



**BRITISH AMERICAN
TOBACCO**

British American Tobacco over 100 years of success

October, 2013

British American Tobacco **at a glance**



We are one of the world's most international businesses

- 200+ brands
- Sold in 180 markets, market leader in 60+
- Global market share 13%
- More than 55,000 employees

2012 Financial Highlights

- Adjusted profit from operations: £5,970 m
- Cigarettes sold by our companies: 694 b
- Government taxes generated: £32,170 m
- Group R&D expenditure: £171 m



Career and Development Process



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CAREER
DEVELOPMENT
PLANNING

Career Approach

The Traditional Approach

- **Vertical, clearly defined Career Paths**
- **Development – heavy reliance on formal trainings**
- **Career Success defined by Promotions and Salary increases**
- **Company and Line Managers responsible for Career Management**



What has changed in career management today ?

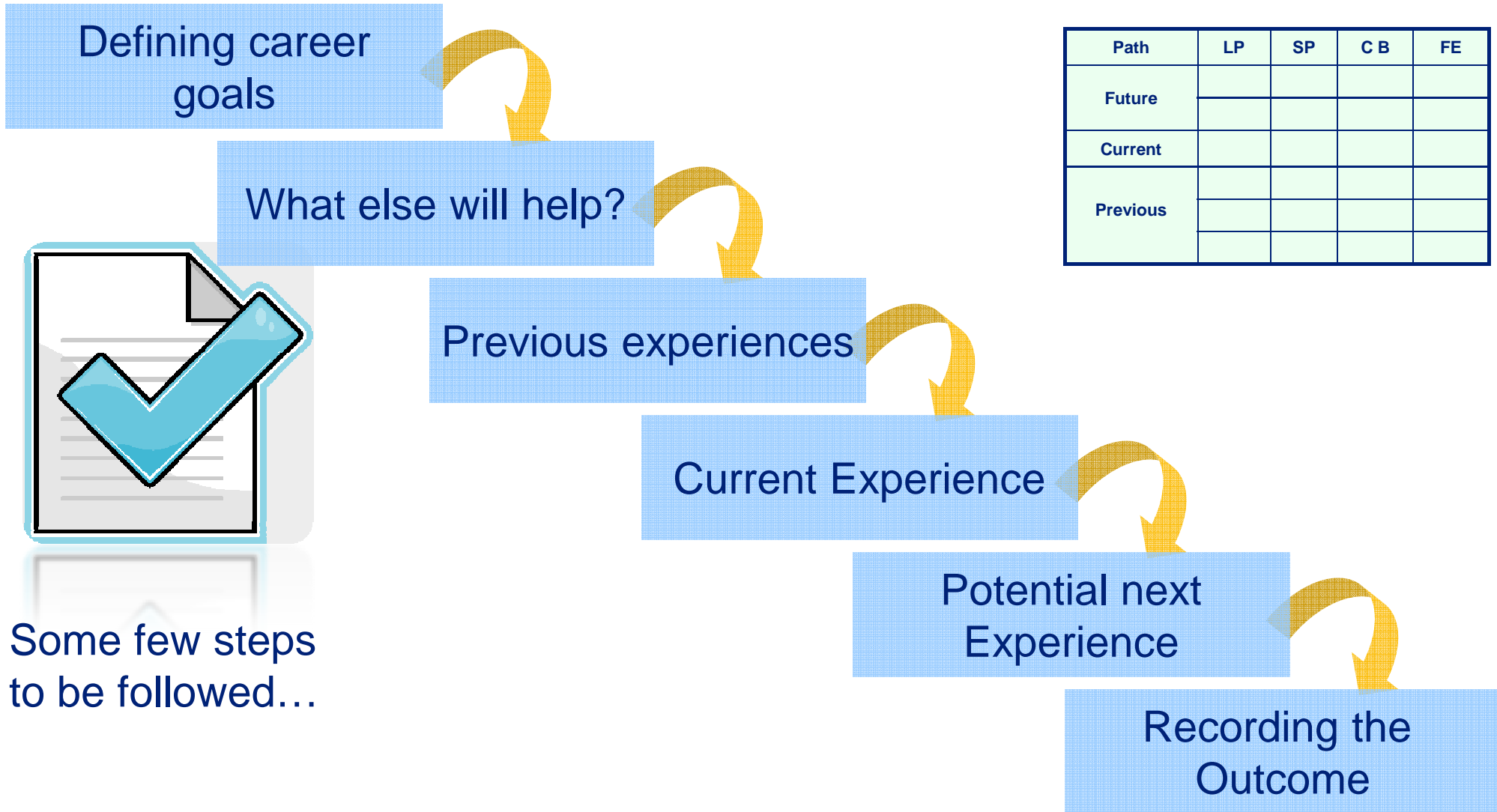
- No life-long careers with one and the same employer
- Technology shifts
- Increasing complexity
- Work-life balance challenges
- 70% of jobs to be performed in 2020 do not exist
- Changing structure of organizations

What is Career Management today?

Career Management = **continuously** looking for opportunities to develop **new set of competencies and skills** through a different assignment, specific projects, different responsibilities or different environment



What needs to be consider when planning career in BAT?



Some few steps to be followed...

The Top Four Challenging Experiences



Leading People (LP)

The challenges that arise from leading people; increasing in complexity and size of teams and responsibility



Stretch Projects (SP)

The challenges that arise from leading or actively participating in projects that take you outside of your comfort zone and result in significant change to BAT



Business & Commercial (BC)

The challenges that arise from direct and indirect commercial roles that directly impact on generating income and increasing volume




Functional Expertise (FE)

The challenges that arise from gaining breadth and depth of knowledge

The Discussion Tool



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 CAREER DEVELOPMENT PLANNING	Leading People	Stretch Projects	Business & Commercial	Functional Expertise
Potential Next Experiences				
Current Experience				
Previous Experience				

How to plan development in BAT?

STEP 1: Define employees personal and professional objectives (CDP tool, CareeR)

STEP 2: Define Strengths and Areas for Improvement in Leadership and Functional Competences (CDP tool, DeveloP)

STEP 3: Choose and Focus on 3-4 key development objectives per year

STEP 4: Pick development tools for each of the development objectives

STEP 5: Review employees plan and progress regularly

How to make the development needs assessment?

- Performance management outcomes
- Coaching with line manager
- Leadership Competency Feedback (360 Survey)
- Functional Competency Feedback

Which tools/informational sources can we use for assessment?

- Informal feedbacks (based on Leadership Capabilities!)
- 360° Profiling Online system – anonymous feedback collection
- Functional capabilities frameworks
- On-line tools



STOP



TURN