

PAOLO SCARONI

Major Career Roles

Board member, Veolia Environnement SA
Advisory Board member, Italian Council on Foreign Relations Inc. (CFR)
Board member, Generali Assicurazioni SpA
Board member, ABN Amro Holding NV
Chair, Alliance Unichem plc
Board member, BAE Systems plc

Other Career Highlights

Chair, Enel SpA
CEO, ENI SpA
Deputy Chair, Rothschild & Co.
Deputy Chair, London Stock Exchange Group plc
Chair, AC Milan football club
CEO, Enel
Group CEO, Pilkington plc

Paolo Scaroni is Chair of Enel, Europe's largest integrated electricity and gas operator, and Chair of AC Milan, the iconic football club. He is also Chair of Giuliani, a privately owned pharmaceutical company based in Milan and a Board member of Axitea SpA, an Italian security services company.

From 2005 to 2014, Paolo was Group CEO of ENI, one of the world's "supermajor" oil and gas companies, and before that, CEO of Enel, where he refocused the business around core energy operations and led the group to inclusion in the Dow Jones Sustainability Index. Paolo was also CEO of Pilkington, the global glass manufacturer, where he delivered a complex turnaround following sector-wide consolidation. Renowned for leading large-scale transformations in energy, industrials and infrastructure, Paolo brings decades of CEO and board-level experience across multiple continents and economic cycles.

He was Deputy Chair of Rothschild & Co. and has served on the boards of major multinationals including Assicurazioni Generali, BAE Systems, Veolia, ABN AMRO, Alstom, and Alliance UniChem. He was previously Senior Independent Director of the London Stock Exchange Group.

Paolo brings deep cross-sector expertise in:

• Energy transition & industrial leadership – stewarding national champions like ENI and Enel through energy shifts and international expansion.

• Cross-border governance & institutional capital – shaping corporate direction at the board level in utilities, defence, finance, and public markets.

• Turnaround management & operational strategy – driving performance in complex multinationals under restructuring, especially in manufacturing and heavy industry.

Educated at Bocconi University (Economics) and Columbia Business School (MBA), Paolo has been recognised with Italy's Cavaliere del Lavoro and France's Légion d'honneur.

His global career – defined by decisive leadership, sector breadth and strategic influence – makes him a highly credible mentor for senior executives operating in transformation-intensive sectors.