



CMiMerryck

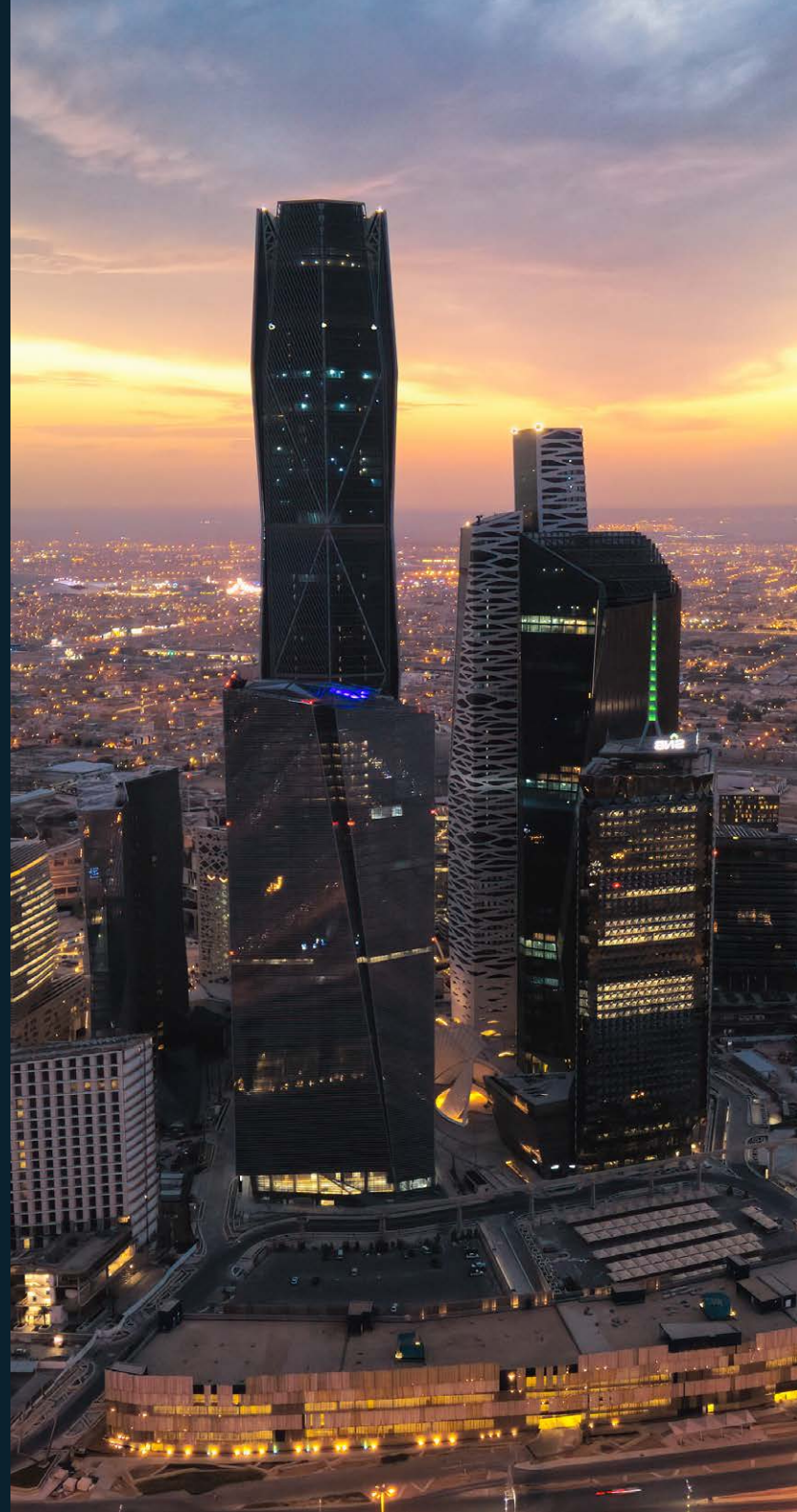
Middle East



Elevating leadership for the future

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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 has an unrivalled global roster of **90 prestigious** and **proven business leaders** with expertise across almost **all business sectors** and situations. 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 faculty of **30 Executive Mentors** is growing every year. They are all **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. They typically partner with new CEOs and CFOs and C-suite executives.

Ultimately, we will **work with our clients to establish the optimal approach** and 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 developing leaders



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 work

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 individual leader or team. Our **impact is immediate**, and our **effectiveness is rooted** in our ability to see each client within their **unique business context** aligned to the strategy.

- ✓ Confidential relationship
- ✓ Unparalleled sounding board
- ✓ Critical thinking
- ✓ Empowering better leadership

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** are taken into account, however **personal chemistry** is the overriding factor for a **successful** and **mutually rewarding relationship**.

Each mentoring engagement is **carefully tailored to align** with both the company's and the Mentee's defined goals. Each Mentor/ Mentee relationship develop their own style which is **driven by the needs** of the Mentee 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**, Board experience from **61 countries**
- ✓ Possess **experience** and **hard-earned insights** across almost all **industries** and **geographies worldwide**
- ✓ Have sat 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**
- ✓ Handling **shareholders, analysts, & the media**
- ✓ Working with **regulators**
- ✓ Develop their **leadership style**

Working with a Chair Mentor

We will work with clients to select **one or two Chair Mentors** to work with. Mentees set the agenda for their 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 of a **12 month period**.

“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



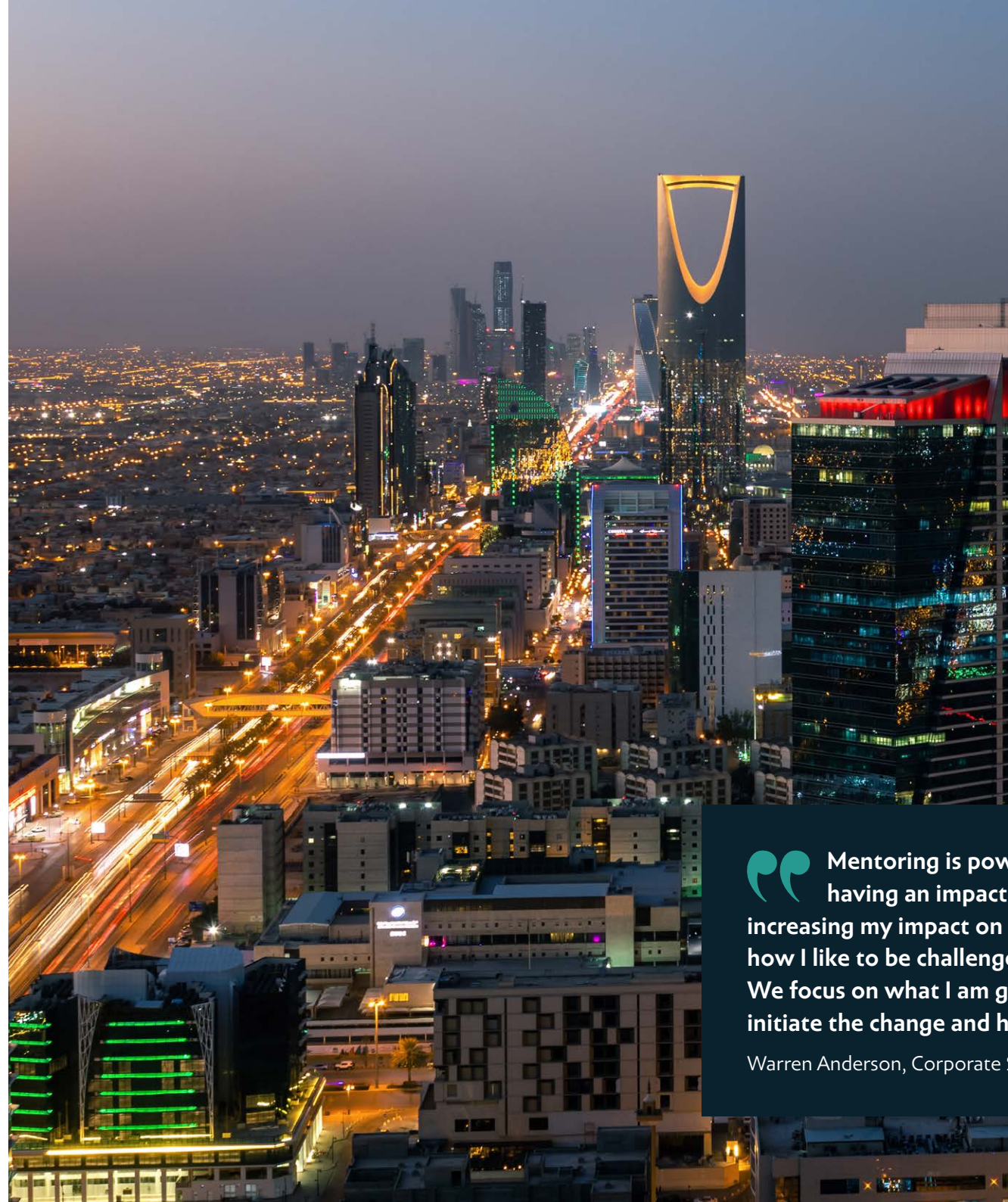
Our Executive Mentors

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.

Mentors approach

Today's leaders are expected to deliver under **greater scrutiny** and at a **faster pace than ever before** and Executive Mentors will partner 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**
- ✓ Help leaders think differently, to **unpack business challenges or opportunities** and encourage them to **hear different perspectives**
- ✓ Develop their **stakeholder relationships** and build **stronger external networks**



Mentors all:

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

Working with an Executive Mentor

Executive mentoring commences with a **two day retreat** after which Mentees have **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 16-17 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.”

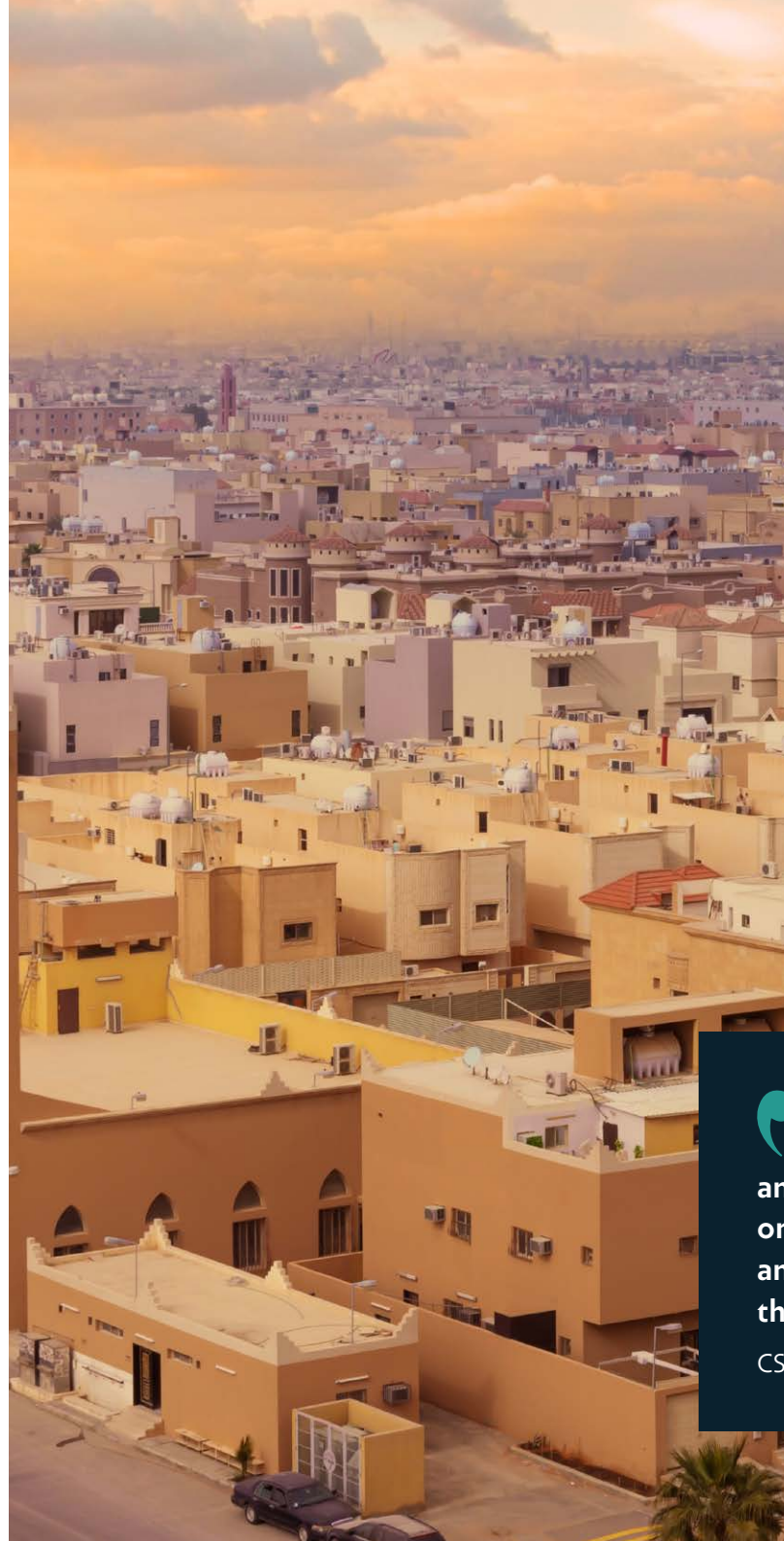
Warren Anderson, Corporate Senior Vice President - Global Supply Chain - McDonald's

Chair & NED Mentoring

When helping others to become successful Chairs and Non-Executive Directors, each of our Mentors brings **vast experience** and a **deep understanding** to the Boardroom table. They also share their expertise and their **“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 the role has never been more complex. Delivery against both **ESG and Performance goals** brings significant paradox's to be worked through.

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

“ 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 Venkatakrisnan, Group CEO, Barclays

CFO Mentoring

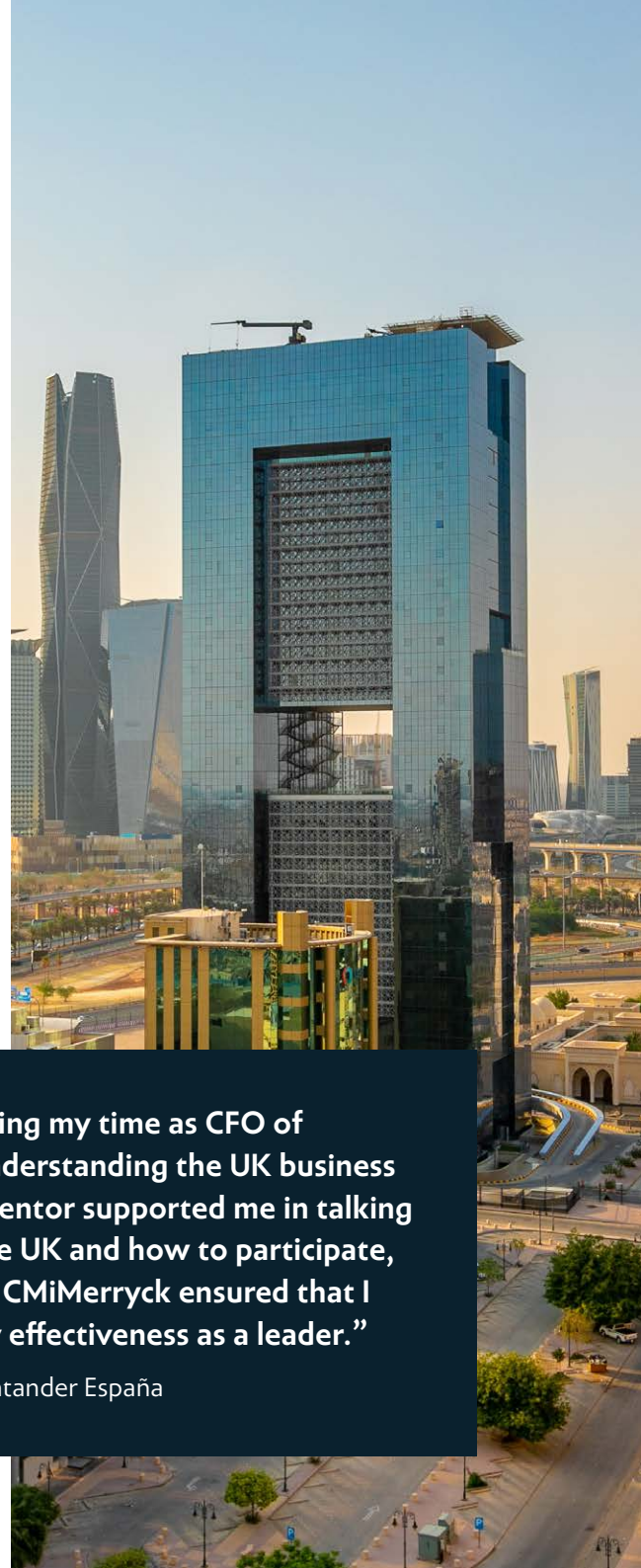
Retaining objectivity and independence in the Boardroom, while being part of the executive team, a CFO must **balance analytical skills, strategic thinking** and **team leadership**.

CFOs are also regularly asked to **lead significant organisational transactions** whether IPO, M&A, Divestments, Capital Raising & Investor Relations.

Understanding how to navigate this complex mix of expertise is best achieved with the help of an **experienced Mentor** who brings **relevant expertise, 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 CMiMerryck 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 which requires **true enterprise leadership** is significant and involves many complex transitions. Operating effectively at the top table, especially for the enabling functions, takes **real skill** and **highly attuned influencing skills**.

Boards and regulators are also now **truly 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 potential successors are growing their capability and capacity is vital.

Working with an experienced Mentor is the only feasible way to do this effectively. In the moment with **sufficient flexibility** to fit in with the **hectic 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 Mmentoring 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:

- ✓ 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 a wider set of challenges. Getting the CEO succession right is part of the owner-family legacy and **deserves focus, attention 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 the 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 in this process** and CMi Merryck Mentors have a **strong track record** of having helped external CEOs integrate successfully in a family business.

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, this change requires the incumbent CEO and the top team to develop new skills and new ways of working. An experienced Chair or former CEO who has experience in listed companies can **significantly support a successful transition**. A large proportion of CMi Merryck Mentors combine **deep experience in listed companies** with **profound understanding** of the key characteristics of a private family led business and have 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 and that they are all underpinned by trust.

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 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

- Rigorous **scoping** and **discovery process** interviewing 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 which 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 works to lay the foundation for the continuing relationship. At end of day two they will agree an action plan that will guide the work going forward.

Ongoing engagement

At the retreat, an agreement is made on how best to work together. Access to the Mentor is unlimited and determined by the client. 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.

Mentor casting and chemistry meeting

Based on scoping conversations with the company and the client we will cast the Mentor. The client will 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). This meeting helps to ensure alignment on 'what success looks like'. Follow up meetings help to re-calibrate on progress.

Chair Mentors – Sample bios



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 Vice President of the Royal Navy and Royal Marines Charity and a Visiting Fellow of the Saïd Business School, University of Oxford.



**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. He has both B2C and B2B experience.



Sir Jan du Plessis

Sir Jan du Plessis is a highly experienced international Chair, having held roles with some of the largest FTSE 100 companies. His career has encompassed various sectors, including telecommunications, mining, brewing, tobacco, food and luxury goods. Sir Jan is Chair of the Financial Reporting Council in the UK and the former Chair of BT Group plc, Rio Tinto plc, SABMiller plc and British American Tobacco plc. He also served as Non-Executive Director and Chair of the Audit Committee of Lloyds Banking Group plc, Senior Independent Non-Executive Director of UK retailer Marks & Spencer plc and Chair of leading food manufacturer, RHM plc.



Lynn 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. and Peter Kiewit and Sons Inc. She is a Trustee Emeritus of Rice University and an Emeritus Advisory Board member of the Baker Institute of Rice University. She is currently an Advisory Board member of the Whitney School of Engineering at John Hopkins University. Previously, Lynn was Non-Executive Director of GlaxoSmithKline Corp.



Sir Douglas Flint

Sir Douglas Flint has extensive experience of Board leadership in global financial services and in 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. He has considerable experience of financial reporting, stewardship and governance matters and is an expert on China.



Jim Hagemann

Jim Hagemann Snabe has 25 years of international senior-leadership experience as Chair and CEO of DAX, EURO STOXX 50, STOXX Europe 50 and private companies. He brings a wealth of knowledge, with multi-industry experience in technology, digital transformation, insurance, energy, manufacturing, logistics and transport, financial services and private equity.



Dr Anthony (Tony) Hayward

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.



**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.



Dr Ilham Kadri

Dr Ilham Kadri is a highly experienced CEO of BEL 20 & 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, making her experience invaluable.

Executive Mentors – Sample bios



**Malcolm
Harrison**

Malcolm Harrison is an international Board level executive with expertise in General Management, Operations, Procurement and Sales. He has operated in diverse business environments across Brazil, China, France, GCC, UK, USA, and West Africa. He is an engaging leader experienced in acquisitions, disposals, post-merger integration, and improving business performance through growth and cost reduction initiatives.



**Chris
Beer**

Chris Beer is the Senior Partner at Merryck and a Professor of Practice at Warwick Business School. He has operated as a leader in public, private and partnership businesses in both Europe and North America and has dedicated his career to building high performing professional services firms. His focus at Merryck is on the growth of EMEA and Asian operations and alongside this he is a Director of the DBA programme at Warwick where he also lectures on Leadership, Strategy and Governance.



**Emma
Fitzgerrald**

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. Emma works on a pro bono basis with Cancer Research UK.



**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 and across functional C-suite roles primarily in finance, the last decade of which was based in the GCC. Fraser has mainly worked in healthcare (funding and provision), but spent a decade in banking (Lloyds), FMCG (Diageo) as well as time in manufacturing. His C-suite roles range from Group Financial Controller, to Chief Strategy Officer, Chief Risk Officer and CFO. Fraser has over a decade of experience in Saudi Arabia, mostly within the two leading insurance companies (Bupa Arabia - single line, Tawuniya – multi-line).



**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.



**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 has lived and worked on every settled continent and speaks fluent Danish, English, Swedish, German and Norwegian.



**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.



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Elevating leadership for the future