

Martin Eves – People and Transformation Director

Summary

A People Director with a rich experience in leading people through successful transformational change programmes, including global mergers, acquisitions and divestments; conceiving and executing organisational development plans to enable cost efficient scalable growth. Transferrable capability has been gained in start-ups through to living and working overseas in multi-national companies across a wide range of engineering sectors and countries. A high achiever with an enthusiastic, personable and resilient style, who enjoys supporting the development of others.

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| • Board Member | • Commercial Acumen | • Cloud, Digital, Software |
| • Multi \$m Revenues / Costs | • Transformational Change | • Mobile Technologies |
| • Blue-chip multi-nationals | • Employee Engagement / Unions | • Field Services / FMCG / Manufacturing |
| • Start-ups / Scalable Growth | • Resilient & Enthusiastic | • Utilities / Oil & Gas / Engineering |
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Key Skills and Achievements

Strategic

- Strategic Board leader, with significant international experience who has designed and delivered a range of operational functions that support organisational growth, change and development.
- Worked alongside Chairs and CEOs as guide and confident for 20 years, including the Chair of NatWest, CEO of Nestlé.
- Operationally proficient, finding fit for purpose solutions to complex people / business issues.
- Excellent senior stakeholder management skills, gained across various engineering sectors and organisational maturity models.
- Led the HR stream for 48 country Nestlé / Pharma \$7bn M&A deal, becoming the HR Director for the combined business.
- Developed post acquisition synergy cases (\$0.5bn) and subsequently successfully delivered, post-merger.
- Led the HR stream for Nokia divestment of Vertu to Private Equity for £200m (EQT), 7 management presentations at Goldman Sachs.
- Designed and led a £15m change programme within highly unionised manufacturing environment, increased revenue and output and reduced headcount by 46%, with no additional costs to the business.
- For three companies, saved over 25% on Operational Budgets through improved HR service models
- Member of crisis response team, deputising for Group Managing Director as required.
- Member of Group Compliance (Arcadis) and Remuneration (Corserv) Committees.

Strategic Infrastructure / Transformational Change

- Developed selection criteria for Board level appointments including Chair and NED roles.
- Introduced new profit / share programmes (including EMI) for Executive Boards, senior leaders and employees.
- Managed all administration associated with Ordinary Shares, A-Ordinary Shares, Preferences Shares.
- Delivered new HR / business model / policies across 70 international markets.
- Successfully delivered transformational digital and behavioural change within a Field Services workforce of 2,000.
- Designed and delivered a values / behaviours led recruitment and development programme
- Development and delivery of new global business blue-print achieving synergy targets with 9 months
- Delivered multi-£m Oracle Digital Cloud HCM project within 7 months, on time and under budget.
- Designed and deployed operational HR Digital Dashboards for 300+ Line Managers.
- Led digital productivity programme around, re-structure, process review, remuneration, terms and conditions / policies & procedures.
- Outsourced £70m payroll capability to third party vendor, saving in excess of £100k / annum.
- Re-structured functional response from business focus to group focus, changing legacy alliances and behaviours whilst increasing efficiency of service across 70 employees.
- Managed Succession Plan for Corporate key positions – in excess of 1,500 roles.
- Liaised with institutional and high net worth individuals to secure funding sources and convertible loan instruments.
- Managed Capitalisation table through all dilution events for Founders.

Growth

- Within 6 months created international standalone business infrastructure across HR, FN, LG and IT in US, Singapore, Germany and India
- Scaled IoT digital start-up business to multi-£m and delivered the infrastructure and scalable foundation for rapid growth across 6 countries and 14 nationalities in 6 months.
- Scaled mobile business by 200% in 3 years from acquisition and delivered global HR and Payroll functions, local policies and procedures, 12 countries / 8 languages, 1,200 employees (including new 8 person global HR team).
- Scaled fmcg business by 20% to deliver new product launch; product became immediate Category Captain – with a yoy sales increase of 40% with 25% of UK homes penetrated.
- Introduced Talent Sourcing process leading to over 100% yoy growth with under 45 day, time to hire.
- Introduced new employee induction program – 48 hours from start to operational productive delivery.
- Introduced a restrictive share unit incentive programme based on performance metrics
- Designed and delivered a sales commission programme that recognised value not volume
- Recruitment of 250 engineers each year (graduate and mature), inducted and operational within days of starting

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Breadth

- Functionally responsible for: Human Resources, IT, Health Safety, Environment and Quality, Marketing, Communications, Corporate Social Responsibility, Customer Contact Centre, Training Centre and Recruitment Agency all to enable Behavioural Change momentum.
- Payroll responsibility for up to 14,500 staff internationally.
- Led up to 10 direct reports and a team of 100+
- Experienced and comfortable working within regulated and / or unionised environments
- Involved in all aspects of expatriate transfer around the world
- Talent Development and Succession Management for over 1,500 Talents
- Led ISO 27001 accreditation, highly commended, first time pass.

Engagement

- Created sustainable and progressive employee workforce cultures through listening to employees
- Instituted a culture change to drive personal performance, responsibility and decision rights
- After initializing all Employee Engagement Survey implemented an all Employee Engagement Forum and increased all employee engagement by 7% in a year of pandemic.
- Implemented Employee Engagement program through Facebook Workplace and All-hands communication.
- Delivered engagement initiatives to raise awareness of performance management post acquisition
- Led national negotiations for 3,000 industrial unionised staff
- Worked alongside local and national trade union officials to successfully deliver competence led change programmes
- Re-organised business structures and remuneration systems throughout unionised businesses
- Re-wrote national and international policies and procedures and terms and conditions of employment

Professional Employment



Arcadis UK Limited (Design Engineering, £0.5bn, 7,000 staff, UK, Global focus)
People Services Director

Dec 2021 – To date

Corserv Limited (Integrated Field Services / Utilities, £150m+, 2,900 staff, UK focus)
People and Digital Transformation Director

Mar 2019 – Nov 2021

QiO Technologies Limited (Industrial Cloud based Digital Software, 150 staff, 6 countries)
HR and Operations Director

Feb 2015 – Feb 2019

Nokia / Vertu (Hard Luxury / Telecommunications, 1,200 staff, 12 countries, 60 stores)
Human Resources Director

Mar 2010 – Feb 2015

Nestlé Nutrition, Switzerland (Pharma / FMCG 14,500 staff, 70 countries)
Group Head of Human Resources

Dec 2004 – Feb 2010

Nestlé UK Beverages (Manufacturing / FMCG)
Senior Human Resources Business Partner

Apr 2002 - Nov 2004

PepsiCo Cereals (Commercial / FMCG)
Human Resources Manager, UK and International

Feb 1999- Mar 2002

BOC Gases (Industrial Gas)
UK Employee Relations Manager

Jun 1995 - Feb 1999

Shell International Petroleum (Oli & Gas)
Senior HR Officer - Exploration and Production

Aug 1987- May 1995

Qualifications / Memberships

- Fellow of the Chartered Institute of Personnel Development
- MBA, youngest sponsored by Shell International Petroleum
- Diploma in Management Studies - Portsmouth University
- Trained counselor / coach, & IT Literate, SAP, Oracle, PeopleSoft, Microsoft
- London Business School - Leadership Challenge
- Oxford University - Strategic Employee Relations / ODR - Change Management