A highly motivated, current & dependable non-executive with valuable International, Financial Services, Technology & Marketing skills. Considerable intermediated & direct consumer distribution experience, also growth, governance and change skills, commercial operations, operational risk, assurance, conduct and regulatory compliance knowledge.

Bryan is a FIOD <u>Chartered Director</u> & previously SMCR (SMF12 & 13) Approved Person with an enviable professional and public reputation and an extensive FS, technology industry and wider contact network. Numerous personal references are available from recognised Chairmen upon request, confirming 13 years of NED and committee chair experience across many sectors.

Non-Executive and other portfolio roles

Financial Reporting Council (FRC)

2015-2021 (3 year appt x2)

Member of the Audit & Assurance council, working alongside representatives from PRA, FCA,
BEIS, representative investment managers and top 6 audit firms, to advise on regulatory focus &
effect. Recent programmes include Going Concern, Audit Ethics & Quality, Cyber Assurance,
Corp Governance Code Updates, CASS, Board Succession Planning, Investor Communications and
the UK Stewardship Code. The PRA and FCA sit as observers on this FRC board-advising council.

The Risk Coalition Research Company Ltd

2018-current

• Co-founder of a coalition of Professional bodies, regulators and major firms which has published the very first Risk Guidance for board risk committees, CROs and risk functions.

aSource Global Group (financial services risk & compliance) 2012-current

Senior Independent Director, Chair of Risk & Audit Committee. aSource is a provider of FS risk
and regulatory services including Consumer Credit & TCF / Conduct, 'Know Your Customer',
Section 166 audits, AIFMD, MiFID, FACTA, Basel, Solvency II etc, also regularly leading wholeboard reviews and appearing on City debating panels related to governance and assurance.

Caretek Medical Ltd

2017-current

NED and advisor to a startup for Consumer-focused health, working with NHS seniors from St
 Thomas's, St George's & Imperial to launch an AI-based pregnancy risk management app

Foss Initiatives Ltd

2005-current

- Advisory Board member of the first UK Cyber Security investment fund (family offices backed)
- Investor mentor to Fintech / Regtech businesses for GDPR, commercial IoT (VortexIoT), automated parking and payments (Hozah), Blockchain (Finboot), online legal services (Lawbite), also personal board readiness coachees at BDO LLP, PRS for Music Ltd and Google Deep Mind.

Civilised Group and CivilisedBank Ltd (now Allica Ltd)

2014-2018

 Licence application, fundraising, build and launch readiness for a UK challenger bank focused on business lending via local bankers & consumer savings digital delivery. My founding-supporting role was as an Independent Director and chair of the Nominations (SMF13), Remuneration (SMF12) and Governance oversight Committees, also a key member of Risk & Audit committees.

Motive Television plc. (LSE:MTV)

2011-2016

• Senior Independent Director, Chair of Risk & Audit Committee, also Chair of Noms, previously Remcom chair. Company developed & markets consumer digital TV solutions directly and through the largest European broadcasters (Mediaset etc) and a US-based JV.

Department for Communities and Local Government (DCLG) 2009-2011

Non-Executive Director, Risk & Audit Chair, Government Office South East (GOSE). As risk & audit
chair I was responsible to the Cabinet Office and DCLG Permanent Secretary for the assurance of
closure processes including 2000 staff and EU reconciliation of a £500m SME development fund.

Department for Work and Pensions (DWP)

2005-2008

Non-Executive Director, Chair of Standards (controls & complaints), Member of Risk, Audit & Change Committees, Child Support Agency (CSA) – an 11,000 staff, £1bn revenues organisation.
 Included direct contact with Judiciary, Ombudsman and 3 DWP Ministers (Hutton, Hain, Purnell)

Previous Executive roles

IBM Corporation, Global Banking & Insurance Industry boards 1997-2005

- Solely responsible for \$500m P&L of new FS industry solutions in emerging and international markets, including IBM's 'Smart Banking' risk & compliance and integrated marketing solutions.
- With new CEO Lou Gerstner driving transformational growth from banking as his leading
 industry, I personally identified significant 'intelligent bank' and 'big data' opportunities for
 outsourced and cloud banking solutions, including new customer propositions via re-structured
 branches, inbound/outbound contact centres, personalised internet services and early mobile
 data phones. Target markets included mature (UK, US) and emerging (BRIC) economies.
- In addition to IBM internal leadership, I personally led numerous large-scale sales and transformation efforts with banking directors in firms such as HSBC, Citigroup, Bank of China etc.
- A secondary new business area I developed included Know Your Customer (KYC), Anti-Money Laundering (AML) and Basel II risk management outsourced and cloud solutions
- A significant example outsourcing win was the extension of Deutsche Bank's internal IT systems support contract (initially focused only minimising costs and maximising systems availability) to include the strategic growth of future banking profits through the introduction of new branch automation, e-business systems, management information, mobile banking access and more.

IBM Corporation, European and UK market management roles 1978-1997

- Managed global roll-out of Amex credit card authorisation and payments platform (4 years)
- Led IBM's relationship with Prudential as one of IBM's largest global insurance clients (6 years)
- Designed and launched IBM's first financial services industry and analytics solutions including a 'single customer view' and 'banking & insurance data warehouse', first EMEA then globally

Nestle UK 1976-1978

 Managed development and operation of all Nestle UK financial systems, including the supplier relationship with IBM related to Nestle, Findus and Chambourcy consumer goods.

Professional Qualifications

- Chartered Director (CDir) and Fellow Institute of Directors (FIoD)
 - Diploma in Company Direction (DiploD)
 - Certificate in Company Direction (CertIoD)
- Member, Chartered Institute for Securities and Investment CISI (MSCI)
- Executive MBA, City University (MBA)
 - o Focused on the application of customer management in financial services
- ACCA Certified Diploma in Accounting & Finance (CDipAF)
 - o Focused on audit and assurance, P&L management
- Fellow British Computer Society (FBCS), Chartered IT Professional (CITP)
 - o Focused on major systems change, outsourcing and operational risk projects
- Chartered Engineer (CEng), The Engineering Council (Successful complex IT programmes)
- Fellow Chartered Institute of Marketing (FCIM), Diploma in Marketing (DipM)
 - o Honorary President of the CIM Finance Market Group
 - o Focused on CRM and Key Account Management in Financial Services
- Fellow Institute of Digital and Direct Marketing (FIDM)
 - Member of CMOs marketing advisory council with Google, Mastercard, Ogilvy etc
 - o Focused on data analytics, digital marketing, mobile / tablets and social media

Academic & professional collaborations

- Honorary Visiting Professor, Bristol Business School (University of the West of England)
 - o Focused on executive and post-graduate practitioner development
 - Visiting Professor of 'Business Markets', covering customer management, partner management, operational risk management etc. Appointed to 2021
- Associate, Henley Business School, Banking customer management, risk & compliance
 - Supporting major FS client relationships including Bank of China, Sinosafe & HX Bank
 - o Workshop presenter on Operational risk, Crisis Management and stakeholder mgmt.
 - Host and presenter to UK visiting groups at the London Stock Exchange (LSEG)
- Freeman of the City of London, Liveryman Worshipful Company of Marketors
 - Member of the City of London Law in Marketing Group, WCoM
- Business lecturer and host to overseas companies, London Stock Exchange Group (LSEG)
 - $\circ \quad \text{Cambridge Judge Business School, Everbright Wealth, Nanyue Bank of China etc} \\$

Publications: International Business Books and Journals

- 'Key Account Management in Financial Services' (Kogan Page business book)
- 'Customer Management Scorecard managing CRM for profit' (Kogan Page business book)
- 'CRM in Financial Services' (Kogan Page business book)
- 'Successful CRM' (Kogan Page business book)
- 'Up close and personal CRM at work' (Kogan Page business book)
- 'Consumer Insight' (Kogan Page business book)
- Financial Services Forum (FSF) sponsored report on FSA Retail Distribution Review (RDR)
- 40 Financial Times reports and numerous Journal of Financial Services papers
- Editorial board member at launch for Journal of Data Protection and Privacy (JDPP) GDPR
- Long term editorial board member Journal of Financial Services Marketing (JFSM)
- Contributed to the NEDonBoard NED Audit, Risk and Remcom Chair guides for NEDs