Marijke M.M.G. Pubben
Curriculum Vitae

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Professional experience

M.M.G Pubben Consulting BV **April 2014**

Principal – Independent Pharmaceutical Quality Executive and Senior Advisor

Advice organizations on how to build and realize a quality & compliance culture.

Advice leaders in the pharmaceutical industry and healthcare sector who are seeking to strengthen performance in Quality and GMP compliance. Help remediate significant shortcomings that threaten the business.

Co-founder International Consortium of Quality Leaders & Experts, an international network of leaders and experts with demonstrated performance and leadership in quality & compliance.

Supervisory Board Member Océ -Technologies B.V. Venlo (part of Canon Inc.)

Supervisory Board Member Merck Sharp & Dohme B.V. the Netherlands (part of Merck&Co.Inc.)

MERCK&CO., INC. **1985 – 2013 (retired)**

Vice President Quality Operations Europe, Middle East, Africa (EMEA) **2010 – 2013**

Provide overall leadership and direction for the Merck Quality function in Europe, Middle East & Africa (EMEA) post-merger of Merck and Schering Plough. Line responsibility for a team of 1200 pharmaceutical professionals in nine countries with 13 sites all global-GMP regulated. Total operating budget: $ 113 million.

Key accomplishments:

- successful integration of the two legacy companies realizing planned value capture while maintaining compliance and reliable supply, building quality branding into our products, services and organization culture
- world-class regulatory inspection performance, trust and credibility with regulators
- developed and executed, in collaboration with peers, the Merck global quality strategy which reflects at large the EMEA quality management models established over the years; these quality management models are based upon a mind-set of quality management as good business practice incorporating lean principles and enabling significant gains in effectiveness and efficiency
- established and led a highly effective multinational management team in a business environment with increasing regulatory, technology and business complexity

Executive Director Quality Operations Global Emerging Markets and EMEA **2008 – 2009**

Provide overall leadership and direction for the Merck and Third Party Quality function in the global emerging markets (BRIC, Turkey, South-Korea) and for Europe, Middle East & Africa

Key accomplishments:

- established a quality management strategy and quality standard for global emerging markets
- established and implemented a global emerging markets Quality organization
- enabled effective execution including several new product launches

Executive Director Quality Operations, Europe, Middle East & Africa **2002 - 2008**
Senior Director Quality Operations, Europe, Middle East & Africa **2000 – 2002**
Director Quality Operations Haarlem, the Netherlands **1996 – 1999**

Supply Chain Director Human Health Products, **1994 - 1996**
Haarlem, the Netherlands

Responsible for providing leadership and direction to the Operations function of human health products at the Merck complexity site in Haarlem. Realized robust supply chain performance for the worldwide supply of 2600 human health product presentations to 155 countries worldwide with product launches on a global daily basis

Site leader for manufacturing excellence (MRPII/JIT/TQM) **1993 - 1994**
Haarlem, the Netherlands

Responsible for ensuring resolution of immediate supply issues and the realization of Oliver Wight ® Class-A certification for manufacturing excellence of the Merck complexity site in Haarlem within a 24 month timeframe. Goal realized within 15 months of project start-up.

Area Manufacturing Head **1989 - 1992**
Haarlem, the Netherlands

Responsible for the manufacturing of sterile and non-sterile Merck animal health products supporting global supply. Established outstanding customer service, quality, compliance, EHS and financial performance.

Laboratory and Quality Inspection Manager, **1986 - 1989**
Haarlem, the Netherlands

Laboratory Manager Analytical Chemistry & Microbiology, **1985**
Haarlem, the Netherlands

UNIVERSITY UTRECHT, NETHERLANDS **1984 - 1985**

Staff member Department of Analytical Chemistry

SPECIAL ASSIGNMENTS:

Leadership and Culture Change – Certified Change Manager **2004-2012**
Support the development and successful execution of the Merck strategy on leadership and culture. Lived in the US during 2006 to support this. Merck used the Change Execution Management methodology of Conner Partners, a proven methodology for transformational change of organizations. I am a certified Conner Change Manager. Priority solutions were implemented as of 2007 amongst which a behavior coaching and a consequence management program for all senior executives.

Diversity and Inclusion: **2004 - 2012**
As a member of the Diversity-Worldwide Business Strategy Team and the Merck Women's Global Constituency Group (W-GCG) I supported the development and subsequent execution of Merck's Diversity & Inclusion Strategy. This strategy was aimed at progressing innovation and business results by

enhancing inclusion, accelerating leadership development and enhancing Merck's reputation and brand in our global markets with a special focus on women.

Education

Doctorate in Pharmacy (PharmD) – University of Utrecht, the Netherlands, 1983
Registered Pharmacist - University of Utrecht, the Netherlands, 1985
EU Qualified Person – 1986
Senior Business Executive graduate INSEAD, Fontainebleau, France – 1992
Erasmus Supervisory Board Program – Erasmus University Rotterdam – 2014/2015

Professional Courses (selection)

Principle Centered Leadership (Covey Leadership Center, Inc.)
Various Merck Executive Leadership Programs
Conner Partners – Change Execution Management (certified change manager)
Inclusion – Kaleel Jamison Consulting Group, Inc.
Lean Manufacturing: Executive Belt – Merck Sigma
European Comenius Executive Leadership Program – University of Groningen (2014)

Memberships (selection)

Member of the European Executive Council, an informal group of senior Executives of Multi-national companies (MNC's) to progress business in Europe (until 2013)
PDA (Parenteral Drug Association)
Scientific Advisory Board, International Course Quality Management Pharma and Biotech
INSEAD Alumni Association
Rotarian (President Rotary Haarlem 2015-2016)

Additional Professional Activities

2013	DIA Euro Meeting - Session Chair (safe, effective, and affordable medicinal products for a global population)
2008	Involved in the Dutch Top Brainstorm initiative organized by government and industry to increase the number of women in top positions. Named as one of the top female talents in the Netherlands.
2005 – 2011	EFPIA Expert Committee Member on Pharmaceutical Development (ICH Q8) and GMP Quality Systems (ICH Q10); member of the EFPIA Implementation Working Group of ICH Q8/Q9/Q10
2003 – now	Educator International Course on Quality Management in Pharma & Biotech
1992	Educator at the Gadjah Mada University of Yogyakarta; developed and led a 6-day course on “Pharmaceutical Plant Design and its Quality Assurance”

Personal Interests

Principle-centered leadership, professional networking, change management, advancement of women, education & training, digital photography, international travel, SOS children villages