

KAREN WAUTERS

BOARD SKILLS

- Financial Accumen *
- People Leadership *
- Stakeholder Relations *
- Transformational Leadership
- Governance

*Top 3 Skills from WC Skills Matix

CERTIFICATIONS & RECOGNITION

- Chartered Accountant Professional Designation (CPA/IRE)
- Certified International Director (INSEAD)
- Certified Director (ILA)
- Certificate in Benefit Administration (Sacred Heart)
- Honorary Doctorate of Laws for professional and social engagement (UofL)

LANGUAGE

- English - Fluent
- French – Fluent Conversational
- German & Luxembourgish – Basic

CURLING PLAYER/TEAM EXPERIENCE

Representation of Luxembourg on several occasions: WCMxC (2018, 2019, 2022); WCMDC (2017 & 2019); ECC -A&B (1993 -1998)

PERSONAL ATTRIBUTES

Authentic and adaptable leader who bridges global perspectives with local values. Recognized for integrity, creativity, and commitment to sustainable, inclusive progress across corporate and non-profits

PROFILE

Over 40 years of multi-disciplinary corporate and non profit experience. At an executive leadership level, has guided global strategy development across people, product, and service lines in a global accountancy firm.

BOARD SKILLS

FINANCIAL ACCUMEN

- Professional and Partner (1983-2013) leading and delivering audit, accounting, valuation, tax and legal compliance services for multinational entities
- Operations Leader Tax (2006–2008) for Continental Western Europe area (CWEA), and Member of CWEA Tax Executive establishing budget targets, monitoring and implementing use of consistent processes across practices
- Chief Finance Officer (2009-2012) for the Luxembourg practice including redesign of processes and outsourcing of certain functions
- Financial management and accounting role for non profit organisations (present)

PEOPLE LEADERSHIP

- Talent Leader for Tax EMEA (2007–2013) built and led a regional team integrating over 70 countries, introducing initiatives such as EYU (experiential learning) and YTPY (global talent and branding program) and global mobility programs
- Talent Lead Tax Luxembourg (2007-2011) responsible for determining and executing recruitment, performance assessment and remuneration approach
- Remuneration Committee Member (2002–2008) for partners of the Luxembourg practice which determined remuneration policy and allocation, pension vehicles and succession

STAKEHOLDER RELATIONS (Sport only references)

- Manage relationships with local Olympic Committee, Ministry of Sports, Infrastructure and other agents in the sports eco system for curling and ice sports
- Initiate cross border actions in curling such as Erasmus funding, youth development with shadowing programs

CONTACTS

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GOVERNANCE

- Board Effectiveness Chair & member Nominations and Sustainability Governance Committee ILA (Luxembourg Governance association) (present) –issue guidance on board assessment, competencies, independence, Nomination committee, EU directives on pay transparency and sustainable corporate responsibility. Currently working on succession planning
- Board-level experience across various entities including audit committee chair and governance committee roles (present);
- Board and Audit Committee roles for quoted companies European subsidiaries; financing structures, AIFs, specialty insurance, and renewable energy;
- LuNEX University – Sport Management Advisory Board (2024–present)
- Luxembourg Curling Association – Member (present)
- Luxembourg Curling Club – President (present)
- Federation Luxembourgeoise des Sports de Glaces – President (present)
- World Curling Federation – Nominations Committee (founding member), Structural Review Group, and Luxembourg Delegate (past and present)

TRANSFORMATIONAL LEADERSHIP

- Acting Managing Director (2023) ILA Institut Luxembourgeois des Administrateurs – responsible for providing strategic, financial and operational leadership for the organisation on its path for sustainable growth. Specific designated goal to empower executive team.
- Architected transformation initiatives within global compliance and reporting services (2007-2013) – improving scalability, cost efficiency, and client satisfaction.
- Founded and led a new service line (1998) delivering bespoke advisory, valuation, and transaction management solutions for PE and real estate clients