

SAMANTHA BARBER

Major Career Roles

Managing Director Board Leadership, Culture and Performance, EMEA, Accenture (UK) Ltd
CEO, Scottish Business in the Community
Independent Board Member & Governance and ESG Committee Chair, Iberdrola SA
Policy Advisor, Economics and Monetary Affairs Committee, European Parliament

Other Career Highlights

Non-Executive Director, Remco & Nomco, Scottish Water Ltd
Chair, Scottish Ensemble Ltd
Vice Chair, Vice Chair, Scotland's 2020 Climate Group
Non-Executive Director, Right Track Scotland Ltd

Samantha Barber is a Board adviser, non-executive director and coach who specialises in non-financial risk at the most senior levels of organisations. Over a career spanning executive and non-executive roles across the UK and internationally, she has developed deep expertise in corporate strategy, governance, sustainability, culture and people, with a particular focus on how non-financial risk and stakeholder expectations shape long-term value. She is known for her creative, incisive thinking and her ability to bring clarity to complex board agendas, from digital transformation and ESG to investor relations, remuneration and C-suite succession.

Samantha spent more than 13 years as a Non-Executive Director of Iberdrola, the global energy company headquartered in Bilbao. As Chair of the Board Committee responsible for governance, compliance, non-financial risk and ESG, she helped shape Iberdrola's role as a purpose-led energy business and was a member of the Board Executive Committee for four years. She also served as a Non-Executive Director of Scottish Water for six years, serving on its Remuneration and Nominations Committee and contributing to CEO succession and appointment. She was also Chair of the Scottish Ensemble, guiding the organisation through a period of significant transformation.

Most recently, Samantha was a Managing Director at Accenture, advising boards and senior executives on leadership, culture, strategic alignment and performance across sectors and geographies. In this work, she combined boardroom experience with a coaching mindset, helping leaders to connect purpose, strategy and culture, and to understand the behavioural and organisational dynamics that underpin sustainable performance. She has also acted as a strategic adviser and mentor to a range of organisations, often focused on strengthening board effectiveness and executive readiness for increased scrutiny and complexity.

Earlier in her career, Samantha was Chief Executive of Scottish Business in the Community for nine years, building partnerships between business and society around responsible growth. She served as Vice-Chair of Scotland's 2020 business-led leadership group on climate change for six years and has held numerous not-for-profit board roles over the last 25 years. Her career began in European public policy as a Policy Adviser to the Economic and Monetary Affairs Committee in the European Parliament in Brussels, giving her early exposure to regulation, macroeconomics and multi-stakeholder decision-making.

Samantha brings deep cross-sector expertise in:

• Board governance, non-financial risk & ESG – chairing and advising board committees on governance, compliance, sustainability, culture and stakeholder expectations.
• Energy, utilities & infrastructure – serving on global and national utility boards through periods of transformation, regulatory change and heightened societal scrutiny.
• Leadership, culture & strategic alignment – coaching chairs, CEOs and executives on aligning leadership, culture and strategy to deliver sustainable performance.
• Public policy, climate & responsible business – working at the interface of business, government and civil society on climate leadership and responsible corporate practice.

Samantha is valued for her calm, challenging and supportive style, her ability to ask the questions that reframe issues, and her focus on helping boards and executives navigate non-financial risk as a source of both resilience and strategic opportunity.