MAY 2025

THE MARCH



WELCOME

Welcome to The March

In this month's edition we take a sharper look at the intersection of politics and global dealmaking.

What might Trump's proposed tariffs and a return to protectionism mean for cross-border M&A? With that context, is Prada's acquisition of Versace for less than half of the \$3 billion previously touted a reflection of investor caution amid the tariff situation?

We also spotlight Citibank CEO Jane Fraser, the first woman to lead a Wall Street bank, and look at DoorDash's take-private of Deliveroo, a move that underscores ongoing consolidation in the food delivery space and the retreat of companies from the LSE.

Our top reads this month include coverage of the launch of new professional services outfit Unity Advisory (formed by ex-PwC and EY senior leaders) and the latest episode of Behind the Transaction, where Grant Thornton's private equity team (including March Women member Lucy Orhnial) join the BVCA's Karim Palant to explore what's next for the PE market.



EDITORIAL TEAM



Laura Brunnen Founder, March Women



Jade Ige Trainee solicitor, DWF



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Corporate development
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IN CASE YOU MISSED IT

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Prada Snags Versace at a Discount Amid Trade Tensions

In a strategic acquisition reshaped by geopolitics and leadership shifts, Prada secured Versace for \$1.38 billion - over \$200 million below the previously expected price of \$1.6 billion and far from the \$3 billion its owners once sought. The reduced price reflects investor caution amid escalating U.S. tariffs and a broader slowdown in consumer M&A activity.

Global trade friction, particularly under Trumpera tariff policies, has cast a long shadow over the consumer goods sector. Strategic deals like this one have faced increasing uncertainty, leading to delayed processes and last-minute price renegotiations.

Capri Holdings, the parent company of Michael Kors and Jimmy Choo, had been in exclusive talks for a month. A key sticking point was the future of Donatella Versace, long hailed as one of fashion's most influential women. Her departure as creative director was a condition of the deal. She hands the reins to Dario Vitale, Miu Miu's design director, signalling a shift in creative direction and family legacy. Industry insiders noted that a founder's family member working under a rival family-owned group - like



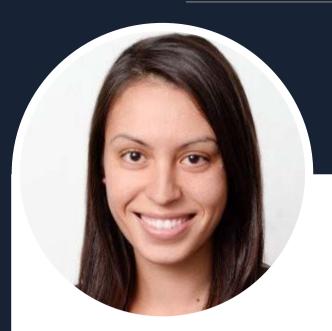
Prada - would have been a difficult cultural fit.

The deal brings together two stylistic opposites: Versace, known for its maximalist baroque aesthetic, and Prada, revered for its muted and sombre sophistication. It's not the first time such a merger has been explored - discussions reportedly began in the 1990s - yet this time, financial realities and strategic needs finally aligned.

The sale comes as Capri faces pressure to streamline. Its attempted \$8.5 billion merger with Tapestry, owner of Coach and Kate Spade, was blocked on antitrust grounds. Offloading Versace allows Capri to reduce debt and refocus on Michael Kors, its primary revenue driver.



Helen Poon
Corporate development
& strategy, Accenture



MEMBER MUSE

Lisa Wootton, Director PwC

March: What do you do?

Lisa: I advise institutional investors and management teams on the design, implementation and operation of management incentive plan arrangements at the portfolio company level both at the time of the deal and throughout the holding period.

March: What's your biggest insight into the M&A market at the moment?

Lisa: Given the current geopolitical and macroeconomic backdrop, it has never been more important for investors to focus on value creation.

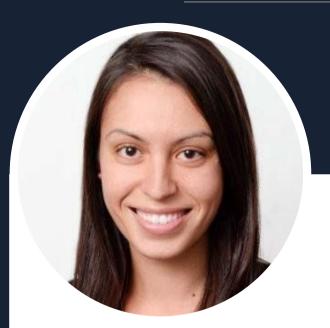
However value creation is delivered by people, therefore putting people at the top of the agenda, and aligning interests of these people in a way that is appropriate and meaningful for them, is key to underpin the value creation plan.

March: What do you love most about what you do?

Lisa: The management incentive plan is generally one of the most highly dynamic parts of any transaction. As an advisor it requires being able to balance the technical answer with an understanding of wider deal dynamics to narrow the gap in the white space. No two deals are the same and this keeps things interesting!

March: And what are the biggest challenges with what you do?

Lisa: The international tax landscape for management incentive plans continues to evolve rapidly. What was true yesterday may not be true tomorrow so it is necessary to always stay one step ahead of new trends and developments in this fast moving space.



MEMBER MUSE

Lisa Wootton, Director PwC

March: Why did you join March?

Lisa: I knew that I had stumbled on a gem when I found March Women and I couldn't not join! The background of March members is incredibly varied and the range of networking events offered is vast. I have enjoyed meeting new members and finding out more about their part in the wider M&A market.

March: What are you celebrating right now?

Lisa: Seeing how the market for management incentives has developed over the last few years. It is no longer enough to advise narrowly in functional areas.

The market is much more sophisticated and a more holistic approach is required which results in a far richer discussion and experience in respect of management incentivisation for clients and advisors alike.

March: Where can we find out more about you?



APRIL ROUND-UP



Al roundtable

We kicked off the April programme with a practical roundtable on AI tools, hosted by member <u>Alison</u> <u>Berryman</u> and with special guest <u>Catherine</u> <u>Bamford</u>. Together, we explored how AI is reshaping the way we work in M&A and how to use it to work smarter and stay competitive.

Boxing Class

Our members swapped laptops for gloves at a private boxing class at the 12x3 boxing gym. Led by amateur boxer and coach Sofia Furlan, the session focused on discipline, energy, and resilience – qualities that matter both in and out of the ring.

Breakfast at The Ivy

Against a backdrop of tropical murals and morning light, members and guests gathered in the private dining room at The Ivy City Garden for a no-agenda breakfast.

A relaxed morning of connection before the weekend - thank you to everyone who joined us!











APRIL ROUND-UP

Evening social at Brasserie of Light

We hosted an evening social at the Brasserie of Light. With the RSVP list matching the waitlist, we kept this one just for members - and it was fantastic to welcome so many new faces to the community.

Set against the Brasserie's mirrored walls and spring flowers, it was a lively and relaxed evening of conversation and connection.

















APRIL ROUND-UP



1 Lombard Street breakfast social

Our post-Easter breakfast event at 1 Lombard Street with members Emma Blackley and Hortense Frisby was full of honest advice, real stories and practical tips on the journey to becoming a Non-Executive Director (NED).

From understanding how board roles differ, to putting together a strong NED CV, to stepping away from "doing" and focusing on providing strategic guidance rather than actively running the business, there was so much to take away.

Emma and Hortense shared how they built their portfolio careers after leaving big corporate roles and reminded us all: do what you enjoy and back yourself.

The conversation also touched on the benefits of starting with voluntary roles and the broader reminder to pursue opportunities that genuinely align with your interests and strengths.

It was a packed, energised session - and a real demonstration of the remarkable talent across the March Women network.

Thank you to Emma and Hortense for their openness and encouragement, and to everyone who made it such a lively and engaging morning. We look forward to continuing the conversation in a follow-up session in the Autumn.

APRIL ROUND-UP

Indoor Clay Pigeon Shooting

At the end of the month March Women took over a couple of pegs at Clays for an evening of indoor clay shooting, cocktails and real connection.

There's something about breaking out of the usual format that gets people talking - and this was no exception. Whether it was over a round of (virtual) clays or a pear bellini, the laughter flowed easily and new connections sparked across industries and seniority.

As always, we're reminded that March Women is about more than just networking - it's about building relationships that lead to ideas, opportunities and action.

Big thanks to everyone who joined us and to Clays for such a fun venue.

















APRIL ROUND-UP

Wine master class — session 2 of 4 with Lay & Wheeler

Thank you to member Sarah Gardner for this write-up:

"It was fantastic to taste an amazing selection of Bordeaux wines, learn from the fabulous Amanda, Camilla and Rosie and enjoy lots of lively conversation and laughs.

We even came up with a couple of ideas for wine related joint venture businesses between members of the group- watch this space...

Definitely the best form of business networking there is!"



M&A INSIGHTS IN A NUTSHELL

TRUMPS US TARIFFS AND M&A ACTIVITY

"A counter-cyclical hiring spree"

The U.S. tariffs announced by President Trump in April have undoubtedly stalled M&A activity. Private equity firms have arguably been hit the hardest as they've struggled with exits due to high interest rates and increased market volatility. Paul Clare, an analyst at Dow Jones, estimated

"a \$3.6 trillion of unsold portfolio companies and that private capital dealmaking has largely paused".

Paradoxically, despite this slowdown, investment banks are continuing to hire aggressively within their financial sponsors teams, showing a strong conviction for a rebound. During this time, investment banks are continuing to secure talent, protect their teams from poaching and position themselves for future dealmaking.

Guillermo Baygual, JPMorgan's co-head of strategic investors group, told FN that it was

"beefing up" its financial sponsors coverage as part of a longer-term bet on private equity.

The rationale behind this counter-cyclical hiring spree is clear, talent is scarce as many sponsors bankers have left for buy-side and institutions





want to be strategically positioned for when deal activity rebounds. Although this seems like a risky approach, leaders are willing to absorb near-term hiring costs to build market share and deepen client relationships, especially as private capital firms are expected to re-engage once policy-driven disruption abates.

Beyond the Macro Headlines: Tariff Risk in Your Next M&A Deal

Over the past few years, nearly all (97%) of surveyed corporations and private equity firms have integrated Generative AI, advanced analytics and automation into their dealmaking processes. Most report having digitally enabled all or nearly all—stages of the M&A lifecycle. Take a look at the example of how this is used in dealmaking – some examples include screening, promotion, integration, due diligence.

M&A INSIGHTS IN A NUTSHELL



Tariffs Reshape M&A Risk & Deal Structuring

• The evolving U.S. tariff landscape has introduced new complexity and risks to M&A transactions. Legal and financial teams must now factor in heightened exposure during due diligence, closing conditions, and post-deal warranties.

Due Diligence Must Deepen

• Robust trade-related due diligence is critical, especially for deals involving global supply chains. Buyers and sellers need to assess how tariffs impact raw material costs, supply availability, product pricing and end-market demand.

MAE Clauses and Conditions to Closing Are Under Scrutiny

• Material Adverse Effect (MAE) clauses are receiving more attention as parties negotiate who bears the risk of tariff-related changes between signing and closing. Buyers seek broader protections, while sellers try to exclude tariffs from MAE triggers.

Expanded Reps, Warranties, and Insurance Caveats

• Buyers are demanding more detailed representations on supply chains and tariff exposure. Meanwhile, insurers are increasingly excluding tariff-related claims from warranty and indemnity insurance (W&I) policies, pushing buyers to seek alternative protections or seller indemnities.

Valuation Uncertainty and Earnout

• As tariff impacts are not reflected in historical financials, traditional valuation methods are unreliable. Earnout mechanisms (common during the COVID era) are re-emerging to bridge valuation gaps, but these require precise drafting to avoid post-closing disputes.

The evolving tariff environment adds complexity to M&A transactions, impacting key areas like DD, risk allocation and financial forecasting. As the market adapts, both buyers and sellers will need to stay nimble and adjust strategies, especially as the full impact of tariffs continues to unfold.

While current challenges may remain for the short term, there is always the potential for further shifts, requiring ongoing flexibility and strategic foresight in M&A deal-making.



Jane Fraser:

Citibank's First Female CEO

Jane Fraser is the CEO of Citibank, a role that she has held since March 2021. Jane's journey to becoming the first woman to lead a major bank is both remarkable and inspiring. After earning a degree in economics from Cambridge, she completed an MBA at Harvard Business School. Fraser began her career at Goldman Sachs and later joined McKinsey & Company, where she became a partner. Her time at McKinsey was formative; she specialized in global strategy and coauthored Race for the World, exploring how businesses could expand globally and responsibly. This global mindset would later become a hallmark of her leadership at Citigroup.

Having joined Citi in 2004, Jane steadily rose through the ranks over nearly two decades, holding senior roles across investment banking, client management, and regional leadership. As CEO of Citi's Private Bank, she was credited with restoring profitability and redefining client experience. She later led CitiMortgage through the U.S. housing crisis, bringing calm to chaos and repositioning the business for recovery.



Citi's First Female CEO

Upon assuming the role of CEO in March 2021, Jane inherited a sprawling global bank facing cultural, regulatory, and operational challenges. Her agenda has since been focused, bold, and transformative. Fraser launched a sweeping overhaul to simplify Citi's structure, including an exit from retail banking in 13 markets to refocus on institutional clients and high-growth areas like wealth management.

One of Fraser's most significant initiatives has been "Project Bora Bora," an internal restructuring aimed at flattening management layers, increasing accountability, and driving efficiency. In 2023, she announced the spinoff of Banamex, Citi's consumer business in



Mexico, via IPO - a complex yet strategic move that signalled her commitment to long-term growth and regulatory compliance.

Fraser also emphasized digital transformation, spearheading investments in AI and fintech partnerships. Under her leadership, Citi committed to a net-zero emissions target by 2050 and began issuing detailed ESG disclosures, reinforcing her belief that sustainability and profitability can - and must - co-exist.

An Empathetic Leadership Style

Despite the demands of running one of the world's largest banks, Fraser is known for her candidness and empathy. She is married to a fellow (now former) banker Alberto Piedra, who stepped back from his career to support their family. The couple has two sons, and Fraser has spoken openly about the challenges of balancing motherhood and leadership. She encourages a workplace culture that recognises the reality of caregiving responsibilities, and she was among the first Wall Street CEOs to champion hybrid work, challenging the industry's rigid norms.

Fraser's leadership style blends rigor with humanity. She often speaks about the importance of "context, curiosity, and courage" in decision-making. She is known for listening intently, challenging groupthink, and prioritising purpose as much as performance. As she told the Financial Times,

"You don't have to be the loudest voice in the room to be effective. Sometimes the quietest voice is the one that leads the best."

Jane has become a powerful symbol of what inclusive leadership can look like at the highest levels of finance. Her rise through a male-dominated industry, her ability to drive complex reforms, and her willingness to challenge outdated norms - all while maintaining a clear moral compass - make her not just a business leader, but a role model for the next generation. Her work at Citi is still unfolding, but one thing is clear: she is not only transforming a bank, she's helping to transform the industry.



Jade Ige Trainee solicitor, DWF

MEMBER MUSINGS

March Member <u>Diane Blaxland</u> advises private equity investors and portfolio companies on operations, building robust solutions to complex problems.



All of that senior experience now feeds directly into her career coaching. Whether you're preparing for interview, pitching for promotion, or making a full pivot, Diane will help you to tailor your story, build trust, and move forward with strategic clarity.

The interview trap

Many candidates take interview questions at face value.

"Tell me about a time you used in your role".

And so they do.

10 minutes later, they've missed the real opportunity.

The real test?

Can you show how you think strategically? How you solve the real problem - from the Board's perspective? How you lead others to do the same?

Position the answer to the question within your strategic story, elevating the conversation. That's where influence lives.

The Setup

You're in the interview.

They ask:

"Tell me about a time you used [insert skills or process] in your role."

MEMBER MUSINGS

What They're Really Asking

They're not just testing your technical skills.

They're listening for how you think.

How you solve problems.

How you lead.

Where Influence Lives

The real test is not whether you can do the job.

It's whether you can see the things the Board sees.

Shape the role.

Guide the conversation.

Position yourself around your potential.

What to Do Instead

Position the answer to the question within your strategic story.

Elevate the conversation.

Take them beyond the task into your potential for insight, decision-making, and impact.

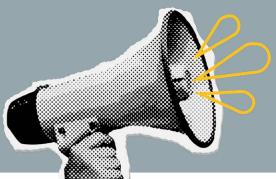
The Takeaway

Influence doesn't come from detail.

It comes from direction.

You're not just here to answer questions.

You're here to lead the conversation.



MEMBER NEWS



Congratulations to member Anjli Kothary for an impressive 4 hour 51 minute time in her first ever marathon (and then somehow she came and joined us for the clay pigeon shooting social evening just 2 days later - very impressive!)

April saw a number of members announce well-deserved promotions:



Julie Book: Partner at Burges Salmon



<u>Eimear Fagan:</u> Executive Director - Portfolio Solutions (Aon M&A) at Aon



<u>Victoria Jackson:</u> Senior Associate at Cripps



<u>Claudia León:</u> Tax Associate Director at HWF Partners



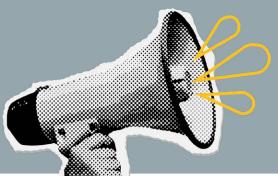
Ruth Lewis: Partner at Field Fisher



<u>Eleanor Swinburne:</u> Associate Director at HWF Partners



<u>Brodie Thomson:</u> Principal Associate at Shoosmiths



MEMBER NEWS



<u>Katharina Dalka</u> – CEO of corporate finance boutique StellarOne and founder of negotiating training BIA by StellarOne – took part in the Women in Power conference hosted by <u>Harvard Kennedy School</u> in Boston.

She joined a distinguished panel of investors and entrepreneurs, Christina Qi Adesuwa Okunbo Rhodes, Natalie Madeira Cofield and hosted by Karen Attiah, to discuss the challenges women face in entrepreneurship and fundraising.

In her remarks, Katharina emphasized the critical importance of negotiation and self-advocacy - particularly in a financial ecosystem where women continue to receive less than 2% of total venture funding and remain underrepresented in decision-making roles.



Corporate member <u>Grant Thornton</u> announced that the strategic investment from Cinven has completed after regulatory approvals were granted - making it the largest UK professional services firm to take external equity investment and which will allow it to significantly upscale its investments in talent and technology over the coming years. The firm has retained its partnership structure and ethos.



As per our <u>announcement at the end of March</u>, with approaching 200 members we are currently only accepting renewals of existing memberships.

Guests are still very welcome at a number of our events and can go on to the priority waitlist to be notified and first in the queue when applications for new memberships reopen (expected to be late summer/early Autumn).

Exciting news! We're an official media partner of LegalTechTalk 2025 - the must-attend event for legal transformation. Over two days, 300+ expert speakers and 140+ exhibitors will showcase the latest legaltech solutions shaping the future of law. We also have some free spaces for our members who are senior lawyers or doing M&A deals involving legal businesses.

Will we see you there? #LegalTechTalk #FutureofLaw

RSVP





THE MONTH'S TOP M&A ARTICLES

Evolution of professional services marketplace?

Thoughts on the creation of Unity Advisory by ex PwC and EY big hitters and the implications for UK professional services.

Click here

Time for a PE bounceback?

Members Emma Boorman and Helen Mead of DMH Stallard explore signs of renewed private equity activity, key traits of PE-ready businesses, and what 2025 could hold for ambitious companies.

Click here

A Guide to Building a Unified Culture after a Merger or Acquisition

Harvard Business Review looks at the recommendations for managing employee integration - based on 70 hours of interviews with acquired employees across 15 acquisitions of a large multinational that routinely acquires companies.

Click here

Behind the Transaction

Latest episode from Grant Thornton's PE team (including member <u>Lucy Orhnial</u>, head of Transaction Tax) discussing the outlook for private equity with Karim Palant at the British Private Equity & Venture Capital Association (BVCA).

How Life Science SMEs can avoid price chips

Key takeaways from the panel discussion hosted by corporate member HaysMac on "Preparing a Life Science Business for Sale" in partnership with the Pharmaceutical Licensing Group, DWF, and Aon. Panellists included members Elizabeth Blackwell (Aon), Jayne McGlynn (DWF) and Tanya Yeremenko (HaysMac).

Click here

Perfume brands fighting a losing battle against cheap dupes

Member Mirelle Dagger in the Guardian on how fragrance brands are struggling to push back against the boom in copycat scents.

Click here

Due diligencing tariff risk

The questions buyers need to ask - and sellers need to get ahead of - on the rapidly evolving tariffs situation.

Click here

Corporate carve-outs

Podcast episode from corporate member Grant Thornton exploring key operational, tax and legal aspects of carve-out transactions.

Click here

Click here

MEMBER BENEFIT PARTNER INTRO







Introduction to Member Benefit Partner

·BLOMMA·

BEAUTY

March member benefit partner <u>Blomma Beauty</u>, expertly curate an edit of the best natural, cruelty free skincare and wellbeing products from British brands. It's all tried and tested by the founders, using their experience in aromatherapy, massage, skincare and holistic facials.

Their natural skincare studio is a haven for anyone wanting to take time to focus on their wellbeing. They offer workshops where you can make your own aromatherapy blends into bath salts, body scrubs and rollers or pampering experiences like their clay face mask experience or gua sha massage masterclass. They offer consultations, events, facials and of course, plenty of products to try.

We're big fans. They donated a prize to our charity fundraiser in January and they are running a workshop for us in June.

Members can find an exclusive offer from the brand in the March members area.

March Women members have access to an exclusive member benefit scheme, thoughtfully curated for the accomplished professional woman. Elevate your personal and professional journey with premium offerings like bespoke business coaching, award winning skincare, nutrition guidance, and sleep wellness products. Complement your lifestyle with a selection of fine wines (still and sparkling), elegant non-alcoholic options, and on-trend clothes, accessories and gymwear.



HOW A BRITISH UNICORN GOT SNAPPED UP BY DOORDASH

In May 2025, food delivery giant DoorDash agreed to buy Deliveroo for £2.9bn. Today, we will examine key moments in the company's growth story.

Deliveroo was founded by Will Shu in 2013, inspired by his experience of few delivery options working late nights as an investment banking analyst; instead, making depressing trips to Tesco for evening meals. After studying for his MBA at Wharton, he partnered with his childhood friend Greg Orlowski, a history graduate and software engineer, to start Deliveroo.



Helen Poon
Corporate development
& strategy, Accenture



Unicorns and Family Priorities

Deliveroo's early years were marked by rapid expansion, innovative strategies, and a strong founding team that attracted significant investor interest.

Unlike the public-facing Shu, Orlowski lived a more private lifestyle - focusing on building the backend systems that powered the company's operations. By 2016, the firm had reached coveted 'unicorn' status and had quickly become a prime example of British tech startups rivalling that of Silicon Valley. It was at that time that Orlowski, who had designed the platform, left the company to spend more time with his family after the birth of his daughter. At the time, his shares were worth £46m. He went on to co-found Peanut, a social media company for expectant and new mothers.



HOW A BRITISH UNICORN GOT SNAPPED UP BY DOORDASH Continued...

Employee or Supplier?

Amid all the love from its investors, the company began to feel the heat from its riders, who claimed they would often make less than minimum wage and lacked protections, such as sick pay and paid holiday. Riders went on strikes and picketed with signs bearing the words 'Slaveroo', as they fought for employment rights; meanwhile Deliveroo claimed that riders are self-employed contractors. In 2023, the UK Supreme Court upheld the decision that riders do not have an "employment relationship" with the firm, citing the flexibility afforded to them and their ability to simultaneously work for competitors.

Floating and Sinking

As a private company, Deliveroo was lauded for its innovation and global ambitions. To say that Deliveroo had a tough time as a public company on the London Stock Exchange would be an understatement. On its first day of trading in April 2021 the firm saw its share price fall 26% from the opening price of 390p. Some investors were concerned by the dual class share structure, which gave Shu a veto over a takeover; while others cited the employment issues it was facing with riders.

While the shares rallied for a few brief months, rising interest rates led investors to turn their backs on the Silicon Valley model, which focuses on revenue and user growth over profitability. The DoorDash acquisition values Deliveroo at less than 40% of the company's £7.6bn listing.

One of Deliveroo's first backers, Danny Rimer of Index Ventures, previously told the BBC that if he had his time again he would have voted for a US listing.

The story of Deliveroo touches upon many themes. Do you prefer Will Shu's or Greg Orlowski's approach to career success? Is the gig economy model of employment an innovation in flexible work, or a method of underpaying workers? What will British technology startup founders make of this deal? Is this another sign of the LSE losing ground to NYSE and Nasdaq, amongst others?

EVENTS CALENDAR

Guests are very welcome to join one event for free before becoming a member of March Women.

Additional events may be announced at our discretion.

Sign up to all events in the online member community

MEMBER RSVP

RSVP LINKS FOR Q2 EVENTS OPEN TO GUESTS

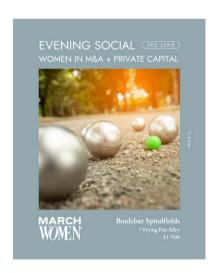


22 May

Spring M&A update panel and networking evening, hosted by HaysMac

HaysMac will be hosting us for our bi-annual M&A update panel. This time our panel will be discussing "Public Versus Private Markets", followed by networking drinks.

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3 June

Evening social at Boulebar Spitalfields, 7-9pm

Join us for an evening session with an expert pétanque guide who will host the group, give tips, tricks and training advice, and arrange a tournament.

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12 June

Negotiation skills workshop 8.30-10.30am, hosted by Crowe

Crowe are generously hosting <u>Katharina Dalka's</u> negotiation masterclass for us. This will be a deeper dive on the very popular session Katharina ran for us during our March breakfast social.

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EVENTS CALENDAR



18 June

Breakfast social at Manicomio City, 8.30-10.30am

Please join us for June's breakfast social at Manicomio City, where member <u>Gillian Piggo</u>t will be talking to us about financial planning.

RSVP

Spring programme May- July 2025

May - July 2025 programme

Upcoming events, TBC dates to be released soon.

Click here for the events calendar on our website:

EVENTS

Further events may be announced at our discretion.

May

15th: Evening with Polly McMaster and The Fold

June

3rd: M&A roundtable, hosted by Omni Partners

12th: Negotiation skills masterclass, hosted by Crowe

13th: Golf day at Essendon Country Club*

20th: Paris M&A networking trip, hosted by Aon France*

25th: Workshop with Blomma Beauty, hosted by Hill Dickinson

July

3rd: Summer social

11th: Golf day at Essendon Country Club*