

GIULIO NATALI

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PROFILE

Experienced CHRO with 22+ years of career in HR departments in multinational companies in matrix structure organizations, part of exec steering teams managing international projects and leading HR teams also remotely.

I have experience in several sectors (FMCG, oil and gas, food, luxury, paper, automotive, plastics and rubber, bank and insurance).

My main strengths are:

1. International business acumen and international mindset
2. Customer orientation, providing innovative solutions with policies and initiatives
3. To be able to build and motivate a very active multicultural team, and to be able to work and influence stakeholders, even from remote
4. Strategic thinking, maximising long term HR actions, with tactical approach
5. To provide people processes constantly focused on company's needs
6. To be analytical and credible to the other managers

I am also curious and open to change and excited to face new challenges.

I have achieved a significant work experience internationally in Europe (France, Luxembourg, Romania, Czech Republic, UK, Russia, Bulgaria, former Yugoslavian countries, Spain, Belgium, Sweden, The Netherlands, Portugal, Turkey, Greece, Germany and of course Italy), North America (Canada, USA), Asia (China), Africa (Morocco) and South America (Brazil and Argentina).

My main functional skills are:

- Managing cultural integration coming from M&A and company values development;
- Reengineering of human resources and talent management processes;
- Change management and engagement activities;
- Communication, Recruiting and Employer Branding + creation of Hybrid working philosophy and Happiness Culture;
- Career and succession planning up to senior leadership positions, career coaching and compensation policies;
- Employees development and retention;
- Unions negotiations (up to European Work Council level) and salary arbitration

EMPLOYMENT EXPERIENCE

CHIEF HR OFFICER –at FATER (JV P&G/Angelini)

1/12/2019-to date

Functionally managing 50 employees in a company of nearly 2000 people in 6 different countries, I am in charge of the creation and delivery of the most important strategy of the company, People First, and its 5 pillars, Listen, Grow, Include, Inspire, Enjoy, in a hybrid working environment where happiness plays a key role. I am part of the Company Exec Team as well as part of the HR Leadership board of Angelini and of the HR SouthEurope Committee of P&G. With the advanced culture in the company, Fater has received several awards as best employer (for hybrid working, happiness and union relations strategy)

HR DIRECTOR – Paper, Recycling, Paper Sourcing (+Global Functions) at DS SMITH 1/1/2014-30/11/2019

Functionally managing an international team of 7 HR Business Partners (plus 4 direct reports), and a HR department of 25+ employees, I play a key role developing the HR strategy for Paper, Paper Sourcing and Recycling Divisions (almost 15.000 employees) , being involved also in change management and M&A. Moreover, I am in charge of the supervision of the Divisional Internal Communication and Engagement team. From February 2017 I have added also the HR Coordination of the Global Procurement Dept. From 2018 I have added also the HR Coordination of the newly created R&D Global Department. I was part of the Leadership Team of the Divisions and of the Group HRD Steering Committee.

International HR Director (EMEA and South America) at PLASTIPAK

1/1/2010-31/12/2013

- Support the Change management Project and Intercultural Differences Program to help Company to reach organizational and business goals; achievement: one sole Plastipak culture

- Definition and implementation of International policies related to Recruiting, Performance Management, Compensation and Training processes ; achievement: new Talent Management system in place for 7 countries in 2 different continents; new reward system based on performance, potential (9 box matrix) and Hay position analysis
- have the HR responsibility of 5000 employees between Argentina, Brazil, France, Italy, Czech Republic, Romania and Luxembourg, with a HR team of 18 employees, 7 of which reporting to me), working very close with the international senior team, acting as areal HR Business Partner

Western Europe HR Director at MANULI RUBBER INDUSTRIES

1/5/2007-31/12/2010

- Business partner in the reorganization of the BU Retail Fluiconnecto in UK, France and the Netherlands; start 7 new shops of spare parts, all of them performing with EBITDA in line with expectations (more than 13%).
- Management of hard projects: a) New company agreement with Unions that allows new production organization (5X8 shifts) in the Ascoli Piceno plant (with 15, 16 or 17 weekly shifts option) and flexible salary linked to budget targets. Saving on blue collar labour cost: 700Keuro; b) downsizing (More than 50% of the headcount) in Italy and France with closures of plants and collective dismissals procedures
- have the HR responsibility of 650 employees in Italy, 1200 in WE (Italy, France, UK, Spain), with an HR team of 5 people directly managed.

Labor Law & Industrial Relations Specialist at BARILLA

1/9/2006-30/4/2007

- Management of the national agreement with Unions for Number1 (logistics company of Barilla) and participation of the negotiation of the agreement with Unions for Barilla G.e R. Fratelli; achievement: total labor cost increased of less than 1%
- Management of all the EWC meetings of Barilla Holding (employees from Italy, France, Sweden, Germany, Greece, Turkey); achievement: no strike in any country
- Supporting all the Human resources' labour and Union issues for all the Barilla's Italian plants (4000 employees); achievement: no strikes, less labor issues taken to Court
- As part of the HR team, management of the WAVE project; achievement: full redefinition of the Operation and Industrial Functional skills.

Plant HR Manager at BARILLA

1/1/2004-31/8/2006

- closure of the Barilla research and development center (Co.ri.al) based in Foggia and management of the procedure of selling of the Termoli wheat durum mills; achievement: completed on time
- Development of the human resources through: a) training with the model of "continuous improvement"; b) new organization model in the Foggia plants (work 24 hours for 7 days with 6 days of working and 3 of rest for all the blue collars; teamworking: all the workers must be polyvalent); c) new appraisal system for blue collars (salary increase based on competencies improvement); achievement: Foggia plants fully polyvalent and polifunctional with engagement index increased of 5 points;
- HR management of Foggia plants and Castelplanio, Termoli, Ferrara and Altamura wheat durum mills (over 350 employees managed)

Group HR Manager at FINPROJECT

1/9/2001-31/12/2003

- Managing the HR start-up of the new Romanian plant in Valea Lui Mihai and of the Chinese plant in the Guanzhou region; achievement: recruited all the employees on time; fully managed expatriates and legal matters.
- Managing 4 "collective dismissals" procedures (2 plants closures) and various "CIGO and CIGS procedures" in various regions with direct negotiations with Unions; achievement: saving of 3% of year labor cost
- As team leader, managing consultants for a financial and economic check-up of the company; achievement: strategic plan in place on time-
- Have the HR responsibility of approximately 550 employees, with production units in Marche, Abruzzo, Tuscany, Veneto, and abroad in China, Canada and Romania, with 4 HR admin directly managed

- Team member in the definition and implementation of strategic planning for banks, with particular reference to personnel organisation and to the rationalisation of personnel management;
- Introduction of a new compensation system in a Banking group;
- Responsible of the organization analysis after a merge of banking groups;
- What-if scenario analysis from an HR prospective in a due diligence between bank groups.

EDUCATION & TRAINING

Education:

- MASTER IRFO in Pescara in Organisation and Management of Human Resources (2002);
- MASTER ISTAQ in Ancona, with a duration of one year (2000 - 2001) attendance of the Business and Managerial Training Course, with particular regard to the corporate banking sector;
- Degree in Law obtained in the academic year 1997-98, with a final mark of 110/110 from the University of Macerata. Thesis in History of Roman Law on: "Notes of Roman Public Law in the opera of Tacit". I also won a scholarship with the value of 3,000,000 lire for a stay in London, as the best student at the University of Macerata for the 1996/97 academic year (Scholarship promoted by the University itself and by Macerata the Kiwanis Club)
- Classical High School Diploma obtained in the 1993-94 academic year at the "G. Leopardi" Classical High School in Macerata.

Training:

- Online Course on Finance for non Finance with University of Wharton-Pennsylvania (2014);
- Certified coach from 2014 at Centro di Terapia Strategica-Giorgio Nardone model

LANGUAGES

- Italian mothertongue
- Excellent written and spoken knowledge of English, improved with various trips abroad.
- Basic understanding (reading, speaking) of French, Romanian, Spanish and Portuguese

ADDITIONAL EXPERIENCES

- Speaker in conferences and summits in Italy and abroad, among in the others in London and in Berlin at European HR Directors Summits
- Teacher in HR topics in Istao, Istud, Pisa, Pescara and Bocconi University Master in Human Resources and at Foggia and Camerino University.

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