

CHRIS MILLS

SOLICITOR

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SOLICITOR & MEDIATOR | EXECUTIVE BOARD EXPERIENCE | MANAGEMENT STRUCTURES | START-UPS

Business leader and solicitor with 30 years' experience of business in the financial services industry, covering, legal advisory, management corporate strategy, governance and regulatory matters including technology and real estate.

- **Solicitor (Practising Certificate) and Mediator** – extensive commercial contract experience in financial services, education sector, business advisor, dispute resolution strategy, mediated in a number of difference areas.
- **COO experience** - significant board experience, corporate strategy, sound judgement, negotiating skills and business acumen, significant European experience in organisational expansion, cost efficiencies, risk and emerging risks reporting. Identifies and champions best practice, very commercially focus.
- **Management experience** - Managed all aspect of the legal and compliance functions including the company secretariat, together with hiring and people development. Generated synergy across businesses, in complex stakeholder environments, drives analytical thinking to resolve business challenges to achieve positive outcomes and meet objectives.
- **Legal experience** - Commercial contracts UK and European, corporate acquisitions, insurance, property, regulatory compliance, dispute resolution, intellectual property, corporate governance and secretariat.

CURRENT SITUATION

SOLICITOR & MEDIATOR | JANUARY 2017 – TO DATE

- Providing legal services; AmexGBT (140 countries), UWL education sector, start-up business, NDA's, distribution agreements, option contacts, sport insurance, contractual advice for local development, sports consultancy agreement (football), good knowledge and experience of GDPR, employment contacts, IP Trademark strategy and regulatory advice on FCA investigation.
- Set-up a commercial mediation business, developed website (www.csm-mediation.uk), mediated, commercial, workplace, family and community disputes.
- Experience includes - commercial contract experience within financial services covering the following; UK and Europe, procurement, supplier agreements, telecoms, outsourced agreements, business continuity, regulatory agreements, insurance contacts, sponsorship contacts (football and rugby).
- Dispute Resolution – experience as advisor and client - County Court, High Court, Court of Appeal, experience of CJEU.
- LLM (Dist) Sport Law & Practice; sports contract and commercial rights, intellectual property rights, sports governance.

BOARD ADVISORY EXPERIENCE

- Sat on 41 boards in the following geographies; UK, Ireland, Sweden, Isle of Man and Guernsey:
 - Holdings, investment trusts, executive, operational, insurance, property, risk, country management.
 - Businesses operating in France, Germany, Ireland, South Africa, Sweden and the UK.

EXECUTIVE EXPERIENCE

BNP PARIBAS INTERNATIONAL FINANCIAL SERVICES UK | CHIEF OPERATING OFFICER | 2007 – OCTOBER 2016

Promoted to lead new territory leadership role across five business entities in the Group, employing 2,500 staff across, asset management, insurance, private banking, real estate and securities services. Facilitated closer collaboration through identification and sponsorship of synergies and best practices as well as leading and establishing an integrated governance structure and promotion of unified corporate strategy, underpinned by closer engagement and regular communication amongst senior management teams.

- Sat on all UK key management committees, Executive, Operational, Risk, UK Controls, HR, Data Governance, Property, Business Continuity and H&S,
- Led major property relocation programme to single site for four businesses creating significant operational efficiencies and developed closer synergies between businesses.

- Identified and rolled out best practice across the group for a range of systems and processes, including payroll, accounts payable, business continuity, client processing and procurement. Sponsored business synergies and drove collaboration on selection of suppliers, systems and services.
- Set-up the UK governance structure between the businesses, implementing risk oversight and developed the monthly management pack covering commercial, operational and regulatory risk. Established robust framework covering: roles and duties and responsibilities, standards of conduct, new hires, key policies, strategic business planning, monitoring and reporting, staff numbers.
- Lead Group cross selling opportunities, structured quarterly meetings of senior management from the five businesses, identified commercial significant opportunities across Group clients.

PINNACLE INSURANCE | CHIEF OPERATING OFFICER | 1990 - 2007

Joined a start-up insurance company with eight employees with a £1m turnover and played central role in turnover growth to more than £1bn employing over 1,000 employees. Responsibilities covered a broad remit covering all aspects of the corporate functions.

- **Chief Operating Officer, 2005 - 2007:** Promoted to Board with extensive remit covering operations, technology and administrative control of over 600 employees. Created and implemented strategies for operations, HR, IT, legal and property focused on 100% growth within five years and including analysis of outsourcing.
 - Profits more than doubled from £6.3m to £18.1m a year while growing premiums from £740m to £829m with important reduction in loss-making operations and business overheads.
 - Generated significant cost savings through negotiation of exit from loss-making contracts eliminating deficit of £2.5m in leasing business and £4m in pan-European roadside assistance scheme.
 - Appointed to take control of telemarketing call centre function and implemented programme for change and profitability. Gained FSA authorisation and substantial outsourced business growth.
- **Managing Director, Operations, 1997 - 2005:** Promoted to Director and charged with management of operational and administrative functions, including all regulatory, legal and administrative areas. In 1999 further promoted to MD with remit to deliver significant expansion of operations, profitability and value across Europe.
 - Created massive growth in premium income from £245m to £740m with PBT of £10m. Negotiated strategic acquisitions for expansion of business across pet healthcare, creditor insurance and product warranty cover.
 - Delivered further growth in premium income of £12.5m within three years and five-year projection of £85m a year through development of a Swedish business.
 - Played lead role in premises expansion project, developing space from 36,000 to 150,000 sq ft, and accommodating all support services on site.
- **Legal Counsel – Head of Compliance, 1990 - 1996:** Set up the legal and compliance functions, structuring all legal and compliance documentation, set-up and held the Company Secretarial role. Played pivotal role in vendor due diligence on sale in 1993 to Cardif S.A. a subsidiary of BNP Paribas Group and thereafter promoted and held the title of Legal Director in charge of all legal matters.
 - Responsible all legal and compliance aspects of the business. Ensured regulatory compliance for group of 35 legal entities successfully integrated into group corporate structure.
 - Oversaw legal aspect of the Nordic operation, Ireland and developed strategy, for entry in to South African market.
 - First insurance business to obtain ISO 9002 accreditation for claims handling, new business processing and sales.

EARLIER CAREER

Freeman Box: Solicitor 1989 – 1990 | EDC Lord & Co: Assistant Solicitor, 1986 – 1989

P. A. S. Mulready & Co: Articled Clerk, 1984 – 1986

QUALIFICATIONS, MEMBERSHIPS & TRAINING

Civil & Commercial Mediator accredited by ADR Group, 2016 | Practising Certificate, Solicitors Regulation Authority |
Registered CMC Mediator | Panel member of ADR-ODR International Limited

Solicitor of the Supreme Court, 1986 | Member of The Law Society | FCA Approved Person, CF1 & CF10

LLB (Hons), Middlesex University, 1983 | LLM (Dist) Sports Law & Practice, 2019

OTHER INTERESTS

Non-Executives roles: Betterway Ventures Limited | Trustee Mediation Hertfordshire Limited
Deputy Chair of the Board of Governors: Monksmead School, Borehamwood, Hertfordshire

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TRANSACTIONAL EXPERIENCE

COMMERCIAL CONTRACTS

Commercial contracts in general and financial services

- Procurement contracts | telecoms (Vodafone) | payroll (ADP 6,000 staff) | business continuity (value £55k to £10m)
- Insurance mediation Agreements | Agency Agreements (value £500k to £100m plus)
- Insurance policies | life & general | warranty | gap (all contract values in significant millions)
- Service contracts (non-insurance) | mostly off-shore | IOM | Guernsey
- Corporate sponsorship contracts | Saracens Rugby | Notting Forest football (value £100k to £2m)
- Sports legal advisory agreements
- Third party outsourced agreements
- Pan-European roadside assistance programme (annual value £20m 3 year contract)
- Employment contracts | NDAs

COMMERCIAL TRANSACTIONS

- Start-ups | insurance | IP Know-how protect business | mediation
- Acquisitions | call centre | insurance (value £500k)
- Corporate off-shore structures | IOM service companies
- BNPP acquisition of Fortis Group in the UK | asset management division (BNPAM asset under management £14.2bn)
- Experience includes - commercial contract experience within financial services which covers the following; UK and Europe, procurement, supplier agreements, telecoms, business continuity, regulatory agreement, insurance contracts, sponsorship contacts (football and rugby).
- Dispute Resolution – experience as advisor and client - County Court, High Court, Court of Appeal, experience of CJEU.

LEGAL AND COMPLIANCE REGULATION

- Set-up and managed legal and Compliance areas (FCA Approved person CF10)
- Regulatory interface between company and regulator, including presenting corporate strategy
- RDR | KYC audits (private banking)
- Business risk management and impact analysis
- Regulatory responsibility | corporate governance
- Working knowledge of GDPR
- Directors duties | responsibilities | sat on 41 boards

PROPERTY

- Residential | Commercial | Landlord & Tenant | tenancy agreement (early transaction experience)
- Acquired three office blocks | 150,000sqf (total value £11m)
- Managed relocation strategy and disposal of five offices | relocation of businesses to one office building (annualised saving £3.5m)
- Fit-out of major development King's Cross 350,000sqf (project responsibility £25m), staff relocation 2,500
- Responsibility for a number of businesses (asset management, private banking, securities services) exist from King's Cross programme (businesses shared in £7.5m benefit)

IP RIGHTS

- Good working knowledge of the following;
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