

BETTER BOARDS

CULTURE, STRATEGY AND THE BOARD

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ΕΕΣΧΗ ΕΠΙΧΕΙΡΗΜΑΤΙΚΟΤΗΤΑΣ

BOARDDELTA

DATE: 24th February 2021, 09:00

VENUE: British Residence in Athens or Join through Web-Conferencing

EVENT INFORMATION:

Tumultuous 2020 with the Covid-19 pandemic, has enormously impacted most organizations' culture and strategies by transforming and challenging the current workplace on a global level. This new reality, has also had a seismic effect on the way in which many Boards and executive teams think about, develop and determine what cultures and strategies they want as well as how they bring about change. The goal remains the same: to focus on improving corporate governance and reinforce effectiveness. This workshop will explore how things are changing and what Boards might do to

adapt to the new challenges and build towards a successful future.

The session is led by Patrick Dunne, a highly experienced Chair with a wealth of experience from the industrial, private equity and social enterprise sectors. He is also a Visiting Professor at Cranfield School of management, the author of the award-winning book "Boards" and a recognized authority on governance matters. He currently Chairs Boarddelta, the EY Foundation and ESSA-Education Sub Saharan Africa and is a Trustee of the Chartered Management Institute.

TITLE:

Better Boards – “Culture, Strategy and the Board”

AGENDA:

08:30 Registration – Virtual Light Breakfast

09:00 **Culture, Strategy and the Board**

Patrick Dunne

- How have culture and strategies been changed as a result of the pandemic and is anything else having a major influence?
- What's the Board's role in culture and strategy and how does this interact with the executive's role?
- How do you know what culture you have got, work out what culture you want, develop a plan to get there and chart progress?
- What have boards been doing to adapt to greater uncertainty when developing and deciding strategy?
- Is the trend towards agreeing strategic frameworks with the executive rather than a tightly defined strategy a way forward and how is this linked to the development of "Dynamic budgeting"?
- How do culture and strategy link with the Board's approach to stakeholder engagement?

Panelists: Costas Michaelides – National Bank of Greece

Rania Ekaterinari – Member of the Hellenic Corporate Governance Council

Czurda Martin – HFSF

Yanos Michopoulos - DESFA

Vangelis Apostolakis – KPMG



Costas Michaelides was appointed Chair of the Board of Directors of National Bank of Greece in December 2017. He has over thirty years' experience in international banking, holding prominent managerial positions in international credit and financial organisations.

During the period 2013-2015 he served as Global Head of Strategic Change at UBS A.G. From 2005 to 2013 he was EMEA Chief Operating Officer at Credit Suisse A.G. Prior to that, he served as EMEA Chief Operating Officer at Credit Suisse First Boston (2000-2005), Chief Operating Officer at Donaldson, Lufkin & Jenrette International (1999-2000) and Chief Financial Officer (1988-1994) and Chief Operating Officer (1994-1999) at EMEA for Merrill Lynch. He has also been Treasurer at Salomon Brothers International (1986-1988) and has served in various senior positions at ExxonMobil.

He holds an MBA in Finance from Columbia Business School, a Doctorate in Economics and International Affairs from the University of Denver, and a BA in Economics and Political Science from Ripon College. He was a Fulbright Scholar and a Bronfman Scholar.

COSTAS MICHAELIDES

Rania Ekaterinari served as CEO of Hellenic Corporation of Assets and Participations from February 2017 to February 2021, the Greek sovereign holding company and also as Chair of the Candidates Committee (selection panel) for HCAP subsidiaries' Board assessment and appointment. She is member of the Hellenic Corporate Governance Council (HCGC). Before HCAP, she was Partner at Ernst & Young (EY) and Energy Sector leader for SE Europe. During 2010 – 2015 she was Deputy CEO and member of the Board of Public Power Corporation (PPC), the largest listed Greek electric utility.

Previously, she worked for more than 10 years in corporate and investment banking in London and in Athens, for Deutsche Bank, BNP Paribas and Eurobank. She is also member of the European Network for Women in Leadership (WIL), of the Leadership Committee of the American-Hellenic Chamber of Commerce, of the Council on Competitiveness of Greece (COMPETEGR) and of the Advisory Board of Dianeosis. She holds a degree in electrical and computer engineering from Aristotle University and an MBA from City University in London.



LANIA EKATERINARI



Dr. Martin Czurda has vast experience in the banking sector having held executive and non-executive positions in various international banking institutions.

He started his banking career in Vienna with Bank of Austria, later became Managing Director in RZB Vienna, CEO of ATB in Amsterdam, CRO with a Slovenian bank in Vienna, CEO of Anadi Bank in Carinthia /Austria. His non-executive roles were with the Austrian Hypo Association, SREI infrastructure India, Valartis Austria (Chairman).

Since June 2017 he is the CEO of the Hellenic Financial Stability Fund (HFSF) in Athens, Greece. He was born in Vienna, Austria, holds a Doctorate Degree (Dr.) in Economics and a Master's Degree (M.A.) in Business Administrations from the University of Economics, Vienna, Austria.

MARTIN CZURDA

Yanos Michopoulos is the (non-Executive) Chairman of the Board of Directors of DESFA, the newly privatised Gas Transmission Operator in Greece. He also a BoD member of the Greek Energy Forum and the RCEM of ESCP Europe Business School and a Corporate Governance and Leadership course leader at the UK's Institute of Directors.

Yanos (PhD in Physics from Durham, UK) has senior executive experience in various industry sectors, including Energy, Infrastructure, Shipping and Private Equity. He has managed large P&Ls (>1 bl €), complex KPIs and has been a member of regional and global leadership teams (reached top 1%) of large corporates, such as Shell and Vestas. He was also the CEO of TRAINOSE, the only Railway operating company in Greece. He has led major change projects, including major organisational and cultural transformations, financial and performance turnarounds, introduction of new products and services, new market entries etc. He has led, mentored and coached large and diverse teams, operating across different functions and distributed in various locations, countries and cultures.



YANOS MICHPOULOS



Vangelis Apostolakis is the Chairman and CEO of KPMG Advisors and the Deputy Senior Partner of KPMG in Greece. He joined KPMG in 1995 promoted to Partner in 1998, in 2007 assumed the role of head of the Advisory function, in 2012 was promoted to Deputy Senior Partner. He is also the Clients & Markets Head representing KPMG Greece in the global team for developing and implementing the commercial & key accounts strategy in Greece and has recently launched and manages the Family Business Advisory group. Prior to KPMG, he has worked in Greece and abroad at: British Telecom, Ernst & Young, ICAP Hellas.

He has advised a plethora of local and international clients primarily in the areas of strategic planning, business processes and systems redesign, restructuring and reorganization, management information systems design, HR systems and policies as well as advising the private client in drafting a family constitution, growth and succession planning strategies. He holds a BSc in OR & Computing and an MSc in Management Science (Leeds Met & Southampton Universities) and is a certified Intelligent Leader coach and a STEP family Business Advisor.

VANGELIS APOSTOLAKIS

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