

Robert E. George, CPA
6900 Lake Woodlands Drive, #313
The Woodlands, TX 77382
(281) 546-9891
bgeorge67@gmail.com

Senior executive with a proven record of developing and implementing strategic initiatives, accelerating change and solving large, complex problems. Extensive experience managing diverse relationships and working effectively with senior management, boards of directors and audit committees. Organized and managed large, geographically dispersed teams to successfully address significant business issues for major organizations. Readily adapts to wide range of environments, cultures and personalities; strong record of developing and leading high performance teams. Consistently exercises sound business judgment in a practical, thoughtful and cost effective manner.

Employment History

PricewaterhouseCoopers LLP (PwC): 1972 to retirement in 2010 (admitted to partnership in 1983): Twenty-seven years of diverse management, consulting, accounting and auditing experience as a Partner helping organizations solve large and complex problems (Management Consulting/Advisory – seventeen years; Assurance – ten years).

Client Service: Partner for large Management Consulting/Advisory clients and Assurance clients in the Energy, Financial Services, Government, Healthcare and Middle Market sectors.

PwC Leadership Roles:

- Houston/New Orleans Advisory Services leader with responsibilities for practice growth, recruiting/retention of high performance staff, service quality and client relationship management
- U.S. Energy Sector and Central Region Internal Audit Services Leader
- Americas Theater Leader for consulting services to maximize internal audit performance
- Multiple U.S. Partner Admission Committees responsible for identifying and assessing partner candidates
- National Risk Management Partner
- Advisory Services Quality Assurance Partner
- International Financial Reporting Standards Advisory Services Partner
- Partner leadership team responsible for developing/implementing a global methodology

Resident Offices: Houston; Washington, DC; Tysons Corner; Dallas; El Paso; Fort Worth

Example Work Accomplishments

- Partner responsible for two global initiatives of a Fortune 250 oil field services company related to the then largest Foreign Corrupt Practices Act (FCPA) settlement in U.S. history of \$44 million and to its implementation of the Sarbanes-Oxley Act. This required extensive coordination and consensus building among company executives, the Audit Committee, legal counsel, external auditors, government representatives and international PwC teams to accelerate change for this complex, multi-cultural organization with over 50,000 employees operating in 90 countries.
- Partner for a Fortune 150 company in crisis from allegations of accounting irregularities, Securities and Exchange Commission (SEC) investigations and dramatic stock price declines. This extraordinary project required the rapid deployment of over 1,000 auditors throughout the U.S. and Canada to address complex accounting and systems problems so that the company could meet its SEC reporting deadlines. The teamwork, organization and management of this project resulted in the Audit Committee Chairman (a former SEC Chairman) describing the effort as “an amazing response.” As partner for accelerating change at this client, conducted disciplined project planning and execution together with continuous communications with the large PwC project team, senior management, Audit Committee, Board of Directors and personnel throughout the company.
- Partner for what our then Chairman described as one of the “largest clients in Firm history.” The Government National Mortgage Association (“Ginnie Mae”) outsourced its comprehensive risk management, analysis and monitoring of hundreds of Program participants throughout the U.S., including operating a national data center. Responsibilities included direct supervision of the development and implementation of comprehensive compliance monitoring and risk management processes. Also oversaw more than 6,000 audits including training for over 500 government, industry and PwC personnel. Innovations were introduced, such as risk performance rating profiles using sophisticated statistical analysis and artificial intelligence for continuous monitoring. This enabled a strategic focus on higher risk situations and required collaboration with multiple Federal government agencies, industry participants, the Mortgage Bankers Association and subcontractors.
- Partner for the fully outsourced internal audit department of a NYSE listed company that had been the largest U.S. nursing home chain and subject of the then largest Department of Justice Medicare fraud investigation settlement of \$175 million. Also requested by the client to accelerate a strategic objective to effectively manage a full range of enterprise-wide risks. To accomplish this objective, created and personally facilitated a Risk Management Steering Committee that consisted of all members of the

“C Suite” and the external audit partner to achieve consensus on the identification and management of strategic risks.

- Other client service accomplishments include consulting with the Mexican government on the creation of a housing finance program in Mexico; managing the national due diligence effort for two Wall Street troubled asset securitizations exceeding \$1 billion each; conducting regulatory examinations of troubled thrift institutions in a five state area; and providing forensic services for the Department of Justice, including trial testimony.
- Simultaneously served as Houston Market Advisory Services Leader (included Louisiana and Oklahoma) and a U.S. Regional Internal Audit Services Leader (included Houston, Dallas, New Orleans, Tulsa, St. Louis, Chicago, Cleveland and Detroit) with responsibilities for the strategic direction of the practices, including quality, growth and people. Led initiatives to restructure staffing and service offerings to strategically align capabilities with market needs. New initiatives were developed for the energy, utilities and healthcare sectors with my role including risk management and quality. As a result, financial budgets were substantially exceeded with 84% of the top rated staff being retained. The Houston Advisory Services market was one of the large markets in the U.S. with some of the highest staff approval ratings.

Education/Professional Credentials/Personal Interests

Education: B.B.A. – Accounting (cum laude), University of North Texas (1971)

Certifications: Certified Public Accountant (1973)

CPA Licenses/Practice Privileges During Career: Texas, Virginia, District of Columbia, Louisiana, New Mexico and Arkansas.

Professional Memberships During Career: American Institute of Certified Public Accountants (AICPA); Texas Society of Certified Public Accountants (TSCPA); Institute of Internal Auditors; Association of Certified Fraud Examiners; and Association of Government Accountants.

Board Experience: Twenty-seven years as a partner working directly with scores of client boards and audit committees. Non-profit board memberships: American Heart Association (Dallas and El Paso); Bridges School for Dyslexic Children; Accounting Advisory Boards for the University of North Texas and University of Texas at El Paso; Dallas I Have A Dream Foundation (Finance Committee Chairman).

Publications and Training: Editorial Advisor to the American Institute of Certified Public Accountants Journal of Accountancy; contributing author for two thrift industry accounting books; author and instructor for numerous PwC training programs presented internally and externally; developed and presented numerous Ginnie Mae programs; guest lecturer in auditing at the University of Texas at Dallas.

Conferences/Trade Organizations: Multi-year member of the TSCPA Financial Institutions Conference Committee (Chairman for three years) responsible for presenting TSCPA conferences; numerous Mortgage Bankers Association presentations; numerous TSCPA accounting and auditing courses; Institute of Internal Auditors International Conference presentation.

Community Activities and Hobbies: Junior Achievement classroom instructor; handicapped children/adults caregiving; fitness; instrument rated private pilot.

References: Furnished on request.