



Nathalie ULRICH

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French/Dutch/English

Passionate People Leader with strong business acumen and organizational transformation expertise in both international and local companies – Real estate & Construction / IT & Telecom/ Consultancy services - listed or family owned. Agile, forward thinking with a helicopter view, team player, caring for wellbeing, togetherness and a sense of purpose. With a track record of successful transformation programs in complex environments involving multiple entities and/or heavily unionized. Focused on process optimization to deliver efficient business results and federating teams towards objective.

Looking for a mandate in Board of Directors or Advisory/Supervisory Board.

PROFESSIONAL EXPERIENCE

Since September 2001

Self-employed

- ⇒ HeidelbergCement Benelux (2009-2022) – Construction – HC AG listed on DAX
 - ✓ Executive Board Member CBR SA/NV, Sagrex BV, Pension Funds
 - ✓ Director HR/Communication/General services Benelux, Member Executive Committee
 - ✓ 3 business lines, 2000 people, 13 joint committees, 70 locations, 8 legal entities
 - ✓ Main realizations:
 - complete organization remodeling with increase and stabilization of RCO after significant gradual decline
 - full review/optimization of processes with headcount decrease (-10%) maintaining social peace
 - digitalization and centralization of logistics activities, outsourcing of Accounts Payables
 - introduction of New Ways of Working/Leading, focusing on development/attraction of competencies for the future
 - design and roll out ESG campaign for external communication and Sense of Purpose program
 - closing of Paris HQ/ Maastricht and Ghent Cement plants, sale of white cement business, acquisition/closing of quarries and ready mix plants in BeNe
- ⇒ Befimmo (2001-2021) – Real Estate – listed on Euronext
 - ✓ Advisory role to CEO: organizational design, set up of Executive Committee/Remuneration Committee/IT department, Strategic and operational HR advice including set up of C&B processes/tools and Talent Management role
 - ✓ Insourcing of Property Management activities
- ⇒ Millicom International Cellular (2008-2009) – Telecom - listed on Nasdaq
 - ✓ Global Design and implementation of Talent Management process (Africa, Latin and Central America) (23 000 people)
 - ✓ Recruitment of Global HR Team and staffing program for Africa including a systematic replacement of expats in executive positions
- ⇒ GRH Management (2001-2004) – HR services- family owned
 - ✓ Business Unit Director, Management of 50 HR Consultants

Other assignments at

Toyota Europe (Talent process – design program to develop future General Managers for European sites),
Fujitsu Services (HRD ad interim – merger of 3 entities and harmonization of compensation packages),
European Space Agency (function classification with salary bands, vision workshop with top managers/stakeholders),
Cliniques Saint-Luc (teambuilding of CODIR and management teams)

January 1999 to September 2001	Proximus Group	Senior HR Manager (Mobile division) Strategic Resourcing Manager (Group)
December 1996 to December 1998	Electronic Data Systems Belux	HR Manager Luxembourg Resourcing Manager Belux
December 1994 to December 1996	Nicholson International	Search & Selection Consultant
December 1990 to December 1994	Kompass Belgium	Information Consultant

EDUCATION AND TRAINING

- ✓ Managing Small and Medium companies; Solvay Business School, June 2003
- ✓ Post Master Degree in Training Sciences; Université Catholique Louvain, June 1993
- ✓ Master Degree in Germanic philology; Katholieke Universiteit Leuven, June 1989
- ✓ Bachelor Degree in Germanic philology; Facultés Notre Dame de la Paix Namur, June 1985

- ✓ Restoring the balance with mindfulness; C. Holmes, UK, 2019
- ✓ Prince2 Foundation; certification in Project Management, ILX, UK; 2016
- ✓ Leading Change through Appreciative Inquiry; Case Western University, USA; 2016
- ✓ Coaching; Belgian Academy of Coaching; 2004-2005
- ✓ Practitioner MBTI Step I, II and III; Osiris, France; 2002-2004
- ✓ Financials For non-Financial Managers; Proximus; 1999
- ✓ Situational leadership; Proximus; 1999
- ✓ Management Essentials; EDS; 1997

OTHERS

PERSONAL:	2 grown-up children (25 and 27)
HOBBIES:	Painting / Golf / Real Estate
MEMBERSHIP:	Guberna, Solvay/KUL Alumni
START UPS:	Launch Sales Consult/IT People (80 consultants) – 2006/2011
VOLUNTARY WORK:	SocialWare BeNeLux (TechSoup) Board Member - since 2012 Non-profit organization representing Google, Microsoft and other IT providers in charge of allocating free of charge licenses to eligible organizations