

**Winning through People  
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**Closing remarks**

**Slide 1 – Winning in D & E Markets**

Good afternoon everybody. We are almost at the end of our event. I hope you have enjoyed it and that you have found it productive and insightful.

Before we close the event with a question and answer session I would like to do two things. Firstly, I would like to summarise what we have covered. And secondly I would like to talk more about talent.

**Slide 2 – Local Roots with Global Scale**

We designed the event to showcase our position in our developing and emerging markets. Yesterday you heard the reasons why I believe Unilever is especially well placed to benefit from growth in these markets.

I summed it up as local roots with global scale. It is a simple concept, but actually difficult to translate into reality. But we genuinely see it as a winning formula.

Since then you have heard how Unilever has applied this winning formula to many business opportunities and challenges.

**Slide 3 – Laundry/Argentina/Knorr/Vietnam**

So let me summarise some of the key highlights of applying this formula in D and E markets.

We have explained how in Laundry there has been, in Latin America, intense competition from both international competitors and low priced local players.

We explained how our global brands and technology combined with a deep understanding of local consumers and customers has enabled our business to prosper.

We set out how in Argentina our long experience of dealing with economic and political volatility meant that Unilever Argentina emerged stronger than ever from the near economic meltdown in two thousand.

We showcased Knorr where we are building a global brand founded on the diverse culinary needs and traditions of consumers around the world.

And we highlighted Vietnam where we have used our D and E skills and experience to build local roots with global scale in virgin territory.

I hope you now understand why I believe that D and E markets are such a strategic opportunity.

Clearly, D and E markets are a huge opportunity for the future.

And we believe that Unilever is uniquely placed to win in these markets.

All this translates into enduring business performance. We can see it in the past, we can see it today, and we are confident of it in the future.

But away from the operational understanding of the business we have also given you the opportunity to meet and talk to some of the people who have made this happen.

I said yesterday that our people lie at the heart of our success in D and E markets and I want to talk now about how we manage what is for Unilever a vital strategic business asset.

#### **Slide 4 – Winning the War for Talent**

I spend a great deal of my time meeting with Unilever people across the world, making sure that they understand how important they are to Unilever's future.

Finding and motivating the best people is a key leadership issue. On each of my visits to our business across the world I make sure that I spend time engaging with the next generation of our leaders.

But the people whom you have met do not arrive by accident. There is a war for talent in D and E markets. When it comes to top-calibre managers, in these fast-growing economies, demand exceeds supply.

We compete for talent, not just with other consumer goods companies, but right across the spectrum. Everyone - financial services, management consultancies, the high tech sector, advertising agencies, and even government – want the best.

It is a competition that we have to win if we are to succeed in these markets.

Our strategy is simple. Again it is local roots and global scale.

First, we aim to attract and retain the very best of local talent.  
Second, we develop experienced, top-calibre expatriate management.

Each complements the other.

#### **Slide 5 – Local Talent: Attracting and Retaining the Best**

Local talent is a pre-requisite for a business with local roots. Our local managers bring with them a deep knowledge and understanding of local markets and consumers.

But they also offer other advantages over imported talent. For example, they provide continuity in fast moving environments. You heard yesterday from Vinicius Prianti and Mario Castro.

Both started their careers with the local Unilever businesses and progressed through a variety of roles in their home countries. Both have worked in Europe and have led businesses in other parts of Latin America.

And both have returned to head up Unilever's operations in their home countries, bringing with them a powerful combination of wide international and deep local experience. It is fair to say that both are typical of how we like to develop our managers.

As I said yesterday, local managers give a local face to Unilever's dealings within countries.

We believe the best way to build relationships with local customers and suppliers, with local governments, and with key opinion formers, is by having managers who share language, culture, and history with these stakeholders.

I can tell you from personal experience as a country manager that the help and support you receive from local colleagues is invaluable. And especially in getting ahead of the curve with difficult social, political, economic and even religious issues.

## **Slide 6 – A Winning Career Proposition**

To attract and retain the best local talent, Unilever needs to offer a winning career proposition. That is to say, we must offer our best local managers opportunities for personal growth that match or exceed what they will be offered elsewhere.

We do this in many ways. Remuneration is obviously important, and we are constantly reviewing our local salaries and incentives to ensure that we remain competitive in this respect. However, it is necessary but not sufficient.

Just as important is Unilever's reputation for winning in D and E and for developing and training people.

International career opportunities are obviously a big attraction, and are often one of the reasons given by graduates as well as mid-career recruits for choosing to work at Unilever.

In fact, we pride ourselves as being one of the preferred employees in many parts of the World.

And we work hard at this. In Brazil, for instance, our management trainee scheme has been going for 40 years. It was the pioneer and the model is still being copied. We also take on over 200 students a year on internship projects.

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Our diversity and social inclusion projects is another thing I am proud of. We are committed to making a real difference.

Let me give you two quick examples. Here in Brazil we are helping people from low-income families to have a chance to work for Unilever. Our five-year Social Inclusion project is aimed at supporting the education of low-income students until the conclusion of their university education.

Also we are aiming to increase the number of women in management positions. In this area we are working on career management issues such as the provision of flexible working conditions. For instance, in China, one third of the leadership team are women. These are important issues. We are not here for the short term. We are part of the community and people see us being just that. Our corporate reputation is our capital. People want to work with the best. They see our commitment to sustainability and the community as a winning formula and they want to be part of it.

## **Slide 8**

Another important issue is the fact that we spread our centres of expertise across the globe which gives managers the chance to get world class skills and expertise while working in D and E markets, and not just in London, Rotterdam or New York.

For example, our scientists are to be found in Mumbai and Shanghai, as well as Europe and North America.

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And finally, Unilever is a meritocracy. Our managers can be sure that there will be no constraints on their career opportunities within Unilever, other than their own potential and track record of delivery. They have plenty of role models to back this up.

For instance, just look at the facts for Latin America. Nine out of the twelve members of Alberto Sobredo's executive team are Latin American.

Six of our seven country managers and five of the seven finance directors are from the region.

## **Slide 10 – The Role of Expatriates**

The second part of our people strategy is developing and deploying expatriate management to complement the local backbone.

And they can do this in a number of ways.

Most obviously, they provide a quick and reliable way of transferring skills and expertise around the world. They also play a key role in the building and developing of local talent.

Our group of expats also contribute to Unilever's global strength in ways that are less obvious. Wherever they go they carry with them our corporate culture and values.

And by travelling and working abroad they help to build the many informal networks that bind Unilever across the world. We deploy them for specific purposes and they are hand-picked for their roles.

A typical business leader in Unilever will have worked in several countries, as well as regional and or corporate roles during his or her career. In doing so, they will have come to know many other Unilever managers across all functions. No business should underestimate the power and opportunity of such informal networks.

### **Slide 11 – Our D&E businesses as exporters of talent**

But this is not one-way traffic. Many of our D and E businesses have such breadth and depth of management that they have become net exporters of talent to the rest of Unilever.

I have said before that I am proud of the fact that we have an Asian running Asia, a Latin running Latin America and an African running Africa.

The fact is that Latin Americans are successful not just in their own countries. We export talent from the area across Unilever. The SVP of Dove, based in the UK, is Brazilian. The SVP of Hair is Argentinian. The Global VP for OMO is a Brazilian. And Gui Loureiro, our Brazilian Finance SVP for Latin America was previously our head of M&A.

I could give you other examples of business managers from all corners of our business, India, South East Asia, South Africa, Turkey, who occupy key positions in our developed markets.

It is one of the privileges of leadership to be inspired by those who are taking up the challenges of our business.

Wherever I travel I never fail to be impressed by the quality of the people we have working for us and the quality of their work.

It makes me even more convinced that our formula of local roots and global scale is right, both for our business strategy and for our people strategy.

Thank you for coming all this way and thank you for listening.

My colleagues will now come and join me and we'll take your questions.

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## Slide 12 – Q&A

I am afraid we will have to leave it there, as we have committed to close at two-thirty.

Thank you all very much for joining us here in Brazil.

I know that many of you are going on to other meetings here in Brazil, but wherever you are destined, I wish you a good trip, and I look forward to seeing you again soon.

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