



### Major Career Roles

**CEO**, Solvay

**CEO**, Syensqo SA/NV

**Independent Director**, L'Oréal and A.O. Smith Corp.

**Chair**, World Business Council for Sustainable Development

### Other Career Highlights

**President/CEO**, Diversey Inc.

**Senior VP/Division President**, Sealed Air Corp.

**General Manager**, Dow Chemical Co.

**Founder**, Hygieia Network and the Solvay Solidarity Fund

Dr Ilham Kadri is a global business leader with deep expertise in industrial innovation, science-driven strategy and sustainable transformation. She was CEO of Syensqo (2023-2026), a leading global materials science company demerged and subsequently listed from the Solvay Group, where she led the development of next-generation technologies for mobility, energy, healthcare and electronics.

Before this, Ilham was CEO of Solvay (2019-2023), where she led a far-reaching repositioning of the company's portfolio, embedded sustainability at the core of commercial strategy, and oversaw the demerger and listing of Syensqo. Earlier in her career, she was President and CEO of Diversey (2017-2019), following executive roles at Dow, Sealed Air, and Shell — each reinforcing her expertise in global operations, applied science and complex industrial markets.

In addition, Ilham has several high-profile non-executive roles. She is an Independent Director of Baker Hughes, L'Oréal, and AO Smith Corporation, contributing to strategic oversight in energy, consumer, and manufacturing sectors. She is also Chair of the World Business Council for Sustainable Development (WBCSD), where she guides global CEOs to advance sustainability, climate action and inclusive growth across industries.

She brings deep cross-sector expertise in:

- Advanced materials & chemicals – leading transformation in composites, speciality polymers and sustainable process innovation
- Industrial innovation & supply chains – delivering science-based solutions for clean energy, circular manufacturing and healthcare
- Sustainability & ESG integration – aligning R&D, investment and operations with long-term environmental and social goals
- Board governance & global strategy – advising across sectors on growth, resilience and international business leadership

Ilham holds a PhD in macromolecular science and has lived and worked across four continents. She is known for her dynamic leadership style, commitment to inclusion, and ability to unite scientific progress with business performance. Her perspective is especially relevant to organisations navigating the convergence of innovation, sustainability and global complexity.