

A **Commercial Lawyer** and **General Counsel** with significant international business experience gained whilst working for a multi-national company with responsibility across 37 countries.

- Experienced Executive Leader and Non-Executive Director
- Tenacious and assertive leader, confident and articulate communicator
- Strategic Thinker, tactical Implementer
- Relationship and Community Builder
- People, Process, and Matter Manager
- Pan-European Turnaround and Change Management leadership experience in complex \$billion multi-national
- Professional and Personal Development Coach and Trainer

## CAREER SUMMARY:

**May 2014 – Present**

**Saffron Solicitors**

*CEO*

**Oct '94 – Mar '15**

**NCH Group**

Nov '12 – Mar '15

*General Counsel, Legal and Compliance - EMEA*

*Company Secretary*

May '11 - Nov '12

*Vice President, Corporate Affairs and General Counsel*

Feb '07 -April '11

*Vice President, and Regional General Counsel – EMEA,*

*Company Secretary*

June '05 - Jan '07

*Vice President, Middle East & Africa*

July '04 - June '05

*Vice President, and General Counsel, Europe*

Oct '94 - July '04

*European Legal Counsel*

**Jan '90 - Oct '94**

**Howell & Co, Solicitors**

April '92 - Oct '94

*Partner*

Jan '90 - Jan '92

*Trainee Solicitor*

**May 2014 – Present**

**Saffron Solicitors**

Saffron Solicitors is a small, private Law Firm operating out of Birmingham, with a national and international client-base, purchased with the intention of it operating as an Alternative Business Structure as part of a long-term strategy of “Cost-Centre to Profit Centre”.

As **CEO** of Saffron Solicitors, my role is to:

- agree the Vision, the Mission, the strategic direction and Practice character
- oversee the quality and financial performance and drive both for excellence
- oversee the execution and delivery of agreed strategies and tactics
- support the functionaries in the performance of their roles to the standards they set and their drive for growth
- challenge the functionaries on delivery and excellence
- shape the appropriate governance arrangements and practices
- support the functionaries with experience and innovation

- focus on the long-term sustainability of Saffron Solicitors

Significant Success in 2015:

- Increased Fee-Income;
- Won two Awards;
- Improved Quality of Output;
- Relocated Office to better working environment and reduce establishment costs by 30%.

**Oct '94 – Mar '15**

**NCH Group**

NCH Europe has a presence in 25 countries with a network of over 2,000 sales staff and is one of the largest business divisions of NCH Corporation; a US based multinational company, a \$1.2bn company. NCH specialises in providing water, energy and maintenance solutions.

Nov '12 – Mar '15

***General Counsel, Legal and Compliance - EMEA  
Company Secretary***

**Key Responsibilities & Achievements:**

- Overhauling the Compliance culture of the \$200,000,000 European business, including training of 2,000 Associates in compliance with The Bribery Act, The FCPA, Equality and Diversity, Code of Conduct, etc.
- Re-shaping the provision of Legal Services to the European organisation in line with the dramatic changes in business strategy – from Sales to Services, Direct Sale to Distribution and Contractor based model and Patented innovative product pipeline
- Implementing the closure plans of the manufacturing, warehousing and Office facilities in France, Germany, Italy, Romania, Spain, U.K., etc, requiring sensitive negotiations with Unions and Employee bodies. ELD led the organisational change and negotiations while HR imbedded the cultural change

May '11 - Nov '12

***Vice President, Corporate Affairs and General Counsel***

**Key Responsibilities & Achievements:**

In addition to General Counsel, also assumed responsibilities for:

- European HR Department
- European Real Estate/Property Administration
- European Executive Services

After successfully turning around a failing HR department, recruited and handed over accountability to new Vice President of HR.

Feb '07 -April '11

***Vice President, and Regional General Counsel – EMEA,  
Company Secretary***

**Key Responsibilities & Achievements:**

- Regional Commercial and Employment Counsel
- Company Secretary
- Legal Risk and Compliance manager
- Providing management with timely and accurate legal advice and documentation to implement business strategy
- Building and managing relationships with Outside Counsel

June '05 - Jan '07

***Vice President, Middle East & Africa***

**Key Responsibilities:**

Based in Istanbul, Turkey with full P&L accountability for geographical Business Development with direct executive responsibility for Operations, Sales, Manufacturing, R&D, and Marketing

The business areas were:

- B2B Direct Sales
- Manufacturing
- Supply Chain/Operations/Admin
- R&D/QC
- Marketing
- International Business Development

### **Key Achievements:**

Within 19 months:

- Turned-around a 5 year decline in Bulgaria into a sustained growth of 33% over PY within 18 months
- Stabilised Turkey after a 9 year ski-slope decline in sales to a turnaround of 10.6% growth within 2 years;
- Expanded customer base in to virgin territories of Armenia, Azerbaijan, Cyprus, and Dubai;
- Streamlined Manufacturing and Supply Chain through to eventual Outsourcing of Manufacturing;
- Led a complete change in organisation culture, focus and business practice in both countries;
- Returned profits to shareholder.

July '04 - June '05

### ***Vice President, and General Counsel, Europe***

Executive and Commercial Counsel for 35 countries across EMEA providing management with strategic legal direction, and local affiliates with sound commercial advice, documentation, a corporate compliance regime, Legal, HR and EHS Responsibility and Outside Counsel management.

Oct '94 - July '04

### ***European Legal Counsel***

One of 4 directors and sole General Commercial Lawyer, for affiliates of American Multi-national across 35 countries in EMEA

### **Key Responsibilities:**

- Commercial Contracts and Terms of Trading
- Employment, including Mass and Collective, multi-jurisdictional and Executive terminations
- Commercial Agency
- Distribution
- Acquisitions, Disposals, and Mergers
- Competition & Competitor Analysis
- Dispute Avoidance & Resolution
- Litigation
- Corporate and Business Risk Analysis
- Corporate Governance
- Intra-Group Financing
- Company Secretarial
- Corporate Structuring
- Property
- Environmental
- Transfer Pricing
- IP and Licencing
- Business Development
- Management of Outside Counsel and external Corporate Officers

Jan '90 - Oct '94  
April '92 - Oct '94

**Howell & Co, Solicitors**  
**Partner**

**Key Responsibilities:**

- Corporate and Commercial lawyer – highest fee earner and most profitable Partner
- Created dedicated Corporate Commercial department
- Partnership offered immediately on qualification

Jan '90 - Jan '92

**Trainee Solicitor**

Generalist lawyer – fee earner from day one, highest fee earner in Firm.

**PROFESSIONAL QUALIFICATIONS**

1992	Admission as Solicitor
1988 to 1989	LSF
1985 to 1988	Law Degree LLB (Hons)
1982 to 1984	Diploma in Business Management
2014-2015	Certificate in HR Management
2012	Diploma – NLP
2008	IBA Diploma, “International Business Organisations”
2008	IBA Diploma, “International Commercial Law”

Numerous personal and professional development Certificates, such as “Empowerment and Team Building”; “Train The Trainer”; “7 Habits”; “Negotiation Skills”; “Key Account Management”; “International Law Practice”; “Executive Coaching and Mentoring”

**MISCELLANEOUS**

Director - Saffron Solicitors Limited

Guest Lecturer at Birmingham University, International Business School, and Professional Development and Training Seminars – “Fundamentals of Leadership”; “International Business Strategy”; “Leading From the Front - International Legal”.

Mentor – Executive Development

Non-Executive Director/Trustee – Orchestra of the Swan

Non-Executive Director/Trustee – Cadbury Sixth-Form College

Advisory Board Member – Mbye; Coaching and Mentoring