

VEREDUS

CASE STUDY

Client: Ministry of Defence – Defence Equipment & Support
Role: Chief Data Officer (Battlespace)

CLIENT

Defence Equipment & Support (DE&S), part of the Ministry of Defence, is responsible for equipping and supporting the UK's Armed Forces. Operating within an increasingly complex technological environment, DE&S plays a critical role in ensuring defence capabilities meet the evolving requirements of modern warfare.

As executive search partner to DE&S, Veredus was appointed to identify a Chief Data Officer (Battlespace), a newly established senior leadership position responsible for strengthening data governance, technological controls and interoperability across the defence enterprise.

BRIEF

DE&S required a Chief Data Officer to establish consistent data standards and governance across increasingly complex defence systems, enabling operational data from different platforms and equipment to be integrated and used effectively.

The newly established role would lead a team of approximately 85 professionals and work across senior Government, military and industry stakeholders to deliver change within tight budgetary constraints.

The appointment demanded significant expertise in cybersecurity, large-scale data environments and strategic leadership, with the additional requirement for Developed Vetting (DV) security clearance.

OUR PROCESS

Veredus worked closely with senior stakeholders to agree the role specification and broaden the search beyond traditional military backgrounds, identifying candidates from highly regulated, security-sensitive sectors. Key elements of the assignment included:

- **Engaging stakeholders to align expectations around technical expertise, leadership and security requirements.**
- **Expanding the search across Defence, banking, healthcare, transport and wider Government.**
- **Identifying and approaching 185 Chief Data Officers through targeted executive search.**
- **Attracting 64 applications and delivering a shortlist of five candidates.**
- **Assessing candidates through structured interviews, leadership assessments and staff engagement exercises.**

Throughout the process, Veredus challenged established assumptions about candidate backgrounds while maintaining a rigorous assessment approach.

OUTCOME

The campaign attracted 64 applications and resulted in a shortlist of five candidates, with three subsequently assessed as appointable following final panel presentations and interviews.

The successful candidate was appointed from EY, bringing senior professional services experience rather than a traditional military background.

The process delivered:

- 185 Chief Data Officers identified through targeted market mapping and cross-sector executive search
- Five shortlisted candidates, with three assessed as appointable.
- Successful appointment of a Chief Data Officer from outside the military sector.
- Access to a broader, more diverse pool of senior technical leaders.
- Strong stakeholder alignment and positive client feedback on the search process.



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CASE STUDY

Client: The Crown Prosecution Service
Role: Lead Non-Executive Board Member (NEBM) / Chair

CLIENT

The Crown Prosecution Service (CPS) is the principal public body responsible for conducting criminal prosecutions in England and Wales. With approximately 7,000 employees across 14 sites, it plays a central role in the Criminal Justice System - reviewing evidence, determining whether to prosecute, and presenting cases in court.

Operating independently, the CPS ensures the fair and impartial application of the law within a highly visible and scrutinised public framework.

BRIEF

Appointing a Lead Non-Executive Board Member and Chair within the CPS is not a conventional board hire. The role sits at the intersection of public accountability, operational delivery, and judicial independence -requiring an individual capable of providing both robust challenge and measured support.

The successful candidate needed to chair a high-profile board while advising the Director of Public Prosecutions on non-legal casework decisions and organisational performance. This demanded a deep understanding of public sector governance, alongside the judgement to balance independence with accountability in a complex and politically sensitive environment.

OUR PROCESS

Veredus worked closely with the Director of Public Prosecutions, board members, and senior leadership team to define the requirements of the role and the broader context in which it would operate.

A targeted market mapping exercise was conducted across public and private sector boards to identify individuals with the credibility and experience to perform effectively at this level, with a strong emphasis on building a diverse and high-quality candidate field.

- **Over 180 individuals were approached, resulting in 38 applications**
- **Eight candidates progressed to preliminary interview**
- **A shortlist of four was presented following assessment, referencing, and due diligence**

Given the sensitivity of the appointment, conflicts of interest and alignment were assessed from the outset to ensure a robust and risk-managed process.

OUTCOME

Veredus successfully appointed a highly experienced Chair, bringing a proven track record of leading large, complex public sector organisations, alongside relevant exposure to the Criminal Justice System.

The strength of the process was reflected not only in the final appointment, but in the calibre and diversity of the shortlisted field.

The process delivered:

- **A strong, diverse shortlist aligned to the role and governance context**
- **Early resolution of conflicts of interest, reducing risk at final stage**
- **Candidates assessed for judgement in complex, high-scrutiny environments**
- **An appointment that strengthened board capability and leadership**
- **Confidence across stakeholders in both the process and outcome**

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CASE STUDY

Client: Port of London Authority
Role: Non-Executive Director



CLIENT

Our client, the Port of London Authority (PLA), is responsible for the safety and management of navigation on the tidal River Thames, overseeing one of the UK's busiest and most strategically important waterways.

Operating within a highly regulated, complex and safety-critical environment, the organisation requires experienced senior leadership capable of balancing commercial, operational and environmental priorities, while supporting the long-term stewardship and development of the Thames.

BRIEF

The Department for Transport appointed Veredus to deliver an OCPA-compliant search for a Non-Executive Director to the Port of London Authority. The brief required a board-level leader with current or recent experience in engineering, major infrastructure or commercial development, capable of contributing to strategic discussions around the Lower Thames Crossing and the wider commercial growth of the River Thames.

Alongside identifying the right technical expertise, the Selection Panel placed a strong emphasis on broadening the diversity of the Board and attracting candidates from outside the Authority's traditional talent pools.

OUR PROCESS

Veredus delivered a forensic market mapping exercise to identify senior leaders from executive teams and boards across the UK infrastructure, engineering, construction and commercial sectors. Working in close partnership with the Department for Transport and the Port of London Authority, we delivered a fully OCPA-compliant search process, combining targeted executive search with a carefully managed advertising campaign to maximise market reach.

Throughout the campaign we advised the Selection Panel on market insight, diversity, candidate attraction and assessment, ensuring a robust, transparent process and an exceptional candidate experience.

> **I have been thoroughly impressed with Veredus, whose commitment to client service is second to none. Their attention to detail and prompt follow-up makes every interaction seamless, and ensure the highest level of professionalism.**

OUTCOME

- Our four-week search generated 63 applications, resulting in a a diverse longlist and six high-calibre shortlisted candidates.
- Two Non-Executive Directors appointed, reflecting the exceptional quality and strength of the final candidate field.

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CASE STUDY

Client: UK Train Operating Company
Roles: Interim Commercial Director (Part-Time), Interim Operations Director, Interim Financial Controller



CLIENT

Our client is a UK train operating company and part of one of Europe's largest passenger transport groups, employing over 60,000 people and delivering more than 2.2 billion passenger journeys annually.

Operating within a highly regulated and operationally complex environment, the organisation required experienced leadership capable of maintaining performance, managing risk, and ensuring continuity across critical functions.

BRIEF

The client required support across three senior interim appointments:

- A **part-time Interim Commercial Director**, requiring deep rail experience and the ability to operate at Director level across commercial and customer functions within a job-share structure
- An **Interim Operations Director** on a fixed-term contract, requiring immediate availability and prior Director-level experience, with the added complexity of candidate preference alignment (FTC vs day rate or permanent)
- An **Interim Financial Controller**, requiring immediate deployment, strong rail sector expertise, and the capability to lead and stabilise a finance team

OUR PROCESS

Across all three roles, sector knowledge, speed of delivery, and candidate alignment to specific contractual requirements were critical.

- Veredus leveraged its established position within the rail sector, engaging directly with a broad network of known senior talent while also identifying and approaching new candidates.
- Targeted outreach - both direct and confidential - enabled access to individuals with the required experience, availability, and flexibility to meet the specific constraints of each role.
- A focused and responsive process ensured candidates were assessed not only on capability, but on their ability to deliver immediate impact within a complex operational environment.

OUTCOME

All three roles were successfully filled, providing the client with immediate leadership capability across key functions during a period requiring stability and continuity.

The outcome ensured the organisation maintained momentum and performance, supported by leaders able to operate effectively from day one.

The process delivered:

- **Rapid deployment of experienced interim leaders across different business functions**
- **Strong alignment between candidate capability and role-specific constraints**
- **Continuity of leadership across critical business areas, reducing operational and delivery risk**
- **A Commercial Director who transitioned into a full-time role, demonstrating long-term fit and value**
- **An Operations Director whose contract was extended twice, reflecting ongoing impact and organisational need**
- **Financial Controller who stabilised and delivered effectively through to permanent hire**

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CASE STUDY

Client: Swansea University
Role: Chief Financial Officer (CFO)



CLIENT

Swansea University is a research-led institution recognised for its strengths in health education, student experience and inclusive workforce development. Following the planned retirement of a long-standing and highly respected incumbent, the University appointed Veredus to support the search for its next Chief Financial Officer.

BRIEF

This was a strategically significant appointment at a time of increasing financial pressure across the higher education sector. Swansea required a forward-looking finance leader capable of safeguarding institutional resilience whilst supporting continued investment in research, innovation and digital transformation.

Reporting directly to the Vice-Chancellor, the successful candidate would play a central role within the senior leadership team, leading a 115-strong finance function, overseeing a major ERP implementation programme, and acting as a trusted strategic advisor to internal and external stakeholders.

The University sought an individual with deep financial expertise, strong strategic capability, collaborative leadership style, and the ability to operate effectively within a complex higher education environment.

OUR PROCESS

Veredus partnered closely with the Vice-Chancellor and Registrar & COO to shape and position the opportunity within a highly competitive executive finance market. Key elements of the assignment included:

- **Benchmarking comparable CFO roles across the higher education and wider public-sector landscape**
- **Advising on remuneration, reporting structures and leadership responsibilities**
- **Proactively approaching more than 200 potential candidates**
- **Conducting exploratory conversations with over 50 senior finance leaders across higher education, healthcare and other large and complex organisations**
- **Assessing and longlisting six candidates following detailed evaluation and referencing**
- **Delivering a final shortlist of four high-calibre candidates from diverse backgrounds**

Throughout the process, Veredus maintained a highly engaged and consultative approach, ensuring strong alignment between client expectations, candidate experience and long-term organisational fit.

> **Veredus have provided excellent service throughout, maintained clear and regular communication, and been highly responsive to the nuances of how we run our recruitment processes. Most importantly, they have consistently delivered high-quality candidates, resulting in successful appointments that have met our requirements.**

The process delivered:

- **Close partnership with senior university leadership to refine and benchmark executive roles**
- **Insight-led, cross-sector executive search methodologies that access exceptional senior talent**
- **Delivery of diverse, high-quality shortlists aligned to institutional strategy**
- **Strong candidate engagement and process management throughout complex executive recruitment campaigns**
- **Successful appointment of transformational leaders capable of supporting institutional sustainability and future growth**



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CASE STUDY

Client: University of Manchester
Role: Professor and Head of the Division of Dentistry and Deputy Head of School of Medical Sciences

CLIENT

The University of Manchester is one of the UK's leading research-intensive universities, with a global reputation across teaching, research and innovation. Its Faculty of Biology, Medicine and Health operates across a complex academic, clinical and regulatory environment, working with major NHS, professional and research partners.

BRIEF

The University appointed Veredus to recruit a Professor and Head of the Division of Dentistry and Deputy Head of the School of Medical Sciences – a strategically important academic leadership role spanning research, professional education, clinical partnerships and organisational leadership.

The appointment came at a pivotal point for the Division, with priorities including strengthening governance and programme delivery following regulatory scrutiny, enhancing the student experience, growing research performance and income, and building greater collaboration across the Division, School and Faculty. The search therefore required an academic leader with both international standing and the leadership capability to operate effectively across a highly regulated and complex stakeholder environment.

OUR PROCESS

We began with in-depth stakeholder briefings across Faculty, School and academic leadership to establish the strategic and organisational context, define the leadership mandate and develop a detailed assessment framework. This informed both the candidate proposition and a targeted international search strategy across leading dental schools, medical schools and research-intensive universities.

Alongside direct search and market mapping, we gathered intelligence on candidate motivations, remuneration, relocation and perceptions of the opportunity, using this insight to continually refine our approach. Given the regulatory context, candidate engagement was particularly important: we worked with University leaders to provide transparent information and facilitate early stakeholder conversations, enabling prospective candidates to explore the challenges, progress made and level of institutional support before entering the formal process.

Candidates were then assessed through a structured, evidence-led process encompassing application assessment, preliminary interviews against the agreed criteria, detailed candidate reporting, senior stakeholder meetings, presentations and formal panel interviews.

OUTCOME

The search resulted in the appointment of Professor Peter Thomson, an internationally recognised academic leader and clinician-scientist with senior leadership experience across the UK, Australia and Hong Kong.

His appointment brings extensive expertise across dental education, translational research and academic leadership, supporting the University's ambitions to strengthen the Division's research, education and clinical impact.

The process delivered:

- **International executive search spanning UK and overseas academic leadership markets**
- **Multi-stage assessment against an agreed leadership and person specification**
- **1 successful appointment of an internationally recognised academic and clinical leader**