

Charlotte M. Hogg

EMPLOYMENT DETAILS

Bank of England, Deputy Governor, COO

July 2013-present

- Responsible for all operational areas of the Bank, including Finance, HR, Technology, Information and Physical security, Property and Procurement, and Operational risk. Bankwide lead on FinTech and Operational Resilience, member of GovCo, Chair of EDCo, co-chair of Executive Risk Committee, attendance at Court and Audit and Risk Committee
- Developed and implemented strategic plan 2014-2017. Initiatives largely complete and include: simplification of terms and conditions and move away from final salary, development of second line risk management and risk processes, significant increase in information security footprint, major changes to talent recruitment and management, introduction of diversity targets and network activities, SMR and data architecture
- Rebuilt central services functions to attract strong aligned leadership and value for money exercise to fund investment
- Improved employee engagement across the Bank, and particularly in Central Services
- Launched FinTech Accelerator in June 2016; currently on 6th proof of concept
- DG lead on operational resilience and chair of industry group
- External representation on FinTech and diversity, Bank representative on Nominations Committee of Takeover Panel

Santander UK: Head of Retail and Intermediaries

July 2011-June 2013

- Executive Committee member responsible for all aspects of consumer relationships and sales, and jointly responsible for retail profits (over 80% of UK bank). Accountable for 1400 branches, telephony sales channels, e-commerce channel, intermediaries channel and offshore private banking facilities (~10,000 employees)
- Led transformation program around customer service including changes to leadership, culture, incentives, conduct, branch footprint, and channel strategy. Jointly drove launches of 123 product range; including most successful current account launch in recent years and resulted in transformation of Santander towards primary banking
- Led retail aspects of proposed merger with RBS spin off
- RDR strategy and execution; headed the implementation of subsequent decision to close business
- Decision maker on Risk Committee, Product Committee and Executive Committee
- FSA approved and code staff member

Experian PLC: Managing Director, UK & Ireland

September 2008-June 2011

- Responsible for all aspects of the UK & Irish business; reporting to CEO of UK and EMEA. Responsibilities included strategy (organic and inorganic), revenues of ~£500m, costs of ~£375m. Businesses included digital direct to consumer, marketing and credit risk management to businesses and government, and supporting functions including technology, finance, HR and legal (~3500 employees).
 - Reorientated of the business towards broader set of sectors and change in direct to consumer business led to growth in profits of 5-8% per annum despite challenging economic period
 - Initiated changes to the core platform required to sustain future growth
 - Led on key client relationships and external brand building in the media and industry events
 - Strengthened governance monitoring: compliance, internal audit, BCP, information security, risk
 - Member of global management committee

Discover Financial Services: SVP, Discover International, London (formerly Morgan Stanley)

December 2004-March 2008 .

- Responsible for UK Credit Card business, a segment of Discover Financial Services, reporting to President and COO through a period of major change. Responsibilities included: P&L, strategy, people leadership, and governance. CEO of Goldfish Card Services Limited and CEO of Goldfish Bank Limited. Controlled functions CF1, CF3 Chief Executive, CF8 Apportionment and Oversight. Responsible for non-executive relationships and appointments, and external stakeholder and key vendor relationships.
 - Led sale of business to Barclays, completed March 2008
 - Led UK end of spin off of DFS from Morgan Stanley and listing of DFS on NYSE in June 2007. Activities included: setup of UK bank with non executive board, financial preparation, internal and external re-branding; establishment of new health and welfare plans, migration of technology infrastructure, and transition of vendor contracts. Establishment of Goldfish board
 - Acquired and integrated Goldfish portfolio in February 2006, including subsequent systems conversion and redundancy and site consolidation program.
 - Ended 7 year litigation with regards to VISA license
 - 5 major technology migrations ; 5 major transactions

Morgan Stanley: Managing Director, Strategy Planning, New York

July 2001- December 2004

- Reported to Chief Administration Officer, and responsible for developing corporate strategy for senior management and Board of Directors. This involved working closely with CEO to:
 - Establish and communicate vision and strategy to Management Committee and to Board
 - Identify and assess potential M&A options
 - Head key firm-wide strategic initiatives including: a new economic capital framework in conjunction with the business unit heads; a strategy for key countries, e.g., China and India
 - Establish competitive benchmarking approach

- Represent firm on industry wide projects, e.g., real estate securitization
- Individual business unit projects

McKinsey & Company, Principal, Washington DC

September 1994- May 2001

- Joint leader of North American Wholesale Financial Services Group. Role included:
 - Client engagement with leading investment banks and stock exchanges in the arena of sales and trading, investment banking and asset management, client work also included retail and monoline financial services
 - People development and leadership, e.g., led HBS recruiting for Firm
 - Knowledge development; included articles in FT and McKinsey Quarterly on implications of exchanges for b2b e-commerce, and speaker at several industry events
 - Client and project support across North America, Europe and Asia
- Prior to principal election in December 1999 work involved:
 - Client engagement in financial services and healthcare, covering topics including strategy development, efficiency, acquisitions, sales force effectiveness.
 - Pro-bono work in education, largely based in DC area

Bank of England: Bank Officer, London

September 1992 – June 1994

- Role focused on US markets and implications for UK banks and regulation. Projects included:
 - View on hedge funds and implications for Bank
 - Development of Bank knowledge on derivatives

BOARD MEMBERSHIPS

- Member of Oxford University Press Finance Committee (equivalent of Board), and member of the Audit and Remuneration Committees: 2006- present
- Non Executive Director, BBC WorldWide 2010-2013, Member of Audit Committee and Remco
- Governor of Nottingham Trent University: 2009 - 2015
- Trustee of First Story (one of founders of the charity in 2007) to present
- Currently starting up NowTeach
- Board Member of Partnership with Children, NYC: 2002-2004

EDUCATION

Kennedy School of Government, Harvard University, USA: 1991-1992

- Kennedy Memorial Trust Scholar (one of 10-15 chosen each year from UK)

Hertford College, Oxford University UK: 1988-1991

- BA in Economics and History; 2:1
- Scholar of Hertford College
- Honorary Fellow of Hertford College, Honorary Doctorate from Warwick University

St Mary's School, Ascot, UK: 1981-1988

- 3 'A' Levels, all at grade A
- 12 'O' Levels, all at grade A

UK and US citizen; Married with two children;