



Sondra R. Radcliffe, JD, MBA, QRD®

Board Director | Global P&L Executive | Risk & Transformation Leader

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Board Service

Bosques Humedos Del Sur S.R.L.
Shenzhen Fullcontour Design Co. Ltd.
AZ Manufacturing Council
RTX Product Safety Review Board

Board Matrix Skills

Strategy & Transformation
Mergers & Acquisitions
Corporate Governance
Risk & Compliance Management
Financial Acumen
Multinational Business Operations
Human Capital Management

Global P&L executive and board director with a proven track record of transforming complex, underperforming businesses into scalable, profitable growth across highly regulated, technology-driven industries. She brings a unique perspective as a C-suite operator with deep experience integrating strategy, risk, and operations to support effective governance and long-term value creation.

With more than 25 years of leadership experience, Ms. Radcliffe has held senior roles at 3Shape, RTX (Raytheon Technologies), and United Technologies across healthcare technology, aerospace & defense, and financial services. She has led global businesses with P&Ls exceeding \$250 million, overseen \$1 billion program portfolios, and managed teams of more than 700 employees across North America, Europe, and Asia. She has also played a key role in capital allocation and portfolio strategy, aligning investments with long-term growth, capital efficiency, and value creation.

Ms. Radcliffe is recognized for her ability to lead at inflection points, including turnarounds, post-acquisition integration, and periods of market and operational disruption. As General Manager at RTX, she led the turnaround of a distressed global aerospace business, improving first-pass yield by 72% and achieving 90% on-time delivery within nine months while restoring customer confidence. She also led a \$109 million operational transformation that generated \$10.6 million in annual savings. Additionally, she has scaled AI-enabled products and digital capabilities to drive growth and improve operational performance.

Currently, as General Manager of 3Shape Design Services, Ms. Radcliffe leads a global healthcare technology business, driving sustained growth, expanding the customer base by 26%, and achieving 32% EBITDA margins through portfolio optimization, pricing strategy, and operational transformation.

Earlier in her career, Ms. Radcliffe served as General Counsel for United Technologies' multi-billion-dollar aerospace businesses, where she led enterprise risk management and governance across 22 global sites. She delivered significant financial impact, including reducing a \$93 million customer claim to \$6 million, enabling over \$1.5 billion in contract value, and advising on acquisitions, divestitures, and portfolio transformation initiatives.

Ms. Radcliffe currently serves as a board director for international subsidiaries operating in Latin America and Asia, where she provides oversight of strategy, financial performance, and governance in cross-border environments. She also previously served on the Arizona Manufacturing Council Board, and as a voting member of RTX's Product Safety Review Board and Executive Corrective Action Board, overseeing enterprise risk, product safety, and crisis response.

She is a Qualified Risk Director® through the DCRO Institute and has completed governance and board education through Harvard Business School, the National Association of Corporate Directors (NACD), and the Society for Corporate Governance. She is qualified to serve on Audit/Risk, Governance, and Technology committees. She holds an MBA and JD from the University of San Diego.