**Tim Ellis**

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Experienced HRD with over 20 years in senior European Business Partner roles, both permanent and interim. Specialist in Employee Relations and delivering large Business Change projects. Trusted leader valuing fairness and respect in all business dealings.

**HR & Change Management Ltd December ’20 to date**

Own business focussed on HR & Transformational Change Interim Management and Consultancy

**Dec’20 to Jan ‘21**

* Contracted to set up and run Virtual European Works Council: 50 Works Council Representatives, 17 languages. Used ‘Voiceboxer’ technology to deliver presentations and Q&A’s with simultaneous translation.

**DS Smith PLC June ‘15 to Nov ’20**

£6 billion T/O International Packaging Business. 30k employees in 34 Countries.

**HRD Employee Relations & Corporate Functions Sept ‘19 to Nov ‘20**

Reporting to Group HRD to lead and coordinate Employee Relations across the Business and Business Partner to the Corporate functions.

* **Employee Relations Strategy**. Implemented the 2019 European Works Council Agreement, focussing on delivering increased engagement via joint initiatives and delivering cost efficiencies of >£200k annually by leveraging technology for multi-lingual meetings.
* **Consultation** lead for business reorganisation, highlighting employee relations hotspots by Country with risk mitigating actions. Project benefits of £54m with 900FTE role reductions.

**HRD DS Smith Packaging Division June ‘15 to Aug ‘19**

Appointed by Divisional CEO to newly created permanent role to create an HR Organisation to deliver the Group HR Strategy aligned to the needs of a fast-growing Packaging Division. Based in Belgium.

* **Organisation Design.** Facilitated Packaging Leadership Team in development of Target Operating Model(TOM), impacting 25k people in 30 European Countries. Managed transition from 9 regions in 2015 through step changes to 3 consolidated regions in 2019.
* **HR Strategy & Corporate Planning**. Implemented the Packaging People plan, aligned to Group HR Corporate plan, prioritising: Talent Acquisition & Succession Management, Employee Engagement, Organisation Design and HR Core processes.
* **Acquisitions.** Led HR integration teams, integrating 13 acquisitions over 4 years delivering synergy benefits ahead of business cases.
* **Workforce Productivity**. Implemented Division wide people cost reporting with KPI’s, highlighting target areas for actions to improve employee productivity.
* **Learning Academies**. Established Sales and Operations Academies, supported by Group L& D to drive function skills development through aligned learning programmes.

**Earlier Interim Roles**

**HRD DS Smith Paper- Interim May ‘13 to May ‘15**

HRD for Paper Division. 9 Paper Mills and Logistics operations across Europe with 2,000 employees.

* **HR Strategy**. Leveraged best practice across the Paper Mills with reduced cost of duplication
* **Factory Closure**. HR lead on Footprint review, resulting in closure of Wansborough Mill(160 UK employees). Closure managed without disruption to supply and no Employment Tribunals.

**HR Project Manager, DS Smith Group - Interim May ‘12 to April ‘13**

Joined Group HR team to support the integration of SCA Packaging(£1.3billion purchase).

* **Restructuring**. Supported Group HRD with implementing plans with focus on senior exits
* **Business Turnaround**. Led the HR workstream for the Kemsley Paper Mill recovery plan. 10% reduction in the site workforce, saving £2.5mp.a.

**Project Director**. **Wander AG - Interim April ‘11 to March ‘12**

A Division of ABF Group, makers of Ovaltine and Options hot beverages. Based in Switzerland.

* **Project Management**. Established governance based on ‘Prince 2’ approach
* **Terms and Conditions**. New agreement, savings c.1.7m CHF, >15% of controllable costs.
* **Benchmarking**. Savings of 850k CHF identified in Logistics and 500k CHF in Manufacturing.

**HR Project Director, Twinings Tea July ‘09 to March ‘11**

A Division of ABF Group. HR Lead for £50m supply chain development programme across 3 factories. One closure, one restructured(both UK) and one new build(Poland).

* **Change Management.** Programme created with Change Tools, including Communication Strategy, developed with external PR company.
* **UK Factory(North) Closure**. Negotiating Strategy created. Site run down and closure delivered with no Tribunals. 250 redundancies over 18 months with no disruption to supply.
* **UK Factory(South) Restructure**. Reduced site roles by 50%, with revised T’s&C’s to better reflect UK market focus. Negotiated new shift patterns with annualised/banked hours.
* **New Factory build, Poland**. Recruited senior team for new site, implemented Organisation Design, addressing structures, processes and behaviours. Negotiated Knowledge Transfer Agreement with UK Factory(North) to train new Polish workers

HR Project Manager, easyJet Nov ‘08 to June ‘09

* **Engineering In-sourcing**. Aircraft maintenance restructure, delivered 10% savings on £5.1m budget, including revised T’s&C's following external industry benchmarking
* **Flight Crew Allowances**. HR Lead on HMRC project to establish new tax allowances for flight crew, minimising financial impact on the airline.
* **Cabin Crew pay negotiations**. Negotiated revised reward design, including new bonus proposal with reduced fixed pay and higher variable pay linked to performance

**Earlier Permanent Roles**

**United Biscuits (Now Pladis) Jan ‘00 to May ’08**Snack food manufacturer with T/O c.£1.3billion, 8,000+ employees. Private Equity Owned.

Roles included **UK HRD** and subsequently **HR Change Director**. Key deliverables:

* **Manufacturing change project**. Target to drive annual savings of £10m as alternative to large factory closure. Project fully supported by Trade Unions..
* **UK Pension Fund change**. Project transferred 4,000 active members from a final salary scheme to CARE(career average) generating >£4m p.a. savings
* **Business Transformation**. Following the acquisition of Jacobs Bakery, led Collective Consultation process delivering new organisational design with synergy benefits >£34m.p.a.
* **UK HR team restructure**. HR business partner model introduced aligning HR to UK business supported by introduction of SAP HR for Payroll & HR. Combined savings of £1.8m p.a.
* **Occupational Health**. Modernised function with increased emphasis on preventative care.
* **Factory Closure**. UK Biscuit manufacturing site with 1,000 employees. Closure achieved with no business disruption or Employment Tribunal claims. Business benefits of £10m.

**Premier Brands UK Ltd 1986 – 1999**

£200 million T/O UK based business. Makers of Typhoo Tea, Cadbury Chocolate Drinks

**HRD Premier Brands UK Ltd. 1996 – 1999**

Hot beverages business, with 1200 employees, 3 sites. Established new HR function based on Business Partner model. Major integration of Coop tea business following acquisition involving negotiating new shift patterns and employee contracts, reducing costs by £2.5m

**Personnel Manager, Moreton Site 1986 – 1995** Various management roles in Personnel and HR Services functions

**Cadbury Schweppes plc 1981 – 1985**

Graduate in manufacturing. HR and Manufacturing roles, including 1 year on night shift production.

**Education and Professional Development Hobbies**

BA Hons Geography, Southampton University. Cycling, Rugby, MotoGP

3 ‘A’ levels 10 ‘O’ levels, Monmouth School

Associate Member CIPD, ‘Prince 2’ Qualified

**Areas of Expertise & Leadership**

**European HRD & Business Partner**

European HRD for DS Smith Packaging, £4+ billion T/O Division, based in Brussels, supporting 25,000+ employees

* Building a European organisation, transforming independent Country structures to aligned 3 Regional model
* Business Partner and Coach to multi-Country leadership team

Implemented Pan-European Workforce Productivity measures with standardised Management KPI’s

**Acquisitions, Integrations, Disposals**

* 14 acquisitions. Led integration and synergy benefit realisation programmes. (DSSmith, UB)
* HR lead on major business disposals(Premier, UB, DSSmith)

**Change Management Leadership**

* Established effective relationships with Key stakeholder groups to ensure effective programme delivery(Twinings, EasyJet, UB, DSS)
* Implemented Change Management Approach supporting major project delivery(UB, Twinings, Wander, DSSmith)

**Employee Relations & Engagement**

* European Works Council agreement implemented with governance and common agenda(DSS)
* European manufacturing footprint re-structure, including: factory closures, new build and transformation, multiple sites & Countries, working with EWC and Trade Unions.(Twinings, DSSmith)
* Employee terms & conditions renegotiated in both UK & European business(Wander AG)

**Manufacturing/Operations Transformation**

* Factory Greenfield build, Poland. Led HR workstream(Twinings)
* Factory Closures, sites up to 1,000 employees(Premier, UB, Twinings, DSSmith)
* Shift system redesign, introducing flexible shift patterns, annualised hours(Twinings, DSS, Premier)

**HR Transformation**

* Implementation of Business Partner model, supported by Centres of Excellence(DSS, UB, Premier)
* Implementation of HRIS to support Transformation process(DSS, UB, Premier)

**Employee Capability**

* Set up Academies based development for both Operations Employees and Commercial teams with Sponsorship by Operations and Commercial Directors(DSSmith)
* Introduced tiered Coaching Model(DSSmith)