

# Case Study

## FTSE250 Group General Counsel & Company Secretary



### CHALLENGE:

A FTSE 250 engineering company engaged Norman Broadbent Group to help them appoint a Group General Counsel & Company Secretary, following the exit of the incumbent. They were looking for a lateral hire: someone with the dual role of GC and CoSec in an equivalent sized company and sector.

Our client has ambitions of entering the FTSE 100 within the next 2-3 years, so the candidate needed drive, ambition, and gravitas to help achieve this. Strong international and M&A experience were also essential. Finally, they wanted someone who could spend the majority of their time at headquarters due to the significant M&A pipeline.

Having presented a diverse shortlist, two candidates were taken through the process and the preferred candidate was offered. However, due to unforeseen circumstances, the candidate had to withdraw and simultaneously, the second candidate accepted another role. Having thoroughly mapped the market (lateral hires) for the brief, we needed to act quickly to advise our client on where we would go next and introduce a new pool of talent.

### SOLUTION:

One of the key skills required for this role was the ability to help lead our client into the FTSE 100. Our counsel was to dip into the Deputy General Counsels in the FTSE 100 pool from a variety of sectors. Whilst very few would hold the CoSec role, (some might have exposure to the Board), we would ensure they possessed extensive M&A and international experience, whilst also possessing the requisite gravitas to step up and be credible in front of a very dynamic board. They would also have the additional benefit of working within a FTSE 100 environment, therefore understanding 'what good looks like'.

Having received the agreement from the CEO and Chair regards this approach, we set out to build a talent pool of relevant candidates and assess suitability. We were again able to present a shortlist of diverse candidates, and two were taken through the formal process with our client, both from FTSE 20 organisations.

### OUTCOME:

The preferred candidate was offered and accepted. We were able to support our client in hiring a Deputy General Counsel & Company Secretary of a FTSE 20 company from 'outside of sector', bringing not only FTSE 100 experience but also diversity of thought and best practice.

### KEY POINTS

- Having struggled to find the right candidate through a large international search firm, our client – a FTSE 250 company – could not afford to get this hire wrong. However, when the safe option fell through, they looked to us to find the answer
- We were counselling a very risk-averse client to trust our experience and knowledge of the market to take a risk on a new, 'untested' pool of candidates
- By ensuring our client was kept abreast of the process, consulted, and involved at every point, we de-risked the process and provided them with a selection of high-calibre candidates who fitted their brief completely, as well as bringing additional skills and benefits the client thought they would be unable to attract.



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If you would like to learn more about Norman Broadbent Group, or perhaps to discuss a potential assignment, please contact **Vijesh Patel** at [vijesh.patel@normanbroadbent.com](mailto:vijesh.patel@normanbroadbent.com) for an initial confidential discussion.