

HR as a Force for Change and Growth

How to harness the Future of Work to create powerful employee experiences and accelerate business growth!



**Unilever
International**
Your White Space Partner

How much of your Growth comes from HR?



- Saturdays off
- 10% in sales growth
- 20% in operational effectiveness
- 16% people cost reduction
- 11% plus on engagement
- 15% plus on wellbeing



7 countries- 15 years- unique experiences



Hire crazy People in HR



#1 Hire Hercules in HR = Herculean Results

- Instead of me interviewing her, she interviewed me
- Hungry for Change "What do you want to accomplish"
- Driven & Impatient "How fast can we do it?"
- Will you give me space
- I want to make history
- **Hire your most ambitious, driven, motivated, committed, intelligent leader in HR**



Transform my culture in 12 months!

Love-Hate-Relationship



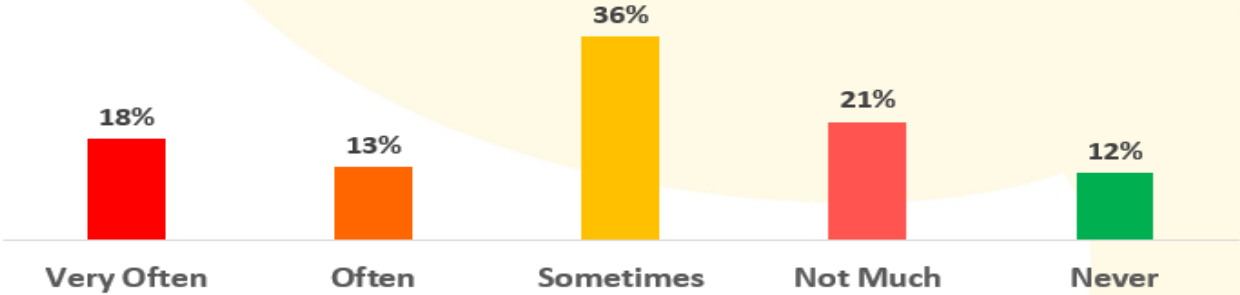
UI Univoice 2022 - Where we started 60% in amber and red (9 out of 14 dimensions)



Responses	UI	CD '22	vs CD '21	vs CD '20	MKT '22	vs MKT '21	vs MKT '20	FIN '22	vs. FIN '21	vs. FIN '20	SC '22	vs. SC '21	vs. SC '20
Employee Engagement	69%	71%	2	-6	74%	-1	-10	64%	-2	-10	69%	-6	-6
Overall Dimension	66%	68%			67%			64%			64%		
Wellbeing	68%	70%	-1	4	71%	0	1	65%	1	1	64%	-8	4
Career Development & Learning	61%	63%	-1	-1	67%	-12	-7	64%	-6	-4	53%	-9	-6
Business Integrity	76%	78%	3	2	78%	-5	-8	75%	-1	-2	74%	-4	-1
Senior Leadership	69%	66%	-3	-8	67%	-8	-8	76%	5	13	64%	-3	0
Line Management	76%	74%	-1	1	82%	4	0	78%	0	6	75%	6	11
Diversity & Inclusion	69%	72%	1	3	68%	-4	-13	68%	-1	-6	64%	-11	-3
Employee NPS	89%	89%	-3	-4	90%	-6	-5	84%	-5	-1	91%	-2	-6
Growth Mindset	59%	57%	-1	-14	58%	-5	-13	63%	-1	-12	61%	-6	-15
Operational Effectiveness	55%	57%	-4	-7	54%	-12	-10	53%	-12	-12	51%	-10	-16
Purpose & Inspiration	71%	74%	3	-4	70%	-10	-9	63%	-5	-8	68%	-6	-6
Survey Action	55%	55%	2	-16	54%	-8	-17	44%	-3	-8	54%	-4	-11



Toxic Leadership Perception Across UI



Business Growth at Risk



Unilever International growing strongly
yet limited recog
Channel Con
low Margins
en as inter
levels of
to we ne



- Team feedback in the first connects

Rapid Culture Transformation? Culture Eats Growth for Dinner

#Deep Hunger to make a difference

- UI leaders set bold & disruptive vision & goals
- Go beyond the expected to win in the market
- Always strive for excellence and raise the standard
- Be pioneers and invent new ways to make a difference
- Bring clarity and decisiveness to every conversation
- Stubbornly persist in the face of odds

#Passion for execution

- Strive for in market excellence
- Show rigour & discipline
- Go deep into issues & opportunities
- Execute with speed and agility
- Measure and work on Improvement

#Inspiring & nurturing our tribe with compassion

- Lead by deed - demonstrate the behaviours that we want the team to follow always
- Constantly engage with the teams and communicate regularly
- Patiently listen & coach others especially when they are down
- Act with compassion towards all

#Consumer and customer obsession

- Deeply connect with consumers and customers frequently
- Constantly improve our products, services and approach to be world class and set higher benchmarks
- Bring brand purpose to life & make a differences to people & planet

#Work and win as one team together

- Respect each other in behavior & tone
- Create high psychological safety for everyone
- Actively invite dissent
- Put the whole team before self always
- Show humility and give credit to others
- Do acts of service needed to make the team successful
- Act to keep unproductive emotions out of the workspace
- Appreciate and recognize the good work being done
- Clearly communicate the priorities

#Thriving as a Digital YODA

- Constantly learning new digital skills
- Leading the change for digital for myself and my team
- Striving to make my role/work more automated and digital every day



Whats your growth experience?

Instructions

Go to

www.menti.com

Enter the code

3446 6468



Or use QR code



Spread Vitamin A- Grow your Culture



Digital Yoda



Passion For Execution



Work And Win As One Team Together



Consumer & Customer Obsession



Deep Hunger To Make A Difference



Inspiring & Nurturing Our Tribe With Compassion

Vitamin A

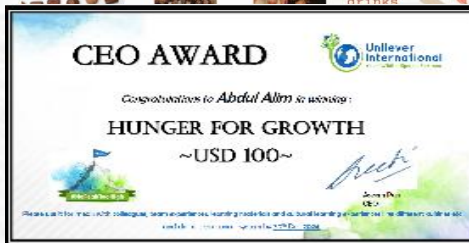
Focus on recognition and make it a every day habit!

UI trait awards

Monthly UI Trait Awards

Advantage Club

Rewarding across, beyond and anywhere



Focus your People on what Matters

Create Powerful Habits

Unleash time. Do what matters even more.

FOCUS FRIDAY

NO UI INTERNAL MEETING ON FRIDAYS



Pilot Period | February - June 2023 (5 months)
Participation | All UI Members
UILT/CLT Sponsors | Keshav, Ted, Kewal



Get on the frontlines to meet consumers and customers



Deep-dive into data analysis or process innovation



Learn future-fit skills and industry knowledge



Improve your wellbeing



Focus Friday Continues Consumer & Customer Obsession



UI LULU WORKSHOP
ON CORE BRANDS FOR 23



UI INDO - MY TEAMS
SIMPLE SCALE UP
WORKSHOP WITH DT



THAILAND - WINNING IN
ORAL CARE MARKET SESSIONS



USA - MANY AMERICAS
ETHNIC - NEW DT
APPOINTMENT

Be UI Be Venturous! Rewarding employees with Lifetime experiences!



Create a once in a Lifetime Experience

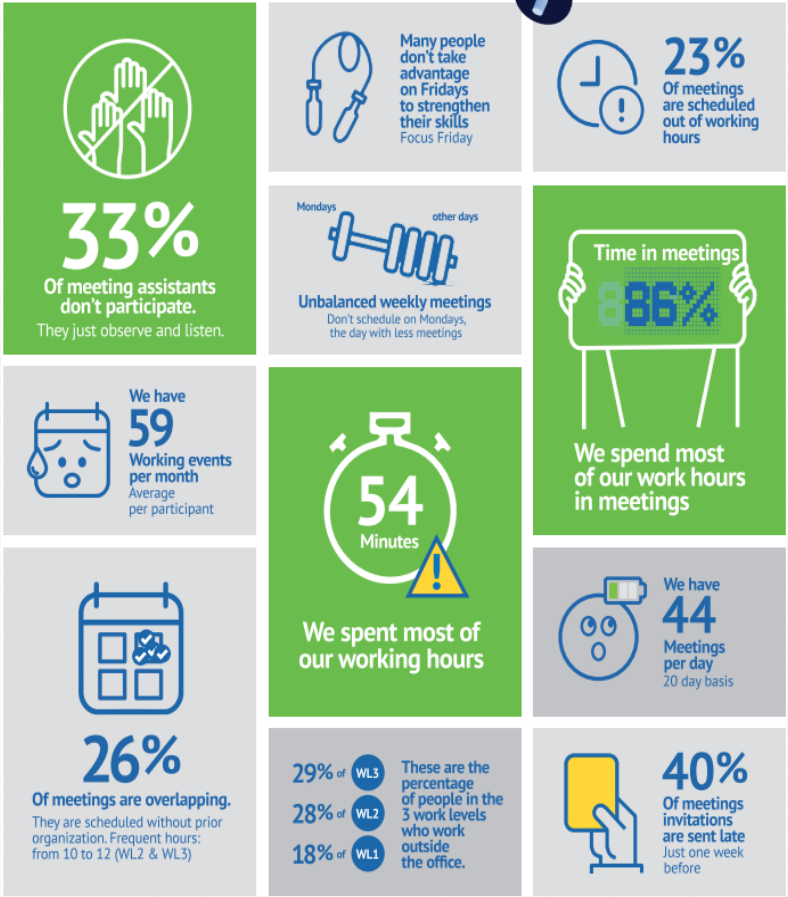
Your people spend
30% of their
Lifetime with you!

Make this time a
once in a Lifetime
experience!



Become Hyper Efficient Pay back with Time

11% OF OUR TIME RELEASED



4 Day Work Week



CLEAN UP

-ATTENDEES

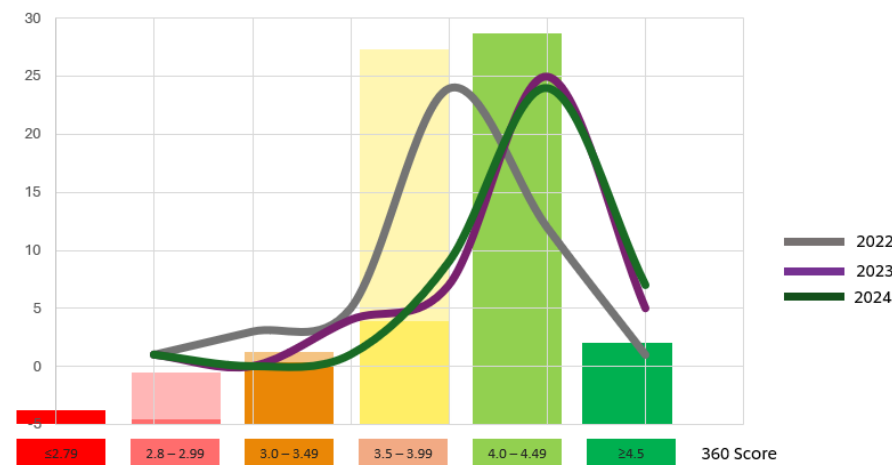
CHANGE FCY

High Performance Leadership - Investing in top 50

Focus on Top 10%

Honest Feedback and Coaching for Individuals

- 360 feedback mandatory for top 50 2x per year
- Individual coaching (unlimited)



High Performance Coaches

- High Performance Coach for each LT
- Performance Conversations coaching
- Performance Psychologist, Mindset Trainers



Change Leaders

- 100% have coaching acc
- 2X a year global summit
- Upgrade job titles
- Training
- Visibility
- 2X a year career forums



Train like a high performing (sports) Team



Dr Tom Bates · 1st

TeamGB Performance Psychologist, Author, Coach & Consultant, ...
Solihull

📖 Experience: Exceed High Performance Coaching, Tom Bates

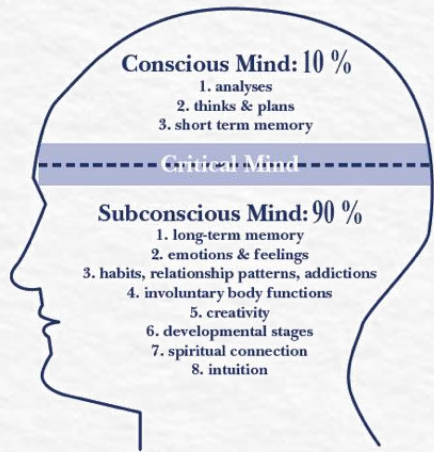


- Leaders are stressed
- Conflicts are suppressed
- Old patterns are hard to break
- RETURNSHIPS ! Coach in Action
- Sports Teams = Business Teams
- Coaching is a permanent need
- Teams transformed
 - Lowest to highest engagement
 - Margins through the roof
 - Innovations landing faster
 - Double digit growth
- **Everyone who claims they don't need coaching, THEY DO**

Can you manifest business growth?



Manifesting Business Goals and smashing Limiting Believes



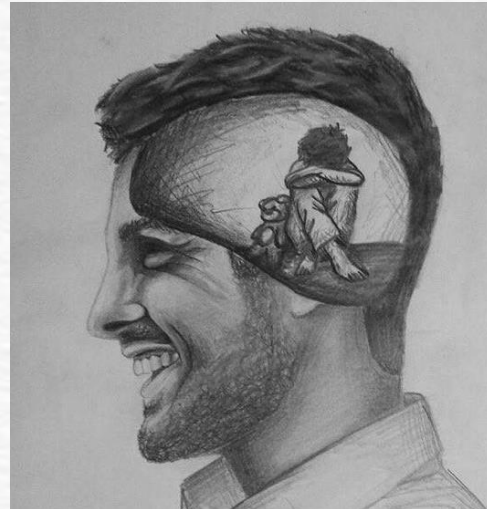
No.1 Digital Platform in Unilever. From Zero



UI Diaspora team driving expansion in Gulf Food 2023



Many Americas 2X nutrition program plan done



CIF Scrub Daddy Global Partnership



UI Korea Hits highest ever turnover



UI team drives highest iTO from new bars initiative



India deos 5X plan launched



UI Owners- Inspiring Entrepreneurs

Indian Street Food inspired Food Van Business



Sorathiya, Dharmesh

UI UK Business development Manager • Customer Development



“My passion for UI has grown even stronger as not only do we embrace entrepreneurial spirit as part of our daily work but with the UI Owner program we are actively encouraged to use this spirit to make our dreams a reality. You will never know until you try, I am indebted to UI for giving me this opportunity.”

Rapid Leadership & Culture Transformation



These experiences inspired me to create **Guide2GOLD**—a holistic program for senior leaders seeking real, lasting change. It's not just about improving as a leader, but about transforming your entire organization—shaping culture, sparking innovation, and driving growth.

Creating Growth through people.
Rapid Leadership & Culture Transformation.

Know yourself

Grow your Leadership

Transform your Culture

Perform through People



www.guide2gold.online

18 Months Later...a stunning turnaround...



↑ Fastest Growing Business

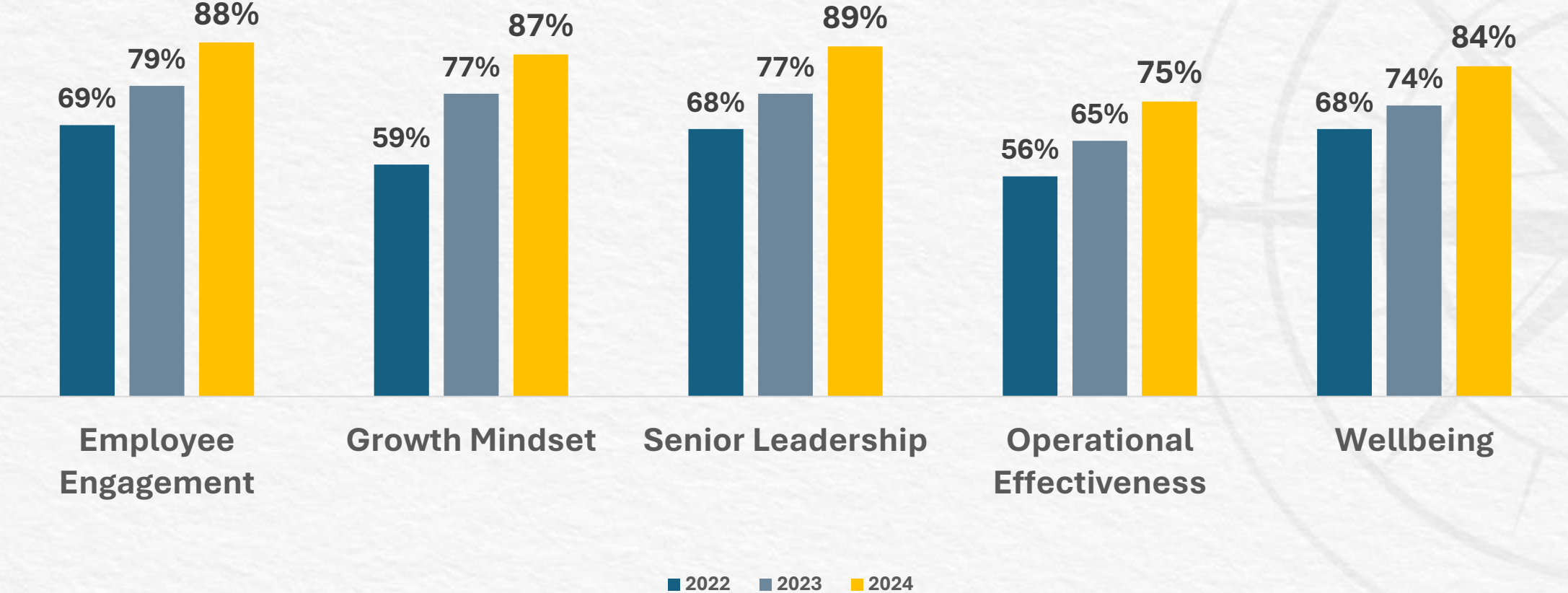
↑ Maximum Engagement Increase

↑ Highest Profit Business

↑ Winning Share In vast majority Of cells

Double Digit Growth Highest profitability business 2Bn transacted on Salesforce 85% service TO/FTE 3mn

Highest Engagement-Highest Growth



Take Away your FoW Take Off

1. Define the culture that will foster your growth- Vitamin A
 2. Free your people and they will grow your business
 3. Focus on your top 10% of Leaders and they will inspire the rest
1. FoW cultivates a growth mindset

The Future of Work is what you create with your people to grow your business!
Apply the GOLD Formula



**Growth
Mindset**



Objectives



Leadership



Delight