

LEE SCHOPP CDir, ACA,

Bedfordshire

Mobile: 07881 518235 / E-mail: schopp@ntlworld.com

PROFILE

A highly qualified and professional CEO/CFO/COO and NED, displaying a solid track record of success gained in Financial Services, Engineering Services Outsourcing and Information Technology Solutions. A proven Non Executive and Senior Independent Director as well as an Executive Board member for 10 years with a background gained in Finance, Investments, Risk, Operations and IT and having held approved functions throughout that time. An engaging and pragmatic leader, with a proven track record working in mutual financial services firms from both a retail and underwriting perspective, as well as complex, multi-site and multi-cultural organisations. A proven leader, commercially focused and strategically minded, committed to adding significant value.

KEY ACHIEVEMENTS

- Grew British Friendly from an almost dormant company into the 5th largest writer of income protection insurance in the UK (from almost zero to 750 new policies per month) without changing the core culture of putting members first and working with underserved sectors of society. Modernised all aspects of the firm including the Board, finance and risk functions.
- Developed concept of Mutual Benefits, this is now a sector leading and envied way of bring a modern mutual to life. Grew membership base from 13,000 to 30,000.
- As interim CEO of MetFriendly, introduced room to think by removing non-core activities from Leadership team allowing a new , innovative strategy to be developed within a very short time.
- Negotiated and managed transformational commercial contracts including £16M JLR contract at Tata and IT transformation contract at BFS.
- Key part of management team that grew INCAT into a global engineering company, floating on AIM and then integrating into the TATA group, personally led UK turnover growth from £5M to £15M.
- Awarded IOD New Chartered Director of the year 2015
- Founder of successful micro-brewery setting up and leading a consortium of 20 investors.

KEY SKILLS

- | | | |
|--------------------------|---------------------------|--------------|
| • Board governance | • Strategically minded | • Pragmatism |
| • Investment Management | • Commercially focused | • Tenacious |
| • Change Management | • Relationship management | • Flexible |
| • Stakeholder engagement | • Results orientated | • Loyal |
| • Financial acumen | • Leadership | • Humble |

CAREER HISTORY

Aug 2016 to current **Metropolitan Police Friendly Society**

Senior Independent Director

Chair of Audit and Compliance Committee

Member of Risk and Investment Committee

I have worked extensively as part of the Board of MPFS to ensure the Society has a credible strategy which included bringing in a whole new management team including CEO and diversifying the product range. This also included a fresh new way of thinking for investment management and more rigorous controls being brought in. MPFS are an investment and savings mutual with assets in excess of £250M and a turnover of c. £40M

July 2020 to current **OAC plc**

Chairman

Member of remuneration committee

Appointed as the first independent NED and more recently as chairman, as part of a new Board for OAC, an actuarial, software and professional services consultancy and now asked to be chair. My key role is leading the development of a new vision and strategy and leading a review of culture.

October 2020 to current FD Centre Principal and Independent Consultant

Part Time Finance Director to SME's

I work as a consultant and part time FD, mentoring SME's and helping the owners achieve their goals. I currently work for 2 local firms and both are seeing significant growth and benefits from my involvement. The first of these is a full service property management firm where I am working with the owners on a route for them to exit the firm, the second is a complex building maintenance firm where I am advising as they grow from £1 to £5M turnover.

December 2020 to May 2021

Metropolitan Police Friendly Society

Interim CEO

Interim CEO for MetFriendly following a resignation. I was asked to take this role at short notice given my experience both of being a CEO and of the Society so that an orderly transition could take place. Now a permanent replacement has been found I will return to my role as SID and Chair of the A&C committee in June 2021.

Aug 2010 to May 2020 British Friendly Society

Executive Director – November 2019 – May 2020

Interim CEO – November 2018 to October 2019

Following the sudden departure of the CEO, I ensured seamless transition to role with minimum impact to the business. By introducing a more collegiate style of working I have freed up senior leaders to excel in their roles and we have seen record levels of new business in 2019.

- Set up major IT restructure, reducing risk by decommissioning legacy systems and ensuring Society fit for the future
- Increased rate of growth by allowing senior team to excel by giving guidance not instruction
- Set up project to diversify away from core product line
- Looking after the welfare of the staff, ensuring adequate resourcing and training across the business and listening to staff needs and introducing enhancements to benefits.
- Establishment of the next 3-year strategy including further growth and new product launches.

Finance Director / Chief Operating Officer – August 2010 to November 2018

Recruited into the Society as an Executive Board member as part of a turn-around strategy following many years of declining membership.

- Worked with the CEO on strategy, challenging as appropriate and ensuring chosen strategies were commercially viable, fit within Society's capital constraints and in members' interests.
- Setting and instilling culture and values throughout the organization.
- Led team to develop new customer journey putting members at the heart of it rather than focused on sales.
- Developing detailed business and resource plans and budgets.
- Investment Management, (total assets £100M).
- Held executive responsibility for all departments at various times.
- Project lead for Solvency II implementation.

Key Achievements:

- Key part of team who turned a failing mutual into one which is growing at 20% per annum and is leading the market in developing the concept of a Modern Mutual.
- Developed and implemented turnaround strategy and business plan in conjunction with CEO which was delivered within timescales.
- Instrumental in the next stage of the Society's evolution which included substantial strengthening of resources so that major growth phase can now begin.
- Thought leader in aligning generation of capital with how it is distributed in a mutual organization.
- Ensured all new product launches brought in on budget and time inc. major IT implementations and fundamental redesign of distribution model.
- Brought significant financial and operational expertise to the Board.
- Actively steered the Board into looking at strategic issues and instrumental in establishing sub committees and deep dive processes for non-execs.
- Established appropriate controls and procedures within Society after many years of neglect.

May to Aug 2010 **BT**
Interim Finance Director (N3 Program)

Interim FD BT N3 program. Contract with annual value > £100M required director level interim to oversee significant financial accounting transformation whilst they recruited long term internal replacement.

1999 to 2009 **Tata Technologies (formally INCAT)**

A Global leader in Software Engineering Services Outsourcing (ESO) and Information Technology Solutions to the global manufacturing industry (mainly Auto & Aero). T/o £250million 4,000 employees.

European Chief Operating Officer – August to October 2009

Promoted to role with responsibility for Human Resources, Finance, Administration and ICT for Tata Technologies across Europe and driving business units to maximum profitability.

European Finance Director – December 2007 to August 2009

Promoted to manage European Finance Department, with continued responsibility for UK Operations/P&L.

- Overall responsibility for all financial reporting (both statutory and internal), forecasting, governance and compliance, quality management and company secretarial issues within European organisation of £60M turnover and 450 employees.
- Responsible for team of 25: mentored and lead the day-to-day running of UK Operations and European Finance, HR and ICT Divisions.
- Overall responsibility for all Treasury issues including negotiating facilities, ensuring compliance with covenants and determining how and when financing was required.
- Lead negotiator for all major bids and contracts in Europe.

Key achievements:

- Wrote and negotiated contract with Jaguar Land Rover worth in excess of £16 million
- Designed and deployed "Project 1E" across Europe this consolidated 5 European companies into single business. Implemented information system strategy leading to major changes to the finance systems, significantly improving overall decision-making process and speed and quality of information produced.
- Pioneered the use of "offshore services" within all back-office functions in Europe. This model then acted as the blueprint for the rest of the Group.
- Project managed implementation of SAP across Finance in Europe.
- At all times ensured that all costs were kept to a minimum in very difficult trading conditions. I also ensured this mentality permeated through all layers of the company.

UK Head of Operations – 2006 to December 2007

Responsible for UK operations with P&L of £15million, 15 direct reports and 120 indirect across the UK.

- Led successful integration of INCAT in TATA Group post acquisition in 2005 against continued growth of business.
- Grew company from £5M to £15M turnover.
- Controlled financial operations and implemented structural change. Enhanced internal quality systems and customer complaint procedures.
- Reduced staff turnover, instigated and drove shift in cultural change and commercial approach.
- Developed procedures, recruited team including new Financial Controller, established policies and set up UK reporting framework.

UK Director of Finance – December 2004 to 2006

Led the Finance department and all financial aspects of the UK business.

- Maintained up to date forecast on the UK business, and a five-year plan, and communicated this regularly with all stakeholders of the business.
- Initiated and implemented major cost cutting exercise in the UK business – saving over £500k per annum.
- Identified and successfully acquired 2 competitors and led integration of them into the company.
- Reduced management team by 50% and workforce from 104 to 50 returning company to profit following poor trading.
- Acted as technical advisor to CFO during Group floatation on AIM and performed due diligence

Group Accountant – 2002 to 2004

In charge of consolidations of INCAT Group (7 countries) for the FD who reported to the board, UK T/o of £10million and globally £60million.

Financial Controller – 2001 to 2002

Reporting to FD, developed systems and processes within department and company, achieved ISO 9001 accreditation for company by writing complete quality system and application.

Company Accountant – 1999 to 2002

Company accountant, then gained promotion to single role previously filled by 2 Finance Managers, resulting in cost saving of £100,000 for small department.

1994 to 1999 PWC, Milton Keynes (1996 to 1998 Barbados) Audit manager

Dealt with clients in reinsurance, financial service, and hotels and leisure whose turnover reached £500m.

1992 to 1994 Pannell Kerr Forster Auditor

Standard auditor. ACA. Local firm based in Luton working with sole traders and larger clients

TECHNICAL QUALIFICATIONS

- Chartered Accountant
- Chartered Director (syllabus contains specific courses on role of NEDs, Developing Board Performance, Strategic Direction and Leadership). This included attending courses, formal exams and a peer interview.
- Awarded IOD Prize for 2015 New Chartered Director of the Year

EDUCATION

- Chartered Director first time passes 2014
- ACA first time passes 1995
- Bsc (Hons) Mathematics 2:2: Southampton University 1992
- 4 A Levels, 11 O Levels

ADDITIONAL INFORMATION

- Was School Governor for 6 years including Chair of Finance committee and Policy Review committee within school which received 2 outstanding Ofsted inspections in that time.

INTERESTS/OTHER PURSUITS

Founder of successful microbrewery, Keen footballer, Ambitious traveler, Self-built family home, Fluent in conversational German, still keen interest in scouts having run a scout troop in the past