

Bart Wilms

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Professional Summary

Bart has 25 years of experience as a legal professional, of which 12 as an attorney at international (Magic Circle) law firms and 13 as an in-house counsel at international corporations.

Bart is a civil law schooled and common law trained attorney. He has worked in developed markets and has 20 years of experience in emerging markets. As an attorney, Bart's main expertise was large project-financed infrastructure projects. In international corporations, Bart has held various leadership roles in the areas of law (General Counsel roles), ethics & integrity (Chief Compliance Officer roles), risk (Chief Risk Officer roles), strategic partnerships, commercial solutions architecture, etc.

In the last 13 years, Bart has added healthcare as one of his industries of expertise (including across pharmaceuticals, medical equipment, hospital operation and medical services provision). Bart has recently led teams on matters of Procurement plus Sustainability and has developed expertise in these areas.

One of Bart's deepest areas of expertise is internal investigations, across the most delicate of matters in the most frontier of markets with the highest of legal, regulatory and reputational exposures. A separate "capability statement" on this expertise can be made available (subject to confidentiality).

Bart is known as a solution finder. His primary focus is on matters of law and ethics & integrity, with a strong operational understanding and commercial acumen. While Bart is disciplined and resilient, he is creative in designing appropriate practical solutions in pragmatic engagement with his stakeholders. He is an established leader of (large) teams, with recognized mentoring ability. Bart has a known ability to think big while remaining focused on detail and avoiding complicatedness. Bart is result oriented, with a keen eye on aspects of emotional intelligence.

Executive Experience

Resilience at the Edge, Dubai – UAE

July 2024 – to date

Founder and General Manager of “Resilience at the Edge”, a boutique consultancy specialized in handling integrity risk in frontier markets.

Evercare Group, Dubai – UAE

January 2021 – June 2024

Joined the Evercare Group in January 2021 as the General Counsel & Chief Compliance Officer. Effective 1 April 2021 expanded scope to include Head of Impact, with ESG Manager reporting to me. Effective 1 March 2022 expanded scope to include Procurement, with Head of Procurement reporting to me. Transformed the role to a dedicated “consultancy” on Enterprise Risk in the period February – June 2024.

The Evercare Group is a (private equity, TPG-backed) private healthcare operator, operating ~30 hospitals, ~15 clinics and ~100 diagnostic centers; in five (5) emerging markets India, Bangladesh, Pakistan, Kenya and Nigeria; with ~13,000 employees; treating ~4.3m patients annually.

My responsibilities/experiences at the Evercare Group (in the 3 ½ year period from January 2021 to June 2024) as the General Counsel, Chief Compliance Officer & Head of Impact included:

Overall Responsibilities

- 1) As the General Counsel & Chief Compliance Officer, the main responsibility is to (i) build the group’s compliance program, (ii) protect the group against risk; and (iii) support the Evercare Group’s growth initiatives. Other responsibilities include: (i) corporate governance, (ii) sustainability, (iii) Evercare Foundation and (iv) Procurement.

Build the Evercare Group’s Compliance Program

- 2) As part of the Evercare Group’s compliance program, responsible for e.g. developing and launching the group’s Code of Ethics & Integrity, its Patients (Rights & Responsibilities) Charter, the proactive third-party compliance screening (LexisNexis), the group’s “Your Voice Matters” (transparency & whistleblower) program, guidelines around various patient retrieval (and referral) initiatives, guidelines around physician compensation, anti-bribery & anti-corruption initiatives, adoption of the Ethical Principles in Healthcare (EpiHC).
- 3) Also as part of the Evercare Group’s compliance program, assume responsibility for all internal investigations. Bart investigated the most delicate of matters in the most

frontier of markets with the highest of legal, regulatory and reputational exposures. A separate “capability statement” on this expertise can be made available (subject to confidentiality).

Protect the Evercare Group against Risk

- 4) In relation to protecting the Evercare Group against risk, responsible for e.g. developing and implementing the group’s Enterprise Risk Framework, including highly relevant risk areas such as data protection, privacy and cybersecurity. Working closely with Internal Audit and active governance through Boards of Directors and their respective committees.

Support the Evercare Group’s growth initiatives

- 5) In support of the group’s activities in the space of hospital operation, provide legal support on matters e.g. of potential expansion of assets and operations, development of a medical corridor of patient care pathways across borders. Critical legal support to strategic partnerships, e.g. with Helios / Curalie Health in Kenya, with Indus Health, oncology-related partnership with third-party expert in one of the countries.

Governance

- 6) Additionally, responsible for all areas of the Evercare Group’s governance, i.e. holder of a variety of formal board and board committee positions in legal entities in Bangladesh, Kenya, Nigeria and Pakistan. Mostly Board Audit, Risk & Compliance Committees. Developed the concept of Active Governance (moving the governance program from Passive Governance).

Sustainability

- 7) As the Head of Impact, responsible for e.g. delivering the Evercare Group’s vision of transforming healthcare for millions of people in emerging markets in an impactful manner; developing and implementing the Evercare Group’s Impact Strategy (across 4 areas of stewardship); acting as the Chairman of the group’s Impact Committee; author of the group’s annual Impact Report.

Evercare Foundation

- 8) Additionally, formal role of trustee on the Board of Trustees of the Evercare Foundation, with critical involvement in transformational projects related to congenital deafness, cleft lip, gender-based violence (recovery).

Procurement

- 9) Additionally, responsible for Procurement & Inventory. Critical focus on projects for OPEX and CAPEX efficiency; and Inventory management efficiency. MSMSE project, procurement’s contribution to Quadruple Aim, CIPS Excellence in Procurement Awards, Supplier Code of Conduct, Sustainable Procurement measures.

GE Healthcare, Dubai - UAE
May 2013 – December 2020

Brief summary of roles:

- 1) Joined GE Healthcare in May 2013 as the **Senior Commercial Counsel, EAGM** region (Middle East, Turkey & Iran, Africa, Russia / CIS).
- 2) In Dec 2014, became the **General Counsel & Chief Risk Officer, EAGM** region.
- 3) In Jan 2016, became the **General Counsel, EGM** region (Middle East, Turkey & Iran) and took global general counsel responsibility for **Structured Projects** (GC, EGM & Structured Projects).
- 4) In Apr 2017, regional scope expanded to include Africa (again), India/South Asia and South East Asia as **GC, EGM, Sustainable Healthcare Solutions (SHS) & Structured Projects**.
- 5) In Mar 2018, regional scope expanded to include Japan, Korea and Australia/New Zealand as **GC, EGM, SHS, APAC (excl. China) & Structured Projects**.
- 6) In Nov 2019, became the General Counsel again for the EGM region, took responsibility for compliance as Compliance Leader for EGM and continued the global responsibility for Structured Projects. In addition, took a (first) growth/strategy role as Head of Strategic Partnerships in EGM (**GC, EGM & Structured Partnerships; Head of Strategic Partnerships, EGM**).

Brief summary of responsibilities/experiences at GE Healthcare (in period 2013-2020):

- 1) Leadership roles in regional legal (General Counsel of regions), specialized legal (General Counsel of Structured Projects), compliance (Regional Compliance Leader), risk (Chief Risk Officer) and growth / strategy / strategic alliances (Head of Strategic Partnerships).
- 2) Leadership of people, across various combinations of regions and team sizes. Led a team of ~35 lawyers with ~20 nationalities across ~15 locations;
- 3) Partnership with regional CEOs across various combinations of regions. Led legal support to 7 CEOs in 7 locations (Dubai, Johannesburg, Bangalore, Singapore, Tokyo, Seoul and Sydney) across 5 formal regions (EGM, Africa, India/South Asia, AKA & Japan) across 5b USD business
- 4) Lead counsel role on high-visibility matters, e.g. the transformational healthcare projects in Kenya (250m USD, 7-year MOH MES (Managed Equipment Services agreement)) and Turkey (+1bn USD project financed hospital PPP projects) and the litigious separation from longstanding JV partner in Saudi Arabia (including buy-out of JV partner in 3 JVs). Awarded the 2016 Global General Counsel Award.
- 5) Accountability for legal and compliance control environment re. business activities in economically sanctioned countries (Iran & Syria).
- 6) Accountability for all internal investigations conducted in the regions under my responsibility.

Pfizer, Dubai - UAE
2010 – December 2012
Legal Counsel

- 1) Acting as Legal Counsel with legal and commercial responsibility for strategic entries and re-entries in emerging markets in West Asia (e.g. Afghanistan, Iran, Iraq, Pakistan) and sub-Sahara Africa (e.g. Ethiopia, Ghana, Kenya, Liberia, Libya, Nigeria, Somalia, South Africa, Sudan, Tanzania, Uganda) with business travel into most of these markets; also periodic full legal/business review of these markets;
- 2) Management of very large distribution agreement Saudi Arabia;
- 3) Legal responsibility for operations in sanctioned countries (e.g. Iran, (Libya), Sudan and Syria);
- 4) Deep involvement in all aspects of the business, e.g. new product launches (e.g. new products; scientifically advanced reformulation of existing products; upgraded specialty products); e-marketing initiatives (e.g. care-line); consumer events (e.g. nutrition advisors); talent mapping and retention exercises; learning excellence projects; etc.

DLA Piper, Dubai & Egypt
2008 – 2010
Senior Legal Director

- 1) **Dubai – Gas and Potable Water:** advising Nakheel on all legal aspects of the provision of potable water and gas utilities and infrastructure for some of its major projects (Dubai Waterfront, Palm Jebel Ali, The World) including drafting all complex concession arrangements and various related construction and consulting arrangements.
- 2) **Tanzania – Gas / Petrochemicals:** advising an Egyptian chemicals company on an intended acquisition in Tanzania with a view to launching a fertilizer plant there.
- 3) **Iraq – Oil and Gas:** advising an oil and gas company in relation to a Service Development and Production Contract for an oil field in the Republic of Iraq.
- 4) **Libya - Wastewater:** advising an international water company on a wastewater management contract in Libya.
- 5) **Tunisia – Oil and Gas:** advising an Eastern European oil and gas company in relation to its intended venture in Tunisia.
- 6) **Egypt – Oil and Gas:** advising a Dutch company on an intended acquisition of a stake in an Egyptian oil and gas trading company.
- 7) **Egypt – Oil and Gas:** advising a USA company on an intended acquisition of a stake in an Egyptian oil and gas maintenance company.

Previous Experience, Tanzania & Brussels

- 1) Advising City Group on the securitisation/monetisation of the €193mio Tunnel Liefkenshoek receivable owed to public-owned BAM with a view to capitalising BAM to enable it to fund the financing of projects of the Antwerp Mobility Masterplan and assisting City Group in preparing and negotiating the transaction documents including

the Selling Memorandum for private placement of bearer notes, the subscription agreement, security interest arrangements and guarantee by the Flemish Government.

- 2) Advising the Government of Tanzania on all aspects of the investment arbitration (ICSID) arising from the termination of the Dar es Salaam water and sanitation operation and management project awarded to Biwater UK (including representing the Government during the hearings held at the Peace Palace in The Hague).
- 3) Advising Breevast on the "sale - lease back" to a parastatal company of two major buildings in Brussels including on the securitisation of the monthly lease revenue after renovation of the buildings and preparing and negotiating the sale and lease agreement and the financial documentation.
- 4) Advising the winning consortium led by Government of India Enterprise Rites on the privatisation of Tanzanian Railways Corp by way of a 25-year concession including on its bankability in view of obtaining a US\$44mio IFC loan and assisting Rites during the negotiations of the concession agreement.
- 5) Advising SBC on the €6.5bn privatisation of Belgacom (Belgian semi-publicly owned telecommunications operator) by way of IPO owned by minority shareholder ADSB and assisting SBC in preparing the due diligence report and in preparing and negotiating the prospectus.
- 6) Earlier, Bart published around 20 articles and spoke at conferences on various legal issues, including public private partnerships, natural resources, EU investment, investment legislation, disciplinary law, public procurement, education law, etc.

Working Experience Summary

Jan 2021 – Present	Evercare Group (Dubai – UAE) General Counsel, Chief Compliance Officer & Head of Impact
May 2013 – Dec 2020	GE Healthcare (various roles)
Mar 2010 – Apr 2013	DLA Piper Middle East (Seconded to Pfizer) Legal Director / Acting Legal Counsel Pfizer Nutrition – AFME region
Mar 2009 – Feb 2010	DLA Piper Middle East (Cairo – Egypt) Senior Legal Director
March 2008 – March 2009	DLA Piper Middle East (Dubai – UAE) Legal Director
March 2005 – March 2008	DentonWildeSapte in association with Mkono & Co Advocates (Dar es Salaam - Tanzania) Principal Associate

August 2002 – March 2005	Freshfields Bruckhaus Deringer (Brussels – Belgium) Senior Associate
August 2001 – August 2002	CMS De Backer (Brussels – Belgium) Associate
August 1998 – August 2001	Liedekere Wolters Waelbroeck & Cerfontaine (Brussels – Belgium) Trainee Lawyer
August 1998 – August 2000	Antwerp's University Inter-university Center for Education Law (Antwerp) Scientific Researcher (20% mandate)

Education

- 1) 1998 Law degree (University of Antwerp) – magna cum laude (first class degree)
- 2) 2001 Postgraduate Degree in Public Economic Law (University of Louvain) (completed)
- 3) 2002 Master in Company Law (University of Brussels) – cum laude (first class degree)
- 4) 2019 Harvard Business School (on campus) – Accelerating Innovation in Precision Medicine (completed)
- 5) 2023 MIT Sloan (on-line) – Artificial Intelligence in Healthcare (completed)
- 6) 2024 Professional Coaching Institute – Associate Certified Coach (ACC) credentialing (9 month program), ongoing
- 7) --- B.Sc Fundamental Mathematics (Open University, UK), ongoing