

[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.

Associate Sponsors



SB+CO

Participating Sponsor



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
Economists and 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
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
(will meet on November 14)
Learning & Development Council
Strategic People Analytics & Planning Council
Talent and Acquisition Executives Council

Day 1 - Evening

17:30 – 18:30

Registration and Networking Drink

Double Tree by Hilton, Ground Floor

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

18:30 – 21:30

Welcome & Walking Dinner

Relax and enjoy meeting fellow Council members, senior executives, and Conference Board leaders from our three centers and Council program. Over the dinner there will be live entertainment.

**Opening remarks and event overview by Amy Armitage
Program Director and Program Chair, The Conference
Board and 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 Kilgariff, 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**

Driving the energy transition for European business requires accelerating energy innovation, competitiveness, and investment. In this fireside conversation with two prominent energy CEO's, we'll discuss the challenges ahead for shaping competitive energy markets and building a more resilient and sustainable energy future. Learn about both the risks and practical applications of how Europe can move to a better energy future.

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

Moderator: Dara Murphy, Ireland's former Minister for European Affairs, Digital Single Market, and Data Protection, and VP, Rasmussen Global

9:35 – 10:05 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 Dahlgard, 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

10:10 – 10:40 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, and Business Sweden

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

10:40 – 11:05 Networking Break**11:10 – 11:35 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?

Speakers: John Beadle, Senior Research Fellow, Human Capital, The Conference Board and Chris Chesebro, Global Chief Digital Officer, Wella Company

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

11:40– 12:05 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

12:10 – 12:40 Plenary

Fireside: 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.

Speaker: Camille Grand, Secretary General of ASD, Guntram Wolff, Professor of Economics at Université libre de Bruxelles (ULB) and Senior Fellow Bruegel

Moderator: Carsten Volkery, EU and NATO Correspondent, Handelsblatt

12:45 – 12:55

Transfer to Lunch

12:55 – 13:50

Networking Luncheon: Community Exchange

13:50 – 14:00

Transfer to Tracks

12:40 – 12:45

Presentation of the 6 Tracks by Amy Armitage
Program Director and Program Chair, The Conference Board

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 5-10 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

Closing remarks by Sara Murray, Managing Director International, The Conference Board



TRACK 1

Scaling and Financing Innovation

Track Moderator



John Metselaar
Director, Innovation Council
The Conference Board

14:05 – 14:35 | Session 1

Making it Happen: Innovate with Clarity, Deliver with Certainty

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 and Synthomer for key insights and practical actions to strengthen innovation strategies and drive sustainable growth.

This session is tailored for leaders in Business, Innovation, R&D, Strategy, and the C-suite, with guidance for HR on enabling success through people and purpose.

Speakers



Tanguy Pellen
Managing Partner
Skarbek



David Kennedy
VP Innovation & Sustainability
Synthomer

14:45 – 15:15 | Session 2

How AI Will Reshape the Future of Business

Across industries, AI is driving innovation, reshaping workforces, and transforming business models in real time. But as adoption accelerates, new challenges emerge: how to lead at scale, measure ROI, invest in the right opportunities, and govern in a fragmented regulatory landscape. Come learn about the next wave of business competitive advantage and how you can take advantage of the opportunity ahead.

Speakers



Armel Djeukou
SVP Digital - Project Lead
Marketable Digital Products
& Services
AIRBUS



Claudio Truzzi
Founder &
AI Strategy Advisor
YouRock.ai



Carlos Pignatoro
Director, AI Executives
Council
The Conference Board

15:25 – 15:55 | Session 3

The Mindset and Behavioural Changes When Dealing with AI

AI isn't just transforming technology; it's reshaping how we lead. This session explores the human side of AI transformation—how leaders can shift from fear to opportunity, make confident decisions amid uncertainty, and build resilience. We'll discuss the mindset and behavioral changes needed to lead with courage, manage risk, and guide organizations through rapid change.

Speakers



Daphne Luchtenberg
Global Communications
Director
McKinsey's Operations
Practice



Joia Spooner-Fleming
former SVP Product
Development
SharkNinja



Florian Klaass
fCouncil Director, CMO
Council
The Conference Board

16:05 – 16:50 | Workshop

Levers of Strategic AI

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?

Speaker



Michael G. Jacobides
Professor of Strategy
London Business School, Thinker50



TRACK 2

Managing International Financial Order

Track Moderator



Maria Demertzis
Leader, Economy Strategy and Finance Center
The Conference Board

14:05 – 14:35 | Session 1

International Geopolitical Threats and Necessities

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?

Speakers



Benjamin Lakatos
Chairman and CEO
MET Group

14:45 – 15:15 | Session 2

Financial Literacy: Unlocking a Key to Employee Resilience

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.

Speakers



Els Lagrou
Financial Literacy Expert,
Author, and Founder
Dagelijks Geld



Monica De Jonghe
Director General & Executive Manager CC
Labour & Social Security
Federation of Enterprises in Belgium

15:25 – 15:55 | Session 3

Managing Europe's Productivity Challenges

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.

Speakers



Roman Arjona
Chief Economist
DG GROW



Debora Revoltella
Chief Economist and Director
European
Investment Bank



Bart van Ark
Managing Director
The Productivity
Institute

16:05 – 16:50 | Workshop

Gray Swans: Strategic Risk and Opportunity

Anticipating the unexpected is a strategic necessity. This interactive workshop equips leaders with strategies to identify and assess "grey swan" events—plausible yet low-probability disruptions that can emerge across geopolitical, environmental, economic, and technological domains. Members will discuss ways to foster a culture of foresight and resilience—helping them stay prepared, agile, and future-fit.

Speaker



Anuj Saush
Head, TCB Advisory
The Conference Board



TRACK 3 Leading in Turbulent Times

Track Moderator



Sanja M. Haas

Director, Leadership, Talent & Organizational Transformation, HR Strategy & Transformation, HR Executives Councils
The Conference Board

14:05 – 14:35 | Session 1

From Senior Leader to the C-Suite: Navigating Identity, Influence, and Impact

Grounded in doctoral research at SDA Bocconi and insights from across 13 industries in 8 countries, plus personal observations and experience, this interactive session decodes what differentiates those who thrive from those who derail.

Designed for newly appointed or aspiring C-suite leaders, and those supporting them, participants will leave with a practical framework to build trust, shape strategy, and deliver sustained impact.

Speaker



Alexandra Eleftheriou

Chief People Officer
TITAN Group

14:45 – 15:15 | Session 2

Navigating Continuous Disruption by Leading with Purpose

Leading with clarity has never been more critical. As leaders, how do we rally organizations behind a shared purpose that can guide transformation through uncertainty? Based on insights from 17,000 people across 8 economies, we'll explore why everyone agrees on the power of purpose – and why so few succeed in making it real. What can we learn from the businesses that have made it happen?

Speaker



Johan Ekelin

Founder
Lynxeye

15:25 – 15:55 | Session 3

Leading Pay Decision-making in the Age of AI

As European organizations navigate rapid technological, social, and economic change, Human Capital leaders are reimagining how they attract, reward, and retain talent.

In this session, Stan Dunlap, an experienced practitioner and current advisor to Syndio, will explore how Artificial Intelligence is reshaping compensation strategy. He will discuss how AI-enabled pay systems are driving leaner and more efficient HR operating models, improving cost-effectiveness, and enhancing employee trust through greater pay equity.

Speaker



Stan Dunlap

Advisor
Syndio

16:05 – 16:50 | Workshop

Leadership Lessons from Children's Rights

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.

Speakers



Diana Krogh
VP of Social Responsibility
The LEGO Group



Ekin Björstedt
CEO, Secretary General
Global Child Forum



TRACK 4

Shaping Skills Transformation

Track Moderator



Jean-Marc Verbist
Leader Human Capital Center
The Conference Board

14:05 – 14:35 | Session 1

The Evolving Role of CHROs

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.

Speakers



Adriano Bruno
Partner
KennedyFitch



Jean-Marc Verbist
Leader, Human Capital Center, Europe
The Conference Board



Fred Patitucci
CHRO
Philip Morris International

14:45 – 15:15 | Session 2

Seizing the AI Advantage: HR's Moment in Our Brave New World

Across hundreds of conversations with leaders in every industry, one thing is clear: the old playbooks no longer apply. Expertise moats are fading, and everyone is learning anew.

We'll share how leading organizations are adapting by rethinking and accelerating the skills process, shifting from the precision of an orchestra to the improvisation of jazz, where experimentation and flow drive performance. We'll also explore how a "digital twin" mindset and a culture of simulation are redefining learning, leadership, and skill development, helping HR teams turn practice into performance and shape the strategic agenda.

Speakers



Tom Gaunt
Head of Change & Transformation
BTS



Katy Young
SVP & Partner
BTS

15:25 – 15:55 | Session 3

Reimagining Skills

Businesses facing the most intense competition for skills or operating in highly unpredictable and changing markets need to adopt a new strategy that places skills at the core of human capital strategies. Armed with new intelligence about talent demand and supply, business can prioritize reskilling, upskilling, and cross-skilling where it must be done rapidly and at scale to improve overall performance.

Speakers



Karen le Duc
CHRO
AXA XL



Evelyn Teston
Head of Workforce Management and HR Transformation
AXA XL



Marion Devine
Principal Researcher, Human Capital, Europe
The Conference Board

16:05 – 16:50 | Workshop

Inclusive Leadership

An award-winning entrepreneur shares practical strategies for building inclusive workplace cultures. This highly interactive session builds on where the audience is, using real-world case studies to challenge conventional leadership models and equip participants with the skills needed to lead inclusively. The result: a pragmatic, high-impact roadmap for advancing inclusive leadership in their own organisations.

Speakers



Donald Thompson
CEO
The Diversity Movement



Anna Smets
Director Business Solutions
Workplace Options



Embedding Sustainability as Competitive Advantage

TRACK 5

Track Moderator



Martin Wiese
Director, Corporate Responsibility and Sustainability Council
The Conference Board

14:05 – 14:35 | Session 1

The Great Transition

With over 30 years' experience in the global energy industry, Ditlev Engel has been a driving force behind many global green investment initiatives, pushing the energy transition to the next level.

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.

Speakers



Ditlev Engel
CEO, Energy Systems
DNV

14:45 – 15:15 | Session 2

Why Sustainability Needs a Radical Reset

Nigel Salter 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.

Speaker



Nigel Salter
Director
SB+CO

15:25 – 15:50 | Session 3

Practitioner Panel: Turning Sustainability into a Commercial Advantage

Sustainability isn't just about responsibility — it's about opportunity. In this panel, business leaders share how they are embedding sustainability into their commercial strategies to drive growth, innovation, and customer value. Through concrete company examples, we'll explore what makes sustainability initiatives succeed, the pitfalls to avoid, and how to turn sustainability into a real differentiator in competitive markets.

Speaker



Vivi Hollert
Vice President, Chief
Sustainability Officer
Nouryon



Lindsay Zingg
Chief Sustainability Officer
Georg Fischer AG

16:05 – 16:50 | Workshop

From Commitment to Commercialization: Embedding Sustainability Where it Matters Most

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.

Speakers



Michael Jarnum
Founder and Partner
Commerzial



Navigating Governance Paths to Sustainability

TRACK 6

Track Moderator



Matthew Kilgariff
Leader Governance & Sustainability Center
The Conference Board

14:05 – 14:35 | Session 1

Transparency, Reporting and Accountability

Many European economies and companies continue to struggle to achieve sustainable growth at a time when geopolitical and other macroeconomic uncertainties impinge on business confidence and long-term investment decisions. Two of our Corporate Governance Council Co-Chairs will engage in a moderated thought leadership discussion to explore how frameworks for corporate transparency, reporting and accountability might be re-imagined to not only reduce time and cost burdens but also provide a pathway to a new paradigm for prosperity.

Speakers



Eugenia Jackson
Global Head of ESG
BGIM Global Asset
Management



Guy Jubb
Council Director, Corporate
Governance Council
The Conference Board

14:45 – 15:15 | Session 2

Managing Enterprise Risk and Resilience

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.

Speakers



Ellen Hexter
Senior Advisor, Enterprise
Risk Management
The Conference Board



Tim Matthews
Council Director, Corporate Resilience
and Crisis Leadership Council
The Conference Board

15:25 – 15:55 | Session 3

The Governance of Employee Health, Safety and Wellbeing in a Technologically Advanced Business World

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?

Speakers



Dr. Annette M. Schüller
Former Board
Secretary
Givaudan



Gareth Broughton
Global HSE Standards
and Audit Program Director
Mars Inc.



Ken Wood
Council Director, Health
and Safety Council
The Conference Board

16:05 – 16:50 | Workshop

Governance of Employee Wellbeing: Latest Indicators

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 work-force wellbeing.

Speaker



Bruce Greenhalgh
Global Health and Wellbeing
Senior Specialist
BT