EMMA FITZGERALD

Major Career Roles

CEO, Puma Energy International
Executive Director, Severn Trent plc
Independent Non-Executive Director, Seplat Energy Plc
Independent Non-Executive Director, Newmont Corporation (NYSE)
Independent Non-Executive Director, UK National Energy System Operator
Independent Non-Executive Director, DCC plc
Independent Non-Executive Director, UPM Kymmene (Helsinki Nasdaq)
Independent Non-Executive Director, Alent plc.
Co-Chair, World Economic Forum Global Futures Council on Energy Transition

Emma FitzGerald is an international business leader with a track record of building high-performing teams to deliver value for all stakeholders, and a passion for bringing innovations to market that address some of the world's most pressing challenges.

Emma spent two decades with Shell in a range of global positions, including running Downstream Retail, Lubricants and LPG businesses and spending three years in China. She then led businesses in gas, water and waste networks for National Grid and Severn Trent in the UK before becoming CEO of Puma Energy. As CEO of Puma Energy, she focused on delivering affordable and sustainable energy solutions to emerging markets across Africa, Central America and Asia, balancing commercial performance with social impact.

Alongside her executive roles, she served as a Non-Executive Director on the boards of plc, and not-for-profit organisations including UPM-Kymmene, Graphene Manufacturing Group, Cookson Group plc, Alent plc, DCC plc and Windsor Leadership Trust.

She currently holds a portfolio of Non-Executive Director and Committee Chair roles with Seplat Energy plc, Newmont Corporation and UK National System Operator. Emma is also a mentor of CEOs of Clean Tech start-ups, supporting the acceleration of innovative climate solutions.

Known for her authentic and empathetic leadership approach to driving exceptional outcomes, Emma believes these qualities are critical to deliver sustained impact, particularly in times of significant uncertainty and volatility. Her approach centres on helping leaders to align an organisation's vision with its purpose, then motivating and organising teams in a way that gives them both context and space to operate. She is people-focused, strategic and forward-thinking, and is recognised as a lifelong learner with wide interests.

Other Career Highlights

CEO , National Grid Gas Distribution
Vice President, Shell Global Retail,
Managing Director, Shell China lubricants
Trustee, Windsor leadership Trust
Leadership Advisory Board, Singapore Government Prime Ministers Office

Emma brings deep cross-sector expertise in:

• Operating infrastructure, utilities & essential services – running gas, water and waste networks and improving performance, reliability and customer outcomes in critical national infrastructure.

• Driving Global growth & emerging markets – operating across Europe, Asia, Africa and Central America, with particular experience in China, Africa and other high-growth, complex environments.

• Board leadership, purpose & culture – serving as a Non-Executive Director across listed, private and not-for-profit boards, aligning strategy with purpose and helping to build people-centric, high-performing leadership teams.

• Energy transition & decarbonisation – leading downstream and integrated energy businesses, advancing affordable and sustainable energy solutions across developed and emerging markets.

Emma completed a DPhil in Surface Chemistry at Balliol College, Oxford University and an MBA at Manchester Business school. She is passionate about helping leaders to develop a belief in their own capabilities and a clear sense of purpose, seeing this combination as key to maximising personal leadership impact and unlocking the full potential of their teams.