

# PAUL A. STEELE

## *Dynamic international business leader*

British/ Swiss Nationality  
Languages: English (Native), French, German (Fluent), Italian (Basic)

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### ***Executive Profile***

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Dynamic and internationally recognised leader with a 40-year track record with major international businesses and a global NGO. Highly developed management and negotiations skills as well as corporate governance and broad intergovernmental experience. Effective in and across a broad range of cultures and business environments. An excellent communicator and true internationalist, adept at developing and executing value-driving strategies, building strong, motivated teams and delivering results. Now seeking to add value at board level as a non-executive director or senior advisor in forward-thinking organisations or academic institutions.

### ***Core Competences***

- Business Strategy Development and Execution
- Government Policy Development and Negotiation
- Experience of United Nations System
- Stakeholder and Change Management
- Chairmanship and Corporate Governance
- Multi-cultural and Multi-lateral Leadership
- FMCG Sales & Marketing Strategy and Execution
- Public Speaking and Presentation
- Project Management and Execution
- Cross-functional Team Leadership
- Talent Development and Mentoring
- Outcome and Results Driven

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### ***Major Achievements and Accomplishments***

#### **Global Agreement on Aviation and Climate Change – International Civil Aviation Organisation (ICAO)**

Led the global aviation industry at UN negotiations and achieved agreement of 192 countries to the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). Represented the industry during many rounds of negotiations to develop and agree the parameters of CORSIA. Currently overseeing its implementation by airlines and governments world-wide.

#### **Global Aviation Industry Climate Change Strategy**

Used the Air Transport Action Group (ATAG) umbrella to galvanise the entire aviation industry – airlines, airports, air traffic control organisations, airframe and engine manufacturers - to develop and agree a comprehensive strategy, including a set of short-, medium- and long-term goals for addressing aviation CO<sub>2</sub> emissions.

#### **IATA Corporate Governance and Strategy Review**

Currently leading the development and implementation of a new IATA Corporate Strategy in collaboration with the IATA Board of Governors and external consultants. Strategy will drive new 3-year operating plan in 2H 2019.

#### **Global Business Sustainability Engagement Strategy and Implementation**

Spearheaded WWF International's Business and Industry programme, engaging with Lafarge, Nokia, Canon and Coca-Cola to deliver win-win corporate sustainability strategies

#### **Beverage Industry New Product Development and Implementation**

Successfully worked with international business partners to deliver new product introductions in many international markets, including Diet Pepsi in Eastern Europe, 7Up in Turkey and Virgin Drinks in the UK, Ireland, Italy, Belgium and Taiwan.

#### **International Business Development and Negotiation**

Negotiated and concluded new business agreements with governments in Eastern Europe and Egypt (production and marketing), Turkey (new products and JV) as well as conducted government negotiations on all continents.

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## Executive Experience

- 2013 - 2019**      **International Air Transport Association (IATA)**      **Geneva, Switzerland**  
**Corporate Secretary and Senior Vice President Member and External Relations**  
 Global trade association with 293 members representing 83% of global air traffic. Acts as Secretary to the IATA Board of Governors and sub-committees. Drives the development and implementation of IATA's broad-ranging advocacy programmes world-wide, through 63 international offices, including policy offices in Montréal, Washington DC and Brussels.
- 2008 - 2013**      **Air Transport Action Group (ATAG)**  
**Executive Director**  
 Headed cross-industry association including airlines, airports, air traffic organisations and all major airframe and engine manufacturers to develop and implement a global climate change programme. Led aviation to be the first industry sector to establish global targets for CO<sub>2</sub> reduction. Led the industry in negotiations with governments via ICAO to establish the first global market-based measure to address climate change (CORSIA).
- 2007 - 2013**      **International Air Transport Association (IATA)**      **Geneva, Switzerland**  
**Director of Aviation Environment**  
 Dual role with ATAG Executive Director position. Responsible for developing and implementing sustainability strategies with and on behalf of the world's major airlines, covering climate change, noise, local impacts as well as social responsibility issues such as human and wildlife trafficking. Acted as Secretary to IATA's Environment Committee comprised of 20 airline representatives.
- 2001- 2007**      **WWF International**      **Gland, Switzerland**  
**Chief Operating Officer**  
 Reporting to the Director General, responsible for all operational activities of this global environmental NGO. Activities in over 100 countries with annual income of CHF 700m. Responsible globally for building partnerships between WWF International and private sector companies. Led a Network-wide initiative to introduce performance management techniques into the organisation and drove transparency and accountability throughout the Network.
- 1996 - 2001**      **The Virgin Trading Company Ltd.**      **London, UK**  
**Chief Executive World-wide**  
 Reporting to the Chairman, directed all activities of a start-up soft drinks business with £200m sales in 15 territories. Managed 5 company-owned operations employing 110 people in 5 countries including strategic planning, new product innovation, marketing trading strategy implementation and concentrate manufacturing. Developed and maintained 11 international franchise relationships.
- 1995 - 1996**      **Hilton International**      **London, UK**  
**Senior Vice President Sales, Marketing & I.T.**  
 Board position responsible for all sales, marketing and I.T. in Hilton's international chain of 150 hotels in 50 countries. Managed global sales & marketing team of 1000 people as well as a head office team of 50 I.T. specialists. Marketing budget of £100mm.
- 1979-1995**      **PepsiCo**  
**Group Vice President Northern Europe**      **London, UK**  
 Full P&L responsibility for all activities in UK, Ireland, Scandinavia, Netherlands, Belgium, Austria & Switzerland, (50% of total Europe profits). Rebuilt relationship with Britvic in UK and renegotiated annual marketing budget.
- 1992 - 1994**      **Vice President Sales & Marketing – Europe**      **London, UK**  
 Responsible for divisional strategic development and all sales & marketing activities in 16 European countries. European advertising budget of £45mm and central programme budget of £10mm. Launched Pepsi Max in 16 countries with innovative promotional support. Negotiated pan-European MTV sponsorship and listings deal with retailer Promodes.

<b>(11/93–04/94)</b>	<b>Vice President (Geschaeftsfuehrer)</b>	<b>Frankfurt, Germany</b>
	Interim appointment to manage difficult restructuring / downsizing of loss-making German subsidiary. Reduced losses from (\$30mm) to (\$4mm) in 12 months. Downsized organisation and restructured senior management. Refocused and incentivised the national sales force on margin not volume.	
<b>1989 - 1992</b>	<b>Area Vice President</b>	<b>Istanbul, Turkey</b>
	General Management of Turkey Country Office. Liaised closely with local franchise partner Fruko-Tamek. Additional responsibilities for concentrate manufacturing plant and on-premise joint venture company. Developed 5-year strategic plan. Tripled volume and doubled profits in 3 years.	
<b>1988 - 1989</b>	<b>Market Manager</b>	<b>Cairo, Egypt</b>
	General Management of Egypt Country Office (35 employees; 6 <sup>th</sup> largest international Pepsi market).	
<b>1987 - 1988</b>	<b>Director Sales &amp; Marketing – Eastern Europe</b>	<b>Vienna, Austria</b>
	Directed all marketing activities across Eastern Europe (Soviet Bloc plus Yugoslavia and Austria).	
<b>1984 - 1987</b>	<b>Operations Manager – Hungary &amp; Yugoslavia</b>	<b>Vienna, Austria</b>
	Full P&L responsibility for assigned countries. Dealt directly with franchise partners and government bodies (Ministries, banks etc. Achieved consistent sales & profit growth in both markets.	
<b>1983 - 1984</b>	<b>Country Manager – Hungary</b>	<b>Vienna, Austria</b>
	Full P&L responsibility for Hungary – second largest market in the region.	
<b>1981 - 1983</b>	<b>Operations Services Manager</b>	<b>Vienna, Austria</b>
<b>1979 - 1981</b>	<b>Market Analyst / Assistant Marketing Manager</b>	<b>London, UK</b>
<b>1978 - 1979</b>	<b>Planning Research &amp; Systems Limited</b>	<b>London, UK</b>
	Research Analyst	
<b>1977 - 1978</b>	<b>Ecole Des Mines de Nancy</b>	<b>Nancy, France</b>
	Lecteur d'Anglais	
<b>1975 - 1976</b>	<b>Marks &amp; Spencer Ltd.</b>	<b>Leicester, UK</b>
	Management Trainee	

## Education

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<b>1973 –1977</b>	<b>Loughborough University</b>	<b>Loughborough, UK</b>
	B.A. (Hons.) Business Administration and French. Diploma in Industrial Studies	
<b>1968 – 1973</b>	<b>Hinckley Grammar School</b>	<b>Hinckley, Leicestershire</b>
<b>Other Courses:</b>	IMD “Orchestrating Winning Performance”. Institute of Directors Non-Executive Directorship Course; Scotwork Negotiating Skills; Communispond Presentation Skills; PepsiCo Operational Excellence Programme; Financial Management courses; Computer Skills Training (Word, Excel, PowerPoint).	

## Other Relevant Information

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<b>2004 – 2008</b>	Member of the Core Faculty of HRH The Prince of Wales’s Business and the Environment Programme (Cambridge University UK). Member of the Board of Foundation of WWF Switzerland Member of the Consiglio Nazionale of WWF Italia
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