

# GIULIANO HIPPERTT

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Senior HR Executive | HR Function Builder | Global Projects

## PROFESSIONAL SUMMARY

- **Built HR functions from zero** and enabled rapid scale-up in complex, multi-site environments (*e.g.*, *Project ONE: 4 to 4,000; Gunvor USA; Petrobras EMEA; greenfield industrial sites in Brazil*).
- Strong international profile (Europe, UK, Latin America, US), comfortable travelling and operating in **remote / challenging environments**.
- Proven track record designing and deploying **New Target Operating Models (TOM)**.
- Led **HR transformation & digitalisation**, improving decision-making and operational efficiency.
- Experienced in building **performance-driven culture & reward models** to attract and retain talent.

## CORE EXPERTISE

- HR Strategy delivery and Executive Business Partnership
- HR Operating Model, Governance, Organisation Design, Policies and Systems
- Rapid Scaling, Workforce Planning and Recruitment Waves
- International Mobility
- Compensation, Incentives, LTI and Performance-driven Reward Models
- HRIS, Data Governance and HR Digitalisation

## PROFESSIONAL EXPERIENCE

### INEOS – Vaud, Switzerland

#### Head of HR – Project ONE + Catalyst & Polymers Technology + O&P South

*Dec 2019 – Present*

Reporting to CEO, lead HR strategy for multiple international entities and for the **€4 billion Project ONE**.

Scope: 1,000 employees + 3,000 contractors during construction.

#### Key Achievements:

- **Built the HR function from the ground up** for INEOS' €4 billion greenfield investment in Antwerp, one of the cleanest and most technologically advanced chemical complexes in the world.
- **Implemented new Target Operating Model (TOM)**: governance, organisational design, policies, workforce planning, talent acquisition, performance management, learning & culture.
- Oversaw HR for successful delivery of multiple **ultra-heavy modular shipments**, including a 6k tonne furnace module - **one of the largest industrial ship transports ever in the Port of Antwerp**.
- Scaled team from **4 to 400 employees in 18 months and to 4,000 contractors in 4 years**, achieving record internal time-to-hire metrics and securing top international talent (measured by low turnover).
- **Led a €300m, seven-year workforce strategy**, delivering below approved budget.
- Built a foundational **performance culture and compensation framework** for the new business.
- Partnered with Finance on **new entities set up, governance and organisational design**.
- Recognized for creating a **greenfield HR model later replicated across other INEOS capital projects**.
- Supported **Automation & AI integration in HR processes** with strong compliance.

### Louis Dreyfus Company (LDC) – Geneva, Switzerland

#### Global HR Business Partner Head

*Nov 2016 – Nov 2018*

- **Planned and executed HR strategy partnering with COMEX members**, ensuring people priorities aligned with global business transformation.
- Led Finance transformation & ERP (SAP S/4HANA) implementation.
- Supported back-office offshoring to Eastern Europe, reducing fixed costs and improving efficiency.
- Delivered leadership and compliance training for senior managers and operational teams.

**Gunvor Group – Geneva, Switzerland**  
**Group HR & General Services Manager**

*Oct 2014 – Oct 2016*

- Partnered with the Freight and Chartering Entity (Clearlake) to align talent and reward strategies with logistics and trading performance.
- Supported satellite offices (including Bahamas), set up a new entity in the US and supported M&A HR integration for three refineries (700+ employees).
- Responsible for HRIS implementation, streamlining HR processes and analytics.
- Managed multi-million CHF P&L bonus scheme, LTI programs and collaborated with Finance on USD/CHF hedging for bonus payouts saving over USD 4M.
- Introduced company-wide compliance and DEI policies aligned with global standards.

**Petrobras Europe Ltd. – London, UK**  
**Head of HR & Administration – EMEA**

*May 2011 – Sep 2014*

- Managed the setting up of the new Petrobras Global Trading entity in Rotterdam, building HR and overall new organisation from scratch.
- Managed full HR operations and mobility for European subsidiaries.
- Oversaw GBP 18M HR budget, achieving GBP 2.9M optimisation.

**Petrobras – Brazil**  
**HR Development Manager**

*Oct 2005 – Apr 2011*

- Managed HR Operations design, workforce planning and competency model for major **projects of a new Chemical Complex and Refinery in Brazil** (COMPERJ & RNEST).
- Delivered **472,000 training hours** and automated competence model for 9 refineries and Business.

**EDUCATION & CERTIFICATIONS**

- *International Managers Program, London Business School, 2022*
- *Economics Framework of Refining, IFP School, 2011*
- **Master's in Management Systems**, Universidade Federal Fluminense (Brazil)
- **MBA in Organisations & Strategy**, Universidade Federal Fluminense (Brazil)
- **PMP Certification**, Project Management Institute (US)
- **Executive Training**: Anti-Bribery & Corruption; Anti-Human Trafficking Compliance; Energy Geopolitics; Global Supply Chain Management; Sustainable Development.

**LANGUAGES**

**English** (fluent) | **French** (fluent) | **Portuguese** (fluent) | **Italian** (intermediate) | **Spanish** (basic)

**VOLUNTARY WORK**

**Founder – Ecobe Academy**

Created a platform helping professionals integrate **sustainability and AI** into their careers.  
Each program plants a tree in the Amazon, combining **social and environmental contributions**.

**ISO**

Brazilian delegate to ISO TC 176, contributing to the development of the ISO 10018 standard on “Competence and Leadership Management” and coordinating Brazil's input in a 16-international expert team in Colombia.