

CURRICULUM VITAE: GARY MORLEY

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Summary:

My career within the financial services sector has spanned over 30 years, during which time I have gained an in-depth working knowledge of the financial services sector in NED, employed roles and as an independent regulatory consultant.

In terms of work, I have been involved in a variety of regulatory projects, for example:

- Regulatory 166 (Skilled Person) investigations;
- Mock/actual regulatory supervisory visits;
- Data Protection, including General Data Protection Regulation gap analysis;
- Corporate governance reviews;
- Regulated Business Strategy;
- Information Technology (IT) due diligence reviews;
- Due diligence reviews of External Third Party Providers;
- Board & Sub Committee skills and competency gap analysis;
- Compliance systems & controls gap analysis;
- Review of cyber security controls;
- Design and implementation of risk management framework;
- Design and implementation of retail product & conduct governance framework;
- Past business reviews, including COBS, complaint and Approved Persons rectification projects;
- Transfers of Engagements;
- Solvency II; and
- Change to Directive Status.

I retired at the end of December 2020 from my role as Compliance & Risk Officer (FCA Controlled Function 10 & 11), Company Secretary for a large Mutual based in the North West of England, and sat on the Society's Audit, Risk & Compliance Committee in an advisory capacity and held a role on the Governance Committee.

Additionally, I was a member of the Association of Financial Mutuals (AFM) Regulation & Governance Committee, the trade body that represents Mutual Insurers, Friendly Societies and other financial mutuals and cooperatives across the UK.

I have held a Non-Executive Director position with a Friendly Society, where I held the roles of Chairman of the Audit, Compliance & Risk Committee and Deputy Chairman and held roles on a University Audit Committee and Multi Academy School Trust Board.

PROFESSIONAL QUALIFICATIONS

FPC 1, 2, 3

H15 Supervision & Management

IPD Certificate in Training Practise

CII Mortgage Qualifications

CII Regulated Customer Care

PRINCE2(TM) - Foundation and Practitioner Project Management Certification

Institute of Directors: the Role of Non-Executive Director

CAREER HISTORY

March 2007 to December 2020: Independent Order of Oddfellows Manchester Unity Friendly Society

Key Responsibilities

- Company Secretary; legal, regulatory, risk management, governance and training & development and Data Protection.
- To lead and direct the development of the Society's compliance and risk strategy to ensure it meets its statutory and regulatory obligations.
- Oversight of the Society's ORSA, SFCR and RSR processes.
- To provide knowledge, skills and interventions to influence, challenge and support the achievement of the Society's strategy and business objectives.
- To create and maintain a compliance and risk management environment within the Society in which the Main Board and Sub Board/Committees, management and staff operate in a manner which complies with applicable statutory and regulatory obligations.
- Collaborate with other business functions (e.g. Insurance, Internal & External Audit, Human Resources and IT) to direct compliance and risk issues to appropriate channels for investigation and resolution.
- Monitor, and as necessary, coordinate compliance and risk activities of other business functions to remain abreast of the status of all compliance and risk activities and to identify trends and/or regulatory risks.
- Provision of regular reports to keep the Society's Executive Team, Main Board and Sub Board/Committees informed of the operation and progress of compliance and risk management strategy and plans.
- Work in partnership with other business functions as appropriate to develop an effective compliance and risk management training and development program, including appropriate introduction and ongoing training for Senior Managers & Certification Regime holders and Insurance staff.
- Submission of regulatory conduct returns and Senior Management & Certification Regime applications.
- Liaison with the Society's regulators to ensure the Society operates an open communication strategy.
- Maintenance of appropriate records to meet Statutory and regulatory requirements.

Examples of Projects Undertaken:

- Review and rectification of the Society's regulatory compliance processes and procedures.
- Review and rectification of the Society's Approved Persons systems & controls.
- Systems & controls review of the Society's affiliated Credit Union.
- Design & implementation of regulatory systems & controls.
- Design and implementation of Retail Product & Conduct Governance Framework.
- Design and implementation of Approved Persons Fitness & Propriety Framework.
- Review of the Society's corporate governance model, compliance & risk management framework and implementation of Management Information (MI) systems.
- Information Technology (IT) due diligence reviews.
- General Data Protection Regulation gap analysis.
- Due diligence reviews of External Third Party Providers.
- Project Management of three Friendly Society transfers of engagements.
- Project Management of Regulatory Treating Customers Fairly, ARROW and Thematic Visits.
- Member of Solvency II Implementation Program Team.
- Member of the Society's Directive Status Program Team.

June 2004 – March 2007: The Consulting Consortium Consultant

Projects Undertaken:

- Quality assurance monitoring and training for a wide range of regulated products.
- Process re-engineering for business review unit to implement time and cost saving efficiencies.
- Outsourcing Training & Quality Assurance Overview – design, implement, and facilitate delivery.
- Quality Assurance of Endowments Complaints.
- Regulatory Complaints Procedures – design and oversight.
- Endowment Redress Methodology Procedures – design.
- Endowment Data Collation Procedures – design.
- Ad hoc Regulatory consultancy support to on DISP, SYSC and other FSA related matters.
- Compliance monitoring and risk management covering COB, ICOB and MCOB.
- Ad hoc strategic & operational consultancy support.

July 1999 to June 2004: Formed, B2B Compliance Ltd offering regulatory consultancy services to the Financial Services sector.

Projects undertaken:

Bradford & Bingley

- Day-to-Day Management of Investment Complaints Quality Assurance Team.
- Quality Assurance of Endowment & Investment Complaint Investigations.
- Design & Production of Quality Assurance Complaint Procedures.
- Oversight of Historical Complaint Review Project including production of Terms of Reference.
- Review & Rectification of historical Compliance Investigations including redress analysis.
- Review and design of Compliance Investigations Procedures.
- Review and design of Complaints Handling Procedures.
- Providing regulatory rulebook interpretation to Bradford & Bingley Compliance Senior Management and staff.
- Surrender Monitoring.

DBS Financial Management PLC

- Post N2 Review of COBS.

National Farmers Union

- Business Review Project – Member of review team; undertaking a focused review in relation to Stakeholder Pensions.

Misys IFA Network

- Historical Business Review project following PIV.
- Design & production of procedures / processes, including identification of key risks for individual members and advisers.
- Also a member of the review team.

Royal London

- File recruitment rectification project following a PIA monitoring visit, to verify that the sales force are “fit & proper” from a recruitment perspective (PIA rule 2.1.1).

United Friendly / Royal London

- Integration of United Friendly & Royal London collections functions.
- Risk Analysis/health checks of Business Review processes & procedures.
- Member of compliance project team - electronic point of sale.
- Member of compliance project team - ABI endowment review.
- Approval of financial promotions.
- Restructure of United Friendly Sale Force, providing compliance guidance to Senior Sales Management. and Compliance approval of new sales processes including risk assessment, and approval of training material and sales aids.
- Conducted compliance risk analysis of Head Office and Branch office functions/procedures on behalf of the Compliance Officer.
- Project leader for implementing complaints awareness training to United Friendly staff.
- Compliance liaison to Premium Operations function providing compliance advice, reviewing related documentation with regards restructure of United Friendly premium operations and identification of potentially risks (Industrial Branch).
- Member of compliance project team setting up Call Management Centre, including compliance approval of training material, telephone-scripts and endowment mortgage review mailings.

¹ TESTIMONIALS

David Young, Director of Compliance, Bradford & Bingley plc (colleague)

"Gary worked for me at United Assurance and at Bradford & Bingley, and at a later date I provided consultancy services at a firm at which Gary served as Compliance Officer. I find Gary is highly competent, knowledgeable and dedicated. His easy going manner enables him to establish and maintain strong working relationships and his goal orientated working style gets the job done."

Mal Taylor, Team Leader, NFU Mutual (colleague)

"Gary's professional approach to the compliance role shines through in everything he touches. Although this work experience was a number of years ago, my thoughts have not changed as we have since worked together on a number of projects. My recommendation of Gary and the benefits he brings to a project is based on absolute confidence of demonstrable ability."

Sarah El Madawi, Owner, Sabian Gold Ltd (colleague)

"I worked alongside Gary at Bradford and Bingley where I found him to be ethical, work oriented and dedicated to successful outcomes. His compliance knowledge is second to none. He is great to work with, is an ultimate professional and is totally focused. I would be proud to work with him again as I know he would be an asset to any team. He is as happy leading from the front as he is as a team player. I would confidently have him represent my company and I know he is held in high esteem by all clients that he has worked with."

Rhonda Cooke QFA Cert PFS, Director, Compliance Options Limited (colleague)

"A compliance professional who expects and demonstrates high standards of integrity. A pleasure to work alongside."

John Hayes, Owner, Caldwell Hayes Consultancy Ltd (colleague)

"I've had the pleasure of working with Gary on various projects and employed roles over the last 15 years. A true FS professional with wide-ranging regulatory knowledge and experience, coupled with a strong work ethic, has made it easy for me to endorse him and his work. I would gladly work with Gary again if the situation arose and have no hesitation in providing a recommendation."

¹ Source LinkedIn profile.

Rezwan Malik, *Consultant, Self-employed (colleague)*

"I first met Gary in 2003 when we worked together at Bradford & Bingley on different projects. Since then I have worked with him more closely and have always been impressed by his knowledge and experience of compliance- related matters, his consistently methodical and fastidious approach, and his drive to ensure his client/firm's regulatory interests are addressed effectively and comprehensively. Gary is a highly competent compliance professional and I have no hesitation in recommending him."

Jon Sinclair, *Operations Manager, The Consulting Consortium (colleague)*

"Gary has always been a conscientious and diligent worker - his attention to detail is second to none and his ability to build relationships with clients and suppliers is excellent. I would recommend him for any senior role within any organisation."