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EMAIL SHAWN TAYLOR KAMINSKI: SKAMINSKI@DIRECTWOMEN.ORG

C. KAY MCCALL

Former private equity-backed renewable energy CEO. Success achieved in large public and private equity-backed companies in both growth and restructuring environments. Significant experience in conventional power, construction, manufacturing, and oil and gas services industries. Recently led wind energy company through financial and operational restructuring, then final sale. Non-Executive Director on board of global manufacturer of industrial components.

Selected Areas of Expertise

- Operation optimization
- Governance and risk mitigation
- Strategy development
- Energy transition

Professional Experience

Renewable Energy Alliance Houston, Texas December 2019–present

The Renewable Energy Alliance is a recently launched non-profit trade association providing networking opportunities and educational content to the stakeholders in the renewable energy industry.

Executive Director (part-time)

Launched and currently leading an organization connecting companies in the renewable energy industry. Activities include program design, fundraising, public speaking, and extensive interaction with leaders in all sectors of the renewable energy industry in the Houston area.

Noble Environmental Power, LLC Essex, Connecticut April 2008–December 2018

Noble developed, constructed, owned, and operated 726mW of wind energy projects, with 612mW of the projects located in the state of New York. Equity included MSD Capital, CPPIB, and JP Morgan. The business was sold to the Carlyle Group in December 2018.

President, CEO, and Board Member (October 2010–December 2018)

President and CEO of a private equity-backed wind energy company, taking the reins when the company had significant negative cash flow and heavy debt load. Created and executed restructuring strategy, achieving positive cash flow and a stable operating environment. Reduced overhead headcount by more than 75%, while achieving industry-leading operational results. Managed internal resistance to change, developing initiatives in all aspects of the business to improve efficiency. Examples include revamping of the information technology structure, creating an internal branding initiative to bolster retention, and balancing outsourced

and internal resources in multiple functions. Negotiated two transactions comprising the sale of the business with results exceeding equity's expectations.

Senior Vice President, General Counsel, and Chief Compliance Officer (April 2008–October 2010) Joined company during project development, financing, and construction phase, overseeing all environmental, regulatory, transactional, and governance matters, while managing a team of lawyers, environmental specialists, and other professionals. Designed new model for the delivery of all legal and environmental services, revamping external counsel relationships to reduce legal spend and improve internal controls. Oversaw creation of compliance program. Consistently engaged with highly involved board of directors, project lenders, and other stakeholders.

General Electric Company **Houston, Texas** **June 2002–April 2008**

GE Oil & Gas, Senior Counsel (January 2006–April 2008)

Member of executive leadership team of GE Oil & Gas, an \$8 billion/year business. Advised senior leadership on international transactions, procurement processes, and a wide range of compliance and governance issues. Managed global team.

GE Oil & Gas, Integration Leader/Legal (2007, special assignment)

Selected to serve on the integration team for major acquisition. Designed plan to integrate the global legal team and processes of a newly acquired 5000+ employee company into the existing business. Advised senior leadership on risk mitigation strategies.

GE Energy, Counsel (June 2002–January 2006)

Negotiated strategic transactions relating to GE's power generation business, including the wind, nuclear, and gas turbine business lines, with cumulative transactional values in the multiple billions of dollars. Selected to participate in GE's executive leadership development program.

Enron Corporation **Houston, Texas** **May 1999–June 2002**

Assistant General Counsel

Negotiated broad range of agreements for wholesale power business, including project development and power trading agreements. Developed plan for the liquidation of gas trading portfolio in connection with bankruptcy proceeding.

Technip USA **Houston, Texas** **February 1992–May 1999**

Vice President and General Counsel

Member of senior management team, contributing to the development of business strategy. Oversaw all legal matters in connection with international engineering and construction business working primarily in gas processing industry. Led disposition of business in an asset sale.

Hays, McConn **Houston, Texas** **November 1984–February 1992**

Partner, Associate in Trial Section

Civil trial lawyer in boutique litigation firm.

Board Service: Non-Executive Director

Flexitallic Group, Inc. Houston, Texas Jan. 2022-present

Flexitallic Group is the global market leader in high quality, high value industrial static sealing products for critical applications, and dynamic and static packings. Flexitallic operates a global network of company-owned manufacturing and service facilities, as well as licensees and distributors (750+ distributors in 30 countries).

Other Experience

University of Houston, Bauer College of Business

Advisory board member, Gutierrez Energy Management Institute

Education

University of Houston

Juris Doctor, 1984; Bachelor of Arts (Political Science), 1981

Certificates earned in Sustainable Energy Development (2020), ESG for Energy Companies (2021), and the Hydrogen Economy (2021).