



- Managed/led the annual compensation reviews for approx. half of the Bank's Global Retail population (13 distinct countries when ING was at peak expansion, each with their own unique challenges, cultures, and approaches to compensation)
- Advised on the compensation implications of withdrawal and/or transition from Retail countries/regions to other markets (individual severance calculations/rationales as well as updating country's redundancy policies)
- Acted as the lead Group Reward partner for ING's Challengers and Growth Markets division (covering approx. 22k headcount and making up approx. one third of the Bank's global headcount, arranged across all grades up to Global Board level)
- Supported key remuneration reporting requirements/responses for global and country regulators including ECB, NL DNB, UK FCA/PRA, US Federal Reserve
- Supported key internal remuneration reporting at ING including submissions for Finance, Compliance, Risk and Audit – including preparation of figures for the Bank's published annual report and accounts.
- Partnered with HRBPs, Senior leaders and Chief(s) of Staff, to advise on remuneration issues in their business lines and develop communications for individuals/impacted groups.

**Accomplishments:**

- Created or consulted on all globally implemented remuneration policies at ING
- Created and implemented an original funding model/process for the Board to estimate target VR where no official targets have been communicated
- Created and implemented an original modular VR funding and allocation model used by the Group Board to determine global VR pools
- Received multiple awards for personal contributions to team goals, and for supporting/upskilling local country teams.

**Emergent Dynamic Ltd, London, UK**

**June 2018 – May 2019**

**Owner/Reward and RemCo Consultant**

**Responsibilities:**

Providing expert advice and supporting businesses in hands-on roles including (but not limited to):

- RemCo advice/internal support producing RemCo materials
- Functional Reward Strategy
- Policy, Governance, and Communications
- Pay management and Cash compensation
- Benefits and equities/share plan management
- HR Project management
- Internal and external stakeholder and relationship management
- Process improvement, risk management and regulatory compliance
- People Management (as necessary)
- Day to day management and administration associated with running a consulting company
- Expanding personal network, establishing long-term relationships with recruitment agencies, and independently finding new clients.

**Accomplishments:**

- Successfully supported client businesses across a diverse range of sectors and populations (Luxury goods, Entertainment/Theme Parks, Banking) backfilling roles for permanent staff and/or supporting delivery of annual pay review and special HR projects.

**Santander UK, London, UK**

**October 2016 – June 2018**

**Executive Reward Manager**

**Responsibilities:**

- Supported HR on all aspects of Remuneration, Reward Governance, and Job Evaluation and Pricing.
- Supported the Head of Executive Reward and the UK Reward Director on RemCo papers and major reward projects.

- Managed/Led the annual compensation review and the implementation of pay and bonus for Santander UK's Investment and Commercial Banking arms.
- UK Material Risk Taker (MRT) identification and documentation for UK regulatory submissions (and comms to individuals).
- UK Identified Staff (IS) identification and documentation for EU regulatory submissions (and comms to individuals).
- Prepared UK Pillar III materials for publication on the company website and support for the Groupo Santander Pillar III submission
- Developed/Maintained a data warehouse for all executive data to aid in administration of all compensation related activities (comp reviews, bonus deferral records for use in future payroll/purchase of shares, budget control for buyouts, etc.).
- Coordinated compensation and benefits survey activities with HR teams to ensure the quality of submissions and managing the processes required to support salary survey activities.
- Completed ad-hoc analysis as required to support on individual remuneration and business decisions and engaged with senior business leaders to advise on the outcomes.
- Mentored/ Daily management of the 10 x 2016 and 5 x 2017 UK graduate cohort in HR and day-to-day management of interns in HR.
- Ad hoc project management and relationship maintenance with third-party suppliers.

**Accomplishments:**

- Contributed to the implementation of key Reward projects including the integration of LTIP with annual bonus for UK executives, identification and segmentation of key executives based on talent and overall contribution, and establishing a new consolidated data source for all Executive Reward MI.
- Authored the Santander UK Policy on buyouts and established a new way to track and process buyouts and conditional incentive agreements within the UK (incorporating a mix of cash and shares for the first time).
- Established a new online total reward statement for Executives in the UK (managed all aspects from in-house data sourcing, to page layouts/ corporate branding, and ensuring regular ongoing webcode updates via a 3<sup>rd</sup> party supplier.
- All of the graduates in the 2016 and 2017 cohorts found positions within Santander at the end of their scheme (usual annual placement rate is below 70%).

**Barclays, London, UK**

**November 2014 – October 2016**

**Reward Business Partner**

**Responsibilities:**

- Supported HR on all aspects of Remuneration, Reward Governance and Job Evaluation.
- Maintained the relationship and information flow between the Head Office Reward team based in London and the Regional Reward teams around the world.
- Prepared materials to support engagement with senior managers within the business.
- Supported the annual compensation review and the implementation of pay and bonus for all core functions (HR, Legal, Compliance, Risk, Finance, etc.), approx. 13,000 people around the world.
- Supported a review of the remuneration structures across Barclays to comply with global standards and governance (including the guidance published by the PRA/FCA in the UK, the EBA in Europe and the FSB/Federal Reserve System in the US).
- Acted as the first point of contact for HR and senior managers around the world on all remuneration related to recruitment and retention within Finance and HR.
- Coordinated compensation and benefits survey activities with HR teams to ensure the quality of submissions and managed the processes required to support salary survey activities.
- Completion of ad-hoc analysis as required to support on individual remuneration and business decisions and engaged with senior business leaders to advise on the outcomes.

**Accomplishments:**

- Contributed to the implementation of key Reward projects, including the introduction of Role Based Pay.
- Created a new way to track and process buyouts and conditional incentive agreements for all core functions.

**Reward Manager*****Responsibilities:***

- Supported the build of the new HR function on the build-up to separation from LBG and beyond with ad-hoc analyses including work on the proposed grading structure within the new bank, remuneration levels by grade/role, and offering support to the Head of Reward, Board, and RemCo as required.
- Supported the Head of Reward on compensation and reward governance
- Drafted the first DRR for TSB based on the latest regulatory requirements on structure and content.
- Supported preparation of RemCo papers/presentations including drafting papers, proofreading, and challenging content.
- Ensured reward principles on pay and bonus at group and executive levels were compliant with current legislation and industry codes of practice (including BBA recommendations, EC Requirements, and PRA/FCA guidance).
- Maintained the relationship between the Reward teams in LBG and TSB to ensure parity between the staff experiences in the two banks.
- Ensured consistency in delivery and governance of variable reward programmes (incentive bonus schemes and annual schemes).
- Acted as a specialist champion for Reward within HR and established/maintained Reward's credibility and position as a 'trusted advisor' to HR and the wider business.
- Ran the full end-to-end annual pay and bonus process for the bank (identifying requirements, creating spreadsheet tools to collect award recommendations, writing comms and instructions for end users, writing processes to support pay and bonus delivery, maintaining the relationships with external payrolls, and matrix managing a HR team to ensure everything was completed within deadlines).
- Acted as a reward generalist within a small reward team, contributing where necessary to Reward projects in HR. (General responsibilities and accountabilities were in line with my previous two roles in LBG but moving from a team of 40+ to a team of 6 meant assuming roles that weren't strictly within my regular accountability.)

***Accomplishments:***

- Contributed to the set-up of the HR team in TSB and it's successful split from LBG to form a stand-alone bank.
- Acted as senior lead on the new bank's pay and bonus implementation at all grades/levels (circa 8,500 staff) including deferral arrangements and initiation of new share plans.
- Acted as liason between TSB and LBG on Reward issues/conflicts (mainly related to pay and bonus and the support of the TSB and LBG RemCo's).
- Drafted the annual bonus policy for TSB.

**Reward Consultant (Executive)*****Responsibilities:***

- Engaged stakeholders in Executive reward processes to promote completion of specialist projects and other reward activities to demanding deadlines.
- Kept abreast of regulatory changes and highlighted them to colleagues where appropriate.
- Ensured compliance with Government (and other regulatory agencies) policies and protocols.
- Prepared regulatory submissions and responded to data requests from the Unions, FCA/PRA, UKFI and RemCo.
- Maintained the confidentiality of all Executive data at all times in a manner consistent with Group policies and practiced discretion when handling sensitive personal and corporate information.
- Maintained a deep understanding the Executive reward structure with a focus on the preparation and implementation of the annual pay and bonus cycle.
- Implemented the annual Pay and Bonus review for the Executive population (collated the annual pay, bonus and LTIP recommendations, provided insightful MI on budgets and spend in a clear way – suitable for presentation to board and CEO level).
- Calculated bonus deferrals (cash and share awards) for all Executives and prepared payment schedules for the payrolls (UK, offshore, and international) and shares teams.

- Maintained a deep understanding of the risks associated with HR and Reward processes and acted to mitigate them as appropriate.
- Collated and maintained accurate information on the Executive population in a format suitable for deriving a suite of useful MI for internal use/ year end reporting.
- Provided ad hoc analyses to provide insight and 'colour' on Reward planning and activities.
- Provided ad hoc and regular ongoing support to Reward colleagues and the wider HR community to a high standard.
- Provided a high level of HR service to the Executive community and their stakeholders.
- Provided accurate and timely information for internal benchmarking exercises and external salary surveys.

***Accomplishments:***

- Established and maintained an extensive range of internal and external contacts via proficient networking and seizing opportunities.
- Compiled the Executive submissions to external salary surveys on behalf of the business.
- Compiled the data for significant parts of the Group's Remuneration Policy Statement in compliance with the FCA/PRA's Remuneration Code (including the Remuneration Benchmarking Information Report and the High Earners Report).
- Compiled significant data for use in the Group's Pillar 3 Disclosure and Directors Remuneration Report.
- Completed the reporting on Pay and Bonus 2011-2012 and 2012-2013 to a notably high standard.
- Implemented the Executive Pay and Bonus recommendation process for 2012-2013 with a high degree of accuracy.

**Reward Analyst (Groupwide)**

**2009 – 2011**

***Responsibilities:***

- Built and maintained knowledge of all bonus schemes within the company (approx 100 schemes)
- Ensured compliance of total reward practices with all local policies and procedures.
- Ensured total reward practices remained competitive in the market by constant evaluation, building a business case for change where required.
- Participated in compensation and benefits surveys conducted by third parties and worked with consultants to facilitate custom surveys on behalf of the company's businesses.
- Conducted periodic analysis for compensation and benefits programmes/policies, such as salary ranges and salary increase budgets and contributed towards recommendations
- Supported the annual salary review, provided upskilling and advised managers in accordance with company procedures and timelines.
- Compiled appropriate statistics relating to total reward of employees as required.
- Worked directly with compensation and benefits aspects of the Lloyds/HBOS merger.
- Advised on implementation of new grading structures and compensation of new positions
- Responded to line manager's total reward-related questions/issues
- Provided similar support to members of the HR team e.g. Resourcing
- Participated in formal and informal management training related to reward and recognition.
- Maintained knowledge of group/divisional strategic objectives and organizational structures.

***Accomplishments:***

- Received departmental 'Most significant contribution to the team' award 2009.
- Created standard model used to calculate salary increases across the business based on multiple inputs/scenarios.
- Created standard costing model for bonus 2009 paid 2010.
- Designed and implemented control procedures to prevent/mitigate data risks for implementation of annual salary review 2010.

**Senior MI Analyst (Insurance and Investment Division)**

**2007 – 2009**

***Responsibilities:***

- Generated, analyzed and presented people/HR information for key operational and business activities.
- Identified information needs and provided senior management with a visible means to monitor and control people issues.

- Established and developed best practices in the presentation and delivery of management information
- Fostered working relationships within and across departments/divisions – and with external agencies (FSA, Treasury, UKFI, Local government)
- Worked across the organization to identify the most pertinent sources of information and to monitor the integrity of that information.
- Generated and maintained a central resource of key HR and personnel data (data warehouse) – used for consistent and auditable historical data.
- Additional ad-hoc work as required by the business.

***Accomplishments:***

- Designed entirely new key performance indicators pack for senior management covering absence, attrition, overpaid leavers, and new starter inductions – previously no consistency of reporting across the division.
- Contributed heavily towards introduction of consistent recruitment MI across the division.
- Acted as team leader and main point of contact for all ad-hoc/scheduled MI within the division while distance managed from Bristol (role was based in Leeds).
- Was a member of task force on standardizing MI data definitions and standards across the Group.

**HR Generalist (Insurance and Investment Division)**

**2005 – 2007\***

***Responsibilities:***

- Developed and implemented HR plans and procedures for all company personnel.
- Coached and counseled management and employees regarding employee relation issues, policy, procedures, benefits and programs.
- Conducted new personnel orientation.
- Maintained HR information system records and compiled reports.
- Maintained and coordinated employee recognition programs, employee activities and fund raising activities.
- Ensured compliance with government employment regulations.

***Accomplishments:***

- Involved in the creation and implementation of divisional policy on age discrimination regulations – led the impact analysis for the effect of new legislation on current contracts within the General Insurance and Financial Services areas of the business.
- Worked as the lead administrator for contract changes within the division.
- Was heavily involved in the testing and implementation of a new HR Self Service system – ensuring consistency of data within the organization. Responsibilities included data migration to a single platform, user acceptance testing of online systems, input on training materials, and stakeholder management to ensure a smooth transition to BAU activity.

**ADDITIONAL INFORMATION**

- **Gender: Male**
- **Marital Status: Single**
- **Availability to travel: Global**
- **References will be provided on request.**