



Eric Gaulard

Interim HR Leader | Executing Complex Change

Interim HR Executive with 25+ years' experience leading complex organisational change in high-pressure environments. Proven track record in (hyper)growth, carve-outs, demergers, M&A and post-merger integration across multinational organisations.

Trusted sparring partner to Boards, Works Councils and Unions, known for providing clarity and direction, stabilising organisations and delivering executable HR solutions with measurable business impact. Combines strategic oversight with hands-on leadership; decisive, pragmatic and highly effective in time-critical situations.

● Work experience

HR Transition Lead Europe

Yokogawa, 2024 - 2025

European HR transition across 18 operating companies in 17 countries (1,300+ employees).

- . Stabilised fragmented HR operations and service delivery
- . Redesigned the European HR Target Operating Model
- . Supported rollout of global HR initiatives and organisational change
- . Key sparring partner to Board and Works Councils

HR Director

Detailresult, 2022 - 2024

End-responsible for HR during a complex legal demerger of supermarket chains (>23,000 employees: Dirk & Dekamarkt supermarkets, bakeries and butchers).

- . Led HR organisation of 40+ across HRBP, HR Services, Payroll, ER, Recruitment, HR Systems and L&D
- . Executed multiple restructurings, including site closures
- . Managed TUPE processes and large workforce transitions
- . Outsourced HR and ICT; separated Finance and Logistics into standalone entities
- . Key sparring partner to Board and Works Councils

HR Program manager a.i.

Visser & Smit Hanab (VolkerWessels), 2021 - 2022

Transformation to a decentralised HR function (1,700 employees).

- . Designed and implemented decentralised HR Operating Model
- . Digitalised HR processes; improved health, talent and performance management
- . Counterpart to corporate HR and Works Council

Global HR Transition Lead

Just Eat Takeaway, 2021

Global HR operating model redesign and Workday implementation (24 countries).

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Dutch

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Skills

Organisational transformation,
restructuring & turnaround

M&A, carve-outs, demergers &
post-merger integration

Growth & hypergrowth
environments

HR Target Operating Model design
& implementation

HR shared services, outsourcing &
digitalisation

Works council & union negotiations

Leadership of large, international
HR teams

Compensation and benefits,
job frameworks, performance &
development

Leadership style

Approachable, steady and decisive in high-pressure situations

Trusted sparring partner for Boards, Management Teams and Works Councils

Translates strategy into clear structures, governance and execution

Hands-on where required, strategic where it matters

Focused on speed, clarity and sustainable outcomes

Getting things done

Languages

Dutch - Native

English - Full professional proficiency

Interests

Family

Culture

Music (drums)

Sports

Travel

- . Supported transition to global HR Operating Model
- . Supported Workday implementation and tiered HR service delivery
- . Delivered programme management, change leadership and training

Head of HR North West Europe a.i.

Just Eat Takeaway, 2020 - 2021

Regional HR leadership across 6 countries (>4,000 employees) during an integration.

- . Led 25 HR professionals across HRBP and HR Operations
- . Stabilised and integrated region into global HR model
- . Member of regional HR leadership team

CHRO

Maandag & Whoohoo, 2019 - 2020

HR, culture and change leadership across NL, BE, DE and PL (4,000+ employees).

- . Member of Holding Board (5); end-responsible for HR, culture and change
- . Led HR organisation of 40+ professionals
- . Drove professionalisation of HR and leadership culture during transformation phase

Head of People a.i.

Messagebird, 2019

Talent strategy and execution during hypergrowth phase.

- . Led HR (4) and Recruitment (7)
- . Advised Executive Board on leadership, culture, development and critical hiring
- . Implemented scalable people solutions to support rapid growth

HR Manager NL a.i.

SSP Nederland B.V., 2018 - 2019

TUPE transfer and HR set-up following acquisition (600 employees, 29 locations).

- . Managed legal and HR transfer of employees
- . Set up payroll, time & attendance, pensions, insurance and HR administration
- . Built core HR processes including recruitment, absence and employee communication

Manager Global HR Operations a.i.

Booking.com, 2018

Stabilisation and transformation of global HR Operations (> 18,000 employees, 70 countries).

- . Led ~75 HR professionals across Amsterdam, Singapore and US
- . Stabilised operational performance and team effectiveness
- . Delivered change initiatives within HR Operations

HR Project Manager a.i.

Booking.com, 2017

Delivery of large-scale international HR projects.

- . Led business unit transfer impacting 600 employees
- . Project lead for “Great Employer in the Netherlands”
- . HR lead for “Be Future Proof” programme for Customer Services (>7,000 employees), focusing on role structures, reward and performance frameworks

Head of HR Benelux a.i.

Unit4, 2016

End-responsible for HR in the Benelux, during times of significant change (PE-owned).

- . Led HRBP, HR Projects and HR Operations teams
- . Implemented major HR policy changes and new HR Operating Model
- . Outsourced all administrative HR activities
- . Led Works Council processes

HR Project Manager Restructuring

Unit4, 2014 - 2015

Led major reorganisation with reduction of 300+ roles (PE-owned).

- . Managed Works Council advice process and social plan negotiations
- . Set up mobility centre and managed dismissal waves
- . HR lead for outsourcing transactions

Regional Manager GSS HR WSE Europe

2014

DNV GL

2013

Set-up of Global HR Shared Services post-merger (2,500 employees, 21 countries).

- . Managed 35 international HR professionals
- . Delivered HR integration following merger
- . Built end-to-end HR service portfolio
- . Fully integrated compensation and benefits across 21 countries within one year

HR Director BMEA a.i.

DNV KEMA, 2013

Post-merger integration and HR restructuring across Benelux, Middle East & Africa (>700 employees).

- . End-responsible for HR across the region
- . Led union negotiations and Works Council processes
- . Restructured and professionalised HR function
- . Delivered organisational integration and change

Global Reward Manager a.i.

DNV KEMA, 2012 - 2013

Global harmonisation of reward, compensation & benefits, post-acquisition.

- Implemented job grading, benchmarking and total reward frameworks
- Supported CHRO in Works Council and social plan processes

HR advisory and short-term assignments

2010 - 2026

Delivered high-impact HR advisory and short-term assignments across industries and countries. Led post-merger integrations, set up Dutch entities for international scale-ups, designed job and reward frameworks, and supported Boards during restructurings, carve-outs and turnarounds.

Employment history

1997 - 2010

Before focusing on interim and transformation roles, built a strong foundation in HR leadership and specialist positions within large and complex organisations, combining strategic responsibility with deep expertise in reward, organisational design and talent management.

- **Manager Human Resources, Randstad HR Solutions** (3+ years): Led HR, M&A, harmonisations, set-up scalable HR operations.
- **Senior Consultant Compensation & Benefits, Randstad Nederland** (1.5 years): Reward design, benchmarking, and C&B strategy.
- **Head of Human Resources, VSM Geneesmiddelen** (4 years): Directed the full HR agenda for a mid-sized pharmaceutical company, including organisational development, reward, and HR policy.
- **Consultant Compensation & Benefits, VSM Geneesmiddelen** (1 year): Professionalised reward and HR policies.
- **Consultant Reward Management, Heemstra Persoonlijk Beloond** (4+ years): Advised organisations on job evaluation, compensation structures, and reward strategy, building a strong foundation in total reward and HR consulting.

● Education

MSc Social & Organisational Psychology

Leiden University, 1992 - 1997

Ongoing professional development

1997 - 2026

Strategic HR, pensions, works councils, job evaluation, leadership, coaching, consultancy.