

[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.

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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
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

Welcome & Walking Dinner

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 Björklund, 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, Senior Research Fellow, Human Capital, 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

Scaling and Financing Innovation

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 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

Leaning Into the AI Opportunity

In this next session, executives share insights and actions to best leverage AI as a business 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.

Speakers



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



Claudio Truzzi
SFounder &
AI Strategy Advisor
YouRock.ai



Carlos Pignatoro
Director, AI Executives
Council
The Conference Board

15:25 – 15:55 | Session 3

Digital Strategy Transformation

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.

Speakers



Chris Chesebro
Global Chief Digital Officer
Wella Company



Joia Spooner-Fleming
former SVP Product
Development
SharkNinja

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

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



Maria Demertzis
Leader ESF Center
The Conference Board

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
European Commission



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

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.

Speaker



Anuj Saush
Head, TCB Advisory
The Conference Board



TRACK 3

Leading in Turbulent Times

14:05 – 14:35 | Session 1

Reimagining Leadership: Navigating Identity, Influence, and Impact in C-Suite Transitions

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.

Speakers



Alexandra Eleftheriou
Chief People Officer
TITAN Group

14:45 – 15:15 | Session 2

Leading With Purpose During Continuous Disruption

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.

Speakers



Johan Ekelin
Founder
Lynxeye

15:25 – 15:55 | Session 3

The Future of Pay Decisions With AI - Improving Cost, Speed and Equity at Scale

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.

Speakers



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.

Speaker



Diana Krogh
VP of Social Responsibility
The LEGO Group



Ekin Björstedt
CEO, Secretary General
Global Child Forum



TRACK 4

Shaping Skills Transformation

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

Accelerating Value: Navigating the Human Side of M&A

M&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&A complexity.

Speakers



Tom Gaunt
Head of Change & Transformation
BTS

15:25 – 15:55 | Session 3

Reimagining Skills

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.

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 session challenges conventional leadership models and offers a roadmap for leaders to begin their journey toward inclusive leadership excellence.

Speaker



Donald Thompson
CEO
The Diversity Movement



Embedding Sustainability as Competitive Advantage

TRACK 5

14:05 – 14:35 | Session 1

The Great Transition

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.

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



Martin Wiese
Council Director, CRS Council
The Conference Board

14:45 – 15:15 | Session 2

Why Sustainability Needs a Radical Reset

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.

Speakers



Nigel Salter
Director
SB+CO

15:25 – 15:50 | Session 3

Practitioner Panel on Commercial Sustainability

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.

Speakers



Vivi Hollertt
Vice President, Chief
Sustainability Officer
Nouryon

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



Martin Wiese
Council Director, CRS Council
The Conference Board



TRACK 6

Navigating Governance Paths to Sustainability

14:05 – 14:35 | Session 1

Board Governance

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 through the uncertainty of change?

Speakers



Ben Matthew
Company Secretary
BP



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 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