The IBMer

A great company is forever evolving and growing. At IBM, we make it a top priority to hire, support and retain the people who make us a great company. In this section, you will find examples of the ways we support both the personal and professional development of our employees.
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Supporting IBMers

At IBM we believe that in order to build a great brand, we must first be a great company. And the key to being a great company is hiring, supporting and retaining great employees.

Across the world there are more than 430,000 IBMers. These employees represent our brand, they embody our values and they drive our success. They are IBM. And that is why the work of developing their full potential is never complete. Within the human resources function at IBM, we are constantly crafting new strategies to meet our employees’ needs. During the last two years, we have been challenging ourselves to rethink how we select, recruit, train and develop IBMers in a range of critical job roles, especially client-facing and manager roles. This focus continues to intensify.

In 2012 and going forward, our focus has been on fostering the link between IBMer engagement and client experience. This focus has included a broad range of tactical activities across geographies and business groups, from engagement councils in China to new manager training in India to “IBM University” in the United Kingdom and virtual job fairs in the United States and elsewhere. We also invested heavily in developing new, more social approaches to finding and cultivating expertise, to understanding employee sentiment and to fostering collaboration with one another. Several of these investment activities will be launched in 2013, including a new approach to locating the right IBM expert on any topic, at any time.

Social technologies continue to change how we work together with other IBMers, and how we work with our clients. Today, new hires are given the option to begin relationship-building as soon as they accept a job offer, thanks to a new social platform called Soon 2 B Blue that connects soon-to-be-IBMers with IBMers already in place. Our learning programs are infused with rich social interaction and collaboration opportunities that continue long after a formal training program is complete. IBMers have the option to thank one another—publicly or privately—in the digital BlueThx environment, built by volunteers at IBM for IBMers. And increasingly HR teams are using their own internal blogs and Lotus Connection online platforms to introduce new programs, solicit feedback to existing programs and fine-tune the IBMer experience.

Also in 2012, we continued to focus on using analytics to drive action by training HR professionals worldwide on the use of data and analytics. We have launched a self-service Cognos data portal customized for use by the worldwide HR team. And our workforce analytics team takes on an increasing number of projects to determine what distinguishes performance, what makes managers effective and how to best retain key performers.
Employee Well-Being

Employee well-being is integrated into every aspect of IBM's global business. It underpins our total health management system and demonstrates a commitment to employee health and safety that values the whole person—at work, at home or as a member of a larger community.

In communicating his 2012 vision statement to more than 400,000 IBMers around the world, Dr. Kyu Rhee, MD, vice president of IBM Integrated Health Services (IHS), explained it this way: “We optimize performance through healthy choices, people, workplaces, families and communities.” This vision is further expressed in our well-being mission statements:

• Address local and global health priorities
• Improve the overall health and vitality of our employees
• Provide safe and healthy work environments
• Design health benefits and health promotion programs to improve access, increase quality, reduce costs and drive innovation
• Support business continuity and growth

Under the leadership of Dr. Rhee, IBM’s IHS team delivers on this vision through a set of global health priorities that encompasses health promotion, safety and medical programs and health benefits design and strategy.

Engagement in the social business space

In 2012, IBM broke new ground with the launch of its social business community called Commit to Health. Members of IBM’s well-being team created blogs and forums for interaction with employees about various health, safety and wellness topics, allowing the team to identify and track related concerns across our vast workforce through their comments. In response to a blog post on the flu, for example, employees expressed their support for this communication channel:

“Thank you Doc. These are good points and I will share them with my family members. Thanks for my virtual doctor’s office visit.”

“Thanks Dr. Rhee, your information is well organized and very useful. I’ll be passing this on to colleagues, family and friends.”
Supporting the whole person

Well-being efforts at IBM take a holistic approach to the experience of health, and that includes stress. Sometimes stress can lead to mental health concerns, so IBM provides support for employees and their families with an array of programs and resources. Coverage for mental health care is now available in many countries.

A special focus in 2012 was the new dimension of mental health first aid. The IBM well-being team in Australia/New Zealand arranged for human resource partners to complete a mental health first aid course to assist in the management of a mental health crisis presenting at work. Participation of 75 percent of the total number of the partners available indicated the importance of skill building in this area.

Safety

Providing safe workplaces in today’s frequently changing business landscape is a top priority for IBM. The workplace is now defined in many ways and often involves various external partners as we move business execution closer to the client. As a result, IBM’s safety programs have evolved in 2012 to include:

- Safe buildings—Last year a record number of building inspections were conducted, pre- and post-occupancy, in focus areas including IBM leased sites and customer sites. Specific focus was provided on standardizing practices in growth markets for delivering high-value safety programs that support employee well-being and help meet applicable safety regulations. Skill development, team integration and management responsibility were top goals. Mature-market safety professionals worked with their growth-market peers to help interpret regulations, convey best practices and resolve issues.

- Safety on the road—In many markets, transportation infrastructure and driving behavior creates risk for our employees as they come to and from work, wherever that workplace is. Special programs were designed last year to teach employees how simple changes can improve their safety while on the road, as a driver or pedestrian.

For example, IBM India delivered various programs to help reduce risk:

- Online awareness programs were extended to all employees through multiple resources.
- Onsite programs were organized in 42 buildings.
- Employee participation in onsite programs reached 22 percent.

At the conclusion of this effort, employees pledged to drive safely.
Recognition of excellence

External certification of IBM’s Well-Being Management System through the OHSAS 18001 certification process has helped improve the quality and consistency of our global implementation of well-being. It has also enabled IBM to fulfill marketplace demands and foster business opportunities because the company is more readily able to demonstrate its standardized approach to managing employee well-being to existing and potential clients. IBM remains the only organization with a health/safety management system that has been certified by OHSAS 18001 globally. In 2012 we also received the following recognition:

• All of IBM’s hardware research, development and manufacturing operations in the United States were recognized as OSHA Voluntary Protection Programs “Star” sites. This is OSHA’s highest honor that is given only to those that are proactive and exhibit exemplary safety and health programs and results.

• IBM India won second prize in the Large Scale Industries Sector, which included both manufacturing and corporate sectors. IBM India also received a “Certificate of Commendation” from the Confederation of Indian Industry for innovative practices in the field of environmental health and safety.

• IBM Mexico’s Guadalajara location was recognized by the Health and Safety Ministry for implementing programs and helping other companies in the safety and health arena.

• IBM Canada’s Bromont location was recognized by the Quebec Health and Safety Agency with a Grand Prix Innovation award for its ergonomic “microbreak” initiative to prevent musculoskeletal discomfort, injuries and illnesses.

• Other highlights from 2012 include four patents granted to members of IBM’s Integrated Health Services with four more pending.

Continued focus on primary care

IBM has understood the benefits of driving patient-centric primary care for some time. Two years ago, IBM took an extraordinary step by providing 100 percent coverage for primary healthcare for IBMers in the United States who are enrolled in IBM’s self-insured health plans. In 2012, the expansion of fully covered primary care was extended to many other countries including Mexico, the Philippines and Turkey. Additional preventive care services for women, such as contraceptives, some patient counseling, prenatal visits and screening for gestational diabetes, are now covered 100 percent.

Well-Being Management System

IBM’s Well-Being Management System (WBMS) is the foundational architecture that provides this coordinated and consistent delivery of health and safety objectives across all geographies and time zones.
First implemented in 1999, WBMS is framed around IBM’s corporate policy of responsibility for employee well-being and product safety. This cornerstone of IBM’s WBMS follows the “plan-do-check-act” principles that are common in International Organization for Standardization (ISO) consensus standards. System components include proactive planning, execution excellence, measurement and continuous improvement in areas of employee health and well-being.

Each year we engage in a strategic planning process to consider new WBMS global objectives that align with evolving business priorities. These objectives are translated into relevant initiatives with the flexibility to accommodate unique well-being and safety requirements at a local level. The desired outcomes are improved productivity, managed costs and elimination of unnecessary expenses.

Employees and their families
Each IBMer is a member of a family and often provides health benefits for family members, putting them in a position to share valuable learning about health and safety with the people in their lives. With this in mind, IBM has chosen to create programs that help our most important resource to care for themselves and their families. We also encourage people to make a commitment to their health goals.

“Like everything else we do to achieve success in our personal life, optimizing health can be enhanced through a deep commitment to goals. I ask that you make a healthier lifestyle one of your goals—and commit to a healthier way of living today. Regular practices like physical activity, healthy food selections and effective stress management—when coupled with guidance from your physician—all help to put you on the right path to success,” says Dr. Rhee.

To facilitate commitment, IBM has prioritized programs and offerings designed to help make the healthiest choice also be the easiest choice for employees and families.

IBM’s approach to helping IBMers improve their quality of health

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<th>IBM</th>
<th>IBM commits to empowering IBMers. IBMers commit to taking action.</th>
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<td>• Provides a portfolio of evidence-based health guidance, wellness programs, safe work environment and health benefits.</td>
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<td>• Make the healthiest choice—the easiest choice—by putting informed resources directly in the hands of IBMers.</td>
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<td>IBMers</td>
<td>• Make a personal commitment to live a healthy lifestyle.</td>
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<td>• Take action to leverage IBM tools and resources to improve personal health and the health of families, community and the workplace.</td>
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Delivering the IBM commitment

To support employee commitments, IBM in 2012 continued to build on the foundation of programs that drive healthy behaviors through smoke-free policies, nutritious food selections at the worksite and options for physical activity, weight management, infection prevention and disease screening. For example, in response to the alarming cardiac and diabetes rates across the general population in India, IBM now offers cardiovascular and diabetes screening camps:

- Parameters tested: blood pressure, blood sugar, total cholesterol and body mass index
- Programs across 80 sites (IBM India and Global Process Services); 38,800 employees participated
- 856 high-risk cases identified for risk intervention strategy over three months

Other examples of health programs based on local needs include IBM Korea’s onsite program to check for metabolic syndrome, the precursor to cardiovascular disease, and IBM Japan’s cervical, breast and colon cancer screening. In the United States, offerings directed at preventing cardiovascular disease and cancer stress the value of physical activity and healthy eating by offering rebates for targeted health promotions. The following chart outlines the evolution of this approach to stimulate participation in healthy living choices:

**Overall High Engagement in Rebate Programs**

<table>
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<th>Year</th>
<th>Smoking Cessation</th>
<th>Health Risk Assessment</th>
<th>Physical Activity</th>
<th>Nutrition</th>
<th>Musculoskeletal Health</th>
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- Employees earn up to $300 for completing two 12-week programs
- Enrollment historically around 80% annually
- Slight decrease to 77% in 2012
- Additional decrease to 74% in 2013
Diagnoses of illnesses attributable to obesity (e.g., hypertension, diabetes) are no longer confined to adults, and these illnesses can take a heavy toll on families through the impact on children. The Children’s Health Rebate was designed to reward good nutrition and physical activity for the entire family, which is key to helping children develop healthy habits for a lifetime and support maintenance of healthy weight.

The vitality link

IBM understands that implementing a broader vision of wellness—one that integrates key approaches for building vitality and the capacity to flourish—best meets the emerging needs of employees and the company. With the fast pace, constant change, evolving roles and demand for creative solutions in today’s business environment, employees must be healthy, optimistic, energetic and resilient to achieve personal and business success. This requires a high state of well-being beyond the absence of illness, disease and injury. Two offerings were developed around this theme:

• Personal Vitality Rebate Program — This US-based rebate program was designed to introduce employees to new vitality-building practices or techniques via a web-based tool and encourages experimenting with the practices in their daily lives over four weeks. These techniques range from improving sleep habits to building positivity and mindfulness to incorporating new routines into work practices. Over 70,000 employees have participated in the Personal Vitality program since it began in 2011.

• Healthy IBMer Program: A Game Approach — To promote awareness, ownership and actions regarding health and well-being among IBMers, a series of games were created by IBM India. This approach brought the additional benefit of improving the overall environment and promoting teamwork. Participating IBMers were divided into groups with managers as captains of each group. This “healthy” competition covered three challenges with disease screening, fitness and health risk assessment components.

Healthcare system delivery reform

IBM maintains a leadership role in championing well-being for the benefit of the company and its employees, their families and the communities in which they live. In the area of benefits design and redesign, bids routinely include coverage for preventive screening, as well as maternity and behavioral health care. The practice of excluding coverage for pre-existing disease is being eliminated by IBM. The IBM benefit design approach establishes a benchmark for employer excellence and historically has forced our competition to adopt IBM best practices in order to vie for talent. What was once novel now becomes the norm and these improvements create positive change at the community level.

70,000
The number of employees that have participated in IBM’s Personal Vitality program since it began in 2011.
Contributing through corporate service

In 2012, IBM’s well-being organization participated once again in the company’s Corporate Service Corps to deliver community service. Enrique Zepeda, IHS Mexico manager, was assigned to Malaysia along with 11 other IBM employees to help the Sarawak State Library simplify the implementation of the library’s Health and Safety Management System. The outcome was a management commitment to implement the group’s recommendations and provide training material for managers and employees.

Leading the way in professional communities

Participation in professional communities contributes to the body of research, best practices and standards development that helps communities at large. IBM sponsors and collaborates with several US university-based consortia research programs to help ensure the safe use of current, new and emerging materials critical to the semiconductor industry. Included are:

• The Semiconductor Research Corporation Engineering Research Center for Environmentally Benign Semiconductor Manufacturing, a multi-university research center leading the way to environmentally friendly semiconductor manufacturing

• Sematech-ISMI EHS Advanced Technology Assessment projects developing EHS data for current and future manufacturing technologies

• Albany College of Nanoscale Science & Engineering EHS research on workplace safety and toxicity of nanomaterials

IBM led the Semiconductor Industry Association gap analysis of environmental health and safety efforts sponsored by semiconductor industry members to achieve a well-defined set of goals and results that support the International Technology Roadmap for Semiconductors.

IBM is actively involved in the US National Science Foundation-sponsored Center for Environmental Implications of Nanotechnology (CEINT), a consortium of universities and researchers. The results of this research will be foundational as the industry moves into a post-CMOS world.

Thirteen IBM well-being staff supported their professional communities in their respective disciplines including medicine, nursing, industrial hygiene and safety. Whether through a term on a professional board, acceptance of a publication or delivery of a speech, IBM maintained a leadership position in these professions dedicated to helping people stay healthy and safe.
Employee Inclusion

Since its beginning more than a hundred years ago, IBM has understood that diversity is the bridge between the workplace and the marketplace. We know that success with our clients begins with success in the workplace. And as we innovate and grow, we continue to focus on our core corporate values to guide us.

Over the years, IBM has responded to the kinds of challenges some parts of the world are still grappling with today, where women continue to struggle for a safe and harassment-free work environment; where lesbian, gay, bisexual and transgender people lack legal recognition and feel unsafe; and where people with disabilities are denied equal access to employment opportunities due to lacking accessibility standards or discrimination.

As we approach decisions and negotiations regarding expanding IBM operations around the world, our client teams and business leaders are clear about how we conduct ourselves in the world of business and the global community. Rather than be deterred by different cultures or beliefs, we share our beliefs so that we can conduct business within any country that is aligned with our global corporate values and employment policies. IBM’s willingness to take on issues of equity, fairness and equal opportunity in the United States and around the world not only sets us apart, it makes us a magnet for the smartest and most talented people. And we have a long history of precedent-setting action in this regard.

For example:

- 1899—IBM hired three women (Emma Manske, Nettie Moore and Lilly Philp) 20 years before women were given the right to vote.
- 1899—IBM hired Richard MacGregor, IBM’s first black employee, 10 years before the founding of NAACP and 36 years after the Emancipation Proclamation.
- 1914—IBM hired its first employee with a disability, 76 years before the Americans with Disabilities Act.
- 1934—IBM hired its first professional woman, 29 years before the Equal Pay Act.
- 1953—IBM wrote its first Equal Opportunity Policy that called for equal opportunity in hiring regardless of race, color or creed.

In each of these cases, IBM leadership chose to manage employees in line with our values and beliefs and to engage governments, communities and other corporations in our effort to change, even if unpopular or disruptive to normal business relationships. “Diversity is good business. IBM’s strategy is designed to help all IBMers appreciate how our differences are unique factors that help spur innovation,” says Ron Glover, IBM’s vice president of Diversity and Workforce Policy.
In 2012, IBM continued to demonstrate leadership in its support of constituent groups. The following are a few examples.

**LGBT (lesbian, gay, bisexual, transgender) workplace equality**

IBM has a long history when it comes to LGBT workplace equality. As early as 1984, IBM included sexual orientation in our nondiscrimination policy. In 1995, an LGBT executive task force was established. Today, that task force is known as the Global LGBT Council and is focused on making IBM a safe and desirable workplace for all people.

IBM is a sponsor of Out & Equal Workplace Advocates, a group that works to protect and empower employees to be productive and successful so they can support themselves and their families while contributing to a world free of discrimination. Harry van Dorenmalen, chairman of IBM Europe, won the 2012 Out & Equal Champion Award, which recognizes a non-LGBT person who has played a pivotal role in advancing equal treatment of LGBT employees on the job. Van Dorenmalen was recognized for his significant commitment to LGBT workplace rights, such as the structure he created within IBM to drive progress on LGBT issues and his numerous initiatives leading to significant improvements both within IBM and in the broader business and LGBT communities outside IBM.

In addition, for the 10th consecutive year, IBM scored 100 percent on the Human Rights Campaign Foundation’s Corporate Equality Index, the national benchmarking tool for corporate policies and practices related to LGBT employees. The index, released each fall, provides an in-depth analysis and rating of large US employers and their policies and practices pertinent to LGBT employees, such as equal employment opportunity policies that include sexual orientation and gender identity or expression, employment benefits for all benefits-eligible US employees, and ongoing LGBT-specific engagements that extend across the company.

**Advancement of women**

In 2012, IBM was recognized by the National Association for Female Executives (NAFE) as a Top 50 Company for Executive Women. Through innovative programs like Building Relationships and Influence for Women, designed to help high-potential women leaders develop skills in building and maintaining business relationships, we demonstrate our ongoing commitment to the development of women.

IBM has achieved many milestones in support of the advancement of women. In 1943, Ruth Leach, IBM’s first female executive, was promoted to vice president. In 1989, Fran Allen was named IBM’s first female Technical Fellow, and in 2011 Ginni Rometty was elected president and CEO while Jeanette Horan was appointed IBM’s chief information officer. More than 22 percent of IBM’s global executive population is made up

“Men and women will do the same kind of work for equal pay. They will have the same treatment, the same responsibilities and the same opportunity for advancement.”

T. J. WATSON, SR.
IBM founder
of women. About two thirds of IBM’s women executives across the world are working mothers—clearly demonstrating IBM women do not have to choose between a career and motherhood.

**People with disabilities**

In 2010, IBM’s People with Disabilities (PwD) Council leaders sat down with eight IBMers with disabilities from around the globe for a “reverse mentoring” session, in which the executives learned about the opportunities and challenges of the PwD constituency. The small session was then opened up to IBM employees from Canada, China, Brazil, France, Germany, India and the United States to share their employment experiences with PwD council leaders—both the positive aspects and the areas for improvement.

The first-of-its-kind seminar addressed some of the actual and perceived barriers PwD employees face as they enter the workplace. Attendees were also asked tough questions resulting in a powerful PwD initiative called In Their Shoes, which includes video modules on accessibility and innovation, client attitudes toward people with disabilities, mentoring and career advancement and recruiting—all geared toward highlighting both existing and future ways IBM can help our PwD community thrive.

We plan to conduct a similar seminar in 2013 with additional focus on hiring, mentoring, coaching and development. IBM has implemented simplified global hiring approvals for qualified PwD candidates and will focus on educating managers to ensure PwD employees succeed at work. Similar programs will be conducted at targeted recruiting events to match job opportunities with skilled veterans who have served their country.
Leadership in work-life flexibility

If IBM is to maintain its leadership position as one of the world’s top globally integrated enterprises, it’s important to create an environment that offers employees not only financial security but also flexibility. In fact, that understanding is a cornerstone of our employment value proposition; we know that IBMers need time to cultivate personal interests and integrate the demands of the job with the demands of their personal lives.

To address both employee and business needs, IBM follows six flexibility principles. These principles can be adapted by each country as needed, based on legislation, local custom and other factors.

IBM’s six flexibility principles

1. The Enterprise does not stop: In a globally integrated enterprise, the enterprise never stops working. Somewhere in the world, IBMers are working on solutions for our clients.

2. Balancing of needs: IBM is committed to providing its employees the greatest degree of flexibility while balancing the needs of our clients, our business, team effectiveness and the individual IBM employee.

3. Trust and personal responsibility: Consistent with our core value of “trust and personal responsibility in all relationships,” IBM expects managers and employees to make decisions, including those about flexibility options, consistent with this value and to demonstrate personal responsibility to ensure business commitments are met.

4. Range of options: Flexible work options are a vehicle for IBM to meet the needs of our global clients and can be employee- or management-initiated and approved based upon the needs of the business, clients or individuals.

5. Understanding differences: IBMers must consider the needs of our global stakeholders—clients, customers, colleagues and the communities in which we operate. Each of us must take responsibility to explore, understand and reflect differences in culture, customs, time of day, holidays, language, business requirements, the personal needs of stakeholders and the impact of our decisions on business dealings.

6. Focus on results: IBMers must focus on results, setting goals and measuring performance with an eye toward providing an outstanding experience for IBM customers, clients and employees.

Cultural adaptability/intelligence

Every IBMer is considered a global IBMer. That means each employee must be able to seamlessly collaborate across borders and business units. Leading and working in multicultural teams to solve complex client problems has become the norm as IBMers do business around the world.

IBM sponsors an annual Cultural Adaptability Awareness Week to increase the cultural adaptability of the entire organization—from the most senior executive to the recent hires. The focus of the 2012 Cultural Adaptability Awareness Week was to highlight the programs, activities and resources we’ve developed to help IBMers cultivate deeper cultural knowledge and insights. We asked all IBMers to join the Global IBMers Community in our internal social business intranet and spend at least one hour of their time participating in activities to broaden their understanding of cross-cultural challenges and improve the way we do business across borders. These included a cultural webcast series focused on more than 11 countries, a podcast series on becoming an IBM global leader, opportunities for global cultural mentoring to gain expertise from their global colleagues and the n.Fluent language translation contest, which allows IBMers to take an active role in improving IBM’s strategic machine translation system.
Business Resource Groups

As we refine our employment and leadership practices to continuously attract and develop global thought leaders, it is imperative that our diversity strategy enables us to meet the company's business objectives and talent requirements. As part of the Global Diversity & Inclusion Summit 2011, participants concluded that we needed to expand the role of Diversity Network Groups in helping drive business and talent success. And so, in the fall of 2012, we began transitioning our 236 global Diversity Network Groups to Business Resource Groups (BRGs), talented groups of diverse IBM professionals whose mission is to engage with our constituencies and communities to better support IBM's people, clients and the business. These BRGs consist of IBM employees who voluntarily come together with the goal of enhancing the success of IBM's business by helping their fellow IBMers succeed. We have asked the BRGs to ensure their programs and initiatives are aligned to support at least one of four IBM business and talent work streams: recruitment and hiring, talent development, employee retention and market development. The BRGs have chosen their focus areas and have begun to share best practices across the company.
Leadership Development

As we continue to deliver and expand our mission of building a Smarter Planet, it’s essential that we develop leaders who inspire other IBMers, our clients and our larger community of stakeholders to make the world work better.

To support this belief, IBM offers a wide variety of innovative leadership programs designed to enrich IBMers with experiences and opportunities that will serve them at IBM or wherever their careers take them.

IBM’s long history of investing in the development of its leaders continued to be a top priority during 2012, a year during which we focused on building unique experiences and refreshing core programs to accelerate advancement to leadership positions. Below are highlights of some of those leadership development programs during 2012.

Joint Leadership Development Program

The Joint Leadership Development Program is a two-year, multi-company initiative where select senior leaders enhance their leadership capabilities by developing relationships and gaining perspectives outside their own company. Each senior executive attends and actively participates in seven learning events over the two-year journey. Six sponsoring companies are collaborating to create the development experience, where each company hosts and plans a single face-to-face event. Participants also engage in virtual team exercises to gather experiences from each session; they then share their consolidated learning with their respective organizations.

IBM’s event was held in March 2012 with the theme “IBM’s Transformation Journey.” The event included discussions with IBM President and CEO Ginni Rometty, past CEOs Sam Palmisano and Lou Gerstner, and an interactive session with IBM’s supercomputer Watson. The event was well received by participants and set a high standard for others to come. Other events during 2012 covered the topics of globalization and leadership in a global world. The final four sessions will take place during 2013, culminating with a graduation ceremony.

I&VT 9: IBM’s leadership in social business

For the last seven years, the Integration and Values Team (I&VT) has played an integral role in the advancement of IBM’s most promising leaders. I&VT members are appointed with the expectation that they will work to integrate and transform IBM, lead by values and develop other IBM leaders.

Since 2006 there have been nine successful I&VT initiatives that centered on important areas of focus for IBM: client value, enabling the globally integrated enterprise, the global IBMer, cloud computing, business analytics, Africa and most recently social business. Each of these initiatives has transformed the way IBM does business, brought value to our clients and helped in the development of our senior executives.

The most recent initiative, I&VT 9, focused on IBM’s leadership in social business. This initiative was pivotal in engaging IBM senior leaders to think, act and lead in a social way. The team had the opportunity to learn through hands-on experience, working with experts both inside and outside of IBM and witness the impact of social media on the world.
Some members of I&VT 9 team participated on committees to explore how we connect and collaborate with clients and partner organizations. Other I&VT 9 team members committed their efforts to IBM employee engagement. With a lens on social media, the I&VT 9 team explored how IBM can leverage social business to access expertise while enhancing our culture to be more personalized, leading to even more positive employee engagement. This new behavior is championing IBM's social transformation.

The Client Experience Team (CET)

In 2012 IBM launched the Client Experience Team (CET) based on the premise that a company can’t build a great business without nurturing from within. As we strive to enable our clients to do their best work, we recognize the need to advance the client-valued skills and expertise of IBMers.

The team, chaired by Ginni Rometty, is a diverse group of client-facing leaders representing all business lines and geographies within the company. The team convened around a charter focused on three themes: build a system of engagement that delivers signature client experiences; close the gaps that detract from the client experience; and make pervasive a culture that enables IBMers to live our values.

The CET embraced the opportunity to critically analyze the ability of IBM and other leading companies to activate their cultures in service of client experience. The CET met with CEOs and senior leaders at several companies and convened our Board of Advisors who offered valuable input on how IBM and the IBMer are unique.

In early 2013, the CET engaged the expertise of IBMers at every level to re-define a number of talent development and employee engagement programs. IBMers had the opportunity to engage and offer their input into the Client Experience Jam—a live, online brainstorm from which we determined what it means to be an IBMer and defined behaviors which set us apart and shape our client experience.

Several other programs have been enhanced and expanded in 2012 to widen our leadership development reach and impact. These are just a few:

- **General Manager Leadership Development Program**
  During 2012 we expanded our General Manager Leadership Development Program (GM LDP) for future leaders in growth markets. In less than 5 years, participants in the GM LDP rotate through assignments designed to accelerate their advancement around the globe. Rotations through units such as consulting, business development and sales and corporate functional assignments are included.

- **Accelerate Executive Leaders**
  Accelerate Executive Leaders (AccEL), designed to guide newly appointed executives, was refreshed and enhanced to provide an even more personal development experience in 2012. Real-world application, case methodology and team learning are now included to ensure the transition of these IBMers to the executive level is successful.

- **Cornerstone**
  Cornerstone for Global Business Services, which accelerates the advancement of our pre-executives to executive through a six-week journey of blended learning, expanded beyond North America to include Europe and growth markets in 2012. The program includes learning from senior leaders, diagnostic tools, team learning, feedback, simulations, coaching and personal experimentation.
For the full 2012 Corporate Responsibility Report, go to ibm.com/ibm/responsibility/2012