

Steven Windmill TD MBA FRSA

Interim CEO · Interim COO · Operating Partner · Chair / NED · Special Situations

Interim executive and board leadership for investor-backed, regulated and complex organisations when value, control or confidence is at risk.

Steven Windmill takes executive or board authority where the reported position no longer matches operating reality — and moves cash, earnings, contracts or execution before the options close.

He works across turnaround, transformation, integration and special situations where owners, boards or institutions need rapid clarity on what is happening, what remains recoverable and what must change.



Selected Evidence

100 days — regulated insurer with c.£11m accumulated losses and c.£3m annual loss returned to positive EBITDA

90 days — food manufacturer, c.£4m forecast loss to c.£2m projected EBITDA at handover

c.£1bn challenged to c.£410m — Royal Navy support provision using thirty years of actual fleet-cost evidence

£18.6bn — integration spanning 81 organisations, c.23,000 people and 54 sites; c.£5m annualised consultancy cost removed

When He is Brought In

He is typically brought in where authority is fragmented, assumptions have hardened into accepted fact, management information no longer describes the underlying position, or value is being lost because nobody has joined the pieces together. He starts with evidence: establish the real operating position, clarify decision rights, concentrate authority on the few interventions that change trajectory, and leave behind controls that survive the intervention. That has included recognising assets and rights already present in an enterprise but absent from its reported value.

Windmill is equally comfortable operating at executive and board level. As an Interim CEO or COO, the emphasis is direct execution and measurable movement. As a Chair, NED or adviser, the emphasis shifts to scrutiny, accountability, decision quality and institutional confidence. That ability to work across both sides of the governance boundary can give owners, sponsors, boards and management a common evidence base rather than competing interpretations of the same asset.

Background

His formation includes senior British Army and NATO service, including Iraq in 2008, where he worked with ministers, deputy ministers, senior civil servants and military and security leaders, and exercised temporary command during national exercises involving up to c.200,000 Iraqi security, police and intelligence personnel. He held judicial responsibility for 13 years as President of Courts Martial and prepared the principal working draft of a 2009 cross-government report to the Prime Minister on delivery of the Service Personnel Command Paper. His corporate record includes service as CEO of a US-quoted public company and substantial board, audit, risk and assurance responsibilities.

Windmill is Principal and Director of Windmill Family Office and CEO and principal investor of Pan Africa Agric Finance & Communications. Investor origination and operating work at PAA are substantially delegated, preserving capacity for one substantial external appointment. His personal executive appointments remain separate from the activities of the Family Office.

Personal

Away from formal appointments, he divides his time principally between London, St Albans and Wales. He reads widely, plays chess badly, has Fforde, a rescue spaniel with more velocity than judgement, and avoids gardening.

His style is understated; he prefers evidence over presentation and direct engagement with the people closest to the work.

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