

Chief People Officer

Role Overview & Strategic Priorities | Competencies | Sample Prospects



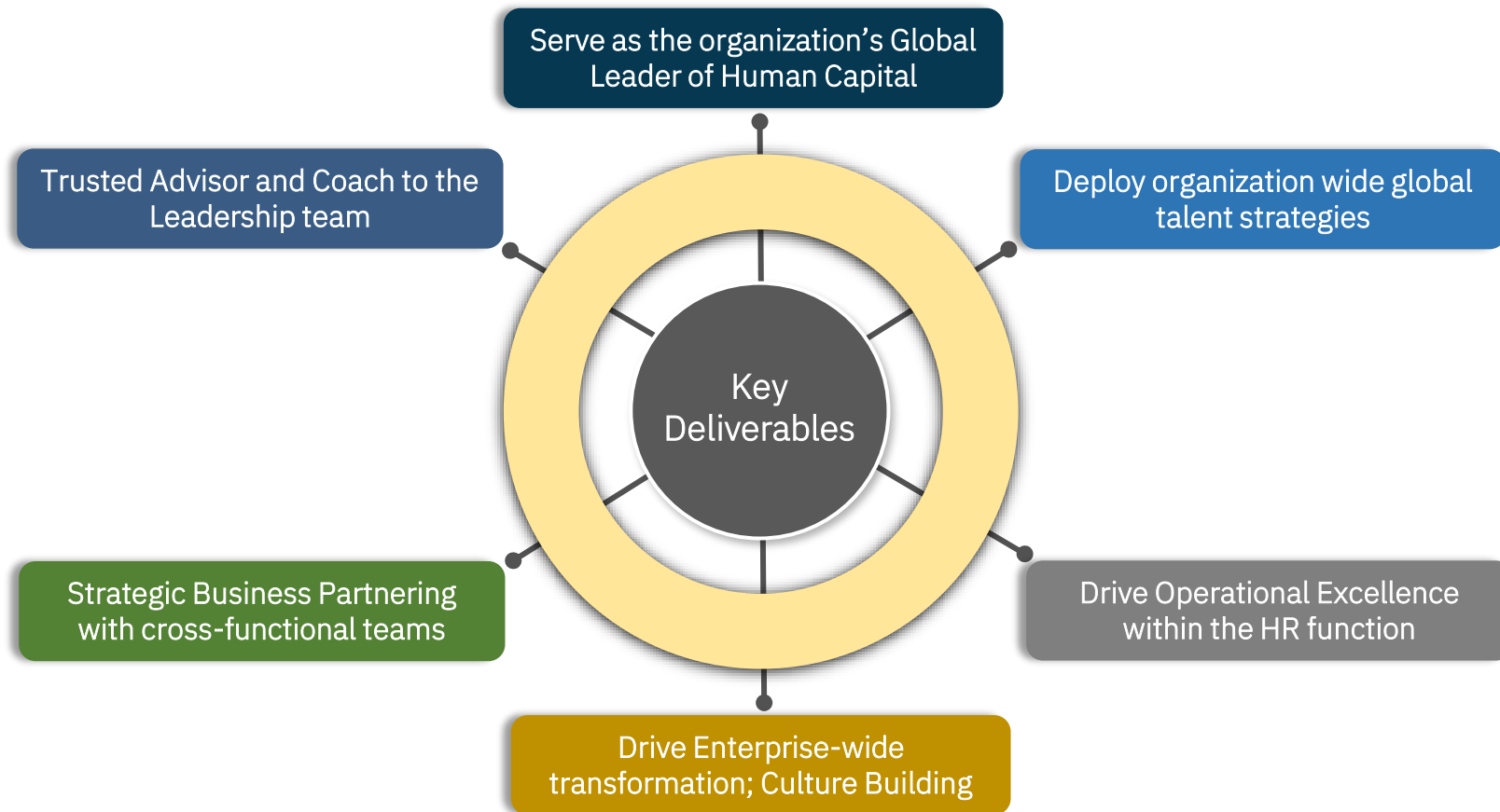
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Role Overview – Chief People Officer

The Chief People Officer is a critical leadership role in the management team, responsible for creating and operationalizing the global 'People' strategy for the organization, creating a world-class workplace culture that fosters innovation and collaboration, institutionalizing HR policies, processes and tools that drive competitive advantage and enable rapid business growth. An agent of transformation and change she/he will partner with the CEO, Board and the Management Team to embed people strategy with business outcomes.

Strategic Priorities



1. Serve as the organization's Global Leader of Human Capital

- **Step beyond the remits of HR functional management to truly lead the business in the critical areas of talent strategy, enterprise change and company culture, as well as to serve as a trusted adviser to the CEO and the board. Contribute towards developing and implementing business strategy for driving the growth agenda for the organization.**
- **Effectively and succinctly frame complex analyses to advise the Board on major human capital decisions**, recommend the best potential course of action. Anticipate future human capital problems the organization must address and develop mechanisms to surface and manage the problems in advance and monitor for further action by the executive team and board.
- **Provide strategic and operational leadership on a broad range of leadership practices, provide business relevant counsel and advisory support to key stakeholders.** Spearhead engagements in the areas of organization design & development, learning and development, culture evaluation and transformation, leadership assessment and coaching, business alignment, talent acceleration and succession management.

2. Deploy organization wide global talent strategies across the employee life-cycle

- **Apply holistic understanding of the organizational business model, financial data and external trends to make effective decisions on the current and future talent needs** of the business. **Evaluate key talent** by continuously scouting out, assessing and recruiting talent from diverse sources to add to the leadership bench; Focus on institutionalizing HR Analytics, HR Operations and **Compliance to regional regulations** in various markets.
- **Lead the design and implementation of people strategies across HR functional areas** (Capability Building, Succession Planning, Talent Development, Rewards, Performance Management, Leadership development, Resource management, maintaining a healthy bench). **Ensure that a healthy talent pipeline is maintained across all levels and skill-sets.**
- **Proactively monitor macro and micro trends** and directly **influence key business outcomes and resulting people decisions.** Identify when a new business strategy requires a material **shift in people strategy** and then develop, **design and implement the human capital plan that is needed to meet the business demands for capabilities** in the right place and the right time

3. Drive Operational Excellence within the HR function

- **Drive governance on critical human resource metrics such as retention and cost.** Develop, drive and monitor an **effective integration plan for all HR pillars and touch - points in close collaboration with the COE's and HR Operations.** Ensure that harmonization of policies, processes and systems is delivered within an agreed timeframe and cultural integration is also embedded in the plan.
- **Redefining the operating model for the Group HR function, with the objective of giving greater ownership to the businesses and improving speed and agility of decision making.** In case of M&A, consolidate learnings into a common delivery approach for new people and organization related pre and post merger activities in order to drive integration rapidly, efficiently and in line with established time schedules.

4. Drive Enterprise-wide change & transformation; Culture & Purpose Building

- **Customer orientation** - Articulate the case for enterprise change in terms of the evolving expectations of the organization's customers and the implications on the workforce. **Adaptive Leadership** - Flexibly deploy HR resources to manage change across and sustain change momentum when issues arise. **Motivational leadership** - Ability to communicate a compelling/inspiring vision and clear goals to all employees in a transparent way
- **Design a strategy to enable an organization to implement the right structure for future business needs;** Identify and seize opportunities for bold and courageous leadership, such as the launch of an innovation center or incubating a radically different business inside the enterprise to evolve talent and support growth
- **Partner with the CEO and executive peers to craft both the organization's unique purpose,** based on the broader business strategy and social context, and a culture that will deliver on that purpose for customers; **Harmonize HR processes to be consistent with organizational purpose and culture** and influence leaders to align business processes with the culture

5. Strategic Business Partnering with cross-functional teams

- **Partner with multiple stakeholders to Translate Business Strategy into Talent Strategy.** Identify people and organizational requirements to enable successful implementation of long-term business plans. Build a strong HRBP team that efficiently caters to the talent needs of various organizational functions (sales, marketing, product, engineering, compliance, risk etc.)
- **Contribute towards developing and implementing business strategy for driving the growth agenda for the organization.** Ability to understand the evolving business environment and aligning the Talent, Culture And Leadership Philosophy to the changing paradigms; Focused "Business Partner" approach to delivering HR services; Ability to create "Value" and have an "Impact".
- Collaborate with the sales, solutioning, delivery & other corporate functions to analyze affinities and ensure strong alignment with business objectives

6. Trusted Advisor and Coach to the Board and the Leadership team

- **Provide balanced and impartial counsel to senior leaders while maintaining strict confidentiality and unwavering ethics.** Engage executives in critical dialogue on leadership needs - **Engaging and influencing senior leaders and board members to think about the organization's future leadership needs,** using data-driven decision making to **build a comprehensive succession plan.**
- **Courageously advocate a contrarian position with the Leadership** - Recognize significant business risks of CEO action or inaction on a human capital issue (e.g., firing a top performer) and respectfully but firmly advocate for the leadership to take the best course of action.

Key Competencies – DNA of a Successful Chief People Officer

Passionate Team Builder

A passionate leader who is approachable, collaborative, 'hands on', curious and innovative and leads by influence. Has the ability to attract and hire top talent, builds external talent brand while driving high-level of engagement internally supporting employee growth and empowerment

Empathy, People First Approach

Has strong empathy and EQ, is self-aware and is able to skillfully manage their emotions and those of others.
Creates a people first approach to talent shared values across employees, customers, suppliers, investors, and the community.

Culture Builder & Communicator

Creates an environment and shared value-based culture where employees feel highly motivated, empowered, passionate, and productive. Ability to break down silos among teams, communicate with diverse groups, and influence change throughout the organization, while solving most complex problems



Growth & Commercial Mindset

Understands the growth paradigm of PE-owned technology services businesses. Has proven experience leading change and transformation in a growth company and has the commercial acumen to create people strategies that are aligned with the business strategies.

Entrepreneurial DNA, High Level of Integrity

An entrepreneurial leader with a solid and proven track record and integrity and an industry reputation for driving innovation, building world class teams that customers across the world respect and love. Proven experience of serving as a transformation agent and growth catalyst driving business value through critical talent interventions at a global level

Authenticity

Has the unique ability to help manage frequent and complex organizational changes, while being open and transparent with employees, fostering trust and being a resource in the middle of chaos. Has the right temperament to inspire trust and build credibility with internal and external stakeholders

Search Approach | Illustrative Search Universe | Sample Prospects

Guiding Principles for the Search

Extensive coverage of successful and entrepreneurial HR leaders that have played an integral role in leading the HR function in:

- Healthcare Technology Companies
- Born Digital & Digital Engineering Services Companies
- Technology & Professional Services Firms with a deep Technology Practice



Diversity First Approach

- Ethnicity
- Gender



Global Coverage

- Extensive Coverage of talent in the US with a particular focus on prior experience with managing HR in India
- Selective coverage of talent globally, with prior experience in the US-India business corridor



Alignment with Core Values & Culture at Epicacy

- Character
- Competence
- Commitment
- Contribution

Illustrative Search Universe

*Representative Sample, for the purpose of discussion only





Prospect 1

Chief Human Resources Officer
Leading Data Driven IT Consulting Firm to Life Sciences Industry



25 Years



Waltham, Massachusetts

Professional Summary

She is a **seasoned HR leader** who brings deep expertise and decades of professional experience in **driving talent strategies** that are closely aligned to organizational business priorities and growth strategies. She has worked in a wide variety of industries including life sciences, technology, consulting, consumer package goods, retail, and financial services. **Currently she is the Chief Human Resources Officer at a Data Driven IT Consulting Firm to the Life Sciences industry. As part of her role, she supports the organization to navigate explosive growth and hiring, increasing headcount 30+% per year - while building infrastructure and global HR team to support the complex organization.** She is responsible for **designing and executive talent transformation strategies** and brings strong appreciation of new age digital technologies.

Earlier, she was the **Vice President and Senior Strategic HR Business Partner at a leading Global HR-Tech Company** where **she led compensation, benefits, and HRIS functions globally for the entire company of approximately 3,500 employees. She worked as a strategic business partner** and displayed exemplary cross functional collaboration to execute talent strategies. Prior to this, **she was the VP of total rewards and HRIS** at one of the leading operators of membership warehouse clubs in Eastern America. **Here she led enterprise-wide Total Rewards and HRIS team of 26 employees to support 25,000 employees in 200 locations.** She also **re-engineered the entire team** while creating developmental assignments and cross training opportunities, strengthened talent bench, while driving employee retention and a positive work environment.

A **high-performance global people leader**, she is passionate about driving transformations that essentially deliver tangible business outcomes. She comes with a **strong commercial acumen** and **proven ability to partner with business and functional leaders, offering strategic HR support and facilitating outcomes by aligning HR policies, systems & processes to the same. Her exceptional stakeholder management skills, cooperative spirit, positive attitude and a flexible management style makes her an outstanding leader.**

Education



BA. History and Business Studies
Providence College 1995

MBA
Babson College 2003

Experience



Leading IT Consulting Firm to Life Sciences Industry
Chief HR Officer 2019 – Present

Global HR-Tech Company
VP and Senior Strategic HR Business Partner 2013 – 2019

Leading Membership Warehouse Club
VP, Total Rewards and HRIS 2009 – 2012

Food and Beverage Manufacturing Company
Director – Compensation, Benefits, HRIS, Payroll 2003 – 2009

Insurance Solutions Company
Compensation Manager 1998 – 2003



Prospect 2

Senior Vice President, HR
Top Global IT Services and Consulting Company



25 Years



Greater Philadelphia Area

Professional Summary

She is a **results-focused human resources leader** with a vast background in building trusted relationships and partnering with C-Suite leaders on strategic talent solutions to drive positive business outcomes. **She has a rich experience of working in the Consulting and IT Services space, providing talent solutions to workforces delivering services to the Global 1000.** This includes industry segments such as: Healthcare, Life Sciences, Retail and Banking. **Currently she is the Senior Vice President and HR leader for North America and the Global Corporate functions at one of the Global Leading IT Services and Consulting Company where she develops and implements best in class Human Resources and talent strategies to the company's largest market, \$13B, and a workforce of over 45,000 associates.**

Prior to this, **she was the VP, HR at a Global Leading IT Services Company**, working with various segments of the business through her tenure, including the Global Operations team where **she helped to mature the talent practices for emerging markets in Hungary, China and India. She also played a lead role in standing up and implementing a transformational, global HR Service Delivery model**, which drove efficiency and **20% cost savings**, better aligning activities to capabilities. Previously she was an HR leader with KPMG – responsible for driving human capital strategies while also acting as a business partner.

A strong human resources professional having close to **25 years of work experience in enabling growth and thriving in fast - paced work environments.** She has worked across developing and implementing HR strategies to deliver business objectives and **brings strong credentials in HR Business Partnering, Talent Development, HR Operations, Change Management, Performance Management and Benefits.** A natural leader and a great mentor, she is someone who cares deeply for her team and their overall development. **She not only brings a lot of great ideas to the table but also provides a structure into the ways of working - from attracting the right talent, deploying skill enhancement practices to finally retaining them for a long period.**

Education

Penn State University

Not Available



Experience



Top Global IT Services & Consulting Company Senior Vice President, HR	2016 – Present
Global Leading IT Services Company Vice President, HR HR Director	2005 – 2016
Bearing Point HR Director	2001 – 2005
KPMG HR Director	1997 – 2001



Prospect 3

Chief People Officer
Leading Digital Transformation IT Services Company



27 Years



Annapolis, Maryland

Professional Summary

She is an **experienced HR executive** and has more than **20 years of experience driving innovative people-focused strategies and programs built upon a strong culture and engaged leadership**. Currently she is **the Chief People Officer at a global leader in digital strategy, design, transformation, and support**. As part of her role, **she heads the people strategy** – leading strategic and **transformational talent interventions** while partnering with all levels of leadership. She is known for **building a performance driven culture, driving enterprise-wide transformations and leveraging cutting edge technologies to deliver results**.

Prior to this, **she served as Chief People Officer at a national security solutions provider, where she set the direction for human resources, recruiting and corporate communications**. She led the HR imperatives of organizational growth and transformation, capability augmentation and sustainable leadership, creating an engaged workforce, and honing HR readiness to empower business success across geographies. **As a consultant early in her career, she worked with the federal and commercial sectors to streamline human resource processes, implement effective recruiting strategies and transform company culture**. This experience instilled exemplary business and commercial acumen in her.

She has a **deep understanding of business and bringing connections to the Human Capital agenda in order to drive change and execute on big projects**. She is skilled at championing organization values, making high-stake decisions using experience-backed judgment and holds strong work-ethic and irreproachable integrity. **By driving strategic level HR operational initiatives, change management and gaining top management support**, she has come across as a well rounded, collaborative and enterprising leader.

Education

BA. Psychology
St. Mary's College of Maryland

1995



Experience



Digital Transformation IT Services Company Chief People Officer	2021 – Present
National Security Solutions Provider Chief People Officer	2017 – 2019
IT Services Company to the Fed Senior VP, Employee Care and Development	2013 – 2017
IT Services Company HR Management Consultant	2008 – 2013
IT Services Company Director of Recruitment	1995 – 2003



Prospect 4

Chief Human Resources Officer
Leading Data and Legal KPO Company



23 Years



New York

Professional Summary

A **passionate HR Professional having unique 20+ years of working experience**, he brings wealth of experience in Human Resources Management and holds expertise in delivering sustained results in dynamic environments, establishing HR structure and building employee capabilities and organization values. He has a successful track record of working with senior leadership globally to improve business results through people and HR solutions. **Currently he is the Senior Vice President and Chief HR Officer at a Data Driven Legal Consulting Firm. As part of his role, he oversees the global talent acquisition, compensation, benefits, payroll, leadership development, and human resource information system functions.**

Prior to this, he was the Chief HR officer for a business process outsourcing and product support services provider for many Fortune 500 and well-known global brands. **Here he oversaw all global human resources areas and helped the company grow to over 45,000 employees in 17 countries.** He also held leadership positions in the sales and analytics departments and played an active role in integrating several acquisitions during his 13-year tenure. He **worked in all facets of HR and organizational effectiveness and led several large-scale transformations.** Data driven and analytically astute, he possesses the capabilities to translate the organizational business needs and requirements to HR initiatives and functions - **Strategy, Organization Design, Talent Acquisition and Management, Performance Management, Organization Development, Change Management, Employee Relation.**

Commercially astute, **he is a trusted advisor and coach to leadership teams, is known to build culture and drive enterprise level transformations that deliver exponential returns.** Having an exemplary leadership and performance orientation, he is also known to establish Human Resources practices and objectives that provide an employee oriented and high-performance culture emphasizing on quality, productivity and goal attainment.

Education

BS. Mechanical Engineering
Cornell University

1999



Experience



Leading Data and Legal KPO Company

2018 – Present

Chief HR Officer

Top BPM Company

2005 – 2018

Chief HR Officer
SVP, Analytics
SVP, Talent
VP, Talent
VP, Business Development

Financial Services Company
Group Manager

1999 – 2005



Prospect 5

Senior Vice President, Global People Organization
Fortune 500 Insurance and Business Process/Service Company



23 Years



Atlanta

Professional Summary

He is an **entrepreneurial** and **high-performance HR executive** who brings with him diverse global experience having lived and worked across Asia, Europe and Americas; a blend of **cross functional experiences** spanning Operations, Quality / Lean + Six Sigma, Pre-sales & Human Resources enabling **effective business partnership** in organizations ranging from green field start-ups, PE portfolio companies to large global Fortune 500 enterprises.

Currently **he is the Senior Vice President, Global People Organization at a Fortune 500 Insurance and Business Process/Service Company where he is responsible for Global Human Resources across 27 countries worldwide**. He is skilled at understanding complex business challenges and implementing effective people strategies and solutions. He is a thought leader and possesses the ability to create the right organisation design and culture and provide effective talent and organization strategies for driving long-term growth.

Prior to this, **he was a member of the Leadership Team and Head of HR for - Americas, Europe and Global Learning and Leadership Development for a premier Engineering Services and Software Firm**. Previously he was also the HR Leader for a Top IT Services Firms - Global Business Development team, ITO Business' Operations for Europe & Americas and New Country Penetration Pursuits in Americas. **He has proven experience of serving as a transformation agent and growth catalyst driving business value through critical talent interventions at a global level.**

He brings with him an immense degree of **business acumen, global workforce practices understanding** and a **thorough HR knowledge, has experience across a wide range of organizational evolution stage and complexity** – fast paced start-ups to Global Fortune 10 organizations; public and private equity environments. He is always at the forefront - providing HR support to Business through innovative and outcome - oriented initiatives.

Education

Bachelors in Economics and Statistics
University of Delhi, India

MBA in Human Resources
Xavier Institute of Social Studies, India

Experience

Insurance and BPM Company SVP, Global People Organization	2015 – Present
Software Development Company VP and Head of HR – Americas, Europe	2010 – 2010
Top BPM Company VP, HR	2006 – 2010
Top Financial Services BPM Company Organization Development Leader Manager, Leadership Development Manager, Staffing	1999 – 2006



Prospect 6

Chief People Officer
Leading IT Services and Consulting Company



31 Years



Denver

Professional Summary

She is an **experienced Chief Human Resources Officer with a demonstrated history of working in a variety of industries and sizes; manufacturing to consumer products to technology with company sizes ranging from start-up to Fortune 500.** She brings almost 3 decades of extensive experience in scaling culture in context of hyper growth and driving large scale organization effectiveness programs helping employees, leaders and teams rise to the challenges and opportunities posed by emerging business models, organization redesign, leadership transitions

Currently she is the Chief People Officer at a Leading IT Services and Consulting Firm – where she provides leadership in developing and executing people and culture strategies in support of the overall business plan and strategic direction of the organization, specifically in the areas of DEI, culture, talent acquisition, talent management, learning and development, change management, performance management, and total rewards. **She also led the Crisis Management team focused on the COVID response** for the employee base.

Prior to this, **she served as Chief HR Officer at a Cybersecurity and Cyber Advisory Company. Here she reported directly to the CEO, with overall accountability for the human capital function in a company.** Integrated the company's human capital during the merger of two equally sized competitors in addition to several subsequent acquisitions. **She built and grew talent organically and inorganically – 500+ hires a year, 5+ acquisitions, increased employee satisfaction and decreased benefit expenses by moving to a private exchange – saving \$5M .** Within first year, she helped to decrease voluntary attrition by 5%, down from 16%.

Previously she has been in multiple executive HR roles where she has driven the end-to-end people strategy and has developed expertise in **leadership development and coaching, employee engagement, business development with experience of providing talent advisory services for a variety of IT outsourcing models, HR operational excellence, M&A and culture integration.** Her thought leadership on a range of strategic HR topics, coupled with an ability to get down to the minutest of details makes her a punctilious professional. She pursues perfection in all her endeavours, never settling for the "second best" solution.

Education

Bachelors in Chemistry and Pharmacy
KLE College of Pharmacy, Belgaum 1990

MS. Industrial Pharmacy
Long Island University 1993



Experience

Leading IT Services Company
Chief People Officer 2020 – Present

Cybersecurity and Cyber Advisory
Company
Chief HR Officer 2015 – 2020

Leading IT Services Company
Chief HR Officer 2012 – 2015

Avaya
Senior Director, Talent Management 2004 – 2012

McDATA
Head of HR 2002 – 2004

Qwest Cyber Solution
Senior Director, HR 2000 – 2002

CenturyLink
Director, HR 1997 – 1998

Whirlpool
Manager, Management Resources 1994 – 1997

Baxter Healthcare
Director, HR 1991 – 1994





Prospect 7

Global Chief People Officer
New Age IT Services and Consulting Company



25 Years



Plano, Texas

Professional Summary

She is a seasoned **Human Resources Leader with 24 years of broad and progressive experience, demonstrated success as an HR partner in a large global context. Currently she is the Global Chief People Officer at a New Age IT Services and Consulting Firm and is responsible for the entire gamut of HR activities** – from deploying organization wide global talent strategies, driving operational excellence within the HR function Strategic Business Partnering with cross-functional teams, culture building and driving enterprise level transformation.

Prior to this, **she was the Global HR Head for one of the Top multi billion-dollar IT Services Company where** she worked in all facets of HR and organizational effectiveness and led several large-scale transformations. She possesses the capabilities to translate the organizational business needs and requirements to HR initiatives and functions - Strategy, Organization Design, Talent Acquisition and Management, Performance Management, Organization Development, Change Management, Employee Relation.

Previously, she was **the Head HR – Data Science and Analytics Unit at another Top IT Consulting Firm** where she was responsible to **drive talent strategy** in line with the unique needs of Data Science and Analytics, **create organizational design/career architecture** that optimally suit the business requirements, **enable hiring of top leadership talent** like Chief Data Scientist, Head of Data Sciences for Europe and Head of Delivery in India. In the early part of her career, **she was responsible for the end-to-end functioning of learning and development activities for 18,000+ employees spread across 6 locations** in a Top IT BPO in India and 5 international locations.

She is someone who has a collaborative approach towards relationship building and understands the criticality of building and enhancing people capability to achieve business goals. She is an excellent business leader, articulate in her communications and carries a strong personality in HR domain.

Education

BA. And MSc. Psychology and Journalism Bangalore University	1997
PhD, Psychology	2006



Experience

New Age IT Services Company Global Chief People Officer	2021 – Present
Top IT Services Company Global Head HR	2015 – 2021
Top IT Services Company Head HR, Data Science and Analytics Head, Compensations and Benefits Business Leader, HR	2008 – 2015
Top IT BPO Group Manager HR	2002 – 2008



Case Study - Chief People Officer, Brillio



Case Study - Chief People Officer, Brillio

Brillio is a born-digital, technology company that Bain Capital purchased a majority stake in 2019. The company at the time was approx. \$100 Million in revenue with US and India being the only locations where employees were located with India accounting for 90% of its 1800 employee workforce. Brillio's entire customer base was in the US.

The company never had a Chief People Officer, and the Founder CEO performed that role right from the company's inception. While there was an HR function comprising performance management, payroll, compliance and administration, HR policies, processes, tools, organization design, talent management, engagement were all absent in the company.

The idea of hiring the first Chief People Officer was to bring on board an entrepreneurial HR leader who **understood digital/technology business**, could **partner and advise a Founder CEO and a Private Equity sponsor**, **advise the Board on talent issues** and **institutionalize a comprehensive set of HR practices, systems and tools** in order to **make Brillio an attractive employer of choice for digital talent in the US**, where Brillio competed for talent with the likes of Accenture, Deloitte, Slalom, Capgemini, etc.

Talent Universe



- Conducted an exhaustive search to identify gender and ethnically diverse CHRO/Heads of HR in North America and Europe who had witnessed growth & were working/worked in leading Digital, Technology Services and Product Engineering organizations.
- Explored talent from several leading CRM/Data/AI platform organizations that had witnessed rapid growth and had a services play too

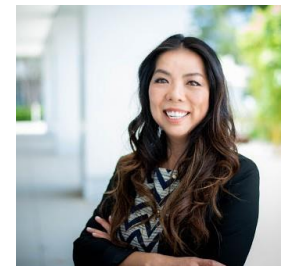
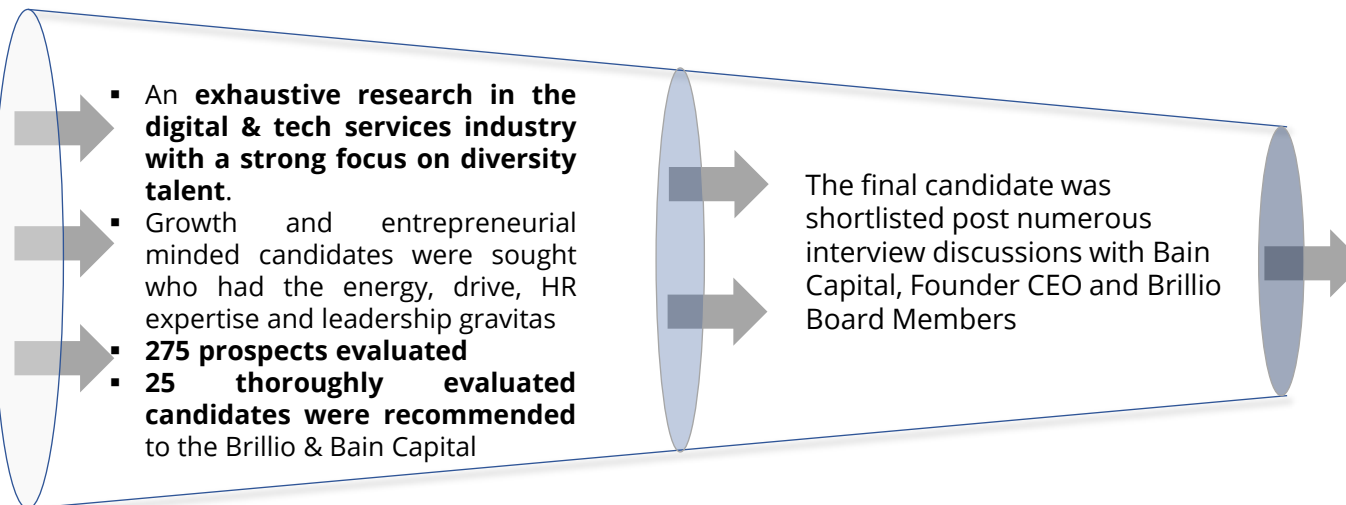
Geographic Focus



- In depth coverage of talent across US with increased focus on companies that had offshore centers in India, in Eastern Europe and a strong US-India orientation.
- Additionally considered selective talent from UK/Europe from digital services organizations.

Key Search Challenges:

- *Brillio was an unknown brand in the US that was also Founder driven.*
- *Glassdoor scores of the company's culture weren't too good.*
- *Candidates had lots of questions on the Founder's ability to cede control of the HR function*
- *Finding HR leaders that were instrumental or were part of a rapid business scale up in a technology/digital services brand was rare.*



Megan Ackerson
From : Hitachi Vantara
Appointed in April 2020

Terms of Engagement



Terms of Engagement

Positive Moves will execute the searches on a retained & exclusive basis and charge a Search Fee of 30% of the First Year's Total Annual Gross Compensation

Schedule of Retainer Payments

- 1/3rd of the estimated search fee will be charged upfront on initiating the search
- 1/3rd of the estimated search fee will be charged after the first set of recommendations are made or post 30 days of search initiation
- The balance fee, based on the actual final compensation offered, will be charged after the candidate joins the firm

Total Annual Gross Compensation includes the following components:

- a) Annual Base Salary
- b) Annual Target Performance Bonus or Variable Pay as specified in the employment contract
- c) Joining Bonus (including any deferred or assured bonus that forms a part of the first year's annual compensation)
- d) Any Assured Cash Compensation that forms a part of the first year's annual compensation

NOTE: Long Term Equity / Stock Options offered will not be considered as a part of the Total Annual Gross Compensation calculation

Guarantee - Positive Moves will provide an unconditional guarantee of 6 months on all C-suite/leadership roles. If the candidate leaves during this period, the search will be redone for free. There will be no refund of fee at any stage.

Invoice - All invoice payments will be due within 15 days of the invoice being raised

Taxes - Taxes (if any) will be applicable over and above the Search Fee and as per regulations.

Search Expenses – Search related expenses will be charged at a flat 10% of the Search Fee i.e. 3% and will be included in the final retainer invoice