



CGT Catapult's HR Excellence: Pioneering Ppl Strategy Propels Cell Therapy Innovation

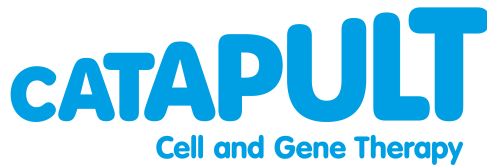
Catrin Gaston-Penny, Human Resources Director

Best HR Leader

January 2025



Company Background



Company-at-a-Glance	
Headquarters	12th Floor, Tower Wing, Guy's Hospital, Great Maze Pond, London SE1 9RT
Year Founded	2012
Revenue	It's complicated
Employees	420
Global Scale (Regions that you operate in or provide services to)	UK only
Customers/Output, etc. (Key	Cell and Gene Therapy Catapult aims to advance the growth of this promising field of medicine by bridging the



customers and services offered)	<p>gap between scientific research and commercialization. It provides a range of services and expertise to cell and gene therapy developers, including:</p> <ul style="list-style-type: none"> • Process development. • Manufacturing support. • Regulatory advice. • Clinical trial design. • Market access strategies. • State-of-the-art manufacturing provision. <p>Catapult collaborates closely with academic institutions, biopharmaceutical companies, healthcare providers, regulators, and investors to create a supportive ecosystem for cell and gene therapy development.</p>
Industry	Biotechnology
Stock Symbol	n/a
Website	https://ct.catapult.org.uk/

Strategic Contribution

Catrin’s biography

To say Catrin is a highly skilled HR professional is a bit like saying Steve Jobs was good with technology. Just like Steve, Catrin’s influence extends beyond her professional expertise. She brings a winning mentality, leadership, and determination that elevates the performance of whatever team she’s on. Setting high standards for herself and those around her, she fosters a culture of excellence and teamwork that’s contributed significantly to the success of each business she’s worked at.

Having gained a BA Honours in Fashion Textiles, Catrin’s early roles taught her that harnessing people power was where her passion lay. She studied for and passed her CIPD Level 7 Certificate and became a Chartered Member of the CIPD following three years’ managerial experience.

Some of her career highlights include:

Head of Group HR, Archial Group: Advised senior management and led HR strategy aligned with corporate goals, including new training and development programs, revised compensation schemes, and new HR policies.



Interim HR, CW Publishing: Restructured resourcing and selection for UK and US offices, managed recruitment budgets, and improved staff engagement and retention through targeted action plans.

Interim Resourcing, Whale Rock Professional Services Group: Ensured a cost-effective and efficient recruitment program to attract high-caliber candidates for three corporate clients.

Interim Business Partner, TCN: Worked with senior management and Telecoms Engineering Union (membership of 10,000) to agree a major company restructure. Updated processes and procedures in line with new legislation, and developed and implemented an action plan to ensure successful embedding.

Head of HR, Citroen Wolf Communications: Established the HR department, creating policies, appraisal systems, and training programs. Streamlined functions and integrated operations between US and UK branches.

HR Manager, Bellbourne House: Addressed issues of staff churn across 52 retail sites with improved recruitment, selection, and training initiatives, while contributing to the corporate strategy of six major bridal brands.

Head of Resourcing, SPG Media: In just five years, rose from Resourcing Executive to Head of Resourcing, where she successfully redesigned and restructured the entire HR function across the group.

In addition to her day job, Catrin is a member of the HR Leaders Network Group (knowledge sharing for senior HR professionals) and is on the panel of the HR Special Interest Group organized by life sciences body OBN.

Current role: helping shape the future of medicine

Having gained significant and valuable HR experience with numerous large companies, Catrin was keen to be part of a company where she could help develop and support the growth of its people – and where her work would make a real difference beyond the world of HR and business.

In 2012, Catrin had the opportunity to join the newly formed Cell and Gene Therapy Catapult (CGTC), part of a network of world-leading technology and innovation centers, established by Innovate UK. CGTC helps companies, researchers and innovators accelerate their cell and gene therapy to market from development, through manufacturing, to clinical adoption.

Catrin's expert guiding hand soon helped the organization grow far beyond the initial estimate of 70 employees. In fact, by early 2020, Catrin had:

- Hired 80 new recruits and promoted 25 employees.
- Revised and updated the onboarding and induction program for all new starters.



- Conducted a detailed training needs analysis for all staff.
- Co-authored a business case that secured £54million from the UK government to build a state-of-the-art manufacturing facility.
- Created a procurement process for new L&D and performance management platforms.
- Initiated a robust recruitment process, Service Level Agreements, and new policies for overtime for the group's manufacturing center.

Then, just as the company had secured a new site for expansion, COVID-19 hit. The government asked CGTC to help with the Vaccine Taskforce (VTF), so instead of pausing, the organization accelerated, training staff to aid the vaccine effort providing resources and a people focused plan.

When the VTF was wound down, CGTC took over the site as planned, keeping on all but seven of the 70 employees. Today, the business employs 420 in total, of which 120 are at the Braintree site, expanding the bio industry within East Essex.

Aligning HR initiatives with business goals and strategy

The objectives of CGTC as a business are relatively straightforward:

- Help the UK economy bring cell and gene therapies to the global market, opening a 15% market share for UK plc in this niche by 2035.
- Become the globally preferred collaborator for Advanced Therapy Medicinal Products (ATMP) innovation.
- Maintain consistent growth year-on-year.

Catrin understands that any successful business strategy is underpinned by the quality of the people and the working environment, and she'd already conducted a 'temperature check' in 2019 to analyze what the business – and employees – needed from the HR function. So when CGTC's role in the VTF was wound down, Catrin could finally present the People strategy she'd been working on to the executive team.

The principal aim of the program was to provide an environment that allows employees to realize their full potential and meet their career aspirations through effective talent management, succession planning and retention initiatives. This broke down into the following measurable objectives:

- Reduce staff turnover by 6%.
- Deliver 50 new hires.
- Increase the number of promotions per year by 10%.



- Achieve a +50 Net Promoter Score (NPS) in the first ever employee survey.

In Q4-2020, the all-encompassing people strategy refresh was signed off by the Board. Catrin and the team defined 18 areas for improvement and implementation over the next three years.



The CGTC refreshed HR strategy, as defined by Catrin.

Coaching and mentoring: In Sept-2021, the coaching and mentoring tool MyThrive was implemented to support identified groups of employees with personal development. This has seen a remarkable 75% uptake, with 90 coaching and mentoring sessions delivered to date. Post session surveys reveal high levels



of satisfaction (session satisfaction = 8.8/10, satisfaction with coach = 9.1/10, would recommend coaching = 9.0/10).

Mental wellbeing: A clinically regulated, peer-led mental health and wellbeing platform, TogetherAll, was launched in Oct-2021. Since launch, 27% of employees have registered to use the complimentary facilities and peer support groups available. The platform includes access to 250+ qualified coaches and mentors (21% of registrants have one-to-one interactions so far), as well as team coaching and themed workshops. More than 20 Mental Health First Aiders have also been trained (5% of overall employee population), and these are supported by TogetherAll.

Financial wellbeing: A regulated financial wellbeing tool, MyEva, was implemented in Apr-2021. Current adoption rate is 57%, with 98% of adoptees having completed a full Financial Health Check. This was part of a larger financial wellbeing program, incorporating moving the company pension scheme to salary sacrifice (which has driven 90% take up among all employees).

Project training: An initiative to agree and define competency requirements for roles across all levels, encompassing Technical Skills, Soft Skills, Behaviors, and Attributes. The provision of structured training requires staff to demonstrate key competencies against current and future job roles.

Kallidus Learning Experience Platform (LxP): This platform incorporates blended learning methodologies (including videos, podcasts, interactive online classrooms) using internal and external resources. Since implementation in 2020, there's been significant improvement in overall uptake across the business, and over **87% of learning is now employee driven**.

Kallidus Perform: Introduced in early 2020 as a tool for managing talent and planning for future leadership roles, Kallidus Perform helps pinpoint top-performing employees, and creates opportunities for development across various functions and locations. The platform aligns with the company's core values and performance management strategies to support talent identification and employee growth. Additionally, a comprehensive competency framework and methodology were developed, designed to ensure all employees have the necessary skills for their roles.

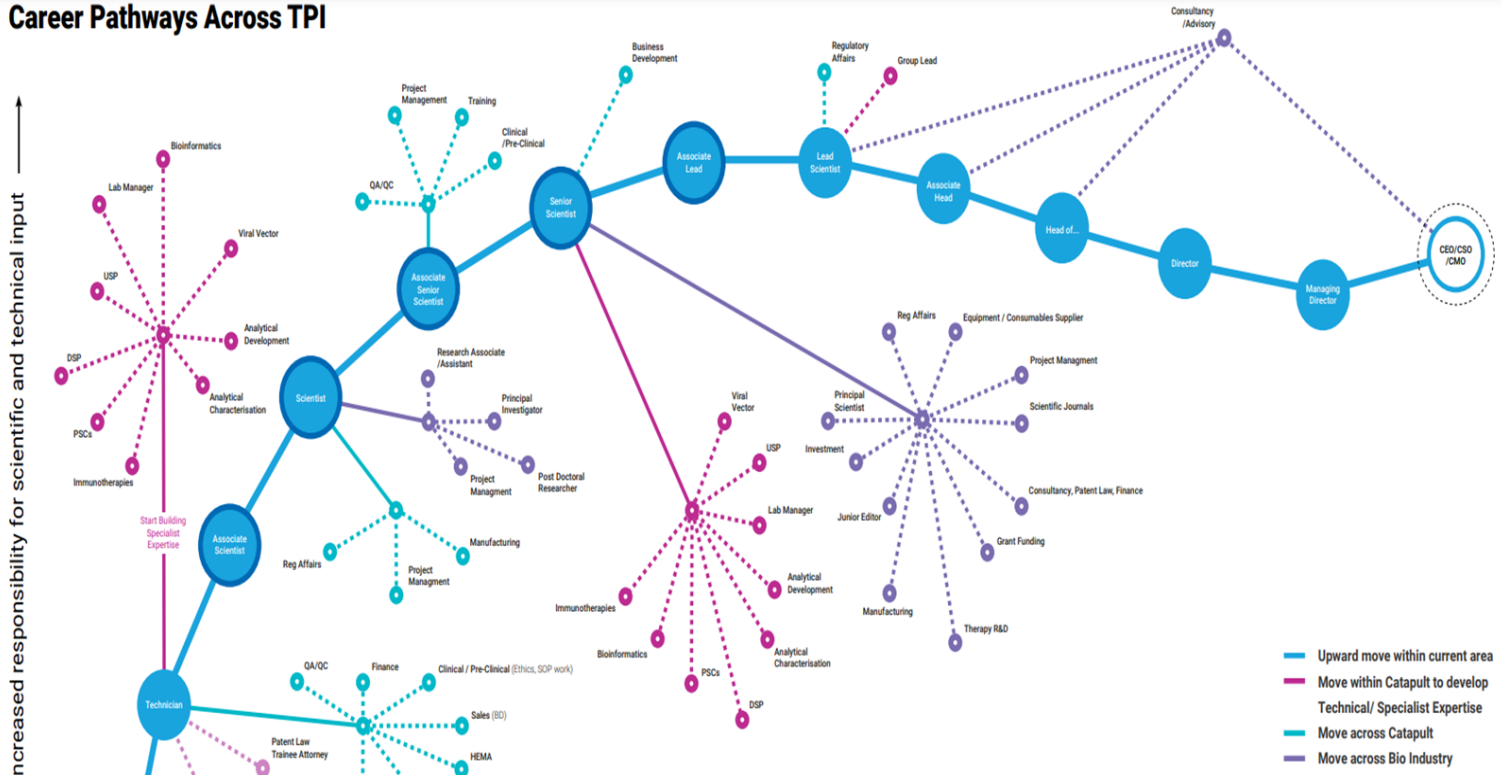
Career roadmaps: This initiative was launched in three phases starting with the pilot in 2021 and Phases 2 and 3 in 2022/23. The roadmaps are fully supported with the competency frameworks which were created as a result of research and focus groups across the business.

Using STAR (Situation, Task, Action, Result) methodology, creating a career roadmap provides a structured way for individuals to reflect on their experiences, articulate their skills, and plan their career growth. They formally define routes for



employees to develop, including linear progression, cross-functional progression via secondments, and knowledge sharing. As a result, there has been a 12% increase in promotions over the last two years.

Career Pathways Across TPI



Career roadmaps designed using STAR methodology.

High Performers Program: Designed to upskill high potential employees with knowledge, skills and abilities in management and leadership.

Senior Leadership Program: Includes coaching and mentoring opportunities in strategic planning, target setting, budgetary responsibility, team building, and development of subordinates, through identification of development needs. The program is supported by talent management as a key performance assessment for senior managers.

Employee referral scheme: Implemented in Sept-2021, this scheme offers £1,000 payable on the new employee’s successful appointment and successful completion of probation. To date, 5 referrals have been successfully completed with two already in 2024.

Applicant tracking: Implementation of an enhanced end-to-end recruitment and applications tool was completed in 2021 to support recruiting managers with their ongoing hiring plans, and to ensure a better candidate experience. Enhanced MI includes recruitment analytics and reporting data.



Benefit	Points *
Holiday – ability to sell or buy up to 5 days per year	322
Dental Care Plan	269
Increase in a range of pension contributions e.g., 6% employee and 12% employer	222
Critical health Insurance on salary sacrifice with the ability to cover spouses	153
More targeted/localised benefits (such as local gym memberships/retail discounts)	115
Medical Cash Plan	101
Holiday – ability to request leave via hours rather than the current days to offer greater flexibility	94
None of the benefits listed **	50
Mandatory taking of public holidays removed	37
Cycle to work – extend to open all year and/or review additional vendors aside from Halfords / Evans	22

Employee benefits preferences, according to the 2022 review

Benefits refresh: Following a 2022 review of employee benefits provisions via staff surveys and market analysis (see above), a new benefits platform was implemented in Jan-2023 via Reward Gateway engaged, with the following features:

- Healthcare and dental plans.
- Trading of annual leave.
- Employee Reward Statements.
- Cash plans.
- Comprehensive discount program.

Reward and recognition Scheme: Launched in 2023 to enable better communication and engagement, as well as acknowledgement of employees by their peers, line managers, the business, and teams. It’s been incredibly well received, with **329 recognition moments** registered in the first four months. The scheme has also recently been expanded to include ‘employee of the month’, with nominations submitted from anyone in the business and the CEO selecting the winner.

Syrona – men’s and women’s health platform: Launched in Mar-2023, the platform can help track and support the health of all employees, including gynecological, fertility, parenthood, menopause, cancer, cardiovascular disease, urological, and bone health. It also offers nutritional and lifestyle support. The proposal is to open this platform to employee partner and possibly families.

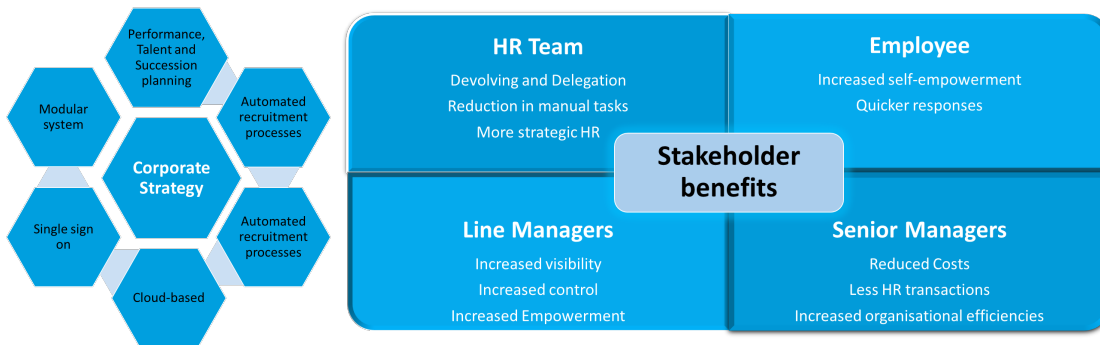


Innovation

Catrin has a profound capability to shape and influence the introduction of new programs, policies, and technologies within HR, leveraging her extensive expertise and forward-thinking approach. She’s particularly skilled at articulating her vision and bringing stakeholders along, ensuring buy-in and successful implementation.

Catrin’s approach is perhaps exemplified by the process the team went through to identify a new HR software system. She:

- Defined a wish list using corporate strategy, and identified objectives for stakeholders:



- Came up with a marking scheme to help rank the requested RFPs, with grades 0 (fails to meet requirements) through to 10 (fully meets requirements and adds value).
- Kept a checklist of desired technical capabilities, as well as other considerations such as user training, technical support, duration of implementation, financial position of provider, and future development.

As a result of this thorough investigation, HR system Cascade was selected thanks to its modular system, cultural fit, flexibility, compliance, and back-office support and training. Benefits of implementing the system have been manifold:

- HR functionality from a single system, resulting in clean data and the ability to produce accurate reports.
- An employee platform, aligned with the company vision, that allows employees to see their own salary data and reward statements. They can download wage slips and book holidays – and ease of use has driven **100% adoption** across the business.
- Successful implementation of pension auto-enrollment, resulting in **98% uptake**.
- Introduction of web-based recruitment, reducing administrative burden.

Lumina Spark: Expert training using psychology and technology

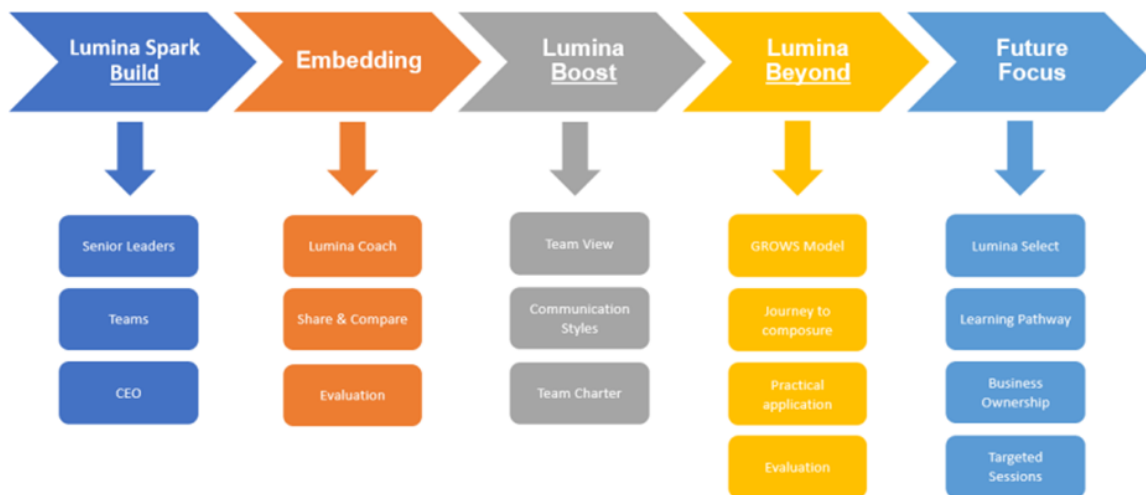


To complement Kallidus Perform, Catrin and the team set about implementing a new self-analysis tool, Lumina Spark. Designed to support employees in recognizing their strengths and areas of potential development, the digital tool uses four colors to visually represent different personality attributes and preferences.

However, Catrin was all too familiar with the tendency for personality assessments to be a novelty one-off – entertaining and insightful, but short-lived. Under Catrin’s guidance, the team collaborated with senior stakeholders to develop several steps to make the methodology stick:

1) A ‘3Bs’ framework, giving proper structure to Lumina Spark’s implementation:

- **Build:** sessions to introduce Lumina Spark and what it’s designed to do, supported by its Splash App – a handheld digital view allowing staff to overlay strengths and identify collaboration opportunities.
- **Boost:** examination of communication styles, a digital team viewer mandala so everyone could see each member of the team represented as a dot (with animations bringing key dynamics to life), and ‘Communication Charters’ drawn up by teams to identify strengths and communication protocols when embarking upon new projects.
- **Beyond:** a digital variation of the GROW (Goal, Reality, Options, Will) model to help set and document goals, a digital ‘Journey to Composure’ model to help staff examine their responses to pressure and to build resilience, and an exercise in building rapport through ‘speed reading’ other people’s personalities.



The Lumina Spark roadmap, highlighting the 3Bs designed to make the learning stick.

2) Two themes running through the whole series were highlighted: self-knowledge and valuing diversity. These were to be the foundation upon which CGTC built its approach, and it soon became apparent Lumina Spark would play a pivotal role in this process.



3) Senior stakeholders were persuaded of the benefit of using Lumina Learning's digital technology, helping identify strengths and development areas, and as a way to bring the company values to life in behavioral terms staff related to.

4) A robust communication plan, including progress reports (backed by the CEO) in all company updates, a monthly newsletter, and news of forthcoming events/sessions.

5) Meetings with senior stakeholders and decisionmakers for each business area to commit to implementation dates and share successes.

Every employee has now accessed the 3Bs. Feedback has been overwhelmingly positive:

- Employees introduced to the 3Bs gave it an average rating of 4.6/5.
- They also gave a rating of 3.4/5 when asked how much of what they learned might they apply to their job, and 3.5/5 for how successful they thought they'd be at transferring what they've learned to their job.
- NPS for learning satisfaction: 8.8/10.

One senior stakeholder said: "Everyone uses the same language around behaviors and recognizes when others are doing the same. Within the learning pathway, Lumina Spark is now aligned to our organizational competency framework, building relationship training, appraisals, and sets clear cultural and diversity standards as part of the employee's career journey."

The next step for the Lumina Spark program is to design a deeper evaluation method that will fully measure its impact on business objectives and ROI.



Leadership Impact and Partnership

It's no coincidence the HR team is quite large considering the size of the company. Catrin understands that building a world-class HR function requires building a talented team. To realize the refreshed strategy, she needed every one of the 18 people on the HR team to be inspired to deliver it.

Catrin has identified and realigned the HR Function to meet the future needs of the business, introducing key leadership and partner roles with robust succession and development plans.

Catrin was able to garner real enthusiasm by using crystal-clear communication and autonomy – letting them see how the new initiatives would benefit the business, but allowing them to implement them to maximum effect. For example:

Systems and payroll: This team of three was instrumental in implementing new management and payroll systems, as well as enhancing the benefits platform to make it easy for employees to see and understand what's on offer to them. The team also implemented an Applicant Tracking System, which has dramatically halved the time to hire across the organization.

Learning & Development: This team of three had a particularly vital role in executing the Lumina Spark initiative, which has had such good feedback and has become part of business as usual. The clear career pathways they developed have been instrumental in improving employee retention.

Talent Acquisition: The relatively new team Catrin put in place 2.5 years ago has so far saved the company **more than £400,000** by recruiting directly rather than through agencies. In implementing the new HR strategy, Catrin ensured clear milestones were set and performance was carefully tracked in the following ways:

- Each HR area made improvements and changes, with department updates presented at monthly HR Senior Team meetings.
- Objectives were reviewed monthly, ensuring everyone was delivering against the plan.
- The Senior Team reviewed overall progress against plan, and identified any 'blockers' to implement escalations.
- HR presented a progress update to the entire business at monthly town halls.
- Catrin presented a quarterly update on strategic deliverables to senior directors.



Ref	Initiative	Q4 20/21	Q1 21/22	Q2 21/22	Q3 21/22	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24
4.1	Kallidus Succession Planning & Talent Management													
4.2	Coaching & Mentoring Tool													
4.3	Financial WellBeing													
4.4	Mental Health WellBeing													
4.5	Career Road Mapping													
4.6	Competency / Skills Building													
4.7	Senior Leadership Programme													
4.8	High Performers Programme													
4.9	Job Evaluation													
4.10	Employee Engagement													
4.11	Employer Branding													
4.12	Alumni Programme													
4.13	Diversity & Inclusion													
4.14	Project Management Training													
4.15	Lean Six Sigma													
4.16	Benefits Refresh													
4.17	Reward & Recognition													
4.18	Applicant Tracking System (ATS)													

Key	
Preliminary Work	
Set Up	
Implementation	
Ongoing	

The delivery plan for the HR strategy, which senior stakeholders used to check progress.

Cross-department collaboration on industrial placements

One specific example of how all this comes together is the industrial placements program. Over the past four years, CGTC has facilitated 13 industrial placements, focusing on underrepresented colleges and universities. Last year, the HR team approached 57 such institutions across the UK and secured collaborations. They advertise placements, run assessment centers to ensure the right candidates are selected, and provide support apprentices throughout their programs (including establishing networks so they can study together). Training is also provided for managers in how to manage an apprentice.

Apprentices work with the company for up to 12 months between their second and final year, gaining valuable experience in selling gene therapies. After completing their final year, they have the option to return and work for the company or enter the industry.

So far, there have been six apprentices, and one from the first cohort graduated last year and has started working for the company. This program has proved highly successful in promoting the work CGTC does and in strengthening links with academic institutions, opening the door to future collaborations. In 2025, the plan is to expand the program further and welcome a further six apprentices.



Results

We can see below the progress that's been made over the past three years on Catrin's People Strategy:



Results highlights

Just some of the benefits directly attributed to Catrin's strategy:

Recruitment: 54 hires have been made through direct hiring and dedicated searches, with no discernible reduction in quality of the hires. This has resulted in a total saving in recruitment fees of **£413,000** and a candidate experience NPS of +52.38.



Training: Thanks to the Kallidus LxP, 86% of learning is now driven by employees themselves (rather than waiting for managers to recommend courses).

Employee benefits: A staff survey attracted a 63% response rate, and found 65% of respondents were either satisfied or strongly satisfied with the benefits package. Meanwhile, 75% said they could understand how to access the benefits.

HR Management System: There has been 100% adoption of the online system that allows employees to undertake certain administrative tasks (such as booking holiday) themselves.

MyEva financial support: There has been a 44% uptake of the services offered by the platform.

TogetherAll mental health support: A robust 17% of employees have registered for the service and it's proving very effective at reaching those most in need: 28% of registrants live alone, 89% have no other formal mental health support, and 39% have no means of support at all. What's more, 15% revealed they had tried to end their life in the six months before registering, 1 in 5 had considered suicide, and 15% had considered self-harm.

MyThrive coaching system: 122 registered users (75% uptake), with 93% session satisfaction, 94% coach satisfaction, 89% impactful actions from coaching, and 88% have implemented learnings into actions within one month. Feedback includes:

"My coach always takes the time to listen and asks thought-provoking questions, which allows me to reflect and take appropriate actions."

"Glad to have had a chance to chew over some outstanding issues/concerns with a sensible external professional! I look forward to following up."

"Great session and have put into practice already with good results."

Overall results

So, what's been the impact of the new HR strategy under Catrin's leadership? Let's go back to the original objectives set out at the beginning:

- Reduce staff turnover by 6%: delivered 5% reduction (Turnover in 2020/21 = 21%, 2021/22 = 18%, and 2022/23 = 16%).
- Deliver 50 new hires: delivered 73 (2021-2024).
- Increase the number of promotions per year by 10%: delivered 12% increase. There have been 52 promotions in the last two years, with a further 8 expected within the next four months as part of succession plans.



- Deliver +50 NPS score in the first ever employee satisfaction survey. **Delivered: +65 NPS.**

And all this is having an impact on the wider industry. The UK is a world leader in ATMP clinical research, with 178 ongoing trials being carried out here (compared to 85 in 2018), and more than 7,000 jobs in the sector in the UK (540 in 2012). In fact, **9% of global ATMP trials have representation in the UK**, meaning the sector is well on target to secure 15% market share by 2035.



Overall

While the successes above are to be celebrated, Catrin refuses to rest on her laurels. She's constantly evaluating processes to ensure employees and the business are getting maximum value.

Equality, Diversity & Inclusion (ED&I)

A particular focus currently is to improve the organization's ED&I. Catrin has worked with the HR team – and other stakeholders across the Catapult network – to achieve the following:

- Catrin co-authored an ED&I Charter, which has been signed by all Catapults across the network.
- Helped launch a bi-annual Catapult Network ED&I conference, which provides a forum to share best practice.
- All CGTC HR policies have been reviewed by Inclusive Employers and signed off, and the HR team has published a Gender Pay Gap Report.
- Catrin worked with the BioIndustry Association in 2022 to produce a sector benchmark report across the life sciences and biotech industries.
- Established an ED&I committee, which meets monthly, and runs events to promote an inclusive community and champion ED&I (e.g. neurodiversity webinars, National Grief Awareness Day, National Inclusion Week, Rare Disease Day, and World Religion Day).
- Gathered inclusiveness information via a 13-question staff survey covering company culture and career development (thanks to active encouragement from Heads of Departments 65% of employees responded to the survey).

Keen to achieve external endorsement for CGTC's ED&I strategy, Catrin applied for accreditation from the Inclusive Employers Standard (IES). The company achieved Bronze accreditation in March 2024, with the organizers commenting: "Excellent effort in progressing your inclusion and diversity program. You have some great focus areas and activities already in place to ensure inclusion is thought of and embedded across your organization."

Catrin has initiated a plan to define all actions required as part of CGTC's journey towards silver and gold status by 2027/28, which includes:

- Addressing trust and openness issues identified in the inclusiveness survey by appointing ED&I champions, encouraging openness through senior staff, and making company events more accessible.
- Implementing a work/life taskforce to ensure employees are making time for their wellbeing.



- A 100% target for staff training on topics such as inclusion for everyone, autism inclusion in the workplace, creating psychological safety, and challenging diversity assumptions.
- Including ED&I in all company updates, hosted both in-person, and via Microsoft Teams for remote workers.
- Expanding and populating ED&I intranet pages with news and resources.
- Setting a timetable for all deliverables and requesting regular updates from senior stakeholders.

Encouraging careers in STEM

Catrin and the HR team also feel a deep responsibility for promoting STEM careers to the next generation. This will be another key focus going forward and plans are already in place to attend local and national careers fairs (including those specific to groups such as Black graduates).

Another successful initiative in this area is a bespoke careers event that has been delivered to schools with a high proportion of children receiving free school meals. Before the event, 6% of pupils said they would consider a career in science, but post-event this rose to 94%).

The HR team has also developed:

- an online lesson, which will be sent to schools with a high proportion of children receiving free school meals.
- a Virtual Reality module so potential candidates can view CGTC labs, and understand the mission and purpose of the sector.
- an Instagram page to reach a wider, more diverse candidate pool.
- A website to display case studies of Advanced Therapies Apprenticeship Community apprentices, so people can aspire to roles with CGTC.

Other future plans

As if the above isn't enough, Catrin will also be kept busy spearheading a number of other projects earmarked to being in 2024/25, including: Updating the HR management system following a full procurement process; Introducing Lumina Select, (taking the Lumina methodology right through to the recruitment process); Lumina Leader to underpin the Manager and Leadership programs and Launching a Management Academy (results of a pilot are currently being analyzed and the first cohort is expected to begin in Jul-2024 and early feedback has been extremely positive).

Catrin is also heading the development of a leadership development program, as well as a career accelerator program.



Colleague testimonials

Perhaps the best way to get a picture of Catrin as a leader and mentor is from her colleagues:

“From the moment I joined our organization, it was clear Catrin has a wealth of knowledge and an unparalleled passion for maximizing performance and opportunities for employees in her care. She possesses a unique ability to see the bigger picture, while paying meticulous attention to the finer details, ensuring projects are executed effectively.

“Catrin’s impact extends beyond her technical acumen. She’s fostered a culture of collaboration and continuous improvement, encouraging us to challenge the status quo and think creatively. Her open-door policy and approachable nature make her an exceptional mentor. She has a rare talent for identifying and nurturing individual strengths, empowering each team member to achieve their fullest potential.

“Her dedication is contagious and inspires everyone around her to strive for excellence.”

- Kathy Varley, Head of L&D and Talent

“As sponsor of our people strategy and Catrin’s line manager, I’m consistently impressed by her leadership, vision, and can-do approach.

“Catrin has played a pivotal role in supporting our mission and values. Her expertise and strategic thinking have been instrumental in driving key people initiatives forward, ensuring they’re completed on time and within budget, while maintaining the highest standards of quality.

“Her strategic insights and meticulous planning have ensured key people initiatives aren’t only of huge benefit to the business, but also sustainable. Her decisions display a keen understanding of the delicate balance between innovation and fiscal responsibility – contributing to our long-term success.

“She has a natural ability to inspire and motivate those around her, creating an environment where everyone feels valued and heard. Her approach to leadership is characterized by transparency, integrity, and a genuine concern for the wellbeing and development of her colleagues.”

- Philip Brady, CFO



“I began my journey at CGTC as an apprentice, so I’ve personally benefited from Catrin’s inspirational leadership and unwavering support.

“From the very beginning, Catrin’s encouragement and belief in my abilities gave me the confidence to pursue professional qualifications. With her guidance, I’ve completed my CIPD Level 3 and am now advancing through Level 5. Her mentorship has been so important to me.

“She’s always approachable and willing to listen, offering thoughtful advice and constructive feedback that’s helped me navigate challenges and seize opportunities. I’m so grateful for her support and look forward to continuing to grow under her exemplary leadership.”

- Emily Kennedy, HR Advisor

In conclusion: a unique talent

Catrin’s proactive idea generation, effective execution, and ability to rally support and bring stakeholders along on the journey have led to multiple successes. But perhaps more importantly, by demonstrating the business impact a truly effective people strategy can have, she’s elevated the role of the HR function and has emphasized its essential importance. Her leadership at CGTC has helped facilitate the academic, scientific, and operational collaboration that’s changing the face of healthcare.



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