The Spheres Seattle, ECOPlanet Cement

Holcim Trading “HR Forum”

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May 17th, 2023

We started our Transformation Journey in 2021…

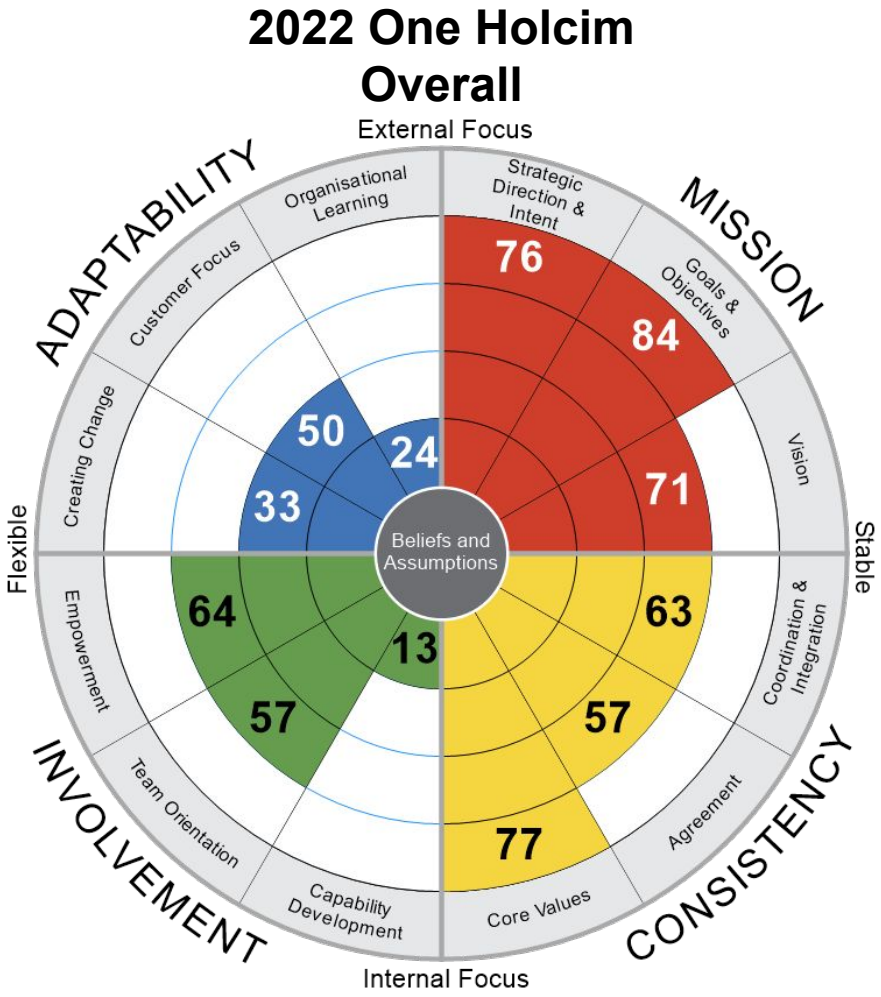
We started in 2021 our journey with the “Getting to know” survey understanding the situation, challenges, concerns, habits, behaviours, and support required to start the transformation. We needed to understand the baseline to set the objectives to the new culture.

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.

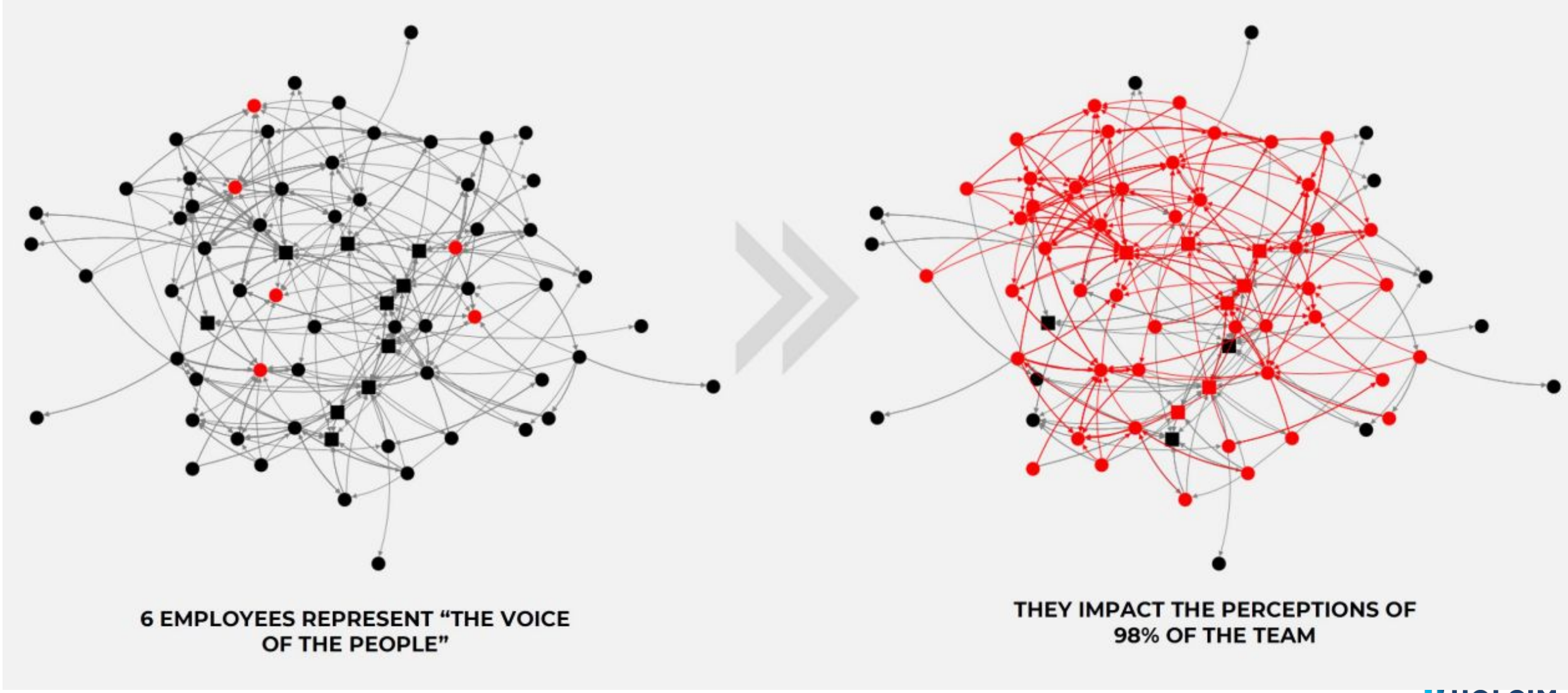
Together, we are stronger!

We wanted to deep dive into 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”



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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

We defined the management action plan together and promoted “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 productos, Tools, E-learnings, 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

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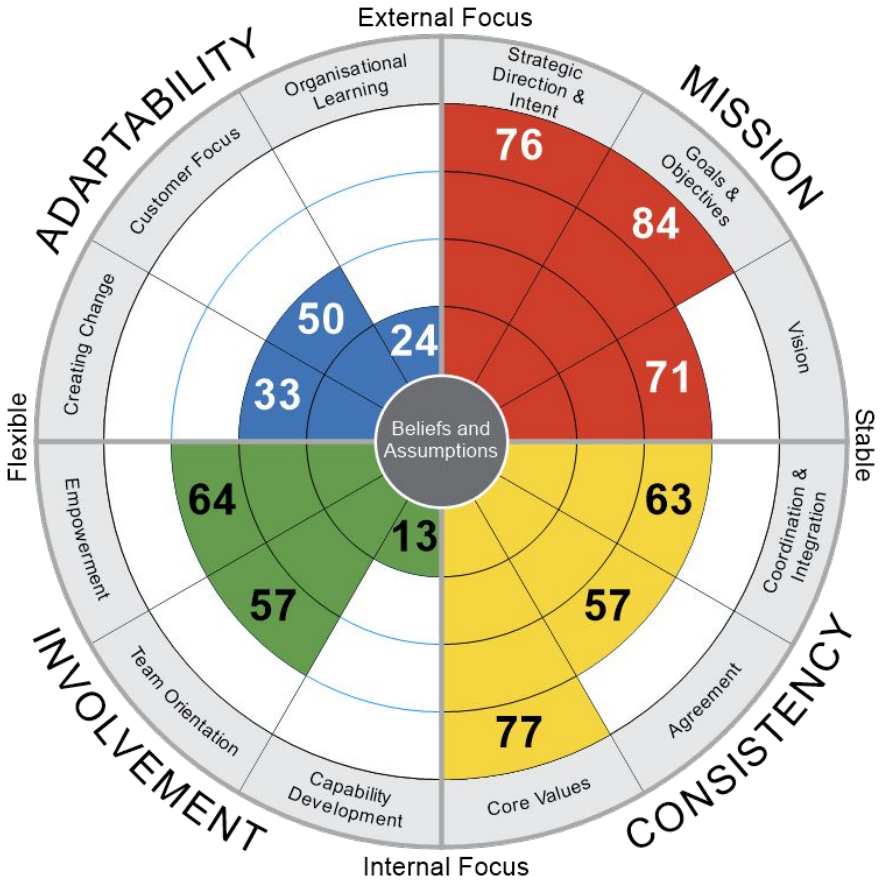
We invited everyone to collaboratively work on our ambition to be “One Holcim”,and celebrated the extraordinary achievements of the team

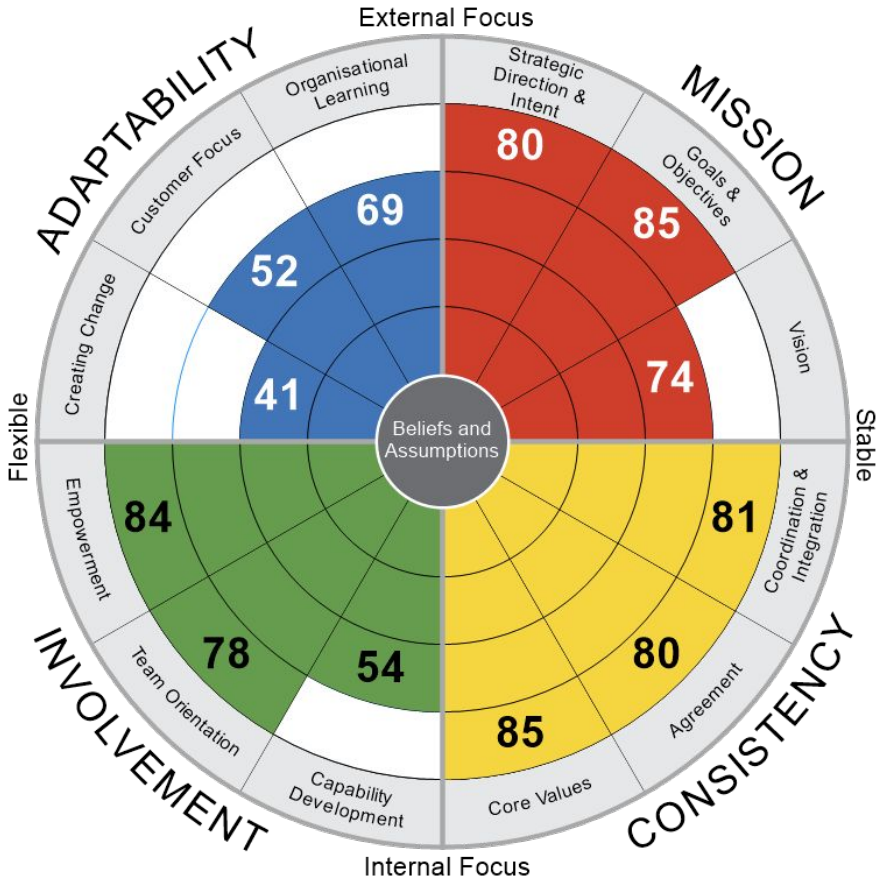
Our People Ambassadors shared the results with the whole company, committed to continue working on the sustainability leveraging on the good results and focused on the challenges…

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

2022 One Holcim Overall

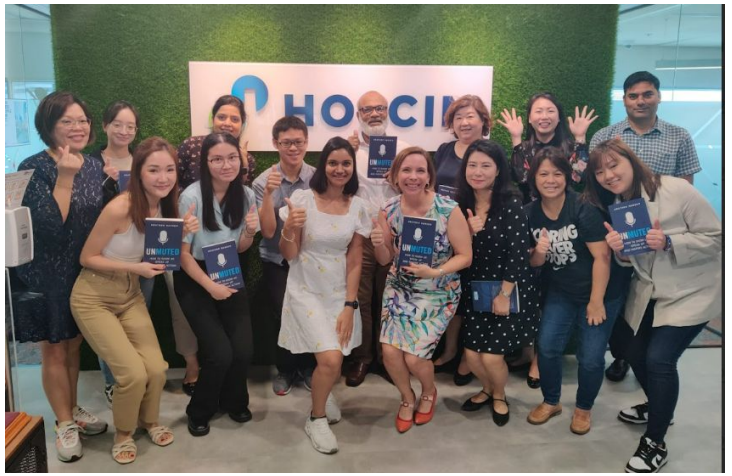


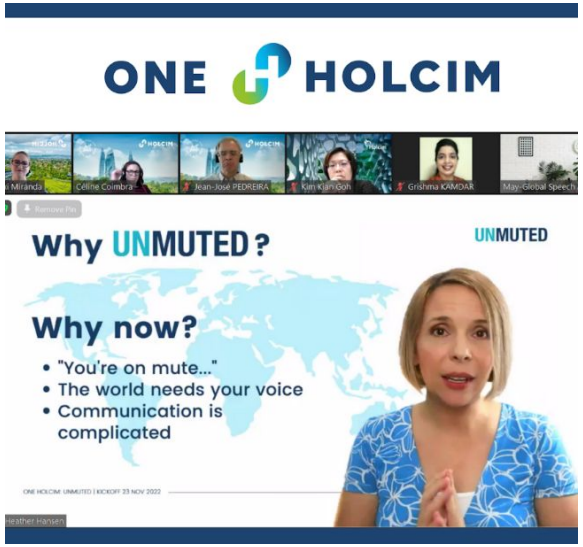
2023 One Holcim Overall



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 Hansen - author of the book
- Increase the Engagement score
- Support our People Ambassadors Committee
- Sustain Well-being and DEIB Programs aligned to One Holcim
- Sustain the Quarterly ”Walking the Talk” with Leaders”





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Together, we are stronger!!!

Thank you!

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