

## JANINA KUGEL



**Member of the Board Siemens (2015-2020)**  
**Non-Executive Board Member and Senior Advisor**

Janina Kugel is the "most prominent German manager" according to SPIEGEL. For many years, Janina Kugel was the secret superstar (BILD: "Star Manager") of Siemens AG as Chief Human Resources Officer of the company. She gave the company "a young, cool image on the cutting edge" (FAZ).

Janina started her career as a management consultant at Accenture. During this period, she worked for international companies throughout Europe and the United States, mainly focusing on process reengineering, restructuring and organizational design.

After moving into industrial organizations, she held several management and leadership positions at Siemens in the areas of Business Strategy and Human Resources. At Osram Lighting Janina served as Chief Human Resources Officer, where she had global responsibility for Human Resources, Executive Development and Diversity. From 2015 until 2020 she was Chief Human Resources Officer and a member of the Managing Board of Siemens AG with global responsibility for Human Resources, including the areas of Diversity, Learning and Education, Social Innovation, and Environmental Protection, Health Management and Safety (EHS). Since May 2020 she is Senior Advisor for Boston Consulting Group.

Janina holds a master's degree in economics from the University of Mainz, Germany, and the University of Verona, Italy.

Janina is a non-executive board member of Konecranes Oyj, Finland, TUI AG, Kyndryl, USA and the German Pension Benefit Guaranty Association. She is an active supporter of various national and international diversity initiatives. She is also a member of the international Advisory Board of Hertie School of Governance in Berlin, Germany and IESE Business School in Barcelona, Spain. She is serving as board member of several government initiatives such as the Innovation Council (Federal Ministry of Digitization).

She is a sought-after advisor and speaker. In a nonchalant, analytical and competent manner, she is committed to her core issues of disruption, diversity and digitisation. As one of the few women in top positions, she has gained an enormous reputation - far beyond the German-speaking world.

**Topics (Selection):**

- Unleashing the power of diversity and inclusion
- ESG (environmental, social, governance) as a guarantee for economic success
- The digital transformation of HR: Cutting through the hype to deliver real business value
- Change nothing, and nothing will change: Why we need to rethink leadership

**Publications (Selection):**

- It's now: Leben, führen, arbeiten – Wir kennen die Regeln, jetzt ändern wir sie, 2021