

**NERMEEN VARAWALLA, MD, DPhil (Oxon), MBA**

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122 Lauderdale Mansions, Lauderdale Road, London W9 1NG

- Healthcare & Life Sciences Business Leader who has founded, built, exited from multi-national businesses in entrepreneurial and corporate settings
- Deep expertise in clinical trials for global adoption of new pharmaceuticals, medical devices & healthcare technologies
- Clinical Specialty: Women's Health with Doctoral Research in Molecular Genetics
- Passionate about Responsible Business Leadership for Sustainable, Universal Healthcare



### EXPERTISE

**Organisational Leadership:** led dispersed global teams of up to 400 staff in diverse business settings, often in a virtual manner through challenging situations to achieve transformational change

**Execution of Commercial Strategies:** Raised private equity financing for clinical trial ventures, managed R&D project portfolio with over 100M USD p.a. budgets, delivered 100m USD revenue targets

**User & Stakeholder Insight:** Real understanding of the drivers and issues that impact the development, adoption and efficacy of therapeutics in different global markets and healthcare systems

**Ability to Participate at Board & C-Suite level:** Collegiate with strong emotional intelligence and high personal integrity; strategic, curious, able to bridge scientific, policy and commercial imperatives

### PRESENT POSITION

**Chief Medical Officer & Head of Clinical Development, Atlantic Healthcare plc, Cambridge, UK (September 2020 onwards)**

Specialist pharmaceutical company with late-stage clinical trial assets for Inflammatory Bowel Disease and gastrointestinal dysmotility in rare diseases

- Finalised scientific basis, clinical trial designs and operating plans for investors, pharmaceutical partners, regulators, academic key opinion leaders and clinical investigators
- Lead for non-dilutive fund raising, granted Cystic Fibrosis Foundation Therapeutic Development Award

### PREVIOUS POSITIONS

**Senior Vice President and Head of Clinical Development, BTG International plc (2016 – 2018)**

London, UK. BTG plc, a FTSE listed specialty pharmaceutical & medical device business

- Led a global team with responsibility for clinical development of a product portfolio across pharmaceutical and medical device business units
- Delivered transformational change to the Clinical Development organisation through improvements in people, processes and culture with accelerated project delivery
- Led the corporate initiative for the collection, curation and analysis of multi-source clinical data using Big Data & Machine Learning technologies
- Delivered pivotal, legacy clinical projects contributing to BTG's acquisition by Boston Scientific Corporation for 4.4 Bn USD, representing a 35% equity price premium

**Chief Medical Officer, Accord Healthcare & Executive Vice President, Lambda Therapeutic Research, Intas Group (2013 - 2016)**

London, UK. Accord Healthcare, the high growth international division of Intas Pharmaceuticals across 70 countries with 400 generic and 40 novel Products

- Executive leader at Lambda Therapeutic Research, a full-service Contract Research Organisation (CRO) with 400 employees in India, North America & Europe & 60 M USD sales
- Led global product development for the Intas portfolio of 30 biosimilars, re-purposed medicines and innovative formulations

**Founder & CEO, ECCRO (2010 – 2013)**

- Founded an India focused, differentiated, specialist CRO with private equity financing from Cape Capital, Zurich
- Established Mumbai operational office, a network of 30 speciality clinical trial sites and an international sales team to successfully deliver projects and win orders worth circa USD 10 M

- Partnered with IDIS Pharma to set up India's first "named patient" medicines business

#### **Global Value Chain Specialist for Life Sciences India, UK Trade & Investment (2009 - 2010)**

- Provided advisory services to promote UK exports to the Indian Healthcare market and attract inward investment to the UK from Indian investors
- Led UK healthcare and life science trade missions to India

#### **Vice President, PRA Health Sciences (2004 – 2008)**

A leading global CRO, headquartered in the US, with 10,000 employees in 70 offices. Held three roles in sequence: Head European Sales & Marketing, Corporate Development & Scientific & Medical Affairs.

- Partnered with the world's leading pharmaceutical, medical devices and healthcare technology businesses on the design and implementation of complex clinical development programs
- Was a recognised expert for the inclusion of emerging countries in global clinical trials, thereby contributed to the growth of business units in China, Latin America & Eastern Europe

#### **Founder and Managing Director, PerinClinical Ltd, UK (2002 – 2004)**

- Built operations & clinical trial site networks for one of India's pioneering clinical CROs
- Exited via a multi-million USD asset sale to PRA Health Sciences

#### **Manager, Healthcare & Life Sciences Strategy Consulting Practice, Accenture, London (2001 – 2002)**

- For GlaxoSmithKline, participated in an ambitious drug development re-design program
- For Amgen, developed organizational structures for its European R&D group

#### **Summer Associate, Pharmaceuticals Strategy Practice, Andersen Consulting, London (2000)**

- Critically assessed the drug development capabilities & CRO utilisation practices of Amgen in Europe

#### **Specialist in Obstetrics & Gynaecology, NHS, Oxford & Birmingham, UK (1993 – 1999)**

- Led a multidisciplinary team of up to 50 doctors, midwives and nurses providing specialist services
- Represented trainee doctors on the NHS Trust executive group

#### **Rhodes Research Fellow, Somerville College & Weatherall Institute of Molecular Medicine, Oxford University (1989 – 1992)**

- Doctoral thesis: Molecular Genetics of Thalassaemia: basis for prenatal diagnosis & disease control
- Developed genomic approaches for early pregnancy diagnosis of thalassaemia, the commonest human single gene disorder & advised genetics centres worldwide to implement these
- Published results in peer review scientific journals including Lancet, Br J Haematology, Human Genetics, Journal of Obstetrics & Gynaecology and lectured at numerous academic conferences

#### **Obstetrics & Gynaecology, Physician at KEM Group of University Hospitals, Mumbai (1985 – 1988)**

- Conducted research on the effectiveness of WHO guidelines in reducing maternal deaths

### **VOLUNTEER & NON-EXECUTIVE POSITIONS**

#### **Chair, Medical Advisory Group, Atorvia Health Technologies (2020 - ongoing)**

Working with universities to develop and commercialise therapeutics and health technologies with a focus on acute, hospital-based solutions

#### **President, INSEAD UK Alumni Association (September 2021 onwards)**

Volunteer position to lead the 5000+ INSEAD alumni community in the UK, oversee the management committee to deliver events and initiatives for members and be the alumni interface with the Board, Dean and executives of INSEAD

#### **Member of International Advisory Council of the Oxford India Centre for Sustainable Development (2020 – ongoing)**

Contribute to the strategic direction and fund raising initiatives for the Centre's program of graduate study, research and partnerships

#### **Member Somerville Association, University of Oxford (2004 – ongoing)**

Serve on the Medics Committee of the Alumni Association of Somerville College, Oxford

**Trustee, Non-Executive Director, Malaria Consortium (2013 – 2019)**

A UK headquartered, charity with revenues of circa GBP 75M that delivers programmes in Africa and Asia to control malaria and neglected tropical diseases.

- Provide strategic advice, commercial discipline, scientific perspective and clinical expertise to the Board during a period of transformational growth driven by the evolving ecosystem
- Member of Finance, Audit & Risk Committee (2016 – 2017)

**Board Member, Asia Pacific Technology Network (2008 – 2014)**

Moderated the life science stream for this interest Group of 2000 members

**Board Member, Institute of Clinical Research, UK (2009 – 2011)**

Professional body for global clinical researchers providing training, advocacy and public education

**Others**

- SYLFF Leadership Program Participant: Japan (2018 – 2019)
- Programme Committee Member, DIA Euro Meeting & Chair, DIA Clinical Forum (2008-2013)
  - DIA Award Winner for Outstanding Contributions to Clinical Research: 2012
- Chair & Founder of OperationIndia (2003 – 2012) outsourcing clinical laboratory services to India
- Chair & Founder of INSEAD & Wharton Alumni Healthcare & Pharmaceutical Group (2001– 2005)
- Member, Managing Committee UK INSEAD Alumni Association (2002 – 2005)
- Member of the National RCOG Trainees Committee (2002 – 2005)
- Indian national television and radio: presented a series of women' health programmes (1986-1988)

**EDUCATION**

2000	MBA, <b>INSEAD</b> , <i>Sasakawa Young Leaders Fellow (SYLFF)</i>	<b>France</b>
1992	PhD (DPhil), <i>Rhodes Research Fellow</i> , <b>University of Oxford</b>	<b>UK</b>
1988	MD in Obstetrics and Gynaecology, <b>University of Mumbai</b>	<b>India</b>
1984	MBBS, Bachelor of Medicine & Surgery, <b>University of Mumbai</b> <i>Merino de Souza prize for best medical student of the graduating class</i>	<b>India</b>

**OTHER QUALIFICATIONS**

1997	Certificate of Completion of Specialist Training in Obstetrics & Gynaecology
1997	Joint Royal College Diploma in Advanced Obstetric Ultrasound
1993	MRCOG, Membership of the Royal College of Obstetrics & Gynaecology, UK
1988	FCPS, Fellowship of the Indian College of Physicians & Surgeons, <i>Prize for 1<sup>st</sup> Rank</i>

**PERSONAL INTERESTS**

- Single, enjoy family and friends living around the world
- Keen on travel, the arts, tennis and swimming