

Highly experienced turnaround and restructuring professional with extensive expertise in financial recovery, corporate restructuring, and business transformation.

A Fellow Chartered Accountant, Simon brings over 25 years' experience across a broad range of industries, delivering complex turnarounds and restoring sustainable, robust growth.

Proven in high-pressure environments, Simon has played a key role in complex business acquisitions, negotiating challenging funding solutions, and leading on critical restructuring strategies that safeguard enterprise value.

Known for calm, decisive leadership and trusted by boards, lenders, and shareholders to guide organisations to a position of safety and long-term viability.

## INTERIM | CHANGE | TURNAROUND



### INTERIM ROLES:

CRO (Restructuring), CFO, CEO, Chair, NED

### SECTORS:

Retail, Healthcare, Property, Travel, Transport & Infrastructure, Media, Software, Defence, Financial Services and others

### 2000 – 2025 PROJECTS BY COMPANY SIZE:

#### TOTAL 30

- PLC = 4
- Larger Private (including PE) = 10
- SME & Start Up = 10
- Public = 5

### QUALIFICATIONS & ACCREDITATIONS:

- Fellow Chartered Accountant
- Harvard Business School Alumni
- Member of Institute for Turnaround
- Turnaround panel member (accountancy specialists)
- Professional PRINCE2™ PM
- NED Certification (ICAW & NEDA)
- AI Crash Course (Section School)



# PROJECT SUMMARY EXPERIENCE BY SECTOR 2000 - 2025

COMPANY & SECTOR	SIZE	ROLE	DURATION	
Private	T/O £1bn+	Consultant <b>Restructure</b>	April 2025 4 months	Secured stakeholder approval and initiated first phase delivery of a group-wide ERP implementation to streamline financial operations.
Private Equity Infrastructure, UK	T/O £100m+	CRO <b>Restructure</b>	October 2024 6+ months	Spearheaded plan for financial restructure and improved cash reporting. Advised and coached CFO on engagement approach with board and senior personnel. Delivered banking Covenant Pass.
Private Equity Tech, South Coast	T/O £100m+	CFO/CRO <b>Restructure</b>	July 2024 3 months	Developed innovative finance rescue package and gained full sign off by stakeholders. Due to bank time pressures, stepped in with an effective 'interim' Turnaround Plan, 1 month to cashflow break-even.
Private Equity Media, London	T/O £50m+	CFO <b>Restructure</b>	July 2023 11 months	Lead negotiations representing the minority shareholder to take control of the entity. Designed a new financial deleveraging strategy, completing external audits and independent business reviews (IBR) to inform and support stakeholders. Refocused Finance & Operation functions.
Private Equity Extended Healthcare, Frankfurt	T/O £50m+	CRO <b>Restructure</b>	Jan 2023 6 months	Advised and coached senior management on successful transformation approaches, stabilising the business and leaving a transformation programme defined for the business to execute.
Large Private Equity International Multi Brand Retailer	T/O \$400m	CRO <b>Restructure</b>	Mar 2022 7 months	Managed legal entity restructuring and refinance package (including taxation, legal and banking).
PLC (International) ex PE With worldwide operations	T/O £180m+	Interim Finance Director <b>Re-finance</b>	Sept 2021 6 months	Completed negotiations, developed, and planned refinancing 'Rescue Package(s)' for covid hit international parking operator.
SME Private Equity Firm	Deal Size £50m	Negotiator <b>Sale</b>	June 2021 1 month	Reignited negotiations to an equitable conclusion for a stalled business acquisition of £500m family business.
Large Private (International)	\$700m+	Consultant <b>Re-finance</b>	2019/20 11 months	Pioneering worldwide debt finance scheme [off balance sheet] with Private Equity backing.
PLC (International) With worldwide operations	\$3bn+	Finance Consultant <b>Integration Trouble-shooter</b>	2018/19 6 months	Solved material integration balance sheet issue (post reverse takeover/sale of an organisation three times the size), Created emergency recovery team In UK / UK and India.
Public British Government Military	\$7bn+	Consultant <b>Integration Lead</b>	2018 5 months	Enabled large finance transformation. Organisation was 15+ years behind with extremely unhappy staff & stakeholders.

COMPANY & SECTOR	SIZE	ROLE	DURATION	
<b>Start Up</b> Private Property Group	£1.5m	Interim CFO <b>Integration</b>	2017 3 months	Rebuilt finance function for agility and commercial information delivery, reviewed investments for founder.
<b>SME</b> Private Healthcare Company	£5m	Interim CFO <b>Turnaround - Sale</b>	2015 & 2017 21 months	Took distressed organisation and delivered full turnaround and completed sale.
<b>PLC</b> Healthcare	Value £400m+	CRO <b>Turnaround</b>	2016 11 months	Transformed operational performance (with CEO). Quadrupled share price, re-motivated & rebuilt finance dept.
<b>SME Turnaround</b> Private Property Wholesaler	T/O £40m	CFO <b>Turnaround</b>	2014 – 15 14 months	Turned around operational performance, reinvigorated, refinanced and sold.
<b>Private Fund Turnaround</b> Small Private Equity Fund	Fund Value \$300m	CRO <b>Multiple Sale and Turnaround</b>	2013 – 14 18 months	Estate wanted to retain the non-troubled “easy” investments only. Delivered turnaround and sale of six corporate entities.
<b>Public</b> Healthcare Organisation x 2		CFO & Turnaround Director	2011 & 2012 5 & 6 months	Delivered performance improvement
<b>Large Private (International)</b> Publishing Group	T/O £100m	Interim CFO / IT & HR <b>Turnaround</b>	2010 – 11 9 months	Resolved finance function meltdown and poor relations with investors including lending banks.
<b>SME Turnaround</b> Private Property Company	T/O £5m+	CFO and Advisor <b>Turnaround</b>	2008 – 10 19 months	Devised, orchestrated, and delivered financial & organisational rescue plan
<b>PLC Operating arm turnaround</b> Operating arm of PLC	T/O £250m	Interim CFO <b>Turnaround</b>	2009 9 months	Identified growth issues and fraudulent accounting which led to group share suspension.
<b>Public</b> Regional Healthcare		Interim CFO & Turnaround	2008 – 9 6 months	Delivered performance improvement
<b>Public</b> Regional Healthcare		Finance & Operations Dir <b>Performance Improvement</b>	2007 – 08 18 months	Defined and delivered change plan that hit financial target for the first time since inception of the organisation.
<b>Public</b> Healthcare		Turnaround Director <b>Turnaround</b>	2006 – 07 11 months	Surgery division for major UK hospital consortia. Responsible for finance function and achieving restructuring targets.
<b>SME</b> With troubled reputation		Trusted Advisor <b>Operational PM</b>	2006 3 months	Brought in to ensure successful completion of large important scanning project.

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Large Private (2 projects) Going through a listing process	T/O £500m	Shadow CFO <b>Public Listing x2</b>	2000 & 2005 6 months each	One AIM secondary market and one full listing LSE. Both resulted in successful listings.
Start Up Private Healthcare Company	Value £5m	CFO & COO <b>Idea – Build - Sale</b>	2003 – 04 24 months	From kitchen table, raised private funding to sale under very difficult circumstances.
Start Up Private Telecoms Broker	Value £5m	CFO <b>Performance Improvement</b>	2001 – 02 18 months	Raised private funding began trading through growth to ultimate sale.
Start Up – VC owned Private Digital media Broker		CEO <b>Performance Improvement</b>	2001 9 months	Troubled investment on brink of insolvency - took from 10% proposed total value to recover to +6-8% ROI for investors.
Start Up (Switzerland) Private Investor / Hotel Project	Value £2m	Finance & Operations Dir <b>Idea – Build - Sale</b>	2000 9 months	Created finance & operational plan, obtained stakeholder permissions, and sold project on for private investors.