

# MARK PYM MSc HRM, Chartered FCIPD

## CONTACT DETAILS

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## SUMMARY OF CAREER HISTORY

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**Great Teams Limited: HR Consultant/Interim Founder/ Director** (15/06/2020–to date)

**The opportunity:** Providing HR Consultancy and HR Interim services to help clients design, build and develop extraordinary individuals, teams, teamwork, cultures, workplaces, organisations & communities.

**Marston Group: HR Director, Strategy and Policy: 6,500 FTE UK Turnover: £400,000,000** (05/2015–06/2020)

**The opportunity:** To contribute to the business improving its financial and clients' performance, thereby facilitating future growth, organically and by acquisition.

### Key achievements:

- Worked closely with the Executive team, managing a team of 22 staff (HR and Recruitment).
- Digitising HR & Recruitment, folding 5 systems, into one Group HRMS, with digital workflows.
- Overseeing core processes for circa 2000 new recruits a year, including Self Employed.
- Led on due diligence/integration of fourteen acquisitions, delivering a fivefold EBITDA increase.
- Strategic consolidation and integration of 14 business and associated working practices, into three businesses, as part of the business strategy to retain key talent in acquisitions, dissolve entities, reduce complexity, deliver efficiency improvements (including c.£10,000,000 cost savings) and create Marston Holdings.
- Completed an intra Group TUPE change of entity for 1,000 staff and led, HR wise, on a subsequent, complex organisational re-design workstream. Led on all TUPE activity and bids.
- Transitioned, with key stakeholders, the organisational design, of core functions, including leadership capability/skills/ layers/spans. Introduced practical plans to help align cultural values.
- Successfully led and delivered four restructuring initiatives with over £2,500,000 savings, improving EBITDA and contributed to private equity investors (Inflexion) successful selling to ICG and achieving outstanding returns on their investment.
- Led on Self Employed risks identification and mitigations, including IR35 in the private sector.
- HR lead on the integration of NSL (4,000 FTE), following acquisition in Jan 2017. Worked, with CEO on creation of a new Senior Management team. Led on building and on-going delivery, of three key HR PMO projects and supported 24 other business transformation projects.

**CarillionAmey: HR Lead (Interim): 1,200 FTE UK Turnover: £500,000,000** 01/2015–04/2015

**The opportunity:** Worked on assignment in the South East on the Next Generation Estates contract. Delivered major TUPE programme (12 organisations) and lead an ETO within CarillionAmey.

### Key achievements:

- Coordinated the pre TUPE transfer consultations with 12 organisations. Actively led consultations with staff. Successfully re-deployed c.50% of staff, avoiding redundancies and achieving skill retention.

**Group Lotus Plc: Group Head of HR: 1,200 FTE Global, UK 900 FTE 01/2013–11/2014**  
**Group turnover £100,000,000**

**The opportunity:** To resolve complex employee and business-related matters following a failed 'New Era', five car strategy. To implement a HR strategy to reduce costs, build organisational capability, and improve employee and stakeholder engagement.

**Key achievements:**

- Led the provision of a commercial, flexible, responsive and customer orientated global multi disciplined team (25 FTE), across a range of businesses including, Motorsports, Manufacturing, Merchandising, Retail and Consultancy. Supported 14 sites including USA, China, and Malaysia.
- Provided HR leadership to resolve Senior Executive legal matters and re-shaped senior team.
- Implemented a HR strategy focused on 6 themes: Commercial HR, Engaged People, Connected Performance, Excellent Leaders, Transformational Skills, and a Healthy Environment.
- Restructured the UK HR team by creating a Global HR Business partner model across all sites, with each HRBP allocated projects and deliverables aligned to the new strategy.
- Implemented 20 HR policies, department restructures and cost down initiatives, reducing average basic UK salary from £38,000 (2012) to £32,000 (2014), whilst reducing organic labour turnover from a peak of 25% (2012) to 9% (2014).
- Organisational development wise, reviewed the operating model for all the core U.K divisions and implemented a raft of changes in design, headcount /layer and span terms.
- Project managed the closure of the Company pension scheme to new members and the compliance of Auto Enrolment in December 2013. Achieved savings of £400,000.
- Worked with CEO to design, develop and implement a highly focused Sales and Marketing team, including instigating lead generation and customer experience sales /marketing model. In June 2014, the best results were achieved in four years and the best first quarter sales in three years.
- Designed and developed key internal branding messages and an internal communications campaign, including the Lotus annual engagement map. Engagement levels of 75 % achieved.

**SR Technics UK (Mubadalla Group): Head of HR & Training:**  
**5,000 FTE Global, UK 800 FTE**  
**Group turnover £1 billion**

**2008-12**

HR partner to Executive in a business undergoing major change in a price sensitive/contracting market.

**The opportunity:** Create a strategy that reduced costs, builds organisational capability and improves employee engagement and then prepares the business for future disposal.

**Key achievements:**

- Shaped and drove delivery of an organisational people strategy, underpinning business strategy.
- Restructured UK HR team by creating a HR Business partner model and reducing the HR budget by 35%. Led and mobilised the HR team.
- Restructured the Operational division, completing an inter Group and TUPE transfers.
- HR TUPE lead, on the tendering process for major aviation contracts across Europe.
- Key negotiator, during a major period of transformation, on union negotiations including Unite.
- Reduced costs by 20%: pay freezes, benefit entitlement changes & 30% reduction in headcount.
- Led the Group International Aviation Training school with students from all over the world.
- Led and rolled out an organisational wider cultural continuous improvement programme, including sponsoring the training of yellow, green, and black belts, to step change business performance.
- Introduced a new, real time, performance management and coaching strategy that stepped up organisational accountability and drove performance results.
- Major asset disposals/transfers and site closure in 2010.
- Designed and led a settlement process, that involved 400 settlement agreements with staff to ensure the smooth closure of a major site, with no disruptions to the Group's primary client.
- 2009 accountancy results underpinned these major changes, from a book loss of £100 million in

2008, achieved break even at EBIT level in 2009.

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## SUMMARY OF OTHER ROLES

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➤ BT Wholesale	Head of HR	2004 -2007
➤ Hutchison Ports (UK) Ltd	HR Manager Central	2000-2003
➤ AMOT Controls	HR Manager	1998-2000
➤ Heavylift Cargo Airlines	Personnel Manager	1994-1998
➤ AMR/Qualitair	Recruitment Manager	1990-1994
➤ Royal Navy	Leading Hand	1983-1989

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## QUALIFICATIONS

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- Six Sigma Yellow Belt
  - Go Make a Difference (Go MAD) coaching accreditation
  - Cultural Transformation & Values Level 1 (Values Centre)
  - Archetypal Brands Foundation Level 2
  - SHL Accredited & Hay Job evaluation trained
  - Level A and Level B Certificate (Occupational ability and test user)
  - Anglia University MSc HRM & MIPD
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## PREVIOUS EXECUTIVE APPOINTMENTS & MEMBERSHIPS

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- Marston Group Operations Board
- Trustee of SR Technics UK Final salary scheme
- Volunteer Trustee Director of Kids Inspire Charity
- BT Wholesale Off shoring & Smart Resourcing Committee
- BT Wholesale Pre Capital-Investment Board (Annual budget 1 billion)
- BT Wholesale Performance Solutions Steering Group
- Trustee Director of the Port of Felixstowe Pension Plan