

Appointment of Chief People & Talent Officer

An aerial photograph of a street intersection. A person is walking across the street in the lower center. The street is paved with asphalt and has concrete sidewalks. There are trees and buildings on the corners. The text "Appointment of Chief People & Talent Officer" is overlaid in white on the left side. A small blue horizontal line is below the text.

April 2025

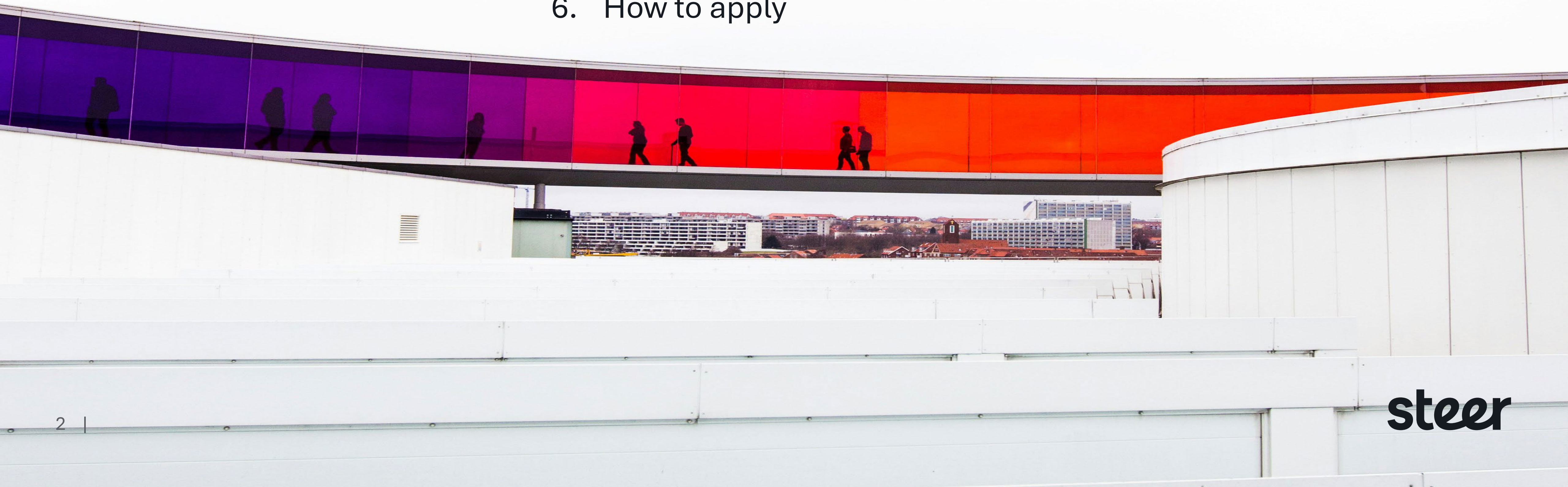
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Saxton Bampfylde

steer

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Introduction

Steer's story so far

Steer was launched over four decades ago in a small office in Covent Garden, London: international work was part of our DNA right from the start and our first projects spread across three countries, Hong Kong, Brazil and Mozambique. We are now a global consultancy business with an annual turnover just under £70m and over 500 staff globally.

Founding qualities of being international, progressive and developing strong client relationships built on delivering excellence and commercial advantage for our clients, have been with us from day one. Now over 40 years later, with some 28,000 projects under our belt, and offices across four continents, we are proud to be as independent and impartial as ever.

With core hubs in the UK, North America and with operations also extending across LatAm, Italy and India, our expert teams work across cities, infrastructure and transport. We strive to combine commercial, economic, technical and planning expertise to find powerful answers to our clients' complex challenges. We seek to find answers that help people, places and economies thrive.

Infrastructure, cities and transport are constantly evolving to meet new demands, new ideas and new technologies. Mixing rigour and technical expertise with an open-minded, imaginative approach, we can help our clients maximise opportunity and realise value within this rapidly-changing landscape.

Looking forward

Steer is also evolving. We have recently announced that the business is embarking on an exciting period of growth and transformation. We are excited to continue on a diversification journey that will broaden our offer across construction, real estate and energy, building our capabilities and services through a careful acquisition strategy with relevant and adjacent businesses. Recent brands that have already transitioned into the Steer stable include Fourth Economy and Amberside Advisors and we look forward to building out further.

The appointment of a **Chief People & Talent Officer** (CPTO), a new post at Steer, is central to us achieving our strategic ambitions for growth and development.

The role

Our people are our most important asset, and this role offers a unique and multifaceted opportunity to shape the future of our dynamic, international business by developing and implementing a people strategy that fully supports our people and our future success.

Steer are looking for an ambitious, talented and driven Chief People Officer/Group HR Director to lead our people strategy and ensure a best-in-class working environment that attracts, develops and retains top talent.

The CPTO will serve as a key member of both the Group Board and Executive Committee, providing leadership and guidance across the entire Steer Group. The CPTO will be expected to contribute fully to all Board activities, contributing to strategic and operational decision making, corporate governance and compliance activities. As a key member of the Exec Co, they will support the day-to-day planning, activities and performance of the group.

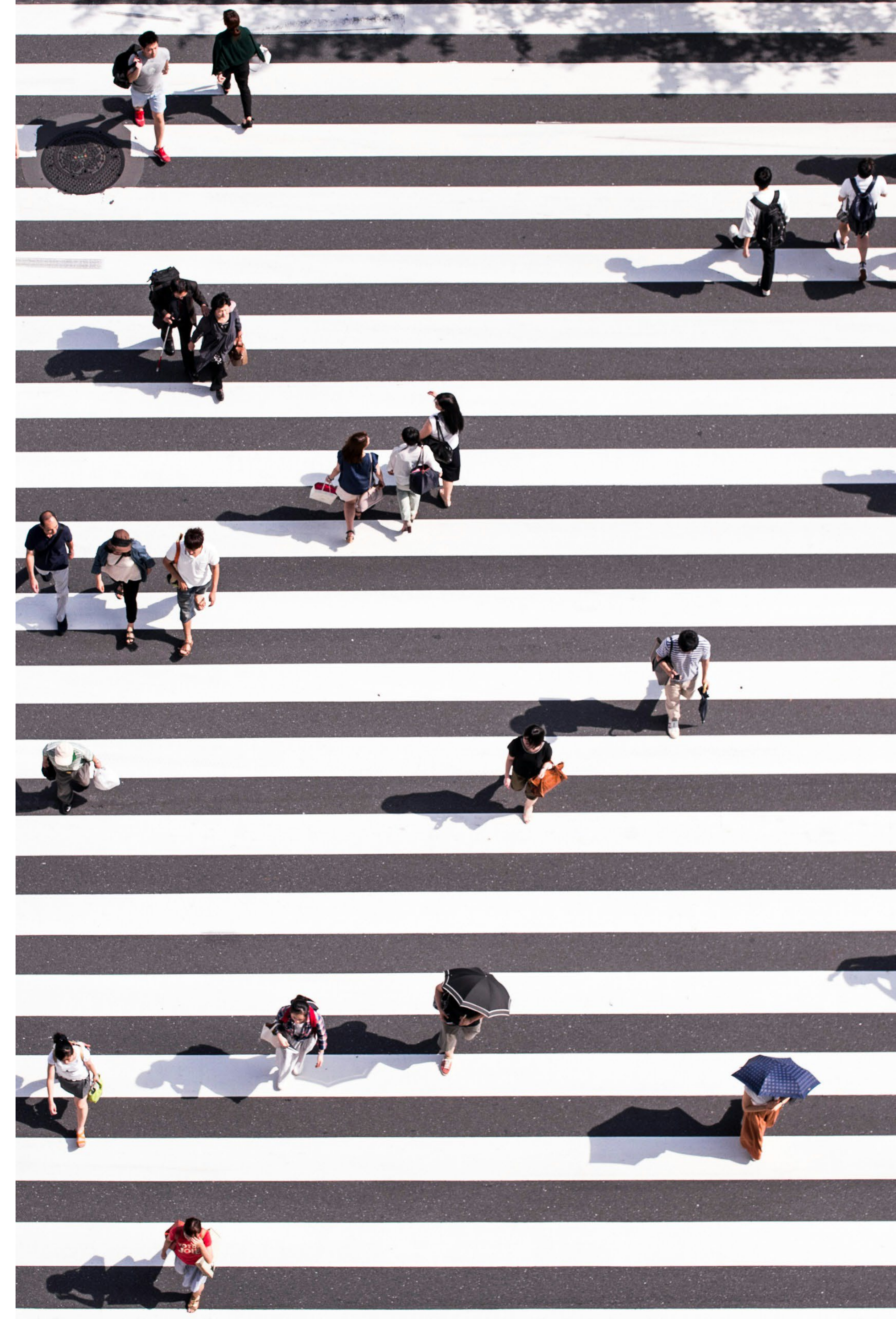
This new position has responsibility for leading and developing our people strategy on a global basis and ensuring it aligns with our ambition and values.

The CPTO will provide Steer with the ability to attract, develop and deploy our people to support their professional growth whilst harnessing the capabilities to support Steer's growth agenda and day to day operational success delivering remarkable work for our clients, and excellent support services across the business.

Key accountabilities

At the heart of this appointment is the opportunity to design and deliver a commercial and client focused change programme that allows our people to make a full contribution to evolving Steer's business whilst refining our people strategy and value proposition.

The CPTO will be a critical business partner in support of Steer's growth strategy and will shape and deliver the role, accordingly.



Main activities & responsibilities

People Strategy & Organisational Growth

- Develop and implement a comprehensive people strategy that aligns with Steer's business objectives, ensuring the Group has the right talent, culture, and organisational scale to achieve its strategic goals.
- Lead the acquisition, retention, and development of talent, ensuring a sustainable pipeline of high-quality professionals to drive the company's continued success.
- Define and execute a compelling colleague value proposition, fostering a workplace culture that prioritises engagement, recognition, diversity, and well-being.
- Oversee the development and delivery of effective reward strategies, ensuring they remain competitive and aligned with business objectives.

Culture, Inclusion & Employee Engagement

- Champion a culture of high performance, collaboration, and inclusivity, ensuring employees are engaged, supported, and aligned with the company's mission and values.
- Lead on the Group's approach to Equity, Diversity & Inclusion (EDI), setting measurable goals and reporting progress to the Board.
- Own the design and implementation of employee engagement initiatives, including the annual colleague engagement survey and other feedback mechanisms, using insights to drive continuous improvement.

Governance, Compliance & Market Awareness

- Ensure the Group meets all legal, regulatory, and ethical obligations as an employer, maintaining best-in-class employment practices.
- Keep the Board and Executive Committee informed of emerging trends, legal changes, and cultural shifts within the labour market, enabling proactive decision-making and future-proofing the organisation.

Leadership & Operational Excellence

- Oversee the day-to-day management of the People, Learning & Development teams, ensuring seamless service delivery and compliance across all HR functions.
- Work collaboratively with senior leadership across functions to ensure strategic alignment and maximise business impact.
- Provide expert guidance on complex people-related matters, including employee relations, organisational change, and leadership development.
- Lead the People & Talent aspects of acquisitions, from due diligence to integration, ensuring smooth transitions and cultural alignment.

Performance & Business Impact

- Monitor and manage regional business operations to ensure target utilisation rates are met, intervening where necessary to optimise workforce performance.
- Design and deliver evidence-based strategies to enhance colleague experience, retention, and productivity, ensuring a positive and high-performing work environment.

Person specification

This is a critical leadership role requiring a strategic, forward-thinking, and commercially astute individual who can drive meaningful impact across the organisation. The CPTO will play a pivotal role in ensuring Steer remains a great place to work while achieving its ambitious business goals.

Experience & background

- Proven track record of senior HR leadership, preferably with experience of delivering across highly knowledge based, professional services businesses.
- An understanding of how to support an evolving business with a strong HR function, ensuring that it can respond to acquisition strategy and operate effectively and flexibly in agile and innovative environment.
- Proven experience of driving change and building a high-performance culture in an evolving business environment.
- Ability to develop, execute, and refine a robust strategic people plan, ensuring flexibility to adapt to growth and changing business priorities.
- Ability to build strong relationships at all levels, working closely with colleagues on the Board and Executive Committee to align HR strategy with commercial goals.
- A commercially focused, solutions-driven mindset, with the ability to balance strategic business objectives with practical and people-centric solutions.
- Strong strategic leadership ability with a broad, strategic view of all HR operations, while remaining actively engaged and accessible to the HR team with a hands-on approach.

Skills & competencies

- Experience in a professional services, consultancy, or knowledge-based business is highly desirable.
- Experience of working in an international context, balancing the priorities of head office across the group.
- Strong leadership skills, with the ability to inspire and motivate teams while driving accountability and professional growth.
- Excellent negotiation skills with the ability to influence at all levels. Skilled in negotiation and conflict resolution to drive alignment and positive outcomes.
- Strong ethical standards, including a belief in Steer's values and motivators and a commitment to integrity.
- Ability to act as a trusted advisor to senior leaders and employees, offering expert HR guidance while maintaining discretion and confidentiality.
- Deep understanding of employment law, diversity and inclusion best practices, and HR governance, ensuring the organisation operates within all legal, regulatory, and ethical frameworks.

Terms of appointment

The CPTO role will be London based, in accordance with our hybrid working model.

There will be some international travel required, estimated at once a quarter.

Remuneration will be negotiated with the successful candidate but will include a bonus and benefits package.

Due diligence

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.



How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Steer on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **HASABP**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on **Wednesday 30th April**.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.



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