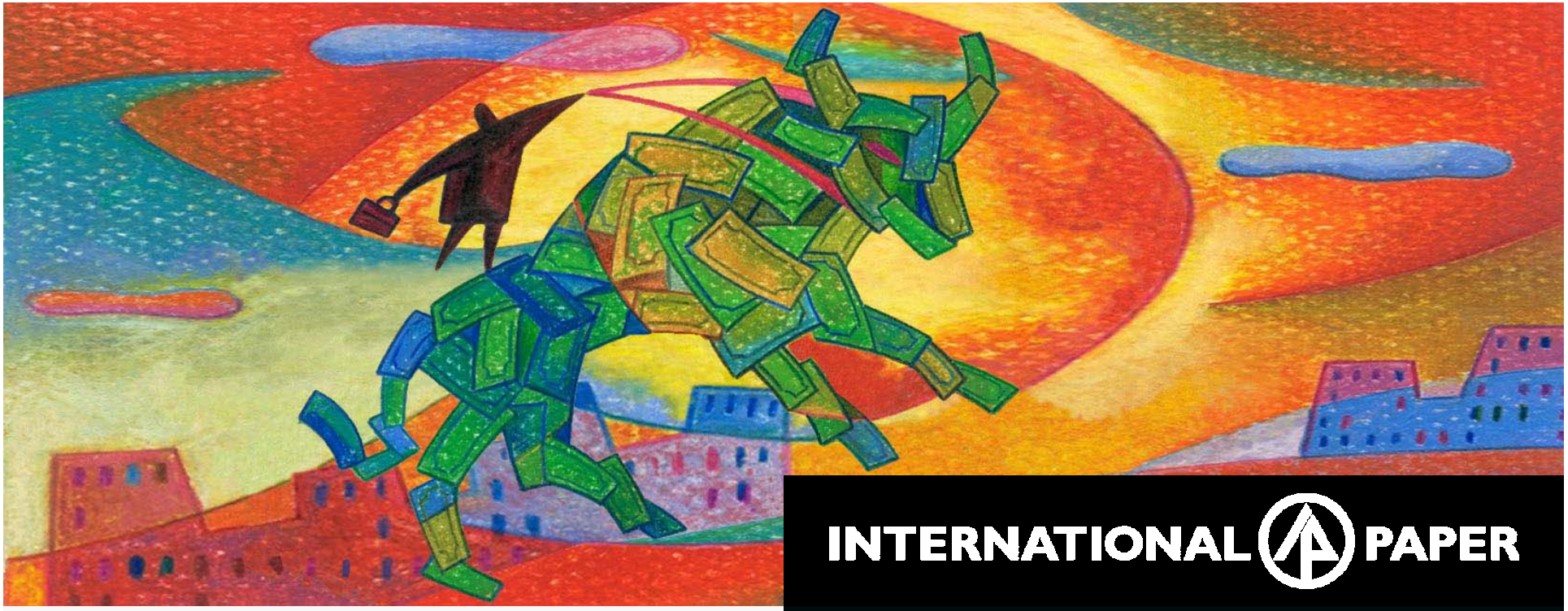


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People

Jerry Carter

People – Building Global Capabilities

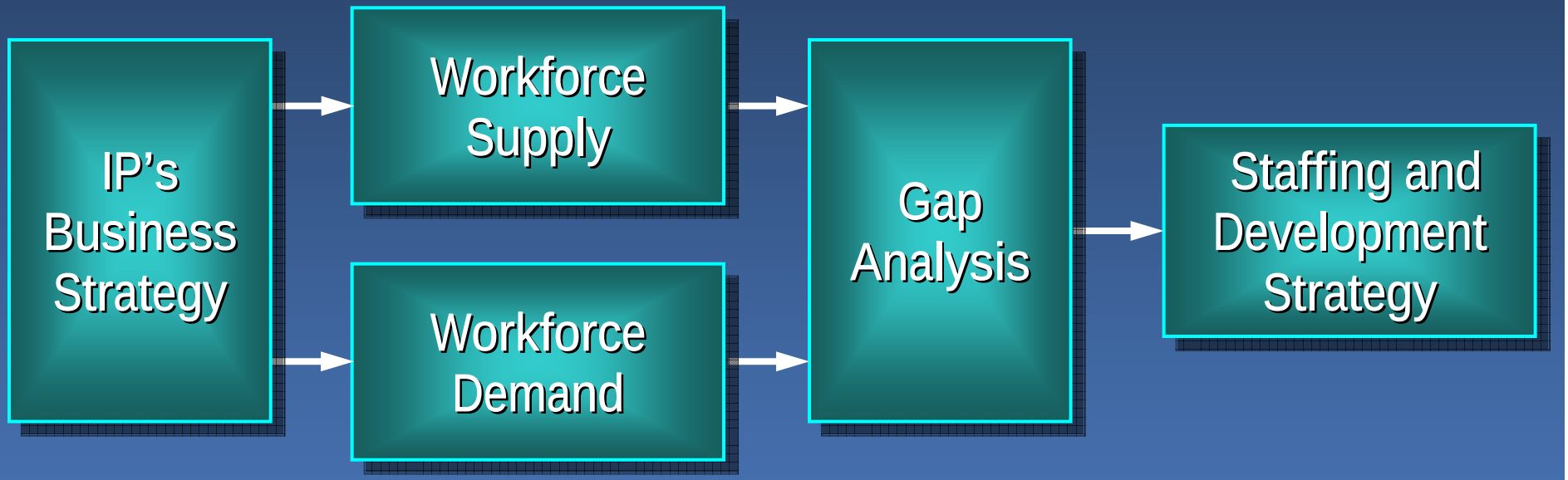
- People process
  - Recruit
  - Retain
  - Develop

Deploy

- Execution
  - Align
  - Motivate
  - Reward

Workforce Planning and Talent Management

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Governance



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Board of Directors
(Annual Review)

Corporate People Council

Functional Councils

Business / Staff Councils

People Council Outputs

- Talent identification and potential evaluation
- Leadership assessments
- Annual move list
- Quality development plans
- Succession and workforce plans
- Focus on diversity
- Annual people reviews

Global Talent

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Leadership + Results + Capacity for Growth = Potential

HP+	Potential to become SVP	58
HP	Potential to become VP	342
EI	Early Identified	190

Global Talent Capability

Leadership by nationals

	Business	Facility
Asia	80%	100%
Europe	89%	100%
Latin America	86%	100%

Recruitment capability

- Asia — Engineers – 100% of 40 Local
- Europe — Customer Service Center – 98% of 200+ Local

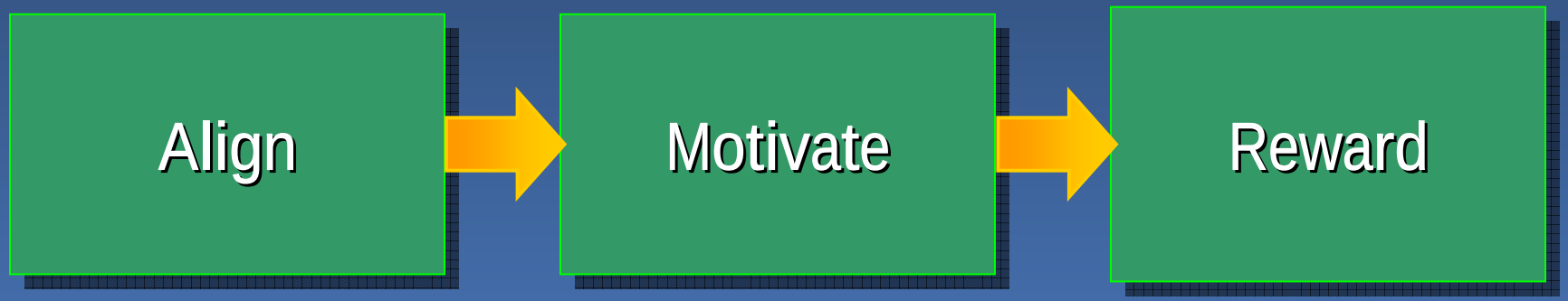
Technical support capability

- Capital investment management
- Operational effectiveness
- Source from any region

Compensation – *Align, Motivate, Reward*

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Strategic Execution



Shareholder Interests

Engagement – Senior Leadership Alignment

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- How can we grow?
- Do I belong?
- What do I give?
- What do I get?

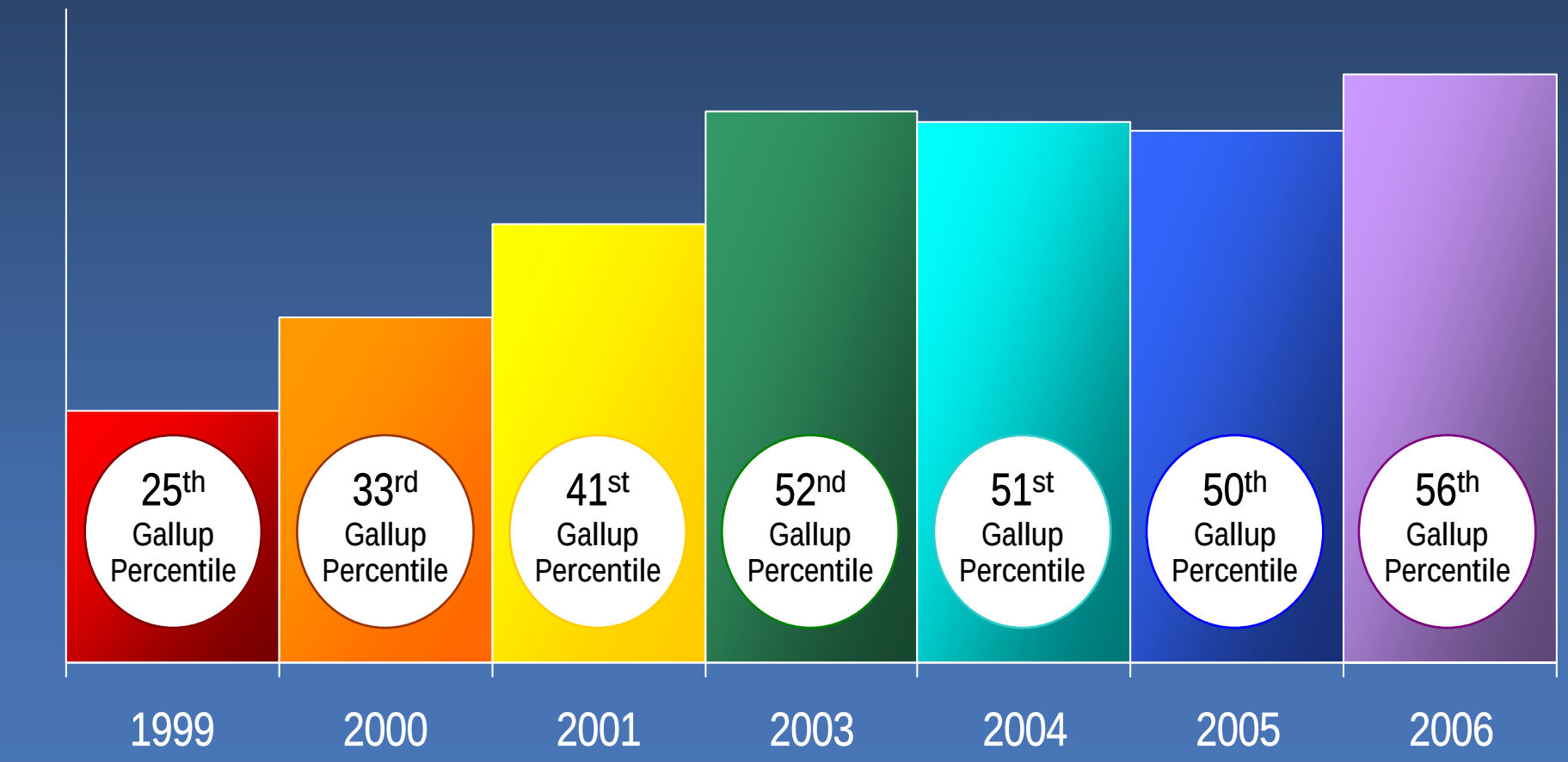


	IP	Gallup
SVP's	98th	95th
VP's	95th	86th
Mill Manager	99th	98th

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Engagement – Trending

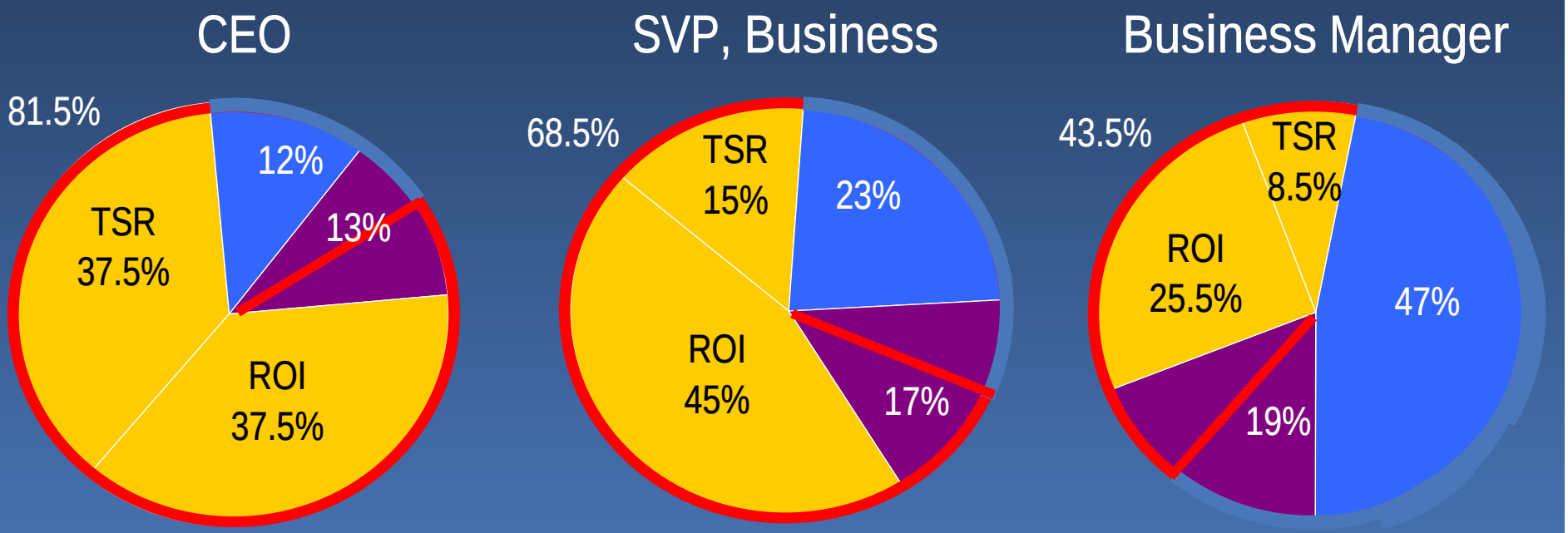
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Compensation –
Business / Shareholder Balance

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Long Term Incentive Base Annual Incentive

% Driven by Comparison to External Sources

Summary



- Strong talent identification, development and rewards process
- Talent is global
- Leveraging engagement
- Compensation linked to relative external performance and SHV creation

A Stronger, More Valuable IP

