

Liz Hallifax

TREASURER & TRUSTEE | NON-EXECUTIVE DIRECTOR | BOARD GOVERNANCE

Governance, Risk, Responsible AI & Energy Transition

Current board and committee leader bringing disciplined oversight to operational risk, Responsible AI, ESG assurance, cyber resilience and industrial transition across multinational and growth-stage businesses.

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CURRENT BOARD APPOINTMENTS

<p>TREASURER, BOARD OF TRUSTEES</p> <p>Institution of Chemical Engineers - United Kingdom</p> <p>Chair, Finance and HR Committee; member, Audit and Risk Committee. Fiduciary, financial and enterprise-risk governance for a global professional institution.</p>	<p>NON-EXECUTIVE DIRECTOR - CORPORATE GOVERNANCE & RISK</p> <p>Confidential Critical Minerals & Waste-to-Energy Start-up / Scale-up</p> <p>Board governance and enterprise-risk oversight supporting responsible growth, circular-economy development and energy transition.</p>
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BOARD STANDING AND GOVERNANCE AUTHORITY

<p>FELLOW</p> <p>The Chartered Governance Institute UK & Ireland</p> <p>Professional governance standing and board effectiveness.</p>	<p>FELLOW & STATE COUNCIL</p> <p>Governance Institute of Australia</p> <p>Corporate Governance facilitation_ ASIC listing, Corporation Act and NFP governance</p>	<p>AI STANDARDS</p> <p>ISO/IEC JTC 1/SC 42</p> <p>Responsible AI trustworthiness and Explainability ISO Standard .</p>
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BOARD-RELEVANT SCALE AND OUTCOMES

<p>45</p> <p>Countries in global governance scope</p>	<p>\$380M</p> <p>Annual resilience budget</p>	<p>\$12B</p> <p>APLNG risk authority</p>	<p>38%</p> <p>YoY risk reduction</p>	<p>90%</p> <p>Sustained GRC system adoption over 5 yrs</p>
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COMMITTEE CONTRIBUTION

<p>AUDIT & RISK</p> <p>Risk appetite, internal controls, cyber, resilience and ESG assurance. IChemE Audit and Risk Committee; \$380M resilience governance; 38% YoY risk reduction.</p>	<p>FINANCE & PEOPLE</p> <p>Financial and investment oversight, executive capability and remuneration. IChemE Treasurer and Chair, Finance and HR Committee.</p>
<p>TECHNOLOGY & DIGITAL</p> <p>Responsible AI, data governance, digital transformation and assurance. ISO/IEC JTC 1/SC 42; digital twins; ML assurance.</p>	<p>ESG & SUSTAINABILITY</p> <p>ISSB transition, climate data, energy transition and circular economy. TCFD-to-ISSB reporting governance.</p>

STRATEGIC BOARD CONTRIBUTION

Governance that protects value and enables transition

Board contribution translated into the priorities of chairs, nomination committees and investors.

BOARD VALUE PROPOSITION

<p>FINANCIAL, CAPITAL & RISK OVERSIGHT</p> <p>Treasurer and Trustee governance; chairing Finance and HR oversight; \$380M annual resilience allocation; independent risk authority for \$12B APLNG.</p> <p>BOARD IMPACT</p> <p><i>Strengthens control, assurance, capital discipline and risk-adjusted decision-making.</i></p>	<p>RESPONSIBLE AI & TECHNOLOGY GOVERNANCE</p> <p>Responsible AI policy and assurance; ISO AI standards participation; explainable ML, digital twins and enterprise data-governance deployment.</p> <p>BOARD IMPACT</p> <p><i>Enables innovation while maintaining trust, accountability and regulatory readiness.</i></p>
<p>ESG, ENERGY TRANSITION & CIRCULAR ECONOMY</p> <p>TCFD-to-ISSB transition; Scope 1 and 2 data governance; hydrogen, SAF, LNG, critical minerals and waste-to-energy exposure.</p> <p>BOARD IMPACT</p> <p><i>Supports credible reporting and commercially grounded transition governance.</i></p>	<p>OPERATIONAL RESILIENCE & GLOBAL ASSURANCE</p> <p>Risk appetite and control frameworks across global operations; cyber, EHS, supply-chain continuity and asset health.</p> <p>BOARD IMPACT</p> <p><i>Brings practical oversight of high-consequence operational and reputation risk.</i></p>

SELECTED BOARD-VALUE OUTCOMES

STRATEGIC PRIORITY	SELECTED EVIDENCE	BOARD RELEVANCE
Enterprise risk	Built global risk appetite and control framework; 38% year-on-year risk reduction over three years.	Assurance over material operational risk and resilience.
Capital resilience	Accountability for \$380M annual business-continuity governance budget across strategic global assets.	Risk-based allocation and asset stewardship.
Major projects	Independent risk authority for safe design and commissioning of the \$12B APLNG project.	Governance of high-value, high-consequence investment.
Sustainability disclosure	Directed governance transition from TCFD to ISSB and strengthened ESG data assurance.	Reliable external reporting and climate oversight.

BEST-FIT BOARD MANDATES

<p>LISTED / COMPLEX ENTERPRISES</p> <p>Energy, utilities and infrastructure Global industrials and FMCG Technology-enabled operations and digital risk</p>	<p>GROWTH / PURPOSE-LED ORGANISATIONS</p> <p>Critical minerals and circular economy Climate-tech and waste-to-energy scale-ups Professional institutions and regulated NFPs</p>
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EXECUTIVE VALIDATION

Career evidence supporting board judgement

A career spanning governance, operational risk, industrial transformation and transition-exposed investments.

EXECUTIVE EXPERIENCE

UNILEVER 2016 - 2024	Global Associate Director, Operational Risk & Compliance Built global operational risk appetite and governance, risk and compliance framework across supply-chain operations. Board-level reporting, deputy to Company Secretary Responsible AI, ESG, operational & business-continuity risk. Led ESG governance transition and managed \$380M annual business-continuity governance budget across 45 countries.
ORIGIN / APLNG 2014 - 2016	Project Risk & Governance Lead Independent risk authority for safe design and commissioning of the \$12B Asia Pacific LNG development across multiple regulated environments.
BP AUSTRALIA 2012 - 2014	Projects & Standards / Quality Assurance Leadership Led project quality assurance and standards improvement, including ISO 9001 accreditation delivery.
EXXONMOBIL / WOOD 2008 - 2012	EPC Quality and Asset Integrity Leadership Oversight of major brownfield and offshore asset-integrity delivery; reduced supplier non-conformance by 32%.
AIR LIQUIDE / SASOL Earlier career	Engineering, Innovation and Commercialisation Leadership Major project delivery biofuels, SAF, hydrogen, gas-to-liquids, LNG and industrial energy-transition projects.

QUALIFICATIONS, STANDARDS AND THOUGHT LEADERSHIP

PROFESSIONAL STANDING Fellow - The Chartered Governance Institute UK & Ireland Fellow - Governance Institute of Australia Chartered Engineer - Engineering Council (UK) MEng Chemical Engineering - Biotechnology & Copper Mining MIT Sloan Alumni - Advanced Executive Certification (ACE)	STANDARDS & THOUGHT LEADERSHIP Australian representative - ISO/IEC JTC 1/SC 42 Artificial Intelligence Responsible AI, ESG governance and digital-transformation conference chair and speaker Governance education across directors duties, cyber, critical infrastructure and risk frameworks
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BOARD CONVERSATION

Available for NED, advisory board and committee roles where operational risk, ESG, Responsible AI, cyber resilience, critical minerals, waste-to-energy and industrial transformation are material board priorities.