



# Candidate Briefing Pack Chief People Officer



## Dear Applicant

Thank you for your interest in joining the Pendragon Executive Leadership Team. You could be joining us at an exciting time for both our business and the automotive retail industry as a whole. Through advances in technology and changes in buyer behaviour, the automotive industry is evolving rapidly and at Pendragon we are at the forefront of that change.

Since taking on the role of Chief Executive Officer at the start of last year my focus has been on not only stabilising and streamlining the existing business, but also on identifying and pursuing new opportunities that will propel the business into the next phase of its development.

In the past 12 months we have not only faced the uncertainty that the Covid-19 pandemic brought, but also been through a companywide significant restructuring and laid out our strategy for the next three years.

At the heart of the changes we have already made, and those which we will continue to make, are our people. With this in mind, I am delighted to be recruiting a Chief People Officer. This is a new role for the business and one that will work closely with me and the Executive Leadership to define and develop the future culture of our business through our greatest asset, our Associates.

The ambition of the strategy I set out earlier in the year is to drive Pendragon forward to where we are recognised as the leader in the industry and an organisation synonymous with innovation, success and people development.

I, along with the board, am excited to welcome a new member to our leadership team who can share our ambition and join us in our journey.

Sincerely,



**Bill Berman**  
Chief Executive Officer

## About Pendragon

Life moves fast at Pendragon. Our people form the basis of our success and our customers are at the heart of everything we do. We work to deliver a great experience, every time.

We're focused, purposeful, supportive and collaborative – we make game changing decisions and turn around industry leading initiatives in the blink of an eye. If you're driven to succeed then our world is your oyster; personal progression is encouraged at every turn and no matter what your position, the opportunity is always there to make a big impact in our business.

At Pendragon, we are leading the change in the automotive online retail sector and has a clear strategic plan in response to changing customer needs. Our initiatives are focussed on growth in the following order of priority: used vehicles, aftersales and repair and new vehicle markets.

Our strategy in each of these growth areas is underpinned by strategic pillars which are supported by our 'People' foundation.



Choice



Value



Customer  
Service



Convenience

Our principal differentiator in the retail automotive market is our online and IT superiority and ownership of our intellectual property.

## Strategic Priorities

Pendragon has announced its vision and associated strategy to:

“Transform automotive retail through digital innovation and operational excellence”

This strategy is underpinned by a comprehensive review of both external market dynamics and business performance by individual divisions.

There is a strong case for change and a significant opportunity to improve performance and profitability. Pendragon is well positioned to deliver transformational performance and is looking for dynamic leaders to support it on this journey.

Three strategic priorities for growth have been identified:

1. Unlock value in the franchised UK motor division
2. Grow and diversify Pinewood
3. Disrupt standalone used cars Roadmap to deliver target underlying PBT of c.£85 – 90m by 2025

## The Role

Pendragon has been undergoing significant transformation over the last two years, led primarily by industry volatility and the Coronavirus pandemic. This in turn has led to considerable reduction in headcount, in terms of resignations, retirement and redundancy. With a revised strategy in place and the Group now stabilised, the time has arrived to appoint a new Chief People Officer.

Pendragon is seeking a Chief People Officer who has experience of working in an organisation with multiple business lines, at least of the scale of Pendragon. The ideal candidate will work directly with the executive team to help define the Group's organisational strategies and collaborate closely with other key departments to guide internal corporate communications and external employer branding.

## Key Responsibilities

- Work closely with the executive team to evolve and review Pendragon's culture, to create a flourishing and diverse community
- Oversee headcount and proactively present expansion plans
- Improve Pendragon's approach to performance management – the goal is to promote and reward excellence
- Create, track and manage an approved budget, with an emphasis on helping the organization understand the relative trade-offs between alternative decisions
- Redefine, set up and manage Pendragon's global compensation and benefits program
- Drive continuous and transparent feedback across all functions
- Design learning and organisational development programs that enable people, across all teams and levels, to refine talents and acquire new skills which they can leverage
- Assess the use of people-related data collection systems to develop, track and respond to key metrics such as employee happiness, engagement, performance and retention

## Experience

- Background in a senior HR management role in an organisation with multiple business lines
- Experience of the automotive and/or retail industry would be preferable
- Proven ability to understand strategic organisational issues and to influence key leaders and stakeholders
- Experience of developing and delivering initiatives in leadership & development, performance management, employee engagement, and employee retention
- Thought leadership in data analysis, strategic development, and employment laws
- Technological and digital awareness

## Executive Board

Bill Berman

**Chief Executive Officer & Interim Chairman**



Bill joined Pendragon on 18 April 2019 as a Non-Executive Director, and assumed the role of Chief Executive Officer with effect from 19 February 2020. Bill continues to perform the role of Interim Chairman. Formerly the President and Chief Operating Officer of AutoNation, the largest automotive retailer in America, Bill brings to the Board significant experience in automotive retail, enabling him to provide effective executive leadership of Pendragon's Board and advise in relation to the Company's future strategy.

Mark Willis

**Chief Finance Officer**



Mark joined Pendragon on 08 April 2019 from Ten Entertainment Group PLC where he held the position of Chief Finance Officer since taking it through its IPO in April 2017. Prior to this Mark worked at Home Retail Group PLC, including roles as Argos Finance Director, Director of Group Finance and Investor Relations Director. Since joining Pendragon, Mark's wealth of accounting, financial and investor relations experience continues to add significant value to the Board.

Martin Casha

**Chief Operating Officer**



Having spent his entire career with Pendragon businesses, Martin became Operations Director in September 1995 and Chief Operating Officer in November 2001. Martin's extensive knowledge of Pendragon's operations ensures he continues to be able to advise the Board as to the most appropriate operational action and response to changes in the automotive retail sector.

## Non-Executive Directors

Mike Wright

Non-Executive Director



Mike joined Pendragon on 2 May 2018, following an executive career in the international automotive sector, retiring as Executive Director at Jaguar Land Rover in 2016. Since then, he has developed a strong international portfolio of NED, Chair and Advising roles in FTSE and North American listed businesses, and the education, sports and arts sectors. His previous automotive sector specific executive experience, over a 40-year career enables Mike to contribute the industry perspective, and is of significant value to the Board.

Nikki Flanders

Non-Executive Director



Nikki joined Pendragon on 01 April 2020. Formerly the Chief Operating Officer of Opus Energy, a wholly-owned subsidiary of Drax Group Plc, Nikki currently combines her Non-Executive role at Pendragon with an executive position at SSE Plc. Nikki brings over 30 years of business experience during which period she has worked across a range of sectors, including retail, utilities, and digital, within both regulated and non-regulated environments.

Dietmar Exler

Non-Executive Director



Dietmar joined Pendragon on 20 April 2020 as a Non-Executive Director, following an extensive executive career including experience in the automotive sector, banking, and sports management. He currently serves as Chief Operating Officer of AMB Sports & Entertainment and prior to that, held the position of President and Chief Executive Officer of Mercedes-Benz USA and Head of Region, NAFTA Mercedes-Benz.

Brian Small

Non-Executive Director



Brian joined Pendragon on 10 December 2019, following an extensive executive career in the retail sector, where most recently he held the position of Chief Finance Officer at JD Sports Fashion Plc between 2004 and 2018. Mr Small is also a Non-Executive Director and Chair of the Audit Committee at online retailer, Boohoo.com, and a Non-Executive Deputy Chair Chairman of the Audit Committee of Mothercare Plc. Brian qualified as a chartered accountant with Price Waterhouse in 1981, and with industry experience across a range of retailers, he brings additional financial and strategic perspectives to the Board.