



Laurent Ledoux

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A seasoned executive as a CEO or BU Manager with over 30 years of diverse experience in the public, private and not-for-profit sectors, I have a proven successful track record of leading large-scale business transformation projects and implementing innovative participatory governance practices.

My career spans across multiple sectors, including banking, public transportation, higher education, fintech and strategic consulting, where I have consistently driven strategic initiatives and organizational changes.

KEY SKILLS

- Strategic Communications & PR (25y)
- Employee & Stakeholder Engagement (20y)
- Organizational Leadership (18y)
- Participatory Governance (15y)
- Financial Management & Banking (7y)
- Policy development (7y)
- Working in FCV countries (5y)
- Fluent in 7 languages
- Basic command of Russian

WORK EXPERIENCE

Founder & CEO, Equis Srl – Europe

2022 – Present

- Working through my independent consulting firm, successfully managed or supported several transformation projects, implementing participatory governance -- also called distributed leadership -- and increasing both the organization's impact and employee satisfaction in terms of their needs for greater inclusion, autonomy and personal development. Below some examples of work performed for of the different clients:
 - **Alan:** Contributed to establishing and developing the Belgian branch of this fast-growing European fintech start-up (+1,000 employees) which enables the platform's end-users to take action on their physical and mental health, combining the best of prevention and insurance.
 - **Olympes:** Co-developed the business strategy and attracted investors for Olympes, a French-based fintech start-up which helps women unlock their financial potential and achieve their life goals.
 - **Various Organizations:** Successfully led or supported transformation programs -- implementing a participatory governance and advising/coaching members of the Executive Committee-- for organizations (or departments within the company) up to 2,000 employees. Some of the main clients are: SNCF (French Railways); French Ministry of Justice; French Army Headquarters; French Ministry of Education; Public Administration of Lyon; CredemVita & CredemAssicurazioni (Italian Insurance Companies); Dab Pumps (Italian Pump Manufacturer).

Co-Founder & CEO, Phusis Partners – Europe

2017 – 2022

- Founded and led Phusis Partners, a consultancy specializing in distributed leadership and participatory governance.
- Grew a team of up to 30 experts, working mainly in Belgium, France and Luxemburg.
- Successfully led or supported transformation programs -- implementing a participatory governance and advising/coaching members of the Executive Committee -- for organizations such as Pôle Emploi (French Office of Employment); Partena Professionals (Belgian Social Secretary Organization), Solidaris (Belgian public nonprofit health insurance funds); Cofidis (Belgian Private Lender); Goodman (Belgian-based Global Engineering Company); Agence Française pour le Développement (AFD; French Development Agency); Enabel (Belgian Development Agency).
- Led employee and stakeholder engagement programs associated with such transformation programs.
- Published numerous articles in books & expert's magazines about distributed leadership & participatory governance.

Turn-around CEO, EurActiv – Europe

2016 – 2017

- Successfully turned around EurActiv, an independent pan-European media network specializing in EU affairs, from a loss-making to a profit-making organization within one year. Achieved this transformation through the implementation of a new marketing strategy and participatory governance. (100 employees).
- Led the successful repositioning and rebranding of EurActiv mainly through a new logo and website, revised news formats, more sophisticated subscription packages and stronger partnerships.

President of the Executive Committee (Senior Director-General), Belgian Ministry of Mobility & Transport – Belgium

2013 – 2016

- Managed the ministry's operations and staff (1100 civil servants) and negotiated the annual €1 billion allocation from the Belgian State to public companies such as SNCB and Infrabel.
 - Implemented a participatory governance and a new Facility Management including a full flex-desk policy resulting in:
 - Significant improvements in service quality, with processing times reduced by an average of 30%.
 - A decrease in staff absenteeism and long-term sickness rates from 8% to 3%.
 - A 50% reduction in occupied square meters, while available workspace per employee increased by 20%.
 - Recognition for innovative governance practices, featured in the documentary Happiness at Work (Le Bonheur au Travail).
- Strengthened collaboration among key actors in the Belgian transport and mobility sector including SNCB, Infrabel, Airline companies, Pilots federations, Regional Governments, European Commission's transport departments.
- Successfully negotiated politically sensitive new regulations on drones and air traffic control with the relevant Ministers' cabinets.

Head of Public Banking & Member of the Corporate & Public Banking Executive Committee, BNP Paribas Fortis – BeNeLux
2007 – 2012

- Managed a team of up to 100 experts in the sale of complex financial products conceived for the public and not-for-profit sector (Hospitals, Public administrations, Municipalities, International Organizations, Public inter-municipality cooperation establishments, ...)
- Introduced participatory governance and a client-centric, win-win approach, achieving:
 - A fivefold increase in Return on Capital Employed and a fourfold growth in assets, from €2.5 billion to €10 billion.
 - A surge in interest from high-potential candidates, with 100% of the bank's top talent applying to join the team, compared to none previously.
 - Recognition of the Business Unit (BU) as a safe and profitable long-term asset, enabling continued financing for socially critical but less lucrative organizations such as hospitals.
 - Financing of major modernization projects in public and non-market sectors.
- Successfully led, as lead banker, several major financial restructurings for hospitals as the lead banker.
- Oversaw the integration of the ABN AMRO Public Banking Team with the Fortis Public Banking Team, merging close to 100 professionals.
- Played a key role in helping the bank secure Belgium's first Public-Private Partnership (PPP) for the construction of Flemish schools.
- Proposed the creation of Microstart, a microcredit venture, and secured a €2 million investment from the Executive Committee. Microstart is now Belgium's largest microcredit organization, having created over 10,000 jobs and injected more than €60 million into the economy by the end of 2024.

Chief of Staff, Cabinet of the Belgian Minister for Higher Education, Scientific Research & International Relations – Belgium
2005 – 2006

- Managed a team of 100 experts across diverse policy fields.
- Facilitated the resolution of complex and politically sensitive issues, including the revocation of a controversial license granted to a Walloon company to build an ammunition factory in Tanzania. This required effective collaboration with the U.S. and most of the European embassies in Belgium.
- Successfully reorganized several public agencies under the Minister's jurisdiction, including:
 - PASS (Parc d'Aventures Scientifiques) an educational hub to foster innovation.
 - AdN (Agence du Numérique) the agency promoting the development of a digital economy in Wallonia.

HR Manager (P&O Director), Belgian Ministry of the Economy – Belgium
2003 – 2005

- Managed a team of 100 HR experts overseeing an administration of over 3,000 civil servants.
- Achieved a complete organizational restructuring that started with a business process reengineering project to streamline processes across all administrative activities.

Associate Director & Partner (Public Sector Practice Manager), Arthur D. Little – BeNeLux
1998 – 2003

- Managed a team of 20 senior consultants specializing in public sector management.
- Led and/or participated to major modernization projects for Belgian and European public administrations, including:
 - Repositioning Belgium's nuclear sector.
 - Developing process improvement plans and personal engagement plans for the Flemish administration.
 - Enhancing collaboration between Walloon administrations and ministerial cabinets.
 - Drafting the first strategic plan for the Brussels Intercommunal Transport Company.
 - Conducting business process reengineering for EuroControl and BelgoControl, the European and Belgian organizations for air traffic control.
 - Overseeing the reorganization of the Energy Charter Secretariat.
 - Leading the reorganization of Tractebel Engineering.

Project Portfolio Manager for the EC Tacis Program, DG for External Relations, EC – Belarus, Moldova & Ukraine
1995 – 1998

- Managed a €60 million budget and a team of 40 international consultants implementing several Technical Assistance projects in Belarus, Moldova & Ukraine, focusing on:
 - Promoting free-market practices.
 - Supporting entrepreneurs and the development of SMEs.
 - Restructuring, breaking down and/or privatizing former state-owned enterprises and military complexes.
 - Modernizing regional and national public administrations.
- Negotiated project scope and terms—objectives, KPIs, consultant selection, and contracting—with the Ministries of Finance in the beneficiary countries.
- Collaborated with other donor agencies, such as the World Bank, IFC, EBRD, and German DTZ, to enhance the complementarity and impact of respective projects.

Mergers & Acquisitions Officer, ING Bank (formerly BBL) – Belgium
1994 – 1995

- Conducted due diligence and valuation assessments for large European companies, either for purchase or sale on behalf of the bank's key clients.
- Participated in sales negotiations, acting as a mediator between buyers and sellers.
- Co-drafted a proposal on Employee Stock Option Programs (ESOP) for the Belgian Ministry of Finance.

Financial & HR Director, Médecins Sans Frontières – Mozambique
1993 – 1994

- Managed a team of 20 international expats (mainly doctors and nurses) and 400 local employees.
- Oversaw a €2 million operational budget.
- Implemented significant policy changes in staff management.
- Enhanced coordination with other donor agencies, including the WHO and German Humanitarian Assistance (DHH).

Associate researcher, *Various governmental bodies, universities & NGO's – Africa and Central & South America*
1989 – 1993

- Launched a **cooperation program between the University of Louvain-La-Neuve & the University of M'Budjimay, Congo**, to develop a land title system in Kasai, as a delegate of the Belgian Minister of French-Speaking Education during my one-year civil service.
- Created a **guide for Belgian exporters and investors in Argentina and Colombia**, fostering collaboration with local companies, as part of a five-month assignment after winning the Belgian Foreign Trade Minister's prize.
- Organized **seminars on the EU's Stabex system for Mexican entrepreneurs** in Mexico City through a three-month EU exchange program.
- Conducted interviews and supported the **construction of a health post in La Fundadora, Nicaragua**, during a three-month research assignment with the ACV Flemish workers' union.
- Fundraised and organized a mission to **rehabilitate an orphanage in Gararu, Brazil**, as part of a three-month project with the NGO Aventures Sans Frontières.

TEACHING EXPERIENCE

Guest Lecturer for Business Ethics, CSR & Conscious Leadership, *UCL (Louvain) – Belgium & Unil (Lausanne) – Switzerland*
2004 – Present

Academic Director of the Executive Master in Management & Philosophies, *ULB (Brussels) – Belgium*
2011 – 2022

Lecturer on Project Management, Knowledge Management & Responsible Leadership, *UBI (Novi Sad) – Serbia*
2004 - 2009

Professor of Macroeconomics & Development Policies, *University of Maputo (Maputo) – Mozambique*
1993 – 1994

BOARD MEMBERSHIPS & SOCIAL ENGAGEMENT

Founder & member of the board of Teach for Belgium, the Belgian branch of Teach For All
2013 – Present

Member of the Board of Pag-Asa, an association providing assistance to victims of international human trafficking
2010 – Present

Founder & Chairman of Face2Faith, an association promoting inter-convictional dialogue
2012 – 2015

Member of the Board of AWEX, the Walloon agency to promote exportations
2006 – 2010

Board Member & Pro Bono Managing Director of Philosophy & Management (PhiloMa), an association organizing conscious leadership seminars for managers
2002 – Present

EDUCATION & TRAININGS

Training as coach in Neurosciences, *Neurocognitivism (Brussels) – Belgium*
2007 – 2008

MBA in Management (CEPAC), *Université Libre de Bruxelles (Brussels) - Belgium*
1996 – 1997

Master's Degree in Economics, *KU Leuven, Complutense de Madrid, Università di Bologna & Université de Namur – Europe*
1986 – 1991

Senior year of High School, *Shafter High School (Shafter, CA) - USA*
1984 - 1985

LANGUAGES

French: Native

English, Dutch, German, Spanish, Portuguese, and Italian: Like native

Russian: Intermediate

Arabic: Beginner

PUBLICATIONS

Philosophizing ad Infinitum - Infinite Nature, Infinite Philosophy, *New York State University Press, 2014*

Numerous articles on Management, Leadership, Participatory Governance, Business Ethics & CRS, *published in various Belgian & French magazines and newspapers*

REFERENCES

References available upon request