



# Liz Hallifax

NON EXECUTIVE DIRECTOR | BOARD ADVISOR | STRATEGIC CONSULTANT

Independent director bringing global risk, AI and ESG governance to complex organisations.

## KEY VALUE ADD



### RISK & COMPLIANCE LEADERSHIP

Deep expertise in global risk, compliance and governance across complex regulatory environments.



### AI & TECHNOLOGY GOVERNANCE

Proven leader in AI strategy, governance and responsible technology adoption.



### ESG & SUSTAINABILITY STRATEGY

Track record of building and embedding ESG frameworks and advancing transparent disclosures.



### TRANSFORMATION & CHANGE

Leads digital and operational transformation that drives performance and resilience.



### INDEPENDENT JUDGEMENT

Constructive challenge, strategic insight and a focus on long-term value creation.



I help boards and leadership teams navigate complexity, strengthen governance and build trusted, responsible organisations that perform sustainably.

## AT A GLANCE



### Global impact

Governance oversight across 190+ countries at Unilever.



### Large scale delivery

Led \$12B AP LNG project risk, compliance and governance.



### Digital transformation

Drove 90%+ adoption of global GRC platforms.



### ESG leadership

Led global ESG digital transformation and financial reporting overhaul; positioned the organisation beyond statutory requirements and delivered ISSB transition.

## QUALIFICATIONS

- MIT Sloan School (USA) – Executive MBA Advanced Certification (ACE)
- Fellow, Governance Institute of Australia & Chartered Governance Institute
- Chartered Engineer (UK) (Biotech & Copper Mining)

## PROFESSIONAL SUMMARY

Accomplished Global Risk and Compliance Executive with 30+ years of experience leading governance, risk and control, digital transformation and ESG strategy across complex, multinational organisations. Former Unilever Executive Director, where I led global risk and compliance for 190+ countries, chaired the Global Risk Council and drove enterprise-wide programmes that strengthened resilience, trust and performance.

I partner with boards and leadership teams to navigate regulatory complexity, embed responsible AI, advance sustainability and build robust governance frameworks that protect value and enable growth.

## CORE EXPERTISE

- Enterprise Risk Management & Internal Controls
- Regulatory Compliance (GDPR, ISO 31000, Corporation Act 2001, AI regulation)
- AI Governance & Responsible Technology
- ESG Strategy & Reporting (TCFD to ISSB)
- Global Governance, Risk & Compliance (GRC) Frameworks
- Digital Transformation & Operational Excellence
- Stakeholder Engagement & Board Reporting
- Culture, Ethics & Conduct
- Crisis Management & Business Continuity

## BOARD COMMITTEE ALIGNMENT

	<b>AUDIT COMMITTEE</b> Strong financial governance, internal controls and risk assurance across global operations.
	<b>RISK COMMITTEE</b> Expertise in enterprise risk frameworks, emerging risks and regulatory compliance.
	<b>ESG &amp; SUSTAINABILITY COMMITTEE</b> Leadership in ESG strategy, climate reporting and sustainability governance.
	<b>TECHNOLOGY &amp; DIGITAL COMMITTEE</b> Deep understanding of AI, data governance and digital transformation.
	<b>PEOPLE &amp; CULTURE COMMITTEE</b> Focus on culture, ethics, diversity and building high-performing, accountable teams.

## CAREER HIGHLIGHTS



### Global Risk Leadership

Developed and implemented a global risk control framework at Unilever, enhancing data privacy across 190+ countries.



### AI & Digital Innovation

Led digital transformation strategy using AI to predict business continuity risks and strengthen operational resilience.



### Thought Leadership

Chair, Tech in Government conference – influencing discussions on responsible AI use and digital governance.



### ESG Transformation

Transitioned Unilever ESG disclosures from TCFD to ISSB, embedding sustainability into strategic decision making.



### Operational Transformation

Spearheaded integration of a Global GRC platform – achieving 90%+ adoption across multi-regional businesses.

## ORGANISATIONS I ADD THE MOST VALUE TO

- Multinational Corporations**  
Navigating regulatory complexity, risk and transformation at scale.
- Growth & Scale-up Businesses**  
Needing governance, risk and ESG frameworks to support growth.
- Owner Managed & Family Businesses**  
Seeking independent oversight and strategic guidance.
- Public Sector & Not for Profit**  
Driving accountability, compliance and responsible use of technology.