



Strong Culture, Strong Company - HR Strategy

Helen Maye, Chief Human Resources Officer

29 November 2012

The people agenda

- A new strategy
- Increased focus on emerging markets
- New approach to growth in established markets
- Aggressive M&A agenda
- Organisational restructuring
 - re-alignment of business units
 - capabilities – focus on talent and future skills
 - centralisation – standardisation
 - people impacted - globally

People strategies that support business strategy

Strategic Priority	Attract, Recruit and Retain Talent	Develop Leaders	Engage Employees using S&N Values based strategies
<p>Win in Established Markets, Grow in Emerging Markets</p>	<p>Redesigned Executive Incentive programmes</p> <p>Established robust Talent Review and Planning Process, focusing on key roles, diversity and international mobility</p> <p>Recruited key talent into critical roles</p>	<p>Created “CEO Forums”</p> <p>Piloted New Manager and GM Development Programme</p> <p>72% of key roles have successors identified</p>	<p>91% participation in Employee Survey – action plans established</p> <p>Global goal alignment – vertically and horizontally</p>

Targeted deliverables to support heavy transformation

Priorities 2013-2015

Strategic Priority	Attract, Recruit and Retain Talent	Develop Leaders	Engage Employees using S&N Values based strategies
Win in Established Markets, Grow in Emerging Markets	<p>Continue to ensure adequate organizational capability exists to support execution of business strategy at all levels</p> <p>Raise employment brand awareness of S&N to attract talent in emerging markets</p>	<p>Targeted Development Programs – Executive, New Manager; GM</p> <p>Increase diversity</p> <p>Sustain a robust leadership pipeline</p>	<p>Organisational readiness for on-going change</p> <p>Global Employee Survey actions</p> <p>“Best Place to Work” recognition</p>
Simplify	<p>Embed core HR processes, policies and systems</p>		<p>Enhance global intranet for greater collaboration, alignment, culture reinforcement</p>
Innovate		<p>Build innovation into existing leadership and executive development programs</p>	<p>Drive innovative change linked to sustainability strategy</p>
Acquisitions	<p>Secure and integrate talent from acquired companies</p>	<p>Continue to develop integration capability</p>	

 We are **smith&nephew**