

Good governance rules for Executive Councils

Approved by Executive Board on 11 March 2026

COMPOSITION



- 10 Council members, with an additional 2 that can be added at discretion of Operations Committee
- >50% **European**
- > 50% "**pure vertical players**"
- **Max 2** Councils seats per company
- Aim for **gender parity**
- Aim for value chain diversity

ELIGIBILITY



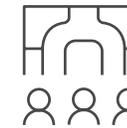
- **SVP/EVP** or **N-2** from CEO **Business P&L** responsibility required
- **Chair/Vice-Chair:** C-suite / n-1 only / EVP
- Max **1** leadership role per company
- **Chair** should be **European**
- **Min 1 Pure player in chairmanship**

TERMS & APPROVAL



- Annual **nomination window** (May/June)
- **2+2-year** maximum mandate
- **Ops Com** approves Council **members**
- If a Chair or VC steps down the other VC temporarily takes over

ATTENDANCE



- Personal capacity; **no delegation allowed**
- Attendance to **pre-meeting briefing calls** required
- Min **1** meeting/call per year required
- **Seat may be reassigned** if member is inactive
- Occasional guests can be invited. Can be major members from **NTAs** with prospects to join

STANDARD DELIVERABLES



- **1** high-level stakeholder meeting/**year**
- **1** thought leadership piece every **2 years**
- **2** alignment calls per year
- Quarterly News Bulletin
- **1** LinkedIn post + video after each event
- **Extras:** additional meetings, infographics & fact sheets