



EXECUTIVE SUMMARY

Results focused business executive driving innovative & turnaround practices around people & culture, sustainability, communications and future of work. Passionate about organization and leadership effectiveness, out of the box thinking, leveraging scale while tailoring to consumers and customers.

- **Global Expertise** – Lived and worked globally, green/brownfield business development in USA, Europe, Asia, Africa and LATAM
- **Impact in public and private companies** – Advisor to CEOs, leadership teams and boards on business strategy, culture, organization design, reward and talent priorities. Secretary of Board Committees: Nominations & Remuneration as well as Sustainability.
- **Complex business transformation** – Led HR function in merger, acquisition, sale and split scenarios of branded, multi-industry companies
- **Commercial, Brand and Manufacturing focus** - Leadership roles within Chemical industry as well as FMCG marketing/sales driven companies with global manufacturing footprint
- **Collaborative Team Approach** - Ability to navigate complex organizational structures leveraging resources from inside and outside the organization, building great teams and networks

FIRMENICH, Geneva, Switzerland

2016-present

Firmenich is the world's largest privately-owned Fragrance and Taste company, founded in Geneva, Switzerland in 1895. With 4.7B CHF revenue and 10K employees worldwide, Firmenich operates across all continents in 100+ markets with 83 facilities. The Group is specialized in the creation, sales and manufacture of perfumes, taste solutions and ingredients.

Firmenich has announced its intention to merge with DSM to create the leader in nutrition, beauty and wellbeing. Closing of the transaction is expected in H1, 2023. I have been nominated as Chief HR Officer and member of the Executive Committee of the DSM-Firmenich newco, which will have a revenue of 12B € and 28,000 employees worldwide.

Chief HR Officer

- Leading the global Human Resources, Sustainability and Corporate Communication functions, reporting into the Group CEO and member of the Executive Committee
- Member and Secretary of the Human Capital Committee of the Board of Directors, which comprises remuneration and nomination
- Member of the Governance & Sustainability Committee of the Board of Directors
- Integration of 14 acquisitions into the Group in line with business case deliverables, led talent capability assessments, sustainability integration and culture programs
- Board, Executive Committee and Senior leadership succession & talent planning together with major organizational redesign and competence building as Firmenich has added 60% revenue and 40% employee growth since I joined in 2016
- Recognized in Top 1 percentile ECOVADIS Sustainability assessment amongst 80K companies worldwide with leadership in human rights, ethics, environment and governance, CDP triple A certified for 4 consecutive years
- Obtained as 7th company in the world the EDGE Certification for gender equality across Firmenich worldwide and certified globally since 2018. Recipient of Ethical Corporation's Award for leadership in Diversity & Inclusion.
- Future of Work leadership effectively enabling employees to adapt to digital transformation of business processes: digital curriculum and cross-training, soft skill development program, mindset shift program to enable continuous learning and development supported by adjusted rewards & recognition programs

FIRMENICH CONFIDENTIAL - The information contained in this document is confidential. Unauthorized disclosure is not allowed.

PERFETTI VAN MELLE GROUP, Amsterdam, The Netherlands**2012 – 2016**

PVM is a 2.5B Euro private confectionary manufacturer of candy and chewing gum with Mentos, Airheads, Alpenliebe and Chupa Chups as core brands sold in 150+ countries and market leadership with 400M+ businesses in China, Italy, North America, Western Europe and South Asia. CAGR of 8%. Operating Companies in 43 markets and 32 Manufacturing facilities, 17K employees worldwide.

Chief HR Officer

- Operating model redesign for Group Marketing and R&D functions, centralization of global Engineering and Supply Chain functions, carve-out of COGS procurement teams with targeted savings of 15% annually
- Large upskilling initiatives for management teams, providing outside-in perspectives on strategy, leadership, innovation, turnarounds and process improvement
- Manufacturing footprint redesign with large-scale investments in Mexico, Brazil, Bangladesh, India, Indonesia and China. Lead resourcing and capability building for greenfield manufacturing and commercial investments in Nigeria and Ethiopia.
- Full overhaul and implementation of global reward & mobility practices with new job banding, incentive plans, deferred compensation plans and expatriate programs resulting in enhanced flexible compensation and clear pay for performance. Lead Compensation and Nomination Committees with Board of PVM Holding
- HR Technology implementation automating succession and talent planning, talent acquisition, master data and performance management on one global cloud platform
- Reporting to CEO, member of Executive Committee. Leading Remuneration and Nomination Committee for Perfetti Van Melle Board and Shareholders.

ELECTROLUX CORPORATION, Brussels, Belgium**2011 – 2012**

Electrolux is a 13B USD global consumer appliances company listed on Nasdaq OMX in Stockholm. Lead HR for the Europe, Middle East & Africa Region, responsible for 37 commercial business units with 12K employees.

HR Director EMEA

- Lead transition of EMEA Brussels HQ to Group HQ in Stockholm through integration of teams, separation plans and restructuring of operating model for Major Appliances business with set-up of HR Shared Services in Poland
- Redesign of Sales business model from regional to cluster model
- Drive market development in Russia and Middle East through set up of Sales Rep offices and acquisition of Egypt's Olympic Group

SARA LEE CORPORATION, Chicago, IL, USA**2000 – 2011**

Sara Lee Corporation was a 12.9B USD listed company with 44K employees worldwide. Having a diverse portfolio of foods, household & bodycare and branded apparel products Sara Lee first sold off 60% of its assets prior to being split into multiple branded and listed companies: Hillshire Brands (acquired by Tyson Foods) and DE Master Blenders 1753 (merger with Mondelez Coffee Business into Jacobs Douwe Egberts entity).

Vice President Human Resources, Chicago, USA

- Responsible for transforming the HR Operating Model ahead of the split of Sara Lee Corporation into 2 pure-play companies: redefinition of the HR support model; unbundling global processes, redesigning HR footprint of separate entities
- Design and implementation of North America HR Shared Services with roadmap for automation, Employee Self Service/Manager Self Service and outsourcing
- Restructuring of International HR: establishment of regional structure, review of manufacturing footprint, integration of centers of excellence

- Lead carve-out of US Coffee business from Sara Lee US and ensure effective integration into European Coffee business: ensure transfer of all employees and HR processes, tools and systems
- Project lead of compensation redesign for International business: compensation grading model; pay mix definition; peer group review and internal stakeholder management
- Effective implementation of Workforce Planning processes and templates supporting long range business planning and the annual operating plan

Vice President Human Resources M&A HR Workstream, Chicago, USA

HR Workstream Leader for the divestiture of the Global Household & Bodycare Business (\$2B – 9000 employees) as part of cross-functional team responsible for the carve-out of the Household, Insecticides, Shoecare, Detergents and Aircare businesses.

- Leading buyer negotiations with Unilever and P&G Integration teams for purchase and transition of Bodycare and Aircare business: 4000 employees, 6 Manufacturing facilities across 22 countries
- Managing HR teams of The Netherlands, Italy, UK, South Africa, Scandinavia and Greece: responsible for country works council advice and consultation procedures in line with the European Works Council mandate, pre-structuring initiatives, data management streams, non-competition compliance implementation, effective employee transition scenarios of allocated and attached employees
- Responsible for Transition Services Agreement HR protocol governing HR practices and procedures during the 6-12 month TSA period
- Support rightsizing organization design for remaining businesses
- Cross-functional collaboration with Strategy & Corporate Development Teams, Finance, Supply Chain, IT and Legal advisors

Vice President Talent Acquisition, Chicago, USA

Establishment and leadership of Talent Acquisition Global Centre of Excellence. Definition of talent strategy and competitive talent position in alignment with business partners, set up best practices on executive recruiting, pooling, transit management, employer branding and HRIS.

- Lead drastic turnaround from bottom performer in Corporate Engagement Survey and Business Partner Satisfaction scores to #1 score across all business segments in employee engagement and internal customer satisfaction through performance focus and talent upscaling
- Partner with all levels of management in order to align talent acquisition pipelines with business strategies
- Leading global task force establishing 1 Sara Lee global employer brand strategy, activation and brand manual
- Lead implementation team for the deployment of recruitment SaaS (Taleo); automating applicant tracking, on-boarding and business intelligence across global businesses and 65 supply chain facilities
- Lead RFI/RFP processes in conjunction with Procurement for recruitment technology, background/drug screening (US), assessment and branding communication vendors

Director Human Resources, Brussels, Belgium

Country HR head for Belgian Sara Lee business entities with 750 FTE, 2nd largest market and profit driver for Sara Lee Coffee & Tea division worldwide and home of Global Brands Marketing and Sales teams. Member of Sara Lee Belgium Country Board and Management Teams of the legal entities.

- Successful Implementation of Sara Lee Transformation Plan in Belgium: change management and employee transition (reduction OSA 15%), employee engagement & communication, collective labor agreements related to outsourcing and restructuring
- LEAN Manufacturing/Six Sigma implementation within Manufacturing Unit: Structural and Cultural implementation in collaboration with McKinsey. Redesign of manufacturing unit (350 FTE) in value streams, revision of reward scheme, roll out of culture transition program and balanced scorecard/business cockpit
- Implementation of European payroll outsourcing program with Arinso Northgate on SAP platform
- Culture Program within Leadership Team of Sara Lee Belgium managing matrix organization

QUICK RESTAURANTS

1998-2000

Quick Restaurants, then part of GIB Group, a Belgian conglomerate of retail and restaurant activities, consisted of +400 restaurants located in various European countries with + 1B in Sales.

HR Development Manager, Budapest, Hungary and Antwerp, Belgium

- Start-up Hungarian Division of Quick Restaurants: business development from the ground up related to all HR and people related processes
- Development of local HR policies and practices (recruitment, training & development, compensation & benefits) for the head-office and restaurant staff
- Sourcing and selection and succession management of all head-office staff and restaurant managers
- Definition of competitive reward and recognition strategies

EDUCATION

Masters Degree in International Communications Strategy, University of Burgundy, Dijon, France

Masters Degree in Germanic Philology (linguistic sciences), Ghent University, Belgium

Executive Breakthrough Program, Mobius, 2022

World 50 Board Advisory Program, 2020

European Social Law, University Antwerp, 2012

Leadership Program, IMD, Switzerland, 2007

Certified Personal & Team Coach, Pearn Kandola, 2006

HR in Transforming Organizations, London Business School, 2005

Business Strategy Program, London Business School, 2002

ADDITIONAL

Memberships:

HR50: leading CHROs in global organizations, USA

Member of Advisory Board for Women in Europe for World50 organization

LEAD forum of Executives in CPG

JAAGO Foundation for underprivileged children, Bangladesh

Languages:

English, French, Dutch: perfect command spoken and written

Citizenship:

Belgium, born 1974, Swiss resident