

SUMMARY

National leader working across communities, government, business and academia to ensure nature recovery creates lasting benefits for people and place. Currently leading natural economy sector development and influencing policy through being a translational expert blending commercial execution with scholarly insight for evidence-based problem solving and strategic foresight. Brings extensive experience of building strategic partnerships, influencing public policy and developing sustainable investment and delivery models that support community prosperity, local resilience and regenerated natural systems. An experienced public appointee, non-executive director, communicator and senior researcher, with a strong record of strategic advisory and translating complex ideas into practical action for sector development and public good.

PORFOLIO CAREER & KEY ACHIEVEMENTS

Co-Chair, [Scottish Forum on Natural Capital](#) | 2024 – Present

- Co-leading and building a national network of more than 1,000 people from 430 organisations, bringing together communities of place, practice and interest to share learning, influence policy and advance the appreciation, restoration and valuation of Scotland's natural capital through subject specific hubs.
- Designed *Nature Finance Into Action* conference Mar 26, bringing 160 investment ready projects together with investors, insurers and sustainability framework providers.
- Delivered 23 webinars in FY '25-'26, to share good practice and learnings.

[Executive Director for Development & Policy - Highlands Rewilding Ltd.](#) | Dec 2023 - Present

Mass-ownership nature recovery and community prosperity nature restoration project developer.

- Shaped community-led nature-restoration and investment models, aligning ecological recovery with sustainable land use, local prosperity and long-term community benefit.
- Helped secure £15m in investment, including £1.2m from citizen shareholders, enabling a pioneering mass-ownership model for nature recovery.
- Developed investable business cases and operating models that balanced financial sustainability with environmental integrity and enduring local value.

Co-Chair, [Scottish Nature Finance Pioneers](#) | 2021 – 2026

- Co-led the development of an active online learning hub of 800+ people from over 400 organisations, curating webinars and events, seeding discussions, and connecting people with interest in Nature Finance from farmers to financiers, ecologists to economists.
- Created new subject matter specific hubs for the Scottish Forum on Natural Capital – the Marine Natural Capital Navigators, the Sustainable Land Management Connectors and the Digital Enablers to Natural Capital.

Senior Research Fellow, [James Hutton Institute](#) | 2024–2026

Led applied research into how trusted environmental data and emerging technologies can strengthen place-based decision-making, demonstrate the impact of nature recovery, and give communities, policymakers and investors greater confidence in the evidence. (Projects continue through my Honorary Fellowship at University of Edinburgh's Centre for Sustainable Forests and Landscapes running the UK Nations and International Coordination theme of NERC's [Integrating Finance and Biodiversity](#) programme, and working on EU Horizon's [CircHive](#).)

- Secured £453,000 in competitive research funding to advance evidence-led approaches to carbon, biodiversity and nature recovery.
- Created the [Trustable AI Mapping framework, standard and portal](#), improving the transparency and credibility of environmental evidence used to inform decisions affecting communities and places.
- Influenced national and international practice by translating complex science into accessible insight for environmental professionals, policymakers and sector leaders.

Co-director of the [Thriving Natural Capital Centre](#) (TNCC), SRUC | 2020 – 2023

- Co-led the TNCC, securing £1.9m+ for interdisciplinary programmes connecting communities, businesses, researchers and government around nature recovery and sustainable investment.

- Led the national school's science pilot for [Dandelion](#), an £8.5m community-growing and STEAM programme reaching 600,000 people, creating an open-source tool that enabled pupils to participate in environmental data collection.
- Built influential cross-sector partnerships—including a £200,000 collaboration with Diageo to develop Landscape Enterprise Networks, and worked with 40+ businesses—to translate research into practical environmental, economic and community outcomes at the beginning of [Leven LENS](#).
- Influenced national policy and standards through [work on the Scottish Government's biodiversity metric](#) and nature markets research, and advised on ecosystem-market governance, subsequently formalised as BSI Flex 701.
- Convened government, business, investors and environmental organisations at national and international level, including developing the [Finance for Nature programme at COP26](#) in partnership with the Global Ethical Finance Initiative for more than 250 participants.

Strategic Transformation Director, Wallet.Services (now SICCAR) | 2018 – 2020

- Helped scale a blockchain technology start-up, tripling its size year on year and securing more than £1.3m in investment.
- Led strategic partnerships, business development and customer engagement, applying trusted-data solutions to improve transparency and confidence in environmental assets, emissions and public services.
- Co-authored the [Scottish Government's report on distributed-ledger technologies in public services](#), translating emerging technology into practical policy and service-delivery opportunities.

Associate Director, BOP Consulting | 2017

BOP is an international creative industries and culture consultancy. Responsibilities & Achievements:

- Shaped BOP's global organisational-transformation proposition, embedding my proven methodology across its international consulting practice and strengthening its capability to deliver complex change.

Associate Principal Consultant, Digital Transformation, Leidos | 2016

Leidos is a \$10bn turnover global science and technology solutions company.

- Shaped Leidos' UK digital-transformation proposition, embedding my proven methodology across its new Professional Services Practice, building consultant capability and supporting business development across the health, energy and public sectors.

Director, Rudman Consulting, 2003 – 2016

Led national digital transformation and capability-building programmes across more than 250 creative industries organisations, engaging diverse communities of practice across the cultural, tourism, education, technology and public sectors.

- Developed a [digital transformation framework](#) that enabled organisations to shape their own transformation journeys, with 86% adopting new digital practices and 37% achieving organisation-wide transformation.
- Built a national peer-learning community connecting 1,300 professionals and attracting 33,000 annual online users, widening access to knowledge, expertise and collaborative support.
- Brokered 26 knowledge-exchange partnerships between universities and businesses, translating academic expertise into practical innovation and strengthening cross-sector capability.
- Convened national conferences for more than 500 participants, securing influential commercial and public-sector partners to support shared learning, connection and sector development.
- Led a geographically dispersed teams delivering complex national programmes to budget and schedule, accountable to government stakeholders and the senior leadership of public bodies.

Earlier career in late nineties and early noughties includes business development leadership roles in the emerging digital content sector, working in the UK and USA, including as inaugural new media producer for the Royal Shakespeare Company.

THOUGHT LEADERSHIP AND NATIONAL INFLUENCE

- Recognised thought leader on natural capital thinking, nature restoration and community regeneration business and financial models, and trusted environmental data, regularly invited to deliver keynote addresses and [chair national and international sector forums](#), as well as [Book Festival events](#).
- Recent keynote engagements include the [Resilient Landscapes and Seas Symposium '26](#), Landscape Ecology UK '25 and Scotland's Blue Economy '24 conferences.
- Designed [Nature Finance into Action](#) conference '26 bring together supply and demand of nature restoration projects, hosted a Horizon Scanning [Ministerial Roundtable](#) in '25.

BOARD, PUBLIC AND ADVISORY APPOINTMENTS

- Board Member, Loch Lomond and Trossachs Park Authority | from November 2026
- Co-Chair, Scottish Forum on Natural Capital | 2024–Present
- Board Trustee, National Galleries of Scotland | 2018–Present
- Director, Highlands Rewilding Ltd | 2022–Present
- Board Director, National Galleries of Scotland Trading Company | 2021–2023
- Advisor, Scottish Government Private Investment in Natural Capital Programme | 2022–2023
- Expert Evaluator, European Commission Research Executive Agency | 2015–2023
- Member, Scottish Government 2020 Climate Group | 2011–2014
- Earlier Board roles: Digital North, New Media Scotland, Macrobert Arts Centre and Dynamo.

PROFESSIONAL RECOGNITION

- Honorary Fellow, [Centre for Sustainable Forests and Landscapes](#), University of Edinburgh | 2025 -
- Fellow, British Computer Society (FBCS) | 2016
- Fellow, Royal Society of Arts (FRSA) | 2008
- Honorary Fellow, Department of Anthropology, Durham University | 2016–2019

EDUCATION

PhD, Information Systems. Edinburgh Napier University School of Computing, 2015.

MRes, Drama & IT (Distinction). Royal Holloway, University of London, 1998.

PG Cert, Computer Science (Distinction). Royal Holloway, University of London, 1998.

BA (Hons), Drama & Theatre Studies (First). Royal Holloway, University of London, 1997.

LATEST PUBLICATIONS

- Reed, M.S., McCarthy, J.M., Jensen, E.A., Everett, R., Rudman, H. (2025) [Governing high-integrity markets for ecosystem services, Ecosystem Services](#), Volume 75, 101760, ISSN 2212-0416.
- Reed, M.S.R.; Rudman, H. (2023) [Re-thinking research impact: voice, context and power at the interface of science, policy and practice](#), Sustainability Science, 18, 967-981.
- Rudman, H.; Hart, B.; English, M.; Turner, C.; Fuentes-Montemayor, E.; Reed, M.S.R. (2022) [Traps, Apps and Maps: to what extent do they provide decision-grade data on biodiversity?](#), Scottish Geographical Journal, 138(3-4), 209-227.
- Reed, M.S.R.; Young, D.; Taylor, N.G.; Andersen, R.; Bell, N.G.A.; Cadillo-Qiroz, H.; Grainger, M.J.; Heinemeyer, A.; Hergoualc'h, K.; Gerrand, A.; Kieft, J.; Krisnawati, H.; Lilleskov, E.; Lopez-Gonzalez, G.; Melling, L.; Rudman, H.; Sjogersten, S.; Walker, J.; Stewart, G. (2022) [Peatland core domain sets: building consensus on what should be measured in research and monitoring](#), Mires and Peat, 28.
- Reed, M.S.; Curtis, T.; Gosal, A.; Kendall, H.; Andersen, S.P.; Ziv, G.; Attlee, A.; Fitton, R.G.; Hay, M.; Gibson, A. C.; Hume, A.C.; Hill, D.; Mansfield, J.L.; Martino, S.; Olesen, A.S.; Prior, S.; Rodgers, C.; Rudman, H.; Tanneberger, F. (2022) [Integrating ecosystem markets to co-ordinate landscape-scale public benefits from nature](#), PLoS ONE, 17.
- Black, H.I.J.; Reed, M.S.R.; Kendall, H.; Parkhurst, R.; Cannon, N.; Chapman, P.J.; Orman, M.; Phelps, J.; Rudman, H.; Whaley, S.; Yeluripati, J.B.; Ziv, G. (2022) [What makes an operational Farm Soil Carbon Code? Insights from a global comparison of existing soil carbon codes using a structured analytical framework](#), Carbon Management, 13, 554-580.
- Rudman, H. (2020) [Piece of Cake: Assuring Specific Qualities of Product in Farm Lifecycles with DLT – Can Evidenced Based Practice be supported by Participatory Action Research Methods?](#), The Journal of the British Blockchain Association, 3(2). Winner: Best Paper, Life Sciences.