

Non-Executive Directors



Agenda, Wednesday, 7th May

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| 08:35 | Registration |
| 08:45 | Programme and Personal Introductions Murray Steele, Programme Director |
| 09:15 | The Legal Responsibilities of Directors Alex Dixon, Travers Smith |
| 11:00 | Break |
| 11:15 | Corporate Governance Murray Steele, Programme Director |
| 12:45 | Lunch |
| 13:30 | Legal Responsibilities and Governance case study: B2B Software International [BSIL] Murray Steele, Programme Director |
| 14:45 | Break |
| 15:00 | Health and Safety for Directors Kizzy Augustin, Mishcon de Reya |
| 16:00 | Characteristics of Effective Boards Murray Steele, Programme Director |
| 17:00 | Question and Answer session with an experienced PE/VC NED Calum Paterson, Managing Partner, Scottish Equity Partners |
| 18:00 | Drinks |

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Agenda, Thursday, 8th May

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| 08:30 | Board Dynamics Patrick Dunne, BoardDelta |
| 10:15 | Break |
| 10:30 | Case Study: Convo Murray Steele, Programme Director |
| 12:00 | Personal Behaviour in the Boardroom Murray Steele, Programme Director |
| 13:00 | Lunch |
| 14:00 | Removing Directors Murray Steele, Programme Director |
| 14:45 | Break |
| 15:00 | Characteristics of Effective NEDs Murray Steele, Programme Director |
| 16:15 | Effective NED case study: SaaS Tech Murray Steele, Programme Director |
| 16:30 | Review and programme close |

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Murray Steele, Programme Director

Murray currently delivers NED development programmes for the Financial Times, BVCA and EBRD, amongst others. He has developed a specialism in the role of the investor nominated NED.

His practical experience includes being a non-executive director (NED) of the Airline Division of British Aerospace which had revenues in excess of £1 billion and being a nominee director of 3i. From 1985 to 2002 he was Chair of Orchard Hotels, a start-up hotel company which he created with a colleague and sold successfully to a listed company.

Currently he is Chair of Surface Generation – an advanced manufacturing technology company and Octopus Apollo VCT plc - a FTSE listed company which invests in UK unquoted tech SMEs. In total he has held over 20 chair and NED positions, completed several fundraisings and led three successful exits.

Murray holds a Bachelor and Masters Degrees in mechanical engineering from the University of Glasgow; an MBA from Cranfield School of Management and an accounting qualification from the Association of Certified Accountants [ACCA].

Alex Dixon, Travers Smith

Alex is a corporate lawyer with 10+ years' experience, specialising in pan-European and international private equity and M&A transactions. His clients include corporates, institutional investors, alternative asset managers, senior management teams, founders and investee companies.

Alex has deep experience advising on a full range of transactions including leveraged buyouts, bolt-on acquisitions, carve-outs, co-investments, private equity exits, distressed M&A, reorganisations and restructurings together with advising on general corporate matters.

Kizzy Augustin, Mishcon de Reya

Kizzy is a Partner in the White Collar Crime & Investigations Group. A Solicitor Advocate with Higher Rights of Audience, she has significant experience in defending companies, senior directors and employees in corporate manslaughter and serious fire / health and safety prosecutions.

Kizzy provides preventative consultancy advice to high-profile corporate and commercial clients concerning corporate policies and procedures, ensuring compliance with health and safety legislation, as well contentious, strategic advice in response to an actual incident. She also regularly represents clients at court, Enforcement Notice appeals and Coroners' inquests. Kizzy has a particular interest in managing reputational risk for businesses and providing training on the law relating to health and safety issues within the construction, care homes, environmental, manufacturing, fire, rail and retail industries.

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Kizzy joined from Russell-Cooke Solicitors, where she had been Partner since 2018. Prior to this, she worked at Pinsent Masons, leading their health and safety team in London for 10 years. She is a member of the Health and Safety Lawyers Association and an Executive Committee trustee of the London Health and Safety Group.

Kizzy is recognised by The Legal 500 in 2022 as an *“exceptional Leading Individual”* for health and safety. She is also highly ranked in Chambers & Partners in 2022, which describes her as *“impressive, forward-thinking and really excellent at what she is doing”*. She has been voted one of the top 15 health and safety influencers in the UK by around 600,000 global readers of the Safety & Health Practitioner.

Calum Paterson, Managing Partner, Scottish Equity Partners

Calum is a co-founder of SEP and has been investing in growth-stage software and technology companies for more than three decades. He chairs the firm’s Investment Committee and partnership board and has worked closely with many portfolio companies over the years, including global travel technology company, Skyscanner, where he was a member of the board of directors.

Calum trained as a Chartered Accountant with Ernst & Young, the global professional services firm. He holds BA (Hons) and MBA degrees from the University of Strathclyde and is a Fellow of the Royal Society of Edinburgh, Scotland’s national academy of science and learning.

He is a former Chair of the British Private Equity and Venture Capital Association (BVCA), the industry body and public policy advocate for private capital investment in the UK.

Patrick Dunne OBE – Chair Boardelta, Royal Voluntary Service, ESSA, Visiting Professor Cranfield

Experienced Chair and serial social entrepreneur with extensive experience of working with boards in Europe, Africa, Asia and North America. Currently Chair of board consultancy Boardelta, the charities The Royal Voluntary Service and ESSA- Education Sub Saharan Africa.

His executive experience includes 26 years in a variety of investment and management roles including serving on the Operating Committee of 3i Group plc.

Patrick has helped to establish many successful courses on board skills including for the BVCA, Invest Europe and the Financial Times and helped Chairs across a wide range of sectors to transform the effectiveness of their boards through Boardelta. As a member of the Higgs review Patrick has also played a role in shaping governance policy for UK listed companies. He is the Author of the award winning *“Boards”* and three other successful books on the subject as well as co-author of *“Five Generations at Work: How We Win Together For Good”*.

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Patrick has a passion for education and is a former member of the General Council of the University of Warwick, a Visiting Professor at Cranfield School of Management and an Associate Fellow at Warwick Business School.

He also has extensive experience of developing social enterprises using venture philanthropy techniques, most notably as Chair with Leap Confronting Conflict, ESSA and the EY Foundation and with Warwick in Africa which he founded in 2006.