

# CANVAS

SCOTLAND EDITION 2024/25

Saxton Bampfylde

## THE OPPORTUNITY OF CHANGE

INNOVATIVE LEADERSHIP  
IN ACTION



# CANVAS

## SCOTLAND EDITION BY SAXTON BAMPFYLDE

Welcome to the 2024/25 Scotland edition of CANVAS, the insights update from Saxton Bampfylde and its global partners, Panorama. Through CANVAS we aim to share the thoughts and perspectives from senior leaders on topics and issues that are relevant and current on a cross sector basis. We have also shared our own insights and experiences of leadership and its different approaches.



# EDITION OVERVIEW

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**S**cotland has been a place known for and associated with innovation for centuries. It is a history that we are proud of and want to preserve, but in its very truest sense that means we need to embrace the new and look to the future.

This is a premise that resonates across Saxton Bampfylde in our approach to leadership development, talent identification and cultural growth. We are very proud to be working more closely with a number of leaders and organisations in sectors which are innovating and bringing positive, sustainable approaches to more traditional industries, as well as new and emerging areas of potentially seismic change, such as AI.

In this context we have selected two interviewees for this edition who we believe reflect this innovative mindset and are striving to embed new ideas, practices and technologies into their industries.

**Paddy Fletcher** is an entrepreneur, who alongside his co-founder Ian Stirling, has most definitely aimed high in the whisky industry. With the completion of Scotland's first vertical whisky distillery in 2023 – the Port of Leith Distillery – a huge milestone was achieved, after a long journey to secure investment. He shares the origins of the business, challenges along the way, his commitment to shared values, and why more should be done to support entrepreneurialism to enable innovation.

We also had the opportunity to hear from **Isabel Parker**, Chief Innovation Officer at White & Case, as she shared her thoughts on the significant transformation potential of AI for the legal industry. Isabel provides an honest and considered view on various different scenarios arising from AI and technology more broadly across a typically traditional sector, and presents really interesting potential outcomes.

Earlier this month, we enjoyed shining the spotlight on another great passion in Scotland; rugby. We had the pleasure of welcoming guests to hear from former Scottish rugby internationals **Chris Paterson MBE** and **Stuart McInally**, both of whom captained the national team a decade apart, to learn from them about leadership styles, on and off the pitch, and how they have transitioned their careers beyond sport. This event, hosted by Saxton Bampfylde's **Siân Brown**, was held in partnership with Switch the Play Foundation – a charity which supports professional athletes moving into new careers post-retirement from national and international sporting careers.

And lastly, but certainly not least, **Mary Few**, the newly promoted Head of our Scotland office reflects on her career to date, ambitions for the Scotland team and support for clients, existing and future, to support innovative and expanding industries across the region.

We do hope you enjoy this edition and welcome any feedback you may have.

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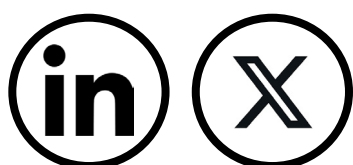
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## Interview with **Paddy Fletcher**, Founder and Co-CEO, Mucklebrig and Port of Leith Distillery

**S**cotland's long tradition of whisky distilling and historical connection to Edinburgh made the perfect blend for Paddy Fletcher and his co-founder Ian Stirling to establish a new entrant to the industry. Building not only Scotland's first vertical whisky distillery, which is a beautiful addition to the skyline, and a much enjoyed stop on the food and drink trail, but also establishing a new emerging gin to the market, the duo are entrepreneurs with passion and purpose at the core of all they do.

We were delighted to have the chance to sit down and chat to Paddy Fletcher – this time with a coffee (it was 10am), but we have been promised a wee nip of whisky next time, and marvel at the innovation in the building and the business approach behind it. The views were pretty spectacular too.

### Can you tell us the origins of MuckleBrig?

My founding partner, Ian Stirling, and I were living in London, but both from Edinburgh and with a shared love of whisky. As we started to drink increasingly expensive whiskies we started wondering if we might be able to produce our own.

We both wanted to move back to Edinburgh and were keen to run a business together. We started our research and discovered there wasn't a whisky distillery actually in Edinburgh. As the capital city with approximately five million tourists visiting annually, it seemed bizarre there was no single malt whisky production in the city and that captured our imaginations. That was 2012 – we decided we needed a business plan.

However, whisky distilling isn't an easy process, and neither is the planning system in Edinburgh, we discovered. We knew we would need to find a location, build a distillery, buy the equipment, hire staff and then start the distilling process.

So began a long and often painful and disappointing journey to find investors. We had many interesting initial meetings and travelled to the US and other places to source investment. Eventually it felt like we were taking every opportunity at meetings, dinners, weddings and funerals (actually I don't think we went that far), to source people who would like to invest.

There was a huge amount of demand for whisky, and not enough supply, and we thought if we could get our distillery off the ground and sell tickets and tours, even in advance of our own whisky being ready, it would be a good start and cover running costs.

We were clear we wanted the distillery to be in Leith. The area has a rich history

**“We have managed to build something truly special: Scotland's first vertical whisky distillery, and quite possibly the world's tallest. And in our opinion, it is a thing of beauty.”**

as the whisky capital of Scotland in the 19th Century and has emerged more recently as a trendy and upcoming neighbourhood. It was estimated that during that era, 90 per cent of all whisky in the world passed through the docks, in the north of the city, when it was still an independent municipality. We got quite far with one site, which was then sold for flats, before we found our current site, right in the heart of the Port. It was a small space, but crucially it was available.

We finally got our funding and in 2019 commenced construction, before being almost immediately shut down by Covid. In late 2023, we finally opened the Port of Leith Distillery – Scotland's first vertical whisky distillery, standing nine storeys high, right next to where the Royal Yacht Britannia is docked, with views out to the port and the Firth of Forth beyond.





**You have had an interesting and varied career. What drove your decision to found Muckle Brig?**

I started my career as a journalist for a very brief period, and then studied to become an accountant. I worked in a range of companies, firstly in construction and then for a number of rather unprofitable technology start-ups. So, I have learned what does and doesn't work in the start-up world (or think I have anyway). And certainly, having a keen eye on cash burn is important.

I then joined WeWork and loved that job. It was a tough culture; work hard and play hard. But as the company was so new and growing so fast, you could make an impact quickly if you wanted to. I left about two months before it all went upside down for WeWork, but it was an amazing experience.

Working across all those companies made me think we could do it as well, if not better, than many of them had. Ian was working in the wine business and had lots of industry contacts and that was important. We had experimented with making whisky in our gardens, but we were not craft brewers or distillers by trade, and we did need people who knew much more about it than we did.

So, from 2013 we spent the next ten years raising money. We did an initial seed round for £400,000 and with that we started to work on getting consent and designs for the distillery, but we knew we needed to make money, so we started our gin brand, Lind & Lime. It has done better than we expected at the time, even though we entered at the tail end of the gin boom, but it also really helped us to build up the distribution network, which will be vital for our whisky



**“We did spend a lot of time asking people for advice, and you should never be afraid to do that as we were amazed by how many people gave us theirs for free.”**

business. We ended up needing a lot more money than we initially envisaged, partly due to the delays from Covid, but also the complexity of our building and the opportunity to grow the brands we've started along the way, such as Lind & Lime, and also our imported Champagne and fortified wines.

**As a founder in a young and ambitious business. How have you ensured that you have maintained a supportive counsel around you?**

The most important element for me has been to work with a co-founder I trust and where we can balance out each other's qualities and areas of challenge. I think having another

person there to share the highs and lows makes such a huge difference.

We did spend a lot of time asking people for advice, and you should never be afraid to do that as we were amazed by how many people gave us theirs for free. Looking for investment is pretty draining and we needed to be able to pep each other up through the process.

I think there is a problem fundamentally in this country for start-up finance in most industries, beyond technology. We need to have a greater focus on encouraging entrepreneurialism and creativity and make funding streams and tax incentives more appealing and available. High street banks are



**“We want people to work hard as genuinely that makes for a more effective and happy business, but what we really focus on is our culture and understanding that our team all have lives outside of work.”**

effectively off limits to new companies from a debt perspective, so there's a huge gap in the £1m - £20m space. Once you've exhausted the Enterprise Investment Scheme, there needs to be a similar scheme for commercial debt to help young companies scale. Outside of venture capital backing for technology startups, there's a total void for business finance.

**You are a B-Corp business, looking to build a 'joyful ecosystem'. How are you working to deliver your sustainability goals in partnership with and as an example to others in this industry?**

Our values and the idea of a 'joyful ecosystem' came from being inspired at a WeWork conference. We didn't have any staff working for us at the time, but we were focused on defining and maintaining values and while these have evolved over time one of our key ones is that we want to keep our conscience clear and do more good than bad. This is potentially challenging in the whisky industry, as it does require a lot of energy usage in the production and distribution stages, but we have done our best to focus on clean energy as much as possible.

We've built two effluent tanks when one would have been cheaper, but this allows us to isolate the pot ale we produce (as opposed to other types of effluent) so we can send it to renewables companies who can use it as feedstock for anaerobic digesters to produce, for example, biogas.

We don't use any plastic packaging in our stoppers or labels and no tins or booklets as secondary materials. This is sometimes a difficult one but we talk to our suppliers and say the focus should be on the liquid and that



is what we do. It isn't popular in every country, but we want to be ahead of the curve and keep our conscience clear.

We source our barley from a local farm who grow it specifically for us in East Lothian, just outside Edinburgh. We work with the farmer there to ensure we understand the process of responsible husbandry and to ensure we are getting the best characteristics from the crop.

**Community, location and heritage are important parts of your business identity. Can you share your secret to success in combining the heritage and tradition of distilling whisky with the modern, inclusive workplace you have created?**

Location was important for sure. We wanted to be centrally located for a number of reasons – staff availability, visitor access and the importance of history in Leith for trade and whisky exporting especially.

Community is important, not just for us but for the other businesses, visitor attractions and bus and tram networks – we all want to improve the ecosystem we live in and make this part of Edinburgh a real destination and we are working hard to do that.

We did meet challenges as there is very little available industrial space in Edinburgh, but we were persistent and continued to have conversations and showed flexibility in our design and approach, and with supportive investors we have managed to build

something truly special: Scotland's first vertical whisky distillery, and quite possibly the world's tallest. And in our opinion, it is a thing of beauty.

**What are your drivers in business? And, as a leader what do you prioritise for yourself and those you work with?**

We are driven by an ambition to create a company where we really want to work every day, where we have a work life balance. We want people to work hard as genuinely that makes for a more effective and happy business, but what we really focus on is our culture and understanding that our team all have lives outside of work. Flexibility is key as our job descriptions are often new roles and so we can't be completely prescriptive about what it entails at the beginning. We have 75 employees now and we need to be able to let people do their jobs, respect their knowledge and passion, and not micromanage.

We have only had a handful of people leave our business, and we've had several employees make exciting moves between teams, for instance from hospitality into distilling or production into sales, so hopefully we are doing something right.

This type of business and our approach to workplace values and culture, and our commitment to trying hard to be conscious of our environmental impact where we can, seems to resonate with the current generation looking to have an impact and showcase passion and develop new skills. **G**



# TRANSFORMING LEGAL SERVICES

## Isabel Parker on AI, Innovation, and the Future of Law Firms



In the rapidly evolving world of legal services, Isabel Parker stands at the forefront of digital transformation and innovation. Isabel has just started her new role as Chief Innovation Officer at White & Case, where she leads the Firm's innovation strategy across its global offices. She is focused on leveraging technology to enhance client service, foster a Firmwide culture of innovation, and ensure that White & Case remains at the cutting edge of advancements in the legal industry.

Prior to joining White & Case, Isabel was a Partner at Deloitte Legal, where she served as the global lead for the firm's Generative AI practice. It was during her time at Deloitte Legal that our interview took place.



**sabel, tell us about what got you interested in the digital transformation of law firms.**

I took a career break after having my three kids. When I came back to Freshfields, the then global managing partner, Ted Burke, had just launched a strategic review of the firm, and he asked me to get involved. It was an exciting project, involving a root and branch review of the firm's resourcing, metrics, and global client service delivery. So I grabbed the opportunity and became the leader of that project.

The project involved reviewing all the firm's processes and the technology used to support them, and a review of how our lawyers worked and how we could deliver more value to our clients globally. As part of the process, I got very interested in technology and how it could really augment the way that lawyers deliver.

**What exactly is the offering that Deloitte Legal provides?**

Deloitte Legal is a very different kind of law firm. We don't just provide the traditional legal advisory services you'd expect. Rather, we focus on finding the best way to solve clients' problems using a combination of legal expertise and Deloitte's transformation and technology capabilities.

I am a partner in Deloitte Legal's legal management consultancy team, that works alongside our advisory lawyers. In that role, I help corporate legal departments and law firms to digitally transform, by reviewing their operating models, supporting strategy development and advising on the use of technology (including, increasingly, generative AI).

Finally, we are providers of managed legal services. The teams work together, combining the resources to build solutions for our clients.

**Gates' law states that "Most people overestimate what they can achieve in a year and underestimate what they can achieve in ten years." With that in mind, how do you think that the delivery of legal services will differ in 2034? Given that it may be a ten year journey, where should firms start now?**

These are big questions. I agree with the premise and am certain there will be significant change in how legal services are delivered. Generative AI will play a huge role in transforming how legal services are delivered, alongside other digital technologies, such as quantum computing, VR – and who knows what else. I'm definitely not a futurist – that's not my role. Rather, I'm a pragmatist. So I wouldn't give you one version of the truth. Let me set out three possible scenarios.

At one end of the spectrum, we might find that it is all just hype and that we are expecting more than can be delivered from this technology. In that scenario AI won't create new kinds of services. It will just be used around the edges to deliver incremental efficiency gains for process based work.

In the second scenario, Gen AI has been fully integrated into the delivery of legal services. This scenario becomes more interesting: in addition to efficiency gains, AI will help

to unlock the unstructured data that sits in documents and contracts, allowing lawyers to derive new insights and to create new kinds of legal services. One consequence of this could be that lawyers move away from "fighting fires", towards proactively preventing them happening in the first place. So, for example, you could use Gen AI to examine litigation outcomes, work out the causes of the dispute and fix them upstream, so as to stop a recurrence. That would really change the business model.

## **"Putting Generative AI into the hands of the lawyers and getting them to experiment with it is really important as is setting up the governance structures to use it responsibly and effectively."**

The third – and the most extreme – scenario is that we have taken a huge quantum leap and have achieved artificial general intelligence (AGI), which can deliver everything that humans do at present, to the same standard or better. In that event, law firms might no longer be selling their services in the traditional way at all, but rather using AI to productise their services, licensing content and knowledge using systems rather than people.

I think that the second scenario is the most likely. The second part of your question was what should law firms be doing now? Putting Generative AI into the hands of the lawyers and getting them to experiment with it is really important as is setting up the governance structures to use it responsibly and effectively. Law firms also need to evaluate and test the risks and create the guardrails to enable AI to be imported safely into their environment.

Data is going to become even more valuable. Law firms need to be thinking about how to clean up and organise their data to ensure they can extract the very best value from an investment in AI. There are people implications, too: law firms should consider AI in their strategic planning, by assessing the likely implications on their workforce together with the skills mix, training and resource

requirements that will be needed to support AI-augmented client service delivery.

The law firm apprentice model is likely to change. As law firm knowledge becomes productised through the use of AI, juniors will actively learn from the technology, much in the way that they learned from their bosses in the past. But there will also be a need for relationship led learning – how to influence, negotiate and win clients – and it is likely that this learning will continue to be delivered by senior lawyers.

**Law firms generally still follow a variation of the 'Master, Journeyman, Apprentice' model. Will that model change? What will the structure of law firms look like?**

I doubt that the high quality, deep expertise and human judgement that the very best lawyers exercise will ever be replaced. So whatever structure you end up with, you're still going to have a layer of deep human expertise. However, this layer is likely to be thinner, with fewer, highly specialised, senior lawyers. This would have implications for the traditional law firm leverage model – it is conceivable that the shape of the traditional law firm will become very different.

Part of the reason that law firms are expensive is that the infrastructure that supports the lawyers is relatively large when compared to other industries. In other sectors, including other professional services organisations, AI is being applied in HR, marketing, business development, finance and other business support functions to drive efficiencies and streamline delivery. The technology really can do many, many things that we thought only humans could do before. Law firms may look to apply Generative AI to their support functions as well as to their client service delivery, resulting in a leaner back office infrastructure.

**The cost of entry to the legal profession is becoming ever more costly, with increased regulation and the investment required in technology. Will there be opportunities for new entrants who can do something completely different? If you were designing a new law firm from scratch, what would it look like?**

I'm not sure I agree that the cost of entry is going up. In my mind, it should actually be going down because there is less infrastructure required in terms of people than at any time in history. AI should enable practitioners to do a lot themselves and increase their personal and professional productivity. So as the use of technology increases and legal services become more productised, the opportunity for new entrants should actually increase. Expertise will be democratised and baked into workflows and solutions. As an example, we should be able look at a body of documents very quickly and get a point of view. On the other hand, complex legal reasoning is less likely to be easily disrupted.

Would I build a law firm from scratch in the current environment? That's a really tricky question. Perhaps instead, I might just create a web of brilliant sole practitioners, each with a very high EQ, who are effective at building relationships, and combine that with lawyers who know how to work with data and can pick up technology solutions quickly. **6**



# “GOOD IS NOT GOOD ENOUGH, YOU HAVE TO WANT TO BE GREAT”

## An evening with Scottish Rugby legends Chris Paterson MBE and Stuart McInally on Leadership

**W**e were delighted to host an evening event with Chris Paterson MBE and Stuart McInally, both former captains of the Scotland Rugby Union team, who shared their experiences and reflections of leadership at an international sporting level, in a discussion with Saxton Bampfylde Partner and Consultant Siân Brown.

Leadership comes in many forms, but being the captain of a national sporting team and competing on a world stage takes a

certain mindset. It demands the highest level of commitment, hard work and focus on one's own development, but also an innate desire to support and encourage teammates to do their very best.

For Chris Paterson, sometimes it was the title of captain that brought him the most challenge. With extraordinary pressure to focus on his own game, while also trying to think about everyone else's performance, it did, at times, impact his form and his ability to lead. He observed that: "I was actually a better leader at times when I wasn't captain.

This honest reflection of leadership and the responsibility that comes with a title or being identified as the person in charge is a crucial element of the best leaders – being able to recognise their human weaknesses and respond to them is a skill that needs to be continually developed.

Leading by example is a key motivator for a team, but that is taken to a different level of expectation in an international sporting environment. The expectations of a nation are carried by a relatively small number of people, and that demands an







extraordinary level of commitment from the person leading that team – physically, mentally and emotionally. The team cannot succeed without a collaborative mindset where everyone puts in their optimum effort, but this stems inexorably from the captain or team leader.

Stuart McNally believes that one of the key elements of fostering that collaboration, was in the preparation: "For me it was all about preparation – I prepared out of my skin." His hunger for greatness, and the preparation it took to get there, was the example he set as captain, and this filtered through to his teammates in each game.

**"The desire to be a good leader is inherent; the skills to be a good captain need to be learned."**

Always pushing himself and willing to take chances, there is one phrase that has resonated throughout McNally's career: "I'd rather look back and say 'Ah well', rather than 'what if'. With a very clear goal to one day captain the Scottish national team, Stuart took a significant risk by agreeing to switch position from back row to hooker as he knew this was his chance to make it off the bench and achieve his goal of becoming captain. Two very strategically and physically different positions, Stuart knew that it would take a minimum of two years extra training to be selected for the national side. He was utterly committed to pursuing his ambition – a true demonstration to his unwavering commitment and focus on being the best.

He trained supremely hard and with the backing of his coaches and development team he made the change and achieved 49 caps for Scotland and captained the team for

**"If you think you are getting close to giving up; you are probably getting to the point of reaching your full potential."**

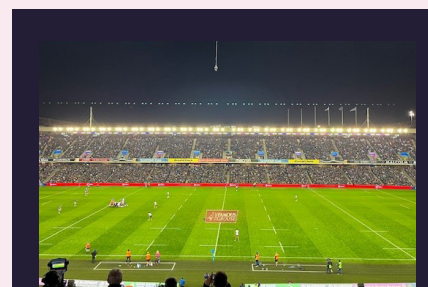
for eight games. It is fair to say he did it right. In sport, as in business, finding the right mentor can be very significant in how you perform as a leader and the approach that you take. Being open to engaging both with and as a mentor does require an open mindset and an ability to receive and give feedback – as mentor and mentee. Both former captains agreed that it has to be the right pairing to achieve results. You need to push to improve each other; that is the only way development will come.

At the end of the day, it is about what you do, not what you say. Both Chris and Stuart acknowledged that it can be lonely at the top, like any other leadership position, but as captain you need to keep pushing to bring your best version every day. You do need to be vulnerable and willing to share, but equally laser focused and supremely self-motivated. It is a short career, comparatively, but many of the challenges resonate beyond the field to other areas of future work and life.

Recognising that these two individuals are so driven and focused on achieving excellence, it was acknowledged that translating that into life beyond rugby, where few people have shared the same stratospheric goals, can be very hard. Paterson reflected: "You need empathy and the ability to really push your team, but in the right way. Off the field, I would argue that you have the potential to be even more influential; use your learnings from being in that intense team culture and translate it into every day life when the pressure is less intense on you alone."

Since retiring from international rugby, Chris and Stuart remain committed to the tremendous work ethos and leadership qualities they demonstrated on the field in their new career paths. Still involved with

rugby on a day-to-day basis Chris is an ambassador and specialist coach for the Scotland and Edinburgh rugby union teams. Stuart is training to become a commercial airline pilot and hopes to have completed his training in the next 12 months. **C**



**A Winning Day at Murrayfield: Enjoying Scottish Rugby with our clients and colleagues**

Continuing with the rugby theme, we joined the rest of the nation in celebrating Scotland's thrilling victory over Fiji at the Scottish Gas Murrayfield Autumn International Test in November. We were delighted to host a number of our key clients and firm supporters, who are based in Scotland, for a pre-match lunch in the Thistle Suite. The day was filled with excitement, camaraderie, and the shared passion of cheering Scotland on to a fantastic win, making it a memorable experience for all who joined us!



# LEADERSHIP APPOINTMENTS

Saxton Bampfylde is proud to have played a key role in appointing outstanding leaders across a wide range of organisations in Scotland. Here, we share a selection of recent appointments, with leaders stepping into roles that will shape the future of their organisations and communities.



**Alan Cumming**  
Artistic Director, Pitlochry Theatre



University  
of Glasgow



**Professor Andy Schofield**  
Principal and Vice-Chancellor,  
University of Glasgow

**AS** Anderson  
Strathern



**Emma Read**  
Senior Associate, Private Clients,  
Anderson Strathern



University  
of Dundee



**Professor Fordyce Davidson**  
Dean, Science and Engineering,  
University of Dundee



**Franck Bruyère**  
CEO, The Royal Yacht Britannia



UNIVERSITY OF  
STIRLING



**Professor Helen Scott**  
Deputy Principal Education,  
University of Stirling



**Kate Turner**  
Group Director of Policy,  
Windward Energy



**Professor Mark Inall**  
CSA Marine, Scottish  
Government



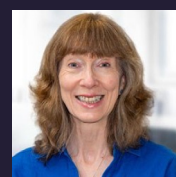
### Trustees, Glasgow Life



**Anita Salwan**



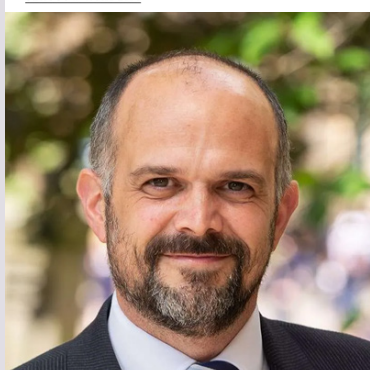
**Glen Gribbon**



**Lynne Bradley**



**Shahid Hanif**



**Matt Gibson**  
Rector, The Glasgow Academy



**Paul Ridd**  
Director, Edinburgh International  
Film Festival



### Non-executive Directors, Windward Energy



**Andy Samuel  
CBE**



**Dr Carol Bell**



**Jeremy  
Bentham**



**Martin Chown**



**Steven  
Scrimshaw**



UNIVERSITY OF  
**STIRLING**



**Professor Paul Townsend**  
Deputy Principal Research and  
Innovation, University of Stirling



**Ross McGregor**  
Director, Dalkeith Country Park,  
Buccleuch Estates





**Top:** 'AI' event at the Library of Mistakes, with speakers Cliff Fluet, Eve Poole and Matt Bryne, alongside Kate Ludlow and Mary Few from Saxton Bampfylde  
**Bottom:** Enjoying a Scotland team social  
**Left:** Saxton Bampfylde offices on Melville Street, Edinburgh

# PARTNER PERSPECTIVES

We are delighted to have had the chance to talk to **Mary Few**, the newly announced Head of our Scotland office for our team insight interview.

## Your past, present and future with Saxton Bampfylde?

I joined Saxton Bampfylde in 2017, new to Edinburgh, having just returned from South East Asia, where I had worked in Yangon for a boutique strategic advisory business. I joined the office on Melville Street as an Associate Consultant, working on a cross-sector basis with our Scottish clients in the arts, government, schools and private sectors. Some of my highlights since that time have included working with The Royal Yacht Britannia, Addleshaw Goddard and Windward Energy.

My background in executive search is predominantly in the private sector, and, particularly over the last four years at Saxton Bampfylde, I have focussed on our private sector clients across tourism, renewables, utilities and the legal sector. This year, I am proud to have been made Head of the Scotland office, a role which allows me to focus on client delivery in the private sector, whilst also collaborating with colleagues across the firm in other sectors as we continue to build our presence in Scotland as a full-service executive search firm.

The future is exciting for our team in Scotland. We are winning mandates from international clients to support them as they grow their own Scottish presence, expanding into new areas of focus for Scottish based or founded businesses, and continuing to maintain close relationships with our longest standing independent Scottish clients.

## Describe your experience of executive search in three words

Fun, challenging, a privilege

## What is your ambition for the Scotland team?

We have a full team of researchers based in Scotland and three consultants. I would like to see us grow our footprint across the region as we continue on our growth trajectory, and ensure that there are opportunities for the team to develop and take on more responsibility.

## How is Saxton Bampfylde evolving its focus in Scotland?

Our focus remains on delivering consistently exceptional client service and excellent research. We are expanding our footprint within the legal sector working on more and more lateral partner hires. We have also built a strong track record in the renewables sector at Board level, and will look to continue our work to support the green energy transition as a hugely significant sector in Scotland.

## What are the areas of leadership that make you excited about the future?

As a firm we have always been purpose and values driven, so it is encouraging to see this reflected across all of the sectors that we work in. Leaders are being held to account on purpose-driven leadership, ensuring that

they are fostering an inclusive work environment. This holds a huge amount of influence over the recruitment and retention strategy for firms when trying to find the best talent. Leaders have to be authentic in showing leadership from the front and living those values. Those who demonstrate empathy, and who prioritise the wellbeing of their teams will rise to the top.

The rise of AI is exciting for leadership in the opportunities it will bring to revolutionise the way we work. Leaders will have the opportunity to rethink how talent is deployed to optimise critical thinking, whilst leveraging the tools and platforms available. Finally, as we transition to net zero, employees are looking to their leaders to prioritise sustainability and ethical governance in their decision making.

## What is your one true passion?

Travel – when I have the opportunity, travelling to far flung places off the beaten track is my absolute favourite thing to do and I can't wait to attempt it again when my two sons are a bit older.

## What would be your desert island luxury?

A solar powered Kindle! 📖

## Get in touch with Mary

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# Saxton Bampfylde

## OUR MISSION

We exist to change the world by changing leaders in interesting and important organisations. At the same time we aim to create an environment wherein all members of our community can grow to their fullest extent emotionally, intellectually and spiritually.

**Saxton Bampfylde is an employee-owned business.**

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