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'THE NEW AGE OF LEADERSHIP'

CÉDRIC GARNIER LANDURIE, MANAGING PARTNER AND CEO PROFILED IN THE **ENTREPRENEUR UK**: *'THE NEW AGE OF LEADERSHIP'* EXPLORES A NEW GENERATION OF INVESTMENT INDUSTRY LEADERS AND HIGHLIGHTS HIS CAREER AND VISION.

UNITED KINGDOM
Entrepreneur

The New Age of Leadership

At 33, a new generation of leaders are making their mark across industries, showing that innovation, adaptability, and a global perspective can create a lasting impact long before middle age. by **PATRICIA CULLEN**

→ **Cédric Garnier-Landurie,** co-managing Partner and CEO of Cordiant Capital

Business has long been the preserve of those with decades of experience, where age and seniority were the hallmarks of leadership. But a new generation of entrepreneurs is upending that tradition. In today's fast-paced, interconnected world, vision, adaptability, and global perspective are just as crucial as experience - and increasingly, it's younger leaders who are driving innovation and reshaping entire industries before reaching 40.

Consider Sir James Dyson. By the time he was 33, Dyson had already developed his groundbreaking bagless vacuum cleaner, which went on to revolutionise the home appliance industry. His innovation, backed by years of relentless trial and error, led to the creation of Dyson Ltd, a company that would later expand into hand dryers, air purifiers, and even electric cars. Ben Francis, the founder of Gymshark, is another standout. He started the fitness apparel brand at just 19, growing it from his bedroom. By the age of 28, Gymshark had achieved a valuation of over £1bn, making him one of the youngest self-made billionaires in the UK. Francis

has continued to lead the company through rapid global growth, solidifying Gymshark as one of the top fitness brands worldwide. While Victoria Beckham officially launched her fashion line in 2008 at the age of 34, her rise in the fashion industry began earlier, with her transition from pop star to style icon. By 33, she was already making a name for herself in the fashion world, and her eponymous brand would go on to become a global success. Beckham has since expanded her business ventures into beauty and fragrance, securing her place as a major figure in the fashion industry. Finally, Richard Branson had already founded Virgin Records by the time he was 30, and by 33, he had launched Virgin Atlantic, fundamentally changing the UK's airline industry. Branson's entrepreneurial spirit and willingness to take risks saw Virgin expand into numerous industries, from travel to telecommunications, making him one of the most

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Recognised business figures in the world.

In the financial world, Cédric Garnier-Landurie, co-managing Partner and CEO of Cordiant Capital, a specialist global infrastructure and real assets investment manager, is another example of a leader who broke the mould at a young age. At just 33, Garnier-Landurie is steering one of the most significant asset management firms in the infrastructure sector, with over $3bn in assets under management. His career trajectory is emblematic of a new approach to leadership in the financial sector, where adaptability, innovation, and a global perspective are increasingly recognised as equally important as traditional experience.

His rise to the top at such a young age speaks to a larger trend in which the business world is embracing fresh, dynamic leadership from younger generations - individuals who are increasingly seen as capable of managing and driving multi- ▸▸

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billion-pound enterprises. This shift is happening across industries, from technology to infrastructure, as young leaders are demonstrating that their agility, innovative thinking, and global outlook are key to navigating the challenges of a rapidly changing world.

A New Kind of Leadership

At the helm of Cordiant Capital, Garnier-Landurie has been entrusted with overseeing billions of pounds in capital. For many, the idea of a 33-year-old leading such a significant operation might seem improbable, but Garnier-Landurie is quick to challenge that notion. “I think it reflects a broader shift in how leadership is defined in finance,” he says. “It’s no longer purely about tenure or decades spent in the same seat. The industry is recognising that adaptability, curiosity, and a genuinely global perspective are just as critical as experience.”

In an industry that has traditionally placed a premium on experience, Garnier-Landurie’s rise signals a shift in how leaders are evaluated. The world is moving faster than ever before, and the challenges businesses face require more than just technical knowledge. They require vision, the ability to anticipate change, and an understanding of how interconnected the world has become. “The pace of change in infrastructure and real assets is extraordinary,” he notes, listing climate change, supply chain disruptions, and technological advancements as the driving forces behind this transformation. “Leaders today need the ability to anticipate those shifts early, connect the dots across regions and sectors, and mobilise teams to act decisively.”

This mindset - one that combines adaptability with global experience - has shaped Garnier-Landurie’s career. Having worked across North America, Latin America, Africa, the Middle East, and Europe, he brings a comprehensive, cross-border perspective to his leadership role. His experiences have shown him that success in today’s business world requires a willingness to embrace change, rather than simply relying on traditional formulas of experience. “We’ve seen it in the tech world, where young leaders are entrusted with multi-billion-dollar companies driving global innovation; there’s no reason investing should be different,” he explains, drawing a parallel to the tech industry’s embrace of young, innovative leaders.

Balancing Legacy and Innovation

One of the core challenges for any business leader is balancing the weight of legacy with the need for innovation. In Garnier-Landurie’s case, he is not only managing a company with a rich history but also charting a course for its future. Yet, for him, tradition and progress aren’t mutually exclusive - they work in tandem. “I see legacy and innovation not as opposing forces, but as complementary,” Garnier-Landurie says. “A strong legacy provides the foundation of trust, discipline, and credibility - qualities that are indispensable when you’re stewarding capital. Innovation, meanwhile, is what ensures that foundation remains relevant in a world that refuses to stand still.”

At Cordiant, this balance is critical. The firm’s legacy of creating value beyond just financial engineering forms the bedrock of its approach, which prioritises long-term value creation through an “operating-first” mentality. This approach focuses on building businesses - not just balance sheets - and has allowed Cordiant to remain both bold and responsible in its investment strategies.

But as the world changes, so too must business practices. From demographic shifts and the rise of the digital economy to the urgency of achieving net-zero emissions, the environment in which companies operate is in constant flux. “How do you preserve and grow investor capital in an environment that is shifting so quickly?” Garnier-Landurie asks, acknowledging the complexity of this challenge. For him, the answer lies in evolving the legacy of the firm to meet the needs of a rapidly changing world.

The Generational Perspective

When asked about the unique perspective his generation brings to infrastructure and real assets, Garnier-Landurie is clear: unlike previous generations, his sees infrastructure as more than just ‘concrete and steel.’It’s about understanding how physical assets - whether they are roads, ports, or energy grids - interact with the digital world. “We see it as part of a living, interconnected ecosystem: dynamic systems where technology is embedded at the core of how assets are designed, operated, and scaled,” he explains. For his generation, the physical and digital are inseparable. Today’s infrastructure is not just about building roads or bridges; it’s about creating integrated systems where technology enhances the function, sustainability, and efficiency of these assets.

This shift is evident in the way Cordiant is investing. For example, the firm is not just focusing on traditional ‘core’ assets like toll roads or bridges, but also on emerging opportunities in sectors like sustainable agriculture and renewable energy. This focus on ‘value-add’ infrastructure - where expanding the asset and revenue bases is central to the investment thesis - aligns with a broader trend in which young investors are looking to shape the future, not just preserve the past.

“For us, infrastructure today is both physical and technological,” Garnier-Landurie says, citing examples like precision farming, renewable-powered ports, and cybersecurity-enhanced fibre networks. These investments represent a shift in the way infrastructure is built, where the integration of technology is no longer an afterthought but a core component of the design. Beyond the integration of technology, Garnier-Landurie’s generation is also deeply attuned to the need for resilience in the face of climate change, cyber threats, and geopolitical instability. Whether it’s enhancing the resilience of agricultural systems, strengthening digital infrastructure against cyber attacks, or ensuring the sustainability of energy grids, this focus on resilience is increasingly seen as both a societal imperative and a critical investment consideration.

Looking ahead

Leadership isn’t defined by age; it’s a collective effort, never a solo act. “Age is not a substitute for perspective, and the key is surrounding yourself with strong people of all generations and experiences. True leadership is about harnessing that diversity of thought to drive long-term value.” And perhaps most importantly, Garnier-Landurie’s generation came of age during a time when peace and collaboration were often seen as the norm - something that is now being tested. “It’s a reminder that the “peace dividend” is not automatic; it must be earned and safeguarded every day. That mindset of global collaboration, even under pressure, is something we carry into the way we invest and build platforms at Cordiant.” E

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