

SID MILLER OBE

PROFILE

An experienced CE who:

- Working with the global community to leverage his extensive experience in developing and implementing public private partnerships to support innovation in risk transfer and recovery from natural disasters.
- Has led staff across the private and public sectors (insurance, health and aerospace) and is adept at tailoring his leadership to reflect the organisation's aspirations, capabilities, context and history.
- Has led Organisational and Digital Transformation Programmes across the public and private sectors that received International Awards for their innovation and benefits for the customer.
- Works alongside staff and boards to help take an organisation's performance to the next level and realise its potential.
- Is passionate about building enduring relationships with staff, customers, stakeholders and strategic partners to achieve shared objectives.

CAREER SUMMARY

SYMMETRY SOLUTIONS – DIRECTOR (2022 - PRESENT)

- Purpose** Utilising my experience to support the development of global solutions to the challenges of Climate Change and Natural Disasters.
- Challenges** Providing advisory services to Lloyd's of London, Aon Reinsurance Solutions, Renaissance Re and the World Bank to support countries in the development of Resilience, Risk Transfer, Event Readiness and Disaster Recovery.
- Role scope** Individual Advisor.

EARTHQUAKE COMMISSION (EQC) – CE (2017-2022)

- Purpose** As Chief Executive reporting to the Board and Minister, I led the administration of NZ's first loss Natural Hazard Insurance scheme.
- Challenges** To develop a more customer focused culture and implement a new operating model that leveraged the learnings from the Canterbury and Kaikoura earthquakes. Improve the settlement rate and customer experience for Canterbury claimants.
- Role scope** 400 staff and 7 direct reports | Operating budget of \$500m.

Key achievements

Led a 4-year organisational strategy to lift performance across 6 key areas of work.

1. **Revamped the EQC claims resolution process and claimant engagement to deliver improved customer outcomes.** Gains were achieved across a number of metrics (30% increase in customer experience and 15% increase in employee engagement).
2. **Introduced a new public/private partnership model between EQC and private insurers.** The partnership model was designed to address customers' frustrations

and improve customer experience through a single process of claims lodgement, assessment and settlement. In recognition of the implementation of this world leading Model, I was awarded joint Leader of the Year in the 2021 NZ Insurance Industry Awards.

3. **Led the negotiations to settle the multi-million-dollar commercial finalisation post-Canterbury with private insurers and global reinsurers.**
4. **Strengthened New Zealand's natural resilience.** This involved working closely with the NZ science community and global modeler's to ensure that EQC's annual science investment of \$18m was making a demonstrable difference to improving land planning, building regulations, loss modelling and future event response.
5. **Transitioned EQC into a digitised and data centric organisation.** Implemented cloud-based technologies centered around data and analytics to facilitate faster and more cost-effective settlement of claims and enable broader information sharing with key Resilience and Recovery decision makers.
6. **Strengthened EQC's solvency.** Worked with Treasury to ensure EQC is meeting both budget and actuarial valuation forecasts and maintains its solvency within Crown risk tolerances. Led the programme to increase EQC's reinsurance to \$6.2bn across over 60 reinsurers.

ACCIDENT COMPENSATION CORPORATION (ACC) (2012 – 2016)

Tier-2 roles

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| 2014 - 2016 | Chief Customer Officer |
| 2012 - 2014 | General Manager Claims Management |
| 2012 - 2012 | General Manager People and Communications |

Chief Customer Officer

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| Purpose | As a member of the Executive Leadership Team reporting to the Chief Executive who reported to the Board, I was the "Voice of the Customer" on the leadership team. |
| Challenge | To jointly design and deliver, with staff, strategic partners and stakeholders, an ACC of the future—delivering an improved customer experience and outcomes more aligned to customer needs. |
| Role scope | <ul style="list-style-type: none">• 226 staff and 6 direct reports Operating budget of \$65m.• Managed five groups:<ol style="list-style-type: none">1. Product management2. Injury prevention3. Communications and marketing4. Clinical services5. Customer analytics and insights. |

Key achievements

- **Reduced ACC's claims liability.** Designed and implemented a 3-year organisational strategy to monitor and reduce the liabilities associated with ACC's highest claims.
- **Implemented the ACC Strategic Partnership Model.** Transitioned ACC from working primarily in-house when developing sector initiatives to codesigning initiatives with strategic partners (NZ Police, NZ Rugby, WorkSafe, farming community, older persons' groups, NZ Sport, etc) to reduce the severity of injuries across a range of domains (falls, sports injuries, road injuries, workplace injuries and sexual and family violence).
- **Developed a new ACC customer strategy to lift customer satisfaction.**
- **Led the re-design of ACC's insurance products and levy setting to address the financial gap between discounts being paid and claims performance.** The

financial savings resulted in an increased investment (approximately \$25m) into joint ACC/WorkSafe health and safety work programmes.

General Manager Claims Management

- Purpose** As a member of the Executive Leadership Team reporting to the Chief Executive who reported to the Board, I led the groups that managed the lodgement and settlement of the annual 1.8 million ACC claims.
- Challenge** To regain public trust and confidence after NZ's largest privacy breach.
- Role scope**
- 2100 staff and 7 direct reports | Operating budget of \$2.9bn.
 - Managed the following groups:
 - 26 x claims management network branches
 - 6 x service and processing centres
 - Health procurement and Clinical Services groups

Key achievements

- **Restored the public trust and confidence in ACC after the largest ever NZ privacy breach.** This involved designing with front-line staff a customer-focused strategy to address factors impacting customer outcomes and satisfaction.
- **Improved customer service across injury types.** Used treatment pathway analytics and diagnostic information to ensure the customer was automatically assigned to the support and service pathway they required for their injury type.
- **Regularly fronted national media (TV & radio) on customer issues.**

General Manager People and Communications

- Purpose** As a member of the Executive Leadership Team reporting to the Chief Executive who reported to the Board, I realised the potential of ACC's staff in delivering improved customer experience.
- Challenge** To transition the staff culture from being the "process police" to supporting customers to achieve rehabilitation outcomes.
- Role scope**
- 70 staff and 5 direct reports | Operating budget of \$12m.
 - Managed three groups (People, Communications, and Enterprise change).

Key achievements

- **Implemented strategies to build a more customer-centric culture.** The strategy addressed the staff/customer perceptions that ACC was an organisation with "Huge potential smothered in compliance".
- **Implemented a new remuneration, reward and recognition model to reposition ACC as an employer of choice.**
- **Developed the ACC Academy**—a partnership with a tertiary provider that delivered higher quality and lower cost claims and general management training for staff.

AMP/AXA NZ

(2008 – 2012)

- 2011- 2012 NZ Integration Director (AMP) Chief Customer Officer
2008 - 2011 General Manager People, Projects & IS (AXA)

NZ Integration Director (AMP) Chief Customer Officer

- Purpose** Reporting to the Integration Director who was on the Australian Executive Leadership Team, I was also on the NZ Executive

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| | Leadership Team. I designed and implemented the merged NZ business model that optimized product profitability, customer and adviser retention and people skills and capabilities. |
| Challenge | To merge two organisations with different cultures whilst retaining customers and advisers and achieving market disclosed synergy savings. |
| Role scope | <ul style="list-style-type: none"> Reported to the Australian governance board. 18 staff and 5 direct reports Managed a \$64m program. |
| Key achievements | <ul style="list-style-type: none"> AMP NZ and Australian Boards approved a 3-year plan for the Integration of AMP and AXA NZ. Delivered the Year 1 synergy savings ahead of market expectations. |

General Manager People, Projects & Information Systems (AXA)

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| Purpose | As a member of the Executive Leadership Team, I managed HR, projects, information systems and operations. |
| Role scope | <ul style="list-style-type: none"> Reported to the CE. 35 staff and 4 direct reports. |
| Key achievements | <ul style="list-style-type: none"> Reduced operating costs by 10% (in response to the Global Financial Crisis). Lifted employee engagement by 7% to 84% over a 2-year period. Led changes to organisational systems to align with new regulatory environment and deliver effectiveness and efficiency gains. |

OTHER ROLES

New Zealand

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| 2007-2008 | Maven Consulting – Senior Consultant Worked as a strategy and operations consultant. |
| 2006-2007 | ALCATEL-LUCENT – Programme Director Managed Alcatel-Lucent’s partnership with Telecom (New Zealand). |
| 2005-2006 | Air New Zealand - Business Operations Manager Managed performance and workflow management across engineering services. |

United Kingdom/Overseas

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| 2003-2005 | National Health Service (NHS) – Design Authority Consultant Developed and negotiated the commercial strategy for the delivery of additional and standalone services to the NHS aligned to the main consortium National Programme for Information Technology Integration contracts. |
| 1986-2003 | Royal Air Force <ul style="list-style-type: none"> Programme Manager, Defence Logistics Organisation Senior Logistics Manager, Defence Procurement Agency Senior Operations Manager, RAF Tornado Squadron (Germany/America/Middle East) Fleet Engineering Manager for Hawk Aircraft Operations Manager, Red Arrows Display Team (UK/Europe/America) |

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- Officer and Engineer Officer Training and Operations Management.
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| GOVERNANCE | 2017 | Member Institute of Directors |
| | 2016 – 2017 | Member MBIE Audit and Risk Advisory Committee |
| | 2015 – 2016 | Board Member Forestry Industry Safety Council |

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| EDUCATION | 2017 | New Zealand Institute of Directors Course |
| | 2010 | AXA Global Management Development Programme (AXA University, France) |
| | 2009 | AXA Coach (Axialent, Singapore) |
| | 2003 | Executive MBA (Lancaster University, UK) |
| | 1996 | Chartered Engineer Institute of Mechanical Engineers (UK) |
| | 1986 | BSc (Hons) Mechanical Engineering (Coventry University, UK) |

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| AWARDS | 2003 | Awarded an OBE for leading the recovery of the Tornado GR4 Programme |
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| INTERESTS | Building renovations |
| | Sea and fly fishing |
| | Football – Chair, Seatoun Football Club |