



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

Janina Kugel is one of Germany's best-known business leaders. For many years, she served as Chief Human Resources Officer and Member of the Managing Board of Siemens AG and was considered the company's "hidden superstar" (BILD: "star manager"). The Frankfurter Allgemeine Zeitung credited her with giving Siemens "a young, modern image in tune with the times."

Born in 1970, Janina Kugel studied Economics at the Universities of Mainz and Verona. She began her career in 1997 in management consulting at Accenture, where she worked with international companies across Europe and the United States, focusing on process reengineering, restructuring and organisational design. In 2001, she joined Siemens, holding various leadership positions in Human Resources and Strategy in Germany, China and Italy. From 2012 to 2013, she served as Chief Human Resources Officer of Osram Licht AG, with global responsibility for Human Resources, leadership development and diversity. She then headed Human Resources Strategy and Executive Development at Siemens before being appointed to the Siemens Managing Board as Chief Human Resources Officer in February 2015. Until the end of January 2020, she was globally responsible for Human Resources, including diversity, learning and development, social innovation, environmental protection, health management and safety.

Today, she brings her experience to her work as an advisor, speaker and supervisory board member. She serves on the supervisory boards of TUI AG, Kyndryl Inc. (USA) and Swissport AG (Switzerland). Since May 2020, she has been a Senior Advisor at Boston Consulting Group, where she strengthens the People & Organization practice. She advises supervisory boards and leadership teams on the transformation of the workplace and the role of HR and leadership in shaping AI-driven transformation strategies. She is a member of the Board of Trustees of the Technical University of Munich, the International Advisory Board of IESE Business School and the Global Navigation Board of the University of Tokyo. She also serves as a member of the Board of Trustees of the German AIDS Foundation and as Co-Chair of the Digital Council of the Confederation of German Employers' Associations (BDA). In addition, she has been a member of advisory bodies to the German Federal Government on topics including the labour market and innovation.

With a relaxed, analytical and highly competent style, Janina Kugel continues to champion the topics that have shaped her career: disruption, diversity, digitalisation and ESG - all of which are becoming increasingly important in the world of work and in corporate leadership.

Topics (Selection):

- From a Technology to a Responsibility Issue - The Role of HR and Leadership in the AI Transformation
- The Leadership Challenge: Reshaping the Collaboration Between People and AI
- Leadership 4.0: Manage less. Empower and motivate - and be open to new ideas!
- Shaping change in the age of AI and digitalisation
- HR and digital transformation: Beyond the hype to real business value
- There's still plenty of potential! More women in senior management by promoting and challenging them
- People as a competitive advantage - Implicit knowledge, culture and judgement as strategic resources

Publications (Selection):

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