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WHAT I CAN DO FOR YOU

From experience I know that legal departments frequently need additional resources on a temporary basis and that bridging this gap with law firms is very costly.

That is why I would like to offer you my support as an **interim manager** with 15 years of experience as an in-house lawyer and head of legal in the life sciences industry. My extensive expertise in the areas of commercial, contract, corporate, labour, medical devices and pharmaceutical law, digital health, M&A and compliance could provide a significant benefit to your company.

In addition, I am happy to advise you on all **legal issues related to the healthcare sector**.

STRENGTHS AND EXPERTISE

- ✓ Extensive experience in Life Sciences / Healthcare
- ✓ In-depth knowledge of pharmaceutical & medical devices law as well as digital health
- ✓ Considerable experience in M&A, IP matters and Labor law / employee relations
- ✓ Broad expertise in drafting and negotiating commercial contracts
- ✓ Long track record in Compliance (anti-corruption, data privacy and competition law)
- ✓ Certified Compliance Officer (DIZR), Certified Data Protection Officer (TÜV)
- ✓ Strong ability to balance legal risks with commercial opportunities in a complex environment
- ✓ Significant Senior Management expertise & ability to influence diverse stakeholders
- ✓ Able and comfortable working in an international matrixed organization
- ✓ Strong negotiation, influencing and communication skills
- ✓ Clear client focus and sound business acumen
- ✓ Excellent analytical, strategic, problem-solving & leadership skills
- ✓ Authentic, honest and ethically-minded

WORK EXPERIENCE

Since 01/2020 **MEDIAS REHS legal consulting & interim**

MEDIAS REHS provides a significant benefit to healthcare clients with professional and pragmatic legal interim management and consulting on legal and compliance matters.

My experience as an in-house lawyer and head of legal in the life sciences industry spans 15 years with extensive expertise in commercial, contract, corporate, labour, medical devices and pharmaceutical law, digital health, M&A and compliance.

05/2014 - 12/2019 **ResMed (Munich, Germany)**

ResMed is a US-based medical equipment and software company. It deals primarily in medical devices related to the treatment of breathing disorders. ResMed employs more than 6,000 employees, operates in 100+ countries worldwide and achieves annual revenues of more than 2.0 billion USD. In Germany ResMed sells its products through a wholly owned subsidiary and also operates as a home healthcare company which provide products and services directly to patients.

Chief Administration Officer Healthcare

07/17 - 12/19

Member of the Business Unit's Senior Executive Team ("Geschäftsleitung"). Responsibility for Legal, Compliance, Data Protection and Quality Assurance / Regulatory Affairs. Since 11/2018 also Managing Director and deputy to the CEO. Dotted line reporting into the Global General Counsel in San Diego. Member of the Global Legal Leadership Team.

Associate General Counsel Europe

05/14 - 07/17

As the first in-house lawyer ResMed had in Europe, the main task was to build a legal department from scratch. Member of the European top management team and legal advisor to this group and other senior executives.

[*03/16 - 06/19: also responsible for Human Resources in ResMed Germany (approximately 750 employees) with a focus on cultural transformation and change management. Dotted line reporting into the Global Chief HR Officer in Sydney. Member of the Global HR Leadership Team.]*

06/2010 - 04/2014 **The Linde Group (Munich, Germany)**

The Linde Group is one of the world leaders in gases, engineering and healthcare and had at the time revenues of more than EUR 15 billion and over 62,000 employees in more than 100 countries.

Senior Counsel Global Healthcare

Providing legal advice to the Linde Healthcare business. Identifying and managing legal risks in the Global Business Unit Healthcare and in Central and Western Europe.

08/2007 - 05/2010 **Biotest AG (Dreieich, Germany)**

Biotest is a global company that develops, produces and supplies plasma protein pharmaceuticals and biotherapeutic drugs which are primarily used in clinical immunology, hematology and intensive care medicine. The company had at the time approximately 2,000 employees and global sales of EUR 460 million.

In-house Attorney

Deputy to the Head of Legal Department. Advised various departments on all legal matters, in particular civil, commercial, pharmaceutical and competition law, Compliance as well as IP matters.

09/2005 - 07/2007 **Helios Research Center (Berlin, Germany)**

Helios is Europe's leading private hospital operator and part of the Fresenius healthcare group. At the time Helios Germany operated 58 hospitals and clinics and had more than 27,000 employees.

Legal Counsel

Responsible for all research-related legal matters with a focus on contract drafting and negotiation. Counselled senior management and managing directors on all legal matters (including civil, commercial, corporate and employment law).

EDUCATION AND INTERNATIONAL EXPERIENCE

10/2018 - 05/2019 **Postgraduate Diploma in Advanced Management** following completion of the Executive Transition Program (Strategy, Leadership, Innovation, Digitalization, Finance, Marketing, Sales, HR) at the ***ESMT Berlin (European School of Management and Technology)***

09/2006 - 06/2007 **Business Administration**: 9-month intensive course *University of Hagen, Germany*

05/2003 - 04/2005 **Practical Legal Training** (Specialization in Commercial Law) **Second State Law Exam**: *Berlin Court of Appeal, Germany*

02/2002 - 12/2002 **Master of Laws (LL.M.)**, *University of New South Wales, Australia*

02/2001 - 12/2001 **Business Spanish Diploma & Legal Internship**, *Spain*

09/1996 - 08/1997 **Erasmus Exchange Programme**, *University of Siena, Italy*

10/1994 - 01/2000 **Legal Studies**, *University of Cologne, Germany* **First State Law Exam**: *Cologne Court of Appeal, Germany*

ADDITIONAL RELEVANT INFORMATION

Certified Compliance Officer (DIZR - German Institute for Certification in Accounting)

Certified Data Protection Officer (TÜV - German Technical Inspection Agency)

Linde's **Global Practice Group Leader "Healthcare Law"** with a focus on developing best practices

Participant in the **Linde Global Talent Circle** (Strategy / Finance / Leadership)

Co-author of the **publications**:

- "Quality criteria in tenders for medical devices" in: *Medizinprodukterecht 2018, 48*
- "Liability risks of telemedicine technology" in: *Medizinprodukte Journal 2016, 197*
- "Transparency obligations of Healthcare companies" in: *ZRFC 2/2014*
- "Liability for therapeutic use of gases without CE marking" in: *Medizinprodukte Journal 2013, 113*
- "Legal risks of supporting Investigator Initiated Trials" in: *pharmazeutische medizin 4/2013*

ANNEX: FOCUS AREAS

1. ResMed

Setting up a European legal department

- Comprehensive legal support of the European business: civil and commercial law, medical devices law, labor law, corporate law, compliance, data protection and clinical research
- Development, implementation and continuous improvement of processes, templates, compliance guidelines, e-learnings and trainings, contract management
- Drafting and negotiation of numerous commercial agreements (e.g. cooperation agreements, outsourcing, ERP implementation, other software, telemonitoring, e-commerce, distribution, clinical research, service, consultancy, real estate, procurement, general terms and conditions)
- Crucial support to setting up the telemonitoring framework for Europe including data protection, informed consent, market access support
- Legal support for new businesses like assisted living groups for respiratory patients (Salve), mandibular repositioning device (Narval) and the creation of the European webshop (mysleep) including legal analysis in 15 countries, data protection, intellectual property questions; member of the e-commerce Steering Committee
- Crisis management e.g. in the field safety action / recall following the Serve-HF study
- Responsible for Intellectual Property matters in Germany
- Managing a variety of litigation matters, including tenders, labor and commercial litigation; German point of contact in the global patent enforcement litigation against competitors
- Managing outside law firms in various European countries; achievement of significant cost reductions

Stabilizing the core sleep business by public policy and legal means

- Successful initiatives against tenders by legal and public policy advisory means; successful lobbying for a legal prohibition of tenders
- Health economics evidence, integrated concepts, pay for performance models

Compliance

- Healthcare Compliance Officer for Germany since 2014
- Regular reporting of compliance risks to the CEO (in particular antitrust, anti-bribery, data protection and quality issues)
- Implementation of a Healthcare compliance guideline for Germany to reflect the tightened regulations in Germany (with a focus on Research, Sponsoring, Consulting, Samples, Hospitality, Events, Gifts and prohibition of depots according to § 128 Social Law Code V) including trainings, e-learning and messaging
- Antitrust law guideline, Q&A document and training materials (with a focus on parallel import and market dominance questions); training of the Senior European Management team and local management teams
- Creation of a dawn raid document and implementation of a network of local dawn raid first responders
- Successful GDPR compliance project (including risk & gap assessment, process & data flow mapping, impact assessments, GDPR awareness messaging & trainings)
- Continuous compliance risk analysis of the current and new business models and possible cooperations (e.g. with competitors, commercial partners and doctors) as well as transactions
- Company respresentative at Industry meetings to ensure antitrust compliance
- Close collaboration with Global Legal & Compliance on the FCPA policy and trainings
- Responsible for local investigations including corrective actions - also following reports of misconduct to the global compliance hotline
- Repeated messaging and trainings on the importance of “careful communication”

Mergers and Acquisitions

- Transactions in Germany, Denmark, Poland, Czech Republic
- Letters of Intent, Due Diligence, Sale and Purchase agreement negotiations, post-merger integration

Change Management

- Closure / transfer of various sites
- Restructuring of the business into global business units and functions
- Alignment of the German dealer and the homecare business under one management
- Various restructurings of customer service, back office, sales, patient service, branches, marketing, project management office
- Laying off the general manager of the healthcare business and his management team, as well as various top-level European managers on VP level and above
- Implementation of a new „severance culture“ including fair packages, outplacement, processes and communication

Works council matters

- Works council management (including collective agreements on merit increases, commissions, bonuses, working time, ERP implementation)
- Successful legal challenge against the works council election before the labor court and district labor court

2. Linde

- Reviewing, providing advice on, drafting and negotiating agreements to cover all aspects of the business
- Advising on pharmaceutical and medical device law, the marketing, promotion and distribution of medicines and medical devices, tenders as well as research and development
- Legal management of various international projects, in particular in the Homecare business (e.g. distribution of third-party devices); the Hospital Care business (e.g. the pressure swing adsorption business) and the Linde Respiratory Care Concepts business (Remeo)
- Providing strategic input as a member of the Global Remeo Management Team; support for the roll-out of Remeo centers in various countries (e.g. UK, France, Germany, Singapore, Malaysia, UAE, Saudi Arabia)
- Crisis management (e.g. in case of patient deaths or accusations of negligence, investigations and facility raids by authorities, health insurance audits)
- Centre of excellence for Healthcare compliance; close cooperation with the Compliance team
- Key driver in the design and implementation of a Global Healthcare Compliance Guideline (taking into account regulations like FCPA, UK Bribery Act and Sunshine obligations) and of a comprehensive German Compliance Guideline, including alignment with Legal, Compliance and Business representative and the design and delivery of trainings
- Developing global legal standards, tools and guidelines (e.g. Global Clinical Trials Policy, Remeo Legal Screen, Legal Services Knowledge Sharing Platform, Pharmaceutical Advertising Guideline)
- M&A work in Healthcare (including a 590 million Euro acquisition of a competitor’s Continental European homecare business)
- Providing advice on product liability
- Managing and coordinating external lawyers in multiple jurisdictions
- Successful litigation in the field of medicinal gases (INOmax)

3. Biotest

- Reviewed, drafted and negotiated a wide range of commercial contracts (research and development, clinical trials, cooperation, licensing, material transfer, non-disclosure, consulting, services, manufacture and supply, purchasing, general terms and conditions)
- Comprehensive support of the company's pre-clinical and clinical research including development and corporation agreements as well as clinical trial contracts in a multitude of countries
- Responsible for intellectual property matters (including development of a company intellectual property policy)
- Support of the Marketing and Sales department (with a focus on distribution agreements in South America, Asia and the Middle East)
- Healthcare Compliance, Pharmaceutical Code of Conduct and Anti-Corruption: Development of a group compliance system in cooperation with the Compliance Officer (including guidelines, templates, processes, trainings). Company representative at the Compliance Officer meetings of the industry association „Arzneimittel und Kooperation im Gesundheitswesen e.V."
- Data protection coordinator
- Responsible for the insurances of the group

4. Helios Research Center

- Drafted, reviewed and negotiated contracts for clinical projects, in particular clinical trials for pharmaceuticals and medical devices
- Provided legal advice regarding HELIOS-sponsored projects
- Responsible for the HELIOS Anti-Corruption Policy in the area of research
- Labor law including employment contracts, dismissals and dispute resolution
- Intellectual property matters like patentability of inventions and questions related to employee inventions
- Responsible for public relations of the Helios Research Center (company website, newsletters, press releases etc.)