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Global Corporate Governance Forum Private Sector Advisory Group



Peter Dey is the current Chairman of PSAG. He is also the Chairman of Paradigm Capital Inc. Canada and chairman and/or independent director of a number of companies listed in Toronto, New York and London including Addax Petroleum Corporation, Redcorp Ventures Ltd., Goldcorp Inc., Sun-Times Media Group Inc. and Alpine Canada.

More recently he was Partner of Osler, Hoskin & Harcourt specializing in corporate board issues and mergers and acquisitions. Prior to that role, he was Chairman of Morgan Stanley Canada Limited. Mr. Dey chaired the Toronto Stock Exchange Committee on Corporate Governance in Canada which released in December 1994 a report entitled "Where Were the Directors?", also known as the "Dey Report." Mr. Dey was Canada's representative to the OECD Task Force which developed the OECD Principles of Corporate Governance and is Vice-Chairman of a Business Sector Group, established by the OECD in April of 2005 to give practical guidance to board members seeking to adopt the OECD Principles.



Christian Strenger is Deputy Chair of the PSAG. He is a member of the German Government Commission on Corporate Governance and a member of the Capital Markets Committee of the German Ministry of Finance. He serves on several boards including DWS Investment GmbH and Fraport AG, Frankfurt, The Germany Funds, New York (Chairman) and Hermes Focus Asset Management Europe Limited, London.

He was the Chairman of the International Corporate Governance Network (2005/2006). From 1991-1999 he was Managing Director and CEO of DWS Investment in Frankfurt. Prior to that, he spent 20 years in the Deutsche Bank Group in different leading positions in Frankfurt, London and New York in the fields of corporate finance and asset management.



Ira M. Millstein is Chairman Emeritus of PSAG and a Senior Partner of Weil, Gotshal & Manges, where, he has counseled the boards of General Motors, Westinghouse, Bethlehem Steel, Empire Blue Cross and the California Public Employees' Retirement System (CalPERS), among many others, on issues of corporate governance.

In addition to his active legal practice, Mr. Millstein serves on the Board of Advisors of the Millstein Center of Corporate Governance and Performance, is the Senior Associate Dean for Corporate Governance and Eugene F. Williams Jr. Visiting Professor in Competitive Enterprise and Strategy at the Yale School of Management, where he teaches courses in corporate governance, antitrust, management and strategy. Among many distinguished positions and roles, he served as Chairman of the OECD Business Sector Advisory Group on Corporate Governance in 1997-98, and Co-Chair of the Blue Ribbon Committee on Improving the Effectiveness of Corporate Audit Committees.

In 1997, he was appointed by Vice-President Gore and then Prime Minister Chernomyrdin to the U.S.-Russia Capital Markets Forum Working Group on Investor Protection. In 2001, he received the first Award for Excellence in Corporate Governance by the International Corporate Governance Network.



Dr. Yilmaz Arguden is a leading strategist, advisor, and board member of major public and private institutions, and NGOs. He is the Chairman of ARGE Consulting, a leading management consulting firm based in Istanbul, which has been recognized at the European Parliament as one of the best three companies 'shaping the future' with its commitment to corporate social responsibility and is the first Turkish signatory of the Global Compact. He is also the Chairman of Rothschild investment bank in Turkey. He has served on fifty different boards and is currently the Chairman or member of corporate governance committees of Coca Cola Icecek, Vestel, Yazici Holding, and Inmet Mining based in Toronto.

Dr. Arguden is an Adjunct Professor of Business Strategy at the Bosphorus University and the Koc University; an author of numerous books and a columnist focusing on business and strategy issues. He is a recipient of numerous leadership, distinguished citizenship, and career awards, and was selected as a Global Leader for Tomorrow, by the World Economic Forum for his commitment to improve the state of the world.



André Baladi, a Geneva-based international financier, is a longstanding corporate governance driven shareholder value advocate. He is Co-Founder, former Co-Chairman, and an active member of the International Corporate Governance Network (ICGN).

After majoring in economics at Geneva's Graduate Institute of International Studies, André Baladi managed during 15 years several Nestlé projects in France, Italy, Japan, South East Asia, Switzerland, and the USA. He was then associated during 5 years, as international M&A expert, with the corporate finance group of the consortium set up by Banque Nationale de Paris (BNP), Smith Barney and Société Financière Européenne (founded by Algemene Bank Nederland, Banca Nazionale del Lavoro, Bank of America, Banque Bruxelles Lambert, BNP, Barclays, Dresdner, Sumitomo Bank and UBS). In 1981, he founded his international financial advisory firm in Geneva.

A renowned speaker and writer, André Baladi chairs Geneva's International Arbitration Organization, which founded the CARICI Arbitration Court. He is also Honorary International Participant of the Council of Institutional Investors (CII) in Washington DC, as well as Member of the American International Club, the International Financial Management Association, the Association of Financial Analysts, and the Consultative Team of the Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting (ISAR) of UNCTAD in Geneva; of the OECD Consultative Corporate Governance Group in Paris; and of the International Advisory Board of the NYSE Euronext Stock Exchange.

He was awarded the 2001 ICGN Appreciation Certificate for Outstanding Services, and the 2007 ICGN Award for Excellence in Corporate Governance.



Teresa Barger is the Chief Executive Officer and Chief Investment Officer of Cartica Capital LLC. She is Vice-Chair of the Emerging Markets Private Equity Association and is on the Advisory Board of the Pacific Pension Institute. She also serves on the Private Sector Advisory Group of the Global Corporate Governance Forum and is a member of the Council on Foreign Relations.

In 2004, Ms. Barger established the IFC/World Bank Corporate Governance and Capital Markets Advisory Department and served as its first Director until 2007. She was responsible for the corporate governance aspects of IFC investments in companies in emerging markets. Prior to that, Ms. Barger set up the Private Equity and Investment Funds Department of IFC. As Director of this Department, Ms. Barger managed the largest portfolio of emerging markets investment funds in the world. She pioneered the creation of the first benchmarks for emerging markets private equity and co-founded the Emerging Markets Private Equity Association (EMPEA). Ms. Barger also developed the first two corporate governance funds in the emerging markets, which are for Korea and Brazil.

Before joining IFC, Ms. Barger was with McKinsey & Company. She received her MBA from the Yale School of Management. She did post-graduate work at the American University in Cairo.



Claude Barras is the founding partner of SIFEM AG. He has over 17 years of experience in development, investment and economic cooperation in developing and transition economies. Claude began his career as an advisor to the Swiss Government in bilateral economic relations with Asian countries. Subsequently, he served as advisor to the Swiss Executive Director at the World Bank Group in Washington DC. From 1999 until the founding of Sifem Claude was in charge of managing SECO's investment portfolio in SME-specializing private equity funds and direct SME investments.

Claude holds a Master's Degree in Economics from the University of Fribourg, Switzerland.



Carlos Barsallo is the Director of Risk, Ethics and Independence, Deloitte Inc. Panama. He is a Founding member of the Institute of Corporate Governance Panama and Program Leader (Securities) of Toronto International Leadership Centre for Financial Sector Supervision.

Previously he has been the Commissioner and Chairman of Panamanian Securities Commission, Chairman of the Council of Authorities of the Ibero-american Institute of Securities Markets and has been appointed thrice as the Special Alternate Magistrate for Third Superior Court, Panama.

He has been an associate lawyer at FÁBREGA, BARSALLO, MOLINO & MULINO 1994-1999, Banking and Corporate law and a visiting lawyer at ALLEN & OVERY'S New York office. He is a former Professor of corporate law at ULACIT.



Paulina Beato is a member of the Board of Directors and Chairperson of Audit Committee, REPSOL-YPF. She worked as Principal Economist in the Infrastructure and Financial Markets Division of the Inter-American Development Bank from 1995-2005. She previously held several senior positions as chief executive officer and director at various industrial and financial companies in Spain.



David Beatty is an experienced businessman in Canada and abroad. He spent a decade managing one of North America's largest food companies and serves on the boards of 3 publicly listed companies. Over his career he has served on 30 different boards and been chairman of 5 public companies in Canada, America, Mexico, Australia and England.

He was created a "Fellow" of the Canadian Institute of Corporate Directors in May of 2005.

He was until recently the founding Managing Director of the Canadian Coalition for Good Governance, an organization that represents 50 institutional investors with ~C\$1.3 trillion of assets under management. He currently serves on the board of the London based International Corporate Governance Network which represents the interests of global pension funds with \$15 trillion of assets.

David is a Professor at the University of Toronto's Rotman School of Management where he teaches Corporate Strategy.

David served on Peter Drucker's Foundation Board in the United States for over a decade, the last few years as Vice Chairman.

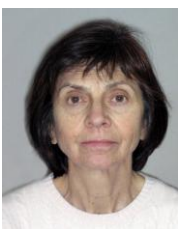
David was educated at the Universities of Toronto and Cambridge, England. He was named a Nuffield Fellow and spent two years in the Planning Ministry of the Government of Tanzania before returning to Toronto to join McKinsey & Company. He later was a founding partner of The Canada Consulting Group (now part of The Boston Consulting Group.)

Her Majesty Queen Elizabeth II inducted him as an Officer of the Most Excellent Order of the British Empire (O.B.E.) in 1994 at Buckingham Palace. He has also been awarded the Papua New Guinea Independence medal and the Papua New Guinea Independence 30th Anniversary Commemorative medal.







Marcos Bertin has 30 years experience in Executive and Board positions in the Gillette Co. and Firmenich S.A. in Buenos Aires, Boston, U.S.A. and Geneva, Switzerland. He as Fellow member of the American Society for Quality received in 2008 the Distinguished Service Medal. He is Past Chairman and now Honorary member of the International Academy for Quality where he Chairs the Corporate Governance project. He is also the founder and former President of the Business Foundation for Quality and Excellence (FUNDECE) and member of the executive committee of the Argentine Institute for Corporate Governance (IAGO). He is Director of Bertin Quality Consulting.

Mr. Bertin has been an invited speaker on Quality, Management and Corporate Governance in International Conferences in South America , U.S.A., European Union, Asia , and Middle East.



Bistra Boeva (Prof) co -chaired the Task Force for Bulgarian National Code on Corporate Governance. At present she is a member of Bulgarian National Corporate Governance Commission. She is a professor at the Department International Economic Relations and Business at the University for National and World Economic Studies, Sofia Bulgaria. Prof Boeva is doing extensive research and consulting in the field of corporate governance and international management. In her portfolio of activities are a lot of consultancy projects including projects funded by CIPE and USAID. She worked on the first ROSC on corporate governance for Bulgaria. Prof. Bistra Boeva was a regular participant in OECD Round Tables on Corporate Governance in South Eastern Europe. She chaired the Supervisory Board of one of the Privatization Funds in Bulgaria and was a member of Board of Directors of a few Bulgarian companies. For four years she was a Commissioner at the Bulgarian National Securities and Stock Exchange Commission.

	<p>Prof Bistra Boeva holds a PH.D and postdoctoral degree from the University for National and World Economic Studies in Bulgaria. She is an author of articles , books and text books on corporate governance and international management.</p>
	<p>Charnchai Charuvastr is the President & CEO of the Thai Institute of Directors Association, Chairman, Siam Paragon Development Co., Ltd., Member, National Corporate Governance Committee and a Director of the International Corporate Governance Network (ICGN).</p> <p>Charnchai spent the first 23 years of his career with IBM in sales, marketing, personnel, and education. This included 8 years of international assignments in Japan, Hong Kong, and Singapore. His last position with IBM was Managing Director of IBM Thailand. In 1995 he headed a Thai telecom company, Samart Corporation Plc., as their CEO. He was one of the earlier pioneers of electronic commerce in Thailand. In the business community he was elected a director on the Board of Trade, Governor of AMCHAM, Chairman of the Thai Management Association, Vice Chairman of Krung Thai Bank Plc., and Chairman of Institute of Directors East Asia Network (IDEA.net). He also served on many government committees such as the Bank of Thailand's Financial Institution Policy Committee, the National Economic and Social Development Board's subcommittee on Government Reform. He is a founding member of the Thai Institute of Directors in 1999 and has been their President & CEO to now.</p>
	<p>Patrick D. Chisanga is currently Executive Chairman of Muchanga Investments Ltd, an investment holding company, which he founded in 1987. He is also Managing Consultant of Dynamic Concepts Limited, a corporate governance consulting firm which is also affiliated to Success Motivation International of the USA. He is a former President of the Institute of Directors of Zambia.</p> <p>Prior to venturing into the private sector in 1992, he served for nearly 20 years in the public and parastatal sectors of Zambia as chief executive and chairman of a wide variety of corporations and institutions. He continues to serve as director or chairman on several boards.</p>
	<p>Robert C. Cox is an executive vice president of Chubb & Son, and Chief Operating Officer of Chubb Specialty Insurance (CSI), the executive protection and professional liability underwriting division of the Chubb Group of Insurance Companies.</p> <p>Mr. Cox began his Chubb career in 1981 as a financial institutions underwriter in the company's San Francisco office. In 1986, he was named Eastern Zone Underwriting Manager for Chubb's Department of Financial Institutions (DFI), and in 1996 he assumed worldwide responsibility for DFI. In 2001, he was named Chief Operating Officer for CSI and he assumed his present position in 2003.</p>
	<p>Mauro Rodrigues da Cunha, CFA, is the Chairman of the Brazilian Institute of Corporate Governance (IBGC). He has been associated with the institute since 2001, has served as a board member since 2003, and as vice-chairman of the Board between 2006 and 2007.</p> <p>Mr. Cunha is also a partner of Mauá Investimentos, a leading independent asset management company based in Sao Paulo, Brazil. Mr. Cunha is the Head of Equities. Before joining Mauá Investimentos, Mr. Cunha served as Chief Investment Officer for Franklin Templeton Investimentos Brasil, and for its predecessor, Bradesco Templeton Asset Management (BTAM), since August 2001.</p>

Prior to joining BTAM, Mr. Cunha was a partner at Investidor Profissional, and part of the Investment Committee of its flagship fund IP Participações. Mr. Cunha has also worked for Pactual Asset Management, Morgan Stanley Asset Management, Bank of America and Deutsche Bank. He has 15 years of investment experience.

Mr. Cunha is a Chartered Financial Analyst since 1997, holds an MBA from the University of Chicago Graduate School of Business and a BA in Economics from PUC-RJ. He has participated in a number of boards of listed corporations in Brazil, and has been an active participant in the debate to reform the capital markets.



George S. Dallas joined F&C Investments in 2008 as a Director of Corporate Governance. He leads on all aspects of F&C's global policies relating to corporate governance, including proxy voting, remuneration and engagement matters.

Prior to joining F&C he was a Managing Director at Standard & Poor's in the area of analytical policy and research. As global practice leader for corporate governance at S&P, he led the development of S&P's governance analysis and built a multinational team of governance analysts. George has conducted governance evaluations on companies in developed and emerging markets around the world, and contributed to the formal linking of these to the overall credit rating process. He was also a core member of the working group that developed S&P's ESG emerging markets index focused on corporate governance and sustainability.

George has written extensively on corporate governance and international finance, and edited the book *Governance and Risk* (McGraw-Hill, 2004). He is a member of the advisory board of Duke University Global Capital Markets Center, is a professional fellow at Tilburg University in The Netherlands and a member of the European Corporate Governance Institute and the International Corporate Governance Network. He participated in the consultation groups which contributed to the development of both the UN Principles for Responsible Investment and the Global Reporting Initiative's G3 standards. George holds a BA degree, with distinction, from Stanford University and an MBA for the Haas School of the University of California at Berkeley. George is fluent in German.



Jesus P. Estanislao is Chairman of the Institute of Corporate Directors and also chairs the Institute for Solidarity in Asia. He serves and holds the title of University Professor at the University of Asia and the Pacific. He was the founding Dean of the Asian Development Bank Institute in Tokyo.

He served as Secretary of Economic Planning and Director General of the National and Economic Development Authority, and subsequently as Secretary of Finance in the Cabinet of President Aquino of the Philippines. Dr. Estanislao was asked to become the Philippine Representative in APEC's Eminent Persons Group by President Ramos, whom he served as Adviser during the Philippine chairmanship of APEC in 1996.



Ola Peter Krohn Gjessing is a senior analyst within the ownership strategies' team at Norges Bank Investment Management (NBIM). He has an MBA in Finance from The Norwegian School of Economics and Business Administration (NHH) and is a Certified EFFAS Financial Analyst (AFA). Prior to joining NBIM in 2005 he worked as political adviser and finance journalist.



Leo Goldschmidt is a banker for most of his life, he spent an early four years' interlude as chief of staff of one of the deputy directors general at the International Atomic Energy Agency in Vienna. His banking career began in the fifties in the credit department at the Société Belge de Banque and continued in the sixties at Banque du Benelux where he became Director and General Manager. In 1970 he was named Managing Partner of Banque Degroof, a leading Belgian merchant bank, in charge i.a. of its investment banking activities. In parallel, he also served his profession as chairman of the Belgian Banks Association, as a board member of the European Federation of Banks, and as a director or executive committee member of various public institutions. He has chaired or been a director of numerous companies and societies. Until recently he was also engaged in teaching at the Universities of Brussels and Southern Europe, as well as in Vietnam.

Having retired from banking he continues to hold independent directorships in a number of companies and societies, including ECGI (European Corporate Governance Institute). He has participated in numerous corporate governance activities world-wide, amongst others by chairing the Corporate Governance Committee of EASD, serving on the OECD Corporate Governance Task Force, taking part in World Bank-OECD Round Table work in Russia, South-East Europe, Latin America and Asia and giving lectures on corporate governance in various countries. He also endowed his University with a chair on corporate governance.

He graduated from the Solvay Business School of Brussels University.



Renato de L. Grandmont is Managing Director and Interim Global Chief Investment Officer for Citi Private Bank and Chief Investment Officer for Citigroup's Wealth Management Latin America and is also the Head of the New York Investment Center for Citigroup's Private Bank International, covering the regions of Latin America, Asia, Europe, Middle East and Africa. He Chairs Citi's Global Investment Strategy Committee and Global Portfolio Committee. He also Chairs the Latin America Investment Policy Committee and the Brazil Investment Policy Committee.

Previous to joining Citigroup, he was Managing Director and Portfolio Manager for Equities at GreenAm Advisors. Before moving to the buy-side, Renato founded and headed Deutsche Bank's Global Corporate Governance Research group. Renato pioneered corporate governance research by combining governance and financial analysis to identify additional company risk sources and formulate investment recommendations.

Prior to that assignment, Renato was Director of Latin America Investment Strategy for Deutsche Bank in New York. Before joining Deutsche Bank, he was Latin America Strategist with Merrill Lynch in New York. Previous to joining Merrill Lynch, Renato worked as Economist with Wharton Econometrics Forecasting Associates - WEFA Group in Philadelphia and before that, he worked in international project finance with Haxar International Consultants in Montreal, Canada.

He has been a guest speaker and a presenter at major international policy conferences, has written articles for various magazines, and frequently comments on the financial markets in the press and on television.

Renato received a Masters of Science in Economics with specialization in International Financial Economics and Econometrics from the University of Montreal. He graduated from Concordia University in Montreal, Canada with a Bachelor of Commerce degree and a double major in International Business and Economics. He is fluent in French, Portuguese, Spanish, and English.



Bengt Hallqvist is member of the board of directors of Maquinas Agrícolas Jacto SA, Unipac Ltda and Bionnovation SA. He is an elected member of the Chamber of Arbiters of the Stock Exchange of São Paulo and the Consultative and Advisory Group of the International Auditing and Assurance Standards Board.

Mr. Hallqvist is also a member of the Glass Lewis Research Advisory Council, the OECD Latin American Corporate Governance Roundtable, the Accounting, Auditing Practices Committee of the International Corporate Governance Network and a delegate to the International Standards of Accounting and Reporting of the United Nations Commission of Trade and Development (UNCTAD).

He was one of the founders of the Brazilian Institute of Corporate Governance and was its chairman during the first five years.



Jamshed J. Irani is a renowned personality in the Iron and Steel Industry. Besides Tata Steel, Dr. Irani is a director on the boards of several corporate including Tata Sons Ltd., Tata Motors Ltd., Tata Teleservices, BOC (India) Ltd., Electrosteel Castings Ltd., and Repro India Ltd. He also serves as Chairman of Tata Refractories Ltd., TRF Ltd., and Kansai Nerolac Paints Ltd. He is also the Chairman of the Society and Board of Governors of the Indian Institute of Management, Lucknow and a member of Global Advisory Board and Asian Centre for Corporate Governance & Sustainability.

Since joining the Tata Iron and Steel Company Ltd. (TISCO), Dr. Irani has served as the company's Chief Executive Officer and President for over a decade. In addition, Dr. Irani has served in other senior positions including the National President of the Confederation of Indian Industry (CII), Co-Chairman of the Indo-British Partnership, the President of the Indian Institute of Metals (IIM), the President of the All India Management Association (AIMA), and the Chairman of the Board of Governors of the Xavier Relations Institute, Jamshedpur.

In 1997, Queen Elizabeth II conferred on Dr. Irani honorary Knighthood (KBE) for his contributions to Indo-British Trade and Co-operation. In 2007 he was honored by the President of India who conferred on him the award of "Padma Bhushan" for his services to trade and industry in the country.



Guy Jubb has a career spanning merchant banking, corporate finance, venture capital and fund management roles in London, New York and his hometown of Edinburgh. Before taking up his present role, Guy was Head of Standard Life Investments' Smaller Company and Private Equity teams.

He currently heads Standard Life Investment's Corporate Governance Team, which he pioneered in 1992 to develop and implement an efficient approach to corporate governance. The team is responsible for fulfilling all aspects of Standard Life Investments' corporate governance responsibilities, including SRI research and Standard Life Investments' Global Governance Platform. Each year, Guy and his team meet over 100 companies to discuss a wide range of corporate governance topics to assist the evaluation of corporate governance for investment purposes.

Guy has been deeply involved in developing best practice approaches to corporate governance. He is a member of a number of influential committees including the ABI Investment Committee, the CBI Companies Committee and the ICAEW's Audit Firm Governance Group. He is Co-Chair of the Conference Board's European Corporate Governance Council and Chair of the UK's Corporate Governance Forum. In addition, Guy was a member of the Corporate Governance Working Group, which assisted the UK Government during its wide-ranging review of company law, and the European Commission's Auditor Liability Advisory Forum.



Reuel Khoza (Dr.) is Chairman of the South African companies Aka Capital, Ned bank Group and Corobrik. He is a visiting professor at Rhodes Investec Business School and Professor Extra Ordinaire at the University of Stellenbosch Business School, as well as co-author of The Power of Governance and author of Let Africa Lead.

As Chairman of the NEPAD Business Foundation, Khoza initiated the establishment of the African Leadership Development Programme jointly run by the Wits Business School and the NEPAD Business Foundation.

He is a Fellow and the current President of the Institute of Directors in Southern Africa.



Mervyn King is a Senior Counsel and former Judge of the Supreme Court of South Africa. He has chaired and been a director of several companies listed on the Johannesburg Stock Exchange.

In South Africa, he is the Chairman of the King Committee on Corporate Governance, President of the Advertising Standards Authority, First Vice President of the Institute of Directors Southern Africa, a member of the Securities Regulation Panel Africa.

Internationally, he is currently Chairman of the Global Reporting Initiative Governing Council and recently chaired inquiry into the corporate governance structures to the United Nations and affiliated organizations. He also serves as the South African Representative of the International Chamber of Commerce International Court of Arbitration, Advisor to the Asian Centre of Corporate Governance, a member of the Royal Society of Arts and Commerce, a member of the international advisory boards of Stern Stewart of the USA, Milford International Associates Ltd, Tomorrows Company of the United Kingdom and the Central European Corporate Governance Association.

He is a past President of the Commonwealth Association of Corporate Governance and is a former Governor of the International Corporate Governance Network.



Philip TN Koh is an Advocate & Solicitor of the High Court (Malaya) and is a Senior Partner of Mah-Kamariyah & Philip Koh, a full service law firm based in Kuala Lumpur. He was co-project writer and consultant on projects relating to corporate governance and corporate insolvencies for the World Bank, OECD, and ADBI. He was Fulbright Scholar visiting Harvard and also completed a course on International Commercial Arbitration conducted by CiArB at Keble College, Oxford. He was Board member of a Banking Securities corporation and also Insurance corporation. He is part of a legal resource team for John Ruggie's UN Special Rapporteur for UN Human Rights and Corporations Project.

He has a wide-ranging career spanning the academia, the corporate and the professional world. He co-authored major publications on corporate & securities law and constitutional law. He also served as member of High level Ministry of Finance Committee report leading to corporate law reform 1998 - 2007. He further played a major role as a Member of Corporate Law Reform Committee (2007 - 2008) which completed its report for a major reform of Malaysian corporate law.

Mr. Koh holds an LLB from the University of Malaya, an LLM from London Kings College and an MA in Theology from the Australian Catholic University.



Paul Lee is Director of Hermes Equity Ownership Services Ltd. for Americas, UK, Africa and Australasia. Mr. Lee is a member of the UK's Auditing Practices Board and a non-executive director of Australian engagement firm Regnan. He is a member of the executive committee of the Quoted Companies Alliance.

Mr. Lee chaired the ICGN subcommittee responsible for rewriting the Network's Principles in 2009, and the consultative group which developed Guidance on Good Practice in Corporate Governance Disclosure in developing economies for the UN Conference on Trade and Development. He chaired the consultative group which developed Guidance on Good Practice in Corporate Governance Disclosure in developing economies for the UN Conference on Trade and Development. Paul Lee joined Hermes in 2000. Having graduated with a first in law from Oxford University, he spent a decade as a journalist on various specialist legal and financial journals.



Jozef Lievens is a partner at the corporate law firm Eubelius with offices in Brussels, Kortrijk and Antwerp. He specializes in issues relating to family business succession, governance, ownership strategies and conflicts between family shareholders. Lievens is a co-founder and managing director of the Belgian Institute for the Family Business and of FBNet Belgium. He is the author of the bestselling book "Governance in the Family Business" (published in Dutch and French) which was nominated as management book of the year by the Belgian financial newspaper "De Tijd" in 2005. Jozef Lievens is an FFI Fellow, holds the first FFI Certificate in Family Wealth Advising and is a former FFI board member. He is a professor at European University College (EHSAL) and teaches family business.



Mike Lubrano is Managing Director for Corporate Governance of Cartica Capital, an emerging markets fund manager focusing on governance and relational investing. Prior to joining Cartica in December 2007, Mr. Lubrano was the founder and Manager of the Corporate Governance Unit of International Finance Corporation. He is internationally recognized as a leader in fostering good corporate governance practices in emerging markets. Since its inception in 2000 until 2007, Mike was the co-organizer with the OECD of the Latin America Corporate Governance Roundtable and was the co-draftsman with the OECD's Mats Isaksson of its White Paper on Corporate Governance in Latin America, issued in 2004.



John Lim Kok Min is currently Chairman of Building & Construction Authority and of Senoko Power Ltd. He is also the Group President of LMA International NV and a member of the Governing Council of the Singapore Institute of Management. He was the former Group Managing Director of Pan-United Corporation Ltd and was previously Chief Executive Officer of Cold Storage Holdings Ltd. and Group Managing Director of MPH Ltd. He also sits on the boards and audit committees of several other listed and private companies. He is the President of the Singapore Institute of Directors, a member of the Securities Industry Council, Senate Member of the Marketing Institute of Singapore, and a former director/council member of both the Singapore International Chamber of Commerce and the Singapore Confederation of Industries.



Nell Minow is the Editor and Co-Founder of the Corporate Library. Prior to co-founding the Corporate Library, she was a Principal of Lens, a \$100 million investment firm that took positions in underperforming companies and used shareholder activism to increase their value.

Her other professional experience includes serving as President of Institutional Shareholder Services, Inc. and as an attorney at the U.S. Environmental Protection Agency, the Office of Management and Budget, and the Department of Justice. She has authored more than 200 articles and co-authored three books with Robert A.G. Monks, most recently the 4th edition of an MBA textbook called Corporate Governance, published in 2008. In June 2008, Nell Minow was the sole recipient of the International Corporate Governance Network Award for exceptional achievement in the field of corporate governance.



Mark Mobius is Executive Chairman of Templeton Asset Management, LLC. He joined Templeton in 1987 as President and Portfolio Manager of the Templeton Emerging Markets Fund, Inc, one of the first emerging markets funds. Currently, he directs the Templeton research team based in 15 global emerging markets offices and manages emerging markets portfolios. He was also appointed as Joint Chairman of the Global Corporate Governance Forum Investor Responsibility Taskforce by the World Bank and Organisation for Economic Cooperation and Development.

After more than 30 years in global emerging markets, Mark has received numerous industry awards and has written several books, including "Trading with China," "The Investor's Guide to Emerging Markets," "Mobius on Emerging Markets," "Passport to Profits," "Equities—An Introduction to the Core Concepts," "Mutual Funds—An Introduction to the Core Concepts" and "Mark Mobius: An Illustrated Biography."

Mark earned Bachelors and Masters degrees from Boston University and a PhD in Economics and Political science from the Massachusetts Institute of Technology.



Robert A. G. Monks is a substantial shareholder in, and advisor to, Trucost, the environmental research company. He is also the founder of Lens Governance Advisors, a law firm that advises on corporate governance in the settlement of shareholder litigation.

He was the founder of Institutional Shareholder Services, Inc., and served as its president; and the founder of Hermes LENS Asset Management Company of which he served as Joint Deputy Chairman. Mr. Monks also served as the President of Henley Management College's Center for Board Effectiveness and the board chairman of Governance for Owners – G40 - for both the London and U.S. based share-ownership services venture formed by former Hermes directors Peter Butler and Steve Brown which has initially focused on a European fund informed by the principles of value to be added by proper governance.

He is a graduate of Harvard College, Cambridge University and Harvard Law School. He was a partner in a Boston law firm and served as vice president of Gardner Associates, an investment management company. He was president and chief executive officer of C.H. Sprague & Son Company, and served as a board member and chairman of the Board of The Boston Safe Deposit & Trust Company and the Boston Company. He served as director of the United States Synthetic Fuels Corporation through appointment by President Reagan who also appointed him one of the founding Trustees of the Federal Employees' Retirement System. He served in the Department of Labor as Administrator of the Office of Pension and Welfare Benefit Programs having jurisdiction over the entire U.S. pension system.

Mr. Monks was also 2008 Co Chairman of Republicans for Obama in Maine, and is the Co Chairman of the 2008 World Economic Forum Council on Corporate Governance.

Mr. Monks has received a number of awards and accolades in the course of his distinguished career, including 2008 Directorship 100 Hall of Fame Award - Directorship Magazine, 2007 Outstanding Financial Executive Award - FMA (Financial Management Association), Special Award for Corporate Accountability - Investor Relations Magazine and 2002 International Corporate Governance Award – ICGN.



Peter Montagnon is Director of Investment Affairs of the Association of British Insurers. Mr. Montagnon's department is responsible for representing the interests of ABI members as investors to the broader public, government and the companies in which the industry holds stakes. Mr. Montagnon is also Chairman of the Board of the International Corporate Governance Network.

Previously Mr. Montagnon had spent two decades as a senior journalist on the Financial Times, including spells as Head of the Lex Column and in charge of coverage of the international capital markets. His last assignment, from 1994 to 2000, was as Asia Editor, responsible for the FT's coverage of a region stretching from Pakistan to New Zealand.

Mr. Montagnon is a past chairman of the ICGN and a visiting professor in Corporate Governance and the Cass Business School in London. He has been appointed by the European Commission to serve on the new European Corporate Governance Forum.

After graduating in Modern Languages from Cambridge University in 1972, Mr. Montagnon joined Reuter's news agency as a financial journalist. At Reuters he completed assignments in Hong Kong, Zurich and Washington before joining the Financial Times.



Jules Muis is former Director General and Chief Internal Auditor of the European Commission (2001-2004) and Vice President and Controller of the World Bank (1995- 2000). Prior to 1995 he practiced at Ernst&Young in senior client- and practice management positions. Jules was Executive Partner of E&Y's European operations from 1992-1994. In 1991 he was President of NIVRA, the Dutch Institute of Registered Accountants.

Throughout his career Jules Muis has been actively involved in promoting and contributing to a broad range of systemic issues, from audit and accounting standard setting and quality control, strategic planning and risk management to institution building and good governance issues in a global setting, both in the public as well as private sector.

In 2004, after his retirement from the European Commission and building on his previous experience, Jules made a world tour to take stock of the systemic risks in our financial system. In December 2004 he shared his alarming conclusions – i.e. a fundamental breakdown of our overstressed, disjointed and under-controlled financial systems as an accident waiting to happen for most of the same reasons we know to-day - at a public conference in the Netherlands. In 2005 he followed up his strong warnings with the publication of a survival kit for accountants and auditors for when the financial fragility shoe was to drop.



David Pitt-Watson is the founder of Hermes Equity Ownership Service, the largest shareholder stewardship programme in the world and is currently Chair of its shareholder activist funds.. He was formerly head of all Hermes shareholder activist activities. He has enjoyed a varied business career, both as a prominent City investor and as a senior strategic advisor.

Between 1997 and 1999 he was Assistant General Secretary of the Labour Party. He has advised leading politicians on issues of industrial policy and organization for over 20 years. He is a director of Oxford Analytica and a trustee of the Institute for Public Policy Research (IPPR). He has been a member of several policy commissions.

A graduate of Oxford and Stanford Universities, David was Visiting Professor at Cranfield University School of Management from 1990 to 1996. He is the author of *The New Capitalists*, published by Harvard, which describes how a “civil economy” can emerge in the economic sphere, mirroring civil society in the political sphere.



John Plender, following his degree at Oxford University, joined Deloitte, Plender, Griffiths & Co in the City of London in 1967, qualifying as a chartered accountant in 1970. He then moved into journalism and became financial editor of *The Economist* in 1974, where he remained until he became an adviser in the British Foreign Office policy planning staff in 1980.

On leaving the Foreign Office, he became a senior editorial writer and columnist at the *Financial Times*, an assignment he combined until recently with current affairs broadcasting for the BBC and Channel 4. A past chairman of Pensions and Investment Research Consultants, the UK-based shareholder activist, John Plender has served on the London Stock Exchange’s quality of markets advisory committee and the UK government’s Company Law Review steering group. He writes extensively on corporate governance and is a non-executive director of Quintain PLC, a FTSE 250 company.



Robert C. Pozen is Chairman of MFS Investment Management. He served on President Bush’s Commission to Strengthen Social Security and as Secretary of Economic Affairs for Massachusetts Governor Mitt Romney.

Mr. Pozen was formerly vice chairman of Fidelity Investments and president of Fidelity Management & Research Company, the investment advisor to the Fidelity mutual funds. Before that, he was managing director and general counsel of Fidelity Investments. He was also a director of Fidelity’s insurance company and credit card bank.

Before joining Fidelity, Mr. Pozen was a partner at the Washington, D.C., law firm of Caplin & Drysdale. Prior to that, he was associate general counsel to the Securities & Exchange Commission from 1978 to 1980. He also was a law professor at Georgetown and New York University from 1973 through 1977.

Mr. Pozen was the John Olin Visiting Professor at Harvard Law School and serves as a senior lecturer at the Harvard Business School.

Peter Rudman, Nordea Fonder AB



Ken Rushton is a senior advisor to Nestor Advisors Ltd. Ken has led a number of NeAd engagements with emerging market companies and financial institutions. He has also led engagements with Central Banks and multilateral institutions on policy issues.

Ken joined Imperial Chemical Industries (ICI) in 1968 after graduating in law from Trinity College, Dublin. After a career in the company secretarial function of many of ICI's Divisions in the UK, he was appointed Company Secretary in 1996. He took early retirement at the end of 1999 to take up the position of Director of the Institute of Business Ethics. In 2001, he was appointed to the Financial Services Authority (FSA) as Director of Listing and Head of the UK Listing Authority. From 2004 he was responsible for directing the review of the UK Listing regime. Ken retired from the FSA at the end of 2004. He was an advisor to the Financial Reporting Council in 2005-06.

Ken Rushton was formerly a member of the Listing Rules Committee and the Department of Trade and Industry's Company Law Review Consultative Committee. He was also a member of the CBI Companies Committee and the equivalent committee in UNICE (now Business Europe). He represented the European Round Table on the OECD Task Force on Corporate Governance.

Ken is a Fellow of the Chartered Institute of Secretaries and Administrators and a Fellow of the Royal Society of Arts. He is also a member of the Corporate Governance Committee of the Institute of Chartered Accountants in England and Wales, the Chartered Director Committee of the Institute of Directors and the Private Sector Advisory Group of the Global Corporate Governance Forum. He is the editor of "The Business Case for Corporate Governance" (Cambridge University Press).

Ken holds a Law degree from Trinity College, Dublin.



Renate Schwob is a member of the Executive Board of the Swiss Bankers Association and Head of the Financial Market Division since 2004. Prior to this she was the Legal Counsel and Compliance Manager at Credit Suisse in Zurich, and member of Senior Management.

She holds a PHD from Basel University. She is the co-editor of the Zurich commentary on Swiss Banking Law, co-editor of "le secret bancaire", a commentary on Swiss banking confidentiality, and co-author of different commentaries on Swiss law.






S.D. Shibulal is a co-founder and member of the Board of Directors of Infosys Technologies Ltd. In his 20 years with Infosys, he has served the company in different senior positions including Chief Operating Officer, Group Head of Worldwide Sales & Customer Delivery and Head of Manufacturing, Distribution.

Between 1991 and 1996 he took a sabbatical with Sun Microsystems where he was responsible for designing and implementing SunPlaza, Sun's first e-commerce application, supporting online ordering, payments and distribution of software. He was chosen 'Producer of the Year' and received the SunIR Academy Award for 1995.



Anne Simpson is the incoming Head of Global Corporate Governance at California Public Employees' Retirement System (CalPERS). She has been the Executive Director of the International Corporate Governance Network whose members are drawn from over 45 countries worldwide, and include investors responsible for US\$13 trillion in global assets. Prior to this she was Head of the Secretariat at the Global Corporate Governance Forum. She was primarily joint Managing Director of Pensions & Investment Research Consultants Ltd, one of Europe's leading independent investment advisers on corporate governance and corporate responsibility to institutional shareholders.

	<p>Anne is a member of the World Economic Forum's Global Agenda Council on Corporate Governance. Previously she was also a member of the Advisory Board at the investment management firm Governance for Owners which uses shareholder engagement to improve firm value across Europe and the US.</p>
	<p>Anita Skipper is the Corporate Governance Director of Aviva Investors (ex Morley Fund Management), working within the Equities Department where she forms part of Aviva Investors' core engagement team. Anita is on the Board of Governors of the International Corporate Governance Network (ICGN) and, as a member of a number of corporate governance committees, including the Association of British Insurer's Investment Committee, Share Schemes Panel and the Corporate Governance Forum; she has played an important role in the development of governance practice in the UK. Anita has also participated on a number of global governance committees including the International Corporate Governance Network's committee on global governance principles and is a founding member and current chair of the Global Institutional Governance Network, an informal network of global investors who meet regularly to consider current global governance issues.</p> <p>She has a Law degree from Nottingham University.</p>
	<p>Mr. Farooq Sobhan is former foreign secretary of Bangladesh, an ambassador and a past executive chairman of the Board of Investment. He has also served as the special envoy of the Prime Minister with rank and status of a state minister. He has been a member of the Bangladesh delegation to several international conferences. He has also served as the chairman of the UN Commission on Transnational Corporations. He has served as a board member of several organizations and companies and is currently on the Board of Governors of the South Asian Centre for Policy Studies, Dhaka. He is chair to the working group responsible for drafting the Code of Corporate Governance. He has a Bachelor of Arts (Honours) degree from Dhaka University and Master of Arts degree from Oxford University.</p>
	<p>Peter Spinnler has been the Lecturer on Swiss and European Investment Fund Law in Universität Zürich International Business Law since 1996. From 2003-2005, he served as the Founding Member and Vice Chairman. Before that, he was the Head of Business Line Investment Funds and Managing Director/President of Julius Baer Investment Funds Services, Member of the Executive Board of Julius Baer Group; Chairman of Julius Baer Investment Funds Services, Ltd. Zürich, Chairman of several Julius Baer SICAV in Luxembourg from 1996 to 2003. He was also the Founder and CEO of Julius Baer Investment Funds Services, Ltd, Zürich from 1989 to 1995.</p> <p>Peter serves several boards of financial companies as independent board members and chairman including Robeco (Schweiz) AG,, Zürich, Switzerland; o Animato Stiftung, Zug, Switzerland; o AIG International Trust Management Ltd. , Luxembourg (now: Falcon Fund Management Ltd. Luxembourg)</p>
	<p>Daniel Summerfield (Dr.) co-heads the Responsible Investment Team of the Universities Superannuation Scheme (USS), one of the UK's largest pension funds. He is responsible for coordinating USS's work to improve corporate governance performance of companies and markets in which USS invests through the development and implementation of its engagement policy in the UK and overseas. To operationalise its commitment to long-term and active share ownership, USS has created a Responsible Investment (RI) team of four. The RI team works with both USS's internal and external fund managers and other market participants on a range of extra financial issues such as corporate governance and corporate responsibility. USS has initiated and participates in a number of collaborative investor projects covering issues as diverse as climate change and the Pharma business</p>

model, to US corporate governance practices and executive remuneration.

Previously, he was the head of corporate governance at the Institute of Directors where he was responsible for the IoD's work in corporate governance. Daniel has an academic and research background having obtained his PhD from the University of London and lectured at several institutions. He was formerly the director of research in the office of a member of the House of Lords and has held other senior posts in the public and private sectors.

Daniel serves as a member of a number of committees including the NAPF's Shareholder Affairs Committee, the coordinating group of the Global Investors Governance Network and the Investment Committee of Eumedion, a Dutch investor forum. He is also a founding member of the International Roundtable on Executive Remuneration and was a co-convenor of Pharma Futures, a forum to facilitate dialogue between investors and Pharmaceutical executives on the key challenges and opportunities facing the sector.

He also currently serves as a trustee and governor of a local school and an audit and risk committee member of a large UK charity. He is also an Honorary Visiting Fellow at the Cass Business School of the City University London.



Peter Taylor is an investment manager and the Head of Corporate Governance on the Asian equities desk of Aberdeen Asset Management Asia Limited. Peter joined Aberdeen in 2007 from the International Finance Corporation, where he worked on corporate governance and capital markets development for seven years from their Washington DC and Hong Kong offices.

Peter graduated with a BA in Philosophy, Politics and Economics from Oxford University and an MA in International Economics and International Relations from The Johns Hopkins University, Washington DC. Peter is a CFA Charter holder.



Miles Templeman is the Director General of the UK IoD. Miles began his career as a marketing specialist and gained his pedigree leading such major consumer brands as Daz, Ribena, Lucozade and then Levis jeans. He then moved to general management and became Managing Director of Threshers and then the Whitbread Beer Company. He had great success in building those companies, especially with the growth of such brands as Boddingtons and Stella Artois.

Miles then had a series of non-executive directorships and consultancy roles including Royal Mail, Ben Sherman and Accenture before becoming Chief Executive of Bulmers, which was eventually successfully sold to Scottish & Newcastle. Miles was also Non-Executive Chairman of restaurant chain YO! Sushi between 2003 and 2008.

A firm believer in the power of the brand and the importance of valuing your team, Miles is a passionate believer in the values of enterprise and assumed the role of Director General of the IoD in 2004, at a time when its membership, influence and relevance was steadily increasing, particularly with the growing importance of corporate governance, director standards and the importance of entrepreneurship and innovation in business. One of the key objectives is to make the IoD more international and build its reputation as a centre of excellence for directors around the world.

Alongside his IoD role, Miles is Non-Executive Chairman of Shepherd Neame, the Kentish family brewer; a Board Member of Young Enterprise; Enterprise Insight; and The European Confederation of Directors' Associations (ecoDa); and Senior Non-Executive Director of Melrose PLC, the buy-out specialist.

He joined the Apprenticeships Task Force in September 2004, following the retirement of George Cox from the IoD.



Leonardo Viegas is a founding member and the Chairman of the Education and International Committees of the Brazilian Institute of Corporate Governance (IBGC). He has served IBGC as a director and also teaches governance courses.

In the last 10 years he has been appointed on the boards of several companies as an independent director and as a coach for owners and directors of family-controlled companies in Brazil. Prior to his activities on boards of directors, he worked as a management consultant and held executive positions in manufacturing and banking.



Olli V. Virtanen is Secretary General of the Finnish Association of Professional Board Members, and Member of the Board of ecoDa, the European Confederation of Directors Associations. He is also Member of the Global Corporate Governance Forum's Private Sector Advisory Group, which is part of the IFC.

In his private business Olli has been a management consultant for 20 years focusing on corporate governance and investor relations issues. He has written four books on corporate governance –related subjects. In his earlier career Olli was financial journalist working for Kauppalehti which is Finland's leading business newspaper, BBC in London, and as Helsinki correspondent for the Financial Times.



George J. Vojta has been Chairman and Chief Executive Officer of Westchester Group LLC. since 2002. Mr. Vojta serves as Senior Operating Partner of Northwest Capital Appreciation Inc.

He served as the President of Financial Services Forum, a global financial services public policy organization since 1999 until March 2004. Mr. Vojta served as Executive Vice President of Bankers Trust Company from 1984 to 1992. He served as President of Deak & Company and Chief Financial Officer of Phibro-Salomon Inc.

Mr. Vojta is the Founder of eStandards Forum/Financial Standards Foundation and has been its Chairman since March 2003. He serves as Chairman of Caux Roundtable. He serves as Chairman, Yale Center for Corporate Governance and Performance. Mr. Vojta served as Chairman of the Board of Governors of the Federal Reserve System. He serves as Chairman of Wharton Financial Institutions Center at the University of Pennsylvania; Chairman, The International Institute for Corporate Governance; and Vice Chairman of the Board of Trustees of St. Luke's-Roosevelt Hospital Center. Mr. Vojta served as Vice Chairman of Bankers Trust New York Corp. Mr. Vojta served as Vice Chairman of Deutsche Bank Trust Corporation (alternate name: Bankers Trust Corporation), a subsidiary of Bankers Trust New York Corp.

From 1984 to 1999. Mr. Vojta has been a Director of Cynosure Inc., since September 2005. He serves as a Director of PT Holdings Company, Inc. and Sumitomo Derivative Products. He serves as a Director of Asur Corporation -- Mexico City; and Director, Maxum Petroleum. Mr. Vojta has been an Independent Director of Grupo Aeroportuario del Sureste, S.A. de C.V. since April 28, 2003. He has been a Director of Urstadt Biddle Properties Inc., since 1999. He serves as a Director of Southeast Airport Group, an operator of Mexico airports. He serves as a Director of Alicorp, S.A., Northwest Airlines and Private Export Funding Corporation. He serves as a Member of the Board of Advisors of The Yale School of Management and Advisor of Anahuac del Sur Business School -- Mexico City and Kozminsky Academy -- Poland; Council for Economic Stability -- Argentina. Mr. Vojta serves as a Director of International Executive Service Corps and Trustee of Continuum Health Partners. He serves as a Member of the Training Advisory Board of Central Banking Publications Limited. He served as a Director of the Financial Services Forum since 1999 until March 2004.

He served as a Director of Deutsche Bank Trust Corporation from 1984 to 1999. He served as a Director of Bankers Trust New York Corp. since 1992. He is a Member of the Bretton Woods Committee, and Member, Center for International Private Enterprise. He is a Member of Council on Foreign Relations and Member, New York State Banking Board. He is a Visiting Fellow of Emory University. Mr.Vojta received a B.A., magna cum laude, in 1957 and an M.A. in 1961 from Yale University.



John Wilcox is Head of Corporate Governance of GWM Group, an independent financial service partnership based in Switzerland and Luxembourg, with representatives in major financial centers around the world. Within the Group, he is Chairman of Sodali Ltd, a global consultancy providing advice and transnational services to listed companies in Europe, Asia, Latin America and other emerging markets.

From 2005 to 2008 he served as Senior Vice President and Head of Corporate Governance at TIAA-CREF, one of the world's largest private pension systems. Prior to joining TIAA-CREF he was chairman of Georgeson & Company, Inc, the U.S. proxy and investor relations firm. During his career he has specialized in corporate governance, corporate control transactions, capital markets regulation, director education, cross-border voting and investor communication, combining working knowledge of both the corporate and the shareholder perspective.

His articles have appeared in various magazines, books and publications. He has testified before Congress and agencies on matters relating to securities regulation. He speaks frequently before professional groups.

Mr. Wilcox received a B.A. from Harvard College, an M.A. from the University of California, Berkeley, a J.D. from Harvard Law School and an LL.M degree from New York University Graduate School of Law. He is a member of the American and New York Bar Associations.



Jan-Olaf Willums is the Chairman and Founder of InSpire Invest, an investment group active in social investment and the cleantech field. Through Inspire he has been co-founder and seed investor in numerous pioneering companies, including REC (Solar), Think (Electric vehicles), and MoveAbout (car sharing).

Previously, he held senior management positions in Storebrand, Norway's largest financial sector company, Saga Petroleum and Volvo Petroleum, and chaired two of the earliest venture capital and investment companies in Norway in the 1980's. In 1990 he was appointed to head the Energy and Environment Office of the International Chamber of Commerce (ICC) in Paris, and Secretary General of the Industry Forum at the Rio Earth Summit, Brazil in 1992. There he was Co-Founder and became Executive Director of the World Industry Council for the Environment (WICE) that later merged to become the World Business Council for Sustainable Development in Geneva. He is also a member of the World Economic Forum Agenda Council.

He is today a Professor of Entrepreneurship at the Norwegian School of Management, Vice chairman of the Bellagio Forum, Advisory Board Member of the European Bank for Reconstruction and Development and Co-Founder of Ashoka Norway.



Simon C.Y. Wong is an Executive Partner and Managing Director at investment firm Governance for Owners, Adjunct Professor of Law at Northwestern University School of Law, and an independent advisor.

Previously, Simon was Head of Corporate Governance in the London office of Barclays Global Investors and a management consultant at McKinsey & Company. Simon started his professional career as a securities lawyer with Linklaters & Paines and Shearman & Sterling in London, and also served as Principal Administrator/Counsel at the OECD in Paris.

Simon speaks regularly on corporate governance and capital markets-related topics and has published articles in the McKinsey Quarterly, Financial Times, International Financial Law Review, and other journals.

Simon is also Chairman of the ICGN Shareholder Responsibilities Committee and member of the NAPF Shareholder Affairs Committee and Eumedion Investment Committee.

Simon holds a Juris Doctor degree from Northwestern University and is admitted to the New York bar.



Eddy Wymeersch is the chairman of the Committee of European Securities Regulators. He also serves as chairman of the Belgian Commission Bancaire, Financiere et des Assurances (CBFA), a position he has held since 2001.

Prior to joining the CBFA, Wymeersch was a regent of the National Bank of Belgium and a member of the legislative branch of the Council of State. From 1990 and 2001, he was a member of the board of several Belgian companies, and from 1998 the chairman of the Brussels airport. Wymeersch has been an academic at the Ghent Law School, and has participated in several committees advising the Belgian government. He also has acted as an adviser to the European Commission, a consultant to the World Bank and International Finance Corporation and an advisor to several European financial institutions and stock exchanges.

Wymeersch studied law at Ghent University and Harvard Law School.



Patrick Zurstrassen After close to 30 years of banking and fund management with “Credit Agricole Indosuez” Group, Patrick Zurstrassen has founded in Luxembourg “The Directors’ Office” that subsequently merged with “Mercuria Services” to form “MDO Services”. He acts as an independent director on the boards and audit and remuneration committees of several companies, listed or non-listed, mainly in the financial sector. His mandates belong to groups such as La Baloise, Barclays, Le Foyer, Jupiter, Lombard Odier Darier Hentsch, Pioneer and Evergreen/Wells Fargo [European Credit Management].

He participates in the works of several fund management and investment professional bodies, including ALFI, the Association of Luxembourg Fund Industry and FEFSI-EFAMA, the European Fund and Asset Management Association that he both chaired. He is Founding Chairman of ILA, the Institute of Luxembourg Directors. He is member of the board of directors of ecoDa, the European Confederation of Directors’ Associations in Brussels.

Patrick Zurstrassen chairs the Luxembourg Working Group on Corporate Governance. He is an affiliated member of the CFA Institute as well as a member of the International Corporate Governance Network, the European Corporate Governance Institute and the National Association of Corporate Director.



Yilmaz Arguden is a leading strategist, advisor, and board member of major public and private institutions, and NGOs. He is the Chairman of ARGE Consulting, a leading management consulting firm based in Istanbul. ARGE has been recognized at the European Parliament as one of the best three companies 'shaping the future' with its commitment to corporate social responsibility and is the first Turkish signatory of the Global Compact. He is also the Chairman of Rothschild investment bank in Turkey. He has served on fifty different boards and is currently the Chairman or member of corporate governance committees of Coca Cola Icecek, Vestel, Yazici Holding, and Inmet Mining based in Toronto; an Adj. Professor of Business Strategy at the Bosphorus University and the Ko University; an author of numerous books and a columnist focusing on business and strategy issues.