Teneo®

UK Insurance Boards Analysis

November 2026 (4th Edition)



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If you would like to receive future copies of this document and other research and insights material from Teneo's People Advisory team or participate in one of our roundtable discussions, please contact **Toby Crosthwaite** at **toby.crosthwaite@teneo.com.**

Welcome to the UK Insurance Boards Analysis

In this fourth edition of Teneo's *UK Insurance Boards Analysis*, we examine how the demands placed on insurance boards continue to evolve. Over the past year, the board agenda has become broader and more interconnected as insurers navigate rapid technological change, continued consolidation, new sources of capital and an increasingly complex risk environment. The challenge is no longer simply to oversee resilience through uncertainty, but to make strategic choices about where to invest, how to compete and which capabilities will be required for the next phase of growth.

These developments are changing what is required around the boardroom table. AI, cyber, geopolitics and operational resilience increasingly sit alongside established priorities around strategy, capital, regulation and succession. These themes are also reflected in Teneo's recently published The New Board Imperative: Governing What's Next, drawing on interviews with current and recent board leaders across the UK, U.S. and Canada, alongside 15 years of board composition data. The research highlights the growing value of breadth and judgement, collective AI fluency and continuous, strategy-led succession. Against this backdrop, this year's analysis considers how UK insurance boards are evolving and what that tells us about the leadership and capabilities the industry will require next.

Our analysis draws on a representative sample of 22 companies across the UK insurance market, spanning FTSE 100 and FTSE 250 constituents and the life, non-life, health and specialty sectors. This year, we have added Chesnara plc and Lancashire Holdings Ltd, while Beazley plc and Just Group plc have been removed following their respective acquisitions by Zurich Insurance Group and Brookfield Wealth Solutions. For each company, we profile executive and non-executive board members by role, professional background, nationality, gender and tenure, complemented by commentary on the key trends shaping board composition.

We are pleased to feature *"Public Control and Patient Capital: Insurance in Burnham's New Political Economy"* by Matthew Grainger, Managing Director in Teneo's Strategy and Communications practice, exploring the opportunities for insurers as providers of long-term capital and the challenge of balancing public purpose and political expectations with investment discipline and policyholder returns. The report also brings together perspectives from Teneo's Political, Crisis and Litigation, and Cyber Advisory practices on issues increasingly shaping insurance board agendas.

Our insights are informed by ongoing dialogue with chairs, CEOs and the broader executive and non-executive director community, supplemented by annual reports, publicly available information and Teneo's own research. All data has been independently verified by the company secretary community and is accurate as of 1 November 2026.



Market Context and Key Boardroom Themes



Toby Crosthwaite
Senior Managing Director
Head of People Advisory, UK



Freddie Williams-Thomas
Senior Managing Director
People Advisory, UK

Market Context

The UK insurance industry in 2026 has moved from transition to execution. Strong balance sheets and recent underwriting performance provide a favourable starting point, but conditions are becoming less forgiving. Pricing is softening across non-life, competition in life and pensions is intensifying, and investment in AI is increasingly expected to produce measurable returns. Across the market, the challenge is to pursue growth without weakening discipline.

- Commercial and specialty insurers enter the softer market from a position of strength. Strong profitability and abundant capacity are increasing competitive pressure, testing whether underwriting discipline established through the hard market survives the pursuit of growth.
- Retail P&C has shifted from repairing margins to defending them. More competitive pricing and persistent claims costs are increasing the focus on claims performance, customer retention and structural productivity.
- Life insurance remains a growth story, but increasingly one about the quality of that growth. Strong bulk annuity demand is increasing competition for liabilities, while funded reinsurance brings greater scrutiny of counterparty, concentration and recapture risk.
- Capital strategy is becoming a source of competitive differentiation. Solvency UK, reinsurance and alternative structures are widening insurers' options, while increasing the importance of understanding where risk ultimately resides.
- AI has moved from innovation agenda to economic test. Boards and investors increasingly expect evidence of returns, while AI begins to challenge established economics across underwriting, claims and distribution – making business model choices as important as technology choices.
- The regulatory direction is more explicitly pro-growth, but not necessarily less demanding. Simplification and competitiveness sit alongside continued scrutiny of customer outcomes, operational resilience, governance and accountability.
- Geopolitical, cyber and technology risks are increasingly interconnected. Insurers are shifting from managing individual risks towards understanding their correlations across underwriting, investments and operations, placing greater emphasis on resilience rather than prediction.
- The boundaries of insurability are becoming a strategic issue. Climate, cyber and geopolitical risks are increasing demand for protection while some exposures become harder to model and price, making protection gaps both a growth opportunity and a test of the industry's relevance.
- Insurers are being asked to play a broader role in UK growth and resilience. The Government's focus on infrastructure, regional investment and greater devolution reinforces the opportunity for long-term insurance capital, while increasing scrutiny of how the sector deploys capital and demonstrates its value.

Key Boardroom Themes

- Board agendas are becoming increasingly crowded. AI, cyber, geopolitics and operational resilience now sit alongside strategy, capital, succession and performance. Boards are becoming more disciplined about what requires full-board attention, what belongs in committees and how to protect time for strategic discussion.
- Demand continues for commercially experienced directors, but breadth and judgement increasingly matter alongside specialist expertise. Former CEOs and CFOs remain attractive, but the strongest candidates are increasingly "utility players" – directors with depth in a particular area alongside the range and experience to contribute across a much broader agenda.
- AI fluency is becoming an expectation of the whole board rather than a specialist seat. Directors need sufficient understanding to challenge management on value, adoption and risk, while recognising that rapidly evolving technical expertise can also be accessed outside the boardroom.
- Boards are increasingly considering risks in combination rather than isolation. The interaction between geopolitical, cyber, technology, operational and financial risks is placing greater emphasis on understanding the connections between risks, alongside resilience, scenario planning and management preparedness.
- Succession planning is becoming more continuous and strategy led. Boards are looking earlier and further below the C-suite, while maintaining external market visibility. As business models and leadership requirements evolve, the focus is shifting from identifying replacements for today's roles towards developing the leaders the business will need next.
- The skills matrix is becoming a more dynamic tool. As requirements change faster than normal board rotation cycles, boards are asking not simply whether a capability is represented, but whether experience remains current and relevant to where the business is going.
- Underwriting and capital discipline are increasingly boardroom cultural questions. As competition intensifies, boards need to understand whether incentives, growth ambitions and management behaviours remain aligned with risk appetite – particularly after a period of strong performance.
- Regulatory engagement increasingly tests judgement and evidence of effective challenge rather than technical compliance alone. This increases the value of directors who can operate confidently in ambiguity while maintaining constructive independence from management.
- Board effectiveness is increasingly about capacity as well as composition. Sharper papers, more purposeful use of committees and greater engagement between meetings are helping boards preserve sufficient time for strategy and long-term value creation.



Public Control and Patient Capital: Insurance in Burnham's New Political Economy

A year ago, the danger was policy paralysis. Today, Britain has a Prime Minister promising a decisive break with the economic settlement of the past four decades.

Andy Burnham's arrival in Downing Street is potentially more than another change of personnel. In his first speech as Prime Minister, he promised *"a new political model and a new economic model"*, arguing that Britain had centralised political power, privatised economic power and left too many places in decline.[1] His answer is stronger public control of life's essentials and a major transfer of power out of Westminster.

For insurance boards, the easy response would be to hear "public control" and assume a retreat from private capital. That would be a mistake. Water networks, energy infrastructure, transport systems and housing require precisely the patient, long-dated capital that life and annuity businesses can provide.

The numbers make the point. UK annuity providers invested £22.8 billion in productive assets during 2024 and 2025. Of that, £9 billion went into real estate, £5.3 billion went into utilities, including energy and water, and £1.8 billion went into transport, storage and construction. In 2024, 63% of the sector's £317 billion of annuity assets was held in the UK.[2] That is a substantial pool of national economic capacity and its allocation already resembles a map of Burnham's priorities.

The Haweswater Aqueduct Resilience Programme shows how this can work. Insurers have helped finance a roughly £3 billion upgrade, securing water supplies for around 2.5 million people in North West England. The purpose is public; the finance is private and long term. The board-level questions are practical: who sets the outcomes, who carries the risk and is the revenue framework durable enough to support investment over decades?

That matters because "public control" is not a single model. It can mean outright ownership, a municipal enterprise, a public development corporation, tighter regulation, a concession, a joint venture or a public body working with private providers. The Government's new taskforce is examining housing, water, energy and transport, alongside reforms to make them more affordable and accountable.[3] The proposed Great British Grid suggests a mixed approach: a publicly owned participant working with private companies to speed up connections, rather than shutting institutional capital out.[4]

For insurers, that opens a sizeable commercial opportunity. Publicly sponsored housing, grid upgrades, renewable generation, water resilience and regional transport can produce cashflows suited to long-dated liabilities. Solvency UK has widened the scope for productive investment. Firms that build origination and partnership capabilities early may secure pipeline access and influence investable terms.

Opportunity, however, is not obligation and patient capital is not captive capital. Boards should ask where the firm has a genuine edge, whether returns justify complexity and which risks cannot be priced or controlled. Credible counterparties, sensible risk allocation, robust covenants and predictable regulation remain essential.

This is where affordability becomes the test. Price caps, rent controls, fare policy and changes to regulated returns may be politically understandable, but they can quickly alter an asset's economics. The ABI's latest update makes the point plainly; long-term capital depends on clear policy direction, consistent regulation and confidence that the assumptions underpinning an investment will not later be undermined.[5]

1. Andy Burnham's first speech as Prime Minister: 20 July 2026 - GOV.UK
2. update-on-a-100-billion-investment-pledge-final-sep-2026-cmu2e21pf00h3g9mp9ju9hftc.pdf
3. Prime Minister puts public control, community regeneration and cost-of-living at the heart of plans to 'rewire Britain' - GOV.UK
4. Burnham promises to roll back privatisation with government-backed grid plan | Andy Burnham | The Guardian
5. update-on-a-100-billion-investment-pledge-final-sep-2026-cmu2e21pf00h3g9mp9ju9hftc.pdf

Devolution changes the conversation again. Burnham's programme envisages a major transfer of powers and resources to mayors and local leaders, including greater control over transport, housing, local energy, innovation and skills. Mayors are also due to retain more locally generated revenues, beginning with business rates and, subject to the fiscal roadmap, a share of income tax.[6] In other words, projects will increasingly reach the market through regional institutions, not only Whitehall.

That creates both upside and friction. Metro mayors and strategic authorities will increasingly originate projects, assemble land and shape procurement. Early engagement may allow insurers to influence scale, revenue mechanisms and risk allocation before terms are fixed. The risk is a fragmented landscape, with uneven capacity, governance, credit quality and political priorities.

This is not only an asset-side issue. Regional investment may expand demand for cover across construction, property, transport, climate resilience and public-sector liability. It may also create concentration risk, claims volatility and political pressure on pricing or claims practices. Boards need a joined-up view across investment, underwriting, capital and reputation. The key question is which markets will grow, which margins may be compressed and where the firm can shape an investable outcome.



For insurance boards, the message to management is clear:

- Require a prioritised opportunity map: where the firm has an advantage, expected risk-adjusted returns and the capabilities needed to compete.
- Define the red lines and stress-test affordability interventions, regulated returns, procurement conditions, counterparty weakness and retrospective policy change.
- Build relationships beyond Whitehall. Metro mayors, combined authorities and public development bodies are becoming material commercial stakeholders.
- Join up investment and underwriting. Show the board combined exposures, capital consumption and risk appetite under different policy and regional scenarios.
- Track delivery: pipeline conversion, deployment pace, risk-adjusted return and evidence of policyholder and public value.

The political bargain is changing. Government will demand greater affordability, accountability and visible local benefit. Insurers will require investable projects and rules capable of surviving electoral cycles. The commercial prize will go to firms that can turn those demands into durable structures.

Boards should give executives a clear mandate: engage early, compete selectively, build the capabilities to originate and structure opportunities, and walk away when the economics do not work. Those that retreat into a sterile argument between public and private may find the market designed without them. Those that chase political fashion without investment discipline will put policyholders at risk. The winners will support public purpose while insisting on investable reality.



Matthew Grainger
Managing Director
Strategy and Communications

6. Rewiring the State – Cabinet Statement (HTML) - GOV.UK

Graphics, Trends and Analysis

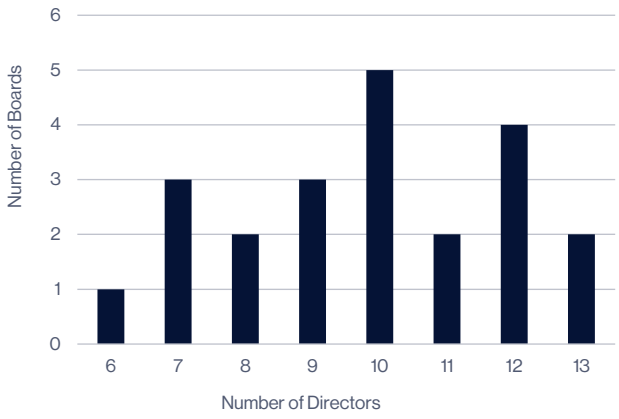
These tables summarise the composition of this selection of UK insurance boards.

The analysis is based on 216 directors on the boards of these 22 insurance companies. They form the basis for the analysis below based on data as of the start of November 2026.

Highlights:

- A total of 27 new directors have been appointed to the 22 boards in the past 12 months. There were five Executive Director (ED) appointments and 22 Non-Executive Director (NED) appointments. This compares with 28 new appointments (nine ED and 19 NED) in the last report.
- 46% of these new appointments were female (12), which is greater than the overall proportion of females (40%).
- 19% of new appointments were non-British (five), which is lower than the overall proportion (29%).
- Of the 22 new appointments to NED positions, nine (43%) of these directors were female. Of the five appointments to ED positions, three (60%) were female.

Board Size



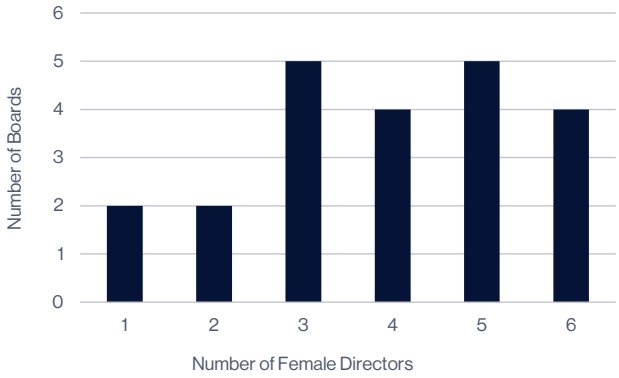
- The average (mean) board size is 9.8 directors (slightly down from 10.2 for the last report, and 10.4 from 2024), ranging from six for Unum UK to 13 for Aviva and BUPA.

Gender – By Role



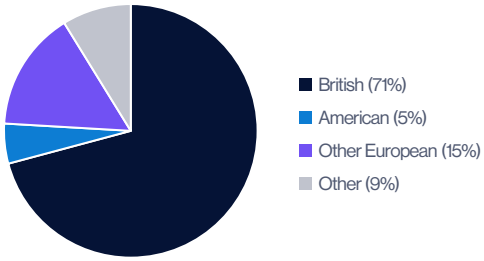
- 40% of directors are female. This compares to 39% in the 2024 report and 38% in last year's report, driven by the higher number of new female appointments. For the first time, this equals the FTSE Women Leaders target of 40% representation by 2025.
- 24% of the 53 EDs are female (22% of the CEOs, 19% of the CFOs, 33% of the other executives). 50% of the NEDs are female.

Gender – Directors



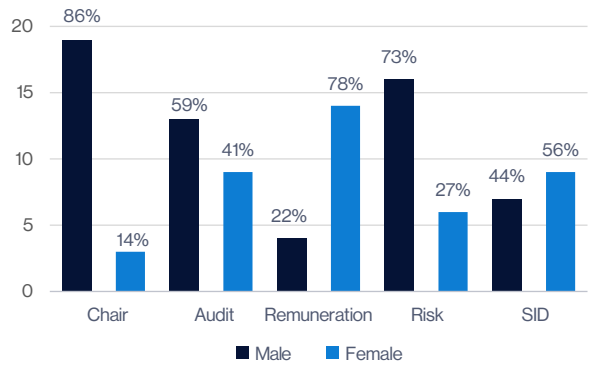
- Most insurers (82%) have at least three female directors. Admiral, Aviva, Hiscox have the most female directors (six), followed by Legal & General, Standard Life, Aon UK, Canada Life UK, Royal London and Lancashire (five).
- There are two insurers with two female directors (AIG UK and Allianz UK) and two insurers with one female director (LV= and Unum UK). All boards include at least one female director.
- Notably, the proportion of women on listed insurance boards (46%) is greater than UK Subsidiary Insurance Boards (35%) and Life/Health Insurance Boards (36%).

Nationality



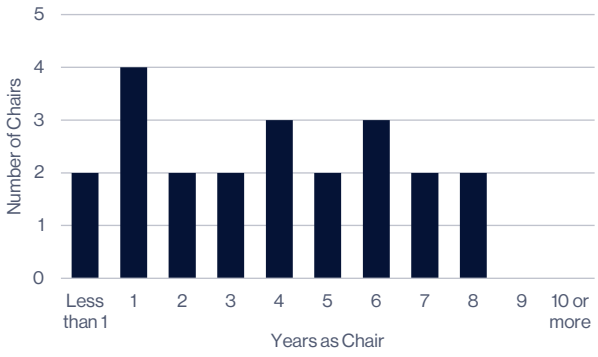
- 71% of directors are British, 29% other nationalities. 5% are American (11), 15% other European nationalities and 9% other nationalities. The top other European nationalities are Irish (15), Belgian (four), Italian (four), French (four) and German (two). The top other nationalities are Canadian (nine), Australian (three), Indian (two) and Japanese (two).
- The proportion of non-British directors has decreased slightly from 31% last year. This is partly because the two new companies had fewer non-British directors (two) than the two companies no longer included in the report (nine), and partly because 32% (eight) of the departing directors were non-British.
- The proportion of non-British directors is highest on listed insurance boards (37%), compared with subsidiary insurance boards (26%) and life/health insurance boards (22%).

Gender – Board and Committee Chairs



- The role with the highest proportion of female directors is remuneration chair (78%) followed by SID (56%). This compares to 41% of audit chairs, 27% risk chairs and 14% of chairs.

Chair Tenure



- The chairs have been in position for an average (mean) of four years. No chairs have been on their board for nine or more years.
- The Chair of Standard Life has the longest tenure at eight years, excluding a 15-month absence from September 2022 to December 2023, when he served as the 694th Lord Mayor of London. The chairs of Legal & General and Scottish Widows have been in their positions for less than 12 months.

Table 1

Listed Insurance Boards

Key: Male | Female | Year of Joining Board | Nationality | Business Background

	ADMIRAL GROUP PLC	AVIVA PLC	CHESNARA PLC	HISCOX PLC	LANCASHIRE PLC	M&G PLC	LEGAL & GENERAL PLC	STANDARD LIFE PLC
CHAIR	**Mike Rogers** (Governance & Nomination Chair) **2023 | British** Life & General Insurance/ Retail Banking	**George Culmer** (Nomination & Governance Chair) **2019 | British** Banking/ Insurance/ Financial Services	**Luke Savage** **2020 | British** Banking/ Financial Services	**Peter Clarke** (Nomination & Governance Chair) **2025 | British** Financial Services/ Asset Management	**Phillip Broadley** (Nomination, Governance & Sustainability Chair) **2023 | British** Finance/Audit	**Sir Edward Braham** (Nomination & Governance Chair) **2022 | British** Legal Services/Corporate Law/Financial Services	**Scott Wheway** (Nomination & Governance Chair) **2026 | British** Financial Services/ Retail	****Sir Nicholas Lyons** (Nomination Chair) **2018 | Irish** Financial Services/ Insurance/Investment Banking/M&A
NED	**Andy Crossley** (SID & Risk Chair) **2018 | British** General Insurance/ Retail Banking (FCA)	**Patrick Flynn** (SID & Audit Chair) **2019 | Irish** Banking/Insurance/ Financial Services	**Carol Hagh** (SID & Nomination & Governance Chair) **2022 | British, American** Customer Strategy/ Insurance	**Jane Guyett CBE** (SID & Remuneration Chair) **2024 | British** Investment Banking	**Irene McDermott Brown** (SID & Remuneration Chair) **2021 | British** Human Resources	**Clare Chapman** (SID & Remuneration Chair) **2021 | British** Telecommunication/ Retail/Public Sector	**Henrietta Baldock** (SID) **2018 | British** Investment Banking	**Katie Murray** (SID & Audit Chair) **2022 | British** Financial Services/ Banking/Insurance/ Accounting & Finance
NED	**Karen Green** (Remuneration Chair) **2018 | British** General (Re)insurance/ Corporate Finance/ M&A/Private Equity/ Investment Banking	**Andrea Blance** (Risk Chair) **2022 | British** Financial Services/ Insurance/ Risk Management	**Eamonn Flanagan** (Remuneration Chair) **2020 | British** Investment Banking	**Donna DeMaio** (Audit Chair) **2022 | American** Life & General Insurance/Banking/ Audit (AICPA)	**Nathalie Rachou** (Investment Chair) **2024 | French** Asset Management/ Commercial/ Finance	**Clive Adamson** (Risk Chair) **2019 | British** Financial Regulation/ Asset Management/Retail Banking	**George Lewis** (Risk Chair) **2018 | Canadian** Financial Services/ Asset & Wealth Management	**Karin Cook** (Sustainability Chair) **2025 | British** Retail & Investment Banking/ Wealth Management
NED	**Fiona Muldoon** (Audit Chair) **2023 | Irish** Life & General Insurance/Regulator (FCA)	**Shonaid Jemmett-Page** (Customer & Sustainability Chair) **2021 | British** Financial Services/ Sustainability/ Digital	**Gail Tucker** (Audit & Risk Chair) **2025 | British** Financial Services/ Insurance Accounting	**Michael Goodwin** (Risk Chair) **2017 | Australian** General Insurance (IAA)	**Sally Williams** (Audit Chair) **2019 | British** Financial Services/ Risk Management/ Audit	**Paul Evans** (Audit Chair) **2024 | British** Life, General & Health Insurance (IFoA)	**Tushar Morzaria** (Audit Chair) **2022 | British** Investment & Commercial Banking (ACA)	**Sherry Coutu CBE** (Remuneration Chair) **2025 | Canadian** Technology/Investment/ Digital/Financial Services
NED	**Paola Bonomo** **2025 | Italian** E-commerce/ Telecommunications/ Marketing	**Pippa Lambert** (Remuneration Chair) **2021 | British** Banking/Human Resources/Reward	**Sam Tymms** **2025 | British** Financial Services/ Commercial Finance	**Constantinos Miranthis** (Investment Chair) **2017 | British** Reinsurance/ General Insurance/ Actuarial	**Bob Cox** **2025 | British** Insurance	**Dev Sanyal** **2022 | Indian, British** Energy/Energy Trading/Asset Management	**Laura Wade-Gery** (Remuneration & Enterprise Transformation Chair) **2022 | British** Retail/Digital	**Mark Gregory** (Risk Chair) **2023 | British** Life Insurance/Asset Management/ Retail (ACA)
NED	**Evelyn Bourke** **2021 | Irish, British** Life Insurance/Healthcare (IFoA)	**Cheryl Agius** **2024 | Irish** Actuarial/Insurance/ Asset Management/ Financial Services		**Lynne Biggar** **2025 | American** Payments/Marketing/ Media/Technology	**John 'Jack' Gressier** **2022 | British** Insurance/Intelligence	**Hitoshi Yamaguchi** **2026 | Japanese** Human Resources/Life Insurance/ Corporate Management	**Clare Bousfield** **2024 | British** Life Assurance/ Retail/Financial Services	**Eleanor Bucks** **2023 | British** Life & General Insurance (IFoA)
NED	**Mike Brierley** **2018 | British** Retail Banking (FCA)	**Ian Clark** **2024 | British** Consultancy/Insurance/ Financial Services		**Beth Boucher** **2023 | American** Technology/Cyber Security/General Insurance/Consulting	**Bryan Joseph** **2023 | British, Trinidadian** Insurance/(Re)insurance	**Lady Elisabeth Stheeman** **2024 | British, German** Real Estate Investment/ Investment Trusts/Asset Management	**Kirsty Cooper CBE** **2026 | British** General Insurance/ Legal/Reward & People	**¶ Hiroyuki Iioka** **2020 | Japanese** General Insurance/M&A/ Asset & Risk Management
NED	**Jayaprakasa (JP) Rangaswami** **2020 | British** Investment Banking/ Telecommunications/ Technology	**Mohit Joshi** **2020 | British, Indian** Technology/Digital/ Banking/Financial Services		**June Yee Felix** **2025 | American** Retail & Commercial Banking/Payments/ Fintech	**Linda Ventresca** **2024 | British** Insurance/Strategy/ Digital Operations	***Massimo Tosato** **2020 | Italian** Asset Management/ Investment Banking/ Wealth Management	**Carolyn Johnson** **2022 | American** Life Insurance	**Dr. Maggie Semple OBE** **2022 | British** Government/ Organisational Transformation/ Consultancy/Education
NED	**Bill Roberts** **2021 | American** General Insurance	**Jim McConville** **2020 | British** Insurance/Banking/ Financial Services		**Thomas Huerlimann** **2017 | Swiss** Banking/General (Re)insurance			**Mark Jordy** **2025 | American** Investment Management/ Asset Management	
NED	**Carlos Selonke** **2025 | American** Information Technology	**Michael Mire** **2013 | British** Consultancy/ Financial Services					**Nilufer Kheraj OBE** **2021 | British** Legal	
NED		**(Thomas) Neil Morrison** **2024 | Canadian** Insurance/ Insurance Broking						
ED - CEO	**Milena Mondini de Focatiis** **2021 | Italian** General Insurance/ Consultancy	**Dame Amanda Blanc** **2020 | British** Insurance/ Insurance Broking	**Steven Murray** **2021 | British** Life & General Insurance/ Wealth & Retirement/ Insurance Broking	**Aki Hussain** **2016 | British** Life & General Insurance/Banking/ Telecommunications/ Media (ACA)	**Alex Maloney** (Underwriting & Risk Chair) **2010 | British** Insurance	**Andrea Rossi** **2022 | Italian** Asset Management/Life Insurance/Savings & Investments	**António Simões** **2024 | British, Portuguese** Commercial, Retail & Private Banking/ Wealth Management	**Andy Briggs MBE** **2020 | British** Life Insurance/ Pensions & Retirement/ M&A (FIA)
ED - CFO	**Rachel Lewis** **2026 | British** General (Re)insurance/ Corporate Finance/ Actuarial (ACA)	**Charlotte Jones** **2022 | British** Insurance/Banking/Asset Management (ACA)	**Tom Howard** **2024 | Irish** Asset Management/ M&A/ Financial Services (IFoA)	**Paul Cooper** **2022 | British** Life, Specialty & General Insurance/ Professional Services (ACA)	**Natalie Kershaw** **2020 | British** (Re)insurance/ Accounting (ACA)	**Kathryn McLeland** **2022 | British** Banking/Corporate Finance/Investment Banking (FCA)	**Andrew Kail** **2025 | British** Financial Services/Wealth Management/Banking/ Insurance (ACA)	**Nic Nicandrou** **2024 | British** Life Insurance/ Financial Services/ Finance & Accounting (ACA)
ED - CUO				**Joanne Musselle** **2020 | British** General Insurance	**Paul Gregory** **2024 | British** Insurance			

NOTE:

* Massimo Tosato is a Group NED.

** Sir Nicholas Lyons was first appointed to the Board on 31 October 2018 as an independent Non-Executive Director. He subsequently stepped down from the Board on 1 September 2022 when he took up his role as Lord Mayor of the City of London. After completing that term, he rejoined the Board on 1 December 2023 and later became Chair of the Board on 1 December 2024.

¶ Hiroyuki Iioka is a shareholder nominated director.

Table 2

Subsidiary Insurance Boards

Key: Male | Female | Year of Joining Board | Nationality | Business Background

	ageas	AIG	Allianz	AON	AXA	intact	Marsh
	AGEAS	AIG	ALLIANZ	AON	AXA	INTACT	MARSH
CHAIR	**Alison Platt** **2022 | British** Financial Services/ Health Insurance/Real Estate	**Patrick Snowball** (Remuneration Chair) **2024 | British** Life & General Insurance/ Financial Services	**Paul Evans** **2021 | British** Life, Health & General Insurance/ Professional Services (FCA)	**Mark Winlow** (Nomination & Governance Chair) **2024 | British** Consulting/ General Insurance/ Retail Banking	**Mark Pain** (Nomination Chair) **2018 | British** Retail Banking/ Financial Services/ Real Estate	**Mark Hodges** **2021 | British** General, Life, Savings & Pensions Insurance/ Energy/ Broking	**Nigel Hinshelwood** (Remuneration & Nomination Chair) **2025 | British** Life Insurance/ Investment Banking
NED	**Annette Andrews** (Remuneration Chair) **2026 | British** Human Resources/ People/Remuneration	**David Smith** (SID & Risk Chair) **2020 | British** General Insurance	**Dr. Teresa Robson-Capps** (SID & Customer & Conduct Chair) **2022 | British** Retail/General Insurance/ Telecommunications/Banking	**Iraj Amiri** (SID & Audit Chair) **2021 | British** Professional Services/Assurance/ Regulation	**Debra Davies** (SID & Remuneration Chair) **2018 | British** Financial Services/ Banking/ Technology/ Transformation	**Rosie Harris** (Risk Chair) **2023 | British** Life & General Insurance (ACA)	**Alexa Coates** (Audit Chair) **2020 | British** Life Insurance/ Commercial Banking (ACA)
NED	**Jeremy Haynes** (Audit Chair) **2019 | British** General Insurance/ Consultancy	**Penny Shaw** (Underwriting & Reserving Chair) **2020 | British** (Re)insurance (IFoA)	**Oliver Corbett** (Remuneration Chair & Audit Chair) **2023 | British** Specialty Insurance/Insurance Broking/Banking/Accounting (FCA)	**Lucinda Charles-Jones** (Remuneration Chair) **2025 | British** Retail & Commercial Banking/ General Insurance/Entertainment	**Rob Becker** (Investment & Risk Chair) **2019 | Dutch** Insurance/Financial Services/ Healthcare/Consultancy	**Susan McInnes** (Governance & Conduct & Remuneration Chair) **2022 | British** Life & Pensions Insurance	**David Weymouth** (Risk Chair) **2022 | British** General Insurance/ Consultancy/Banking
NED	**Richard Jackson** (Risk Chair) **2021 | British** Commercial Banking/ General Insurance	**Jane Leach** (Audit Chair) **2025 | British** Banking/ Risk & Regulatory Advisory	**Catherine Guthrie** (Compensation & Nomination Chair) **2025 | British** Financial Services/ People Strategy/Culture	**Kirsty Cooper CBE** (Risk & Compliance Chair) **2024 | British** General Insurance/ Legal/Reward & People	**Kari Hale** (Audit Chair) **2021 | British** Professional Services/Audit (ACA)	**Andy Parsons** (Audit Chair) **2021 | British** Life & General Insurance (ACA)	**Diana Brightmore-Armour** **2024 | British** FMCG/Corporate Banking/ Government
NED	***Ben Coumans** **2024 | Belgian** General Insurance/Investment & Retail Banking		**Jose Vazquez** (Risk Chair) **2022 | British** General Insurance/Banking (IFoA)	**Carole Judd** **2023 | British** Asset Management/Investment Consultancy	**Nicolas Leclercq** **2024 | French** General Insurance/ Consultancy	**Sally Bridgeland** **2021 | British** Pensions/Investment Management/Consultancy (IFoA)	
NED	****Hans De Cuyper** **2021 | Belgian** Life & General Insurance		**†Chris Townsend** **2021 | British** Life & General Insurance		**Cheryl Millington** **2021 | British** Commercial Banking/Digital/ Consumer/Energy	**¶ Mathieu Lamy** **2023 | Canadian** General Insurance (FCAS)	
NED	*****Bart De Smet** **2021 | Belgian** Life & Health Insurance/Banking					**ΔLouis Marcotte** **2022 | Canadian** General Insurance/ Environmental Services	
NED	**Jane Mustoe** **2026 | British** Technology/ Digital Transformation/ Financial Services					**‡Sylvie Paquette** **2023 | Canadian** General Insurance (FCAS)	
NED	**James Turner** **2026 | British** Insurance Finance/Risk & Audit/ Regulatory (FCA)						
NED	**Tara Waite** **2019 | Irish** Consultancy/Digital Banking/ General Insurance/Regulatory						
ED - CEO	**Ant Middle** **2019 | British** Life, Health & General Insurance	******Jon Hancock** (International General Insurance) **2020 | British** General Insurance	**Colm Holmes** **2022 | Irish** General Insurance/Investment Banking	**Helene Madell** (GBC CEO) **2026 | British** Insurance Broking/ Commercial Risk	**Tara Foley** **2020 | Irish** Life & General Insurance/ Banking	**Ken Norgrove** **2022 | Irish** General Insurance	**James Addington-Smith** **2026 | British** Insurance Broking
ED - CEO				**Tracy-Lee Kus** (Co-CEO EMEA) **2026 | British** Insurance Broking/ Commercial Risk			
ED - CEO		**Chris Rash** **2025 | British** General Insurance/ Finance					
ED - CFO	**Alistair Smith** **2026 | British, French** Finance/ M&A/Corporate Strategy (ACA)	**Naval Kapoor** **2023 | British** Life & General Insurance/ Accountant (ACA)	**Dr. Michael Ruf** **2025 | German** Corporate Finance/ Planning/Accounting	**Steven King** **2024 | British** Insurance Broking/ Corporate Finance/ Accounting	**Henri de la Serve** **2025 | French** Life & General Insurance/ Finance/M&A	**Karim Hirji** **2025 | Canadian** General Insurance/ Corporate Venture Capital/ InsurTech	**Mark Chessher** **2011 | British** General Insurance/ Insurance Broking (FCA)
ED - COO				**Neil Davies** **2025 | British** Life & General Insurance/Banking/ Advisory			**Catherine Read** **2022 | British** Professional Services/ Life Insurance
ED							**Paul Moody** **2019 | British** Insurance Broking
ED							**Dominic Samengo-Turner** **2021 | British** (Re)insurance Broking

NOTE:

* Ben Coumans is a Group NED. ** Hans De Cuyper is a Group NED. *** Bart De Smet is a Group NED. **** Jon Hancock is retiring at the end of 2026. † Chris Townsend is a Group NED. ¶ Mathieu Lamy is a Group NED. Δ Louis Marcotte is a Group NED.

‡ Sylvie Paquette is a Group INED. Andrew Laing, CEO of Aon Reinsurance Solutions UK and Executive Director of Aon UK, sadly passed away in October 2026.

Table 3

Life/Health Insurance Boards

Key: Male | Female | Year of Joining Board | Nationality | Business Background

	BUPA	CANADA LIFE	LV=	ROYAL LONDON	SCOTTISH WIDOWS	UNUM	VITALITY †
CHAIR	**Don Robert CBE** (Nomination & Governance Chair) **2025 | British, American** Information Services/Data Analytics	**Andy Watson** **2020 | British** General Insurance (IFoA)	**Simon Moore** **2022 | British** Insurance/Corporate Banking/Internal Audit	**Isabel Hudson** (Nomination & Governance Chair) **2025 | British** Life & Pensions Insurance/Regulation	**Danuta Gray** **2026 | British** Financial Services/ Telecommunications	**Nick Poyntz-Wright** (Nomination Chair) **2019 | British** Life Insurance/Retail Financial Services (IFoA)	**Alastair Lyons** (Nomination Chair) **2020 | British** General Insurance/ Business Services & Outsourcing/Utilities/ Real Estate
NED	**Cath Keers** (SID & Remuneration Chair) **2019 | British** Retail/Consumer/ Digital/Technology	**Sylvia Cronin** (SID) **2019 | Irish** Life Insurance/Regulator	**David Rogers** (SID & Audit Chair) **2023 | British** Life & Pensions Insurance (SAI)	**Mark Rennison** (SID & Risk & Capital Chair) **2020 | British** Building Society/Audit (FCA)	**Dena Brumpton** (Interim SID) **2026 | British** Wealth Management/Banking/ Operations/Risk	**Sarah Davies** (Risk Chair) **2022 | British** General (Re)insurance	**Angela Darlington** (Actuarial Chair) **2020 | British** Life Insurance/Pensions (FIA, CERA)
NED	**Philip Broadley** (Audit Chair) **2026 | British** Financial Services (ACA)	**Andy Parsons** (Risk Chair) **2024 | British** Life Insurance	**Alain Kerneis** (Investment Chair) **2026 | British** Asset Management	**Jane Guyett CBE** (Remuneration Chair) **2021 | British** Investment Banking/ Finance Broking	**Matthew Cuhls** (Risk Chair) **2024 | British** Life (Re)insurance (ACA)	**Jon Dye** (Remuneration Chair) **2023 | British** General Insurance	**Penny James** (Audit Chair) **2024 | British** General & Life (Re)insurance/ Reinsurance (ACA)
NED	**Edward Giera** (Risk Chair) **2026 | American** Banking/Pensions/Capital Advisory	**John Perks** (Audit Chair) **2026 | British** Life & Pensions Insurance (IFoA)	**Susan McInnes** (Remuneration & Nomination Chair) **2020 | British** Life & Pensions Insurance	**Eithne McManus** (With-Profits Chair) **2023 | Irish** Life & Pensions Insurance (IFoA)	**Gayle Schumacher** (Investment Chair) **2019 | British** Investment/Banking/ Fund Management	**Stuart Vann** (Audit Chair) **2021 | British** General Insurance	**Rosanne Murison** (Risk Chair) **2023 | British** General Insurance/ Financial Advice & Wealth/ Retail & Consumer Goods
NED	**Professor Bruno Holthof** (Clinical Governance & Oversight Chair) **2026 | Belgian** Healthcare	**Sally Dewar** **2026 | British** Financial Services Regulatory/Governance/ Risk Management (ACA)	**Jonathan Pears** (Risk Chair) **2026 | British** Life & Pensions Insurance/Financial Services	**Nicky Richards** (Investment Chair) **2023 | British** Asset Management	**Mary Trussell** (Audit Chair) **2025 | British** Life & Pensions & General Insurance/Audit/ Consultancy (FCA)		**Adam Banks** **2026 | British** Technology/Advisory
NED	**Simon Blair** **2024 | New Zealander** Healthcare/Health Insurance/Banking	***David Harney** **2020 | Irish** Life & Health Insurance (SAI)		**Gregor Stewart** (Audit Chair) **2025 | British** Life & General Insurance/Audit & Advisory (ICAS)	**¶ William Chalmers** **2019 | British** Banking		**Joanne Kenrick** **2023 | British** Health Insurance/Building Societies/Real Estate/Utilities
NED	**Annette Court** **2026 | British** General Insurance	****Jake Lawrence** **2024 | Canadian** Banking/Capital Markets/Asset Management		**Michelle Cracknell CBE** **2026 | British** Financial Services/Pensions/ Retirement	**Paul McNamara** **2024 | Irish** Management Consulting/ Investment & Asset Management (IFoA)		
NED	**Paul Evans** **2018 | British** Life, Health & General Insurance/Professional Services (FCA)	**Susan McArthur** **2017 | Canadian** Investment Banking/ Private Equity		**Simon McNamara** **2026 | British** Technology/Banking			
NED	**Tony Johnson** **2026 | Australian** Financial Services/ Professional Services (CA ANZ)	***Lindsey Rix-Broom** **2022 | British** General & Life Insurance/ Corporate Banking/Wealth Management		**Pars Purewal** **2023 | British** Asset Management/ Consultancy (ACA)			
NED	**Michael Hawker AM** **2019 | Australian** General Insurance/ Banking						
NED	**Gill Whitehead OBE** **2026 | British** Technology/Media						
ED - CEO	**Iñaki Ereño** **2021 | Spanish** Health Insurance/ Telecommunications/ Retail	**Emma Watkins** **2025 | British** Life & Pensions Insurance/Consultancy	**David Hynam** **2022 | British** Banking/Life, Health & General Insurance	**Barry O'Dwyer** **2020 | Irish** Life & Pensions Insurance/Asset Management (IFoA)	**Chirantan Barua** **2023 | British** Banking/Management Consulting	**Mark Till** **2021 | British** Life Insurance/Banking	**Neville Koopowitz** **2019 | South African** Life & Health Insurance
ED - CRO							**‡Justin Skinner** **2021 | British** Life & Health Insurance (IFoA)
ED - CFO	**James Lenton** **2021 | British** Real Estate/General Insurance/M&A & External Audit (ACA)		**Stephen Percival** **2023 | British** Life Insurance	*****Daniel Cazeaux** **2020 | British** Professional Services/ Audit (ACA)	**Shingirai (Teddy) Nyahasha** **2024 | British** Life & General Insurance/ Pensions/Investments (FCA)	**Jon Fletcher** **2017 | British** Life Insurance/ Professional Services	**Adam Murphy** **2025 | British** Life & General Insurance/ Audit (ACA)
ED							**Justin Taurog** **2021 | British** Life Insurance/ Investment & Savings Platforms

NOTE:

* David Harney is a Group NED.

** Jake Lawrence is a Group NED.

*** Lindsey Rix-Broom is a Group NED.

**** Daniel Cazeaux has been appointed Interim Chief Executive Officer of Royal London Asset Management.

¶ William Chalmers is a Group NED.

† We have presented the composition of the Vitality Life Board.

‡ Justin Skinner is retiring on 1st November 2026.

The Second Crisis: Governing for Resilience When Risks Collide

The world is volatile and crises are increasingly complex and interconnected. Organisations are managing several kinds of pressure at once, with each capable of making the others harder to contain.

"Interconnected risk" has become a familiar phrase, but in boardroom terms it means something simple: problems do not stay in their lane. The crisis that ultimately does the most damage may not be the one an organisation first prepared for. It may be the one taking shape at the edge of the response while senior attention is absorbed elsewhere.

The first crisis is usually easy to identify: a storm, cyberattack, geopolitical shock or operational failure. It is the second crisis we need to understand better.

The first crisis may be beyond our control, but the second crisis often is not. It emerges when issues collide, pressure builds and the response itself creates new problems.

Decisions made in those critical moments determine whether a crisis is contained or allowed to gather momentum. While the initial event may be unavoidable, the second crisis is often driven by something more preventable: inadequate preparation, poor judgement or human error in the response.

The event is only the start

A geopolitical event thousands of miles away can quickly affect sanctions exposure, commercial relationships, supply chains and employee safety. A third-party outage becomes the insurer's problem the moment policyholders can no longer get help.

The initial event sets the consequences in motion but rarely determines where they will end.

Organisations have traditionally prepared for crises as isolated incidents. In today's environment, that is no longer enough. Resilience depends not only on responding to the immediate event, but on recognising the threats beginning to form around it.

Trust moves faster than the facts

MI5 Director General Sir Ken McCallum's 2026 threat update put resilience at the centre of the national security debate, focusing not only on spectacular attacks, but also on quieter forms of disruption affecting the systems and information on which everyday life depends.

The corporate parallel is clear. Resilience is not a specialist capability that can simply be switched on in an emergency. It is a test of how the whole organisation behaves when facts are incomplete, responsibilities overlap and pressure is rising.

A lack of trust makes that harder. Research led by Dame Sara Khan, a leading expert and policy specialist on counter-extremism, societal resilience and human rights, has highlighted declining institutional confidence in the UK alongside greater polarisation and exposure to conspiratorial narratives.[7] For companies, the implication is practical: establishing the facts may no longer be enough if customers, employees or the public have already decided they do not trust the organisation providing them.

That is why both silence and premature certainty can be dangerous. Say too little and others will fill the gap. Say too much, too early and subsequent facts may make the organisation appear evasive or over-confident.

The strongest crisis responses are candid about what is known, what remains uncertain and what will happen next. They communicate before every detail is available without pretending to have answers that do not yet exist.

7. The Khan Review: Threats to Social Cohesion and Democratic Resilience - GOV.UK

Litigation gives the issue a longer life

Litigation is another way in which a crisis can outlive its original cause. Collective and group actions can turn an issue affecting a small number of customers into a much larger exposure, while technology raises the stakes further: an error in an automated claims rule, model or workflow can be repeated at scale.

What might once have been an isolated mistake can therefore become a portfolio-wide problem.

The courtroom is no longer the only arena. Well-funded claims may be accompanied by media, political or investor campaigns intended to shape the environment around a case. Legal merit still matters, but so do public confidence and commercial pressure.

That is why legal and communications strategies cannot sensibly be developed on separate tracks. A legally defensible position may still prove difficult to sustain if it is poorly explained, inconsistently applied or out of step with what customers believe is fair.

The question is what comes next

No board can predict every event, nor should it try. A more useful test is whether the organisation can absorb an unexpected shock, and the aftershocks that follow, without losing sight of what is beginning to build around it.

When a red flag appears, the question is not only how serious the immediate threat is, but what else it could set in motion.

The first crisis is the event everyone can see. The second is what can gather while the organisation is busy dealing with it.

It will not always be avoidable and it will not always be self-inflicted, but organisations that continue to look beyond the immediate response are far less likely to be surprised by where the consequences travel next.



Louise Male
Head of Political, Crisis and Litigation
Strategy & Communications



Beyond the Breach: The Evolving Cyber Agenda for Insurance

Insurers carry cyber risk twice: through the resilience of their own organisations and through the risks they insure. The more important question, however, is what happens after the first system fails, a dataset is compromised or a claim arrives. A cyber incident rarely remains a cyber incident. It moves and where it moves depends on the insurance business.

Cyber Risk Across the Insurance Lifecycle

Cyber risk can enter the insurance lifecycle from different directions. For insurers and intermediaries managing legacy systems, portfolios in run-off or transactions, the exposure often sits within the organisation itself. Ageing platforms may still hold sensitive data, support critical services and depend on third parties, even where the underlying business is mature or being transferred. A technology failure or cyber incident can therefore move quickly beyond IT. It can affect the ability to service policies and claims, protect customer data, meet regulatory obligations or complete a transaction.

The question for boards is not simply whether systems can be recovered, but whether the organisation understands the technology and data dependencies that could prevent the business from operating or meeting its obligations.

For carriers, brokers and businesses closer to underwriting and claims, cyber risk can enter from the other direction. An insured suffers an incident and presents a claim. Establishing what happened, what caused the loss and what the evidence supports is important, but an incident may also reveal a wider exposure. A cloud provider, software platform or other critical third party may be shared across multiple insured organisations. One claim can become an accumulation event, shifting the question from what happened to one insured to where else the same dependency has been insured.

These are different points in the same insurance lifecycle. At one end, the focus is technology, data and operational resilience. At the other end, the focus is claims, portfolio exposure and underwriting. Increasingly, understanding the connections between them is as important as understanding the individual risk.

The Risk Insurers Carry Twice

The two sides of cyber risk can also collide. The same technology provider could support an insurer's critical operations while also sitting inside organisations across its insured portfolio. A single event could therefore disrupt the insurer at precisely the moment it generates a surge of claims from its customers.

That creates a more challenging resilience question: **has the insurer modelled what happens when its ability to respond and its obligation to respond are stressed by the same event?** Cyber scenarios should look beyond whether a critical system can be restored and consider what happens when operational disruption, data compromise, customer communications, regulatory obligations and portfolio losses occur simultaneously.

This also changes the value of information generated by an incident. Forensic evidence can do more than establish the circumstances of an individual claim. It can reveal shared dependencies, concentrations of risk and loss drivers with implications across the portfolio. Used effectively, the experience of today's incident can strengthen tomorrow's claims decisions, underwriting and resilience.



AI Changes the Speed

AI adds another dimension but is better understood as an accelerant than as a separate risk. It can increase the speed and sophistication of attacks while also helping insurers detect threats, analyse incidents and identify common exposures more quickly. The challenge is whether resilience, governance and decision-making can keep pace.

An organisation may detect an incident quickly but still take hours to determine what to isolate, which customers to notify, whether data can be trusted or whether apparently separate claims share a common cause. The next resilience gap may therefore be **time-to-decide, not simply time-to-detect.**

For boards, this raises a broader question than simply asking whether the organisation is cyber resilient: **if a major cyber event occurred tonight, do we understand how it would travel through our operations, data, customers and, where relevant, our insured portfolio?** That should be accompanied by an understanding of which technology or data dependencies could create the greatest business impact if they failed, were compromised or could no longer be trusted – and whether those scenarios have genuinely been tested.

The real measure of cyber resilience is not simply whether technology comes back online. It is whether the business can continue to operate, trust its data and make effective decisions while an incident is unfolding.

The Teneo Approach

Cyber incidents rarely remain confined to technology. They can move rapidly into operations, data protection, regulation, claims, reputation, transactions and enterprise value. Responding effectively therefore requires the technical facts to be understood in the context of their wider business consequences.

Teneo's Cyber Advisory team combines cyber and forensic expertise with Teneo's wider financial, operational, regulatory, strategic and reputational capabilities. This allows technical and forensic findings to be considered alongside the broader questions facing management and boards as an incident develops – from critical technology and data dependencies and operational resilience, to complex claims and potential portfolio exposure.

Every incident also creates intelligence about vulnerabilities, controls, data, dependencies and loss drivers. Used effectively, those insights can strengthen resilience, inform claims and underwriting decisions and improve understanding of where cyber risk may emerge next.

Cyber incidents move. Understanding where they move next is increasingly important to understanding the risk itself.



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Senior Managing Director
Cyber Advisory



Sabika Ishaq
Director
Cyber Advisory



Michael Conway
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Lara Pace
Associate Director
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The Teneo Team

Insurance and Financial Services Board and Executive Team



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Senior Managing Director, Insurance & Head of People Advisory UK



Freddie Williams-Thomas
Senior Managing Director, Insurance



Ellie Baumber
Senior Consultant, Insurance



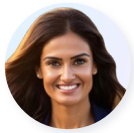
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Pete Clark
Senior Managing Director, Financial Services People Strategy



Sumrana Saleem
Managing Director, Financial Services



Daryna Chorna
Director, Financial Services

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Senior Managing Director, Board



Tom Van Rooyen
Senior Managing Director, CFO



Rosie Steele
Senior Managing Director, People Strategy



Amanda Grant
Senior Managing Director, U.S.

Wider Teneo Senior Insurance Team Members

United Kingdom



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Senior Managing Director, Financial Advisory



Matt Francis
Senior Managing Director, Financial Advisory



Barry Gale
Senior Managing Director, Financial Advisory



Simon Pilkington
Vice Chair, Strategy & Communications



Iain Dey
Senior Managing Director, Strategy & Communications



Tom Murray
Senior Managing Director, Strategy & Communications



Simon Hemsley
Managing Director, Management Consulting

Bermuda, Cayman Islands and USA



Robert Mead
Chair, Americas, Strategy & Communications



Mike Morrison
Co-Chair, International Financial Centres



Eleanor Fisher
Co-Chair, International Financial Centres



Charles Thresh
Head of Financial Advisory, Bermuda



Mark Allitt
Senior Managing Director, Financial Advisory



Matt Bosco
Senior Managing Director, Management Consulting

People Advisory

Teneo's global People Advisory team is well positioned to assess your current organisational needs and identify what and who is needed in the future to build a thriving, sustainable and diverse organisation.

We help CEOs, Boards and C-suite functions solve their most complex talent and organisational challenges, providing advisory services across Executive Search, Board Search & Effectiveness, People Strategy and Organisational Performance.

Executive Search | Board Search & Effectiveness | People Strategy | Organisational Performance

We also provide a full range of complementary advisory services across strategic communications, investor relations, financial transactions and restructuring, management consulting, physical and cyber risk, organisational design, geopolitics and government affairs, corporate governance, ESG and DE&I.

Leveraging our global network of relationships and proven track record across sectors and disciplines, our team of industry experts is ready to work with you to develop the right strategy and connect you with the best leaders to ensure that your organisational needs are met for today and well into the future.

Firm Overview

Teneo is the global CEO advisory firm. We partner with our clients globally to do great things for a better future.



5 Business Segments

50+ Markets

1,800+ People

2,000+ Clients

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Chicago
Houston
Los Angeles
Mexico City
Miami
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Birmingham
Bristol
Brussels
Cardiff
Copenhagen
Dublin
Edinburgh
Frankfurt
Glasgow
Guernsey
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Teneo
The Global CEO Advisory Firm

Teneo is the global CEO advisory firm.

We partner with our clients globally to do great things for a better future.

Drawing upon our global team and expansive network of senior advisors, we provide advisory services across our five business segments on a stand-alone or fully integrated basis to help our clients solve complex business challenges. Our clients include a significant number of the Fortune 100 and FTSE 100, as well as other corporations, financial institutions and organisations.

Our full range of advisory services includes strategic communications, investor relations, financial transactions and restructuring, management consulting, physical and cyber risk, organisational design, board and executive search, geopolitics and government affairs, corporate governance and ESG.

The firm has more than 1,800 employees located in 50+ offices around the world.

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