

Mark Adderley

Experienced, values-driven, global Director, Coach and Strategic Leader, performing at the highest level. A people and change leader with an exceptional track record of delivery, achieving results through personal leadership, operational excellence and commitment to performance - enabling leaders to get the best from their people.

Skills	Achievements
Strategic leadership, planning and management	<ul style="list-style-type: none"> ❑ 20 years as Director and/or Chief Executive across multiple sectors and geographies. ❑ Developed and delivered a new 5-year People Strategy to support a University growing and reputation across the globe. ❑ Responsible for leadership, direction and recovery plan for £40m charity, resulting in financial turnaround. ❑ Part of new team, developed and delivered new strategy for £1bn Utility, resulting in 40% reduction in costs, and improvements in quality and service over 4 years
Stakeholder management and engagement	<ul style="list-style-type: none"> ❑ Worked across Scottish Government including; Higher Education, NHS, National Trust for Scotland, Scottish Water, Local Authorities, Community Health Partnerships, ILF. ❑ Worked with national and international stakeholders to deliver organisational vision and strategy with complete buy-in and commitment. ❑ Implemented and developed engagement techniques based on workforce analysis and psychometrics to improve staff engagement by 15% through interventions including: innovative communications. ❑ Influenced external views of the organisation through building relationships with media and politicians resulting in a 15-fold increase in press coverage over 12 months.
Board level experience and risk management	<ul style="list-style-type: none"> ❑ Internationally experienced director with 20 years at most senior governance level, in 6 sectors, EMEA, as Exec and Non-Exec Director including Chair of Board Sub-Committees. ❑ Chartered Director and Fellow CIPD and IOD, Executive Coach and trained mediator ❑ Global Director of HR and Development, across EMEA, responsible for all aspects of People, Leadership and Development in a multi-cultural environment. ❑ Responsible for introduction of FOI, and partly GDPR, Cyber Essentials Plus ❑ Delivered major behavioural change in Health and Safety, resulting in over 40% reduction in RIDDOR reportable accidents in 3 years. ❑ Introduced and ran Governance including 32 Programme Implementation Boards to deliver IT integration and reduce number of IT systems in RBS/Nat West by over 50%.
Leadership in the education and research arena	<ul style="list-style-type: none"> ❑ Developed first ever Leadership Excellence Framework, and led global executive development programmes in Higher Education ❑ Introduced succession and talent management programmes and top 50 leaders programmes with best in class external speakers across all campuses ❑ Led leadership development for academics, research students and staff and professional services, including accredited (ILM, HEA) and award winning (THE, ARMA) programmes ❑ Studying for Doctorate (DBA) at Edinburgh Business School
People related transformation and change	<ul style="list-style-type: none"> ❑ Introduced Change Management structures that delivered change, including a 10% annual improvement in costs and service, for 4 consecutive years. ❑ Turned around an inherited Trade Union relationship where Performance Reviews were boycotted, to one where, in partnership, completion of reviews was at over 80%. ❑ Delivered staff reductions of over 40% in partnership with Trades Unions with no resulting action. ❑ Introduced innovative "Business Support Unit" redeploying 50% of redundant staff. ❑ Delivered People elements of startup campus in Malaysia, including organisation structure, recruitment, HR policies, values and culture
HR, Pay, Reward and Remuneration	<ul style="list-style-type: none"> ❑ Experienced HR, OD and Change Director, co-convenor of UHR-Scotland, exec for UHR-UK. ❑ Successfully implemented HR (and other) systems on time and to budget, with a real focus on the people impact of change. ❑ Implemented full service HR Systems three times (NHS, Heriot-Watt, Scottish Water) ❑ Implemented Pay and Reward systems linked to performance across organisations, (including bonuses, LTIPs) resulting in higher levels of engagement and performance ❑ Responsible for pay structures and benchmarking all international operations. Introduced global approach to pay and reward that replaced an ad-hoc, inconsistent one.
Delivery focused - on time /budget.	<ul style="list-style-type: none"> ❑ Track record of budget and service delivery, with over £200m budgets and 800 staff ❑ Transformed a £4.3m budgeted deficit in first year into a £1.5m deficit and provided a path to long term financial sustainability. ❑ Delivered efficiency and revenue improvement consistently above expectation – Service improvements with 10% annual cost savings.

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Values and Equality driven

- ❑ **Introduced values and behaviours** for new company, including bottom-up development and significant roll-out.
- ❑ Led equality and diversity function, introducing innovative approaches to E&D for staff and students. (Mental Health, Wellbeing, Happiness)
- ❑ Champion for **Equality and Diversity** and Athena Swan (women in Academia) programmes including bronze organisational award in 2013.
- ❑ **Equality champion** non-executive director on charitable boards.

Recent Awards

- ❑ University awarded **International University of the Year** (2018).
- ❑ Awarded **HR Excellence** in Research from European Union (2013, 2016)
- ❑ Winner **Outstanding HR Team** in UK Higher Education (THE 2013), Nominee 2014
- ❑ Nominee for IOD Chartered Director of the Year (2011).

ADDERLEY LTD. Director: Coach, Consultant and Interim Director (Current)

Executive coach, consultant, and interim director delivering coaching, consulting and strategic and change management advice to clients directly and as Associate of Taylor Clarke and Centre for Team Performance including: Glasgow University, Scottish Enterprise, Aberdeen University, Perth and Kinross Council, UKRI, Lincoln University, Scottish Courts Service, Stirling University, Rutherford House, Miascape, St Paul's and St George's Church. www.adderley.ltd

NON-EXEC ROLES:

SCOTTISH PUBLIC PENSIONS AGENCY, Non-Exec Director 2019- (Current)

During time of major change and transformation of the sector. Administering the pensions for employees of the NHS, Teachers', Police and Firefighters' schemes in Scotland, and responsible for providing policy advice to Ministers on public sector pensions.

CALDERDALE AND HUDDERSFIELD SOLUTIONS LTD, Non-Exec Director 2019- (Current)

A new venture, CHS is a wholly owned company, delivering high standards of estates, facilities and procurement services to Calderdale and Huddersfield NHS Foundation Trust and other customers.

INDEPENDENT LIVING FUND SCOTLAND, Non-Exec Director 2019- (Audit and Risk Committee) (Current)

Appointed by Scottish Government as non-exec director. ILF Scotland operates as a discretionary fund providing financial awards to over 3,000 disabled people in Scotland and Northern Ireland to help them live independently and within their local communities.

SCOTTISH SQUASH LTD. President and Chair of Board (Current) Director 2013-2018

President of National Governing Body and Chair of the Board, having been Finance Director and Chair of Compliance Committee, during introduction of organisation wide policies and procedures and successful external audit of governance.

SOCIAL INVESTMENT SCOTLAND, Non-Exec Director 2013-2019 (Chair Remuneration and Appointments Committee)

Investing in Social Enterprises in Scotland, Director during 4-fold increase in size. Appointments and Remuneration Chair, introducing staff policies, procedures and pay structures fit for the future during a time of major change and regulation.

SCOTTISH BIBLE SOCIETY, Non-Exec Director 2011-2018, and Staffing Committee Chair

EXECUTIVE ROLES:

HERIOT-WATT University: Director Human Resource Development (2011-2019)

Responsible for all HR, Organisational and Academic Leadership and Development at Scottish University of the Year 2011 and 2012, and International University of the Year 2018. Leading and delivering all aspects of People Management and Development, across international institution (including Dubai and start-up campus in Malaysia, all aspects of leadership development, new HR systems, major Institutional cultural and structural change) **"enabling Heriot-Watt people to be the best they can."** Heriot-Watt has since been awarded Outstanding HR Team in UK HE 2013, Athena Swan Bronze award and HR Excellence in Research (2013/16)

NHS Ayrshire & Arran: Executive Director of People and OD (2009-2011)

Executive Director covering Primary and Secondary care for 360,000 people. Employing 12,500 staff, and responsible for HR, Organisational Development, Equality and Diversity and People Management during major change, working jointly with Unions and National Bodies to make change happen.

ADDERLEY ASSOCIATES LTD: Director (2008-2011): Executive Coach and consultant, delivering strategic and change management advice to clients (now restarted as adderley.ltd)

THE NATIONAL TRUST FOR SCOTLAND: Chief Executive (2007-2008), (turnover £40m).

Brought in as 'company doctor' to modernise, renegotiate pay, professionalise management and build a platform for financial sustainability for the largest multi-site, visitor and membership charity in Scotland.

SCOTTISH WATER: Human Resources and Business Services Director (2002-2007)

Part of new team, recruited at the formation of Scottish Water to deliver aspirational targets for the Scottish Water Industry, including 40% reduction in operational costs, 24% reduction in capital spend, improvements in water, environmental quality and customer service over 4 years. Responsible for all support functions including OD, HR, Health and Safety, Equality and Diversity, Scientific Services, Fleet, Stores, IT, Property and Estates.

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THE ROYAL BANK OF SCOTLAND GROUP:

Head of Integration Readiness, Group Technology (2001-2002)

Senior Manager, Group Integration (2000-2001): Part of CEO team to run integration programme.

Head of Strategy and Planning, Change Management UK Bank (Edinburgh) (1999-2000)

THE ROYAL BANK OF SCOTLAND INTERNATIONAL (RBSI)

Head of Implementation/Implementation Planning (Edinburgh) - (1998-1999)

Head of Operations and Planning (Isle of Man) - (1995-1998)

ROYAL BANK OF SCOTLAND BRANCH BANKING DIVISION: COLUMBUS Change Management Programme (1994-1995)

Led workstreams in Branch Service Strategy and Branch operations strategy.

GEMINI CONSULTING (The MAC Group) - Strategic & General Management (1988-94) - Including strategy, Mergers and Acquisition and Change Management work in multiple sectors.

QUALIFICATIONS

- ☐ Currently studying for Doctorate, (DBA) in leadership of change, at Edinburgh Business School, Distinction in IBR1, IBR2 and IBR3.
- ☐ Fellow IOD (2011), Chartered Dir., CDir (2011), Dipl and Cert IOD: Distinction (2010), Fellow CIPD (2010)
- ☐ Academy of Executive Coaching, Qualified and Accredited (2011)
- ☐ Qualified Mental Health First Aider (2019)
- ☐ BPS Level A&B trained and registered (Myers Briggs (MBTI), Emotional Intelligence (EQi2.0), Performance Climate System (PCS), DISC and Identity Psychometric Profiling), Mediation trained
- ☐ MBA, Business Administration, London Business School (1992)
- ☐ MEng, Manufacturing Engineering, Emmanuel College, Cambridge University. (1988)
- ☐ MA Cantab. (BA, II.1 Hons.), Production Engineering, Emmanuel College, Cambridge University. (1987)
- ☐ AMCT (Corporate Treasurers exams) (1996)
- ☐ 5 A-Levels (all grade A, one S1), 11 O-Levels

Interests / Family

Sport: 2012 Olympics Gamesmaker, University half-blue, University and County level (squash, rugby, athletics), Lothian Squash and qualified referee, Dog walking (2 labradors), Travel (India and Far East), Cooking, Local Church.

Family: Wife and 4 daughters