



## Board

Perrett Laver is one of the leading executive search firms working across higher education and research, global development, sustainability and the non-profit sectors, industry research and development, health and social care, schools and education organisations and arts, culture and sports.

We passionately believe in the wider transformative benefits and value organisations within these sectors effect and we are therefore deeply committed to supporting organisations to appoint diverse, varied and robust boards that complement and enhance their respective organisations.

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**Perrett Laver's Board Practice covers the breadth of our core practice areas.**



# Board

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# Challenges



The role of Boards has changed beyond recognition as Chief Executives and Boards are increasingly scrutinised by regulatory bodies and the public. Corporate governance reforms mean that Board performance and Board composition is of paramount importance. A significant evolution in corporate governance is taking place and it is an acknowledgment of just this that positions Perrett Laver exceptionally well to address this leadership challenge. Organisations are not seeking compliant oversight but rather rigorous direction; powerful and directional Board-level leadership is a key strategic asset.

## People

As a firm we are status and ambition blind. Boards should not be populated by those born to privilege and who are motivated by personal ambition and eminence. At Perrett Laver our prerogative is to work as partners with our clients to build diverse and varied Boards that complement and enhance their respective organisations.

Ultimately, for generations, building Boards has been about individuals' backgrounds, connectivity and status. This, of course, still plays a role but we at Perrett Laver want to move beyond reliance upon individual connectivity and move towards mutual interconnectedness. Any search firm can find your Board an established or establishment Board member and whilst we can do this, this is not what drives or motivates our Board Practice.

As a search firm, we find people who are focused on outcomes and whose values and lives align around serving organisations' agenda rather than their own careers. Whilst, of course, we draw on our Consultants' contacts which reside at the highest levels of all sectors, drawing upon a bespoke and intensive research methodology ensures that we bring diverse, unique and often undiscovered talent to our Board searches; we find the next generation of Board Directors.

Our extensive networks provide a point of departure allowing us to interrogate the possible pool of global candidates who can bring the subject expertise and breadth of management experience needed to play a pivotal Board-level role.

# The Value of Search

Perrett Laver is well positioned to add significant value to addressing these grand challenges by virtue of a proven and well-practised methodology, a breadth and depth of relevant contacts, and a keen awareness both of the pitfalls of Board appointment processes and of how they are best avoided.

Our role is to connect the most influential and vibrant organisations with the highest capacity and most dynamic Non-Executives – but this connection is also based on a mutual set of values and a shared vision for the future. As a firm we have looked to move away from the purely transactional relationship that so typifies our industry in favour of forging genuinely close partnerships with our clients. We endeavour to share risk and reward and to add value wherever we are in a position to do so. At every stage of the process – be it our research and the kind of candidates that we generate, our fee structure, or simply how we configure our paperwork – we seek to be innovative and flexible in order to best serve our client's needs.

## **Partnership**

At Perrett Laver, we have significant experience of building Boards; engaging clients in multiple cohesive appointments and providing exceptional, high-level support to key governance issues. Each Board requires a careful balance of skills, experience and expertise; no two Board searches are the same and we do not enter into a search assignment under the assumption that we already know the delicate balance of skills needed to complement an existing Board or to build a Board which is in its infancy. Through extensive briefings we work closely with our clients to fully understand what is needed from a Board appointment.

## Cross-Sectoral Reach

Crucial for all our clients is the ability to engage potential candidates from outside their own sector, and a cross-sectoral approach to Board search comes as standard with Perrett Laver. Our thorough methodology, extensive personal networks, dedicated research capacity, honest advocacy and qualitative database separate us from other search firms in this regard.

Ensuring as diverse a field as possible is central to our research process and is core to Perrett Laver's ethos. We do not think of equality and diversity as 'box-ticking', but rather as an essential tool in addressing the very real institutional and social barriers that can prevent different world views from being expressed in top positions. We have a strong track record in identifying candidates for Board appointments from across the various strands of diversity.

At Perrett Laver, our global and cross-sectoral reach ensures the strongest and most diverse field of Board candidates for our clients, allowing appointments which resonate with organisations' needs, culture, values and mission.



# Our Approach

Perrett Laver's robust methodology comprising exceptional original research, supported by a relevant and qualitative database of leaders is unparalleled in the industry. This approach means we provide truly global search which is informed by Perrett Laver's expert understanding of the altering challenges in the sectors in which we operate. With offices spread across five time zones, Perrett Laver can bring to bear local knowledge and connectivity within public and private providers. Our experience and networks reach far beyond those any

single institution could assemble and we are able to advise, guide and support selection committees with exceptional local, national and global search.

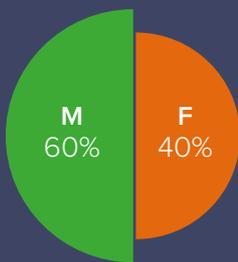
Purposeful attentiveness, a key characteristic of our firm's work, adds distinctive value at every stage of the process: briefing, candidate generation, candidate evaluation, client service, and candidate relationship building. From identifying and engaging through to securing outstanding Non-Executives on a global basis,

our approach greatly enhances your prospects of further building world-class Board leadership. Our knowledge and understanding of executive search within our sectors is unmatched.



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## Our Commitment to Diversity



**40%** of all of our Board Level Appointments are women, far exceeding industry averages.

We ensure diverse fields for every appointment. We believe that a diverse range of perspectives amongst Non-Executives is essential for institutions to stay at the cutting edge in a competitive global market.

Our searches play a very important part in the enhancement of this diversity. In every search campaign we work with clients to ensure balanced fields in terms of candidates' gender, ethnic background, stage of career, and nationality.

In doing so we are deeply committed to equality of opportunity and are particularly well placed to identify female candidates and those from minority backgrounds and to advance their cause, always providing that the best candidates are put before the selection committee.

# Identify, Engage, Secure

Perrett Laver's three-fold strategy for sourcing outstanding leaders for Board appointments across all our Practices.



# Identify

As a market leading executive search firm, Perrett Laver brings extensive networks, insight and the ability to call upon leading figures to recommend highly-rated individuals.

It is our view that more often than not it is exciting, thoughtful and exhaustive research strategy which yields the most compelling fields of candidates able to meet the complex sector challenges. This, of course, is the very foundation of proper executive search: that we find people.

A research-based executive search campaign enables your advisors to advocate both for the role and the institution on your behalf, to identify not just obvious candidates, but also creative and diverse options, and to ensure that all the most appropriate individuals and environments are proactively investigated and targeted. Perrett Laver follows an exhaustive research strategy, aimed at covering organisations, individuals and networks that intersect with our client's requirements but which will also yield candidates widely from across the private, public and third sectors.

As one of the market leading executive search firms serving the sector, Perrett Laver brings extensive networks, insight and the ability to call upon leading figures to recommend highly-rated individuals. This qualitative and person-specific information serves as a starting point but is supplemented by our fresh, original and comprehensive research.

It is common that appointment panels are interested in exploring different models of candidates. By building up a large and varied candidate field, Perrett Laver can present an assortment of experienced individuals for the panel to consider without having to be constrained by restrictive or arbitrary selection criteria.

# Engage

Perrett Laver gains the attention of the high-calibre individuals identified through nuanced and well informed advocacy combined with subtle persistence.

The strongest candidates for a particular position are rarely aware of the opportunity. Even when they become aware, they will have a variety of professional and personal questions and concerns which are best addressed by multiple conversations with a trusted intermediary.

Perrett Laver gains the attention of the high-calibre individuals identified through nuanced and well informed advocacy combined with subtle persistence. The very fact of being personally approached and of speaking with a professional third-party can be decisive in prompting a candidate to engage with a particular appointment process.

The resource and professional experience we bring, with the majority of our researchers coming from the sectors in which we operate, ensures that without exception the proactive head-hunting exercise we lead results in strong candidates who would otherwise not have engaged with the appointment showing a willingness to explore it seriously and positively.

This engagement deepens as Perrett Laver, having undertaken in-depth briefings, provides potential candidates with an accurate, comprehensive, candid, responsive and compelling presentation of the client organisation and the position in question. Our initial interviews of potential candidates not only gives us the opportunity to measure and assess each candidate against the person specification but also gives them a chance to find out more about the role informally, become excited about the opportunity and further their knowledge of your organisation.

Multiple conversations with these individuals enable a relationship to develop in which candidates' concerns and questions can be addressed with attentiveness and precision.

# Secure



The assessment and securing of an individual is an extremely complicated matter and often requires close attention to numerous questions of detail. A thorough, flexible, but stretching, candidate-friendly assessment process must be put in place, often complex logistical challenges must be met, detailed contractual negotiation must be concluded and alongside all of these, the developing relationship with the individual must be sensitively handled.

Perrett Laver undertakes first-round interviews with longlisted candidates. This allows our clients to interact with a greater number of candidates. We go beyond a purely quantitative assessment of candidates' past experience and qualifications to establish a more textured understanding of their strengths, weaknesses, values-drivers and understanding of the spheres of influence within the sector. Our minds are focused as much on seeking to identify outstanding potential as they are on ensuring an appropriate fit with the nuances of the specification and organisation. We also explore expectations and time commitments that may jeopardise an appointment at the final stage.

Once the shortlist has been identified, we then work extensively with our clients to arrange the logistics for all the interviews, informal meetings and assessments, ensuring that they are fair, robust and competitive.

We also remain fully involved at the end of the appointment stage, to ensure that this is conducted with sensitivity and the required level of detail.

# Our Experience



Our experience of appointing Board level appointments covers the breadth of our core Practice Groups and is therefore fundamentally diverse.

## Higher Education & Research

Having worked with a leading Russell Group university for several years on a number of executive and academic recruitments, Perrett Laver was asked to support the Chair of Council in appointing four Lay Members of Council to contribute to setting and approving the University's mission and strategic vision and ensure effective governance and compliance. The University was seeking to appoint an individual with a background in Higher Education, specifically a deep understanding of contemporary research strategy, an individual with a financial background and experience of large capital expenditure projects, an individual with large-scale industry experience, and an individual with a background in enterprising environments. The search was therefore broad, seeking potential candidates with the requisite experience but also an affinity with the University's vision and ambitious goals.

The University made five appointments: a former senior leader in the oil and gas industry; a partner at a private equity firm; a former partner at KPMG; an FEng, former Deputy Vice-Chancellor of a Russell Group university and a Global General Manager at Shell.

### Industry Research & Development

Perrett Laver was asked by one of the most significant public scientific infrastructure projects in the UK to support them in a search for their new Chairman. The organisation sought an individual who was able to successfully manage the unique multiple stakeholder structure of such an organisation and support a recently-appointed Chief Executive, while also maintaining close contact with relevant government and academic contacts. As such, the final shortlist of candidates included individuals with Vice-Chancellorship experience at major UK universities, with extensive and highly-relevant non-executive portfolios.

### Global Development & Sustainability

Perrett Laver was appointed by a leading charity fighting global poverty to appoint their Chair of Council. The brief was to identify individuals from any sector who brought experience of truly global organisations, and a strong appreciation for the changing nature of the charity as an organisation sitting squarely between global development, campaigning, commercial activity (through its retail arm) and private sector collaboration in the global south.

The search generated a very large number of candidates, clearly diverse not only in terms of backgrounds but also in terms of their international experience. The shortlist of three women and two men was comprised of a CEO of one of the world's largest consulting firms; a former CEO of a large national charity with a major Non-Executive Director portfolio in the private sector; a former University President from outside of the UK; and two individuals who were ultimately appointed to the roles of Treasurer, and Chair. The individual appointed as Treasurer, possessed a background in consulting and financial services, latterly as Chair of a fund management firm. The individual appointed to the role of Chair had previously been the Deputy CEO of a broadcasting network and the non-executive Chair of a leading charity tackling issues surrounding poverty.

### Charities & the Non-Profit Sector

Perrett Laver was asked by one of the largest charities in the UK providing specialist health care, information and financial support to people affected by cancer to support them on their appointment of a Trustee and Chair of Investment Committee.

The charity sought an additional Trustee for the Board and someone who could Chair the Investment Committee. This post required a background in finance and investment as well as a passion for the work and ethos of the organisation. As such, the final shortlist of eight candidates included senior executives and non-executive directors from a range of investment institutions, resulting in the appointment of a Group Director of Insurance at a large banking Group.



### Health & Social Care

Perrett Laver was invited to advise one of the largest and best known Trust in the UK on the appointment of the Chair of the Board of Governors, a post simultaneously Chair of the Board of Directors. The role required an individual who would bring national and international standing in the field of healthcare delivery and of world leading biomedical research. In addition it was crucial that the individual could bring an ability to deal with the shorter term financial pressures upon the Foundation Trust, engage effectively with Monitor, and position the hospitals in advance of the shifting healthcare environment.

The search generated a significant range in the candidate pool, with a strongly diverse field and a large number of candidates generated from within the private sector alongside those who had prior experience of the NHS and academic health systems. The shortlist was comprised of a former McKinsey Partner who had held subsequent Board positions for major plcs, and who had developed a portfolio with major multinationals; a world renowned FRS scientist with substantial leaderships roles on the national and international stage; a former CEO of a major international pharmaceuticals organisation; and the appointee who had a strong background within NHS leadership, having been Chair of a PCT, Non-Executive Director of a similar NHS Trust and Board Member of the Audit Committee of the Department of Health.

### Schools & Education Organisations

Perrett Laver supported a dynamic, growing group of schools, which aims to provide excellent education to over 30,000 children across the UK on the appointment of four Trustees. Uniquely spanning the public and private sectors, the 12 independent schools and 25 academies work together for mutual benefit.

Following a major governance review, Perrett Laver was engaged to support the group in building the Group Board. The organisation required individuals with substantial Board experience and the capacity to deliver the non-executive role effectively – acting as a critical friend and challenging constructively. A wide-ranging search was conducted according to the specifications of the organisation, to cover key sectors: education and community cohesion, and key functional areas of expertise: finance, human resources and technology. From this work, the Group Board made four appointments. The appointed candidates included a serving Russell Group Vice-Chancellor, a Head of House from the University of Cambridge, a Headteacher with an impressive national reputation for driving school improvement, and a leading religious figure.

### Arts, Culture & Sports

Perrett Laver was appointed to assist with the identification of, and approaches to, potentially suitable individuals who could join the Board of one of the largest foundations in the UK as a Trustee, with specific focus on the strategic direction for their programmes in the Arts. The Foundation is deeply engaged with charitable activity in the arts, education and social justice.

Following extensive research to locate relevant individuals against the brief, a list of circa 80 high-profile Directors and Trustees of other culturally-focused organisations, and leading practitioners across a range of visual and performing arts disciplines, was presented to the Board. A small handful of potential candidates were then selected and contacted by Perrett Laver to solicit their interest in the opportunity.

Those who responded favourably were then invited to meet with representatives of the Board to discuss the opportunity further. The appointee was an award-winning film director and joint founder of an education charity.

### Government

Perrett Laver was asked to work with a large government office on the appointment of one of their three Non-Executive Directors. The office is responsible for delivering the Government's policy of minimising financing costs over the long term, taking account of risk and minimising the cost of offsetting the Government's net cash flows over time. The office was seeking an individual with considerable senior management experience with personal credentials of the highest level of integrity and standing and a full appreciation of the environment within which the department delivers its objectives.

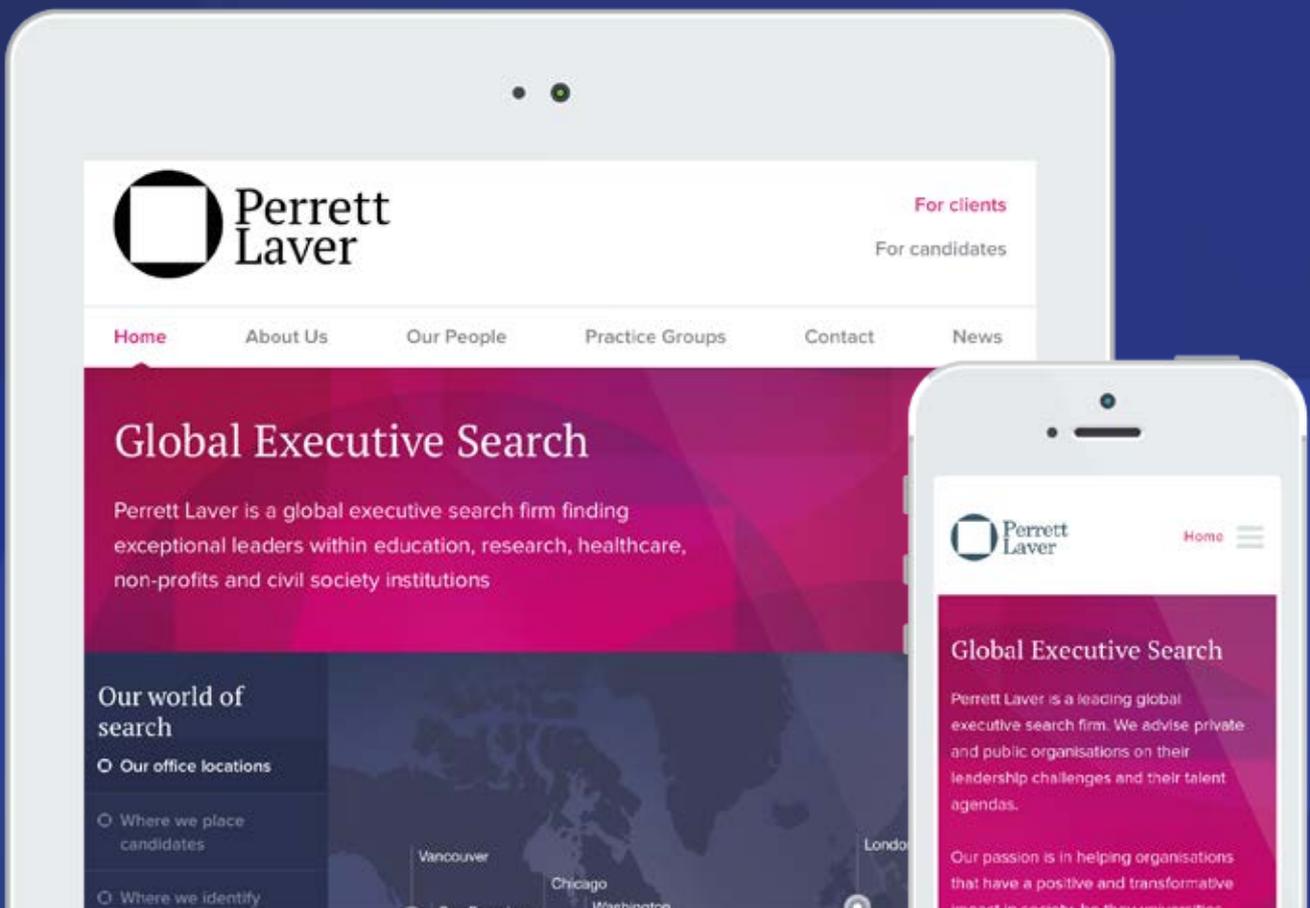
Over 150 individuals of a suitable calibre were contacted for this search and the shortlist consisted of senior individuals within Barclays, Goldman Sachs, BT Group, Royal Dutch Shell, HBOS, Merrill Lynch, the Bank of England and Citigroup. The appointed candidate was the former Executive Director of the Royal London Group and Non-Executive Director of HBOS FS Companies and Board Member of AEGON Scottish Equitable.

# Our Invitation

As one of the world's leading executive search firms, Perrett Laver has a depth of relevant experience, a powerful search methodology, rich sector knowledge, and a values-based commitment to Non-Executive appointments which has enabled us to provide outstanding professional service to our clients.

We would be delighted to discuss ways in which we can support your organisation in its quest to identify, engage and secure the leaders of tomorrow.

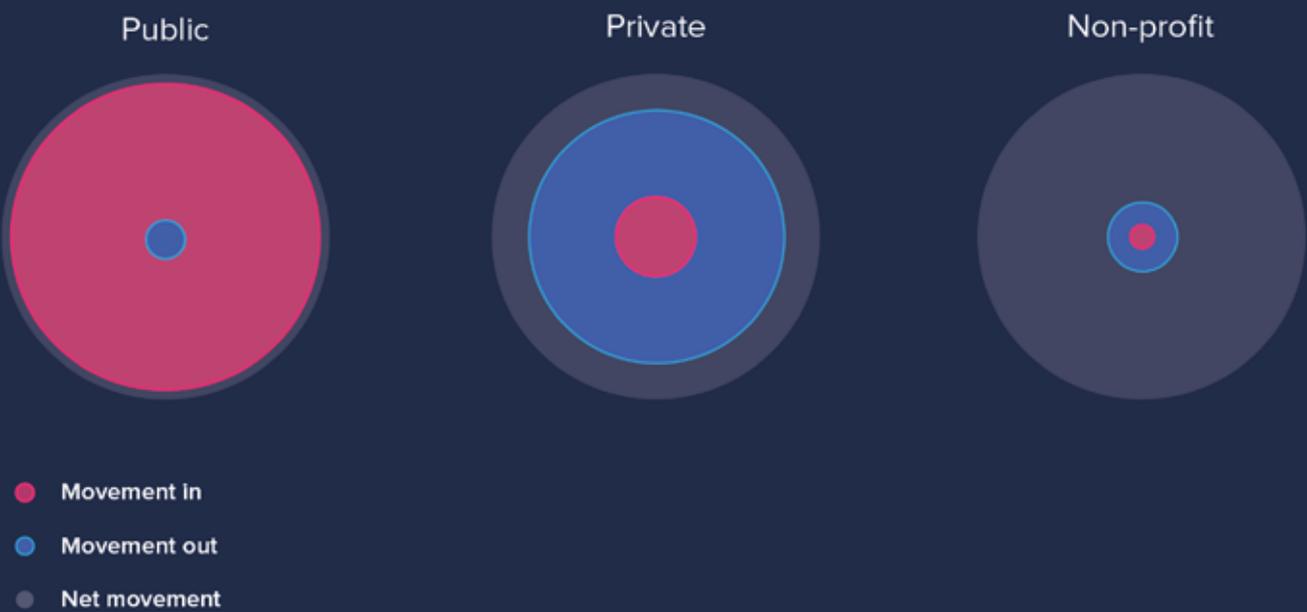
[www.perrettlaver.com](http://www.perrettlaver.com)



## Exceptional Global and Sectoral Reach

With Perrett Laver, global and cross-sectoral reach comes as standard. Our search philosophy ensures we provide your organisation with a 'window on the world', we will ensure that we map the relevant 'universe' on an exhaustive basis.

Our methodology ensures that we identify, engage and secure candidates from across industry verticals.



### Transformational Success Rate

95% of our searches are successfully appointed and we guarantee to continue our search until an appointment is made.



### Partnership

We value partnerships with our clients. In the last year 88% of our work has been for returning clients, globally, across all of our sectors.



AMERICAS, ASIA PACIFIC, EMEA