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The Nestlé Management and Leadership Principles 雀巢管理与领导原则



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雀巢有限公司执行委员会

Repository

文库

All Nestlé Principles and Policies, Standards and

Guidelines can be found in the Centre online repository at:

所有雀巢原则及政策、标准和指引均可在总部在线文库获得：

<http://intranet.nestle.com/nestledocs>

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In case of doubt or differences of interpretation,

the English version shall prevail.

如有疑问或诠释分歧，应以英文版本为准。

设计

瑞士韦威雀巢技术援助有限公司，企业形象与设计部

制作

Altavia Swiss

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CEO message

Nestlé – over its long historical development from a small town operation to the world’s leading Nutrition, Health and Wellness company – has demonstrated an exceptional capability to adapt to an ever-changing external environment.

The core values and principles that have guided this journey and are fundamental to our Company’s success are articulated in the Nestlé Management and Leadership Principles, first issued in 1997 and revised in 2003.

They describe the culture, values and principles we expect our employees to uphold; as well as the attributes needed to be successful in a management and leadership position at our Company.

This third version of the document incorporates our commitment to the concept of Creating Shared Value. In addition, it emphasises the importance of behaviours supporting continuous improvement in building a Company focused on total performance.

The Nestlé Management and Leadership Principles are also in full alignment with the Nestlé Corporate Business Principles, in which “Leadership and Personal Responsibility” are singled out as key operational principles. They are also aligned with the Nestlé Code of Business Conduct, which establishes non-negotiable minimum standards of employee behaviour in key areas.

At Nestlé, we believe that a comprehensive leadership style – leading to win, managing for results, growing talent and teams, and proactively competing and connecting with the external environment – provides the competitive edge to create shared value for our shareholders and for society.

All Nestlé people should carefully read this document and share it with their colleagues. They should take pride in adhering to the Company’s values and implement them with conviction and enthusiasm – regardless of their formal position in the organisation. In addition, our managers and leaders have the responsibility to practice the leadership attributes described in this document.



I invite you all to live by the values and principles described in this document, and support our Company’s firm commitment to them. Through the pragmatic combination of a clear long-term vision and the achievement of day-to-day goals, the application of these principles everywhere, and at all times, becomes a living expression of our corporate culture and a key component of our future success.

Paul Bulcke
Chief Executive Officer

首席执行官致辞

雀巢，在从当初乡村里的小作坊到如今世界领先的提供营养、健康、幸福生活的食品公司这个漫长的发展历史中，已展现出其独特的能力以适应不断变化的外界环境。

《雀巢管理与领导原则》所阐述的核心价值观和领导原则在雀巢的发展历程中起着指导作用，并且为雀巢的成功奠定了基础。该原则于1997年首次发行，并于2003年进行了修订。

《雀巢管理与领导原则》描述了我们希望员工坚持的雀巢文化、价值观和准则，以及在雀巢成功担任管理和领导职位上所应具备的特质。

此版本是第三次修订本，不仅加入了我们对恪守“创造共享价值”观念的承诺，还强调行为的重要性，以支持不断改进的措施促进公司注重整体绩效。

《雀巢管理与领导原则》与《雀巢集团业务原则》保持一致，后者特别强调“领导力及个人责任”是重要的经营原则。同时，《雀巢管理与领导原则》与《雀巢业务行为规范》相符，后者确定了在关键领域中员工必须达到的毋庸置疑的最低行为标准。

我们相信，在雀巢推行全方位的领导风格——指引成功、绩效管理、人才和团队培养、积极参与竞争并加强与外部环境的联系——为我们提供了竞争优势，为股东和社会创造共享价值。

雀巢的所有员工应认真阅读这份文件并与同事交流分享。无论在公司担任何种正式职位，都应自觉遵守公司的价值观，并以饱满的热情和坚定的信念付诸实践。此外，雀巢的各级经理和领导层也有



责任发挥本文所描述的各种领导风范。

我希望所有员工都能秉持本文所描述的价值观和原则，协助公司履行其坚定承诺。希望各位员工将清晰的长期愿景和实现日常目标务实地结合，时时处处贯彻执行这些原则，真实形象地体现出我们的企业文化，成为我们未来成功的关键所在。

保罗·薄凯
首席执行官

Nestlé – A people-inspired company

We put people at the centre of everything we do. Nestlé is more oriented towards people, products and brands than systems. We show particular concern for the well-being of our employees and consumers.

The Company is committed to the following cultural values, which come from its Swiss roots and uphold the dynamic nature of the Company:

- Focusing on long-term business development without losing sight of the necessity to continuously deliver sound results for our shareholders.
- Creating Shared Value as the basic way we do business. In order to create long-term value for shareholders, we must create value for society.
- Committing to environmentally sustainable business practices to protect future generations.
- Making a difference in everything we do by having passion to win and creating gaps with our competition through discipline, speed and flawless execution.
- Understanding of what constitutes value for our consumers and a clear focus on delivering this in everything we do.
- Serving our consumers by constantly challenging ourselves to achieve the highest levels of quality for our products and never compromising on their safety standards.
- Continuous improvement towards excellence as a way of working and avoiding abrupt, one-time changes.
- A contextual approach to business rather than a dogmatic one. This implies that decisions are pragmatic and based on facts.
- Respect for and openness to diversity of cultures and traditions. Nestlé endeavours to integrate itself into the cultures and traditions where it is present, while staying true to the Company's core values and principles.
- Personal relations based on trust and mutual respect. This implies a commitment to align actions with words, to listen to different opinions, and to communicate openly and frankly.
- Commitment to a strong work ethic, integrity and honesty, as well as compliance with applicable laws and Nestlé principles, policies and standards.

雀巢 — 以人为本的公司

雀巢深信以人为本。相比制度而言，雀巢更注重人员、产品和品牌。我们尤其关注员工和消费者的福祉。

雀巢坚持的文化价值观源于瑞士，并保持本公司所特有充满活力的本质，这些价值观包括：

- 以业务的长期发展为核心，同时不忘为股东持续创造良好的业绩。
- “创造共享价值”是雀巢发展业务的基本方式。为了向股东创造长期价值，我们必须为社会创造价值。
- 坚持有利于环境可持续发展的业务规范，保障子孙后代的发展。
- 满怀对成功的激情，通过自律、高效和完美的执行，在工作中独树一帜并拉开与竞争对手的差距。
- 了解消费者的价值观组成，在所做的各项工作中明确地付诸实践。
- 不断挑战自我并始终坚持安全标准，以实现最高的产品质量来服务消费者。
- 坚持以卓越为目标进行持续改进的工作方式，避免发生突然的、一次性的变故。
- 业务方式应以具体环境为参考，避免教条主义。这表明所制定的决策是务实的，要实事求是。
- 尊重并接受文化和传统的多样性。雀巢在坚持核心价值观和原则的同时，努力融入雀巢经营所在地的文化和传统。
- 发展基于信任和相互尊重的个人关系。这意味着承诺言行一致，听取不同的意见，进行开诚布公的交流。
- 严格遵守崇高的职业道德，正直、诚实，遵守适用的法律、雀巢的原则、政策和标准。

Leading the “Nestlé way”

Nestlé managers at all levels are more concerned with leading and inspiring people to add value to the Company and society rather than with exercising formal authority. This calls for a high personal commitment of each employee and a common mindset geared towards results.

In an increasingly dynamic world, leaders face significant challenges and opportunities. These stem from shifts to new social patterns and unprecedented worldwide competition. Achieving ongoing success requires that each Nestlé leader understands the context and capitalises on it, as described in the following principles:

Lead to win

- Has built credibility as a result of coherent action, leadership and achievement.
- Is able to think from different perspectives and to create a climate of innovation. This implies openness to risk and the possibility of making mistakes, but also the willingness to correct and learn from them.
- Believes in the importance of alignment and management of expectations.
- Has broad interests, a good general education, responsible behaviour as well as a balanced lifestyle.

Manage for results

- Embraces personal commitment and courage in execution. This includes the capacity and the willingness to take initiatives and risks while maintaining composure under pressure.
- Values proactive cooperation in order to create synergies at local, regional and global levels.
- Embraces change and is able to implement it and manage its consequences.
- Believes in achieving business objectives rooted in compliance and sustainable practices.

Grow talent and teams

- Has a passion for building and sustaining an environment where people have a sense of personal commitment to their work and give their best to promote our Company’s success.
- Cares for and develops the leaders of tomorrow through addressing all areas that allow them to progress in their work and to expand their capabilities.
- Understands the importance of continuous learning and improvement, as well as sharing knowledge and ideas freely with others.
- Is committed to giving and receiving honest, accurate and timely feedback, including performance evaluation, in a climate of mutual respect.
- Believes in the importance of building diverse teams, and promotes the advantages of gender balance.

Compete and connect externally

- Constantly looks for ways to satisfy our consumers and customers while attracting new ones in unique and compelling ways.
- Displays curiosity and open-mindedness as well as a high level of interest in other cultures and lifestyles.
- Believes in openness and dialogue with outside stakeholders about future trends in society, technology, consumer habits, and business opportunities.
- Understands the external impact of our operations and, as a result, proactively seeks to engage and partner with the community, authorities, shareholders and other stakeholders.

引领 “雀巢之道”

雀巢的各级经理更加关注引导和鼓励员工为公司和社会创造更多价值，而不仅仅是行使合法权利。这就要求每位员工都要确立高标准的自我承诺，形成注重结果的共同信念。

在日新月异的世界里，领导者们面临着巨大的挑战和机遇。这些挑战和机遇源于新的社会结构的转变和前所未有的全球性竞争。要实现持续的成功，就要求雀巢的每一位领导应理解其所处的环境并加以利用。在此过程中应遵循以下原则：

指引成功

- 通过一致的行动、领导力和成就建立声望。
- 能够从不同的角度思考问题，营造创新的氛围。这表明领导者应勇于承担风险，承认有可能犯错，并愿意改正、从中吸取教训。
- 懂得整合一致和管理期望的重要性。
- 拥有广泛的兴趣、良好的教育背景、负责任的行为以及平衡的生活方式。

管理注重结果

- 在执行过程中，应具备敢于承诺和克服困难的勇气，包括发挥主动性、承担风险、面对压力保持镇定的能力和意愿。
- 重视主动积极的合作态度，在本地、区域和全球范围内创造协同效应。
- 接受变革，并有能力实施和驾驭变革的后果。
- 坚信实现业务目标应基于合规和可持续的实践。

培养人才和团队

- 努力建设和维护和谐的工作环境，使员工对工作充满责任感，为公司的成功贡献全部力量。
- 重视培养未来的领导者，帮助员工全面发展，使他们在工作中获得进步、在实践中拓展能力。
- 理解不断学习和进取以及与其他人自由分享知识与想法的重要性。
- 在相互尊重的氛围里，坚持及时地给予和接受包括绩效评估在内的诚实、准确和及时的反馈。
- 相信建立多样化团队的重要性，充分发挥性别平衡的优势。

积极参与竞争并加强与外部的联系

- 不断寻找更多方式来满足消费者和客户的需求，并利用独特和令人信服的方式吸引新顾客。
- 具备好奇心和开放的思维方式，并对其他文化和生活方式充满浓厚的兴趣。
- 与外部利益相关者就社会、技术、消费习惯和业务机会的发展趋势开诚布公地交换意见。
- 了解影响公司经营的外界因素，与社区、政府相关机构、股东和其他利益相关者开展积极的合作。

A decentralised and aligned organisation

In addition to how our managers carry out their work as leaders, Nestlé pragmatically implements the following organisational principles:

- Being as decentralised as possible to optimally respond to the needs of consumers, within the framework defined by our fundamental policies, strategic directions and operational efficiencies.
- Ensuring collaboration of all Nestlé businesses and compliance with Nestlé principles, policies and standards (Nestlé in the Market approach).
- Building and maintaining a structure which assures operational speed, with a strong focus on results and removing unnecessary obstacles.
- Establishing flat and flexible organisations with minimal levels of management and broad spans of control, which also enable people development.
- Setting a shared vision and common goals to leverage the strength of people and organisational alignment.
- Defining clear levels of responsibility. Teamwork does not affect the manager's duty towards his/her people and business results. A team must always have a leader who assumes full responsibility.

授权与整合的组织

除经理要遵守领导者必须坚持的原则外，雀巢还要务实地贯彻以下组织原则：

- 在公司基本政策、战略方向和运营效率的框架内，尽可能做到充分授权，以最有效的方式响应消费者的需求。
- 确保雀巢各个业务部门之间保持密切的合作，遵守雀巢的各项原则、政策和标准（以雀巢在该市场的方法）。
- 建立和维护可以保证高效运营的组织结构，高度重视结果，消除不必要的障碍。
- 建立管理层级较少、控制范围较大的扁平而灵活的组织，同时促进员工的发展。
- 设定共同的愿景和目标，充分发挥人员和组织整合的优势。
- 明确各级的职责。团队合作不能影响经理履行对员工和经营绩效的管理职责。一个团队必须有一个承担全部责任的领导。

A mutual commitment

Living up to the Nestlé Management and Leadership Principles is a commitment and a responsibility for everyone in our Company.

To be effective, engaging and inspiring, all Nestlé people must “walk the talk” and lead by example in their daily work; in this context, actions speak louder than words.

Therefore, at Nestlé, in addition to professional skills – and regardless of origin, nationality, religion, race, gender, sexual orientation and age – the capacity and willingness to live up to these principles are the key criterias for progressing within the organisation.

共同承诺

遵守《雀巢管理与领导原则》是公司所有员工的承诺和责任。

为了有效实践上述承诺，积极履行应尽的责任，所有雀巢员工必须做到言行一致，在日常工作中以身作则；在此环境下，行动胜于言语。

因此在雀巢，除了专业的技能以外——不考虑出身、国籍、宗教、种族、性别、性取向和年龄——遵守这些原则的能力和意愿也是衡量员工在雀巢获得发展的重要标准。