

### PERSONAL PROFILE

C-Suite executive with a distinguished international career in luxury goods and retail orchestrating profitable growth across multiple geographies with diverse market profiles. As brand guardian and ambassador for Chanel, he has affected innovation and change through creative solutions and sound relationships ensuring the organisation remains at the cutting-edge seeking continuous improvement through questioning and challenging the status quo.

Operating at Board level within the group, he leads a region spanning three continents with four official languages and over 2000 employees. A multi-lingual, frequent traveller who has lived and worked in France, Germany, Spain, Japan and UK. Currently located in London with links to Spain, France and Latin America.

Developing and evolving new business models using technology as a tool to transform the industry and redefine client, brand and distributor relationships. Constantly seeking to revolutionise the face of the luxury goods market and promote accessible economic benefits via the circular economy, repurposing luxury goods for on-going use and ultimate recycling. Champions the social impact of employing environmental and sustainable solutions in every context from product and packaging to the office and working environment with accountable reporting on ESG and financial accounts.

Promotes workforce equity at every level to enrich and harness the talents and skills of the many to benefit the organisation and wider society. Respects the richness of an inclusive, diverse culture, embracing "kind leadership" and seeking strong employee engagement through social mobility and gender balance initiatives and creative succession planning.

Mentors and develops talent to encourage internal progression underpinning the core cultural principles of the business and the interpretation of language and concept. Promotes a culture of stability and happiness where individuals are unafraid of failure in a constantly changing environment.

### BOARD EXPERIENCE



#### CHANEL

President – UK, Ireland, Canada, South Africa, Mexico, Brazil & LATAM markets

Member – Chanel Worldwide Board since creation in 2016

Member – Audit Committee; Global Executive Committee

Chair of Canadian, Mexican, LATAM Boards operating as independent subsidiaries

Senior Advisor to CAVI - South African Agent for Chanel

Vice President of French Chamber of Commerce

Member of Conseiller du Commerce Extérieur

### EXECUTIVE CAREER



#### CHANEL

1987 to date

Regional President, UK, Ireland, Canada, South Africa, Mexico, Brazil & LATAM markets 2000 to date

Holland & Holland - Acting Managing Director 2018 – 2021

Managing Director, Germany 1997 – 2000

Managing Director, Spain 1990 – 1997

Directeur International du Contrôle de Gestion, based in France 1987 – 1990

**YVES SAINT LAURENT PARFUMS** - Contrôleur de Gestion International, based in France 1983 – 1987

### EDUCATION AND PROFESSIONAL DEVELOPMENT

ESCP Business School MBA, Business, Management, Marketing and Support Services

2 years Management Studies at Dauphine; 2 years architecture studies at St Luc, Tournay

**Languages:** Native French, fluent English and Spanish

### PERSONAL

Married to Arielle; three adult children and five grandchildren continuing the family tradition of international living in multiple locations. Interests include protecting the environment, executive education, ballet, opera and long-distance walking, currently completing the Santiago de Compostela trail.

Together with his wife, has mentored over 60 young adults over the past 20 years to find their personal direction and achieve full potential – psychologically and emotional, providing a temporary home and family.

## BOARD CREDENTIALS AND CONTRIBUTIONS

### Leadership

- First appointed member of Chanel Group Board on its creation in 2016. Instrumental in establishing an operating board with the governance regime of a publicly accountable, multi-national organisation for this privately owned family company.
- As board member, instrumental in strategic decisions related to investment, growth, global footprint, brand value, legal and fiduciary reporting and ESG.
- Member of the Audit Committee constantly refining internal and external audit capabilities. Company accounts signatory working with auditors Deloitte and more recently EY.
- Member of the Global Executive Committee responsible for profitable, effective and compliant operations throughout the world.

### Governance and Risk

- Instrumental in ensuring internal and external systems protect the company from fiduciary and legal risk working to the compliance standards of a listed business.
- Guarding against cyber security and technological vulnerability.
- Mitigating Operational risk through crisis management strategies in circumstances such as Covid, industrial dispute and supply chain disruption.

### Environmental

- Introducing worldwide practices which utilise end-to-end sustainable solutions throughout the product and distribution lifecycle with minimum environmental damage and accountable reporting.
- Incorporating traditional craftsmanship and practices combined with sourcing natural materials throughout the supply chain reflecting the business philosophy of the organisation.
- Employing circular economy principles, leading to the ultimate recycling and repurposing of luxury goods.

### Social Impact

- Supporting company-wide workforce initiatives to meet minimum wage, cost of living and ethical employment standards and conditions across the globe.
- Ensuring gender / LGBTQ+ balance and wider diversity principles from ethnicity to neurodiversity are reflected throughout the organisation – current board is 50% female and ethnically diverse.
- Seeking to introduce apprenticeship and craftsmanship concepts and development initiatives for all employee levels increasing social mobility.

### Vision and Transformation

- Developing a research project with ESCP defining future business models for luxury partners, leveraging new technologies from blockchain to tokens, web 3.0 and Metaverse redefining client relationships and reviewing outdated concepts of ownership and retention versus new ways of usage and experience.
- Pioneered innovative business concepts, including the trial of exclusive perfumes ahead of the market ultimately leveraging this beyond the UK, establishing a market trend.
- Transformed the beauty products business model in Brazil by transitioning from 600 wholesalers to 6 retail standalone outlets together with eCommerce which tripled revenues.
- Created and implemented an innovative business model for Holland & Holland for access to products, services and payment models. Customers now pay a deposit and monthly fee and are able to access the same ultimate luxury service wherever they are in the world. The model now extends to Chanel VIPs.

### Strategy

- Rapidly formulated innovative strategies to manage the Covid crisis. Avoided use of furlough and grant monies throughout the region via 15% reduction in employee reward packages and 20% decrease in work time. Maintained profitability throughout, reimbursing employees and protecting engagement.
- Developed and implemented "beacon of experience" strategy uniting clients, staff, training and PR using common energy to improve brand perception and create a unique Chanel campus and network.
- Led protracted negotiations with major retail customer to find a win-win solution and create conditions for future success taking into account contrasting viewpoints on distribution control. Rebuilt relationships around a common focus on growth and brand values.

### Mentorship

- As Chair of Canadian, Mexican and LATAM Boards advises and mentors the local companies to operate effectively and within governance guidelines.
- Through mentorship builds trust and confidence to motivate, inspire and coach local teams to be self-supporting and achieve objectives particularly during Covid where face to face interactions were restricted.
- Creates a culture allowing individuals to develop their skills, learn from mistakes and reach full potential using a communicative, "light touch", high trust leadership style.