

# BETTER BOARDS

## REDEFINING THE NED ROLE IN THE NEW NORMAL

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BOARD  
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PROGRAMME

**DATE:** 30<sup>th</sup> October 2020, 09:00

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

### EVENT INFORMATION:

Recent events have changed the world of business, and in particular the governance of companies by boards dramatically, some would say irrevocably. It is normal to hear phrases such as “the new normal.” McKinsey claim that no board members have previously lived through a period of such great uncertainty. This workshop will consider how the role of the NED will have to adapt this new environment.

The session is led by **Murray Steele**, who has been involved in the development of NEDs and chairs for

over 20 years. Over 8,000 people have attended his programmes in the UK and the rest of Europe. He helped launch the Financial Times suite of NED development programmes in 2011 and has been involved ever since. Since 2001 he had delivered a nominee director programme for the EBRD and the British Private equity and venture Capital Association. He has also designed and delivered numerous customised in – company programmes. Murray likes to “practise what he preaches” and has held over 20 chair and NED positions in a broad range of types of companies.

### TITLE:

Better Boards - “Redefining the NED Role in the New Normal”

### AGENDA:

08:30 Registration – Light Breakfast

09:00 **Redefining the NED Role in the New Normal**

Murray Steele

- Are the principles of the NED role still applicable or are they now redundant?
- With more crisis management and shorter decision cycles will NEDs have to become closer to executives, e.g. in terms of knowledge of the company's affairs?
- What skills will the new NED role require? Will NEDs operate far more by virtual means than previously? Will chairs have to acquire new skills to effectively manage virtual meetings?
- What will be the role of judgement for a NED? Will this crisis period expose the biases, individually and collectively, at board level which have previously influenced analysis and decision making, to be flawed? Is the quality of information NEDs are receiving appropriate?
- There is currently much discussion about the importance of a company's purpose. Will the current crisis accelerate company purpose to the top of the board agenda?
- If the board and company have become more “agile” as a result of adapting to the crisis, how will that momentum be continued?

Panelists: Rania Ekaterinari - HCAP

Costas Mitropoulos - Attica Bank

Vangelis Apostolakis - KPMG

George Kyriakos - Optima Bank

Yanos Michopoulos - DESFA



**Rania Ekaterinari** is CEO and member of the Board of the Hellenic Corporation of Assets and Participations SA ("HCAP"), a holding company with a large portfolio of assets and participations in state-owned enterprises active in key sectors of the Greek economy. She has also been Chairwoman of the Candidates Committee (Selection Panel) for the board appointments in HCAP subsidiaries.

She is a member of the Hellenic Corporate Governance Council (HCGC), member of the European Network for Women in Leadership (WIL), member of the Leadership Committee of American Hellenic Chamber of Commerce and member of the Council for Competitiveness of Greece (COMPETEGR). Previously, she was also member of the Supervisory Board of the Greek Independent Transmission Operator and Deputy Chairman of the Energy Committee of the Technical Chamber of Greece.

She holds a degree in electrical engineering from Aristotle University and an MBA from City University Business School.

**RANIA EKATERINARI**

**Costas Mitropoulos** is the Chairman of the Board of Directors of ATTICA BANK. Between 2013 and June 2019 he was Executive Director and Executive Board Member of PwC Greece, responsible for developing the Advisory practice. In 2016 and 2017, he was seconded as Chief Executive Officer at PQH, the Single Special Liquidator of 16 failed banks. Mr. Mitropoulos was in 2011 and 2012, the first CEO of the Hellenic Republic Asset Development Fund, the privatisation agency. He set it up, staffed it and prepared 18 transactions. He led to completion three of them raising ca €1,2 bn. Between 2008 and 2011, Mr. Mitropoulos was the Executive Chairman of Eurobank EFG Equities and the Head of Investment Banking and Capital Markets in the Eurobank EFG Group with operations in Greece, Turkey, Romania, Bulgaria and Serbia.

Mr. Mitropoulos has been the founder in 1988, and up to 2008, the Executive Chairman of KANTOR Management Consultants S.A., a leading consultancy in Greece with offices in London, Brussels, Warsaw, Bucharest and Sofia. He started his career as a management consultant with Coopers & Lybrand in the UK. He is a mechanical and electrical engineer from the National Technical University of Athens, with post graduate studies in Business Administration and Economics, holding an MSc from Imperial College and a PhD from the London Business School.

**COSTAS MITROPOULOS**



**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 is the elected Vice President and BoD member of the British Hellenic Chamber of Commerce and member at numerous professional organizations.

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**

**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**



**George Kyriakos** has 32 years of Greek and international experience in senior level managerial positions, in the private, public, and banking sectors. His main expertise is privatization, corporate governance, and corporate restructuring, both financial and operational. George has hands on experience across a broad spectrum of large, mid-sized, and small companies, with the companies he has worked for having demonstrated solid financial growth. He is currently a special advisor at Nestor Advisors focusing on corporate governance and privatization, a member of the Hong Kong Institute of Directors, a member of NED Club in Greece, and a Non-Executive Board Member at Optima Bank in Greece.

Between 2010 and 2012, he was Special Secretary for State Owned Companies and Privatization at the Greek Ministry of Finance, responsible for supervising 170 state-owned enterprises in all sectors of the Greek economy, with a total 36.000 employees. He has been a Former Bureau member at the OECD working group for State Owned Enterprises and enterprises focusing on sharing best practices and formulating strategy on SOES, corporate governance principles, and privatization.

**GEORGE KYRIAKOS**

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