

HR Director

CANDIDATE INFORMATION PACK
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Welcome from the Chief Executive

Thank you for your interest in the role of Human Resources Director

The Lothian Group has an outstanding reputation within the transport industry, playing a vital role in the daily life of Scotland's capital and the wider Lothian region. Every day, our bus and tram services provide a world class transport offer to the city—connecting communities, supporting the local economy and enabling hundreds of thousands of people to travel safely, reliably and affordably.

Highly regarded by industry experts, Lothian Buses and Edinburgh Trams are often described as the gold standard for public transport performance, reflecting strong delivery and progressive leadership. Protecting this legacy – while continuing to evolve – is critical to the long-term sustainability and success of our integrated multi modal operation.

As bus and tram operations begin to work more closely together, the role of Human Resources (HR) Director will be vital. Our future success will be shaped by operational excellence and sound governance, coupled with the strength of our people strategy, leadership capability and organisational culture.

We are committed to fostering a collaborative, inclusive and value led culture – one that reflects the diversity of the communities we serve and ensures that colleagues across all parts of the organisation feel respected, supported and able to thrive. The HR Director will play a pivotal role in shaping a consistent and engaging people experience across bus and tram, while recognising the distinct operational environments within each.

This is a critical senior leadership role within the Group. We are seeking an accomplished HR professional with the credibility to operate at Board level, a deep understanding of complex and unionised organisations and a proven track record of leading people-centred change with clarity, confidence and integrity.

Edinburgh and the surrounding areas offer an exceptional quality of life and a highly attractive place to live and work. If you are motivated by purpose, excited by the opportunity to lead at a formative moment in our journey, and ready to make a meaningful impact on an organisation that truly matters to its city, we very much look forward to receiving your application.



Sarah Boyd

Chief Executive Lothian Group



Human Resources Director – Group Role (Bus & Tram)

As **Human Resources Director**, you will provide strategic people leadership across Lothian Buses and Edinburgh Trams. Reporting to the Chief Executive, you will be a core member of the Director Team, working in close partnership with the Chief Operating Officer, Chief Financial Officer, Engineering Director, Communications Director and Tram Director to support safe, reliable and sustainable service delivery.

You will lead the development and delivery of a groupwide people and workforce strategy that enables both organisations to perform effectively, while respecting the distinct operational contexts of bus and tram. This will include oversight of organisational design, workforce planning, leadership capability, talent development and employee experience across a combined workforce of over 3,000 colleagues.

Operating at Board level, you will bring strong organisational insight and sound professional judgement, providing trusted advice and constructive challenge to support decision making during a period of continued integration and evolution. You will ensure that people strategy is fully aligned to operational priorities, governance requirements and long-term sustainability.

It is imperative that the Group maintains the highest standards of employment governance and compliance. You will be accountable for ensuring adherence to employment legislation, regulatory obligations and best practice, while fostering positive, credible and effective relationships with recognised Trade Unions across both organisations. You will role model inclusive, values-led leadership and set clear expectations for leadership behaviour throughout the Group.

As a Director, you will contribute fully to collective leadership and corporate governance, playing a key role in shaping organisational culture, leadership behaviours and colleague engagement across the integrated operation. You will champion a collaborative, inclusive and high performance culture, ensuring colleagues feel respected, supported and empowered to do their best work.

This is a critical leadership role at a pivotal moment for the Group. We are seeking an accomplished HR professional with a proven track record of operating credibly at director level within complex, unionised and operationally intensive environments. The successful candidate will combine strategic perspective with practical delivery, and will bring the confidence, resilience and integrity required to lead at scale.

If you are ready to step into a defining Group leadership role spanning bus and tram, we would be delighted to hear from you.

106
years old

92
bus routes

5 star
tourist attraction

4
Retail Hubs

8
depots

2700+

11
YEARS
launched 31 May 2014

11.5 miles
Airport → Newhaven

300+

1
depot

23 tram stops

1
coach works

119 million

700+
vehicles
LOW EMISSION ZONE ✓

12.5 million

27 Trams

Lothian **EastCoastbuses** **Lothiancountry** **EVE**
EDINBURGH BUS TOURS LOTHIAN MOTORCOACHES

Edinburgh Trams

131+ million customers



Director Team

Where the HR Director fits within the team

The **HR Director** reports directly to the Chief Executive sitting within the Director Team alongside the Chief Operating Officer, Chief Financial Officer / Company Secretary, Engineering Director, Communications Director and Tram Director.

The role provides strategic people leadership across both Lothian Buses and Edinburgh Trams, reflecting the integrated governance arrangements now in place. While bus and tram remain operationally distinct, strategic HR leadership is deliberately aligned at Group level to support consistency, coordination and collective accountability.

Within the Director Team, the HR Director has a group wide mandate to shape and deliver the people and workforce strategy for a combined workforce of over 3,000 colleagues, operating in complex, safety critical and customer facing environments. The role works in close partnership with:

- the Chief Operating Officer, to ensure workforce planning, capability and employee relations support safe and reliable operational delivery
- the Chief Financial Officer / Company Secretary, to align people strategy with governance, risk, pay frameworks and organisational sustainability
- the Tram Director and Engineering Director, recognising the distinct regulatory, technical and safety environments within light rail and bus operations
- the Communications Director, to ensure alignment between leadership behaviours, internal communications and employee engagement

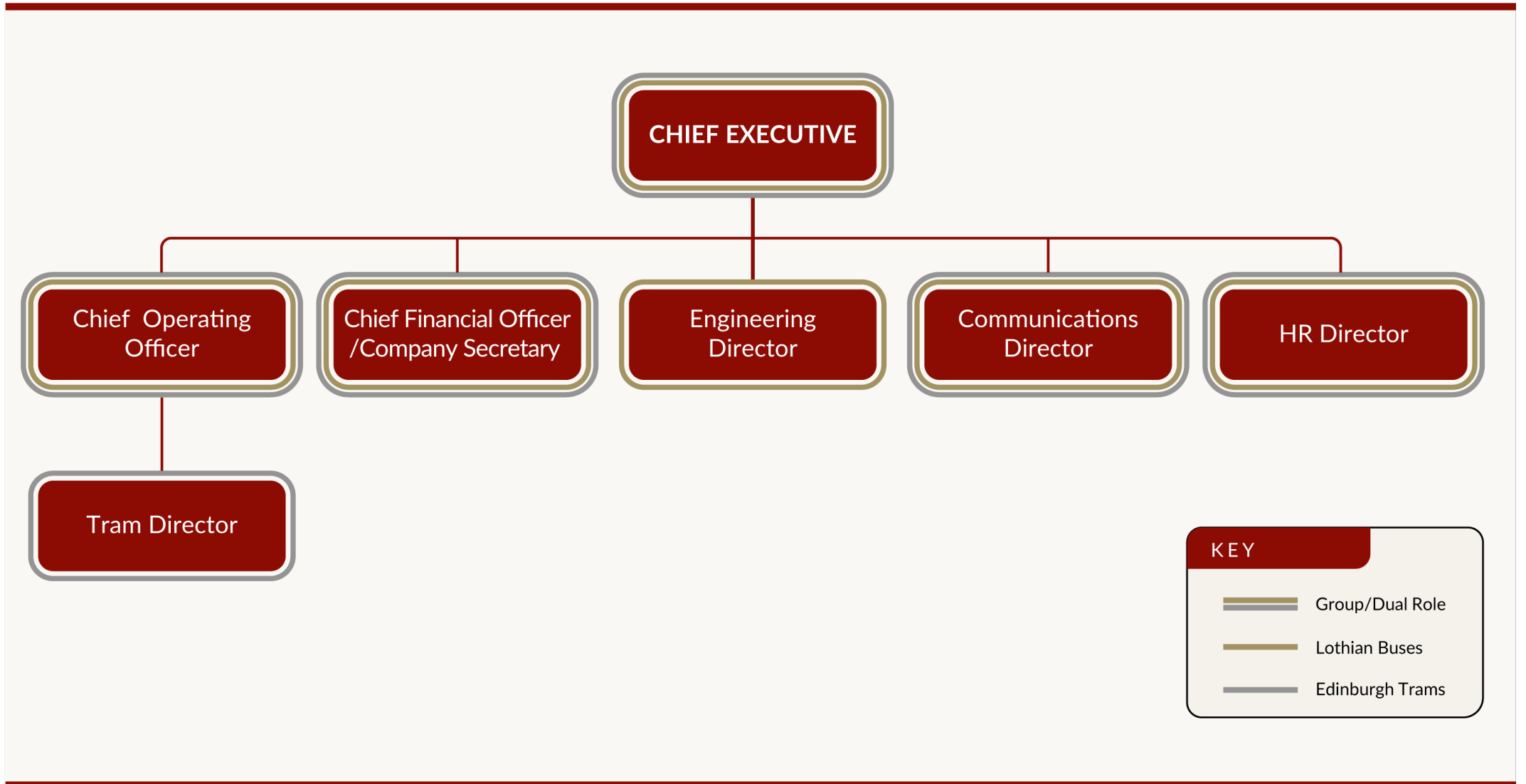
Within the Director Team, the HR Director contributes to collective leadership, corporate governance and strategic decision making. The role provides trusted advice and constructive challenge to the Chief Executive and fellow Directors and wider Board, particularly during periods of organisational change, integration and workforce risk.

The post is critical to the next stage of organisational maturity, providing dedicated executive focus on:

- leadership capability and succession
- organisational culture and values
- employee relations and industrial strategy
- workforce sustainability and inclusion

In this context, the HR Director is not a functional support role, rather a core senior leadership position, shaping how the organisation operates, leads and evolves across both bus and tram.

Organisation Chart



HR Director - The Role

Overall Focus and Purpose of Role

The Human Resources Director role has been created to optimise the integration of Lothian Buses and Edinburgh Trams, forming the Lothian Group. The postholder will be at the forefront of delivering strategic people leadership for a unified, world-class public transport network that is seamless, accessible and sustainable across Edinburgh and the wider region.

With over 3,000 colleagues across the organisation, the HR Director is an executive-level role with responsibility for aligning the workforce with the Group's strategic ambitions. They will lead the development and delivery of a comprehensive people strategy, act as a trusted advisor to the Chief Executive and Board and provide strong leadership to the HR function.

The role will ensure that people, culture and capability are fully aligned to support operational performance, organisational integration and the long-term success of the business.

Key Strategic Responsibilities

Executive Leadership & Strategy

- Act as a visible, values-driven strategic people leader, modelling inclusive leadership, professionalism and accountability.
- Develop and deliver a Group-wide People Strategy aligned to the integrated Business Strategy and long-term transformation agenda.
- Provide authoritative advice and challenge to the Board and Director Team on workforce, culture and capability.
- Shape organisational design and leadership structures that support integration and future growth.
- Ensure the annual strategic objectives are reviewed consistently and that timely corrective actions are implemented when necessary.

Employee Relations & Industrial Relations

- Provide Director level oversight of all employee relations activity, including complex and high-risk matters.
- Take a strategic lead role in industrial relations, fostering constructive, collaborative relationships with recognised trade unions.
- Play a key role in company-level negotiations on pay, terms and conditions.

Workforce Strategy, Talent & Succession

- Lead workforce planning, leadership development and succession planning.
- Ensure learning and development supports safety-critical competence and future capability.
- Provide leadership and direction to the HR function, motivating and developing the team to consistently deliver high quality service and support to the organisation.

Governance, Compliance & Risk

- Ensure full compliance with employment law, regulatory requirements and governance standards.
- Oversee people-related risk management, assurance and Board-level reporting.
- Ensure a thorough understanding of legislation governing the regulation of buses and trams.

Financial & Commercial Leadership

- Lead People budgets, workforce cost planning and HR procurement.
- Ensure people strategy supports financial sustainability and productivity.

Skills, Qualifications and Experience

- Executive-level HR leadership experience in a large, complex, unionised environment.
- Proven experience delivering organisational integration and transformation.
- Extensive industrial relations and employment law expertise.
- Strong Board-level influence and credibility.
- CIPD qualified.
- Confident communicator, with the ability to build strong professional relationships.
- Expert negotiating and influencing skills, with the ability to do both at a senior level, internally and externally.
- Excellent project management skills.
- Ability to work collaboratively with others to achieve results.
- Numerate with strong analytical and problem-solving skills.
- Committed to building and developing high performing teams and encouraging continuous professional development.

Health & Safety, Diversity and Corporate Responsibility

- Act as a visible safety leader, ensuring operational excellence, safe working practices and compliance across both modes.
- Champion equality, diversity and inclusion at all levels of the organisation.
- Uphold and reinforce the Lothian Group's values, culture and reputation in every external and internal interaction.





Conditions & Remuneration

Access to a wide range of benefits

Salary

Competitive six figure package

Location

Edinburgh

Timescales

Closing date for applications midnight Sunday 21 June 2026

Interview window

Weeks beginning 13 July and 20 July

How to Apply

To apply for this post, please send your tailored CV and covering letter by email, highlighting in the subject heading Human Resources Director to **ScotlandExecutive@LHH.com**.

If you would like a confidential, informal discussion about the role, then please contact LHH recruitment +44 (0) 141 220 6460 or send an email to the above.

Please let us know if there is anything that would help with your application, should there be any adjustments you wish to make or anything you want us to be aware of.

Equality, Diversity and Inclusion (EDI) is central to the Lothian Group. We are committed to supporting a diverse range of people, communities and activities, promoting equality of opportunity to create, participate and engage. We are constantly reviewing our approach to ensuring equality and diversity in our applications and would be pleased if you would complete an Equalities Monitoring Form.

