

C. SCOTT GREEN

CAREER SUMMARY

Respected leader, change agent, author, advisor and educator with a track record of materially transforming and improving organizations. Career Highlights:

- Global operating responsibility for over 3000 employees in over 30 countries.
- First CEO that was not a lawyer to run an American Lawyer 100 law firm.
- As CEO, prepared and executed a strategy that delivered three consecutive years of record revenues and profits and became listed as an American Lawyer Global 100 firm for the first time.
- Opened a dedicated discovery solutions center and two shared services centers for different firms.
- Author of numerous articles and books.
- Former adjunct finance instructor at Hofstra University.
- Harvard MBA and Certified Public Accountant (New York).
- Recognized as one of the 50 Most Innovative in the Past 50 Years by American Lawyer Magazine.
- Inducted into the American Institute of Certified Public Accountants Business & Industry Hall of Fame

EXPERIENCE

Hogan Lovells – New York, NY

2015-Present

Global Chief Operating and Financial Officer

Global Chief Operating and Financial Officer for Hogan Lovells, one of the largest law firms in the world with annual revenues of over \$2 billion. Lead all of the operations, technology, conflicts and finance functions of the firm covering over 30 countries.

- Optimized the firm's billing rate structure and recruited world-class pricing team leading to record revenues.
- Reorganized, stabilized and strengthened the firm's global data center infrastructure.
- Selected the site and opened the Louisville service center that, together with a new service center in Johannesburg, South Africa, was capable of delivering 24X7 services to the firm.
- Championed system and workflow improvements that lowered lateral partner conflict clearance from several weeks to a couple days.
- Significantly strengthened firm's electronic security detection and response capability.

PEPPER HAMILTON – New York, NY

2012-2014

Chief Executive Officer

Pepper Hamilton is an AmLaw 100 firm. Created and executed a strategic plan that transformed the firm.

- First MBA (non-lawyer) to lead and manage as CEO one of the largest law firms in the country with approximately \$400 million in revenue and over 1000 lawyers and support staff in 13 offices.
- Developed the Firm strategy and oversaw execution that led to three consecutive years of record revenue growth and profits that outperformed the market by a wide margin.
- Led the recruitment of former FBI director Louis Freeh, and the acquisition of Freeh Group International Solutions and integration of the Freeh, Sporkin and Sullivan law firm.
- Developed pricing strategies and created a complex client account group to support the development and oversight of alternative fees.

WILMERHALE – New York, NY
Executive Director

2007- 2012

WilmerHale is an AmLaw 20 firm with over \$1 billion in revenue. Recruited to merge and improve support departments post-merger.

- Led 1200 staff at 11 offices in 5 countries which included finance, firm operations and real estate, information technology, marketing and business development, human resources, professional support services (staff attorneys, paralegals, practice management, litigation support services), and research and knowledge management.
- Successfully led the opening of a shared services center in Dayton, Ohio including site identification, build-out, hiring, training, risk management and start-up operations.
- Conceptualized, built and opened a Discovery Services Center with approximately 75 discovery attorneys and state of the art predictive coding capability. The services center exceeded all expected pay-back metrics.
- Member of the Core Management Team and Management Committee.

WEIL, GOTSHAL & MANGES, LLP – New York, NY
Chief Administrative Officer (2005-2007)
Global Head of Audit & Compliance (2003-2005)

2003- 2007

Weil Gotshal is a leading AmLaw 20 Firm with over \$1 billion in revenue.

- As first CAO for the firm, led global operations of 20 offices in 10 countries with oversight for over 400 employees and \$100 million in revenues and expenditures.
- Led professional support (paralegal, managing clerk, secretarial, and document processing), real estate and facilities portfolio, procurement, reprographics, records, security, research and knowledge management and business continuity.
- Built an audit and compliance function.
- Managed the firm's philanthropic contributions.

RIVERSTONE CONSULTING, INC. – New York, NY
Consultant & Author

2001 – Present

Riverstone Consulting provides management advisory services, to the legal and financial services professions. Published two books, The Manager's Guide to the Sarbanes-Oxley Act (2003) and Sarbanes-Oxley and the Board of Directors (2004).

ING BARINGS, LLC / ABN AMRO, LLC – New York, NY
Managing Director, Operations (1999 – 2001)
Director of Internal Audit for the Americas (1997-1999)

1997 – 2001

- Primary member of the ING team executing the segregation and sale of over \$3 billion in customer assets to ABN AMRO for \$275 million.
- Prior to the sale of ING's domestic business to ABN AMRO, served as Business Manager to the COO of Global Equities and served as a member of the Americas Region Operations Management Committee (Acting Chair in the COO's absence).
- Responsibility for over 150 staff and \$80 million budget.
- Line responsibilities include Operations Control, Operations Strategy & Planning, Operations Regulatory Reporting, General Services and Premises.
- Responsible for building new business and technology audit team comprising over 20 staff in New York, Sao Paulo and Buenos Aires.
- Implemented a new audit framework, policies and procedures, quality control processes and reporting mechanisms covering investment banking, equity and fixed income trading, special investment funds, exotic option, and lending businesses.
- Represented the firm in audits conducted by the SEC, NYSE, and Dutch Central Bank. Significant improvement in the control culture was recognized by management, regulators and outside accountants and directly attributable to this team.
- Coordinated the due diligence for the acquisition of the investment bank, Furman Selz.

GOLDMAN SACHS & COMPANY – New York, NY <i>Vice-President – Management Controls</i>	1994 – 1997
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The Management Controls Department provided a cross-functional internal consulting resource for identifying, controlling and managing risk as well as evaluating the quality and efficiency of performance. A representative sample of projects include:

- Coordinated the opening and testing of systems and procedures for a new Mexico City office.
- Coordinated and tested the implementation of a Federal Reserve reporting system.
- Prepared and coordinated implementation of a corporate action re-engineering plan.
- Performed NASD compliance reviews of several equity and fixed income trading desks as well as municipal bond funds.

DELOITTE & TOUCHE, LLP – New York, NY; Brussels, Belgium <i>Manager – TRAC Program</i>	1989 – 1994
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A member of the Firm's accelerated career program. The program included rotation through the Firm's various business units including International Audit, Mergers & Acquisitions, Reorganization Advisory Services, Strategic Planning and extensive exposure to budget and goal-setting administration. Six-month relocation to Brussels to initiate a multi-year strategic plan for the US Liaison Partner. Services to the US quickly became the most significant revenue source for the European Services Center. M&A due diligence activities included the auction of the Baltimore Orioles and sale of Hublinger by H.J. Heinz.

BOISE CASCADE CORPORATION – Boise, Idaho <i>Auditor</i>	1984 – 1987
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Performed financial audits with emphasis on internal control of paper mills, lumber mills, office product facilities, retail building material stores, distribution centers, workers compensation administration, and relocation services.

EDUCATION

MBA, General Management, Harvard Business School – Boston, Massachusetts (1987 – 1989)
Emphasis in Finance. GMAT score in the 96th percentile.

B.S. Accounting, University of Idaho – Moscow, Idaho (1980 – 1984)
Activities included serving as Student Body President. Recognitions included the Kappa Sigma Scholarship-Leadership Award and the Frank Childs Award for outstanding service to the University.

SIGNIFICANT HONORS & RECOGNITIONS

- Ellis Island Medal of Honor (2014)
- 50 Most Innovative in Past 50 Years – American Lawyer Magazine (2013)
- University of Idaho Hall of Fame (2009)
- American Institute of Certified Public Accountants Business & Industry Hall of Fame (2006)

AFFILIATIONS & LICENSES

- Villanova University Parents Committee (2017-Present)
- University of Idaho Foundation – Director (2014-2016)
- Ballast Point Brewing Board of Directors – Audit Committee Chair (2016, sold to Constellation Brands)
- Harvard Business School Reunion Section B Giving Participation Lead (2014)
- Freeh Group International Solutions – Management Board Member (2013-2014)
- Hofstra University – Adjunct Instructor; Finance and Banking (2003, 2004)
- University of Idaho College of Business and Economics Advisory Board (2009-2015)
- University of Idaho National Alumni Board of Directors (1999 – 2005; President 2003-2004)
- Certified Public Accountant – State of New York.