

EWAN W MCCULLOCH

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HR Executive | CPO | CHRO

Accomplished HR Executive with extensive global experience across complex businesses in multiple sectors. Successful track record leading strategic transformations, improving operational efficiencies through reinvention and building high performing, customer focused teams. Significant areas of expertise and capabilities in:

- **Transformation:** led successful business transformations and reinvention strategies in several businesses.
- **Customer experience:** Expertise and passion around all aspects of external customer and internal employees.
- **Leadership:** Thought leader, coach, partner and confidant at the highest levels. Builder and developer of high performing teams.
- **Strategy:** Skilled in developing, implementing and iterating customer focused HR strategies.
- **Business Collaboration:** Recognized as a key strength, works successfully with complex matrix organizations.
- **Global Perspective:** Drove business across North America, Europe, APAC and Latin America.

PROFESSIONAL EXPERIENCE

Cengage Learning Privately owned by KKR. Boston, MA

November 2018 - Present

Senior Vice President, HR

Reporting to the EVP, Chief Operating Office and working in partnership with the EVP and GM of Higher Education and Skills as the organization accelerated to transform and disrupt the sector moving to become a SaaS based organization and dramatically improve affordability of education in the USA.

- Led Global HR function
- Partnered with EVP, Higher Ed and Skills in the establishment and development of his senior leadership and their teams to improve organizational collaboration. Notably sales, product, operations, strategy and finance, marketing and Institutional sales. Also personally provided executive coaching to key players.
- To drive improvements in the performance of the cross functional Executive Leadership Team, managed all coaching and development
- To drive deep insights into top talent, led the Talent Management Team and HR leadership team in the development and execution of new talent mapping and professional development strategies.
- HR Lead on COVID 19 task force. Led HR approach and recommendations focused on keeping our people safe and productive during pandemic
- Co-Led new Inclusion and Diversity team, hired first Senior Director, I&D, and developed and deployed a series of trainings and engagements in response to global cultural needs
- To improve cost base and profitability, led Higher Ed HR team in the planning and coordination of 2 major organizational restructures and office closures - both cost-driven.
- The People focused strategies deployed drove up employee engagement & satisfaction results to 94% (up 6%) with a 84% (up 3%) completion rate

Staples, Framingham, MA

August 2014 - November 2018

Interim CHRO 12/17 to 11/18

Led all aspects of the Staples HR Organization following the acquisition by the Sycamore Private Equity group as well as play a GM role as a member of the Executive Leadership Team, reporting directly to the CEO. 6 direct reports, national team of 195.

- Supported Chairman through the realignment of ELT and led on-boarding of new CEO, CMO, CTO, CHRO.
- Assisted new CEO in preparing for growth, in particular a major change to the sales model, sales leadership and senior role realignment in Digital/dot-com and Pricing.
- Introduced new Talent Acquisition technologies including video assessment for sales improving time to fill to 96% and aggressively grew newly aligned sales force.
- Led centralization of HR Services support to Corporate Functions and Sales teams.

Vice President HR, Staples North America 1/16 to 12/17

Supported all businesses including Staples B2B delivery, Staples and Canadian Retail, staples.com, quill.com, staplesadvantage.com and 41 distribution centers. Partnered with executive leadership to return North American businesses to profit growth despite channel shift and core category decline. Direct report and No.2 to the CHRO. Supported the organization through move from Public to Private ownership.

- Led multi-site, International HR Business Partner teams across North America, Asia Pacific and Latin America.
- Business partner to Vice Chairman, EVP North America Delivery and EVP, US Retail. Key interface with the senior business leaders across the organization. 7 direct reports, team of 160 including Talent Management and Org Design.
- Led strategic realignment of HR and strategic realignment of Merchandising and Marketing through acquisition when Staples split into 3 separate Companies post acquisition

Vice President HR, North American Commercial and Staples International 8/14 to 1/16

HR leader for the Staples B2B delivery business, the \$10B division that contributed the majority of sales, profit and market value to Staples. Included Staples Advantage, staples.com and quill.com. Partnered with President, North America Commercial to stabilize sales in declining office products markets and improved market share gains in higher-growth product categories. Also held responsibility for HR Leadership in Asia Pacific and Latin American businesses.

- In partnership with the EVPs, led the strategic reorganizations of Supply Chain, Merchandising, Marketing, Technology and Sales Channels in preparation for growth.
- Led multi-year \$400m G&A savings and reinvestment programs for growth. As part of this partnered with sales leadership to create new Mid-Market Sales Force, 1,500 inside and outside sales people, leading HR teams across Talent Acquisition, Comp & Ben, HR Business Partners to deliver strategy.
- Architect of the centralization of HR Business Partner model for Corporate and Sales Channels, simplification of talent, succession and performance management.

British Gas, Windsor, UK**December 2013 - July 2014****Vice President, HR, British Gas Commercial and Connected Homes**

Provided strategic HR Partner to Managing Director - Commercial, and Corporate Function EVPs. 5 direct reports, team of 18.

- Led implementation of new, matrix Commercial function across British Gas enterprise including Marketing, Commercial Trading, Product Development, Hedging, Pricing, Sales and Innovation Lab. Built new, multisite HR team to support both new Commercial organization and Corporate Functions.

Staples, Framingham, MA**January 2010 - November 2013****Vice President, HR, Global Functions and International Markets, 2012 - 2013**

Strategic HR Business Partner to Executive leadership across all corporate functions and International. Lead multi country HR teams. 8 direct reports, global team of 120.

- Led \$250m G&A cost saving initiative through development and implementation of Staples Reinvention Strategy, leading rightsizing and Org Design changes across all Corporate Functions. Architect of North America HR reorganization and \$11.2m cost saving
- Drove new growth plans, structures and recruited new MDs and senior leaders in all International Markets.
- Led ground up rebuild of Corporate HR team, achieved highest associate engagement scores in HR. 88% versus 77% satisfaction.

ADDITIONAL RELEVANT EXPERIENCE

STAPLES, Director, HR, Global Functions US based | Director HR, UK & Ireland, Co-Lead of Europe Integration
COMET GROUP London, UK, General Manager, Customer Experience | General Manager, HR Ops
NATIONWIDE BUILDING SOCIETY, Retail Banking Manager, National Retail Personnel Director
NATIONAL WESTMINSTER BANK, London UK, Retail Banking

EDUCATION

- Kingfisher Executive Strategic Development Program. INSEAD, Fontainebleau, France (MBA Level)
- Diploma in Management Studies, Henley Management College, London UK
- Hogan Assessment Qualified with Advanced Interpretation and Feedback Certification