

Deborah Rees

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Senior investment banker with 30 years' financial experience. Currently on the Board and Investment Committee of the Methodist Insurance Company (MIC) and pension fund trustee of The Leprosy Mission International (TLMI), UK registered company and charity operating in 38 countries. Previously 11 years on the Board, Investment Committee and Governance Committee of TLMI. Now. Chair of the Rochester Poverty and Hope Appeal. Founder of African charity.

As an additional skill, valuable as a NED, I have taken an Open University Cyber Security course this year.

Much experience building businesses from scratch and leading organisations through major transformation. Established the highly ranked Barclays Emerging Research and Sales Equity business. While Executive Director of Exotix Capital led the implementation of MiFID2 regulation. At TLMI changed all aspects of the organisation from a 19th century to 21st century operation. A key player in a change in ethical policy and move to LDIs.

SKILLS AND ACHIEVEMENTS

Open-minded strategic thinker

- Recruited by Barclays to establish an Emerging Equity business. Set up a totally different structure to that envisaged by Barclays reflecting ability to think strategically and to convince others of my views.

Ability to make important and difficult strategic operational decisions

- Tackled tough issues whilst on the TLMI Board, particularly how to turn a company from a 19th century to 21st century structure, moving much decision making from fund raising countries to project implementation countries while creating a member driven organisation. The Board devised the Strategy and the Governance Committee, on which I sat, clarified key details.
- Other complexities addressed included anti-bribery policies and fee structure mechanisms.

Capacity to appreciate implications of complex evidence and comfortable interpreting financial data

- Much experience interpreting financial information. Analysed and built financial models of companies, attaining a number 1 Extel Survey rating.
- Spoken with 100's of CEOs and CFOs. Much experience identifying key factors in what they are saying and implications of their plans.

Able to work as part of a team and work to achieve consensus

- Successfully explain complex ideas to fellow pension fund trustees who do not have finance backgrounds enabling all to contribute. This was crucial in the decision-to adopt LDIs.
- Strong facilitator who leads teams to consensus, notably in chairing the Rochester Poverty and Hope Appeal which includes representatives from 4 charities with competing interests.

Challenge constructively the opinion of others and communicate clearly

- Ability to ask difficult questions in a very unthreatening way has often be commented on.
- Very high votes from clients reflect an ability to debate complex ideas and challenge their thinking in a helpful manner, improving their investment outcomes.
- Have written reports and spoken to clients by phone and face-to-face for over 30 years attaining very high business levels and survey rankings.

Much experience of implementing change

- Oversaw and ensured Exotix equity business was compliant with MiFID2, changing working practices, marketing, regulatory reporting, client contracts and IT. This was a huge commercial success.
- As mentioned above, also helped to design and oversee transformation at TLMI.

International mind set

- Particular contacts in and knowledge of South Africa, Rest of Africa, Turkey, Russia, Middle East, Singapore and more recently Pakistan and Bangladesh.

Investment including ESG (environmental, social, governance) knowledge and experience

- My career has been in the investment industry as an analyst, portfolio manager and salesperson.
- Since 2003 have sat on investment committees for two companies and a pension fund all with a strong ESG focus. Have worked to keep those policies in line with best practice.
- The Methodist Insurance Company seeks to operate to the highest ethical standards as it has throughout its 147 years of operations. This is a major focus of the Board.

BOARD AND TRUSTEE POSITIONS

Methodist Insurance Company **2018-Present**

Member of the Board and of the Investment Committee. Strong emphasis on operating ethically and ESG investment. Approximately half the company profits are generated from investments.

Attend Audit and Risk Committee as an observer. Expect to officially join this year.

The Leprosy Mission International

Investment Committee **2003-2009**

Independent Board member and member of the Governance Committee **2009-2013**

Pension Fund Trustee **2015-Present**

TLMI is a company and charity working in 38 countries. The Board has oversight of everything cross-border and in addition is “the ultimate governing authority for those countries which do not have autonomous structures and their own governing boards”, about 15 countries.

Diocese of Rochester Poverty and Hope Appeal

Chair **2014-Present**

Fund-raising within Kent for development projects across the world, five at any one time, each supported for three years and designed to be self-sustaining at the end of the period.

Just Children Foundation (UK)

Founder Trustee **2002-2015**

Set up UK registered charity to fund work in Zimbabwe operating children’s homes whilst identifying long-term foster families for the children, and supporting those families.

FINANCIAL CAREER

Exotix Capital **2016-2018**

Executive Director

- Built an equity business, specialising in Frontier markets appropriate for MiFID2 legislation and successfully negotiated contracts with many more clients than budgeted.

Barclays **2011-2016**

Head of Sales Emerging Europe and Africa

- Set up an Emerging European sales and research team. Designed the business, determined numbers of analysts and salespeople and targeted markets and clients. Created much smaller, profit-focussed team than the competitors.
- In four years built Barclays EEMEA business from nothing to an average ranking of 7.

Career break **2009- 2011**

Worked a voluntary 9 month notice period to ensure a clean transfer of responsibilities. Then spent two years pursuing other interests. Elected to Board of The Leprosy Mission International and sat on their Governance Committee. Restructured the work of the Zimbabwean charity I had founded. Also, worked on a geological research project in Oman. Headhunted by Barclays to return to the industry.

Merrill Lynch (Europe) **1997-2009**

Director - Emerging European, Middle Eastern and South African equities

- Emerging European sales, including South Africa and, in later years, Latin America. Had a strong client-facing role marketing to UK and European institutional investors.

Smith New Court stockbrokers (acquired by **Merrill Lynch** in 1996) **1992-1997**

Director and Senior European salesperson

- Management responsibility for ensuring high quality Developed European investment research and coordination between the Research and Sales Departments.

Greiveson Grant, acquired by **Kleinwort Benson** (later Dresdner Kleinwort) **1982-1992**

- European equity investment analyst with No. 1 Extel rating.
- Portfolio manager of large European unit trust. (Barrington European).

EDUCATION

Open University Cyber Security course	2019
Pension Regulator Trustees' Toolkit passed with distinction	2018
London Stock Exchange Examinations, Accounting, Investment, and Stock Exchange Practice	1984
St Edmund Hall, Oxford Open Scholarship, Geography. BA (Hons) (2:1)	1979 - 1982
Mitsui scholarship to Japan, to study Japanese industry	1981
English Speaking Union scholarship to attend school in New York	1979
North London Collegiate	1971-1978