



## PROFILE

My professional background consists of more than 20 years' experience from C-level and executive positions in companies such as COWI A/S, Elopak AS (Norwegian) and the Novo Group. I have been active on Boards of Directors for 15 years.

I am an engaged, curious, and motivating person who is used to work internationally and innovatively.

It is my ambition that the Board of Directors truly adds value, takes a long-term and holistic perspective on the challenges and opportunities of the company and acts as a motivating sparring partner for management.

I am a team player with a good ability to think and work interdisciplinary and see new opportunities.

## KONTAKT

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# LONE A. HASS

## NON-EXECUTIVE DIRECTOR PROFILE

**20+ years' experience from C-level and Executive positions in complex, international companies. 15 years' experience as non-executive director.**

## STRATEGIC COMPETENCES

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Scaling/anchoring of the DNA of the founder or the company culture/values during growth and M&A activities

Risk analysis, risk management, and crisis management

Strategy, business development, and strategic transformation of leadership culture, organizational culture, structure and workflows to ensure execution and optimization

Ability to embed sustainability and social responsibility in the strategy and business model

## FUNCTIONAL AND IMPLEMENTATION COMPETENCES

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### Functional competences

P&L responsibility, post-merger integration, HR, communication, change management, digital transformation of work flows, social responsibility, branding, crisis management, risk analysis and management, implementation of new ERP systems, European Works Council compliance, business ethics, compensation & benefits

### Implementation competences

Growth of top and bottom line. Right-sizing organizations.

Tools for following up "must win battles", strategy execution, risk development, and change processes

Recruiting at C-level, CEO sparring and top management development

## BOARD OF DIRECTORS EXPERIENCE

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15 years' experience from owner led companies both as chairman and member. Airteam A/S, RH arkitekter A/S, SiriusPartner A/S. Board of Directors experience from the Think tank DEA and Forum for Business Education and Advisory Board experience from MBA Advisory Board, CBS and Avollon AS, Norway

Experience with serving the Board of Directors as Executive board member in COWI A/S and Norwegian Elopak AS

Board of Directors education from CBS, PWC and The Wharton School, University of Pennsylvania

## SECTOR EXPERIENCE

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Experience from production, consultancy, food packaging and pharmaceutical industry, architecture, infrastructure, environment, construction, education, recruiting and management advisory services