**Bruce Melizan**

**Profile**

A Non-Executive and Main Board Director in the business services industry with more than 30 years of international experience in both Private Equity and FTSE environments. Specialist in designing and leading tech-enabled turnaround and wider change to drive the top-line as well as transforming business models to reflect new environments, new products, technology investment and changing markets.

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| **Non-Executive Roles** | **Organisation** | **Dates** |
| Chairman | Safer London | 2009 to 2019 |
| Non-Executive Director | Landmarc Solutions Ltd. | 2007 to 2016 |
| Non-Executive Director | Minerva Education & Training Ltd. | 2005 to 2007 |
| Non-Executive Director | Dudley Summit Plc | 2004 to 2006 |
| Non-Executive Director | Health Management (Carlisle) Ltd. | 2003 to 2006 |
| Non-Executive Director | Health Management (UCLH) Ltd. | 2003 to 2006 |

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| **Executive Roles** | **Organisation** | **Dates** |
| Chief Operating Officer | Algeco | 2018 to 2020 |
| Executive Main Board Director & Divisional CEO | Interserve Support Services | 2006 to 2017 |

**Track Record**

* Extensive board experience as both a non-executive and an executive
* Led the growth of Algeco from a c.€225m EBITDA run rate to €260m over a 20 month period through programmes focused on sales effectiveness, data science, digital transformation and smart pricing
* At Safer London, recruited a new CEO on an agenda to transform the charity from grant giving to direct delivery. This transformation was successfully executed with the organisation growing from a team of 4 to a team of 70
* At Interserve I led the transformation of the business to an organisation equally weighted between private and public customers providing hard and soft FM services employing 50,000 across Europe from a UK centric business employing 4,500 with a heavy bias to serving the public sector with hard FM
* Successfully integrated several external and internal acquisitions including integrating an existing £1.2bn business with a £550m acquired business. Each business employed c.25,000 people
* 20% CAGR of PBIT and 8% CAGR of turnover from 2006 to 2016. PBIT and margin growth between 2011 and 2013 was the main driver for the share price growing by 150%, enabling the group to make 5 acquisitions totalling £380m
* Extensive experience of delivering services to the public sector including PFI/PPP contracting. Was responsible for Interserve’s relationship with the UK Government for 7 years during which time the relationship transformed from Interserve being seen as a safe pair of hands with no strategic input to being a trusted and innovative strategic supplier of complex services
* Grew employee engagement from a industry average of 58% in 2014 to 68% in 2016, well ahead of the trajectory to achieve 75% by 2020
* Post acquisition, the Interserve business was losing £220m of business per year but by implementing a transformational customer excellence cultural programme to achieve 90% customer retention by 2020 the business was ahead of target on 83% in 2017
* Reduced the accident incident rate by 50% in 5 years versus a Group target of 10 years. This led to me being asked to drive a culture change programme globally across the Group

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**Education**

1996 - *Cranfield University, UK* MBA

1989 - *Queen’s University, Ontario, Canada* BSc Hons. Electrical Engineering

**Nationality:** Trinidad & Tobago and British