




**PERSONAL INFORMATION Gioia Ghezzi**

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**NON-EXECUTIVE AND INSTITUTIONAL ROLES****Non-Executive Roles**

**Current** ATM: Chair  
European Institute of Innovation and Technology (EU): Chair  
RGI Group (Corsair Capital): Chair  
Atlantia (Edizione Holding): Board Member and Chair of the Nomination Committee  
Ternium (Techint): Board Member  
Humanitas Group (Techint): Board Member  
Credito Fondiario (Elliott Management): Board Member  
Magic Land (Pillarston KKR): Board Member  
Sirti (Pillarstone KKR): Board member

**Past** Ferrovie dello Stato Italiane : Chair 2015-2018, Member of the Board and of the Risk, Governance and Audit Committee 2014-2015  
Gruppo Investimenti Portuali (InfraCapital Infravia): Member of the Board 2017-2020  
Zurich EuroLife: Chair 2013-2016  
Zurich Life Insurance Company: Member of Management Board 2013-16

**Institutional Roles**

**Current** Confindustria, Italy: Member of General Council and Environment Subcommittee  
Assolombarda, Italy: Vice President, Smart City & Sustainability  
Assonime, Italy: Member of Giunta  
Trilateral Commission: Italian Member  
Assonime, Italy: Member of Consiglio Direttivo

**EXECUTIVE ROLES**

August 2013 – June 2016 **Zurich Insurance Group**

**CEO International Group Risk Solutions - Member of CEO's Leadership Team - Member of the Corporate Life and Pensions Executive Team**

Key Achievements: Agreed key partnerships with major Health Insurance player and Nordic Insurance player. Closed and successfully sold legacy businesses. Delivered double digit growth in revenues and single digit growth in New Business Value while turning around the business. Secured and generated funding for operational and technological upgrade. Changed the management team. Met all milestones of transformation plan on time and on budget. Turned around the business from a control environment point of view.

2012 – 2013 **Willis Group Holdings**

**Group COO - Member of Operating Committee**

Responsible for Strategy, Sales, Marketing, Business Transformation, Operations, IT, Real Estate and Facilities Management. Total budget \$250m

Key Achievements: Delivered improvements across the board while staying 5% below budget for the year, including:

- Marketing: Refocused function on customer insights, digital channels and analytics
- Business transformation: set up new function providing portfolio view of Willis' technology projects, put in place transparent governance to allocate resources and performance manage projects
- Sales: triggered review of RfP response processes, effected personnel changes. Proactively developed small set of high profile clients
- Operations: created transparency on overall Operational cost base, delivered 3 year roadmap for Operational transformation and location strategy, reviewed case for outsourcing, initiated drains-up review of Mumbai operation, changed CEO, financial projections for major project leading to NPV of \$30m
- IT: Carried out diagnostic of the function identifying inefficiencies and gaps and started a 12 months programme refocusing it on higher-value services
- Real Estate and Facilities Management: ensured succession planning, put in place new governance model, improved procurement practices for key utility contracts

2001 – 2012 **McKinsey & Co.**

Partner - Leader of the European Insurance and Healthcare Practices -  
 Leader of: European Health Insurance practice JV, Independent Distribution Centre of Competence, Healthcare Payor Operations Service line, Women Initiative in the UK, European Women mentoring programme

Key Achievements: Carried out over 250 engagements, mostly in Insurance and Healthcare, Published over 65 "proprietary knowledge articles"

February – April 2007 **Aviva plc**

**Group Strategy Director**

Responsible for Group Planning, Group Strategy and Group-wide projects

Key Achievements: Led winning bid for Italian Bancassurance bid. Led redesign of strategy and financial planning process.

Resigned soon after joining as scope of role was greatly reduced, following reorganisation led by newly appointed CEO

1995 – 2001 **Harcourt General - Academic Press**

**Executive Editor - Head of International "Hard" Sciences**

Led the International profit centre for Physics, Engineering, Computer Sciences  
 Academic Press was the second largest scientific publisher worldwide at the time

1989 – 1995 **IBM Research**

**Systems Engineer at IBM Research Centre**

**EDUCATION AND TRAINING**

**MBA with Distinction**

London Business School

Main focus of electives: Finance, Entrepreneurship, Private Equity, Strategy (with Distinction)

Awarded the first London Business School Executive MBA programme grant for women

**"Laurea" in Theoretical Physics (full honours)**

Università degli Studi, Milano

Thesis: Wormhole Theory and the Cosmological Constant

**LANGUAGES** \_\_\_\_\_

Mother tongue English, Italian

Other French (Fluent); Spanish (Basic)

**PERSONAL INTERESTS** \_\_\_\_\_

My family, producing organic wine and oil, mentoring