**Curriculum Vitae**

## JEFF BAKES

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**CIPD award winning innovative Global Reward Professional, with a proven track record of delivering reward strategy and best practice operational processes. Key skills cover base pay structures, bonus plans, executive compensation, governance, annual pay review, benchmarking, mobility, diversity, recognition, wellness, reward analytics, payroll and benefits. Held senior reward posts in complex organisations, in multiple market sectors, working with business leaders, HR colleagues, and REMCO’s to drive and deliver outstanding business results.**

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**CAREER HISTORY**

**Head of Total Reward, IKEA UK & Ireland, London**

**2020 (January) – Sector: Retail**

Recruited in order to design, deliver and embed a Total Reward strategy, for a business, undergoing significant restructuring in a global retail marketplace, where emphasis is on brand realignment, digitalisation and product development. Role involves working with key stakeholders in Group, UK & IE and People & Culture to challenge existing reward convention and then develop and implement a Total Reward approach. Which in turn transforms base pay structures, bonus plans, annual pay review process, HRIS systems, plus diversity, gender pay gap reporting, recognition and wellness programmes, benefits, analytics and mobility. Principal Reward Advisor to Management Board.

**Head of Reward, Channel Four, London**

**2018 – 2019 – Sector: Media**

Headhunted to lead a radical review of Reward strategy and operational processes in an organisation at the forefront of digital media broadcasting and film production competing for talent in a dynamic and creative marketplace. Responsible for the strategic design and daily BAU operation of all rewards processes, ensuring they are fit for purpose, focus on delivering a high performance reward culture. Activities included pay structure design, formulating and managing the annual pay and bonus review process, designing short and long term incentive programmes including sales, benchmarking processes, reward analytics, diversity and gender pay gap reporting and data modelling. Principal Reward Advisor to Management Board and REMCO Secretary.

**Global Reward Director, Willis Towers Watson, London**

**2017 (October) – 2018 (March) – Sector: Financial Services**

Responsible for the strategic design and daily operation of Rewards covering all aspects of reward in a complex, fast moving and demanding market sector. Activities include pay structure design, formulating and managing the annual pay and bonus review process, designing short and long term incentive programmes, governance and compliance, benchmarking processes, reward analytics and Success Factors integration. Principal Reward Advisor to Management Board and REMCO Secretary.

**Global Head of Compensation and Benefits, Freshfields, Bruckhaus Deringer LLP, Manchester**

**2017 (Feb – Sept) – Sector: Professional Services**

Headhunted to develop and implement a Global Compensation and Benefits Strategy, based at a new corporate headquarters being built in Manchester. Responsibilities included executive compensation, base pay structure design, short and long term variable pay, benchmarking, compliance, governance, benefit design and delivery, HRIS, analytics and REMCO support. Member of the Global HR Leadership Team and Principal Reward Advisor to Executive Management Board.

**2016 – 2017 Independent Reward Consultant:** Multiple reward consulting projects providing reward solutions, both strategic and hands on, to multiple FTSE businesses, including Financial Services, FMCG and Technology. Activities covering the design and implementation of revised base pay structures, governance and compliance, bonus plans, pay review cycle, job evaluation and REMCO activity.

**Director of Rewards & HRIS, EMEA, Mondelez International, Chicago/Dubai**

**2014 – 2015: (FTC) – Sector: FMCG**

Headhunted to be the reward lead on the development and implementation of a radical business

transformation and change programme, with the objective to introduce a new global business-operating model, in order to maximise the potential of the merged former Kraft foods and Cadbury Confectionary businesses, as well as the spin off a joint venture operation in Coffee.

Responsible for developing and implementing a new reward and HRIS strategy, using EMEA region as proof of concept, integrating the Kraft and Cadbury businesses, covering pay structure design, the annual pay and bonus review process, HRIS systems, stock options, pensions, job evalation, global mobility plus external reward benchmarking processes. Focus was to cut through complexity, provide clarity and leadership delivering reward solutions, allied with rigorous performance and change management initiatives. Principle reward advisor to the Management Board and REMCO.

**Reward & HRIS Director, Europe, PwC, London/Warsaw**

**2009 – 2013: Sector: Professional Services**

Responsible for all internal reward strategy and BAU operational processes, covering 18,000 employees, in 22 European Countries. Designed and implemented fixed and variable pay policy, reward and payroll structures, undertook benchmarking, analytics, delivered HR/Payroll systems, plus managing the annual pay and bonus review process and budgets. Built a reward Centre of Excellence (COE), developed governance frameworks, as well as benefits, mobility and reward communications.

Operating in a complex and demanding international business environment, working closely with Business and HR Leaders, to design, deliver and execute flawless reward, benefits and performance management processes to the highest standards, ensuring control, governance; budget and performance requirements were fully met. Principal reward advisor to the Management Board.

**Head of Reward & Benefits, Network Rail, London.**

**2006 – 2009: Sector: Transportation**

Responsible for the design and execution of the Company’s Reward and Benefits Strategy, covering 34,000 employees. Role involved being the principle lead for all aspects of reward principles and policies and operational delivery, working closely with Executive business leaders and regional management teams in support of business objectives.

Specific responsibilities included all aspects of remuneration including base pay, annual incentive and long-term incentive schemes plus employment terms and conditions. In addition accountable for the design and implementation of performance schemes, annual salary review processes, variable incentives and benefit programmes. Principle reward advisor to the Executive Board and REMCO, plus lead company pay negotiator with National Trade Union officers.

**Global Director of Compensation & Benefits, A.P. Moller Maersk, Copenhagen.**

**2005 – 2006 Sept: Sector: Logistics**

Responsible for the design and execution of the Company’s Global Reward and Benefits Strategy, including Global mobility, ensuring that all compensation and benefit programmes were legally compliant, across all Business Units covering 39,000 employees operating across 60 countries. Role involved being accountable for all aspects of international reward principles and policies, benefits strategy and pensions working with Global business leaders, regional management teams and HR Directors. Member of the Executive Compensation Committee and REMCO.

Achievements included:

\* Design and delivery of a Global Reward and Benefits strategy.

\* Introduction of Global Broad Band Pay structures.

**Director of Compensation & Benefits, EMEA/APAC First Data Corporation, London/Paris.**

**2002 – 2005: Sector: Financial Services**

Responsible for the provision of Compensation and Benefits services for all First Data Financial Services operations throughout Europe, Middle East and Africa plus APAC including Western Union and Banking support facilities. Role involved working closely with Executive business leaders and their management teams in support of commercial activities.

Specific responsibilities included regional reward strategy, the design and delivery of pay structures, incentive and benefit plans, plus IOP planning and delivery, stock option and executive reward programmes, working closely with US Parent Company. UK Pension Plan Trustee and Member of the Executive Compensation Committee.

Achievements included:

\* Introduction of an International Broad Band Pay structure, saving £6m per annum.

\* Revised Global Benefit and Pension programmes, saving £5m per annum.

\* Comp support for acquisition programmes in UK, Germany, & China.

**Principal Reward Consultant, PricewaterhouseCoopers, London/New York.**

**1998 – 2002 Feb: Sector: Professional Services**

Provide Compensation and Benefits Consulting Services to a portfolio of top Companies including

FTSE 50 and fortune 100 Companies, working with Executive Teams, Remuneration Committees

and Management Groups on a range of both Strategic and Complex Operational issues of critical

importance to future Business growth and Development.

Role involved working with Client Executives, leading consultancy teams with responsibility for account revenue growth, product development and client delivery on a range of solutions including

Reward Strategy, Pay Structures, Benefit Programmes, Stock options, Market driven Recruitment Processes and Performance Appraisal Schemes.

Achievements included:

\* European Pay and Grade restructure for US Multinational, saving £7 per annum.

\* Bonus Scheme implementation for Investment Bank, saving £9m per annum.

\* Executive Pay review for International FMCG, saving £4m per annum.

**QUALIFICATIONS:** BA (Hons) - Modern Studies (Politics & History).

Post Graduate Diploma in Personnel Administration.

**MEMBERSHIP:** Fellow of the Chartered Institute of Personnel and Development.

**ADDITIONAL:** CIPD National HR Award Winner 2007.

Chairman European Compensation & Benefits Summit 2009.

London Olympics 2012 Gamesmaker.

NHS Volunteer 2020/21