

An accomplished Fortune 500 executive recognised for growing businesses, building high performing teams, and delivering improved results and mega projects for some of the world's leading engineering and construction companies. He brings a broad-based background in developed and emerging economies and both vertical and horizontal construction. This has led to extended periods of working and living internationally which has shaped his character both professionally and personally and given him both diversity of thought and diversity of values. He has led businesses with 2500 people, turnover of over £1.2 billion, grown backlog 5-fold, sales 3-fold, EBIT 2-fold and helped businesses get ready for trade sale or IPO. His inspiring work ethic has seen him lead businesses that are in duress back to prosperity, build singular working cultures that bridge continents, and apply his diverse experience to build world class teams, address gaps in skill sets and simplify complexities. These outstanding teams have been recognised by both clients and industry awards, including accolades such as Water Company of the Year, Greatest Contribution to London, and various safety awards. As a result of the exceptional teams he has assembled, he was also named one of the most influential figures in the Middle East construction industry. This, coupled with his extensive board experience at multiple companies and his tireless charity ventures, ensure that Neil is a truly visionary leader with an emphasis on people. A Chartered professional in civil engineering, environment and management and leadership, Neil is available to companies in the private, public and third sector, looking for outside help as an involved Board member, a coach, a mentor, or a facilitator. This can include challenge, passing on his considerable experiences, contacts, and knowledge, and to help any company experiencing issues with growth, scale, strategy, risk, simplification, turnaround, and transformation or branching out globally.

AREAS OF EXPERTISE & SKILLS

- International Relationships
- Stakeholder Management
- Business Acumen
- Critical thinking and creativity
- Mentoring & Coaching
- Change Management
- Innovation and ideas
- Risk & Mitigation
- Governance & Ethics
- Political astuteness
- Leadership
- Vision and Strategy
- Team Building
- Cultural Change
- Turnaround & Transformation
- M&A, growth and scale up

BOARD & ADVISORY EXPERIENCE

Consultant , Saudi Water Authority, KSA part time.	2024-Present
Non-Executive Director , Network Rail International, UK	2023-Present
Non-Executive Director , Global OTEC, UK	2021-Present
Non-Executive Chair , Hybrisan, UK	2020-Present
Consultant , Apollo Investment, USA	2021-Present
Vice Chair , Institution of Civil Engineers (ICE) Wales (voluntary)	2022-Present
Board Member , Chartered Management Institute (CMI) Wales (voluntary)	2020-Present
Committee Member , SIDS DOCK Island Women Open Network (IWON) (voluntary)	2022-Present
Special Advisor , SIDS DOCK (voluntary)	2022-Present
Chair of Advisory Board , Saline Water Conversion Corporation (SWCC), KSA	2022-2024
Chair , West Wales and Swansea City Club, ICE Wales (voluntary)	2022-2022
Non-Executive Director , Hydro Industries, UK	2018-2021
Chair , CH2M Hill International BV (Netherlands and Luxemburg)	2009-2017
Board Member , CH2M Olayan JV, KSA	2012-2017
Main Board Director , Biwater, UK	2007-2009

- Multiple Directorships of private companies with limited liability and similar features and personality e.g., Dutch BV, German "GmbH", American "LLC", English "Ltd" and Sharia compliant companies.
- Multiple Joint Venture Boards including Chair, for major engineering and construction programmes comprising two or more partners.
- Part of the Executive team getting companies fit for a trade sale and to meet the requirements of exchanges and regulators to IPO both in the US and in Germany.

KEY SKILLS AND ACHIEVEMENTS

LEADERSHIP/COMMERCIAL/OPERATIONAL EXPERIENCE

- Led the international water operations outside the Americas. This included large scale water infrastructure, Programs, Alliances, Design & Build and scores of Design and Consulting Projects in four prime regions, namely, UK/Europe, MENA, Australia/New Zealand, and ASEAN/India. The global water business had an annual gross revenue of US\$1.5 billion and circa 3000 employees. (CH2M now Jacobs)
- Led the turnaround of a loss-making EMEA business involved in Hi-Tech engineering and construction. Sales in 2018 were €0.9bn and EBIT was €31m. With several mega projects won, sales in 2019 were €1.4bn and EBIT €28m. To put this into context, before joining the business in 2017 it was loss making. (Exyte)
- Led Global Strategy and Sales for a newly formed State and Local Client Sector, comprising seven sub-regions in Canada, Europe, MENA, APAC and three US regions with a gross revenue of US\$2 billion. Ended the 2017 fiscal year US\$100m ahead of the - new business in - plan of US\$662 million and under the business development spend of US\$86m. (CH2M)
- Led the international water operations in EEMEA and a strategic initiative in China. This included design, build, and operate, water supply, membrane water treatment and distribution, sewerage treatment and disposal operations and treatment products. With several concessions won, gross revenue in 2008 was £313m versus £232m in 2007. (Biwater)
- Led the successful turnaround and transformation of the EMEA region, developed a client-centric strategy with footprint rationalisation, scalability, and a more dynamic organisation. Through increased engagement levels, developed a caring, proactive, and accountable culture to take the EMEA region forward. (Exyte)
- Led the successful transformation and post M&A integration of three companies (CH2M, Halcrow and VECO) in the MENA region which had gross revenue of US\$600m and employee numbers circa 2,500 people, including 350 people in India. Managed a portfolio comprising some 600 vertical and horizontal projects, including amongst others, major Programme Management roles on Thames Tideway Tunnels, Qatar 2022 FIFA World Cup, Dubai Expo 2020 and the STEP and IDRIS deep sewage tunnels in Abu Dhabi and Qatar, respectively. Ended 2013 fiscal year some 30% ahead of profit targets achieving US\$73 million EBBT. (CH2M)
- Led the operations in Egypt, East Africa and Southern Africa comprising vertical and horizontal construction including project finance transactions involving debt swaps and development finance institutions offering grants, equity, and loans. (Skanska)
- Involved in many trade and project finance transactions in emerging economies. This included equity light and long-term, off-balance sheet and non-recourse loans to finance water infrastructure secured by the assets and operations of the project. (Biwater)

STRATEGY, GOVERNANCE & COMPLIANCE

- As a Non-Executive Director at Network Rail International, I am bringing an independent judgement on issues of strategy, performance, resources, and standards of conduct. (Network Rail)
- In my role as Chair of the Advisory Board at SWCC I enabled the Board and Executives to focus on the advice rather than managing the meeting. This included additional insights on the strategic theme of open innovation, internationalisation and training and development. I also assisted with

the transformation of the newly formed Saudi Water Authority responsible for the regulation and oversight of a resilient and sustainable water sector in Saudi Arabia. I am now continuing this as a part time Consultant.

- I am providing guidance to the CEO on a Go-to-Market & Commercialization strategy of ocean thermal energy conversion (OTEC) technology. (Global OTEC)
- As an investing Chair/Non-Executive Director, I preside over meetings of the Board of Directors which includes Government and private shareholders, creating the conditions for an effective Board and listening to and supporting the CEO. (Hybrisan an advanced antimicrobial/biofilm specialist company with a focus on wound care)
- Passionate and visible safety leader. The industry recognised our safety leadership and in the MENAI region alone the company won two ROSPA Gold Awards and numerous Client safety awards. (CH2M)
- Served on the Employers Management Committee comprising the leaders of the Business Groups/Regions/Functions that manage and represented the interests of over 23,000 people worldwide. Also served as Chair of the Board and Director on multiple companies in MENAI. (CH2M)
- Fixing and de-risking problem projects in non-core markets such as Energy, Defence and Waste. Also cut overhead costs and installed measures for sustained cost reduction throughout the entire P&L. (Exyte)
- Managed a matrix organisation of Business Groups and Functional teams for developing the regional strategy in line with the firm's enterprise and global market strategies. The remit was to drive business growth and to ensure superior delivery, quality and corporate governance, corporate social responsibility, and corporate ethics in the region. (CH2M)
- Overlaid the regional strategy with the company's transformation and client centric strategy and implemented further business group consolidation. (CH2M)
- Uncovered several challenged projects missed in M&A due diligence and successfully worked to find solutions with Clients, JV partners and other interfacing parties. This included amicable settlement and various dispute resolution options. (CH2M)
- Jointly responsible for the day-to-day affairs of the Group operations around the world. This included protecting the shareholders assets, ensuring a decent return on their investment, and also dealing with the challenges and issues relating to corporate governance, corporate social responsibility and corporate ethics and to protect the welfare of the employees of the company. (Bewater)
- Part of a team getting the company ready for trade sale or IPO in Germany, including road shows and investor meetings. This included business transformation and addressing ongoing compliance and regulatory requirements, operational effectiveness, risk management, reporting and investor relations. (Exyte)
- On the board of Joint Venture companies and served as the Executive Sponsor on many large infrastructure programmes across MENAI and Key Client Accounts, including Thames Tideway Tunnels, 2022 FIFA World Cup and Dubai Expo 2020. This included the CH2M Olayan Joint Venture company in the Kingdom of Saudi Arabia focused on the growing public and private infrastructure needs of Saudi Arabia. (CH2M)
- Part of a team getting the company ready for trade sale or IPO in US. This included business transformation and addressing ongoing compliance and regulatory requirements, operational effectiveness, risk management and reporting. (CH2M)
- Responsible for the post M&A integration of CG Jensen and parts of Wade Adams. Key accountabilities included, cultural change and team building, governance, strategy and transforming the organisation to create value. (Skanska).
- Supported the growth and profit mission through constructive challenge on strategic direction, risk management, problem solving and growing their network of people and organisations in the water industry. Led the company's innovation strategy with partners in Aquaculture and Desalination. (Hydro Industries)

ADDITIONAL SKILLS & EXPERIENCE

- Supporting technology businesses enter new markets, create value, and scale up with their innovations. (AQWACE)
- As a Consultant at the Saudi Water Authority (SWA), I am supporting a large transformation of the water industry in the Kingdom of Saudi Arabia and establishing an innovation programme to develop sustainable water management innovations, an innovation culture, and innovation capabilities.
- I provide M&A transaction and integration expertise to Apollo Global Management to help maximise the success of their M&A activity. (AQWACE)
- I am providing advice to the SIDS DOCK Bureau, the SIDS DOCK Executive Council and the SIDS DOCK Secretariat, a UN recognised organisation, addressing climate change, resilience, and energy security in small islands.
- Supporting my professional bodies at Board level offers me valuable networking, and the ability to make a meaningful impact to my industry and the standard of leadership. (ICE and CMI)
- As a STEM Ambassador I offer my time and enthusiasm for teachers and young people.

EXECUTIVE CAREER OVERVIEW

AQWACE, UK Owner	2019-
Exyte, Germany President/CEO EMEA	2017-2019
CH2M, USA (now Jacobs) <ul style="list-style-type: none">▪ Senior Vice President/Global Strategy & Sales, State & Local Client Sector, Global▪ Senior Vice President/Managing Director, MENA & India▪ Vice President/International Operations Director, Water Business Group, Global	2009-2017
Biwater, UK Main Board Director/Regional Director, EEMEA and China	2002-2009
Skanska, Sweden Regional Director, East Africa, and Egypt	1995-2002
Wade Adams, UK (Parts acquired by Skanska) Regional Manager, Southern Africa	1987-1995

NOTABLE CHARITABLE VENTURES

- Ongoing commitment to raise awareness and money for cancer charities e.g. Velindre, by cycling in various stage races and challenges in numerous countries around the world, including Tanzania, Kenya, Mongolia, Sri Lanka, and Land's End to John O'Groats (LEJOG) UK. Raised over £50,000 to date.
- I am a Liveryman of the Worshipful Company of Water Conservator's and a Freeman of the City of London.

EDUCATION & PROFESSIONAL DEVELOPMENT

- BSc (Hons), Civil Engineering, University of South Wales
- Chartered Engineer (CEng) and Fellow of the Institution of Civil Engineers (FICE),
- Chartered Companion of the Chartered Management Institute (CMgr CCMi)
- Chartered Environmentalist (CEnv)
- Sabatical Year 2020, Executive Education at Oxford (Strategic Innovation Programme & Scenarios Programme), Babson (Artificial Intelligence (AI) for Leaders), and Cranfield (Non-Executive Director) and Year 2021, Executive Education at INSEAD (M&As and Corporate Strategy Programme), to stay current and further enhance my career by honing my Leadership and Board skills.