

Nomination: 6888

Michelle Rubio

**Page: General Information**

Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.

**Name of Organization/Company**

Union Bank of the Philippines

**Additional Contacts**

I would also like to have others receive emails about the disposition of our entries.

**Page: Entry Information**

**Entry Title**

Michelle Rubio

**Category**

L01 - L05 Thought Leadership > L05 - HR Thought Leader of the Year

**Thought Leadership Submission Format**

Written Answers

**a. Briefly describe the nominated organization or individual: its history and past performance (up to 200 words). Required**

Michaela Sophia "Michelle" R. Rubio is Union Bank of the Philippines' Executive Vice President and Chief Human Resource Officer. Her pivotal role as the lead driver of people transformation and culture cultivation was instrumental in the Bank's successful digital transformation journey, earning UnionBank the prestigious recognition of being awarded as the Digital Bank of the Year for six consecutive years.

She is a recipient of a Silver Stevie as Chief Human Resources Officer of the Year in 2018. She has also led the whole HR Group of UnionBank to receive recognitions like Silver Stevie: Employer of the Year – Financial Services 2020 and six (6) Excellence Awards for HR Internal Communications, Change Communications, Employee Relations and Benefits, and Training and Education in the 2020 Philippine Quill Awards. The Bank has also been hailed as a Dream Company to Work for in the Philippines, Best Employer Brand, and Best Company to Work for in Asia by HR Asia in 2019.

**b. Outline the organization's or individual's achievements since the beginning of 2021 that you wish to bring to the judges' attention (up to 250 words). Required**

Michelle is a remarkable individual who successfully transitioned from a career in Engineering to becoming a trailblazing HR leader. She has leveraged her engineering background to reimagine and re-engineer the workplace, introducing innovative and effective HR practices that have positively impacted the company's performance.

Her innovative leadership approach that prioritizes influence over power earned her a spot in CIO Views Magazine's "Top 10 Most Influential HR Executives of 2022." Her transformation of UnionBank's HR group inspired excellence in employee experience, employer branding, and organizational capability, resulting in UnionBank being recognized as a Dream Company to Work For in the Philippines, and Best Company to Work for in Asia.

A firm believer that "when you stop learning, you die", Michelle's leadership philosophy is centered around capability building, with programs like UnionBank University and UBP Xcellerator empowering employees to own their future. These free learning programs (complete with certifications) have even addressed learning gaps in the younger generation nationwide – upskilling Filipinos and opening their doors to opportunities.

Michelle is also very vocal that culture, not technology, drives transformation, and reinforces the importance of being attuned to the organization's needs. She prioritizes being available to anyone in need, stating that "people won't call you if they don't need you."

Under Michelle's leadership, UnionBank's People Transformation achieved impressive results, proving the power of innovative leadership and a focus on continuous learning. This success is also a testament to the power of PeopleTech, which prioritizes people at the core and technology at the fore.

**c. Explain why the achievements you have highlighted are unique or significant. If possible compare the achievements to the performance of other players in your industry and/or to the organization's or individual's past performance (up to 250 words). Required**

Michelle was a central figure in UnionBank's digital transformation. While the Bank invested in improving digital infrastructures, she simultaneously transformed its workforce to be high-tech, high-touch, and high-trust, which was crucial to achieving the Bank's mission.

Under her leadership, UnionBank became a two-time Great Place to Work® certified company in 2021. The following year, UnionBank ended year 2022 with an engagement score of 4.42—higher than its target of 4.41 and above global best practice.

This is a testament to her ability to inspire employees and reflects positively on the company, even in independent surveys. It benefits the company in the long run because a workforce that displays high employee engagement can provide an equally great customer experience.

In addition to this, she played a role in the Bank's mission to 'Tech-up Pilipinas' (Tech-up the Philippines) by evangelizing PeopleTech. This included continuous capability-building and the creation of better employee strategies with the use of technologies, such as data and analytics.

As someone with the experience and track record in leading, she also became a regular speaker in HR forums that discuss the future-proofing of workforces, building capabilities in emerging tech, the future of the workplace, and digital and culture transformation. She has shared her knowledge and expertise in various talks and seminar, including the World Fintech Festival, Deloitte Voices Podcast, People Technology Webinar of Center for Research Communication and University of Asia and the Pacific, World Vision's The World Beyond Pandemic, and HR Tech Festival Asia to name a few.

**d. Reference any attachments of supporting materials throughout this nomination and how they provide evidence of the claims you have made in this nomination (up to 250 words). Optional**

**Webpage Link**

<https://cioviews.com/the-10-most-influential-hr-executives-of-the-year-2022-dec-16/> (<https://cioviews.com/the-10-most-influential-hr-executives-of-the-year-2022-dec-16/>)

**Would you like to add an additional webpage link?**

Yes

**Webpage Link 2**

<https://cioviews.com/michelle-rubio-unlocking-the-human-potential-of-unionbankers/> (<https://cioviews.com/michelle-rubio-unlocking-the-human-potential-of-unionbankers/>)

**Would you like to add an additional webpage link?**

Yes

**Webpage Link 3**

[https://open.spotify.com/episode/6F0QNsQpAbsfgEhbAh1lkt?si=gUa-TkReS-SfaQ\\_6u\\_Z7oQ&nd=1](https://open.spotify.com/episode/6F0QNsQpAbsfgEhbAh1lkt?si=gUa-TkReS-SfaQ_6u_Z7oQ&nd=1) ([https://open.spotify.com/episode/6F0QNsQpAbsfgEhbAh1lkt?si=gUa-TkReS-SfaQ\\_6u\\_Z7oQ&nd=1](https://open.spotify.com/episode/6F0QNsQpAbsfgEhbAh1lkt?si=gUa-TkReS-SfaQ_6u_Z7oQ&nd=1))

**Would you like to add an additional webpage link?**

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**Web Page Link 4**

<https://www2.deloitte.com/mm/en/pages/strategy/articles/10-rules-of-modern-work-podcast.html> (<https://www2.deloitte.com/mm/en/pages/strategy/articles/10-rules-of-modern-work-podcast.html>)

**Would you like to add an additional webpage link?**

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**Web Page Link 5**

<https://crc.uap.asia/2020/06/04/rubiowebinar-0610-1500h/> (<https://crc.uap.asia/2020/06/04/rubiowebinar-0610-1500h/>)

**Would you like to add an additional webpage link?**

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**Web Page Link 6**

<https://www.youtube.com/watch?v=Ly2JB4ZH7qc> (<https://www.youtube.com/watch?v=Ly2JB4ZH7qc>)

**Would you like to add an additional webpage link?**

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**Web Page Link 7**

<https://www.youtube.com/watch?v=Y-z2fk6xGA> (<https://www.youtube.com/watch?v=Y-z2fk6xGA>)

**Would you like to add an additional webpage link?**

**Supporting Document**

Download File (<https://stevies-sage.secure-platform.com/file/16975/eyJ0eXAiOiJKV1QiLCJhbGciOiJIUzI1NiJ9.eyJtZWRRpYUlkIjoxNjk3NSwiYWxsY3dOb3R0aWduZWRVcmwiOiJGYWxzZSI6ImInbm9ySAGE%20Employer%20of%20the%20Year%202023.pdf>)

**Would you like to add an additional supporting document?**

Yes

**Supporting Document 2**

No File Uploaded

**Would you like to add an additional supporting document?**

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