Leading in a VUCA world

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Doug Baillie, Former Chief Human Resources Officer
2 billion consumers worldwide use a Unilever product on any day

Products sold in over 190 countries

57% Sales in emerging markets

171,000 employees
1. Living in a VUCA world
2. How has Unilever responded?
3. What does this mean for Leadership?
A VUCA world
- The pace of change will never be slower
The World moves East and South will have the most dynamism to 2025 relative to the other three pillars.

- The BRICS economies are cooling off
- Income inequality is rising
- North and West are fighting back on GDP
Digital Revolution

- It’s at the heart of most business disruption in the last 10 years
- Businesses and People will demand a seamless experience, without active personal effort
- A world full of smart, automatic responses
- In an ever digitalising world, people and businesses are searching for headspace – reducing the interaction with technology as part of improving overall wellbeing
The Environment under Stress

- Climate change is a living reality not just a future trend
- Food & Water struggle to meet the rising demand of growing population
- Alternative energy resources grow as they become more affordable
- The oil price fall is likely to be short-lived. The long-run trend is away from fossil fuels
What does it mean for business?
We have a choice……..

1. Accept current state of affairs, hope it goes away and continue to be opportunistic or

2. Look reality in the eye and become part of the solution. Business can no longer be bystanders in a system that gives it life in the first place
So what does that mean…….

• Simply put reconnecting with individuals and communities we serve and fundamentally changing the way we operate

• Moving from being ‘takers’ in the system to becoming ‘givers’

• Some call this a new form of social capitalism with business seeing itself as part of society
Double our growth while reducing our environmental impact

Our Compass ambition is to double the size of Unilever whilst at the same time reducing our environmental footprint.
Three key features

ALL BRANDS
ALL COUNTRIES

LIFE CYCLE IMPACTS

SOCIAL
ECONOMIC
ENVIRONMENTAL
THREE BIG GOALS

HELP 1 BILLION PEOPLE IMPROVE THEIR HEALTH &WELL-BEING

HALVE ENVIRONMENTAL FOOTPRINT OF OUR PRODUCTS

EHANCING LIVELIHOODS WORKLACE FAIRNESS, 5 MILLION WOMEN, 5.5 MILLION SME
OUR USLP & 3 GOALS

IMPROVING HEALTH AND WELL-BEING

1. HEALTH AND HYGIENE
2. NUTRITION

REDUCING ENVIRONMENTAL IMPACTS

3. GREENHOUSE GASES
4. WATER
5. WASTE
6. SUSTAINABLE SOURCING

ENHANCING LIVELIHOODS

7. FAIRNESS IN THE WORKPLACE
8. ENHANCING WOMEN’S LIVES
9. INCLUSIVE BUSINESS MODELS
Improve Hygiene behaviour of 1 bln people by 2015
What does it mean for business leaders?
LEADERSHIP 2020: What will leaders look like

Purpose

- Authenticity
- Resilience
- Adaptability
- Systemic Thinking
- Results Orientation
AUTHENTICITY
ADAPTABILITY
RESILIENCE
SYSTEMIC THINKING
LEADERSHIP 2020: What will leaders look like

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Purpose
Making sustainable living common place

How do you get started?
It starts at the top
You need to be courageous
You need to help each employee find his or her contribution
Making sustainable living common place

What will your contribution be?
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