



PHILIP MORRIS
SLOVAKIA

The Best Employer 2012



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What you do believe makes the difference?

We consider and treat our employees as the most valuable asset of the company and in return employees' achievement orientation, high engagement with and ownership of the company issues lead us to better performance.

The vision of our Employee Value Proposition stipulates: "Philip Morris Slovakia is recognized as being one of the best employers in Slovakia. We achieve excellent business results through never compromising on our high standards, respecting each member of our ambitious teams and rewarding individual contributions. We provide a gateway to the world of international business." This vision is a leading point for everything we do what impacts our current and potential employees.

What are your competitive advantages in being the best employer?

The employee is always in the center of our attention. Building the employee engagement through effective leadership, appropriate people development, open and transparent communication but also high level of compliance is critical for our success.

On 11 September 2012, Aon Hewitt, a global HR consulting and outsourcing company, announced winners of the eighth year of its annual study Best Employers. 42 companies participated in this study and the results reflect the opinions of almost 9,200 employees from all over Slovakia. This year's winner is Philip Morris Slovakia. The company upheld its leading position from 2011 not only in Slovakia, but also in Central & Eastern Europe.

Our three key competitive advantages are:

1. Alignment of company and employee values
2. Development and career opportunities,
3. Understanding of key remuneration principles and the link between pay and performance.

What does it mean in concrete actions?

We apply PMI Leadership model that contains the following attributes: efficiency, courage, clear and constructive communication, emotional intelligence and entrepreneurial spirit.

By applying "Leading by Examples" principle in day-to-day work we've built a strong corporate culture with highly engaged employees and aligned the Company's and employees' values. There are a lot of "small" things we're doing that make the difference, e.g. open door practice and approachability of management team members to all employees, open and honest communication, applying the same rules to everybody, while supporting courage, risk taking and entrepreneurial spirit in a high compliance environment

and balancing employee interests with those of the organization (development and career opportunities, work-life balance principles, etc.).

The TOP 5 Best Employers in Slovakia 2012 are:



1. Philip Morris Slovakia
2. Roche Slovensko
3. Microsoft Slovakia
4. Telefónica Slovakia
5. Novartis Slovakia

A particular employee and his/her manager are equally responsible for employee development. According to the general education model we use a key development principle called 70/20/10. It holds that 70% of development is done on-the-job, 20% by feedback and observing and 10% by formal trainings. So the key developmental activities are focused on the employee's on-the-job experience. We assign employees to various projects and support cross-functional

and international movements. In 2011 we have moved 13% of employees to different positions; we've sent 10% of our employees on international assignments. Our assignees now occupy high positions at the director level in other Philip Morris affiliates. Despite the relatively small size of our organization we provide our employees with great international career opportunities thanks to very good cross-country cooperation and global PMI network.

Our key remuneration principles are clearly explained on intranet. On regular basis we openly communicate with the Works Council about the developments on the salary market and share the salary structure. We believe this transparency is the key to employee's understanding and perception they are paid competitively and fairly.

Our remuneration is strongly connected with performance and our regular performance assessment has transparent rules and criteria (performance dimensions) that apply to everyone in the organization. All the performance assessments are discussed at a higher level to ensure consistency and equity. The communication towards employees is supported by clear evidence.

And finally: we emphasize the value of ethics, integrity and responsible behavior. Besides putting mechanisms in place which encourage questioning and reporting unethical conduct, we also directly involve employees in our community efforts. By participating in the project "Our city" in 2011 we dedicated one working day of 30 volunteers, led by the example of senior management, to needy non-profits or institutions such as local kindergartens and homeless shelters.

