

DAME LOUISE MAKIN

Major Career Roles

Chair, Halma plc
CEO, BTG plc
Independent Director, Avantor Inc
President Biopharmaceuticals Europe, Baxter Healthcare

Other Career Highlights

Director Global Ceramics, English China Clay
Independent Non-Executive Director, Intertek Group plc
Independent Non-Executive Director, Premier Foods plc
Independent Non-Executive Director, Atotech Ltd
Non-Executive Director, Theramex Ltd
Non-Executive Director, Woodford Patient Capital Trust
Chair, 1851 Trust
Trustee, The Outward Bound Trust

Dame Louise Makin has over 35 years of international business experience, most recently serving for 15 years as CEO of BTG plc, where she led a strategic repositioning and transformational growth journey that grew the company's market capitalisation from around $0.2bn to $4.2bn. She has extensive board experience with both established and start-up ventures and is currently Chair of Halma plc, an Independent Director at Avantor Inc. and Advisory Board Chair, Chugai Pharmaceuticals Co. Ltd.

Her portfolio reflects a career at the intersection of life sciences, industrials and advanced technologies, and she is widely recognised as a role model for women in business and science.

After earning an MA in Natural Sciences and a PhD from Cambridge University, Louise spent the first 15 years of her career in the industrial sector, holding a variety of commercial and planning roles at ICI and English China Clays. She then joined Baxter Healthcare Inc., where she became President of the company's largest European division, broadening her operational and P&L responsibilities across multiple geographies. In 2004 she was appointed CEO of BTG plc, leading its transformation into a specialist international healthcare company through a combination of portfolio reshaping, disciplined capital allocation and a strong focus on innovation and execution.

Alongside her executive career, Dame Louise has served as a Non-Executive Director on the boards of Premier Foods plc, Intertek Group plc, Woodford Patient Capital Trust, Atotech Ltd and Theramex Ltd, bringing board-level insight across consumer, testing and inspection, investment and pharmaceuticals. She was a Trustee of The Outward Bound Trust for 10 years and Chair of the 1851 Trust for five, reflecting a long-standing commitment to education and youth development. She is an Honorary Fellow of St John's College, Cambridge.

Louise's approach is anchored in a simple but searching question: "Are we asking ourselves the right question?" She applies this lens to strategy, organisation design and personal leadership, challenging executives and boards to examine assumptions and clarify what truly matters. Underpinning this is a deeply held belief that culture is a durable competitive advantage and the foundation on which innovative, lasting improvements are built.

Dame Louise brings deep cross-sector expertise in:

• Life sciences, industrials, healthcare & medical technology – leading and governing complex global businesses, driving innovation, portfolio focus and growth in regulated markets.
• Board leadership & governance – chairing and serving on boards across FTSE and international companies, shaping strategy, risk and culture.
• Strategic transformation & value creation – repositioning businesses, managing major growth journeys and aligning capital allocation, organisation and culture.
• Inclusive leadership, talent & culture – championing culture as a competitive advantage and acting as a visible role model for women in business and science.

In 2014, she was appointed a Dame Commander of the Order of the British Empire (DBE) for services to Life Sciences.