

HILARY CLAIRE FRAZER MSc FCIPD CMIIA +44 7517 976 781; hilary@hcf-hrd.com;

CAREER PROFILE

A practised NED and Board member with depth of expertise in Human Resources, Internal Auditing and Business Finance. Bringing extensive experience of transformation programmes and complex change projects in senior level roles for international companies and non-profit organisations.

Adept at identifying strategic direction and resolving underlying issues affecting individual, team, and organisational performance. Skilled at working in partnership with high-profile stakeholders to deliver economies, increase efficiency, and improve effectiveness.

Focus on NED positions serving on Finance, Audit, Succession and / or Talent committees.

SKILLS & EXPERTISE

Strategy; Corporate Governance & Internal Auditing; Risk Management; Business Finance; Organisation Design & Development; Facilitation; Executive Coaching & Mentoring

BOARD & COMMITTEE MEMBERSHIPS

Tavistock Institute of Human Relations 2023+

- Steerage and governance of the Institute focusing on financial performance and internal controls
- Trusted advisor for the CEO and Mentor to the Head of Finance

People that Deliver – Deputy Chair & Technical Committee Member 2022+

- Set strategic direction for the global leader in Human Resources for Supply Chain Management – sponsored by Johnson & Johnson, the Global Fund and hosted by UNICEF.
- Oversight of positive progress by the Secretariat and performance by the international member coalition to build professional capacity for low and middle Income countries.
- Design and delivery of learning and large-group interventions for the PtD Global Indaba, with over 250 representatives from more than 40 countries

The Pituitary Foundation - Non-Executive Director, Finance & Audit Committee Member 2012+

- Co-developed the Foundation's vision and strategy with P&L accountability.
- Designed and implemented board succession and talent development programmes.
- Helpline volunteer (Helpline of the Year Award 2019)

European Organisation Design Forum - Board Member & CFO 2020 - 22

- Defined strategic objectives and key results with P&L responsibility.
- Realised 50% efficiencies through organisational restructuring and outsourcing.

International HR Community (IHRC) - Core Team 2009 - 2017

- Developed business and communications strategies.
- Sponsored and delivered high profile events; "What the C-Suite want you to Know".

Chartered Institute of Management Accountants – 2010

Chair Elect CIMA Switzerland & European Representative Members Network Group

- Resolved international compliance and governance issues.
- Sponsored and led the launch of CIMA programmes in Switzerland.

QUALIFICATIONS

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| • L7 Executive Coaching & Mentoring | Institute of Leadership & Management |
| • FCIPD | Chartered Institute of Personnel & Development |
| • CMIIA | Chartered Institute of Internal Auditors |
| • MSc Audit, Management & Consultancy | Birmingham City University |
| • ACMA | Chartered Institute of Management Accountants |

PROFESSIONAL DEVELOPMENT

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| • Group Dynamics at Board-Level | Tavistock Institute of Human Relations |
| • Governance Challenges for Board Members in Europe | eCODA |
| • Organisation Development | NTL Institute of Applied Behavioral Science |
| • Role of the NED | Institute of Directors |

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CAREER ACHIEVEMENTS

Organisation Design, Development and Change projects for international clients. Team leadership and executive coaching – Algeria, Australia, Denmark, Ethiopia, India, Morocco, Netherlands, Philippines, Russia, Switzerland, Turkey, UK, US, Zambia

Organisation Development Director; Mozen Consulting Ltd **2014+**

- Developed HR Governance for international non-profits. Delivered strategy development, performance management and employee experience projects sponsored at Board level.
- Developed HR, Culture and Engagement strategies, delivered organisation design, learning and change interventions for national healthcare transformation.
- Designed and implemented recruitment and talent management strategies, built talent pools aligned to business objectives (delivered annual growth of 255% year-on-year)
- Led strategy and organisation development programmes – sponsored by the Global Head of Life & Health (expedited launch to market by 6 months)

Director Learning & Development; Actavis Inc **2013 – 2014**

- Designed and delivered organisation and leadership development interventions, building effective teams for global VPs; Business Intelligence, Sales Excellence, Legal & Compliance, Talent Management
- Developed and delivered strategic workforce planning with people analytics; identified succession risks and forecasted the talent pipeline.
- Designed and implemented the L&D Balanced Scorecard & Operational Dashboard (showcased by Gartner)

HR & Leadership Development Manager; Novo Nordisk A/S **2011 – 2012**

- Designed and built the new Commercial Effectiveness and Market Access organisation: Piloted the new methodology with digital solutions, virtual teams and data analytics.
- Implemented high potential General Manager and Director talent programmes, with digital solutions for business and leadership development - sponsored by the SVP Region IO (accelerated career progress by 50%, investment EUR 1.4m)
- Implemented Culture Change programmes with engagement surveys; executive reporting, focus groups and team-building workshops – sponsored by SVP & VPs International Operations

Business & Professional Development Projects; IHRC and CIMA **2010**

- Projects for the International HR Community and Chartered Institute of Management Accountants

Regional Learning Business Partner; Credit Suisse **2008 – 2009**

- Realised changes to a career-focused learning solutions provider and raised performance of the regional IT faculty (CHF 500k savings; CHF 4.5m and 4,000 employees)
- Designed and implemented learning governance with KPIs, dashboards and executive reporting - sponsored by the CIO IT Switzerland

Manager Global HR & Internal Auditing; Ciba Specialty Chemicals Inc; **2003 – 2008**

- Devised and implemented change management best practices, with change agent network, toolkits and community building - sponsored by the CIO.
- Transformed Global Internal Auditing into a best practice internal consultancy and talent platform - mandated by the Chairman and CEO (reset external quality benchmarks)

Internal Auditing & Finance Business Partner; Big 4 & Global Clients **1992 – 2002**

- Delivered client mandates for Internal Auditing & operational reviews for leading multi-nationals with Board and C-Suite sponsorship