

# Professor Roger Steare FRSA

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## Career Summary and Achievements

- Senior Advisor Culture, Leadership & Learning, Organisational Development, Ethics and Diversity & Inclusion, with a unique track record of challenging and supporting global corporations on billion dollar risk management and remediation programs. Clients have included Abbvie, Bank of America, Bank of Ireland, Barclays, BP, Citi, Clifford Chance, Credit Suisse, EY, Goldman Sachs, HSBC, ICAEW, KPMG, Nationwide, Novartis, Openreach, PWC and RBS
- Visiting Professor, Headspring Executive Development, by the FT and IE Business School, Madrid
- Advisor on Culture and Ethics, FRC Advisory Panel (2021 to 2023)
- Advisor to the FCA on Culture, Leadership and Ethics (2013 to 2022)
- Designed and delivered Global Culture Audit for Big 4 audit firm (2020)
- Senior Advisor, People & Culture, Nationwide Building Society (2016-2019)
- Workstream Lead, CIPD, The Future of Work is Human (2016)
- Published author, with multiple articles on Culture, Leadership and Ethics, as well as eBook sales of over 600,000 copies
- Co-designed MoralDNA<sup>®</sup>, a psychometric diagnostic for culture and character. Over 200,000 users
- Keynote speaker
- FT columnist on Work & Careers

## Employment History

**Roger Steare Consulting Limited** - *Senior Advisor on Culture, Leadership & Ethics* 1998 to date  
Senior Advisor on Culture, Leadership & Learning, Organisational Development and Ethics, Diversity & Inclusion. Clients have included Abbvie, Bank of America, Bank of Ireland, Barclays, BP, Citi, Clifford Chance, Credit Suisse, EY, Goldman Sachs, HSBC, Nationwide, Novartis, Openreach and RBS.

As Senior Advisor, People & Culture at Nationwide Building Society, he supported the senior executive teams in achieving Which? Banking Brand of the Year from 2017 to 2020.

His work with BP after the Gulf of Mexico disaster has been crucial to the company's recovery plan, with Roger's culture advice and leadership training endorsed within the US Department of Justice Consent Agreement of 2016.

He has advised Barclays, HSBC, Lloyds Bank and RBS after the credit crisis, PPI mis-selling and Libor manipulation scandals, with his work publicly endorsed by the Financial Conduct Authority.

In 2006-7, he designed and delivered a Culture, Leadership and Ethics program for Citi GTS EMEA, sponsored by Francesco Vanni d'Archiraf

**Bank of Ireland (UK) - Culture Consultant, Group Internal Audit** 2022 to 2023

As Culture Consultant, he supports Group Internal Audit in both consulting advice and assurance in all aspects of people risk and culture across the bank. He coaches and supports the Group Chief Internal Auditor and the IA ExCo on its own people strategy. He provides leadership and culture support to other senior leadership teams across the bank in both first and second lines.

<b>Adecco S.A. (Jonathan Wren &amp; Co Limited)</b> <i>Chief Executive</i>	1988-1998
<b>Anderson, Squires Limited</b> – <i>Managing Director</i>	1987-1988
<b>Jonathan Wren &amp; Co. Limited</b> – <i>Senior Recruitment Consultant</i>	1984-1987
<b>London Borough of Hammersmith &amp; Fulham</b> – <i>Residential Social Worker</i>	1981-1984
<b>HSBC (Midland Bank)</b> – <i>Graduate Trainee</i>	1979-1981

## Academic

<b>Bayes Business School, City University</b> <i>Corporate Philosopher in Residence</i>	2007 to date
<b>Royal Holloway College, London University</b> – BA (Hons) History (Philosophy)	1976-1979

## Publications include...

“**Safety at work goes beyond pandemic worries**”, Steare, R, Financial Times, 2020  
“**Thinking outside the inbox**”, Steare R, Roger Steare Consulting Limited, 2019  
“**What would a moral organisation look like?**”, Goffee R, Jones G, Steare R, MT, 2018  
“**Character, culture and conduct: why good people do bad things in a fear-driven culture**”, Steare R, Financial Conduct Authority, Transforming Culture in Financial Services, 2018  
“**The challenges of risk, culture, behaviour and corporate integrity in financial services**”, Steare R et al, Ernst & Young LLP, 2015  
“**Virtuous Banking**”, Steare R et al, ResPublica, 2014  
“**The MoralDNA of Performance**”, Steare R, et al, Chartered Management Institute, 2014  
“**Culture and the Good Corporation**”, Steare R, from Good Business, ResPublica, 2013  
“**The Board’s role in establishing the right corporate culture**”, Steare R, from IoD Business Risk Guide, Institute of Directors, 2012  
“**Looking at what we need: from the CEO’s desk**” Steare R, from “**Universities, Ethics and Professions**” ed. Strain J, Jarvis P, Barnett R, Routledge, 2009  
“**ethicability: how to decide what’s right and find the courage to do it**” Steare R, Roger Steare Consulting Limited, 2006, 2008, 2009, 2011, 2013, 2019

## Referees

Joe Garner, CEO, Nationwide Building Society  
Father Christopher Jamison, Abbott President, The English Benedictine Congregation