

BARRY FLACK

Fractional CPO · PE & VC Portfolio Specialist · SME Growth & Transformation

me@barryflack.co.uk | 07739 801757 | barryflack.co.uk | Berkhamsted, UK

Fractional CPO with 30+ years' operating inside complex, high-growth businesses. From blue-chip transformation to PE-backed scale-ups. Deployed as a senior people leader directly into PE and VC portfolio companies to build the people infrastructure, leadership capability and operating models that protect investment and accelerate value creation.

Built and led the entire people function at Lebara Mobile (300 to 1,500 people; £300k to £1bn revenue in 30 months). Grew Mubadala VC & PE from inception to 75-person investment team. Deployed by PE firms into Gousto, Astound Commerce, Westerwood, Blackbird Coffee and others. Now operating as a portfolio-model CPO, running concurrent fractional engagements across a range of investor-backed and owner-led SMEs.

CORE CAPABILITIES

PE/VC People Partner	LTIP & Exec Compensation	Org Design & Restructure	C-Suite Hiring & Assessment
People Strategy	TUPE & M&A Integration	MVP HR Function Build	Culture & EVP Design
Scale-up Talent Architecture	SME Operating Models	Workforce Planning	Employment Law (UK)
AI & HR Tech Strategy	Exec Coaching	Board-Level Reporting	Fractional Leadership

PE & VC PORTFOLIO ENGAGEMENTS

Selected engagements where capital was invested, and people performance was the lever.

Organisation	Sector	Engagement
Verny Capital / Blackbird Coffee	QSR / PE Acquisition	Fractional CPO and LTIP architect for UK QSR acquisition. Built full C-suite compensation framework including equity kicker, salary step-up and rolling LTIP cycle. Navigating Central Asian investor philosophy against UK market norms.
Mubadala	Challenger VC/PE	Established the employing entity and built the investment team from 1 to 75 people over 3.5 years, during COVID. Designed EVP, operating model and built end-to-end talent infrastructure for growth.
Perwyns/ Gousto	FoodTech / PE-backed	Embedded by PE firm. Audited and redesigned the people function, talent and operating systems as the business scaled toward unicorn status.
RLH Equity Partners /Astound Commerce	eCommerce / PE-backed	Built and executed People Strategy to support 800+ hires in 12 months. Also led people response for 1,000 employees in Ukraine following conflict escalation.
Perwyns/ Westerwood	Manufacturing / PE	Embedded HR expertise into a semi-conductor manufacturing business on behalf of Perwyns PE. Focus on culture, recruitment and HR infrastructure.
HiG Capital	PE (multi-sector)	People advisory to the investment team across portfolio companies.
Synova Capital/Spence Partners	PE (multi-sector)	People and talent advisory alongside deal and integration activity.

SME ADVISORY ENGAGEMENTS

Working directly with founders and leadership teams on the people challenges that make-or-break growth.

Organisation	Sector	Engagement
Lebara Mobile	Telecoms / Scale-up	Group HR & Facilities Director. Led the business from 300 to 1,500 people and £300k to £1bn revenue in 30 months. Designed and executed the full global people strategy and infrastructure.
3173 Group	Professional Services	Post-Dunbar-number (150) change programme. Company manifesto, management system redesign, and end of appraisals in favour of continuous coaching culture.
Seaforth Land	Property Investment	Investor-led start-up. Leadership, culture, performance and growth infrastructure for a Central London property development business.
iHorizon	Tech Services	Growth-stage culture and recruitment machine build. Worked directly with founders to scale without losing identity.
Sofa & Chair	Luxury Retail	People Strategy and Technology roadmap supporting digital transformation and commercial growth.
REC	Trade Body / NFP	Designed and built Target Operating Model for a 70-person membership organisation undergoing digital/AI transformation and decentralisation.
boohoo	eCommerce	Reimagined People Strategy with the CPO: new Organisation Design, People Tech experiments and Agile ways of working.

PORTFOLIO SKILLS & WIDER ACTIVITIES

HRTech Advisory: Advisor to Beamery (Talent), HiBoB (HCM), ClearReview (Performance), Talent Sandbox (Learning), Profinda (Skills), Deployed (SOW), Cuckoo Workout (Wellbeing). Growth Advisor, Form1 Partners. Expertise Networks: Member of GLG, AlphaSights and Dialectica — providing on-demand expertise to the global investment community on HR, talent and people strategy topics. Associate Consulting: Q5 (OD), Six Ideas (Workspace), BelongingSpace (Culture), Conscious Consulting (Culture), WorkTech Advisory, Udder (HR Tech), Boardroom Advisors. AI Coaching: AI Coach at Outlier. Improving foundation model quality through structured human feedback on HR and people content domains.	Content & Publishing: Editor, SME People Insights newsletter. Regular contributor to HR Magazine, HR Zone, UKG and EM360Tech. LinkedIn thought leadership on Employment Rights Act reform and SME workforce challenges. Education: Online lecturer in Digital HR Transformation (AIHR) and Recruiter Enablement (Talent Sandbox). Speaking: Keynote speaker at international conferences — Dublin, London, Amsterdam, Copenhagen, Oslo, Abu Dhabi, Paris, Athens. Topics: Future of Work, AI adoption, HR transformation. Accreditations: Accredited HR Fractional Leader (Lattice). CIPD "Social Media HR Top 20" (2016). Product Build: Leadership Simulation Development product (GTM) for investors.
---	--

INDUSTRY RECOGNITION

- Top 68 Global HR Experts to Learn From — **People Managing People (2024 & 2025)**
- 65+ Global Influencers in HR Tech — **AIHR (2021)**
- Future of Work Global Simulation participant — **Wikistrat (2021)**
- Top 100 HR Influencers — **Engagedly (2018, 2019 & 2020)**
- Top 30 HR Influencers — **Perkbox (2017)**
- CIPD Social Media HR Top 20 Power List — **People Management (2016)**

CAREER HISTORY

Founder / Fractional CPO	<i>BF Consultancy Ltd</i>	Jan 2016 – present
Interim Global Head of Talent Acquisition	<i>Primark</i>	Sept 2014 – Dec 2015
HR Consultancy	<i>Cielo / Quora / CIPD / BiFM</i>	Apr 2014 – Sept 2014
Interim HR Director	<i>Openreach (BT)</i>	Oct 2013 – Apr 2014
Interim Head of TA EMEA / Global TA Lead / HR Transformation	<i>UBS</i>	Aug 2011 – Jul 2013
Interim Group HR & Facilities Director	<i>Lebara Mobile</i>	Jun 2009 – May 2012
Interim Head of HR	<i>Barclaycard</i>	Mar 2008 – May 2009
Interim HR Offshoring Consultant	<i>UBS</i>	Jul 2006 – Feb 2008
HR Director	<i>Omgeo / Thomson Reuters</i>	Jul 2004 – Jun 2006
Interim HR Consultant	<i>O2</i>	May 2003 – May 2004
Interim HR Director	<i>Barclays</i>	Sep 2002 – May 2003
Employee Relations Director	<i>Concert (BT / AT&T Merger)</i>	Oct 1999 – Jun 2002
Various HR Leadership Roles	<i>BT</i>	Jul 1993 – Sept 1999
Employee Relations / HR & Training	<i>NHS</i>	Jul 1992 – Jul 1993

EDUCATION

Postgraduate Diploma in Personnel Management (Project Distinction) — Manchester Metropolitan University

BA (Hons) Political Science, First Class (Dissertation Distinction) — Queen's University Belfast