**JAMES BAWA**

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**Seeking a major transformation or start-up challenge. Completed two Digital start-ups (neo-bank and regulated property-portal/payment scheme) in past 5-years and subsequently floated AUD$1bn.**

**PROFILE**

Highly experienced CEO, driving digital and organisational transformation in a diverse range of mutual, private equity, listed financial and property services organisations. Both established and start-ups.

Relishes complex time/resource limited challenges. Strong emotional intelligence with high energy and impact. Inspirational team builder with a proven track record of establishing a high-performance culture in a complex international remote working environment.

Established a FinTech disrupter to revolutionise the UK conveyancing settlements/disbursements system by utilising digital and AI technologies to deliver an online portal and securely expedite the house buying process by months.

Created UK’s 7th Net Settlement Scheme (PEXA PAY) with Bank of England (First new scheme since 2008) and led PEXA UK from online conveyancing start-up to Australian ASX Listing (circa AUD$1bn) within 12-months.

Set-up a new cloud-based challenger bank and obtained a full banking licence (one of only 3 granted in UK at the time). Achieved in record time and cost (PWC) with only 12 people. Operated in highly complex international conglomerate with banking and other business vertical interests.

Extensive regulatory experience gained over 12 years as a panel member of the Financial Services Authority (FSA) and Financial Conduct Authority (FCA).

Previously transformed: Two building societies, a life-assurance company, a challenger bank, and call centres.

**KEY SKILLS**

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| * Radical strategic thinker
* Start-up and transformation
* Change management
* Regulatory expert
 | * People development
* Diverse industry perspective
* Entrepreneurial
* Creative
 | * Energetic
* Communicative
* Team builder
* Inspirational
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**KEY ACHIEVEMENTS**

* Took PEXA UK from Start-up to Australian Stock Exchange listing in under 12-months (AUD$1bn).
* Created PEXA PAY. UK’s first dedicated online property net settlement scheme with Bank of England. First new scheme since Faster Payments in 2008.
* Developed a new Digital platform and payment scheme with Bank of England within 18 months. Delivered on budget and ahead of schedule by managing delivery teams over 4 countries/time-zones.
* Navigated Challenger Bank through complex licence process in only 11-months saving 75%+ in costs.

**CAREER SUMMARY**

* PEXA UK CEO Digital start-up to c$1bn ASX Listed valuation
* JM Bank CEO Start-up neo-bank
* Monmouthshire BS CEO Transformation
* Teachers BS CEO Modernisation
* Scottish Legal Life CEO Driving distribution and operational efficiencies
* One Savings Bank Advisor Drive sales volume
* FSA/FCA Advisor Subject Matter Expert
* Charles Trent Advisor Sustainability and Circular Economy strategy

**CAREER HISTORY**

**Oct 2020 to Date PEXA (Listed on Australian Stock Exchange ASX) - Chief Executive (UK)**

 Formally owned by Morgan Stanley, Link & Commonwealth Bank Australia

Responsible for establishing the UK business and transforming into a leading Fin-Tech disrupter of property transactions, leveraging the group’s international capabilities.

* Defining the go-to-market strategy and target operating model.
* Developing 5-year strategic plan/annual budgets with complete risk analysis on potential investments.
* Liaising with regulators and lobbying politicians.
* Raising and monitoring capital under several funding structures.

*Key Achievements*

* Developed and delivered aggressive new 5 year go-to-market strategy.
* PEXA UK listed on Australian Stock Exchange within 12-months (circa $1bn valuation).
* Pioneered UK’s first digital mortgage and secured two diverse reference sites.
* Created PEXA PAY UK’s first dedicated property payment scheme with Bank of England (UK’s first new Net Settlement Scheme since 2008).

**Jul 2018 to Apr 2020 JN Bank UK (part of International JN Group Conglomerate) - Chief Executive**

Responsible for securing full banking licence, developing and establishing operations and executing strategy for an international conglomerate.

* Defining the bank’s strategy and target operating model.
* Liaising with regulators and lobbying politicians.
* Managing PWC relationship and driving banking application licence approval.
* Recruitment and development of executive team.

*Key Achievements*

* Secured Regulator approval / banking licence in only 11-months and saving approx 75% in costs.
* Defined operational and go-to-market strategies with breakeven within 3-years.
* Remained within pre-launch budget and timescales.
* Transformed customer-experience using AI and machine learning with data from User Forums.

**Oct 2017 to May 2018 One Savings Bank (Interbay) - Interim Head of Strategic Initiatives**

Responsible for defining and executing the strategic direction of a commercial subsidiary to achieve a doubling of mortgage originations per annum.

*Key Achievements*

* Exceeded mortgage origination target by c70% (c£650M pa) within 3 months.
* Refocused the business on service excellence to improve conversion by c20% within 3 months.
* Instigated a culture-change journey resulting in exceptional staff engagement.
* Established customer retention team reducing attrition by 18%.

**Nov 2016 to Jul 2017 Monmouthshire Building Society - Chief Executive**

Responsible for the Strategic direction of the Society and instigating a plan to establish the Society as South Wales’ premier mortgage & retail savings institution. Identifying local niches and formulating a branch and agency strategy to maintain the Society’s future prosperity.

*Key Achievements*

* Defining the Society’s Strategy and facilitating its implementation.
* Implementing a lean working process review.
* Embedding a risk framework.

**Sept 2011 to Sept 2017 Financial Conduct Authority - Small Business Practitioner Panel (P/T)**

The Panel was set up by the Financial Conduct Authority to represent the views/interests of smaller regulated firms, providing advice to the FCA on its policies and strategic development of financial services regulation.

**Jun 2002 to Oct 2016 Teachers Building Society - Chief Executive**

Responsible for the turnaround of the Society and winning Best Local Building Society for 3 consecutive years. Devising a new strategy, securing affinity partners to access 250K clients, delivering the Society’s proposition in the local market driving growth. Establishing a subsidiary financial-services company to cross sell to the customer base whilst re-engineering the distribution channels and back office.

**Dec 2005 to Nov 2011 Financial Services Authority - Regulatory Decisions Committee Member (P/T)**

Established by the FSA to take enforcement, authorisation and supervisory decisions independently of the investigation functions. Members appointed by and accountable to FSA Board to represent public interest.

**May 2000 to May 2002 Scottish Legal Life - Chief Executive**

Responsible for the strategic direction of the Society in the United Kingdom & Republic of Ireland. Streamlining a complex business and addressing many distribution, union, and corporate governance issues.

**EARLY CAREER**

Building a firm foundation for future CEO role via multiple operational and customer facing roles, including M&A, Call Centres, Operations, and managing field sales forces.

**ADDITIONAL INFORMATION**

* Sustainability and Circular Economy Advisor to Charles Trent Ltd (Leading UK Vehicle Recycler).
* Previous member of Financial Conduct Authority’s Smaller Businesses Practitioner Panel.
* Previous member (and Chair) of the Metropolitan Association of Building Societies and Member of the Building Societies Association’s Council.