

# [re]IMAGINE

## The Future of Business

Join 500 of Europe's most senior executives on  
November 12-13, 2025 to re-imagine business

### Who should attend?

Practitioners across all functions, EVP, SVP, VP, Heads,  
President, or Director of Global or Regional functions and  
business units.

Note: joining this event is subject to eligibility criteria. For  
vendors and solution providers please reach out to  
[ccalinescu@tcb.org](mailto:ccalinescu@tcb.org).

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## Day 1

### Council Meetings (See Your Council Agenda)

Our European Councils will have private meetings throughout Brussels to discuss their business challenges, share potential solutions, and learn about research, economic and policy trends.

#### Council Meetings taking place on November 12

##### **Economy, Strategy & Finance**

CFO Business Unit Council  
Chief Financial Officers Council  
Chief Marketing Officers Council  
Corporate Communications Strategy Council  
Customer Value & Strategy Council  
Global Business Services Council  
Innovation Leadership Council  
Internal Communications Strategy Council  
Mergers & Acquisitions Council  
Public Affairs Executives Council  
Strategy and Transformation Council  
Tax Executives Council

##### **Governance & Sustainability**

Compliance and Ethics Council  
Corporate Governance Council  
Corporate Resilience & Crisis Leadership Council  
Corporate Responsibility & Sustainability Council  
Health and Safety Council

Intellectual Property Executives Council  
Legal Council  
Procurement Leadership Council  
Responsible Sourcing Council  
Strategic Risk Management Council  
Supply Chain Executives Council

##### **Human Capital**

CHRO Council  
European Inclusion Council  
French CHRO Council  
HR Operations Council  
HR Strategy & Transformation Council  
Human Resources Executives Council  
Leadership, Talent & Organizational Development Council  
Learning & Development Council  
Strategic People Analytics & Planning Council  
Talent and Acquisition Executives Council

## Day 1 - Evening

### 17:00 – 18:30

#### **Registration and Networking Reception**

Council members convene in a cross-function networking reception at a central Brussels location. Enjoy a welcome drink and good conversation.

### 18:30 – 20:30

#### **Opening Remarks: Dinner and Welcome**

Relax and enjoy meeting fellow Council members, senior executives, and Conference Board leaders from our three centers and Council program.

**Welcoming remarks by Sara Murray, Managing Director International, The Conference Board**

## Day 2

### 8:00 – 8:30

#### **Registration and Networking: Community Exchange**

Join us to connect and explore the future of European business. We'll share key challenges to European competitiveness and build actionable insights together throughout the day.

**8:35 – 9:00 Plenary****Welcoming Remarks: Trusted Insights for What's Ahead™**

Our Center leaders welcome you with insights on what lies ahead for European business. We'll explore the trends shaping Europe's future and share the core elements of a new playbook for sustainable performance - across the economy, human capital, and business strategy.

We'll introduce six critical themes and afternoon discussion tracks sourced from our members.

**Speakers:** Jean-Marc Verbist, Leader Europe Human Capital Center, The Conference Board  
Maria Demertzis, Leader Europe Economy, Strategy & Finance Center, The Conference Board  
Matthew Kilgarriff, Leader Europe Governance & Sustainability Center, The Conference Board  
**Moderator:** Sara Murray, Managing Director International, The Conference Board

**9:05 – 9:35 Plenary****CEO Panel Keynote: Reimagining Our Energy Future**

Accelerating Europe's energy transition means boosting innovation, competitiveness, and investment. In this fireside chat with two leading energy CEOs, we'll explore the challenges of creating competitive energy markets and building a resilient, sustainable future—along with the risks and real-world strategies for getting there.

**Speakers:** Benjamin Lakatos, CEO Met Group and Ditlev Engel, CEO, DNV Energy Systems

**9:40 – 10:20 Plenary****Panel: Partnerships for Resilience Across the Supply Chain**

Our next panel explores new industry models for scaling collaboration to drive effective sustainability solutions. We'll share why new partnerships are key to sustainable solutions and how to move forward on your sustainable business journey. Learn about responsible sourcing, shared industry methodologies, and data collection practices to achieve sustainability goals.

**Speakers:** Bertrand Conquéret, Chief Procurement Officer & President Global Supply Chain, Henkel  
Pernille Dahlgaard, Chief Impact Officer, Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping  
Gabriele Unger, General Manager, Together for Sustainability  
**Moderator:** Robert Bossuyt, Director Procurement Leadership Council, The Conference Board

**10:25 – 10:55 Plenary****Industry Keynote: AI and Connectivity for Growth - An Uncomfortable Truth**

A former telecom CEO and industry leader shares what it takes to secure a healthy, connected digital future. Where should Europe invest to stay competitive? This session explores why the status quo falls short—and what's needed to build a stronger digital infrastructure.

**Speaker:** Mats Granryd, Chairman Vattenfall, former CEO Tele2

**Moderator:** Josephine Bjorklund, Director, Corporate Communications Strategy Council, The Conference Board

**10:55 – 11:10 Networking Break****11:10 – 11:40 Plenary****Transformation Keynote: People First: Opening the Business Opportunity of Talent, Transparency, and Technology**

Future-proofing business starts with talent—the driver of innovation and change. Our next session explores how talent, transparency, and technology fuel transformation. How can business balance social demands and regulation while building resilience?

**Speaker:** John Beadle, Director, Corporate Reward Council, The Conference Board

**Moderator:** Christina Liljestrom, Secretary General, British-Swedish Chamber of Commerce

**11:45– 12:10 Plenary****Strategy Keynote: Strategic Levers for a Digital Future**

Enhanced digital platforms are a foundation for future competitive advantage. But developing your digital strategy and underlying digital ecosystem requires new thinking and investment. How can you deliver against the ever-growing (but under-delivering) threat of AI and GenAI? These are just a few of the questions we'll address in our digital strategy keynote from an award winning "Thinkers50" global thought leader.

**Speaker:** Michael G. Jacobides, Professor of Strategy, London Business School, Thinkers50

## 12:15 – 12:40 Plenary

### Panel: The New Defense Equation: Europe, NATO & the Private Sector

Europe faces several defense challenges that threaten its security landscape. Our next panel will highlight how these challenges require collaborative efforts among European businesses and nations, NATO, and the EU to enhance collective security, improve military capabilities and address emerging threats.

## 12:40 – 12:50

Transfer to Lunch

## 12:50 – 13:50

**Networking Luncheon: Community Exchange**

## 13:50 – 14:00

Transfer to Tracks

## 14:05 – 16:50 Themed Tracks

### Creating the New Playbook for Europe's Future Around Six Critical Topics

Break-out tracks after lunch follow our six themes. They are designed to be highly interactive. Each track has three 30-minute modules with experts from our Councils, TCB community, and next practice practitioners.

Economy, Strategy & Finance		Human Capital		Governance & Sustainability	
Track 1: Scaling & Financing Innovation	Track 2: Managing International Financial Order	Track 3: Leading in Turbulent Times	Track 4: Shaping Skills Transformation	Track 5: Embedding Sustainability as Competitive Advantage	Track 6: Navigating Governance Paths to Sustainability

[See pages 4-10 for tracks details](#)

## 17:05 – 17:45 Back to Plenary and Closing Remarks

### Closing Keynote: Leading in Uncertain times - Making Your Impact "Stick"







Leaders are faced with a multitude of challenges and uncertainties. But how do you make your impact "stick"? How do you drive your leadership so that you can continue to create a lasting change? In this highly engaging closing keynote, we will explore essential leadership principles for these times, navigating from ancient wisdom to the leadership of latest technology change.

**Speaker:** Lars Sudmann, Director, Strategy & Transformation Council, Senior Fellow, The Conference Board









**Moderator:** Sara Murray, Managing Director International, The Conference Board








TRACK 1

Time	SCALING AND FINANCING INNOVATION	
14:05 – 14:35 <b>Session 1</b>	<p><b>Making it Happen: Innovate with Clarity, Deliver with Certainty</b></p> <p>A recent BCG study found that while 83% of companies prioritize innovation, only 3% are ready to deliver. Why the gap? And how can leaders close it? Join Skarbek for key insights and practical actions to strengthen innovation strategies and drive sustainable growth.</p> <p>This session is tailored for leaders in Business, Innovation, R&amp;D, Strategy, and the C-suite, with guidance for HR on enabling success through people and purpose.</p>	<p><b>Speakers</b></p> <div>  <p><b>Tanguy Pellen</b> Managing Partner <b>Skarbek</b></p> </div> <div>  <p><b>David Kennedy</b> VP Innovation &amp; Sustainability <b>Synthomer</b></p> </div>
14:45 – 15:15 <b>Session 2</b>	<p><b>Leaning Into the AI Opportunity</b></p> <p>In this next session, marketing executives share insights and actions to best leverage AI as a business, marketing and communication tool. We'll explore practical examples of where business value is created – and lost. Come share your experience in this interactive session to leverage the power of AI.</p>	<p><b>Speaker</b></p> <div>  <p><b>Florian Klaass</b> former CMO, Red Bull Council Director CMO Council <b>The Conference Board</b></p> </div>
15:25 – 15:55 <b>Session 3</b>	<p><b>Digital Strategy Transformation</b></p> <p>This case study explores how a global beauty company transformed its digital footprint to support brand growth and enhance customer experience. Discover how the enterprise tackled shifting market demands, e-commerce evolution, and workforce upskilling across 6,000+ employees worldwide.</p>	<p><b>Speakers</b></p> <div>  <p><b>Chris Chesebro</b> Global Chief Digital Officer <b>Wella Company</b></p> </div> <div>  <p><b>Joia Spooner-Fleming</b> former SVP Product Development <b>SharkNinja</b></p> </div>
16:05 – 16:50 <b>Workshop</b>	<p><b>Levers of Strategic AI</b></p> <p>In our next session a leading business school thought leader shares research and insights on how to invest in strategic AI. What are the pragmatic steps you can take now to harness emerging technology? How should you equip your organization and yourself as a leader to win as a digital organization?</p>	<p><b>Speaker</b></p> <div>  <p><b>Michael G. Jacobides</b> Professor of Strategy <b>London Business School, Thinker50</b></p> </div>

TRACK 2

Time	MANAGING INTERNATIONAL FINANCIAL ORDER	
14:05 – 14:35 Session 1	<p><b>International Geopolitical Threats and Necessities</b></p> <p>This session will focus on how Europe can develop more secure and resilient energy systems, against the challenge of geopolitical disruption and defense requirements. How are energy markets adapting to geopolitical threats? How can business adapt and invest to provide a more secure Europe?</p>	<p>Speakers</p> <div>  <p><b>Benjamin Lakatos</b> Chairman and CEO <b>MET Group</b></p> </div> <div>  <p><b>Maria Demertzis</b> Leader ESF Center <b>The Conference Board</b></p> </div>
14:45 – 15:15 Session 2	<p><b>Financial Literacy: Unlocking a Key to Employee Resilience</b></p> <p>Financial education is not a luxury. It is an essential part of a sustainable well-being policy and economic security for Europe. In our next session we'll explore the connection of financial literacy to employee resiliency and high performance and what you can do to ensure stronger employees in the workplace of the future.</p>	<p>Speakers</p> <div>  <p><b>Els Lagrou</b> Financial Literacy Expert, Author, and Founder <b>Dagelijks Geld</b></p> </div> <div>  <p><b>Monica De Jonghe</b> Director-General Manager &amp; Executive Manager <b>Competence Centre Labour &amp; Social Security</b></p> </div>
15:25 – 15:55 Session 3	<p><b>Managing Europe's Productivity Challenges</b></p> <p>A top productivity expert and leading economists reveal how to unlock AI's productivity potential. Through research and case studies, this session explores key levers for driving measurable gains—while managing social and economic risks.</p>	<p>Speakers</p> <div>  <p><b>Roman Arjona</b> Chief Economist <b>European Commission</b></p> </div> <div>  <p><b>Debora Revoltella</b> Chief Economist and Director <b>European Investment Bank</b></p> </div> <div>  <p><b>Bart van Ark</b> Managing Director <b>The Productivity Institute</b></p> </div>
16:05 – 16:50 Workshop	<p><b>Gray Swans: Strategic Risk and Opportunity</b></p> <p>In today's world, anticipating the unexpected is essential. This interactive workshop helps leaders identify and assess 'gray swan' events—plausible but unlikely disruptions—and build a culture of foresight and resilience to stay agile and future-ready.</p>	<p>Speaker</p> <div>  <p><b>Anuj Saush</b> Head, TCB Advisory <b>The Conference Board</b></p> </div>

TRACK 3







Time	LEADING IN TURBULENT TIMES	
<p>14:05 – 14:35</p> <p><b>Session 1</b></p>	<p><b>Reimagining Leadership: Navigating Identity, Influence, and Impact in C-Suite Transitions</b></p> <p>Stepping into the C-suite is one of the most pivotal, and least understood, leadership transitions. This research-based session draws upon 20+ in-depth interviews with C-suite executives across 13 industries in 8 countries and uncovers the identity, influence, and impact shifts that define successful transitions. It reveals that this “liminal moment” often determines whether leaders will thrive or derail, especially in today’s climate of continuous disruption.</p>	<p>Speaker</p>  <p>Alexandra Eleftheriou Chief People Officer <b>TITAN Group</b></p>
<p>14:45 – 15:15</p> <p><b>Session 2</b></p>	<p><b>Leading With Purpose During Continuous Disruption</b></p> <p>Amid a shifting economic, social and political landscape, how do we identify business opportunities that align with changing customer values? We’ll share new research from more than 17,000 people and 8 large economies that have responded to the Lynxeye Purpose Index. Learn about practical strategies for aligning business value and sustainability benefits.</p>	<p>Speaker</p>  <p>Johan Ekelin Founder <b>Lynxeye</b></p>
<p>15:25 – 15:55</p> <p><b>Session 3</b></p>	<p><b>The Future of Pay Decisions With AI - Improving Cost, Speed and Equity at Scale</b></p> <p>Pay decisions today are slow, siloed, and imprecise - wasting time, driving up costs, and putting equity at risk. This panel discussion brings HR Leaders from Fortune 100 global companies together to discuss how they are turning to AI to transform decision-making. By combining market data, candidate context, and internal equity, AI can guide recruiters to smarter, faster offers in real time. The result: trusted decisions, optimized budgets, and stronger compliance.</p>	<p>Speaker</p>  <p>Stan Dunlap Advisor <b>Syndio</b></p>
<p>16:05 – 16:50</p> <p><b>Workshop</b></p>	<p><b>Leadership Lessons from Children’s Rights</b></p> <p>In challenging times, effective leadership requires long-term vision and empathy. This interactive session explores how children’s rights—from digital wellbeing to safe supply chains—can guide responsible leadership. Through practical exercises, participants will discover how purpose, sustainability, and accountability align to protect the vulnerable and drive smart business.</p>	<p>Speakers</p> <div>  <p>Diana Krogh VP of Social Responsibility <b>The LEGO Group</b></p> </div> <div>  <p>Ekin Björstedt CEO, Secretary General <b>Global Child Forum</b></p> </div>

TRACK 4










Time	SHAPING SKILLS TRANSFORMATION	
14:05 – 14:35 Session 1	<p><b>The Evolving Role of CHROs</b></p> <p>Human capital is now a key driver of value creation. CHROs are evolving to shape business outcomes and embed purpose across organizations. This session shares strategies and real-world examples of how HR leaders are leading innovation, driving tech adoption, and creating impact.</p>	<p><b>Speakers</b></p> <div>  <p><b>Adriano Bruno</b> Partner <b>KennedyFitch</b></p> </div> <div>  <p><b>Jean-Marc Verbist</b> Leader, Human Capital Center, Europe <b>The Conference Board</b></p> </div> <div>  <p><b>Fred Patitucci</b> CHRO <b>Philip Morris International</b></p> </div>
14:45– 15:15 Session 2	<p><b>Accelerating Value: Navigating the Human Side of M&amp;A</b></p> <p>M&amp;A deals put billions on the line, yet the people side is often left behind. In this session, a senior executive shares lessons from a high-profile integration — from culture clashes to tough calls — and what it truly takes to lead through M&amp;A complexity.</p>	<p><b>Speaker</b></p> <div>  <p><b>Tom Gaunt</b> Head of Change &amp; Transformation <b>BTS</b></p> </div>
15:25 – 15:55 Session 3	<p><b>Reimagining Skills</b></p> <p>In fast-changing, competitive markets, businesses must put skills at the center of their human capital strategy. With fresh insights into talent supply and demand, companies can target reskilling, upskilling, and cross-skilling—quickly and at scale—to boost performance.</p>	<p><b>Speakers</b></p> <div>  <p><b>Karen le Duc</b> CHRO <b>AXA XL</b></p> </div> <div>  <p><b>Evelyn Teston</b> Head of Workforce Management and HR Transformation <b>AXA XL</b></p> </div> <div>  <p><b>Marion Devine</b> Principal Researcher, Human Capital, Europe <b>The Conference Board</b></p> </div>
16:05 – 16:50 Workshop	<p><b>Inclusive Leadership</b></p> <p>An award-winning entrepreneur shares practical strategies for building inclusive workplace cultures. This session challenges conventional leadership models and offers a roadmap for leaders to begin their journey toward inclusive leadership excellence.</p>	<p><b>Speaker</b></p> <div>  <p><b>Donald Thompson</b> CEO <b>The Diversity Movement</b></p> </div>



TRACK 5

Time	EMBEDDING SUSTAINABILITY AS COMPETITIVE ADVANTAGE	
14:05 – 14:35 Session 1	<p><b>The Great Transition</b></p> <p>With over 30 years' experience in the global energy industry, Ditlev has been a driving force behind many global green investment initiatives, pushing the energy transition to the next level.</p> <p>Ditlev and his team of 5,000 energy experts help customers navigate the complex transition to a sustainable decarbonized energy future. DNV is fully committed to the idea of challenging peoples mind frames and reimagine the future and Ditlev would like to bring a story of hope and optimism, where people in 2064 look back at a successful transition.</p>	<p><b>Speakers</b></p> <div>  <p><b>Ditlev Engel</b> CEO, Energy Systems <b>DNV</b></p> </div> <div>  <p><b>Martin Wiese</b> Council Director, CRS Council <b>The Conference Board</b></p> </div>
14:45 – 15:15 Session 2	<p><b>Why Sustainability Needs a Radical Reset</b></p> <p>Nigel challenges conventional sustainability thinking and calls for a radical reset. Drawing on SB+CO's deep expertise in strategic transformation and systems change, he will explore why traditional approaches are falling short—and what leaders must do differently to rethink sustainability and ensure effective strategic integration. Nigel invites you to discuss bold insights, practical frameworks, and a fresh perspective on how to move from intention to integration.</p>	<p><b>Speaker</b></p> <div>  <p><b>Nigel Salter</b> Director <b>SB+CO</b></p> </div>
15:25 – 15:55 Session 3	<p><b>Practitioner Panel on Commercial Sustainability</b></p> <p>This panel will be designed to profile commercial sustainability practices in use by our members. What are the major drivers of successful sustainability practice. What are the risks inherent and how to avoid them? The conversation will focus on how to ways to create value for customers and the organization.</p>	<p><b>Speaker</b></p> <div>  <p><b>Vivi Hollertt</b> Vice President, Chief Sustainability Officer <b>Nouryon</b></p> </div>
16:05 – 16:50 Workshop	<p><b>From Commitment to Commercialization: Embedding Sustainability Where it Matters Most</b></p> <p>Sustainability is on every agenda—but few know how to truly commercialize it. This workshop goes beyond strategy to focus on where impact scales: the commercial organization. Learn how to sell sustainable solutions that deliver real environmental value and business growth.</p>	<p><b>Speakers</b></p> <div>  <p><b>Michael Jarum</b> Founder and Partner <b>Commerzial</b></p> </div> <div>  <p><b>Martin Wiese</b> Council Director, CRS Council <b>The Conference Board</b></p> </div>

TRACK 6

Time	NAVIGATING GOVERNANCE PATHS TO SUSTAINABILITY	
14:05 – 14:35 <b>Session 1</b>	<p><b>Board Governance</b></p> <p>Members of our Corporate Governance Council share insights into how Boards are managing the complex dynamics of adjusting to ever-changing trade and geopolitical policy. What are the keys to successful Board governance and how do firms build resilience though the uncertainty of change?</p>	<p><b>Speakers</b></p> <div>  <p><b>Ben Matthew</b> Company Secretary <b>BP</b></p> </div> <div>  <p><b>Eugenia Jackson</b> Global Head of ESG <b>BGIM Global Asset Management</b></p> </div> <div>  <p><b>Guy Jubb</b> Council Director, Corporate Governance Council <b>The Conference Board</b></p> </div>
14:45 – 15:15 <b>Session 2</b>	<p><b>Managing Enterprise Risk and Resilience</b></p> <p>Risk management practices are front and center for many companies engaged in global trade. In this session we'll discuss basic strategies and tools our member companies are using to address issues like cyber security and data protection, while building resilience among stakeholders.</p>	<p><b>Speakers</b></p> <div>  <p><b>Ellen Hexter</b> Senior Advisor, Enterprise Risk Management <b>The Conference Board</b></p> </div> <div>  <p><b>Tim Matthews</b> Council Director, Corporate Resilience and Crisis Leadership Council <b>The Conference Board</b></p> </div>
15:25 – 15:55 <b>Session 3</b>	<p><b>The Governance of Employee Health, Safety and Wellbeing in a Technologically Advanced Business World</b></p> <p>In this session we'll discuss the technological drivers of improved health and safety performance and reporting in the work place for European business. Then we'll turn to the governance and risk challenges these might pose for businesses and employee alike?</p>	<p><b>Speakers</b></p> <div>  <p><b>Dr. Annette M. Schüller</b> Former Board Secretary <b>Givaudan</b></p> </div> <div>  <p><b>Gareth Broughton</b> Global HSE Standards and Audit Program Director <b>Mars Inc.</b></p> </div> <div>  <p><b>Ken Wood</b> Council Director, Health and Safety Council <b>The Conference Board</b></p> </div>
16:05 – 16:50 <b>Workshop</b>	<p><b>Governance of Wellbeing: Latest Indicators</b></p> <p>Sustainable business requires a sustainable workforce. In our next workshop we'll share strategies for measuring and managing workforce wellbeing. Learn about the most critical indicators and how to drive better decisions for your workforce wellbeing.</p>	<p><b>Speaker</b></p> <div>  <p><b>Bruce Greenhalgh</b> Global Health and Wellbeing Senior Specialist <b>BT</b></p> </div>