



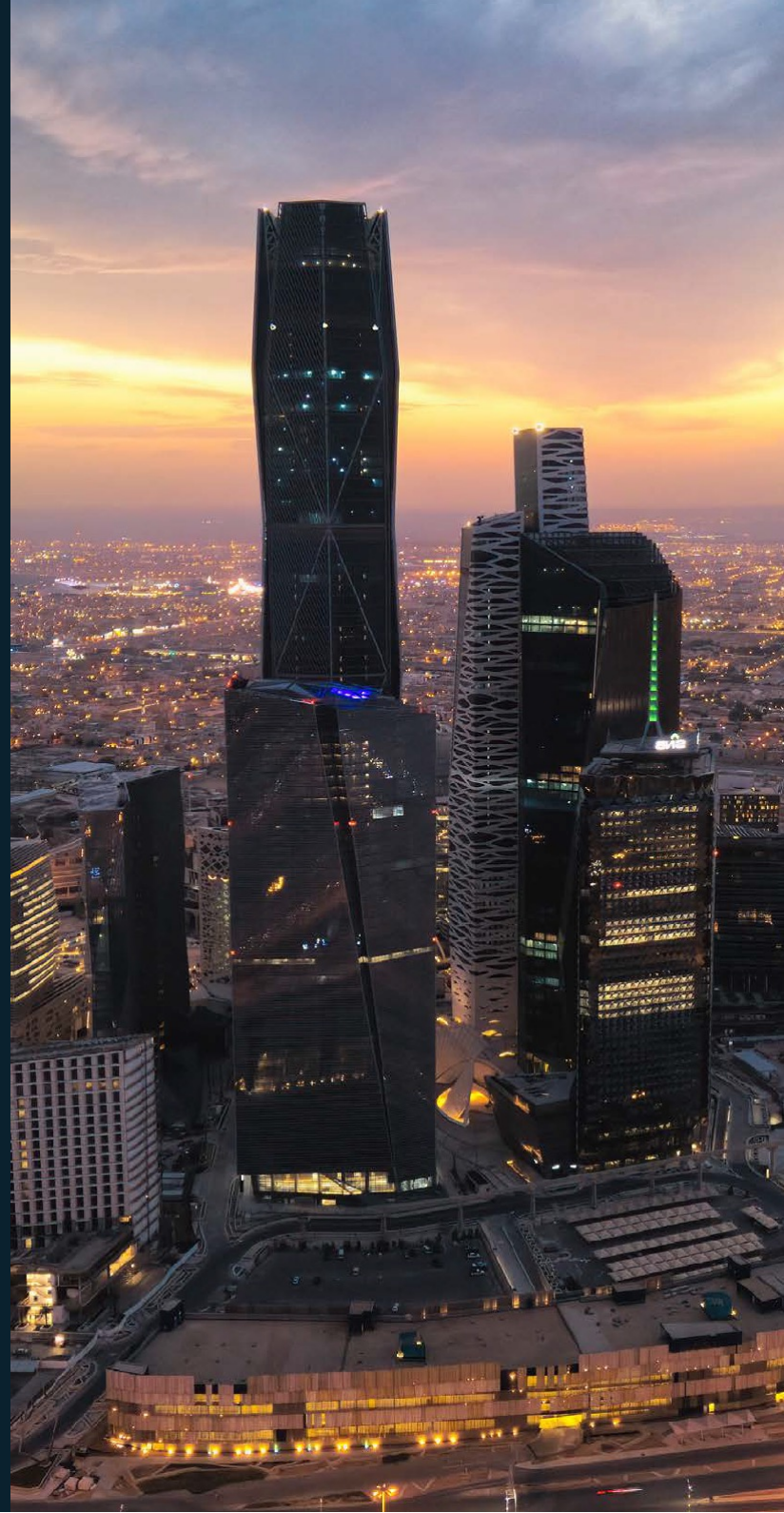
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# Who We Are

CMi Merryck is a leading global partner for enhancing the business impact of CEO, Board, senior executive and executive team leadership. Our mentoring expertise provides tailored one-to-one and executive team/Board mentoring for leaders, by leaders.

The support of a CMi Merryck Mentor has been shown time and again to help leaders rapidly expand their own perspectives, enabling greater strategic clarity, better decision making, and more impactful execution.



CMi Merryck brings together a world class faculty of **Mentors** who can support every organisation's leadership needs. From manufacturing to satellites and financial services to the metaverse, our clients are at the forefront of **transformational change**, learning from the past and looking to the **future**.

Our Chair Mentor faculty comprises an unparalleled global roster of **90+ distinguished business leaders**, each with proven expertise across almost **all business sectors** and scenarios. Their collective experience offers broad and diverse perspectives on the **challenges of leading large, complex organisations**. They typically partner with Chairs, experienced or Group level CEOs and CFOs.

Our Executive Mentor faculty consists of **30+ experienced former CEOs** and **global business leaders** who Mentor and coach with a practical operator's lens. With extensive experience as C-suite executives, and through their mentoring engagements, they have successfully navigated a **wide range of business scenarios** and **economic cycles**. This wealth of experience enables them to deliver highly tailored guidance to clients. They typically partner with new CEOs, CFOs, and C-suite executives.

Ultimately, we **collaborate closely with our clients to determine the optimal approach** and **identify the right Mentor** to meet their specific needs, providing access to the most suitable type and level of experience from **across our global faculty**.

## Our track record



# 25 Years

of global experience in leadership development



# 1000+

leaders mentored



# 40+

companies where we have worked with intact executive teams



# 30+

countries where we have mentoring spanning 4 continents



# 9.27

average net promoter score (out of 10) for our services



# Our Approach

## We partner in 5 core areas



Chairs &  
Non-Executives



CEOs



CFOs



Executives &  
Succession  
Candidates



Executive  
Teams

We bring **real world experience** to non-executive and executive development and **customise each engagement** to the specific needs of the individual leader or team. Our **impact is immediate**, and our **effectiveness is rooted** in our ability to understand each client within their **unique business context** and align our approach to their strategy.

- ✓ Confidential relationship
- ✓ Unparalleled sounding board
- ✓ Critical thinking
- ✓ Empowering better leadership
- ✓ Managing strategic relationships with consultancies

## The Optimal Match

Mentor selection is vital, and we will work with you to provide the right Mentor and approach for you. **Mentor background, geographical/ sector experience and network** play significant roles, however **personal chemistry** is the most crucial factor for building a **successful and mutually rewarding mentoring relationship**.

Each mentoring engagement is **carefully tailored** to align with the defined goals of both the company and the Mentee. Each Mentor-Mentee relationship evolves its own unique style, shaped by the **Mentee's individual needs and their context**.



The mentoring relationship is typically one of sounding board and trusted confidant. Personal chemistry is vital and relevant experience essential for the interaction to be both valuable and engaging. It is a two-way exchange where each benefits, both professionally and personally, from the conversation.”

Sir Roger Carr, former Chair, BAE Systems plc and Chair, Global Mentors Group

# Our Chair Mentors

Our global roster of pre-eminent Board Chairs and CEOs represents unmatched knowledge, experience and insight across almost all industries and economies worldwide.

## Our Mentors:

- ✓ Are predominantly current Chairs and Non-Executive Directors of large, complex organisations
- ✓ 90+ Mentors globally located, 19 nationalities, with Board experience from 61 countries
- ✓ Bring experience and hard-earned insights across almost all industries and geographies worldwide
- ✓ Have served on 507 unique public Boards

Stepping into a new leadership role is fraught with risk, often requiring new business leaders to confront a whole new set of experiences and decisions.

Behaviours, leadership style, and relationship skills become increasingly important, but senior leaders are often assumed to “know it all”, and exposing gaps in knowledge or judgement can feel disadvantageous.

Our Chair Mentors provide tailored one-to-one mentoring experiences for leaders, by leaders to:

- ✓ Develop strong and effective Board relationships
- ✓ Review business strategy
- ✓ Handle shareholders, analysts, and the media
- ✓ Work with regulators
- ✓ Develop their leadership style

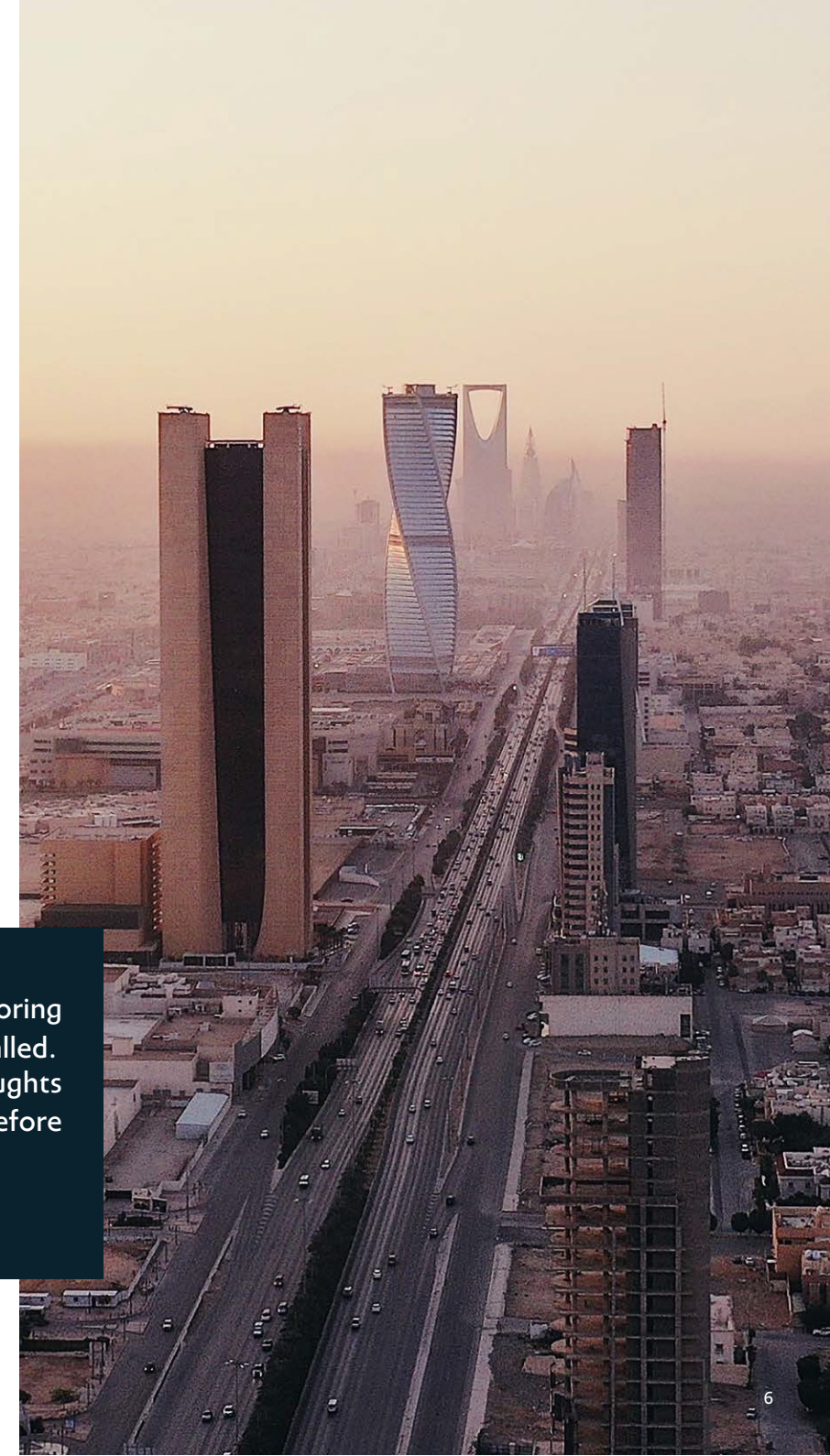
## Working with a Chair Mentor

We work with clients to select one or two Chair Mentors to work with. Mentees set the agenda for their mentoring sessions, enabling them to seek input on topics of genuine and direct relevance to their own situation.

Meetings typically take place every 6-8 weeks over a minimum period of 12 months.

“The quality of the mentoring conversations is unrivalled. The opportunity to exchange thoughts with people who have been there before is extremely valuable for me.”

Marco Alvera, CEO, TES





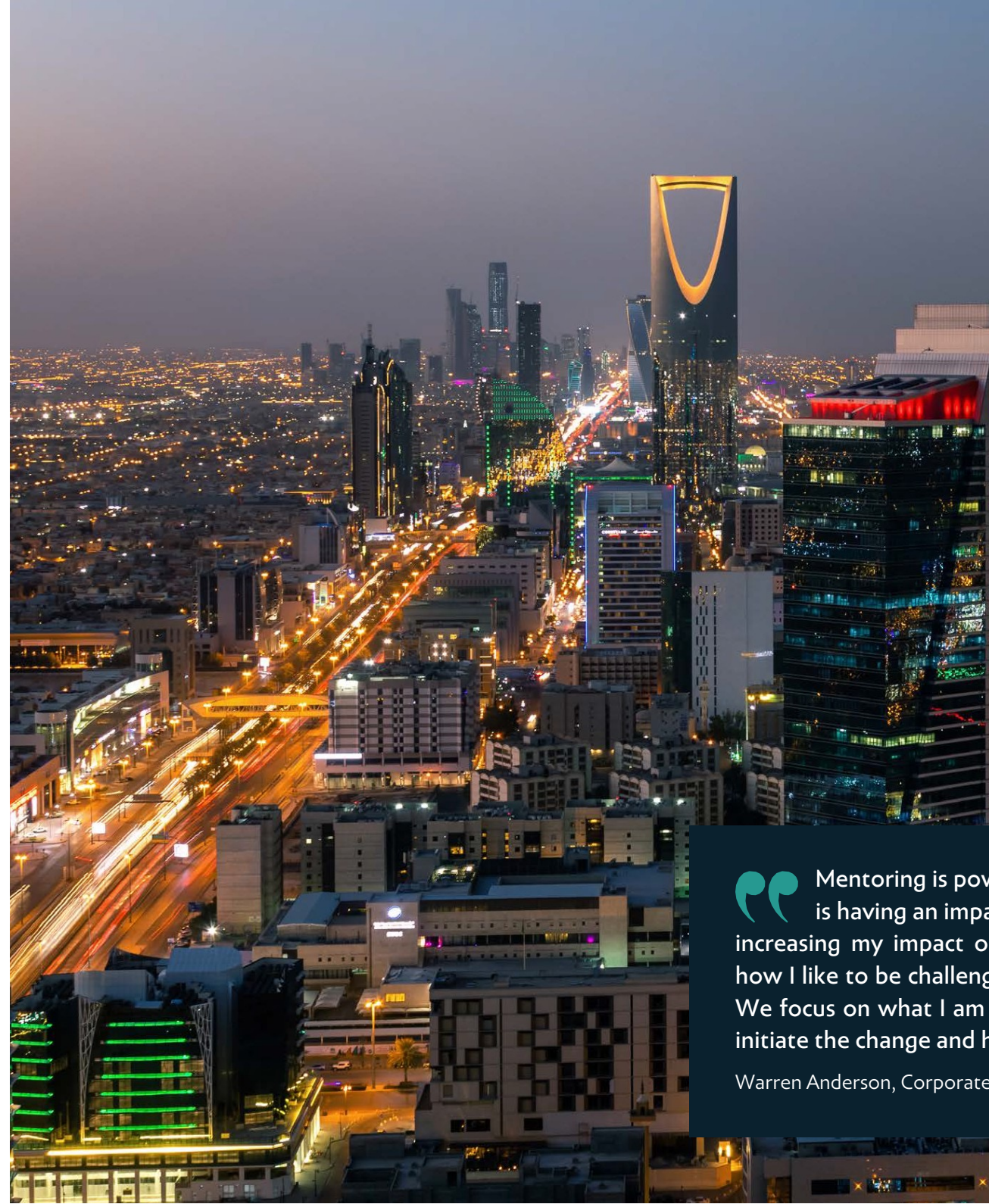
# Our Executive Mentors

Experienced former CEOs and global business leaders who mentor and coach with an operator's lens. In their time as C-suite executives, and through their mentoring work, our faculty have experienced a wide range of business scenarios and economic cycles, which informs how they work with their clients.

## Our Mentors:

Today's leaders are expected to deliver under greater scrutiny and at a faster pace than ever before. Our Mentors will partner with leaders to:

- ✓ Provide a space of trust where ideas can be tested, problems can be aired and possibilities explored
- ✓ Help leaders to understand the impact of their behaviour
- ✓ Encourage fresh thinking to unpack business challenges and consider different perspectives
- ✓ Strengthen stakeholder relationships and develop broader external networks



## Mentors all:

- ✓ Demonstrate a history of developing themselves and their people
- ✓ Join the CMi Merryck faculty following a rigorous selection process
- ✓ Continue their own professional development through recognised coaching qualifications
- ✓ Attend our monthly faculty meetings which include coaching supervision

## Working with an Executive Mentor

Executive mentoring begins with a two-day retreat, after which the Mentee has unlimited access to their Mentor, allowing them to set a cadence to suit them. They also have access to the rest of the faculty as required. (See page 17-18 for more detail on the retreat and ongoing engagement.)

“Mentoring is powerful and intentional. Importantly my Mentor is having an impact on me, an impact on what I do and as a result, increasing my impact on our people and business. My Mentor knows how I like to be challenged, and balances tools with authentic coaching. We focus on what I am going to do and driving accountability in me to initiate the change and he gives me a lot of energy and purpose.”

Warren Anderson, Corporate Senior Vice President - Global Supply Chain - McDonald's



# Chair & NED Mentoring

When helping others to become successful Chairs and Non-Executive Directors, our Mentors bring **vast experience** and a **deep understanding** to the Boardroom table. They also share their expertise and “**tools of the trade**” so current or future issues that the Mentee may face can be **addressed with confidence**.

“Being able to discuss the challenges of a new major NED role with an independent Mentor adds real value and focus. My CMi Mentor gave me space to test and weigh ideas, the feedback was direct – based on years of experience and wisdom and tailored to situations. The CMi network is unique, extensive and international.”

Sylvie Gregoire, NED, Novo Nordisk AS



# CEO Mentoring

CEOs are increasingly challenged to deal with new and complex demands from a growing variety of stakeholders. **Often under the pressure of 24/7 public scrutiny**, they must make decisions on matters they have never experienced before. Working with **globally diverse**, and often **remote executive teams** and Boards adds further complexity to the role. Delivery against both **ESG and performance goals** brings significant paradoxes that require thoughtful resolution.

The benefit of the **sage counsel** and **effective coaching skills** of highly experienced Mentors, who have been there before themselves, is invaluable. The Mentor offers a **truly confidential** and **totally impartial perspective** to a CEO.

“I worked with two very experienced Mentors for a year before I became CEO. I sought their counsel and identified challenges privately and confidentially. I always knew the mentoring was beneficial, but it was only when I became CEO that I fully appreciated how invaluable the advice and guidance had been in preparing me for the new role. There are some things that you can learn only from people who have been there and done it.”

CS Venkatakrishnan, Group CEO, Barclays

# CFO Mentoring

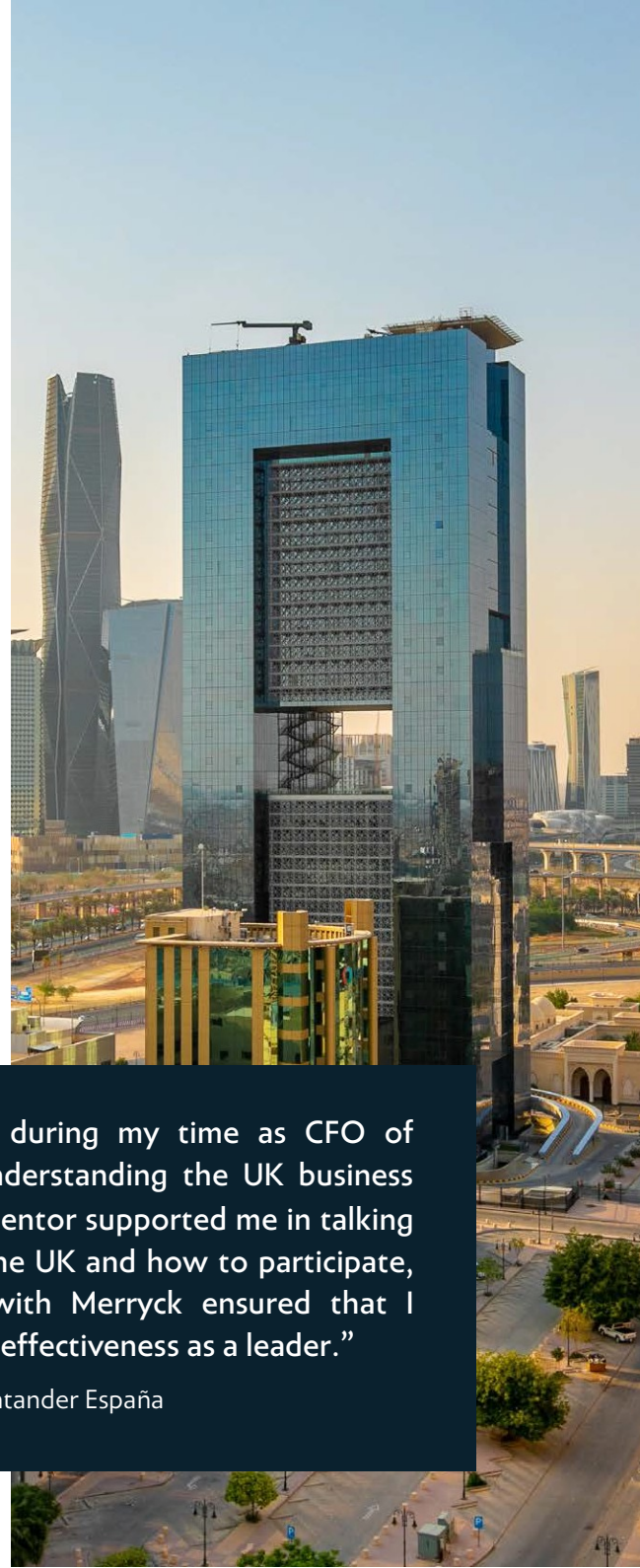
Retaining objectivity and independence in the Boardroom while being part of the executive team requires a CFO to **balance analytical skills, strategic thinking and effective team leadership**.

CFOs are frequently called upon to **lead significant organisational transactions**, whether that be IPOs, M&A, divestments, capital raising, and managing investor relations.

Understanding how to navigate this complex mix of responsibilities is best achieved with the help of an **experienced Mentor** who brings **relevant expertise, a broad perspective and fresh thinking**.

“Mentoring was a very positive experience during my time as CFO of Santander UK. I had moved from Spain and understanding the UK business and Boardroom culture was vital to my success. My Mentor supported me in talking openly about the different Boardroom dynamics in the UK and how to participate, engage and influence with confidence. Working with Merryck ensured that I integrated quickly into my new role and improved my effectiveness as a leader.”

Antonio Roman, Head of Corporate and Commercial Banking, Santander España



# Executive & Succession Mentoring

The challenge of stepping up to a C-Suite or executive role that requires **true enterprise leadership** is significant and involves many complex transitions. Operating effectively at the top table, especially for the enabling functions, requires **broad expertise and highly attuned influencing skills**.

Boards and regulators are increasingly **focused on succession planning and leadership risk mitigation**.

It is no longer sufficient to put names in boxes; active development plans and the ability to demonstrate that potential successors are growing their capability and capacity is vital.

Working with an experienced Mentor is the only feasible way to do this effectively, offering real-time support with the **flexibility** to accommodate the **demanding schedule** of a senior leader.

“I was supported by a Mentor during the Group CEO succession process as well as my first 18 months in the role. It was important for me to have a safe space to think about my development as a leader and have dedicated periods of self-reflection. My Mentor ensured that I put myself in the shoes of other stakeholders, he was empathetic to my situation and provided an external perspective. We discussed a diverse range of issues, some that were personally complicated, and my Mentor provided an excellent sounding board throughout our time working together. The mentoring supported me through some difficult decisions, how to communicate these effectively, and as a result accelerate changes in the organisation.”

Milena Mondini de Focatiis, Group CEO, Admiral Group plc



# Mentoring for family and founder -owned companies

Family-owned companies have a number of advantages compared to their listed competitors:

- ✓ The ability to take a long-term view
- ✓ Closeness of the owners to the operational aspects of the business
- ✓ Capacity to make decisions at speed

However, when handing over leadership to the next generation, they face the **same transition risks as any listed company**, and in fact it can be argued they face an even wider set of challenges. Getting the CEO succession right is part of the owner-family legacy and **deserves focus, careful planning and support**.



## Leadership transitions in family-owned businesses

### New family member at the helm

After evaluating family members against external alternatives, **appointing a family member** can ensure the continuing link between owners and management. To mitigate risk before, during, and after the transition, an external Mentor with Chair and CEO experience can **support the success of a family member**. Our Mentors have supported many next generation family members on this journey.

### Bringing in an external CEO

When a family decides to bring in an external CEO, the **process of integrating into a family company - at speed - is crucial**. The outsider must develop an understanding of the different dynamics at play and, above all, create a close and trusted relationship with the Chair. An external Mentor can provide **valuable insight and experience throughout this process** and CMi Merryck Mentors have a **strong track record** of helping external CEOs integrate successfully into family businesses.

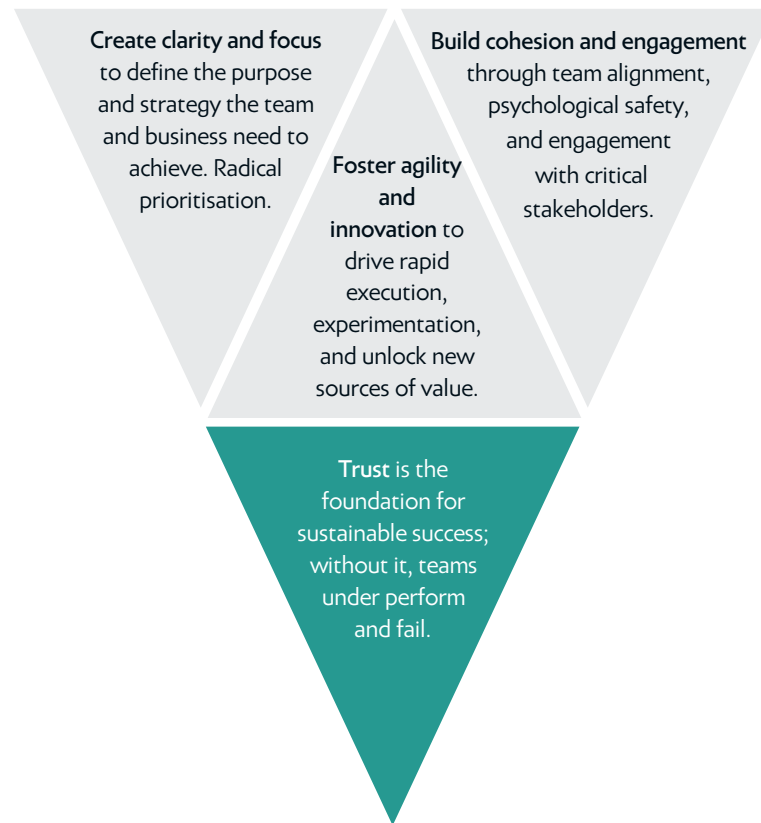
### Listing a family company and IPOs - impact on existing CEOs role

When a family-owned company is transitioning from fully private to partially or fully listed, the incumbent CEO and the leadership team must develop new skills and adopt new ways of working. An experienced Chair or former CEO with experience in listed companies can **significantly support a successful transition**. A large proportion of CMi Merryck Mentors combine **experience in listed companies** with a **profound understanding** of the key characteristics of a private family-led business, having successfully supported many transitions of this nature.

# Executive Team Development

Our unique approach to team development centres on **building cohesion and engagement, creating clarity and focus, and fostering agility and innovation**. We believe that effective leadership teams use these three lenses to examine their plans and catalyse their performance, with trust underpinning all of these elements.

Our approach is **powerful, practical and action-orientated**, combining our Mentors' operational experience and expert facilitation with a library of the best thinking around leadership development.



“We worked with Merryck while bringing new leadership and extended leadership teams together for a number of workshops over a 12-month period. The Merryck team worked closely to help us clarify and deliver against our desired outcomes, and the sessions enabled us to significantly increase our trust and collaboration, while building a vision which has resonated strongly with our wider organisation and internal stakeholders.”

Head of Strategy and Operations,  
Global Technology Company



## When to work with us

CMi Merryck's executive team development creates most value at key inflection points, both in the business and the team, supporting them to act as one to lead enterprise growth and transformation.

- Executive team performance
- New team integration/ or new leader
- Cross team alignment
- Business model transformation



## Our approach

- A rigorous **scoping and discovery process**, involving interviews with each member of the team
- Best-in-class tools, models, and diagnostics to suit the needs of the team and its members, as well as **create energy** in the workshops and a **common language** for the team
- We have the courage to have **robust conversations** and will challenge the team based on our observations
- Our role is to **empower you** to own and continue the journey beyond the engagement



# Executive Mentoring Experience

Our Executive Mentors bring an approach that combines **executive experience** and **mentoring** and is underpinned by the following methodology:

## Two-day retreat

Over two consecutive days, a one-to-one mentoring 'deep dive' between the client and Mentor will establish the foundation for their ongoing relationship. At end of day two, they will agree an action plan that will guide their work moving forward.

## Ongoing engagement

At the retreat, an agreement is made on how best to work together. The client has unlimited access to the Mentor, with frequency determined by their needs. They also have access to the rest of the Faculty as required.

## Quality assurance and feedback

We will check in with the client and sponsor at regular intervals to create a feedback loop that assures confidentiality while delivering against the brief for all parties involved.

## Mentor casting and chemistry meeting

Based on scoping conversations with the company and client, we will cast the Mentor. The client will then meet with the proposed Mentor to ensure the right chemistry fit to establish a trusted, confidential relationship.

## Preparation & Alignment

A meeting between the client, their line manager, and the Mentor (where appropriate) to ensure alignment on 'what success looks like'. Follow-up meetings provide an opportunity to recalibrate and on progress.

# Chair Mentors

sample from 90+



Sir Roger Carr

Sir Roger Carr has extensive Boardroom experience in industry, banking and the arts, and is one of the most sought-after Non-Executive Directors and Chairs in the City. His Boardroom experience from the 1990s onwards has included sectors as diverse as defence, utilities, hospitality, consumer goods and security. Sir Roger is a Senior Adviser to Kohlberg Kravis and Roberts & Co. LP, including Chair of Upfield and a member of the Board of Wella. He is also a Visiting Fellow of the Saïd Business School, University of Oxford.



Mutlaq H. Al-Morished

Mutlaq H. Al-Morished is a distinguished Saudi industrialist with a career spanning over four decades, marked by significant contributions to the petrochemical and industrial sectors. Born in a desert tribal community near Anak in Saudi Arabia's Eastern Province, Mutlaq was the first in his family to become literate. Mutlaq began his career at Shell Oil in Houston. Upon returning to Saudi Arabia, he joined the Saudi Petrochemical Company (SADAF), a joint venture between Shell and SABIC, where he ultimately became President. He is now Chair of Citigroup Saudi Arabia.



Sir Peter Bonfield CBE, Freng

Sir Peter Bonfield has more than 50 years' experience in the international technology sector, leading businesses in the fields of electronics, computers and communications. His career started at Texas Instruments in the US. He has served on the Boards of some of the largest international technology companies, including Sony, TSMC, BT, ICL and Ericsson, and has extensive experience working with private equity and the semiconductor sector. Change management in international technology companies characterises his work.



Sir Jeremy Darroch

Sir Jeremy Darroch has a wealth of professional experience from positions in the fast moving consumer goods, healthcare, media, retail, technology and telecommunications sectors. He has FTSE 100 CEO, CFO and Senior Independent Non-Executive Director experience, and is therefore able to view the governance agenda from all angles. Sir Jeremy is Chair of Reckitt Benckiser Group plc, an Independent Director of Walt Disney Co, Chair of the National Oceanography Centre, an Independent Director at Ahren Acquisition Corp., an ambassador for the World Wide Fund for Nature (WWF), a Senior Adviser to the Multichoice Group and an Executive Adviser to Kohlberg Kravis Roberts & Co LP (KKR).



Lynn L. Elsenhans

Lynn Elsenhans has significant senior-leadership experience within international businesses spanning the energy, energy services, petrochemicals, paper and packaging, pharmaceuticals, consumer healthcare, and flow-control equipment sectors. Lynn is an Independent Director of Saudi Aramco, Baker Hughes Co, Taiwan Semiconductor Manufacturing Co, and Peter Kiewit and Sons Inc.



Sir Douglas Flint CBE

Sir Douglas Flint has extensive experience of Board leadership in global financial services and multinational public companies. He has a wide range of experience gained in over 25 years of serving on public company boards, with over 10 years as Chair. Sir Douglas is currently Chair of abrdn plc, one of Europe's leading investment and wealth management groups, and Chair of IP Group plc, which invests in early-stage hard science with the potential to evolve into world-changing businesses.



Dr Anthony (Tony) Hayward

Dr Tony Hayward has extensive global Board experience in the mining, oil and gas, financial services, energy, steel, and private-equity sectors. Tony is Executive Chair of Sierracol, the largest independent oil producer in Colombia, a Non- Executive Director of Noga Holding, a company established by the Kingdom of Bahrain to manage its oil and gas assets, and the founder, Chair and CEO of Energy Transition Partners BV, a SPAC listed in Amsterdam.



Dr Ilham Kadri

Dr Ilham Kadri is a highly experienced CEO of BEL 20 and CAC companies, which she has acquired over her 25+ years of international senior leadership. This has allowed her to attain a multi-industry knowledge in chemicals, water treatment, oil and gas, service industry, home and personal care, M&A, equity and debt financing, and private equity. Ilham is CEO of Syensqo SA/NV; and a Board member at L'Oréal and A.O. Smith Corp. She has also been Chair of the World Business Council for Sustainable Development (WBCSD) since 2022.



Sir Michael (Mike) Rake, FCA, FCGI

Sir Michael Rake is a highly experienced Chair with significant experience across public companies and private equity, as well as within financial services, technology, telecommunications, consulting, energy, property, retail and leisure, and government. Sir Michael is Chair of Phoenix Global Resources plc, Majid Al Futtaim Holdings LLC (UAE), Wireless Logic Ltd, NewDay Ltd, Great Ormond Street Hospital for Children and Emergex Vaccines Holdings Ltd. He is also a Senior Adviser to Citigroup, Vice President of the RNIB, a Director of Trust Payments Ltd and Non-Executive Director at Frontier IP Group plc.



# Executive Mentors

## Middle East Faculty



Mel  
Betley

Melika (Mel) Betley is an experienced finance and banking executive with over 23 years of experience at the HSBC Group, including 17 years in senior leadership roles within the Middle East and Turkey (MENAT) Region. She has served as CEO in three markets—Jordan, Bahrain, and Oman—and brings a wealth of expertise in strategic leadership, risk management, and navigating complex mergers and acquisitions. A qualified lawyer, Mel began her career in the Middle East as Regional Head of Legal & Compliance for the HSBC Group in the MENAT Region before transitioning to front-line banking roles in 2011.



Howard  
Gough

Howard Gough is a seasoned, internationally experienced CEO who has spent most of his career in healthcare. Most recently as CEO of EMEA for Cigna, a Fortune 20 health services and insurance company. Howard has lived and worked internationally for the last 16 years in the US, China and for the last 8 years in the United Arab Emirates. He has held P&L responsibility across European, African and Asian markets. In addition to supporting future generations of leaders as a Mentor and coach, Howard also acts as a Strategic Adviser to healthcare foundations, disruptive healthcare platforms and healthcare transformation initiatives across the GCC.



Fraser  
Gregory

Fraser Gregory has over 30 years experience within a variety of industries, blue-chip organisations & across functional c-suite roles primarily in finance, the last decade of which was based in the GCC. In terms of outcomes, he is most proud to have helped 3 businesses to lift profitability by over \$150m, to be an award winner for investor relations twice and to have sold a business for \$2b at significant profit. He is currently building a portfolio career and having completed his coaching qualification is excited to be supporting fellow leaders.



Darren  
Davis

Darren Davis over three decades of experience in investment banking and in senior corporate roles, Darren Davis has a career trajectory encompassing a variety of experiences as advisor and as a leader. He currently serves as a Senior Advisor to the Minister of Investment in Saudi Arabia as well as an independent member of the Investment Committee of The Arab Energy Fund, a pan-Arab government investment institution.



Malcolm  
Harrison

Malcolm Harrison is an international Board level executive with expertise in General Management, Operations, Procurement and Sales. He is an engaging leader experienced in acquisitions, disposals, post-merger integration, and improving business performance through growth and cost reduction initiatives. He focuses on rapidly identifying gaps, growth, and continuous improvement opportunities; developing and successfully implementing multi-faceted, competitive, business strategies in complex environments; building and leading high-performing international teams to deliver results.



Mazin  
Manna

Mazin Manna brings a wealth of expertise in the financial services industry with over 34 years of experience across international, regional and local banks, including a 12-year tenure as CEO. With a strong background in corporate banking, investment banking, commercial banking, retail banking, and Islamic banking, Mazin has spearheaded the growth and revitalisation of numerous businesses, consistently demonstrating a disciplined approach to governance and risk management. He is credited with devising and implementing Fintech strategies for both retail and corporate banking businesses.



Alexander  
van 't Riet

Alexander van 't Riet has over 30 years of experience in operations, sales, marketing, strategic consulting and general management. His international business experience spans B2B and B2C sectors across Asian, European and American markets. Alexander is currently a Partner at LeNoble Management Consultancy in Dubai; helping start-up organisations, driving EBITDA improvement projects, and supporting philanthropy projects.



Christian  
Schuh-  
macher

Christian Schuhmacher brings over 20 years of experience in healthcare management, holding leadership roles in prominent healthcare institutions worldwide, including the University Hospital in Basel, Switzerland; Mediclinic in Switzerland and the Middle East; King's College Hospital London in the UAE; and as Managing Director International for VAMED. As the founder of Swissglobal Advisory, Christian leverages his expertise to facilitate market entry for healthcare investors and support turnarounds for established providers.



Mansoor  
Tirmzi

Mansoor Tirmzi is a banking and finance professional with extensive experience of Strategic Planning, Financial Management, Enterprise Risk Management, and Corporate Governance. He has played a leadership role in strategic acquisitions, divestitures, integration projects, and business restructuring. He achieved notable success at Citi and HSBC in retaining talent, developing people, and enhancing the effectiveness and efficiency of large teams across multiple locations.

# Executive Mentors

sample from 35+ of our Europe Faculty



Chris Beer

Chris Beer has dedicated his career to building high performing professional services firms. In 2010 he joined Merryck & Co. – leading a management buyout the same year. He has led high value engagements that span both multiple geographies and cultures and has a passion for fostering the highest levels of client service and quality. Chris is now an Executive Director at Merryck & Co. EMEA, with a particular focus on EMEA & Asia. Chris holds an Executive MBA from Warwick Business School, where in 2013 he was appointed as a Professor of Practice.



Emma FitzGerald

Emma Fitzgerrald has a passion for bringing innovations to market that address sustainability and energy and is an Independent Non-Executive Director of a range of companies playing a crucial role in accelerating energy transition for packaging, biomaterials, renewables, mining and next generation batteries. Previously she was CEO of Puma Energy, a global business providing energy solutions to developing markets in Central America, Africa and Asia. She also ran water and gas networks in the UK and Downstream Retail and B2B businesses for Shell around the world.



Andy Homer

Andy Homer spent the last 25 years of his career as a CEO of 4 different companies in the insurance sector including Towergate, Folgate, Axa Insurance UK and what is now Aviva UK General Insurance. Towergate became the largest independent insurance intermediary in Europe with the completion of 150 acquisitions. Andy currently sits on several Boards in the software, utility, and insurance sectors and is the Chair of Global Risk Partners. Andy has a Masters Degree in Coaching and Mentoring and is also a qualified supervisor.



Dennis Kerslake

Dennis Kerslake has been an entrepreneur, a business leader in publicly quoted international groups such as Omnicom, Havas and Publicis, and is now a Mentor, Consultant, Professor of Practice and Non-Executive Director. With a career spent mainly in the communications industry, Dennis has a natural affinity for organisational purpose, employee alignment and customer engagement. He is heavily involved in how companies react to the digital revolution and the pressure that is exerted on existing business models.



John McGuigan

John McGuigan has over 35 years of experience across Financial Services, Healthcare and TMT. He has worked internationally at ExCo level for global corporations, FTSE100 organisations and in the public sector. He has been recognised for his extensive knowledge of developing and delivering market leading customer experience working in partnership with brands including Apple, Google and TCS. John's most recent role was Group Customer Director at Phoenix Group.



Frank Pedersen

Frank Pedersen has more than 20 years experience of building and running businesses across South East Asia, Europe and the US. Frank's most recent executive role was CEO of Siemens Security Solution a €1bn business with operations in 50 countries. As part of this role, he was Diversity Ambassador for the Building Technology Division (50,000 employees). Alongside mentoring and working with executive teams, Frank supports PE backed start-up's to grow and become international. Frank speaks fluent Danish, English, Swedish, German and Norwegian.



Parm Sandhu

Parm Sandhu is Singapore based and has had a variety of roles in the international cable, media and telecoms industry during a dynamic 30-year period of profound change. He has had several Non-Executive roles and before that operated as an Executive in general management, finance, strategy and corporate development. He led Unitymedia to being Europe's third largest broadband services operator under private equity ownership. Parm has been an Executive Mentor for 10 years.



Varda Shine

Varda Shine is a Non-Executive Director, a Mentor and a Diamond and Business Adviser. A 30-year career in the diamond industry with De Beers, culminated in the role of CEO at De Beers Trading business (the mid-stream business with an annual turnover of approximately \$6bn, operating in London, Botswana, Namibia, South Africa and Canada, working with a global client base). Varda is a Board member of Mineral Development Botswana and a Non-Executive Director at Petra Diamonds plc, Ecora Resources plc, and Sarine Technologies and a Trustee of the Teenage Cancer Trust.





***CMi Merryck***  
***6299 Al Ihsa Street,***  
***Al Ihsa Commercial Center,***  
***P.O. Box 26090,***  
***Riyadh 11486***  
***Saudi Arabia***

Tel: +966 50847 0345  
E-mail: [infome@cmimerryck.com](mailto:infome@cmimerryck.com)  
Web: [www.cmimerryck.com](http://www.cmimerryck.com)  
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Elevating leadership for the future