA from HEC, is graduated from the Institut d'Administration des Entreprises (Master degrees both in Marketing and Finance).

She starts her carrier as a Sales Engineer at GFI (Service Company). At SAS Institute (2,2 billion \$, 11 000 employees), after years of Direct Sales Responsibilities, she set up the Alliance department for a new source of revenues generation. Agreements and deals were signed with international consulting companies. Pioneer on the Reselling activities, she creates and manages a new business unit to generate turnover on the small and mid-size market.

In 2004, Marie-Claude Santon is nominated Head of Marketing and Communication to move SAS from a product to a value selling company. She grows SAS market share on Business Intelligence, increases awareness in particular on executive committees and drives a strong multichannel marketing strategy to increase lead generation and customer advocacy.

Since 2007, she integrates in her work the sustainability dimension. As a member of SAS executive committee, she also cares about human resources management (competencies management, teambuilding, development programs, training) and corporate social development.

Today, Marie Claude is manager of information system activities at Algoé a famous french management consulting firm. She drives business development activities for the company and inovation projects at an international level.

On personal side, she helps associations in their development and has a passion for internal design.

JENNIFER L. SCHENKER

Informilo Editor-in-Chief



Jennifer L. Schenker has been a journalist for over 30 years, working for daily newspapers in the U.S. owned by the Gannett, Knight-Ridder and Tribune newspaper chains, including the Miami Herald. She has been covering the technology sector from Europe since 1985. At The Wall Street Journal Europe, she covered breaking technology news and worked as the assistant managing editor of Convergence, the Journal's quarterly technology magazine. In 1999, she took on the job of senior writer/technology for Time magazine in Europe and was editor of Time Digital Europe, a quarterly technology report. She is also a former technology writer for the International Herald Tribune, and from October 2004 to April 2007, was the international editor of Red Herring magazine, managing a team of journalists in Europe, Israel, China and India.

She left her most recent job as European technology correspondent for Businessweek in January 2009 to create [Informilo](#), a web site and print magazine about the global tech industry.

MARIE-PIERRE SCHMITZ

C.E.O FOUNDER

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Born in Africa – Niger Republic

PhD Business Law – Université Pantheon Assas - Paris II (Doctorate in Business Law) Paris France

14 yrs in senior management in Finance, Private Banking & Capital Market : Indosuez Bank, Paribas
Asset Management - Paris France

10 yrs CEO and Co-Founder of a Private Equity/Hedge Fund registered with the AMF Autorité des
Marchés Financiers - French Stock Exchange Regulator – Paris France

Since April 2010: BENTA BERRY

Hobby: Traveling, Opera, Reading Biographies, Ski Race, Pilates & Yoga

EMMA SCOTT

Managing Director

Emma Scott is the Managing Director and founder of Freesat, which under Emma's leadership, has become the UK's fastest growing TV platform. Prior to Freesat, Emma started her career in the House of Commons as a Parliamentary Manager, then made the move into strategy working for Optus Communications. Emma subsequently joined the BBC where she was responsible for delivering a number of key strategic initiatives for the Director General, Greg Dyke, including launching Freeview, leading the BBC's first video-on-demand trial and kick starting the BBC North re-location project.

Emma won the CBI Lloyds TSB First Women in Business Award for Media in 2009, and is a Trustee of the charity Ovarian Cancer Action. Emma is currently Vice Chair of the Royal Television Society.

SUSAN SEARLE

*Chief Executive Officer
Imperial Innovations*

Susan Searle joined Innovations in 1994, initially as Commercial Director and was appointed Chief Executive in January 2002. Innovations, which is quoted on the London Stock Market, has developed a proven business model that creates, builds and invests in pioneering technologies addressing global problems in healthcare, energy and engineering. It has built a portfolio of innovative companies with potential to generate significant returns for both investors and IP originators when technologies are commercialised in large multi-billion markets.

Susan was previously employed at Montech (Australia), Signet Group, Bank of Nova Scotia and Shell Chemicals in the UK and internationally, in a variety of commercial roles. She is on the Board of several companies in which Innovations has invested including i2india, Evo Electric and Plaxica. Susan has an MA in Chemistry from Exeter College, Oxford University.

MICHELLE SENECA DE FONSECA

***Global Managing Director, Hosting
Cable & Wireless Worldwide***

Michelle Senecal de Fonseca has developed a career of 25 years in international telecommunications and technology by managing large-scale corporations and small entrepreneurial start-ups owned by the public markets and private equity. Currently, Ms Senecal de Fonseca serves as the global Managing Director of Hosting at Cable & Wireless Worldwide. With operational experience in more than 50 countries on all continents, she has primarily worked with Fidelity Data Networks, NextiraOne, Worldport, Global One, Sprint International and US West International. Ms Senecal de Fonseca's executive positions have ranged from Managing Director and CFO to head of Sales and Marketing, Corporate Development, Strategic Planning, and Corporate Communications. From 2007-2011, Ms Senecal de Fonseca worked at the European Bank for Reconstruction and Development (EBRD) where she managed the Telecom, Informatics and Media banking team and its associated €3 billion investment portfolio within the international financial institution. The EBRD, owned by 61 countries and two intergovernmental institutions, aims to foster the transition from centrally planned to market economies from central Europe to central Asia.

Ms Senecal de Fonseca holds a dual degree in Business and Political Science from the University of Kansas and Masters in Business from Thunderbird School of Global Management in Phoenix, Arizona where she also serves on the school's Global Council. She has served on the boards of a variety of American and European tech companies as well as US educational institutions and UK non-profits. She has dual British/American citizenship, has been recognised by Global Telecoms Business magazine as one of the telecommunication industry's most influential leaders and lives with her husband and three children in London.

INDU SHAHANI

Principal***HR College of Commerce and Economics, Mumbai***

Indu Shahani is currently the principal of HR College of Commerce and Economics, Mumbai, a post she has held since 2000. She was previously vice-principal of the college and has 31 years of teaching experience in higher education at undergraduate and postgraduate level. She is also currently a member of the Academic Council of the University of Mumbai.

Dr Shahani is a member of the committee on vocationalization at UGC; a core committee member speaking for university vocationalization on the undergraduate committee at the University of Mumbai; and a member of the steering committee on IQAC (internal quality assurance and control) at the University of Mumbai. She is also the convenor of the academics committee of Hyderabad (Sind) National Collegiate Board (HSNCB), which manages 23 educational institutions in Mumbai.

Dr Shahani has been a member of the audit and corporate governance committee of HSBC since 2003. She was the first Asian woman invited to be a member of the IB Council of Foundation in 2004. She was previously nominated in 2000 to the IB's regional advisory committee for Asia-Pacific. She is also director of the Rotary Club of Bombay and a member of the junior/youth division of the Indian Red Cross Society.

Dr Shahani is a visiting faculty member at UC Berkeley and the School of Management NJIT, USA. She has also developed many links for student and faculty exchanges with leading universities in the USA, UK, Australia and New Zealand. She has also been invited to participate in various conferences in India and abroad.

Dr Shahani has pioneered links with various bodies such as CII, Bombay Chamber of Commerce, Indian Merchant Chambers and other leading corporate organizations. She has been a convenor for women in management at the Bombay Management Association; executive member of the Ad Club of Bombay; and executive member of the conceptual forum at the Bombay Management Association. Currently she is on the Academic Council of the Lintas NORTHPOINT Centre of Learning.

Dr Shahani holds a PhD in commerce from the University of Mumbai on enhancing links between academic institutions.

In 2002 Dr Shahani received an award from the Sahyog Foundation for Excellence in Education. She received an achievement award in 2001 from the Women Graduates Union for her contribution to

society through the field of education. She also received an award in 1983 from The Leo Club for outstanding service in the field of education for commerce.

Indu is a vice chair of the Board of Governors and a member of the IB education committee and governance committee.

INGRID SILVER

Partner, SNR Denton



Ingrid Silver is a partner at international law firm SNR Denton. Ingrid specialises in providing legal advice to players in the communications sector. In a legal career spanning over 15 years, she has acted for a wide variety of clients ranging from regulators and large corporates to cutting edge new entrants.

Ingrid trained as a lawyer in Geneva. Prior to becoming a lawyer she worked at the European Parliament and at the European Commission where she worked on the Convergence Green Paper.

Born and raised in Australia, her practice is truly international as she is a native French speaker and fluent German speaker, and has lived, studied and worked in several countries across Europe as well as advised on transactions in many jurisdictions around the world. For the past 14 years, she has lived in London, where she is raising her two children with her husband Robert.

Ingrid is recognised as a leading figure in the new media sector. She regularly speaks at conferences and writes about her areas of specialisation. Ingrid is the European President of the GTWN and has been actively engaged in a number of other industry associations over the years, including serving as a board member of the Mobile Entertainment Forum (MEF) and supporting the Cherie Blair Foundation.

ELISABETH SLAPIO

Director

**Cologne Chamber of Commerce and Industry, Trade,
Tourism, Information and Communication Technology Section**



As managing director of Cologne's Chamber of Commerce and Industry, Elisabeth Slapio is in charge of the business unit for trade, tourism, information and communication technology, as well as a computer center for seven domestic and one foreign chamber of commerce. A fully qualified lawyer, Elisabeth Slapio has also practised as an independent attorney and worked for the Institute of Broadcasting Law as well as the Institute for the History of Modern Private Law at the University of Cologne. Since 1994, she has been a managing director responsible, among other things, for the sectors of trade, tourism, information and communication technology. She represents Cologne's CCI in various national and international committees. As part of electronic government for 16 CCIs in North Rhine-Westphalia, she deals with issues such as technical and organizational implementation of measures for modernizing interfaces between businesses and administrations.

Besides representing the interests of small and medium-sized businesses as part of their CCI mandate, Elisabeth Slapio and her colleagues develop innovative concepts and event formats for these businesses.

Elisabeth Slapio is a member of the GTWN International Steering Committee and the SI Soroptimist International Network.

LYNN ST AMOUR

*President/CEO
Internet Society*



Lynn St. Amour is President and CEO of the Internet Society, a nonprofit organisation founded in 1992 to provide leadership in Internet related standards, education, and policy. She joined the Internet Society in 1998 as Executive Director of its Europe, Middle East, and Africa (EMEA) division, and has been responsible for the Internet Society's international expansion. She became Global Executive Director and COO in 1999 and held that position until her appointment as President and CEO in March of 2001.

St. Amour has extensive experience in global IT and international business. Her background includes positions at the highest levels in international sales and marketing, strategic planning, partner management, and manufacturing. She also has considerable experience in corporate restructuring and start-up management. St. Amour has spent most of her career working in the United Kingdom, France and Switzerland, with significant long-term assignments in other European countries.

Prior to joining the Internet Society, she was director of Business Development and Joint Venture Operations for AT&T's Europe, Middle East, and Africa division. A graduate of the University of Vermont, St. Amour began her career in information technology with the General Electric Corporation.

CARLA STENT

***Chief Operating Officer
Virgin Management Limited***

Carla has operated at board level for many years, and is currently the Chief Operating Officer (including CFO responsibility) at Virgin Management Limited. She previously held the Chief Administrative Officer and deputy CFO role in the Chief Financial Office for the Global Retail and Commercial Bank at Barclays plc, (acting) Managing Director and COO role in Barclays Business Banking where she drove a large-scale reorganization of the business model and significant strategic and organic growth.

LESLEY STEPHENSON



Publisher at The Financial Times Non-Executive Directors' Club

Location

Watchfield, Somerset, United Kingdom (Taunton, United Kingdom)

Industry

Publishing

Current position

Publisher chez The Financial Times Non-Executive Directors' Club

Owner chez Governance Publishing & Information Services Ltd

Previous positions

Business Development Manager chez Gee Publishing

Publishing Director chez Longman Professional

Formation

Sutton High School

Experience of Lesley Stephenson

Publisher

The Financial Times Non-Executive Directors' Club

Publishing industry

November 2004 – Present (6 years 11 months)

The Financial Times Non-Executive Directors' Club provides a complete service for aspiring and experienced non-executive directors and companies looking to recruit non-executives. Companies can advertise their non-executive roles for free to our members as well as providing a comprehensive alert service of non-executive roles as well as a library of articles and advice and a series of professional networking events.

Owner

Governance Publishing & Information Services Ltd

Publishing industry

May 1998 – Present (13 years 5 months)

Our main product is Governance - a monthly newsletter. The people who read Governance already have an in-depth knowledge of governance in their own marketplace. They read it to keep up to date with governance developments globally and to read opinion pieces from some of the foremost commentators in the world. They are interested in governance at a strategic rather than an operational level. There is no 'box-ticking' mentality here. They

want to know the latest thinking on how good governance can add value to the companies they run, invest in or advise, particularly any practical examples and experiences of governance successes.

Business Development Manager

Gee Publishing

Publishing industry

1990 – 1998 (8 years)

Publishing Director

Longman Professional

Publishing industry

1984 – 1988 (4 years)

GLEND A STONE

CEO***Aurora***

Glenda founded and leads Aurora, an online recruitment marketing and data company whose main product is the wheretowork.com company careers comparison jobsite. Her international career spans central Government, education, international trade and investment, and the digital economy. Glenda co-chaired the UK government's taskforce on women's enterprise for its three year term 2006 - 2009. She is an angel investor, judges various business awards and herself has won various awards such as Australian Woman of the Year (UK), is regularly quoted in the media on business issues, and has a Dip. Teach, B.Ed, M.Ed and Hon. Doctorate from Leeds Metropolitan University. A campaigner for women's work and business issues for two decades, Glenda is specifically known for her founding of the Aurora Women's Network, the internationalwomensday.com website and the UK's Where Women Want to Work TOP 50. Glenda was a Trustee on Womankind International charity from 2005 - 2008.

LINDA SUMMERS

Director Of Product Marketing - Skype

Linda Summers has worked in senior positions in the mobile, digital media, and internet industries for many years leading Marketing, Product and Strategy teams across Europe, US and Asia. She has launched a number of ground-breaking products, including music download on mobile, mobile marketing, digital content services and more recently video calling with Skype. Linda started her career in marketing with Shell before moving into the mobile telecoms sector, where she has worked in roles in corporate strategy and marketing with leading brands in the UK and overseas. Starting with BT Cellnet then BT Wireless, Linda moved into content space working with one of the UK's first mobile content portals, genie. Subsequently, Linda led the Portfolio Marketing team at O2 after its demerger from BT, working on market leading initiatives until O2's sale to Telefonica. Linda then transitioned into digital media at Red Bee Media bringing audiences content on-demand across multiple platforms, before joining going on to join Skype.

WENDY TAN WHITE

Founder & CEO***Moonfruit***

Wendy formed Moonfruit in 1999 to allow small businesses to build their own websites and have total control over their designs. Today, over four million websites around the world have been built using Moonfruit technology. Armed with a BEng in Computer Science from London's Imperial College, Wendy initially embarked on a career in IT and finance and lent a hand to setting up the UK's first internet bank egg.com. Wendy took a break from Moonfruit in 2004 to have children with her husband Joe White, who is also a Moonfruit CEO. In this time she also helped launch zopa.com, the first European peer to peer lending website, and completed an MA in Design for Future Textiles from Central St. Martins. As well as looking after Moonfruit, Wendy is a mentor for Astia Women Entrepreneur's Programme and for 500 startups, is on the investment panel of Nottingham-based private venture fund Mobius Lifesciences incubator, and was named the 2011 CWT Everywoman Tech Entrepreneur of the Year.

JOANNA TAYLOR

Director***Rafford Consulting Lt.***

Joanna Taylor is director at Rafford Consulting, which specialized in regulation and competition issues in telecommunications and related markets. Joanna was previously Vice President and Head of Regulation for BT Global Services, leading BT's worldwide regulatory team, whose work underpinned BT's activities in over 150 countries. She has a degree in economics from Cambridge University and is a chartered accountant. Joanna started her career and spent some ten years with Coopers & Lybrand (now PWC) in London and Paris. She then moved to BT, negotiating the regulatory regime that underpinned the development of the interconnection regime in the UK and helping establish the regulatory finance function that allowed BT to fulfill those obligations. Joanna was then involved in related developments in Europe. Over time she moved more towards the legal aspects of regulatory issues for BT, initially in Europe and, eventually, globally. In the past year she has been running her own company, consulting on various matters, in particular relating to economic development linked to broadband.

ROS TAYLOR

Ros Taylor Group

Ros is a leading UK Psychologist, successful businesswoman, an accomplished author, TV and radio presenter. Ros travels the world developing the potential of employees through the Transformation Programme which she formulated. A creative academic, Ros is a clinical psychologist and managing director. She is also in demand on the conference circuit and has recently presented in the USA, China and completed a lecture tour in Japan.

Business experience has included development work with Mobile North Sea, Solelectron, NatWest Bank, McKinsey and SCI Europe.

Ros broadcasts regularly on Radio and has presented a Social Science research programme 'Between Ourselves' for BBC Radio Scotland for two years. She was a presenter for five years on a nightly television news programme. She was one of the three key presenters in 'Confidence Lab' for BBC2, a six-part documentary which was broadcast in 2001. It was Torus Developments' Transformation Programme which provided the basis for Confidence Lab and her book Transform Yourself outlines these principles. The book of the programme is called Confidence in Just Seven Days and topped Amazon's bestseller list. Fast Track to the Top, a book about success and how to achieve it was published in January 2002.

EVA TAUB



Eva Taub is the founder and president of ET Enterprises, offering consulting and interim management services to companies in the luxury sector. She was the General Manager of the Leather Goods Division of Christian Dior Couture from 1999 to 2009 where she had P/L responsibilities for the Division; her responsibilities included design, product development, merchandising, marketing, sales and supply chain management for handbags, small leather goods and shoes for men and women.

Previously, she launched the Isotoner brand in Europe and worked in corporate development for Sara Lee Corp. and as an investment banker for Merrill Lynch based in New York and Hong Kong.

Originally from Romania, she is a US citizen and is based in Paris. She has a BA from Stanford University and an MBA from Harvard Business School. She is married with three children.

BRIDGET TAXY



Bridget started her career in marketing, with roles in market research and product management for ICI in agricultural markets from French vineyards to Mid-West cornfields.

Moving to European strategy for a UK insurer as the EU directives opened markets in the late 80s she then created the first commercial and international subsidiary of Coface, the French state credit insurer in London in the 90s. She grew the business from scratch to a turnover of 30 million Euros through organic growth and acquisition by creating a brand, new product concepts and working closely with partners in local and international markets. As Managing Director she had sound control of the processes and the financial risks involved.

As an international managing director and then divisional marketing director at Reed Elsevier, Bridget brought a number of new internet profile and publishing products to the legal and scientific markets. Most recently she has led marketing for global banknote products at De La Rue and she has also enjoyed a period as an interim director with assignments in property and manufacturing. As a non-executive, she has sat on boards for a London housing association and for the regional industrial development board.

With primary schooling in West Africa, she is totally bilingual in French. Her degrees with merit, are in Natural Science from Cambridge and an MBA from Insead. Married with two teenage children, she still loves to travel.

PAULA B. THOMAS

Function: Professor of Accounting***Company: Middle Tennessee State University***

Paula B. Thomas brings current leadership and board experience, as well as financial expertise and insight into the priorities of digital natives. A business professional with over 30 years of experience, she also holds both an earned doctorate in accounting and an active CPA license. Paula's current position at Middle Tennessee State University provides her with leading edge perspectives surrounding emerging business issues. Dr. Thomas is currently on the board of MidSouth Bank in Murfreesboro, Tennessee, where has been designated as a financial expert and chairs the audit committee. Paula has extensive experience dealing with a wide range of regulatory and financial reporting issues.

Paula served a three-year term on the Board of Directors and the audit committee of the American Institute of CPAs (AICPA). During her time on the board, she served as a critical advisor on a variety of issues. Paula provided input as the AICPA developed guidance for its members to implement Sarbanes-Oxley and to address the SEC's concerns with financial reporting transparency. Because many private companies were struggling with increasingly complex accounting pronouncements, Paula helped the board consider ramifications of separate private company accounting principles. Based on research highlighting the CPA "brand's" value, Paula provided leadership as the AICPA developed strategic international partnerships to extend the organization's membership beyond United States borders. Paula understands the cultural, technical, and relational difficulties that accompany transition. As a member of the AICPA's Board of Examiners, she had oversight responsibility for issues arising as the Board transitioned the CPA exam from its paper-based format to a computerized exam. As a board member with continuous interaction with university students, Paula served as a critical advisor during this high-stakes transition period.

Paula speaks to business executives on current accounting topics and how new pronouncements will impact their organizations. She has extensive experience illuminating the accounting implications of business decisions and discussing financial issues with individuals whose skill sets are primarily non-financial. Paula has conducted research in a variety of complex areas, including stock compensation and pension accounting, and has published over thirty articles in various business and professional journals.

Paula provides hands-on experience into thought processes and behavior patterns of Generations X and Y. Her daily work with young people yields insight into how digital natives think and what they value both as consumers and employees, which provides valuable perspectives for a company seeking to reach this target audience. Paula's expertise with emerging leaders is evidenced by her

selection as a mentor for the AICPA's first Leadership Academy. As Advisory Board Distinguished Professor and Chair of the Department of Accounting at Middle Tennessee State University, Paula was responsible for day-to-day operations, budgetary management, and the department's strategic planning process. Paula led an extensive self-evaluation process that culminated in earning separate Association to Advance Collegiate Schools of Business (AACSB) accounting accreditation. This achievement resulted from a five-year effort that required the collaboration of a diversity of internal and external stakeholders. She and her team had the opportunity to study best practices from other organizations throughout the country and around the world, and identify and implement strategies that would work for her department. By studying where other organizations struggled, the department was able to successfully navigate potential pitfalls.

Paula has earned numerous following awards and recognitions, including the American Institute of CPAs Distinguished Achievement in Accounting Education Award,[first woman to earn this award] (2004), Middle Tennessee State University Faculty Public Service Award (2002), and the Tennessee Society of CPAs Outstanding Discussion Leader Award (1999 and 2000).

LISBET THYGE FRANDSEN

Group SVP, People & Strategy
Grundfos



Lisbet joined Grundfos in 2007 as head of the People & Strategy function. Grundfos is the global leader in advanced pump solutions, employing 17500 people in 55 countries. Lisbet is responsible for the group strategy communication, organizational performance, people and organizational development, people attraction, compensations and benefits and mobility. The aim is to ensure full integration of business strategies, leadership and people management. She is reporting to the Group CEO.

Among her contributions, is the award winning Talent Engine V1 – a global talent development concept of Grundfos, nominating, assessing and developing talents globally in an innovative framework, involving a large number of high level business leaders worldwide. In 2011, she headed the development and global roll-out of a new Grundfos Purpose, replacing the former mission and vision, emphasizing the commitment to contribute to the sustainability of the world through our business. The roll-out also involved a revision and revitalization of the corporate values through an involving, innovative and energizing process for 17.000 people worldwide. Linked to this was also new leadership principles designed to support the transformation of Grundfos initiated by the Innovation Intent 2025.

Before joining Grundfos, Lisbet was the CEO of BDO, an accountancy and business advisory company with 750 employees. It was her responsibility to develop BDO to a position as the number one preferred accountant and advisor for small and medium sized enterprises in Denmark. During her 5 years as CEO, the financial results improved significantly in parallel with a massive development of the company towards the position as market leader in the SME segment.

Prior to BDO, Lisbet has held positions as group holistic officer of Ramboll, the biggest Scandinavian engineering, design and consultancy company, operating worldwide, and as quality manager of EKJ, a Danish engineering consultancy company.

Lisbet was born in Copenhagen in 1960, and she holds a master in structural engineering from the Technical University of Denmark. Additionally she has followed programs at Wharton Business School and Stanford University. She is a strong leader, excellent at building high performing teams, setting a clear direction and execute. Lisbet is an experienced board member. At present she is member of the boards of: NIRAS, www.niras.com, The Danish Industry Foundation www.industriensfond.dk, Copenhagen Business School, CBS www.cbs.dk, Wemind A/S www.wemind.dk, and Grundfos subsidiaries in Hungary, Romania and Bulgaria. She is also member of ATV, Danish Academy of Technical Sciences www.atv.dk.

EMER TIMMONS

President, BTGS UK***BT Global Services***

Emer was appointed President of BT Global Services UK in August 2010. In this role Emer has P&L responsibility for £4 billion. She leads an organization that is responsible for some of GS's biggest global customers, and personally sponsors Unilever and Royal Mail. Emer is also responsible for all of BT Global Services' business with Systems Integrators worldwide, partnering on major contracts in all sectors. Reporting to CEO, Jeff Kelly, Emer is a key member of BT Global Services' leadership team. Throughout her career, Emer has demonstrated her ability to lead and maintain major customer relationships and was the proud winner of the CBI First Women Award for Business Services in June 2011.

Emer has now held key roles at multi-billion-pound telecoms and professional services businesses for more than 17 years. She started her career as a consultant at Accenture in Ireland. She progressed rapidly to become Global Managing Director at Caudwell Group, Sales Director at Energis, Sales and Commercial Director at Digicel (which, under her sales leadership, became the number one wireless company in the Caribbean and Central America). In these leadership roles, she was responsible for a broad spectrum of activities, including sales, operations, distribution, retailing and business development. Emer began her career with a degree in Maths and Economics from the National University of Ireland. She also holds a Diploma in International Marketing with French and Spanish and completed her executive education at Harvard. Emer also holds a Private Pilot's Licence.

GEMMA TUCKER

Financial Controller***Intercept IT***

Gemma Tucker first started working in accounts during her year out between completing her A Levels and beginning University, and has worked in finance positions since then working her way up from Sales Ledger Clerk for the Institute of Chartered Secretaries to managing all aspects of accounts for Genesis Telecommunications and the Royal Society of Arts. Gemma has been Financial Controller at Intercept IT for 7 years. When she joined, Intercept was a very small company of 8 people; it is now a £10m T/O SMB which employs over 45 people. Gemma has responsibility for the HR and Office Admin areas of the business, and is a member of the Executive Team alongside the CTO, Sales Director and CEO. She attends and contributes to board meetings both in her capacity as a member of the Executive Team and as Company Secretary.

MONIQUE VALCOUR



Monique Valcour, PhD is Professor of Management at EDHEC Business School. She holds degrees from Cornell University (PhD and MS in organizational behavior), Harvard University (M.Ed. in administration, planning and social policy) and Brown University (AB in French language and theater arts). She teaches MBA, executive MBA, and Master of Science courses on strategic human resource management, performance management, organizational behavior and cross-cultural management. She is also involved in career coaching and career competency development for MBA and grande école students.

She is an internationally known expert on women's careers, work-life integration, career success, human resource management, well-being and stress management, and healthy organizations and families. She actively conducts research, teaches and speaks on these issues to executives and managers from a variety of industries, academic researchers, graduate students, policymakers and the press. Her research has been published in journals including *Journal of Applied Psychology*, *Journal of Vocational Behavior*, *Human Relations*, *Industrial Relations* and *International Journal of Human Resource Management*, as well as in several edited volumes. She holds executive leadership roles in the Work and Family Researchers Network and the Academy of Management Careers Division.

PATRICIA VELLA

Owner***Resilience Matters***

Patricia Vella is an independent business continuity consultant currently doing work for The Economist. Prior to this she was Global Head of Business Continuity for Nortel (a telecoms manufacturer) with responsibility for maintaining operations across a number of different countries and 30,000 employees. Nortel went into administration due to financial problems and due to Patricia's extensive knowledge of company operations she was retained until the very end to close down European environmental regulatory issues and help transition the business. Patricia dealt directly with board members in both Nortel and earlier in her career with a Japanese company.

Patricia has an extensive knowledge of telecoms technologies and spent a number of years advising NEC R&D and board members on future direction of telecoms technology while also chairing the EU technical committee on managing telecoms networks. Patricia holds a BSc in Applied Sciences from Brunel University.

CRISTINA VICINI

President***Vicini Strategy******International Director***

Cristina Vicini is an International Director, accredited by IFA (France) and Guberna (Belgium), and active in Europe and North America.

For more than 20 years in the technology and innovation sector (ICT services, engineering, new and green technologies and media, advisory services), Cristina was Director of Sales Europe for the International Organizations with T-Systems; Global Business Development Manager with Microsoft; and Strategic Marketing Manager with Siemens Business Services, in Germany, after almost ten years at NACMA in Brussels and earlier

experiences in technological research and business consulting.

Cristina's further experience as an entrepreneur includes the international development of the family-owned company –electro-mechanic engineering and manufacturing for the medical sector – as a COO for international operations, international development, and innovation, leading a.o. to the award of a new technology patent in the USA in September 2010.

In the non-profit sector, Cristina serves as Chair of Boston University MET's Advisory Board for International Programs, in Brussels, and as 2nd Vice President of TIAW, a global NGO based in the USA.

Cristina is fluent in five languages, holds a Masters of International Management from Boston University and a Masters with honors in Computer Science from the University of Brussels (ULB).

Cristina is married and an avid golf player.

LIZ WALKER

*Vice President, Chief Counsel for EMEA and Latin America****BT***

Liz Walker is Vice President and Chief Counsel for EMEA and Latin America at BT. She has been with BT since 1994, following a two-year stint as Manager, Commercial Contracts at Syncordia. According to her colleagues, Liz has a great understanding of the commercial aspects of business as well as the legal ones and is highly respected by both those she works with and those who work for her. She speaks fluent German and had led international teams for BT for many years. She has worked at vice president level for at least 6 years, has supported internal management boards for a similar number of years and would be an asset to a Board, capable of playing a wider role than "simply" as a lawyer.

DR SUZY WALTON***Function; Board Deputy Chairman******Companies: Various boards, various sectors UK***

A board non-executive Director and Deputy Chairman formerly from the UK Cabinet Office with a PhD from Government research and earlier careers in media and the arts. Expert in:

?? Corporate governance from boards in various sectors including three positions as Deputy Chairman, board sub committees and by dint of being a Chartered Director

?? Risk and audit from board roles, audit and risk committees, overseeing Government's high level risk register/risk review process and working in war zones for the MoD

? Strategy from several years working direct to the Prime Minister as a Senior Civil Servant in the Cabinet Office with responsibility for making Whitehall boards strategic

?? Human Behaviour from a PhD in Applied Psychology (suicide), work for the MoD and Security Services assessing personnel for undercover duties and lecturing around the world on performance under stress (including representing UK at NATO events)

?? Media/arts from three years as a West End actress, three years as presenter, producer and editor of a radio travel programme and being a News Producer for Sky News

?? Consumer issues from being an architect of public service models in Government, being the sole lay member for the Department of Health's commissioning board (overseeing a £6 billion budget) and being Deputy Chairman of the internet regulator

Susan received a Ph.D in Applied Psychology from Cranfield University, and a B.Sc in Psychology and M.Sc in Occupational/Industrial Psychology from the University of Herfordshire. She is a Chartered Director, Chartered Scientist and Chartered Occupational Psychologist.

WENDY A. WATSON

*Retired Executive Vice President
State Street Bank & Trust*



Wendy Watson is a leader in the financial services world with a rare blend of global operating and IT experience, audit and risk management skills, and demonstrated boardroom capability and experience. She has substantial experience in senior management and board roles in both U.S. and Canadian public companies – including custodial, retail and commercial banks and in asset management.

Wendy is known for her strategic skills and for her ability to analyze and develop innovative financial structures for complex business problems. Through her bank regulatory experience and her work with Audit, Risk and Governance Committees of large global financial institutions, she has become expert in sound corporate governance.

She is a highly skilled and respected corporate director. Wendy is currently a director and chair of the Audit Committee, member of the Risk and Compensation Committees of Citizen's Financial Group, a \$140 billion commercial bank holding company. She is also a director of CMA Holdings Canada as well as a director and chair of the Audit Committee of DAS Canada Insurance Company (a subsidiary of Munich Re). Her years of board service also include chair of the Board of two of State Street Bank's multi-national entities - State Street Syntel Private Ltd (India) and State Street Syntel Services Ltd (Mauritius).

Wendy recently retired from State Street as Executive Vice President, Global Services where she led the company's initiative to advance all aspects of cost leadership worldwide reducing annual operating expenses by \$800 million. She defined State Street's shared services and location strategies and established large operations in India, China and Poland. She also designed State Street's global middle-office outsourcing business and grew it to two trillion dollars in assets serviced, the largest such provider in the world.

Previously, Wendy was with the CIBC where she served as head of the Global Private Banking and Trust business. In this role, she significantly enhanced the profitability of the bank's domestic and off-shore trust and private banking operations. As President and Chief Executive Officer of CIBC Finance, she built shareholder value through establishing joint ventures and through selective asset

sales. She has also served as Chief Information Officer and as head of Internal Audit for Confederation Life Insurance Company in Toronto. While there, she worked closely with U.S., Canadian, and U.K. regulators when the company went into liquidation.

Wendy began her career in the audit department of Sun Life Assurance Company in Canada where she rose to become the #2 person in the company's 70 person global audit function.

Wendy is a magna cum laude graduate of McGill University in Montreal with a Bachelor of Commerce degree with majors in Accounting and Law. She is a Certified General Accountant and Certified Fraud Examiner. Wendy is a member of the Community Service Committee, Children's Hospital, Boston; actively engaged with Crittenton Women's Union; on the Advisory Board McGill School of Management; and, a member of: National Association of Corporate Directors, Corporate Directors Group, Women Corporate Directors, Board Leaders and Women's Bond Club of New York. Wendy resides in Boston and holds dual U.S. and Canadian citizenship.

LAURA WENKE



Laura Wenke is a marketing executive with international retail experience honed in Asia, Europe and the United States.

As Chief Marketing Officer for McArthurGlen UK Ltd., the largest retail developer of designer outlet malls in Europe, she directed the consumer marketing operations for 17 luxury outlet malls across 9 countries and developed multi-channel strategies to grow the businesses of more than 600 luxury and designer brands in the portfolio.

She attracted investors to a roster of retail properties, attracted tenants to the leasing operations and drove more than 60 million consumers to 17 locations across Europe annually.

Earlier, she served as Senior Vice President, Sales & Marketing for Lane Crawford, and a legendary chain of department stores Hong Kong. There she led the marketing team in a turnaround that shifted both the merchandise assortment and the stores' client base.

That revamp resulted in a department store prototype that was subsequently introduced on mainland China in Beijing and Shanghai, thereby delivering a platform for long-term growth prospects for the company in the Asia-Pacific region and creating a turnaround plan that was much heralded by the industry and now emulated in more mature retail areas in the western hemisphere.

Her skills were honed in the New York fashion industry where she served in senior management posts for prestige luxury retailers and brands including Saks Fifth Avenue, Anne Klein & Company, Escada, Emanuel Ungaro, Valentino and Giorgio Armani.

In the course of her career, she has led multi-cultural teams and directed the reorganization of complex marketing operations to achieve cross border growth.

A native New Yorker, she currently resides in Paris where she has held an interim role as CEO, steering the global expansion plan for a high-end ready-to-wear collection. Laura presently serves as an advisor to a Europe-based social selling website launching in Q2 2012 and is founder of a travel retail concept currently in development in France.

MELANIE WHATLEY BARSTAD

BOARD OF DIRECTORS**CINTAS (CTAS)** FORTUNE 1000, S&P 500**ACADEMIC BOARDS****Auburn University** Foundation Board of Directors
College of Liberal Arts, Dean's Advisory Council**PREVIOUS CORPORATE MANAGEMENT BOARDS****Johnson & Johnson (Retired)**President, Women's Health – Corporate
President, Acute Care – Johnson & Johnson Health Care Systems
VP & GM, Vascular Access – Ethicon Endo Surgery & J&J Medical

Melanie Whatley Barstad is an innovative and dynamic leader with proven global business expertise based on 25 years of running complex, enterprise-wide global businesses as a line executive and management board member. She thrives in forward thinking business environments where carefully crafted strategy and managed execution drive profitable results. As a natural collaborator, she has an innate talent for engaging people in the vision and mission of an organization.

Ms. Barstad currently serves on the CINTAS Board of Directors where she is on both the Nominating and Governance Committee as well as the Compensation Committee. She devotes volunteer time to her alma mater, Auburn University where she serves on the AU Foundation Board where she is chair of the Directorship Committee and serves on and numerous Advisory Councils.

Prior to retiring from Johnson & Johnson, Ms. Barstad served as President, Women's Health, and Co-Chair for J&J's award-winning Women's Leadership Initiative. Previously as President, Acute Care for Johnson & Johnson Health Care Systems, she had oversight of J&J's Acute Care revenues driving growth for their largest and most strategic customers. In this role, she led an enterprise-wide contracting initiative identifying significant cost savings while avoiding compliance risk.

Earlier, as Vice President and General Manager with P&L responsibility for the \$200 million global vascular access business within J&J, Ms. Barstad revised the business strategy and leveraged operational efficiencies improving profit margins by ~20 points. She was also instrumental in the successful start-up of Ethicon Endo Surgery, the Johnson & Johnson's laparoscopic company.

Ms. Barstad holds a Bachelor of Arts from Auburn University and has completed the Columbia University Senior Executive Development Program.

BERNADETTE WIGHTMAN

Managing Director, Channels***Cisco UK and Ireland***

Bernadette leads the largest Channel Sales operation for Cisco outside of the U.S with over 2000 registered Partners transacting in excess of 90% of Cisco's UK and Irish business. In this role Bernadette has successfully executed a differentiated partner strategy, enabling Cisco's ongoing growth and leadership in the marketplace. Since joining Cisco in 1999, Bernadette has held various positions including leading the UK and Ireland Small and Medium Business Organisation. During her tenure, she developed a proven delivery methodology which translated business needs into innovative technology solutions which reduced costs and unlocked new growth opportunities for small businesses and start-ups.

Bernadette is also Executive Sponsor for Cisco's 'Connected Women' Network, set up to inspire and attract the best female talent into the ICT industry. Previous sponsorships include leading Cisco's corporate social responsibility programme, building business and community initiatives. Bernadette is a well-known figure and regularly speaks at conferences and events across the UK and Ireland. Recently, Bernadette was a guest speaker at the HSBC Women's Knowledge and Wisdom forum and Entrepreneur Country Forum.

KAREN WITTS

CFO Africa, Middle East, Asia Pacific***Vodafone***

Karen Witts is CFO for Vodafone in Africa, the Middle East and Asia-Pacific. Her previous positions include CFO, Vodafone Africa and Eastern Europe; CFO, BT Retail; Managing Director, Enterprises, at BT; and Managing Director of Operations, OpenReach, where she managed a team of 30,000 people. Karen also worked as finance director at Mars and Diageo, and as a Risk Manager at BNP Paribas. Karen holds an MA from the University of Edinburgh, in French with business studies.

LUCY WOODS

CEO, Viatel Group

Lucy is the Chief Executive of the Viatel Group. Lucy has led Viatel for 9 years, joining the Company in May 2003, shortly after the Group emergence from Chapter11. Lucy has managed a turnaround of this previously distressed company on behalf of the investors and shareholders. She regained SEC compliance and implemented Sarbanes Oxley, subsequently managed a “Go Private” transaction and has won significant litigations. Before joining Viatel Lucy was Chief Executive of WorldCom (EMEA).

Managing this \$3billion division of the Worldwide Group, Lucy managed 12,000 staff and 26 countries. Lucy led a significant restructuring and was credited with substantial improvements to the financial performance of the Group, creating the first multi-billion dollar cash positive ‘alternative network’ operator in Europe having managed and protected the EMEA business from any issues arising from the US bankruptcy.

Prior to WorldCom, as her final position with BT after 18 years with the Group, Lucy was the CEO of BT (Northern Ireland and Eire) where amongst other non executive appointments she served on the Patten Commission for Policing, a key part of the Northern Ireland Peace Agreement. Non executive work now includes Chair of The Institute of Telecoms Professionals and has included Board positions for The Royal Mint, CBI London Council and Board Member of Industrial Development Board (NI).

Lucy has an Honours Degree in Mechanical Engineering from Imperial College, is a Fellow of the Institute of Marketing and an Associate Member of the City and Guilds Institute.

JACKY WRIGHT

**Vice President of IT Strategic Services
Microsoft**



Jacky Wright is Vice President at Microsoft, responsible for IT's Strategic Services globally.

Before assuming her current role at Microsoft, Jacky was VP/CIO of Corporate Function at BP. In that capacity she led all IT strategy, development and implementation for BP's Corporate, Alternative Energy, and Shipping segments as well as Mergers and Acquisitions. Jacky brings more than 25 years of technical and business experience to Microsoft including CIO roles at GE and senior management roles at Accenture, AutoNation, and Ryder. She draws on extensive global experience in strategy, consulting, large scale program development, implementation, and management across a variety of industries.

As a trailblazer in the technology industry and as a senior level woman of color in IT, Jacky is a strong advocate for women and minorities in technology and sciences. She dedicates significant time and energy to partnering with groups to promote this agenda.

Jacky enjoys traveling and spending time with her family.

Jacky holds a BBA in Computer Science and Accounting from City University of New York Baruch College. She is also a Six Sigma Master Black Belt.

SYLVIE YOUNG

Sylvie Young has become a true French-British bi-cultural creation. After receiving an MPhil in Economics from Aix en Provence, she worked at City University London's Cass Business School. Then, for the following 15 years, she was engaged in the City of London's securities industry, working with specialist teams responsible for marketing European equities to European based fund managers.

Throughout the 80's and 90's she was one of a small group of women with a family who succeeded in the then traditionally male world of investment banking.

Sylvie is a qualified Life and Executive Coach, a LAB Profile Practitioner and an NLP Practitioner. She has her own practice as well as being an Associate in Eagle Performance, a successful leadership development practice.

Sylvie lives with her family in London. She enjoys theatre, opera, French cinema, oil painting and travelling.