



UNLISTED COMPANIES  
AS DRIVERS OF ECONOMIC GROWTH  
THE ROLE OF GOOD GOVERNANCE

60, rue Wiertz B-1047 Brussels

## *Speakers' Biographies*

### **Juan Manuel ALVAREZ-VIJANDE Y GARCIA**

Track record of more than 25 years successful senior executive experience in multinational business, 17 as CEO and 19 in Boardroom, with particular experience on International Corporate Governance Best Practices. Experience mainly with UK companies, USA companies and Spanish. Well connected within relevant business partners and investors, as well as well connected at European Senior level.

- Board Director/Advisory Board/Independent Advisor: (Summary)  
More than 19 years experience in the Boardroom: Boardroom experience in different sectors. Among others Telecommunications, Consulting, Energy, Infrastructures, Internet, Defence/Space, Franchise and others.  
  
Boardroom skills developed as Non-executive Director (as independent ) for relevant services and manufacturers companies, as Executive Director in different subsidiaries and joint-ventures with relevant European and Usa multinational companies, advisor to Boards on Good Corporate Governance Practices as well as Advisory Board member.
- Board Directors Training tutor, frequent conference speaker and Corporate Governance Practical Guides author for Board Directors.
- Currently he is Chief Executive of Instituto de Consejeros-Administradores ( IC-A, Spanish Board Director Association), with European/International links and developments. Also IC-A Council member, Executive Board President as well as IC-A Co-founder .
- Achievements in CEO/CDO Senior Executive positions/ Summary: More than 17 years proven track record of business objectives achievements as CEO/COO/MD/CM.

## **Roger BARKER**

Dr. Roger Barker is Head of Corporate Governance at the Institute of Directors (IoD). Following initial training as an economist, Roger spent around 13 years in various senior roles in investment banking in the UK and Switzerland. He is the holder of a doctorate in corporate governance from Oxford University, and was formerly Stipendiary Lecturer at Merton College, Oxford. He has also acted as an adviser on corporate governance to the EU Economic and Social Committee in Brussels.

Roger is currently a member of the corporate governance advisory boards of a number of leading organisations, including the European Confederation of Directors' Associations (ecoDa), the Institute of Chartered Accountants in England and Wales (ICAEW), and RiskMetrics European Governance Exchange. He is also a visiting lecturer at the Said Business School (University of Oxford) and the Ministry of Defence (UK).

His latest book - Corporate Governance, Competition, and Political Parties: Explaining Corporate Governance Change in Europe – was published by Oxford University Press in January 2010. He is also the co-author (with Dr. Neville Bain) of the forthcoming volume: The Effective Board: Practical Guidance for Boards and Directors.

## **Sharon BOWLES**

Sharon Bowles has been an MEP since May 2005 and became Chair of the Economic and Monetary Affairs Committee at the start of the new Parliamentary mandate in July 2009.

Born in Oxford, Sharon graduated from Reading University with an honours degree in Chemical Physics with Mathematics, specialising in quantum mechanics, spectroscopy and crystallography. She moved on to research on semiconductors at Oxford University using electron microscopy to study electrical and luminescent properties of laser materials.

In 1978 she commenced training to be a Chartered and European Patent Attorney, qualifying in 1981 and setting up her own practice the same year. Her husband Andrew Horton joined her to form the Bowles Horton partnership in 1986. Sharon worked in the practice until 2005 covering leading edge technology for both multinational companies and individual clients. Her main specialities were semiconductor fabrication and integrated circuits, telecommunications, computer architecture, oil extraction and wingsail design.

Sharon became active in politics in the mid 1980s. During the period from 1997 to 2005 she served on the Federal Executive (board) of the Liberal Democrats, its Finance and Administration Committee and chaired their International Relations Committee, was a Vice President of Liberal International, and became (and remains) Vice President of the ELDR aisbl (European Liberal Democrat and Reform party). Sharon was a UK parliamentary candidate for the Liberal Democrats in 1992 and 1997, and also a European parliamentary candidate in 1994, 1999, 2004 and 2009. She entered the European Parliament in 2005, replacing Chris Huhne on his election to the UK parliament and took over his place on the ECON committee. During the last Parliament she was the shadow rapporteur, *inter alia*, for the directives on Payment Services, Solvency II, Capital Requirements, Deposit Guarantees and Level 3 Committee funding, for reports on Hedge Funds and Private Equity and Transparency of Institutional Investors, as well as being rapporteur on tax fraud and for the setting up of the Statistical Governance Advisory Board. As a

substitute on the legal Affairs Committee she covered Company Law and Intellectual Property and from time to time has intervened on the Industry and International Trade committees.

Re-elected in 2009, Sharon now Chairs the ECON committee and remains a substitute member of the Legal Affairs (JURI) committee.

## **Jesús M. CAINZOS FERNANDEZ**

### STUDIES:

- Economic Sciences (Madrid University)
- Postgraduate studies at the following Universities and Business Schools: Northwestern, Harvard and Wharton (USA), LBS (UK) and INSEAD (France).

### PROFESSIONAL EXPERIENCE:

2004 - Founder of JM CAINZOS & PARTNERS, a consulting company specialized in strategy and corporate deals. Started a European network of private independent companies to cooperate in M&A projects and consulting.

2002-2003: Sole Vice Chairman of BBVA, Vice Chairman of the Executive Committee, Chairman of the Risk Committee and Chairman of the Corporate Governance Committee, acting as a Lead Director.

2000-2001: Vice Chairman of the Board of BBVA (one of three), member of the Executive Committee and member of the Risk Committee.

1997-2000: Independent Director of the Board of Argentaria. Chairman of the Audit Committee.

1994-2000: Responsible of leading and coordinating the European merger of different pharmaceutical companies for Johnson & Johnson, taking responsibility for the resulting company in Europe, Middle East, Africa and Western Asia.

1990-1993: International Vice President of Johnson & Johnson, responsible for the European Pharmaceutical business.

1984-1989 Founder, President and Managing Director of Janssen Pharmaceutica (Johnson & Johnson pharmaceutical arm in Europe) in Spain.

1978-1983: Managing Director of the E. Lilly group in Spain and Portugal.

1977-1978: Managing Director Elizabeth Arden Spain (part of the E. Lilly group).

- Member of the Experts Committee appointed by the Spanish Government to create the new Corporate Governance Code for listed companies (Unified Code or "Código Conthe").
- Vice Chairman of IC-A (Spanish Institute of Directors) and Chairman of its Professional Regulations Committee, responsible of creating new Corporate Governance Codes for listed companies and non listed companies.
- Member of several Advisory Boards of listed and non listed companies.

## **Didier de MENONVILLE**

Education and Professional Qualification:

*Certified Public Accountant*

*Master degree from ESC Rouen*

Professional experience:

Didier de Menonville is at the head of the KPMG France Consumer Market Business and is in charge of several international listed companies.

He is co-author of several books ("Audit opérationnel" ed. PUF; Financial Auditing ed. PUF; Consolidated Accounts ed. Francis Lefebvre) and has recently published a book on Audit Committees (Economica).

He is responsible of the KPMG Audit Committee Institute in France. He participated in drafting the report published by the "Institut Français des Administrateurs" (IFA) entitled "Audit Committees: 100 good practices".

## **Ian DORMER**

Ian Dormer owns North East England based Rosh Engineering Ltd, a specialist contractor to the electrical supply industry which repairs and refurbishes high voltage electrical plant equipment throughout the UK, Ireland and the Benelux countries.

Since the early 1990s Ian has been active at national level with the Institute of Directors, joining the main board and being appointed Vice Chairman in 2004. He is an advocate of a positive health and safety culture, chairing an IoD-HSE oversight group on this issue.

In 2007 he joined the Board of Regional Development Agency ONE North East through which he currently chairs the North East Business Support Simplification Programme Transition Management Board. Ian also chairs Enterprise Development North East Ltd, the extended enterprise company for the Agency as well as sitting on the Board of 1NG Ltd, Newcastle & Gateshead's City Development Company.

He has also been a Director of the Northern Business Forum, and Director & Chairman of Business Link Tyne & Wear. He is a keen supporter of several charities including Mencap, Liver North and ME North East.

## **Fianna JESOVER**

Ms. Fianna Jesover is a Senior Policy Analyst in the Corporate Affairs Division of the OECD's Directorate for Financial and Enterprise Affairs. Since 1998, she has helped promote sound corporate governance standards and practices, most recently in Asia. Under the auspices of the OECD Steering Group on Corporate Governance, she manages the Asian Roundtable on Corporate Governance and the OECD-China Policy Dialogue on Corporate Governance. These high level hubs seek to advance effective corporate governance reforms among a network of influential decision-makers. Previously, she led the Russian Corporate Governance Roundtable.

She has co-authored and produced various publications, reports and articles on corporate governance and participated in numerous conferences on the subject. Ms. Jesover began her OECD career at the Centre for Cooperation with Non-Members in 1996. Prior, she was a junior trade specialist in the Foreign and Commercial

Service at the U.S. Embassy in Paris. Ms. Jesover, a citizen of the United States and France, holds a Masters degree from Boston University. She is one of Yale's "Millstein Rising Star of Corporate Governance".

## **Othmar KARRAS**

### Universities

1996:University of Vienna, graduated Mag. phil. (Grund- und Integrativwissenschaftliche Fakultät)

1997:University St. Gallen, postgraduate MBL  
(European and International Business Law)

### Professional experience (excerpt)

1979 – 1981: Political advisor of the Austrian People's Party (ÖVP)

1981 – 1995: Manager in the banking and insurance sector, Assistant Secretary-General of Bundesländer Versicherung

1983 – 1990: Member of the Austrian Parliament

1995 – 1999: Secretary General of the Austrian People's Party (ÖVP) and member of the national board of the ÖVP

since 1999: Member of the European Parliament

since 2007: Instructor at the University of Vienna (Department of Political Studies)

### European Parliament

1999 – 2004:Member of the Presidency and Treasurer of the EPP-Group

2002 – 2004:EPP coordinator in the Committee for Economic and Monetary Affairs

since 2004:Vice-President and Treasurer of the EPP-Group

since 2004: President of the SME Intergroup

2006 - 2009:Head of the ÖVP delegation

since 2009: EPP coordinator in the Special Committee for the Financial, Economic and Social Crisis

since 2009: President of the Kangaroo Group

Committees:Committee for Economic and Monetary Affairs

Special Committee for the Financial, Economic and Social Crisis

Committee on the Internal Market and Consumer Protection (Subst.)

Delegation for relations with Canada

Delegation for relations with Japan (Subst.)

Delegation to the Euronest Parliamentary Assembly (subst.)

## **George NOEL**

After being Director of Research, Public Affairs and Development, Georges is currently in charge of monitoring and promoting the Venture Capital segment of the European private equity industry. He is also the Secretary of the EVCA Investor Relations and the EVCA Professional Standards Committee.

Georges has been involved in the private equity and venture capital industry for over 20 years. In 2000 he was Chairman and between 2002 and 2003 the Secretary General of the Belgian Venture Capital & Private Equity Association (BVA).

Georges' professional experience in private equity has encompassed a range of roles and responsibilities at various private equity houses in the field of Venture capital, expansion capital and fund-of-funds.

Prior to his involvement in private equity, Georges was for 11 years CFO and Member of the Executive Committee of a family owned industrial company in Belgium and held for 10 years various positions in the sphere of corporate banking at Générale de Banque, Belgium (now Fortis Bank).

Georges is a qualified banker (Diploma of Bankkaufmann, Germany). He is also an independent board member of a few private and public companies in Europe and the US.

He is also Past-President of the IMD Alumni Club of Belgium (1999-2002).

### **Charles ROBINET-DUFFO**

Charles Robinet-Duffo, third generation of family-business owner, Managing Director of the Henner-GMC Group. The Group, totalizing close to 950 employees, serves over 1.1 million beneficiaries in France and abroad (including over 160.000 people in 190 countries), and administers € 825 million of premiums, generating a turnover of €101 million. GMC Services is a leading broker and third party administrator offering employee benefits and healthcare cover for individuals, including healthcare plans, assistance and repatriation services, group life programs and retirement plans. GMC Services provides advisory and administration services to employers and claims management to expatriates and their families through its worldwide offices in Paris, Geneva, Luxembourg, Singapore, Curitiba (Brazil), Tunis and Nairobi.

Born in 1969, Charles Robinet-Duffo is a post graduate of the Institute of Insurance of Paris and a graduate in Business Law. He started with the Henner-GMC Group in 1991. Now a member of the Executive Committee of the Group, he also headed the Sales Department of each business entity from 1996 to 2004.

Charles Robinet-Duffo is Vice-President of the Family Business - GEEF (European Group of Family Enterprises) since 1999.

### **Lutgart VAN DEN BERGHE**

Lutgart Van den Berghe is Executive Director of GUBERNA (l'Institut des Administrateurs / Het Instituut voor Bestuurders) and Extra-Ordinary Professor at the University of Ghent (B) and the Vlerick Leuven Gent Management School. Her main topic of interest is "Corporate Governance".

She is a Member of the Belgian Commission for Corporate Governance and Non-Executive Director in several international companies, such as CSM (NL), SHV (NL), ELECTRABEL (B) and BELGACOM (B). At EcoDA (European Confederation of Directors' Association), she is a Member of the Management and chairwoman of its policy committee.

She was a member of the Board of the ING Group (NL, 1991-2003), KLM (NL, 2001 - 2004), Solvay (NL, 2003-2007), Capco NV (B, 2000 - 2003), DVV (B, 1995 -

1997), member of the Audit Committee of the Flemish Government (B, 2000 – 2004) and Chairman of the Proximus Foundation (until 2005).

Lutgart Van den Berghe is doctor in Business Economics of the University of Gent (B).

### **Vincent VAN QUICKENBORNE**

Vincent Van Quickenborne (34) likes to keep and make things simple. That's why you can simply call him "Q". "Senator Q" stormed into national politics nine years ago. At that time, he was 25 and the youngest senator. As Secretary of State for Administrative Reform, he turned Belgium into the 3rd easiest country to start a business in (Doing Business 2008, World Bank). Today, he is Minister of Economy and Reform. He wants to ignite the entrepreneurial spirit in everyone and to cut down red tape. In 2010 he was selected as "Young Global Leader" by the World Economic Forum.

Studies:

- Sint-Barbara College Gent 1991, Belgium
- Law Studies: Katholieke Universiteit Leuven 1995, Belgium, magna cum laude

Profession:

Former lawyer at the bar of Kortrijk

Political activities:

- Senator (1999-2003)
- City Council of Kortrijk (2001-)
- Member of the National Bureau of Open Vld (Flemish Liberal Party) (2002-)
- Secretary of State for Administrative Reform, attached to the Prime Minister (2003-2007)
- Minister of Economy and Reform (2008-)

### **Pascal VIENOT**

Pascal Vienot was Financial director of major financial groups and then general manager of a European investment fund.

Affiliated professor and director of governance programs at HEC Executive Education, he acts as consultant to large family businesses.

Author of "The governance of family firms" (2007), he is responsible for the commission of medium IFA and sits as an independent director in several councils.

Education: HEC, MBA Columbia University, New York.

## **Olli V. VIRTANEN**

Mr Olli V. Virtanen is Secretary General of the Finnish Professional Board Members Association (Hallitusammattilaiset ry), Board Member of ecoDa, Chairman of ecoDa's Communications Committee and Member of the Private Sector Advisory Group of IFC's Global Corporate Governance Forum. He is also CEO and owner of Virtanen Associates Oy, a management consultancy, which specialises on corporate governance issues and investor relations.

Prior to his career as management consultant Mr Virtanen was business journalist at Kauppalehti, the Finnish business daily and Helsinki correspondent of the Financial Times, as well as reporter at the BBC External Services in London.

Graduated from the School of Journalism, University of Tampere (Finland), Olli V. Virtanen has lectured extensively on his speciality at universities, seminars and private companies. He has also co-authored four books on board development and corporate governance.