



*The Spheres Seattle, ECOPlanet Cement*

# Holcim Trading “HR Forum”

Celine and Mariuxi

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# We started our Culture Journey in 2021...

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We started in 2021 our journey with the “Getting to know” survey understanding the situation, challenges, concerns, habits, behaviours, and support required to start the transformation. We needed to understand the baseline to set the objectives to the new culture.

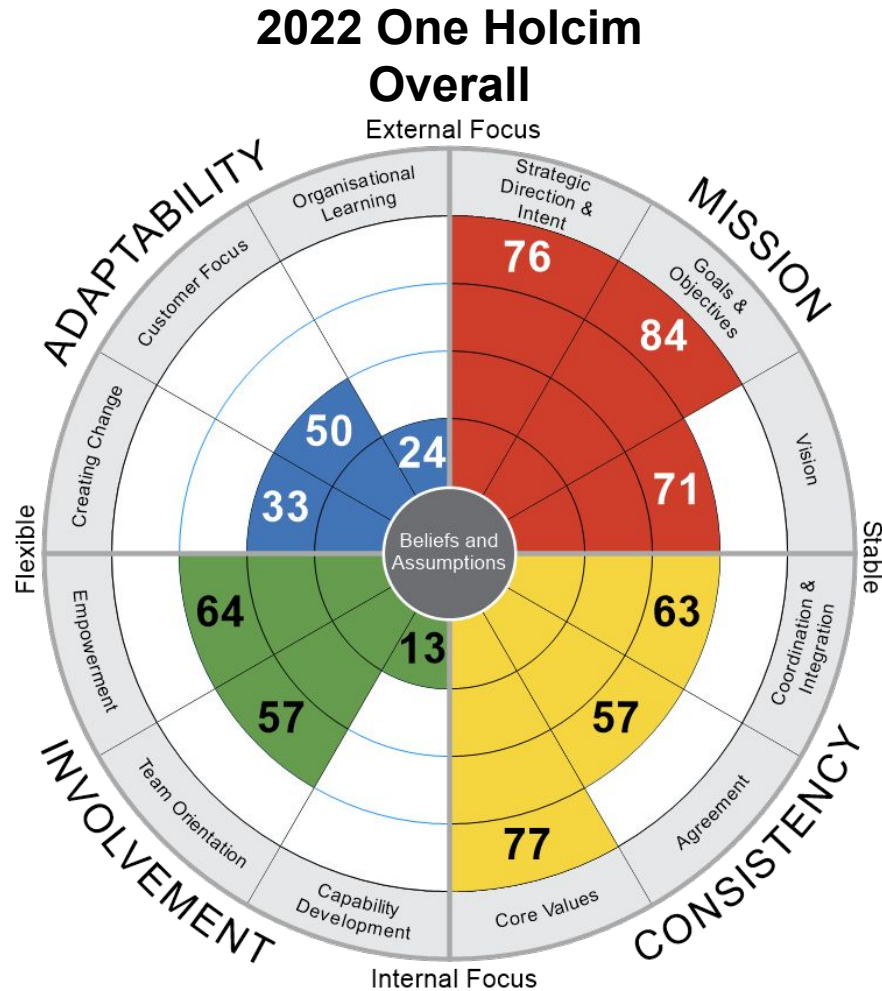
Our One Holcim Program aims at evolving as a company and as a team in order to achieve the strategic objectives with the commitment and engagement of our people.

We started to work with different partners such as: Denison, CoahHub, Innovisor, and we involved our Management team, People Ambassadors and the whole company to start the journey together.

**Together, we are stronger!**

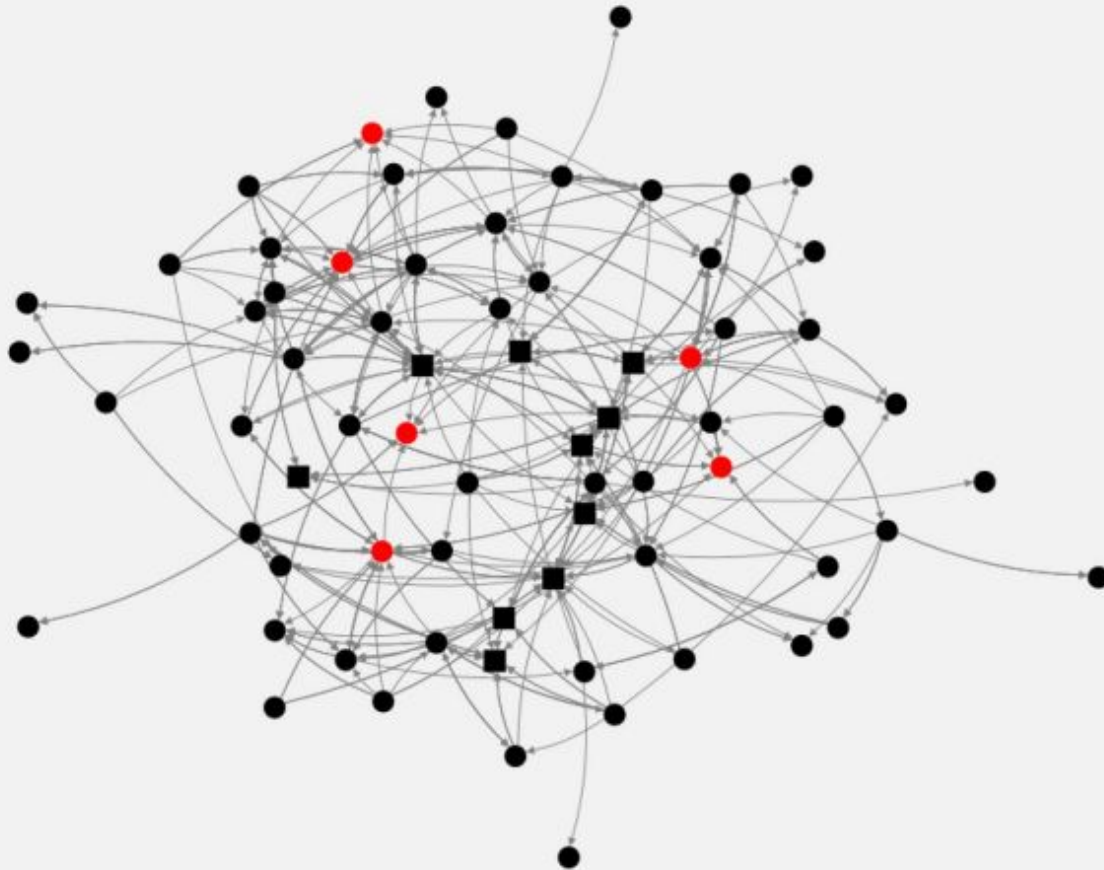


# We started our journey understanding our main strengths and weaknesses...

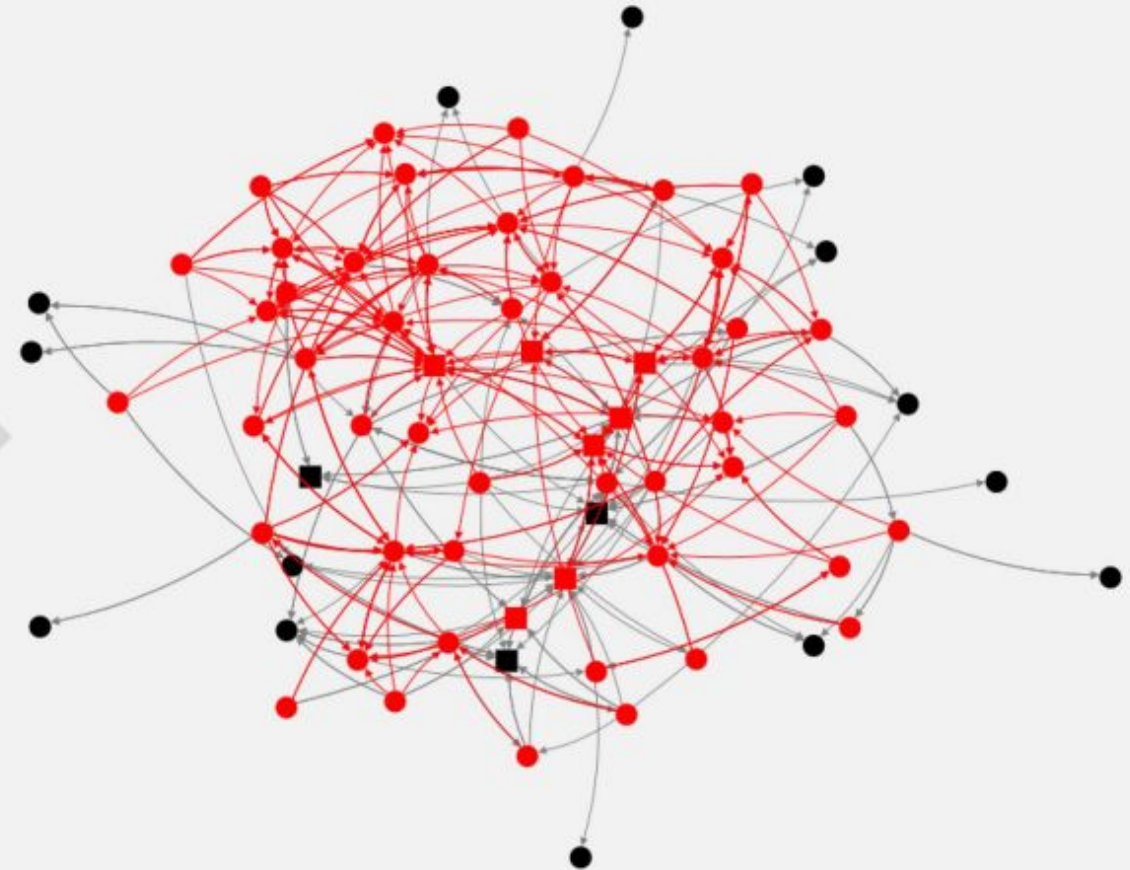


- We decided to prioritize:
  - Communication, Recognition, Feedback
  - Development & Training
  - Collaboration across regions and teams through Empowerment and Accountability

**We understood that everyone has a impact in the organization but few represents the voice of the people, and we started identifying those informal influencers, we called them: “People Ambassadors”**



**6 EMPLOYEES REPRESENT “THE VOICE OF THE PEOPLE”**



**THEY IMPACT THE PERCEPTIONS OF 98% OF THE TEAM**

# Our Management team and People Ambassadors participated in Coaching Sessions as part of their development in order to promote the cultural transformation...

**26 Coachees**  
(Management Team & People Ambassadors)  
**participated in Coaching Sessions during 2022**

**>140 Coaching Sessions**

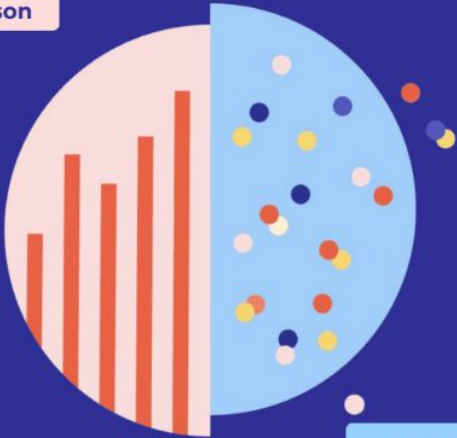
## Focus areas for your coaching

**Balance**  
Strengthen your resilience, focus on what's important and regulate emotions

**Presence**  
Be yourself fully, set in the here and now and find your personal balance within

**Purpose**  
Find sense and purpose in what you do and get your mind clear on what gives you strength

Grow as a Person



**Performance**  
Strengthen your resilience, focus on what's important and regulate emotions

**Empowerment**  
Develop and cherish your team through trust and good delegation, promoting cooperation within

**Communication**  
Communicate clearly and openly addressing critical points constructively and giving and receiving continuous feedback

Inspire as a Leader

# We defined the management action plan together and promote “Let’s do it together”...Together, we are stronger!

## Communication & Recognition

- Share success stories: **Communicate** around the results and behaviours, **Recognize** and **Celebrate**
- Improve the way how we communicate:
  - Not only emails,
  - Cascade face to face with the team
- Reinforce **Recognition, Feedback** (Positive and Constructive)
- **Unmuted** Program

## Collaboration across teams and region

- **Cross functional projects:** Supply chain, Performance dashboard, Elevate, Portal, Sourcing APAC
- Reinforce **Interaction, Connection & Collaboration**
  - Meet each other
  - Cross department understanding
- Reinforce **Empowerment, Collaboration, Accountability, and Agility**

## Trainings & Development

- Plan the **Trainings:** PMA, Business case, Revenue Grow, Technical products, Tools, E-learning, Onboarding
- **Curricula per position** to work more collaborative
- Reinforce **Development activities** for people (IDP, Training)
- Promote Backup Plan in each department, Wellbeing days, and vacations

People Ambassadors and Management Team

Well-being is our priority, and will continue working on the components of resilience

# Our CEO invited to stay together working collaboratively on our ambition to be “One Holcim”, and celebrated the extraordinary achievements focused on the strategy, and a special recognition to “Collaboration”

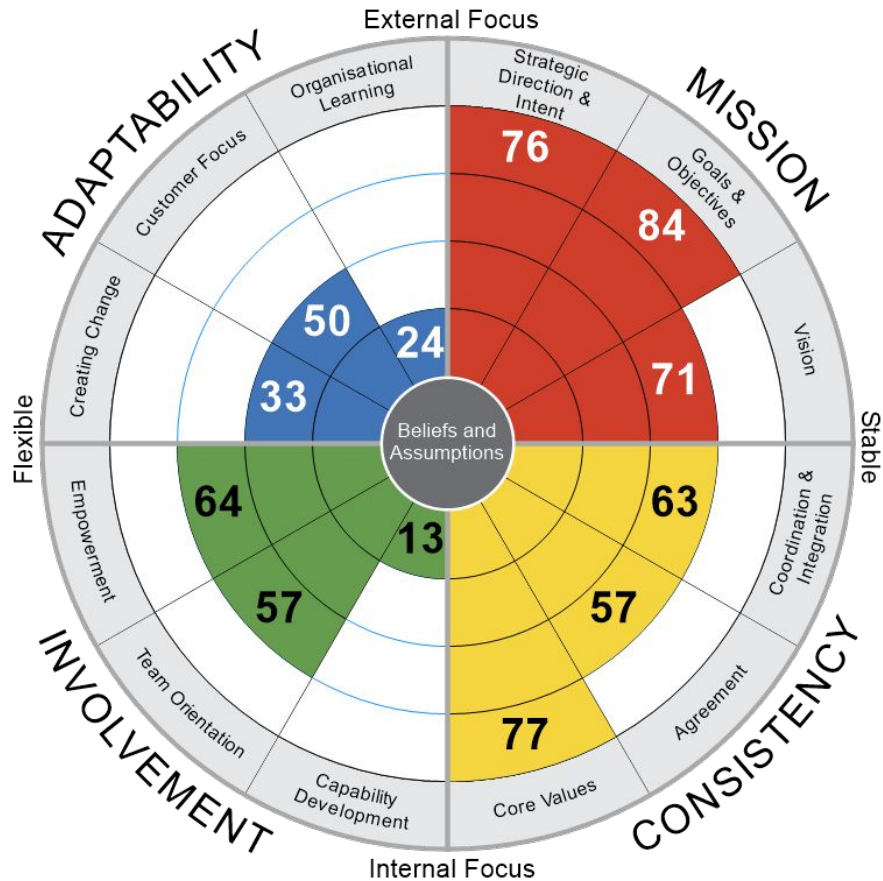


Our People Ambassadors shared the results with the whole company, committed to continue working on the sustainability leveraging on the good results and focused on the challenges...

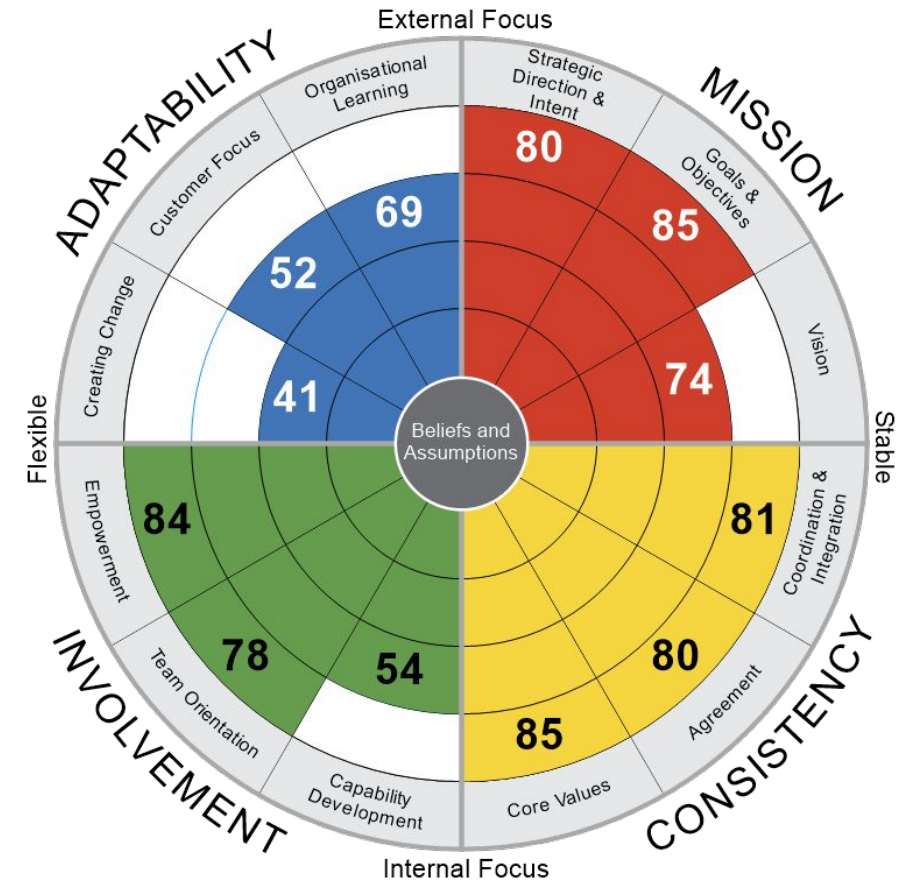


# Together, we are stronger and that's how we can grow our business and our organization!

**2022 One Holcim Overall**



**2023 One Holcim Overall**





# Our next steps in our journey...

- Continue working on the Main key pillars:
  - Communication, Recognition, Feedback
  - Development & Training
  - Collaboration across regions and teams through Empowerment, Accountability and Agility
- Continue with Coaching Sessions
  - 19 Coachees are currently participating
- Navigate through Unmuted Program with Heather Hanson - author of the book
  - Timeline: November 2022 - July 2023
- Increase the Engagement score
- Support our People Ambassadors Committee
- Sustain Well-being and DEIB Programs aligned to One Holcim



**ONE HOLCIM**

**Why UNMUTED?**

**Why now?**

- "You're on mute..."
- The world needs your voice
- Communication is complicated

ONE HOLCIM UNMUTED | KICKOFF 23 NOV 2022



**Together, we are stronger!!!**





**Thank you!**



**HOLCIM**