

APPENDIX B: WYETH CASE STUDY

APPENDIX B1

Company Mission Vision & Values

Mission Vision and Values**Lynn Robinson** : 22/04/2004

The Company's success is the goal of each of us and is the outcome of operating according to our values.

COMPANY MISSION

We bring to the world pharmaceutical and health care products that improve lives and deliver outstanding value to our customers and shareholders.

COMPANY VISION

Our vision is to lead the way to a healthier world. By carrying out this vision at every level of our organization, we will be recognized by our employees, customers and shareholders as the best pharmaceutical company in the world, resulting in value for all.

We will achieve this by:

- Leading the world in innovation by linking pharmaceutical, biotech and vaccine technologies
- Making quality, integrity and excellence hallmarks of the way we do business
- Attracting, developing and motivating the best people
- Continually growing and improving our business

VALUES

To achieve our mission and realize our vision, we must live by our values :

- Quality
- Integrity
- Respect for People
- Leadership
- Collaboration



[Click here for MVV letter from Bob Essner](#)



Your comments are valued, ***please provide us feedback*** on our Mission, Vision and Values, and these emails will be passed onto management.

robinsl@wyeth.com

Mission & Vision - Awards

Awards linked to Mission and Vision

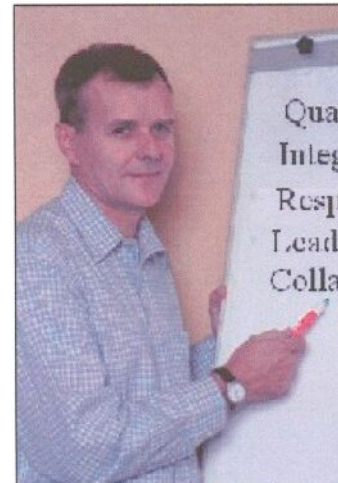
Lynn Robinson : 12/05/2004

Awards

In order to realise our vision it is important that we live by our values – we believe that this will bring about both individual and company success.

We know that throughout the company everyone is working hard to help us achieve our goals and realise our vision, however we also want to encourage our employees to use our values as a tool to find even better ways of doing things and consequently take the opportunity to continuously improve our products, processes, services and business results.

In 2003 Wyeth South Africa launched the "Wyeth" award :



- **Wyeth Award**

This award recognises those employees who are genuinely making a difference and contributing to our success by the way in which they are demonstrating and 'Living the Values' in their work

**Looking for Evidence of 'Values in Action'**

Our awards celebrate excellence, as they have always done. But what do we actually mean by 'excellence'?

Our values provide the ideal yardstick for measuring just that. Look again at what each one means in practice, and you'll see that some provide the basic template for how we would expect you to work anyway - with integrity, for example.

Putting the values into action in a meaningful way requires a deeper understanding and proactive application of each value. It entails specific unique contributions from each employee. To exemplify the values we would encourage you to take positive action and consider how and where you can apply high levels of one or more of the values to continuously improve our performance and achieve better results.

When considering who to nominate for these awards take time to look back and think carefully about our values and where the application of these values has made a difference. Perhaps there is someone whose work really impressed our customers, someone who improved our efficiency and profitability, or reduced waste. Someone who 'went the extra mile' over a long period or performed exceptionally well in other ways, especially across divisional boundaries. Use the following as guidance when considering evidence of the values in your fellow employees and also challenge yourself to think about how and where this made an added value contribution to our success.

QUALITY

Quality - we are committed to excellence, in the results we achieve and how we achieve them

In practice this means:

- **Do our jobs right every time**
e.g. someone who is continually accurate and efficient and who produces work that always meets their customer's requirement
- **Focus on what's important**
e.g. someone who does not get side-tracked and who does the important jobs rather than the 'easy' jobs, even though the results may be more difficult to achieve
- **Strive for continuous improvement**
e.g. someone who comes up with new ideas for delivering better service to their customers or someone who challenges the status-quo and looks to improve or enhance existing products or processes to deliver results faster or better
- **Think strategically and execute flawlessly**
e.g. someone who considers the bigger picture and the impact and consequences of his/her actions, someone who produces work which anticipates everyone's requirements, not just some of the immediate requirements. Someone who takes time to find out how their work fits into the bigger picture .

INTEGRITY

Integrity - we do what is right for our customers, our communities, our shareholders and ourselves

- **Take responsibility for our actions**
e.g. someone who stands by their decisions and will justify their actions without blaming others
- **Follow through on commitments**
e.g. someone who consistently delivers their promises in terms of meeting deadlines, producing work of the required quality and making things happen
- **Communicate in an open, honest and authentic manner**
e.g. someone who takes time to explain decisions or actions and obtains understanding from those who are impacted by those decisions, or someone who keeps their customers or colleagues informed at key stages of work in progress to ensure that there are no surprises
- **Respect confidentiality**
e.g. someone who carries out their work with the utmost discretion and who does not divulge confidential information nor break confidences

RESPECT FOR PEOPLE

Respect for People – we promote a diverse culture and an environment of mutual respect for our employees, our customers and our communities

- **Treat others with dignity and respect**
e.g. someone who demonstrates respect for the skills and abilities of others and who takes account of others' input
- **Embrace and encourage new ideas**
e.g. someone who encourages colleagues to contribute ideas and receives them in a positive and supportive manner, or someone who willingly follows the suggestions and input of others which will help them achieve their goals. Someone who listens to suggestions and incorporates the input from others to generate improvements to existing plans, processes or products
- **Cultivate individual talents**
e.g. someone who recognises the talent in others and provides opportunities for those talents to be developed and flourish through the allocation of work tasks or projects, or someone who encourages contributions from others and who gives them the opportunity to build on their ideas
- **Reward contributions**

e.g. someone who recognises the contribution of others and acknowledges it in a positive way and so encourages everyone's contributions

- **Celebrate achievements**

e.g. someone who recognises when milestones have been met, the effort that has been required to achieve the goals and who ensures that those who have contributed to their achievement are congratulated and have the opportunity to celebrate the success.

LEADERSHIP

Leadership - we value people at every level who lead by example, take pride in what they do and inspire others

- **Be role models**

e.g. someone who through their consistent high standards and adherence to the company's values sets a shining example for others to follow, or someone who willingly takes time to encourage, guide and inform colleagues in order to ensure that they can make their full contribution to the team

- **Approach our jobs with passion and conviction**

e.g. someone who is always positive and enthusiastic about their work and who hasn't allowed setbacks to dent their enthusiasm and commitment to work goals, or someone who is committed to their work and who is prepared to put in all it takes to achieve goals or deadlines

- **Bring out the best in people**

e.g. someone who generates and maintains the enthusiasm and motivation in others to achieve the required results, or someone who encourages others to shine and provides the support they need to deliver results. Someone who gets the most out of the whole team

- **Anticipate change**

e.g. someone who is in touch with their customers and who can predict their future requirements and identify ways in which those requirements can be met, or someone who can see the opportunities that exist for new ways of working, new products or new processes and who can turn these opportunities into reality

- **Demonstrate personal initiative**

e.g. someone who comes up with solutions to problems rather than just identifying the problems, or someone who solves issues by using their judgement to determine what's appropriate and who therefore keeps their customer satisfied. Someone who acts on their initiative to prevent a problem from arising

- **Promote innovative thinking**

e.g. someone who encourages new ideas and new ways of doing things and makes them happen, or someone who tries new ways of doing things in order to achieve desired results and learns from the experience.

COLLABORATION

Collaboration - we value teamwork, working together to achieve common goals is the foundation of our success

- **Demand teamwork**

e.g. someone who forms the right team to meet the business goals and gets the most from the team, or someone who identifies and implements new ways of getting a team to work more efficiently or effectively to meet business goals. Someone who sets out to work with others to get better results than they could achieve alone

- **Be flexible and responsive**

e.g. someone who adapts their ways of working to respond to a new situation or set of circumstances, or someone who demonstrates flexibility in order to help the team to meet its goals. Someone who willingly takes on different responsibilities and roles according to the needs of the team

- **Think and work across boundaries**

e.g. someone who identifies new ways of working which involve working more closely with colleagues in other teams and who puts the ideas into practice, or someone who meets their internal customers' needs through closer collaboration with other teams or departments

- **Share information freely**

e.g. someone who identifies and shares sources of information which could help colleagues in other departments to achieve their goals

- **Seek input and listen**

e.g. someone who considers input from others and is prepared to accept others' ideas and contributions and incorporate them into plans for action, or someone who encourages contributions from customers and colleagues as a way of generating ideas to improve performance

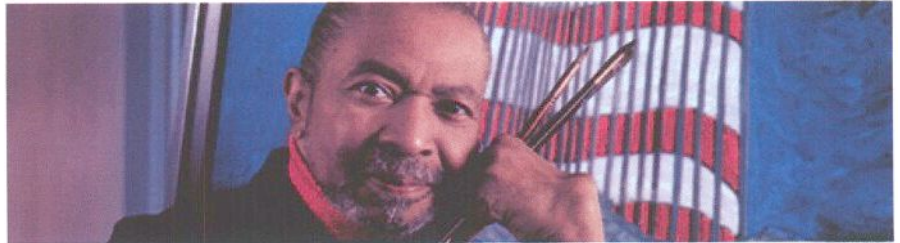
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Respect For People

We promote a diverse culture and an environment of mutual respect for our employees, our customers and our communities:

- Treat others with dignity and respect
- Embrace and encourage new ideas
- Reward contributions
- Celebrate achievements

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Mission, Vision, and Values For feedback contact: Kristin Zebrowski (ZEBROWK@wyeth.com) Site Last Updated: 2005.02.18

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Quality

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- Do our jobs right every time
- Focus on what's important
- Strive for continuous improvement
- Think strategically and execute flawlessly

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Integrity

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- Take responsibility for our actions
- Follow through on commitments
- Communicate in an open, honest and authentic manner
- Respect confidentiality

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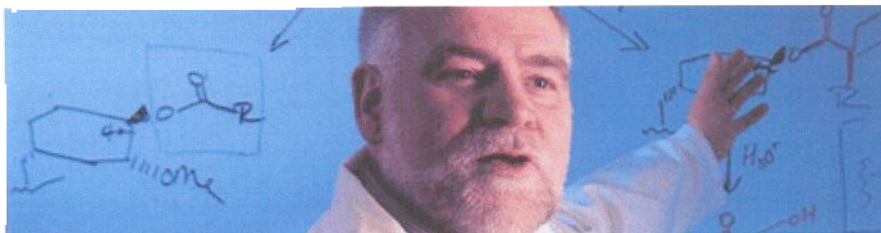
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Leadership

We value people at every level who lead by example, take pride what they do and inspire others:

- Be role models
- Approach our jobs with passion and conviction
- Bring out the best in people
- Anticipate change
- Demonstrate personal initiative
- Promote innovative thinking

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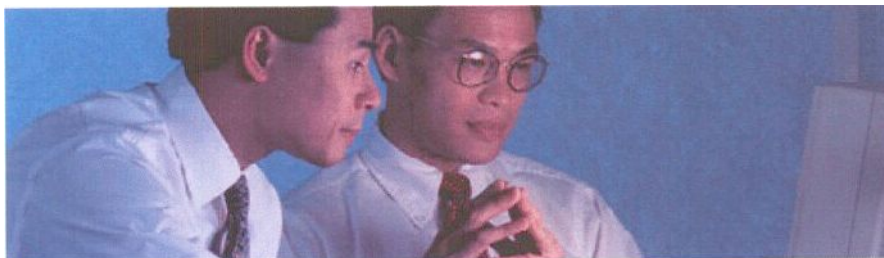
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Collaboration

We value teamwork - working together to achieve common goal: the foundation of our success:

- Demand teamwork
- Be flexible and responsive
- Think and work across boundaries
- Share information freely
- Seek input and listen

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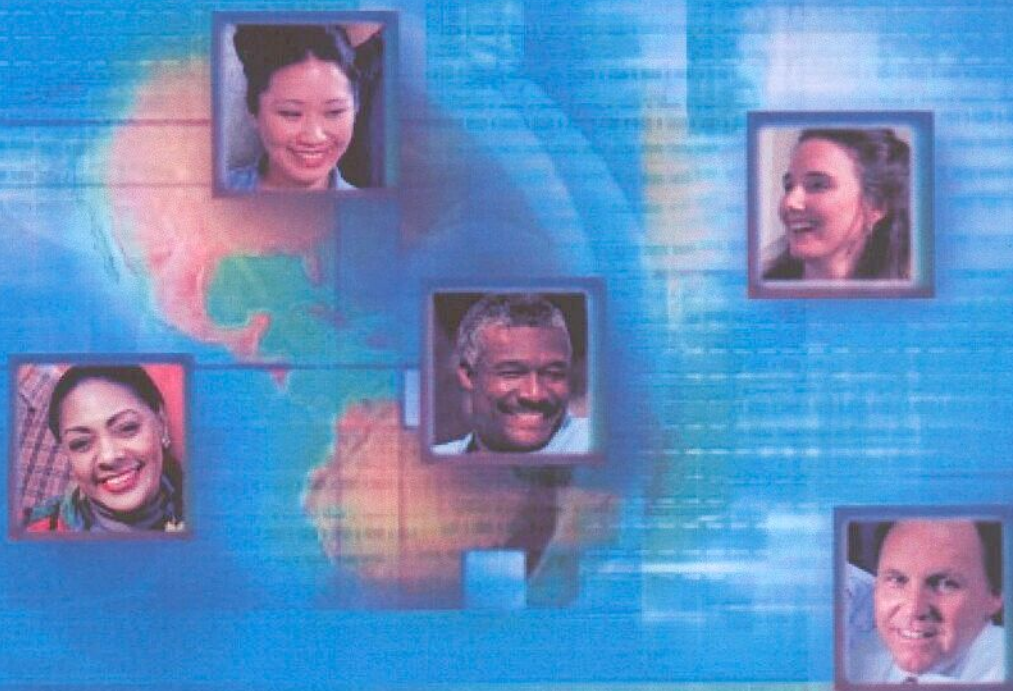
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APPENDIX B2

Wyeth®

DIVERSITY PLANNING GUIDE



"We Will Take The Best Of Our Past,
Strategically Plan For Our Future
and TRANSFORM our Company into a
More Inclusive Environment for All Employees."

-Wyeth Diversity Council

Diversity Overview



Dear Colleagues:

Diversity is one of our greatest strengths. The breadth of perspective that comes from an inclusive environment enhances our problem solving ability as we work to find solutions for diseases and conditions affecting people around the world.

We have a goal to be the best pharmaceutical company in the world. Each of our constituents - customers, patients, employees, and the communities we serve - have differing views and they trust that we have taken these views into account as we plan our business. Therefore, the only way to be the best is to clearly understand the needs and perspectives of each constituent. Strategically, this can be accomplished by capitalizing on the value of a diverse workforce. Through leadership skills, our transformation effort, and diversity, we can be more effective in meeting the health care needs of the world and thus further enhance our competitive position.

To move forward, we must take stock of our past policies and practices and transform them to reflect the ever-changing world - a world in which diversity efforts are critical components of reaching our business objectives.

Therefore, it is important for us and for other members of our leadership team to:

- Establish diversity as a key component of our transformation initiative,
- Require every business unit to develop an actionable and measurable diversity plan which is grounded in the business objectives,
- Encourage all employees to support Wyeth's diversity efforts and their business unit's diversity plan, and
- Measure each business unit's success at achieving specific goals for hiring, developing, promoting and retaining employees in underrepresented or underutilized job groups.

The Wyeth Pharmaceuticals Diversity Council, with the support of the Wyeth HR Leadership Team and others, has developed the Wyeth Pharmaceuticals Diversity Planning Guide. It provides guidelines to follow for making diversity a way of life. The Guide has been designed for long-term use, so make it your "search engine" as we embark on this important journey together.

Pat Gage
President
Wyeth Research

A handwritten signature in black ink, appearing to read "Pat Gage".

Bernard Poussot
President
Wyeth Pharmaceuticals

A handwritten signature in black ink, appearing to read "Bernard Poussot".

Wyeth Pharmaceuticals Diversity Planning Guide



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Wyeth Diversity Planning Guide Overview



This Diversity Planning Guide has been designed to be a tool to help each business unit build its diversity action plan for 2002 and beyond. The audience for this Guide are managers, Human Resource Business Partners, Core Support Services and teams of individuals who are responsible for developing a diversity action plan for their business unit.

Each business unit has the option of documenting its diversity action plan within the Human Resource Business Plan (HRBP) or documenting it separately. The diversity initiatives reflected in this planning guide are examples of what you can include in your plan.

Descriptions of Diversity Planning Guide Sections

Global Diversity Strategy

This strategy was developed by Wyeth leaders in 2000 to reflect our inclusive view of diversity and its importance to us as a world-class pharmaceutical company. This strategy is an excellent base for long-term diversity initiatives. It provides a global perspective, links the business case and states long-term diversity objectives.

Process for Developing a Diversity Action Plan

This section provides a step-by-step process for developing your diversity action plan. It is important that you engage your HR Business Partner in the development process. Your HR Business Partner can bring in specific Core Support Services Departments such as Diversity, Staffing, Compensation, and Organizational Development to help you develop specific initiatives.

2002 Diversity Objectives

This document provides the overall 2002 Diversity Objectives that departments can use to build their diversity strategies, initiatives and goals. They also create a link between Diversity and Transformation. For 2002, the emphasis will be on the company value: *Respect for People*. This section also spells out the core elements that must be considered for inclusion in your diversity action plan (i.e., hiring, developing, and retaining employees). These core elements have been recommended by the Wyeth Pharmaceuticals Diversity Council.

Sample Diversity Initiatives

These are sample initiatives that our company is prepared to support. They go beyond the core elements of hiring, developing and retaining. These initiatives represent tactics that the Diversity Council and Human Resources (HR) believe will create a more inclusive environment at Wyeth Pharmaceuticals. Review and select those initiatives relevant to your business objectives. Initiatives are categorized for Line Management and Core Support Services. All are optional.

2003 and Beyond Diversity Aspirations

This section will discuss the direction we are heading and is a resource for the development of future annual diversity action plans.

Appendix

A collection of additional resources you can use to help you develop your diversity action plan. Topics include suggested Diversity Action Plan format, Example of a Diversity Action Plan, Human Resources Operating Plan Diversity Format, Wyeth Pharmaceuticals 2002 - 2003 Diversity Communications Plan, and Supportive Resources.

Global Diversity Strategy



Definition

At Wyeth, diversity is defined as differences in age, culture, function, gender, language, national origin, race, regional origin, religion, sexual orientation and other factors. Our business culture will respect all employees, regardless of their diversity, and will foster the ability to express individuality and contribute their knowledge and strengths toward achieving our common goal of being a top tier global pharmaceutical company.

Vision

To be a world-class pharmaceutical organization that builds its strength through the successful integration of the diverse cultures, backgrounds and experiences of our employees around the world.

Business Case

Improved diversity management will increase our competitive status by:

- Achieving excellence through improved recruitment, development, and retention of high potential individuals from an increasingly diverse candidate pool;
- Improving relationships and expanding business with global and diverse customer and client communities;
- Enhancing creativity and problem-solving ability as we work toward finding solutions for diseases and conditions affecting people around the world; and
- Elevating our internal and external company image.

Long Term Objectives

- Our workforce will consist on all levels of the most capable people available, reflecting the diversity of the countries and regions in which we operate.
- We will provide an environment where all employees have positive awareness/appreciation for differences and where all employees have the opportunity to be successful.
- We will enhance shareholder value by leveraging diversity and enhancing creativity and problem solving. In the process, we will increase market share, enhance customer relationships, maximize team effectiveness and improve employee morale.

Diversity Aspirations — Sample



The Wyeth Global Diversity Strategy outlined in the first section of this Planning Guide lists the long term diversity objectives (i.e., diverse representation, inclusive environment for all employees and leveraging diversity for shareholder value). To act as a guide for your future diversity planning efforts, general direction or aspirations are outlined below in key functional areas. No decisions have been finalized, assigned, or budgeted for 2003 and beyond, as of the printing of this guide; therefore, you will need to obtain approval from your management, other collaborating departments, and your HR Business Partners before you incorporate any of the initiatives listed below into your plans.

Key aspiration areas are as follows:

Recruiting

We recognize we must expand the universe that we are recruiting from. This means the identification of new sources for candidates, increased involvement of our managers in the recruiting process and strengthening our sourcing pipelines.

Some recruiting initiatives that may enhance our recruiting efforts are:

- Completion of an annual Diversity Recruiting Plan.
- Line Managers actively engage in making college campus visits, representing the company at job fairs supporting diversity recruitment .
- Diversity department identifying centers of influence (COIs).
- Candidate slates must include minority and female candidates in job groups that are underutilized.
- Cultivate relationships with minority colleges to encourage a steady source of applicants.

Retention

A critical business issue is the retention of key employees who contribute to company goals. External research has shown that talented employees are attracted to and stay at companies that provide opportunities for development and career advancement. In addition, various internal surveys have underscored the need to create a more inclusive environment for all employees to solve retention issues, especially relating to women and minority employees.

Some additional retention strategies that may help to retain our talent base are:

- Expand our succession planning program to include a specific development and promotional planning process to accelerate the advancement of women and minorities at all exempt grade levels where underutilized.
- Utilize an all-employee survey to assess internal diversity perspectives and identification of needs.
- Sponsor a national diversity women's or minority forum, engaging diversity experts with the objective of learning, sharing best practices and creating external recognition, employee visibility and pride in Wyeth diversity efforts.
- Establish employee networks with key senior leaders as advisors.

Continued from previous page

Diversity Training

Diversity education and implementing changes are key elements of our diversity journey. We must provide continuous awareness education to minimize culture clash and to improve work relationships. In doing this we must enlist support for change from employees at all organizational levels.

Some of the initiatives that would support those efforts are:

- All managers complete diversity awareness training.
- Gender and Intercultural Communication Training available to all managers.
- Diversity Skill Training available to all managers.
- Integrate diversity metrics into the performance management process.
- Managing Post Generation X workshop.
- Multi-cultural Interviewing module.
- Multi-cultural Marketing/Sales workshop.
- Disability Management workshop.
- Company sponsored English as Second Language classes for employees.

Communication

Key diversity direction, messages, and updates need to be communicated to both management and employees. Those messages must be timely and strategically placed from an inclusive perspective for effective communication to all employees.

Some of the initiatives that would support those efforts are:

- Publication of a Wyeth Diversity brochure reflecting direction and successes.
- Company sponsored English as Second Language classes for employees.
- Annual communications from Presidents and SVP HR on the importance of diversity as it relates to our business.
- Diversity articles published internally in Wyeth media. See Human Resource Global Portal Website-Diversity page.
- Annual internal publication of a Wyeth Diversity Report Card.

Accountability

To set the stage for internalizing commitment to diversity goals it is important that leader diversity efforts are linked to performance goals. Therefore, an infrastructure must be established to make those links.

Some of the initiatives that would support those efforts are:

- Support and comply with the Company's commitments and requirements outlined in its Small Business Subcontracting Plan which is designed to increase the Company's subcontracting with small business concerns, small disadvantaged business concerns, small women-owned concerns, veteran-owned small business, service-disabled veteran-owned small business and HuBZone Small Business concerns.
- All Business Units have a documented annual diversity action plan with measurable and actionable initiatives.
- Executive Management bi-annual review of diversity progress of Wyeth within each business unit.
- Incentive compensation linked to achievement of leaders and business unit's diversity goals.

APPENDIX B3

HUMAN RESOURCES BUSINESS PLAN

14 Employees have been identified as key talent within the Pharma Management Group.

Successors have been identified for the following positions:

- CEO
- Medical Director
- HR Director
- Financial Director

The Sales & Marketing Director (Pharma) remains vacant.

10 Sales Representatives are being carefully assessed to fill any vacancies that could arise in sales and marketing. Wyeth S.A. is in the fortunate position of having an adequate people pipeline. The challenge is to retain these employees in a highly competitive market. 2 have subsequently been promoted into Management positions

- Leadership Development

All direct reports will have attended the Executive Leadership Program.

The affiliate has rolled out the Wyeth Competency Model to training, marketing and sales staff. Using the competency assessment, individuals in these job categories will be encouraged to set themselves developmental objectives on an ongoing basis. With this in place, line managers together with direct reports will be continually assessing talent.

The competencies listed in the model were used to form the basis of the position profiles for training, marketing and sales staff.

During career discussions all available data will be used to assist and guide individuals on possible careers within the organisation. It is of paramount importance to manage employee expectations while discussing the personal development plan.

- International Assignments

None during 2003.

2004 Medical Advisor.

Wyeth SA would prefer a swop system, e.g. Product Manager for Product Manager. The reason for this is the lean nature of the affiliate.

C. DIVERSITY

Last year I set out the purpose of the Employment Equity Act and what was required from the plan.

HUMAN RESOURCES BUSINESS PLAN

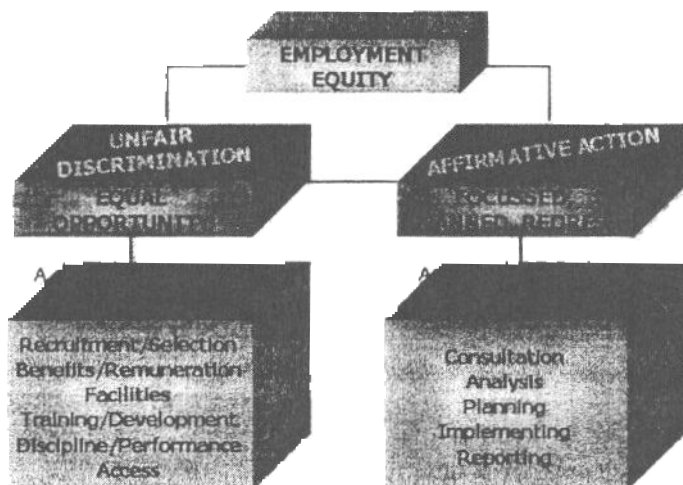
In order to align the Employment Equity program with that of the Global Diversity Strategy, a Working Group plus a Steering Committee was established. The progress is as follows:

• Background

- First report in 2000
- Organisational change resulting from global and local pressures
- Eyes have been off the equity ball
- Reassessment of initial Plan, based on identified Value drivers
- Working Group pulled together to assess situation and identify a way forward

Report annually.

• Wyeth Employment Equity Act



• Business Context

- Local and Global Pharmaceutical environment
- Continuing lack of Black people in environment
- Highly competitive environment
- Potential headhunting
- Focus on Sales and Customer Service, and employee development
- Business objectives include Value Drivers and People Strategy
- Diversity lacking in focus or context

• Principles

- Defensible (credible, meaningful)
- Sustainable (supportive of the business)
- Inclusive (involvement)
- Implementable (liveable, realistic)

HUMAN RESOURCES BUSINESS PLAN

- **Statement of Intent**

Wyeth SA is convinced that the goals of economic competitiveness and workplace equality are inextricably interlinked with our Vision, Mission and Values. The Company therefore subscribes to the principles of equal opportunities, fair employment practices, and the ongoing development of its human resource.

As a designated employer, the Company will, jointly with its stakeholders, eliminate all forms of unfair discrimination in policy and practice, and design and implement relevant programmes to select, assess, develop and retain people from designated groups.

Through a carefully planned and managed process we will in a reasonable period of time achieve an equitable employment environment without compromising the competitive expectations of our shareholders.

We will regularly and critically evaluate our progress.

- **Traditional Stumbling Blocks**

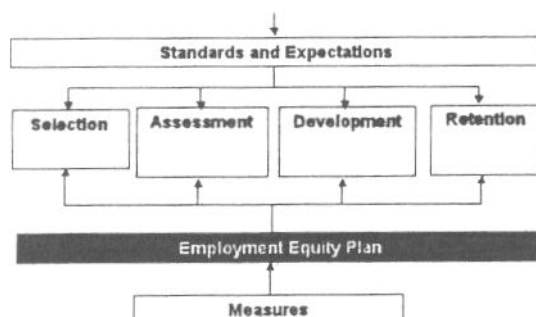
- Not driven from the top
- Number exercise
- Not values driven or competitive
- Not business integrated
- Not performance driven
- Culturally narrow (diversity issues)

- **Critical Success Factors**

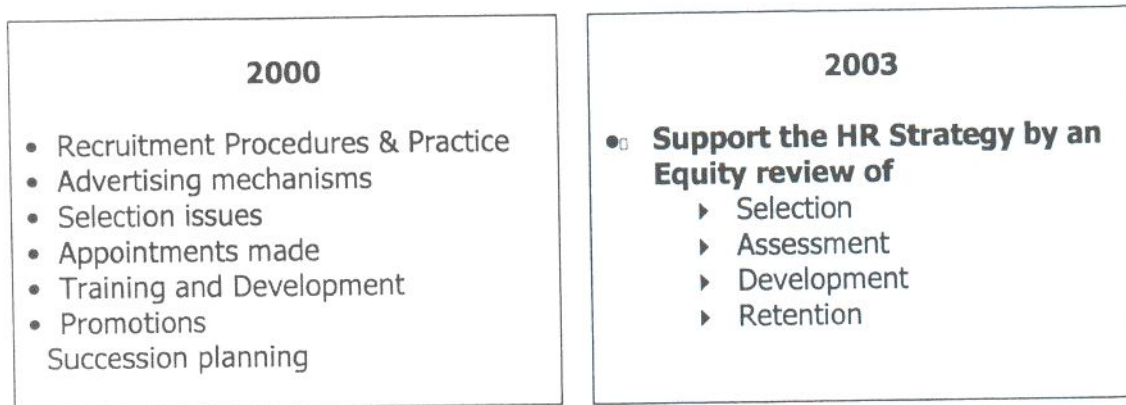
- Communication must come from the top
- Managers must be the custodians, and have accountability
- Use natural processes where possible
- Overall targeting process rather than specific allocation of positions
- Protection for existing intellectual capital

- **Positioning**

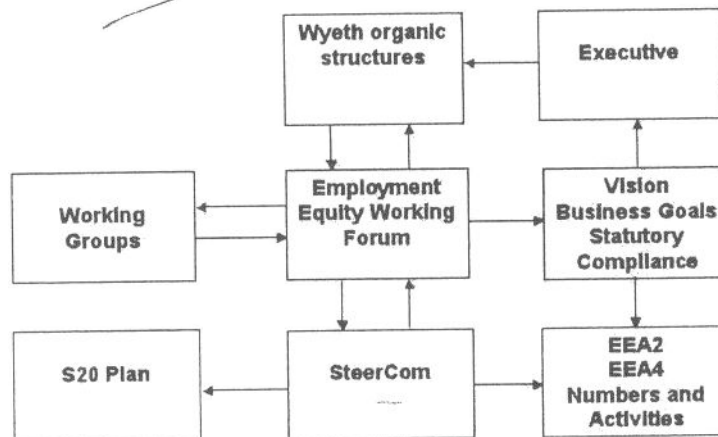
Positioning the Employment Equity Priority



HUMAN RESOURCES BUSINESS PLAN



• Functional Structure



• Program of Work

- Management Support and Mandate
- Submission of the Report
- Preparation of a Blueprint Plan
- Implementation of methodology
- Regular Review

• What we need from Management

- Support for the Working Group to complete the revision of the Plan, and implementation
- Embrace the philosophy, and seek creative ways to make difficult decisions work for the organisation.
- Identify specific actions at the departmental and individual level that will further the objectives.

HUMAN RESOURCES BUSINESS PLAN

Our strategy has five steps:

1. Establish a Diversity Team responsible for developing diversity action plan
2. Communicate this plan throughout our business unit.
3. Require department diversity initiatives from each Division Director that address the specific objectives in this plan
4. Hold the management staff accountable for results
5. Communicate progress on the diversity action plan semi-annually to all employees in our business unit.

- **Progress in Percentages**

2004

Diversity Groups	2000	2003	2005
Designated by Race	42 of 167 25%	34 of 126 23%	61 of 150 40%
Designated by Gender	117 of 167 70%	87 of 126 69%	103 of 150 69%
Designated by Race in Leadership	3 of 49 6%	3 of 31 9.6%	13 of 46 28%
Designated by Race in Sales	22 of 72 30%	8 of 48 16%	20 of 69 29%
Designated by Gender in Sales	58 of 72 80%	38 of 48 79%	45 of 69 65%
Designated by Race in Profes. Cat.	6 of 14 43%	9 of 17 53%	11 of 16 69%

- **Target Setting**

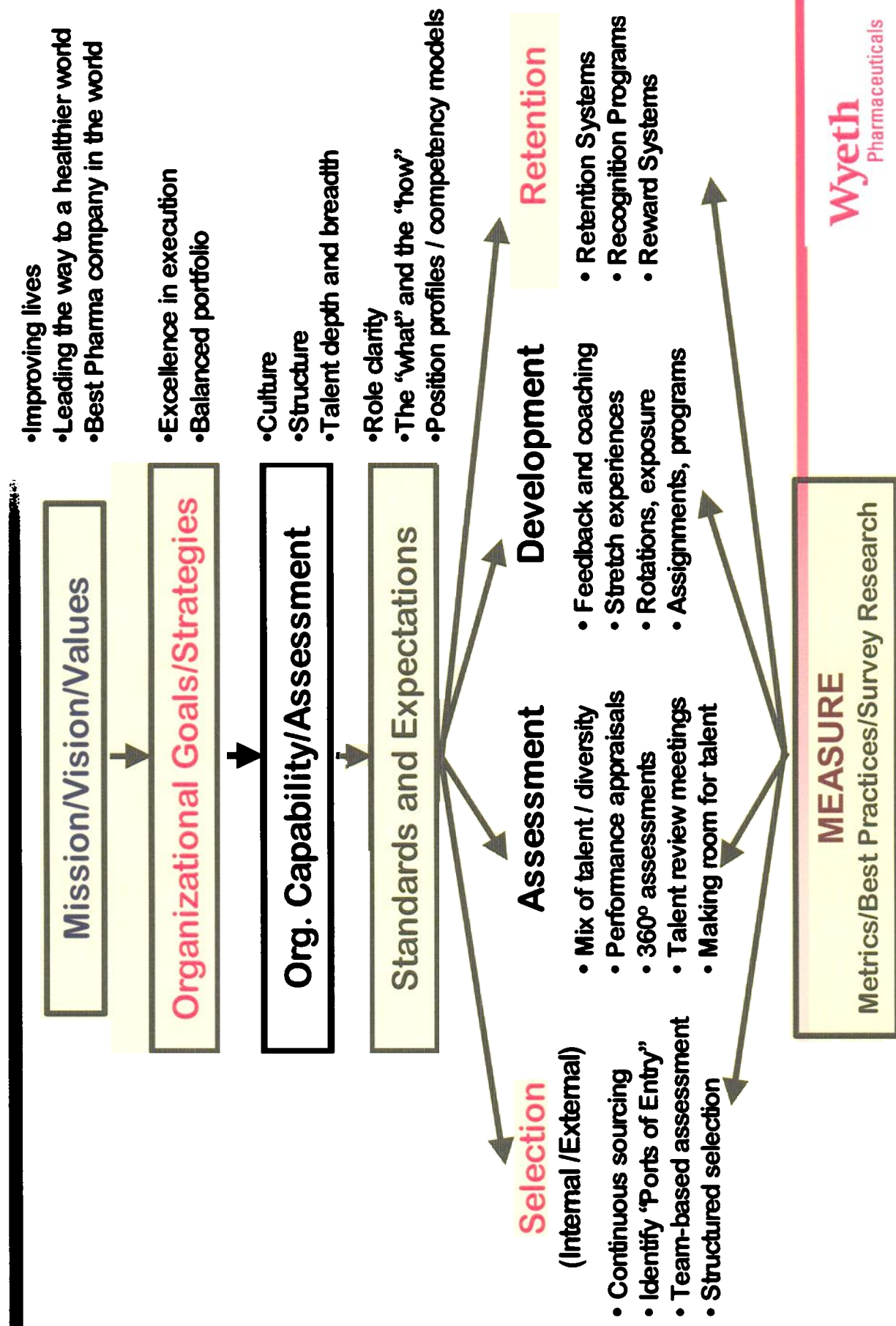
- According to Section F of EEA2
- Based on Occupational Categories
- As much a qualitative as a quantitative process
- According to pool of available skills
- According to pace of labour turnover
- According to anticipated growth/resource needs
- According to anticipated changes in the market place
- Possibly influenced by other social responsibility exercises
- In tune with movement in the industry

- **Questionnaires**

Two surveys are to be conducted in order to assess the climate effectively. These were not done previously due to R.I.F. and the divestiture of the Nutri business.

APPENDIX B4

Our Model for Building a Superior Workforce



APPENDIX B5

Mission, Vision & Values : Frequently Asked Questions

Q: Why the need for change ?

A: Wyeth needs to change to achieve its ambitious vision to be the best (most trusted and most admired) pharmaceutical company in the world and because the competitive and rapidly changing environment necessitates change in order to survive.

Q: How will we change ?

A: Wyeth has chosen to change the way we work by a transformation path. The two main areas of transformation are improving processes and changing behaviours.

Q: Why is this any different from other initiatives we have embarked on ?

A: In the past, we have never had a Mission, Vision and Values explicitly expressed by corporate leadership. As the project progresses, we will be asking employees to think about the specific responsibilities of their jobs and how they align with our Values. Eventually, employees will build those responsibilities into their personal appraisal objectives.

Q: We just completed our department or organization's mission statement. Does this one replace ours ?

A: Though the Mission won't replace your department's or your group's, we will be asking every department and division to align itself with our new Mission and Vision and to translate our Values into behaviors that make sense for their people. If your department's mission statement already is aligned with our new one, there is no need to change it.

Q: What will my role be in the transformation of the Company ?

A: Each of us has to look at how we work and determine if that is in line with our mission, Vision and Values. If it isn't, we'll need to make whatever changes are required. Further, we should give our Managers our ideas about possible changes in the business processes of our department or division. Transforming our organization will be an ongoing process, and this is just the beginning of it.

Q: How will I start incorporating the Mission, Vision and Values into my daily work ?

A: Every day, you should behave in ways that are consistent with our Values and take actions that support our Mission and Vision. These behaviors and actions will be incorporated into your personal appraisal objectives.

Q: Will my Manager hold me accountable for following the Mission, Vision and Values ?

A: Everyone in the organization should understand our new Mission and Vision and translate the Values into behavior. We will be changing many things about the business, from how we evaluate people's performance to how we recognize and reward their work. During your annual appraisal, your Manager will look at how you are performing in relation to your objectives, which should be aligned with our values.

APPENDIX B6

2005 HR Business Plan

Promotions:

2 x Group Product Managers to Business Unit Managers

1 x Sales Representative to Training Manager

1 x Training Manager to Product Manager

Sales Representative rotated into Marketing for 3 months

Medical Advisor on short-term assignment in UK.

4.) Diversity

Employment Equity is statutory in South Africa.

- A Diversity Team has been established and have developed a diversity action plan.
- The plan has been communicated throughout the affiliate.
- Departmental diversity initiatives have been obtained from each Divisional Director that address the specific objectives of the plan.
- Management is held accountable for the results.
- Progress is communicated quarterly to all employees.

2004 targets met and well on track for 2005.

DIVERSITY GROUPS	Mar-04	April-04	May-04	June-04	July-04	Aug-04	Sep-04	2005 PLAN
DESIGNATED BY RACE	30 of 104 28.8%	29 of 101 28.7%	30 of 100 30%	28 of 98 28.6%	32 of 102 31.4%	33 of 103 32%	31 of 99 31.3%	37 of 102 36%
DESIGNATED BY GENDER (WOMEN)	75 of 104 72%	73 of 101 72%	73 of 100 73%	71 of 98 72%	73 of 103 71%	73 of 103 71%	72 of 99 72.7%	63 of 102 61.8%
DESIGNATED BY RACE IN LEADERSHIP	7 of 31 22.5%	7 of 31 22.5%	7 of 31 22.5%	7 of 31 22.5%	7 of 31 22.5%	7 of 31 22.5%	7 of 31 22.5%	10 of 31 32.5%

Wyeth South Africa has enrolled two Learners on a Learnership Programme (Sales Representatives) in line with Skills Development.