

CMi

THE IRREPLACEABLE VALUE OF EXPERIENCE

2018
Forum Brochure

CMi Forum

As part of the value it offers clients and to complement the mentoring programme, CMi provides the opportunity to engage over dinner with some of the leading business thinkers of the day (often CMi Mentors) on topical and relevant issues, across a number of European capitals. The CMi Forum has become an intrinsic part of the CMi proposition, eliciting highly appreciative feedback from its participants who enjoy a stimulating and insightful exchange of true dialogue with deep practical insights and who come away not only with some great learnings but also having made new contacts and eager to attend another Forum. The dinners offer unique networking opportunities with a peer group that spans several business sectors and geographical territories, but is homogenous in terms of its quality and level of engagement. Numbers are limited to a small, intimate group of around eight guests to ensure that everybody has an opportunity to contribute – and indeed topics of discussion are disseminated ahead of time to allow for informal preparation, ensuring guests obtain the maximum benefit from the discussions.

Guest Testimonials

“First of all, thanks to CMi who arranged the dinner. It was truly very inspiring, in a perfect setting and a small enough group to carry one common discussion around the table. In particular our hosts but also everyone around the table, gave us all a flavour of the one very important part of a global CEO’s life which is not that commonly discussed. I think this applies not only to the big multinationals, but on a smaller scale also to regional and national companies one way or the other. The take away from this meeting was really good.”

Leiv Askvig, CEO, Sundt AS

“Thank you very much for having organized this insightful event so well. I truly enjoyed the conversation and sharing views with such experienced individuals.”

Alexandre Zeller, Chairman, Swiss Stock Exchange

“It was my pleasure to attend the dinner yesterday. The opportunity of interchanging opinions and experiences, in a relaxed atmosphere with such an outstanding group of Chairmen is quite unusual and extremely worthy. Congratulations for the initiative.”

Antonio Vazquez Romero, Chairman, International Airlines Group

“As I said to you on the night, the evening was most enjoyable. Apart from the really nice surroundings and wonderful food, the discussion was particularly interesting and clearly couldn’t have been more topical as events unfolded the next day! I got real value from it - particularly so given the quality of the attendees.”

Tommy Breen, CEO, DCC plc

Leadership in a time of change – opportunities for Nordic and British business post-Brexit

Tuesday 22 May - Stockholm

Brexit is undoubtedly one of the biggest issues facing European businesses in the years ahead and brings with it both opportunities and challenges.

We will explore a number of topics, including:

- The state of the debate in the UK and Sweden/Nordics
- What are the implications for business of different outcomes (e.g. ‘Norway minus’, ‘Canada plus’, no deal)?
- How is Brexit considered in boardrooms in the UK and the Nordics?
- How credible is the voice of business in the debate and what, if anything, can business do to influence the outcome of the negotiations?
- How should business respond to some of the bigger societal issues, that influenced the vote to leave, that are also affecting the political landscape in the Nordics, e.g. immigration?

Our guests will be Chairmen and CEOs of major international Nordic companies

Hosts:



Sir Peter Bonfield has extensive experience in the international technology business. He is Chairman of NXP, the world's fifth largest semiconductor company. He is a Non-Executive Director and Chair of Audit at TSMC in Taiwan. Prior positions include CEO of BT Group, Chairman & CEO of ICL plc, Non-Executive Director of Ericsson, Sony and Senior Independent Director of Astra Zeneca.



Douglas Flint CBE was Chairman of HSBC Holdings plc (2010-2017), having been its CFO for 15 years. He has also been a Partner at KPMG and a Non-Executive Director of BP plc. Mr Flint was a member of both the Mayor of Beijing's and Shanghai's International Business Leaders' Advisory Councils and in December 2017, he was appointed by the Chancellor as City Envoy to China's Belt and Road Initiative.

The role of business leaders for society, the role of society for business leaders

Wednesday 30 May - Amsterdam

More than ever before boards have to consider society's impact on business and vice versa. Expectations of business have increased and there has been a significant rise in global risk factors. In 2015, both the Climate Agreement and the UN Sustainable Development Goals were agreed and have since steered sustainable endeavours across the world.

CEOs and boards therefore need to address issues such as:

- Should boards have a sustainability committee and if so, with what purpose and governance?
- What roles do the board, the Chairman and the CEO respectively have and what are their individual responsibilities?
- How to communicate sustainability issues to internal and external stakeholders?
- Interactions with politicians at all levels and the media
- Impact on CEO succession planning

Our guests will be Board and ExCo members of European companies

Hosts:



Thomas Thune Andersen is Chairman of Lloyd's Register Group Ltd and Ørsted A/S (previously DONG Energy). He is also Non-Executive Director of BW Offshore Ltd and Vice-Chairman of VKR Holdings A/S and the British Chamber of Commerce in Denmark. Mr Andersen has been on the boards of Petrofac Ltd and SSE PLC (previously Scottish and Southern Energy PLC) and was CEO of Maersk Olie & Gas AS.



Gérard Mestrallet is Chairman of the Board of Directors of Engie SA (previously GDF Suez SA), having been the CEO & Chairman for 21 years. He is also Chairman of Suez and sits on the boards of Saudi Electricity Company, Société Générale and is a Council member of JP Morgan Chase & Co. Mr Mestrallet was also a member of the boards of Saint Gobain, AXA, Credit Agricole & Siemens.

How are senior management and the board affected when a crisis hits a company?

Thursday 14 June - London

A number of recent high-profile events have demonstrated the need for companies and boards to pay closer attention on how to handle a crisis. The rise of social media and the fact that a company's reputation can be permanently damaged by a single event, has led to a growing realisation that potential crises need to be identified early and managed proactively.

Handling a crisis well in the heat of battle can be a serious challenge and we will address such questions as:

- How should risk be managed in relation to both personal and corporate reputation? What are the relative roles of the board and the ExCo?
- How can boards ensure that there is effective governance and management of reputational risk? For example, what is best practice in implementing whistle blower policies?
- What happens when a crisis hits? What are the key elements of effective crisis management?
- Does the response depend on the type of crisis, e.g. on whether customers, management or other stakeholders are affected?
- How does a company recover from a crisis?

Our guests will be Board and ExCo members

Hosts:



Donald Brydon is Chairman of London Stock Exchange Group, the Sage Group plc and the Medical Research Council. He has been Chairman at Smiths Group, the London Metal Exchange, Taylor Nelson Sofres, Amersham, AXA Framlington and Royal Mail. He was also Chairman and CEO of both BZW Investment Management and AXA Investment Managers SA.



Philippe Varin is Chairman of the Board of Directors of Areva and sits on the Board of Saint Gobain. He was previously CEO of PSA Peugeot Citroën and CEO of Corus. He has also been a Board member of Tata Steel, BG Group and Electricité de France (EDF). He is Chairman of France Industrie and Vice-Chairman of the 'Conseil National de l'Industrie'.

Activist investors and hostile takeover situations

Thursday 11 October - London

What happens when your company receives an unwelcome bid for all or parts of the business? Or when a so-called activist investor becomes a sufficiently large shareholder to claim a seat on the board?

How best to anticipate such events and engage when they appear:

- Who are the most likely corporates to consider a bid for your company?
- How and when to anticipate their approach
- The importance of knowing your shareholders
- What attracts activists?
- Do they contribute to sustainable value creation?

Our guests will be Chairmen and CEOs

Hosts:



Christer Gardell is Managing Partner & co-founder of Cevian Capital, Europe's biggest activist investor with €15 billion in assets under management. He is also Vice-Chairman METSO OYJ and Non-Executive Director Vesuvius plc. Previously, he was CEO of Custos, a publicly listed investment holding company and was also a Partner of Nordic Capital and McKinsey & Co.



Jan du Plessis is Chairman of BT Group and stepped down from Rio Tinto in March 2018, having been Chairman since 2009. He has been Chairman of SABMiller plc, British American Tobacco and RHM plc, until its takeover by Premier Foods. He was also Non-Executive Director of Marks and Spencer and Lloyds Banking Group and CFO and board member of Compagnie Financiere Richemont SA.

CEO succession

Thursday 1 November - London (breakfast)

Diligent CEO succession planning and execution is a critical role for the board and especially the Chairman. Yet many companies find it a challenging and sensitive subject and do not create a strong enough succession pipeline in time for a scheduled transition:

- When is the right time to start grooming CEO candidates – what is too early, too late?
- Should the Chairman, Chairman of the Nomination Committee or one of the other Non-Executive Directors mentor internal candidates? Pros and cons
- How best to mitigate risks with internal or external CEO candidates
- Roles of external advisors
- Should a CEO in part be measured and rewarded on the state and readiness of the internal succession bench?

Our guests will be Chairmen, Nomination Committee members and long-tenured CEOs

Hosts:



Sir Roger Carr is Chairman of BAE Systems plc and a senior advisor to KKR. Previously he was Chairman of Centrica plc, Vice-Chairman of the BBC Trust, Deputy-Chairman and Senior Independent Director of the Court of the Bank of England and President of the CBI. Sir Roger has also been Chairman of Cadbury plc, Chubb plc, Mitchells & Butlers plc, Thames Water plc and Chief Executive of Williams plc.



Hans Wijers is Chairman of Heineken NV and Hal Trust and is Deputy-Chairman of Royal Dutch Shell. He is a member of the Board of ING GROEP NV and will become Chairman in 2018. Mr Wijers has been Chairman of AFC Ajax NV and CEO of Akzo Nobel NV. He has also been a board member of GlaxoSmithKline plc and Minister for Economic Affairs in the Netherlands.

CEO succession/transition from CEO to Chairman

Thursday 22 November - Brussels

CEO succession planning and execution is a critical part of the board's and especially the Chairman's role. In some cases, CEO succession takes place at the same time as Chairman succession, sometimes with the transition of the incumbent CEO becoming Chairman. Success at the top therefore brings about opportunities, risks and a lot of challenges.

We will address issues including:

- What is the time-frame for the succession processes for both the CEO and the Chairman and when should they start?
- How do the Chairman, the Chairman of the Nomination Committee, SID or Vice-Chairman fulfil their roles in this context?
- How best to mitigate risks with internal and/or external CEO candidates
- Pros and cons with having outgoing executives serving as non-executives
- What risks and opportunities are at hand in case of a transition from CEO to Chairman?

Our guests will be Chairmen, Nomination Committee members and long-tenured CEOs

Hosts:



Paul Bulcke is Chairman of Nestlé SA. Prior to that, he was CEO at Nestlé, having served in many senior management roles within the company previously. He is also Vice-Chairman of L'Oréal SA, Independent Board Member of Roche Holding AG, member of the International Council of JP Morgan Chase & Co and Council Member of the World Economic Forum (WEF). He has also been a board member of Alcon Inc.



Ronnie Leten is Chairman of Ericsson and Epiroc and was Chairman of Electrolux until April 2018. He is a Non-Executive Director on the board of SKF and was the CEO of Atlas Copco until April 2017, having served in many senior management roles within the company previously. He spent his early career at Tenneco Automotive and General Biscuits.

Internal vs external solutions: CEO succession in times of uncertainties

Tuesday 27 November - Zurich

Selecting and supporting the Chief Executive Officer is the most important task for the Chairman and the board of directors.

Some of the issues that will be covered, include:

- How many internal CEO back-ups are ready in case of an emergency?
- When should we go outside to replace the CEO?
- How should we best compare internal with external candidates?
- Advantages and disadvantages of using an external advisor in the process?
- Should we have a completely secret CEO succession process, or should we undertake an open and transparent evaluation?

Our guests will be Chairmen of international corporations

Hosts:



Sir Peter Bonfield has extensive experience in the international technology business. He is Chairman of NXP, the world's fifth largest semiconductor company. He is a Non-Executive Director and Chair of Audit at TSMC in Taiwan. Prior positions include CEO of BT Group, Chairman & CEO of ICL plc, Non-Executive Director of Ericsson, Sony and Senior Independent Director of Astra Zeneca.



Dr Franz Humer was Chairman & CEO of Roche Holding Ltd (until 2014) and Chairman of Diageo plc (until 2016). He is an Independent Director of Citigroup Inc., Arix Bioscience plc and is a member of the Advisory Board of Allianz SE. Dr Humer has also been Chairman of INSEAD, Deputy-Chairman of Cadbury Schweppes plc and a board member of Kite Pharma Inc and Wisekey International Holding Ltd.

CMi Forum

Previous events included the following:

- The rise, role and impact of the ‘activist’ shareholder, hosted by Peter Voser
- Best practice in Board-level succession planning, hosted by Sir Philip Hampton & Dr Franz Humer
- Social Media - is your company ready for the transparency?, hosted by David Tyler & Gavin Patterson
- Preparing the CEO pipeline, hosted by Dr Göran Ando & Sir Roger Carr
- Preparing the CEO Pipeline, hosted by Lord Simon of Highbury CBE & Denis Ranque
- Grooming the CEO pipeline, hosted by Peter Voser & Gunnar Brock
- Leading in politically turbulent times, hosted by Baroness Sarah Hogg & Lord Simon of Highbury CBE
- Women on the CEO succession bench, hosted by Harald Norvik & Vivienne Cox
- The Board in crisis, hosted by Sir Philip Hampton & Dame Alison Carnwath
- Chairman Succession, hosted by Sir John Parker & Michael Treschow
- Transformational M&A, hosted by Gérard Lamarche & Risto Siilasmaa
- Who’s Really in Charge, hosted by Dr Chris Gibson-Smith & Dr Pascal Colombani
- The Digital Leap, hosted by Sir Peter Bonfield & Jorma Ollila
- The New Growth Agenda, hosted by Doug Baillie & Jan du Plessis
- CEO Succession Planning, hosted by Sam Walsh AO & Gunnar Brock
- Hostile Takeovers, hosted by Sir Roger Carr & Andy Duff
- Leadership and Authenticity, hosted by Sir Win Bischoff & Dr Franz B Humer
- Business Ethics, hosted by Sir Dick Olver & Sir Richard Sykes
- Managing Investor Relations, hosted by Sir Roger Carr & Michael Treschow
- Handing Over – When and How, hosted by Eric Bourdais de Charbonnière & Robert Brunck
- Managing the Talent Pipeline, parallel events, hosted by Sir Tom McKillop & Michael Treschow in Stockholm and by Dame Alison Carnwath & Harald Norvik in London
- Exchange of Early-tenure CEO Experience, hosted by David Nish & David Roberts
- The Future of Dual Governance in France, hosted by Serge Weinberg & Louis Schweitzer
- Who’s Really in Charge?, hosted by Dr Chris Gibson-Smith & Gunnar Brock
- CEO and Chairman transition, hosted by Glen Moreno & Sir John Parker
- Risk Management, hosted by Niall Fitzgerald & Sir Philip Hampton
- Leadership Development, hosted by Gunnar Brock, Hans Dalborg, Michael Treschow & Lars Westerberg
- Corporate Governance, hosted by Eric Bourdais de Charbonnière, André Levy-Lang & Louis Schweitzer
- An Audience with the President of the CBI, hosted by Sir Roger Carr (who was CBI President at the time)
- Business and Government, hosted by Jorma Ollila & Lord Simon of Highbury
- Leadership Development, parallel events, hosted by Dame Helen Alexander & Sir Peter Bonfield in London and by Dr. Pascal Colombani & Dr. André Lévy-Lang in Paris
- Taking the Helm, hosted by Stephen Elop & Jean-Dominique Senard