Leadership through cultural diversity

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AGENDA

• About Arturo

• About Nestlé

• About Nestlé Chocolate Factory in Hamburg

• Importance of Cultural Diversity
  • When Beer Meets Tequila
  • Diversity fostering inclusion

• Q&A Session
About me

My Passions:
• Family
• Football
• Food

Education
• Mechanical Engineer with M.Sc. in Production & Mgmt.

Experience
• Nestlé, Hamburg (’16+)
• Nestlé, Frankfurt/Soest (’12-’15)
• Nestlé, Switzerland (’09-’11)
• SHELL, Cologne (’08)
• CEMEX/G-Homes, MX (’02-’06)
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About Nestlé

- Founded in 1867 with the *farine lactée*
- CHF 89.8 billion in sales in 2017
- 323,000 employees in over 189 countries
- 418 factories in 86 countries
- +2,000 brands
- 1.0 billion Nestlé products sold every day

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The CHF > 10bn Food & Beverage Companies in 2016 ... but only 1.7% of the global market

9% - 20 largest companies

1.7% - Nestlé
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Chocolate Factory Hamburg

865 Employees
42 Nationalities

43 years avg. Age
>180 women
5 women in Factory Leadership Team (12)

250 employees with +25 years of service
>50 employees with major disabilities*

*according to German Law
Chocolate Factory Hamburg: 64% Export

1. Germany
2. France
3. UK
4. Netherlands
5. Spain
6. NITR (Duty Frees)
7. Italy

Volumes 2018 YEE > 65 k ton

Total Export Markets: 37
Products and Core Competencies

KitKat
Wafer baking

Smarties
Chocolate

After Eight
Chocolate

Choco Crossies
Extrusion
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Our Purpose at Nestlé

Enhancing quality of life and contributing to a healthier future.
Our Values in Nestlé

DIVERSITY
Everything that makes us different from each other.

Culture
The way we work together

Diversity & Inclusion
Impacts...

Society
The way we act

Innovation
The way we think

Inclusion
Leveraging differences, valuing and involving everyone towards a common goal
Diversity & Inclusion Business case

Diverse & Inclusive companies are 66% more innovative than homogeneous companies

Source: Why Diversity Matters, Catalyst

Diverse & Inclusive companies are 70% more likely to capture a new market

Source: Innovation, diversity and market growth, CTI, 2013

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“...Gender-diverse companies are 15% more likely to outperform their peers and ethnically diverse companies are 35% more likely to do the same...”

Source: McKinsey & Company

“...Companies with more women on the board statistically outperform their peers over a long period of time...”

Source: Catalyst

Diversity & inclusion is proven to motivate and engage employees, which leads to high performance

Source: Willis Towers Watson 2014 Norm Database

Diversity & Inclusion impacts...
DIVERSITY THROUGH LEADERSHIP: Communication of Factory Objectives

- Safety
  - Arbeitssicherheit stärken
- Quality
  - Qualität erhöhen
- Health
  - Individuelle Gesundheitsquote

Caring Culture

Attack our Quality Defects

Strengthen our Health Quote
DIVERSITY THROUGH LEADERSHIP: 
Operational Master Plan

• **Bottom-up** approach enhancing Top-Down targets
  - The factory performs the Strategy meeting every year in September before Budget
  - Own targets are shared to the region

• **Stakeholders’ buy in** of our plan before target setting

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• Before, each functional head had functional targets

💡 Now, we own as a team the targets for the factory

- Targets are shared and visible
- The functions understand the links
- My contribution to accomplish the targets
Diversity & Inclusion
Our everyday reality
Diversity & Inclusion
Our everyday reality
DIVERSITY FOSTERING INCLUSION
SOPs in Video ➔ Learning differently

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DIVERSITY FOSTERING INCLUSION

Our Learning Nest and Autonomous Training Center
DIVERSITY FOSTERING INCLUSION

Inclusion leading to motivation

Mosque in a factory and flexibility for the different needs of our employees

Mentoring / Apprentices
Q&A