REBECCA ANNE FORD

SHRM-SCP · MBA

Chief People Officer | CHRO | VP Human Resources

Workforce Strategy · Culture Through M&A · Executive Compensation · Succession · Operating Credibility

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PROVEN SCOPE
$140M P&L owned, 4 years
6,400-person workforce led
$52M people budget
11 sites, 2 countries

ENVIRONMENT
Sponsor-backed growth by acquisition
Unionised and non-union workforces
Founder-led businesses scaling past the founder

CORE SKILLS
Workforce Strategy
Executive Compensation
M&A Culture Integration
Succession Planning
Labour Relations
Org Design

VALUES
Measures people work in business terms
Tells the CEO the unwelcome read

People executive with seventeen years across healthcare services and logistics, the last five leading the people function of a sponsor-backed company doubling through acquisition. Known for building workforce plans that survive contact with a CFO, because she has carried the cost line she advises on. Expert in the people side of integration, where culture meets a deal, and in the executive-compensation and succession work a board actually reads. Speaks to the business in its own numbers, and is the HR voice a CEO keeps in the room for the decisions that are not about HR.

CAREER HIGHLIGHTS

- **Rebuilt executive compensation across a 6,400-person company, tying 60% of senior pay to three board-approved metrics**
- **Led the people integration of a 1,900-headcount acquisition with 94% key-talent retention at 12 months**
- **Cut voluntary turnover from 23% to 14% in two years by fixing the first 90 days, not the perks**
- **Ran a 1,200-person service operation from a $4M loss to a $5M profit, the P&L credibility behind the people work**
- **Built the succession bench that filled 7 of the last 9 senior vacancies from inside**

CAREER HISTORY

Healthcare services company, 6,400 employees, sponsor-backed since 2019 and doubling through acquisition; founder-led until the buyout.

Vice President, Human Resources

2020–Present

Reported to CEO | **Budget** $52M | **Direct** 6 | **Indirect** 48 | **Scope** 2 countries, 11 sites

Hired as the first VP-level people leader to build the function a founder-led business had never had at scale, ahead of a sponsor plan to double again by acquisition.

- **Rebuilt executive compensation across 6,400 employees,** tying 60% of senior pay to three board-approved metrics after the prior plan paid out in full during a down year.
- **Led the people integration of a 1,900-person acquisition,** holding 94% key-talent retention at 12 months against a sector norm near 75%, with the playbook now standard for every deal.
- **Cut voluntary turnover from 23% to 14% in two years** by rebuilding the first 90 days, after exit data pointed to onboarding and manager quality rather than pay.
- **Built the succession bench that filled 7 of the last 9 senior roles from inside,** removing an average four-month external-search gap and the fees that came with it.
- **Held labour peace through two site consolidations** by negotiating the shift model with the union before the announcement rather than defending it afterward.
- **Put the people function in front of the board quarterly,** on a five-measure scorecard in business terms that replaced an HR report nobody had read.

EARLIER ROLES, BOARD AND ADVISORY WORK, AND EDUCATION FOLLOW ON PAGE TWO