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## LEADING THE WAY

**Our determination to secure high performance across the organisation has created far-reaching plans for business improvement. At the heart of this is a strategic focus on ensuring our leaders are fully equipped with the skills and disciplines they need to achieve change.**

We have introduced a new Performance Management process for our senior leaders that aligns individual objectives to business

strategies. Achievement of 2007 objectives will be directly linked to reward in 2008. More than 300 leaders have participated in 21 global workshops run in five languages.

We have also introduced a Talent Process so that we understand the range of capability and potential we have in our most senior leaders. A 180-degree feedback process, based on our newly implemented Leadership Framework, was undertaken to benchmark our 61 most senior leaders. Our process will ensure we

have an identified and effective talent and succession pipeline for critical senior roles over the next three to five years.

A new portfolio of leadership development programmes is being launched in 2007 to strengthen our leadership capability and to support our leaders in their critical business challenges. These programmes will provide focused, professional development for all of our senior leaders.

Ensuring we maintain the passion and energy we have in the business is critical

to our success and we take employee engagement very seriously. To that end we surveyed more than 4,500 employees in one of our global divisions to ensure we understand what motivates our people and what they want from us. We were delighted that more than 93% responded to the survey and action plans have been instigated at all levels of management to ensure we respond to the issues raised. Our progress is being tracked and we will measure again in the autumn of 2007.

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