

Andrew MacAskill

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Profile

An accomplished chartered director, manager, procurer, and engineer with over 40 years international experience in the utility, transport, and construction sectors. From apprentice to managing director.

Proven ability to operate strategically at board level for over 23 years. Leader of successful group level transformation programs, business planning and operational improvement initiatives.

A wise, collaborative, and empathetic business advisor, mentor and coach focused on helping others achieve their goals and maximise their potential. Honed active listening and scrutiny skills.

Experience

Non-executive roles

- **Non-executive Director, Be the Business - January 2022 to January 2023**
Advisor for two SME companies undergoing business transformation - Detronix and Digital Manufacturing Centre.
- **Non-executive Director, Skanska Utilities Ltd - January 2016 to December 2020**
Subsidiary of Skanska UK providing utility infrastructure services to National Grid, Cadent, Anglian Water, Thames Water, Welsh Water and Transport for London.
- **Non-executive Director, The Self Centre - April 2008 to December 2016**
Health & Wellbeing social enterprise (CIC) company operating in Suffolk.
- **Commissioner, Greater London Authority - September 2010 to September 2015**
Part time Commissioner with the London Sustainable Development Commission, working with the London Mayor, to realize the vision of London as a world-class sustainable city.

Operational Efficiency Director, Skanska. UK – November 2012 to December 2023

Member of the UK Senior Management Team responsible for engineering design, procurement and supply chain, productivity improvement, digitalisation, and innovation.

- Developed and implemented an operational efficiency and innovation strategy focused on and, resulting in, tangible improvement in project gross margin performance.
- Leading business wide transformation programs, digitalisation strategy and business planning activities, including delivery of a successful Oracle fusion ERP implementation.
- Chairman of Skanska Technology Ltd the in-house engineering civil, structural, and environmental design consultancy. Implemented a successful turn-around plan delivering sustained profitability.

Supply Chain Director, Skanska. UK – January 2007 to November 2012

Responsible for sustainable supply chain development, £1.2billion procurement function and Skanska Plant Services business (UIS Plant Services Ltd).

- Step change in professional service delivery and value recognition through leading the implementation of a company procurement transformation programme. Winner of CIPS best of the best award 2013.
- Delivered targeted cost savings, service and CSR improvements through the development of a new industry leading sustainable procurement strategy. Led a review of procurement across the Skanska Nordic operations for the Group board.
- Leader in sustainable policy and strategy development. Founder of the Supply Chain Sustainability School and British Standard committee member.

Commercial Services Director, McNicholas plc. UK – November 2004 to January 2007

Responsible for the company risk management framework, supply chain development, £100M procurement function, plant and transport, estimating, bid management, marketing and communications.

- Implementation of a new risk management framework leading to a fundamental change in approach to risk management and compliance with financial, ethical and SHEQ requirements.
- Delivery of a step change in bid submission quality leading to a success rate of over 80%.

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Managing Director, EDF Energy (Services) Ltd. UK/France - August 2000 to October 2004

Managing and developing over £250M of critical electrical assets, for UK blue chip customers, through a team of directors and over 160 professional engineers and commercial managers.

- Development of a successful growth strategy securing funding of a £50M pa investment programme and increasing operating profits by 56% from £14.9M in 2000 to £23.2M in 2004
- Establishment of integrated project teams and supply chain to build and operate the electrical infrastructure of two of the UK's largest projects - The Channel Tunnel Rail Link and Heathrow T5.
- Winner of Unisys Management Today Service Excellence Award through innovative long term partnership development with customers and suppliers.
- Managing Director, 51 degrees (Jan 2003 to May 2004) a London telecom infrastructure company.

Connections Director, 24 Seven Utility Services Ltd. UK– September 1999 to August 2000

As a member of the Executive of a new utility services company of 2500 people and turnover of £300M led company strategy, vision, values and direction.

- Established, through merger and rationalisation, a new stand-alone customer connections business.
- Developed new sourcing and supply chain model for service delivery.

Head of Projects and Network Resources, Entergy Inc. USA - May 1997 to September 1999

Delivered a full range of 24-hour customer facing front line power network engineering services through a team of senior managers, 430 staff and 250 contractors.

- Introduced innovative supply chain strategy and value engineering through post-tender alliancing.
- Implemented over 20 end to end business process redesigns improving cost and service performance.

Emergency Services Manager & other roles, London Electricity plc – Sep 1980 to May 1997

Wide range of operational and managerial roles, mainly in electricity distribution engineering, providing a broad and in-depth experience in utility infrastructure asset construction, operation, and management.

- Leading an emergency services team of 250 engineering staff (1995-97) and successfully delivering a radical process redesign and culture change project.
- Completed an accredited Trained Engineer programme in March 1984 and in 1986 spent two months with Toronto Hydro in Canada as winner of the Ferranti Deptford Award.

Qualifications

- Professional Diploma in Coaching and Mentoring. Kingstown College, Ireland – current
- Role of Non-Executive Director. Institute of Directors – February 2016
- Diploma in Company Direction. Institute of Directors - October 2002
- Diploma in Engineering Business Management. Warwick University – August 1993
- Degree in Electrical and Electronic Engineering. The Open University – October 1991

Membership of Professional Bodies

- European Mentoring and Coaching Council – since October 2023
- Chartered Institute of Purchasing & Supply – since September 2006
- Institute of Directors – since November 2001
- Chartered Management Institute – since January 1996
- Engineering Council – since January 1991
- Institution of Engineering and Technology (formally IEE) – since October 1986

Work - life balance

Active mountaineer, climber, skier, DIYer and father. Qualified Mountain Leader and climbing instructor.

References

Harvey Francis, Executive Vice President, Skanska UK Plc.
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