



Andrew Fox

"The heart of the leader is manifested through service to others"

An HR Professional, commercially focused and results driven with an excellent track record in leading brands in Financial, Professional and Public Services. Both in emerging and developed markets. Accomplished at influencing at Board and Regulator level in highly matrixed organisations, with an unrivalled focus on delivery and execution combined with an ability to create and frame the strategic agenda.

- Adept at managing large global businesses, Retail at HSBC - 90k people, 38 Countries. HSBC Operations - 100k people and 9 countries.
- Remuneration and Incentive committee experience (SA, UK and Global).
- Experienced in managing large budgets, HSBC Global Head of Learning & Talent - \$350m. HSBC Global HR Director for Retail - \$120m.
- Key strategic projects design and deploy – significant build-out of the Compliance function in response to deferred prosecution agreement. Rhino Consulting - Impact Analysis in India on work relating to trafficking and sexual abuse of women and children.
- HSBC Digital Strategy - part of a decoupling digital strategy, designed and owned the growth and culture change.

Skilled executive and team coach. Driver of performance across complex matrix environments. Experienced at using data to form insights to develop strategy. Designing and leading large scale culture change programmes.

Union negotiations in SA and UK re salary settlements, industrial action, and contract harmonisation. Assessment and development centres globally including psychometrics and designing assessment exercises.

Military	Rank of Lieutenant
Masters Degree MBA	Quantic School of Business & Technology
Tertiary Degree	BACHELOR OF SOCIAL SCIENCE, University of Cape Town
BA Honours Degree	Occupational Psychology, University of South Africa

Global Executive Development Program, Gordon Institute Business School Coaching and Mentoring accredited course, TMA

Coaching, University of Cape Town Business School

Next Generation HR Leadership Course, Bridge

Creating and Driving Strategy, Harvard Business School

Who I worked with



Rhino Consulting

Managing Director

January 2019 - Present

BRIDGE partnership Associate



Exec Coach



Team Development



FIGHT FOR PEACE

Board Member / Trustee



HR Director

Operations, Retail, Wealth, Insurance, Digital

18 Aug 2008 - Jan 2019



HR Director

Retail, IT, Marketing

10 April 2006- 18 Aug 2008



HR Director SA

1 Feb 2004- 31 Dec 2005



HR Director Southern Africa

Oct 2001- Jan 2004



FEDSURE LIFE

Head of HR

Jun 1998- Sept 2002



Standard Bank

Senior HR Manager

Jan 1991-Jun 1998

● **Extract from an email sent Nov 2017.**

Regarding presentation to the Group CEO Digital Transformation committee.

Andrew. Well done this morning. You were sharp and focused. You didn't miss the point, but didn't embarrass or generate defensiveness from anyone. You've done well to get this on the table and been courageous to see it through in the right way. Thanks again.

Elaine Arden, Group Head HR, HSBC

● **Extract from an email sent Aug 2018.**

Regarding Announcement.

Andrew, I just read the official announcement about you and felt compelled to send you a note. Although we worked together for a relative short time, it was enough time to realize how exceptional you are as a leader and person. You took over a global operation involving hundreds of people and turned it on its head... to a team culture where all work together to accomplish what's important. People were motivated and enthused. And certainly this was to the benefit of our respective companies. Speaking of which, Last November I stepped down as President as I transition to retirement in May of next year. I presently carry the title President Emeritus. I hope the very best for you and your family...and I am extremely grateful to have worked for you. Doug.

Doug Sharp, President GP Strategies

● **Extract from an email sent Aug 2018.**

Regarding Global HR announcement.

Hi Andrew

Surprised to know that you are leaving as we just spoke! I will always remember how you guided me to build a strong HR with learning agility, and I have shared the positive progress so far if you see my earlier note. I have been impressed by the way how you translate vision to actionable items. And you will always be the kind of HR leader that I will try to be. Wish you and family all the best! Have a smooth transition and keep in touch.

Leona Huang, Head of HR RBWM China

● **Email sent Dec 2010.**

Regarding end of year performance and remuneration review.

Andrew

Regarding the end of year performance and remuneration review for senior management, thank you for your outstanding help in getting us through it. Ratings pay and bonuses have been a real challenge, not to mention the multiple stakeholders. However, you followed up really well, challenged appropriately and helped us through it, and as a result I think we have delivered a fair and meritocratic outcome. Thank you. Joe

Joe Garner, CEO Nationwide

● **Extract from note from Nathan Bostock, CEO Santander UK, Aug 2008.**

Regarding my departure from Santander.

You have been a pleasure to work with, professional, highly resilient, tenacious and relentlessly focused on delivery and setting high standards. Thank you. Nathan

Nathan Bostock, CEO Santander UK

