

Core principles

Tim Cook: Apple CEO

Apple is one of the world's most desirable tech brands, known for innovations in hardware, software and services. So, it stands to reason that Tim Cook's 12-year stewardship of that company encompasses technological imagination and business ingenuity. However, Apple's leadership under Cook, its seventh CEO, is also a story of committed environmentalism and humanitarianism.

A key element of Cook's leadership is built around his stated aim to "leave the planet better than we found it". Apple's clean energy commitments mean that it is currently carbon neutral for its operations and is building a roadmap to achieve zero carbon for its supply chain and products by 2030. Apple champions privacy, security and user safety and Cook insists nothing should compromise them. In 2021 Apple pledged \$100 million to combat injustice and promoting racial equality. This included the funding of an Apple developer academy in Detroit.

Cook uses his personal platform as a force for good. In 2014 he hit the headlines as the first openly gay CEO of a Fortune 500 company. There are other leaders with a similar mindset but few manage to achieve

combining such values with such outstanding financial success. Apple is currently ranked as the world's most valuable brand and in 2022 became the first company to reach \$3 trillion market value. Much of that status results from success with supply chain, everything that goes into conceiving and building the company's growing portfolio of innovative, differentiated product.

What underpins Cook's leadership acumen? Born in 1960 in Alabama, the child of a docker and a pharmacy worker, Cook graduated from Auburn University with a degree in industrial engineering before later going on to earn an MBA from Duke University. His early career was focussed on supply chain and operations. He showed promise and held leadership positions at IBM and Compaq before he took a role heading up Apple's worldwide operations.

The passion and purpose so prominent in Steve Jobs was, Cook has said, what first attracted him to the iconic tech brand – and that determination has been a guiding force throughout his own tenure.

However, Cook's leadership champions fresh rules, combining aesthetics with ethics; functionality with form; and purpose with profits.

@tim_cook ■

"You can only do so many things great, and you should cast aside everything else."

Tim Cook



Leading AI healthcare

Ruth Porat: Alphabet / Google CFO

Once named The Most Powerful Woman On Wall Street by *Politico*, Ruth Porat has propelled an astronomical career and leadership trajectory ever since first walking through Morgan Stanley doors in 1987, aged 30.

As a child, Porat moved from her native northern England Massachusetts, where the Jewish family followed Porat's father, who had landed a job as research fellow in the physics department at Harvard University. The family soon moved again to Palo Alto, California, where he worked at the SLAC National Accelerator Laboratory for 26 years.

Aside from a three-year hiatus – following Morgan Stanley president Robert F. Greenhill to Smith Barney in 1993 – Porat worked up to VP Investment Banking, Global Head of the Financial Institutions Group and then CFO in 2010.

During this time, she was credited with masterminding the European debt financing that saved Amazon from collapse during the dot-com melt down in 2000. Her financial partner during the Dot-com bubble was venture capitalist and former Wall Street securities analyst Mary Meeker, who was godmother to the three children she raised with her husband, Law Firm Partner Anthony Paduano.

Porat led Morgan Stanley through the GFC, advising the US Department of Treasury and the New York Federal Reserve Bank, presenting to the World Economic Forum in Davos on post-crisis reform and financial legislation, and on trust levels within the financial sector. It was reported that Porat would join the Obama administration as Deputy Secretary of the Treasury, but withdrew her name due to improving conditions at Morgan Stanley and the acrimonious confirmation process inflicted upon then Treasury Secretary-nominee Jack Lew.

In 2015, it was announced that Porat would join Google as its new CFO in a deal amounting to US\$70 million. Since joining, she has been credited with boosting Google's share price by reorganising the company and imposing financial discipline; now on the board of the Wall Street investment firm Blackstone and rumoured to be on a salary in excess of US\$50 million.

Porat suffered from breast Cancer in 2001 and 2004 and this personal experience has inspired her to support health-care initiatives at Google, moving the business into clinical trials and using AI research (Google Brain) and improving the quality of Google's health search results.

@porat_ruth ■

“Businesses perform better when you have diversity of view in your senior leadership positions. This is not just the right thing to do socially; it's the right thing to do for your business.”

Ruth Porat