



# The Power of How

**#MAKEHISTORY** 

OPPORTUNITIES IN OPERATIONS

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## Welcome

“If we see more, we know better.  
That’s how we progress”

“How” is everything

At Philip Morris International (PMI) we are committed to a vision of a smoke-free future, focusing our efforts on smoke-free alternatives to replace cigarettes as soon as possible for the millions of adult smokers who would otherwise continue smoking. In doing so we've chosen to transform our entire business. Join us in this ongoing journey of discovery and help us answer some profound questions:

How do we make things better? How can we make our vision happen? How are we fulfilling our legal age consumers' demands and exceeding their expectations?

Operations is where we really get to grips with these questions and work out how to deliver the future of our business. As our portfolio extends from cigarettes to innovative reduced-risk products (RRPs\*), we need to re-engineer how we operate, through new supply chains, new production lines and new methods of distribution. Our Operations teams around the world make all of this happen. Being part of it means a chance to devise new ways of working, so there is no limit to how you can enhance your current knowledge and develop new skills. Who knows where it might take you?

\*Reduced-risk products (“RRPs”) is the term PMI uses to refer to products that present, are likely to present, or have the potential to present less risk of harm to smokers who switch to these products versus continuing smoking. PMI has a range of RRP's in various stages of development, scientific assessment and commercialization. PMI's RRP's are smoke-free products that produce an aerosol that contains far lower quantities of harmful and potentially harmful constituents than found in cigarette smoke.

## About Operations

“The best change is good for everyone. Better is still doing well”

“How” is everywhere

Operations touches every part of our business. Our mission is to produce and deliver products to our markets and into the hands of our consumers sustainably and efficiently.

How is the way we bring our portfolio of new electronic devices to market in **Global Manufacturing**. It's what transforms a concept on a page to the viable reality we take to market. How is in our restructured **Procurement** function that draws on the expertise of market insight to help suppliers better meet our needs.

How drives the strategy that supports our **Supply Chain** to deliver smarter and faster. Here, synchronization underpins how we do things globally by influencing thinking locally. This is how we achieve greater efficiency through agility. It's how we respond and adapt more flexibly.

**Strategy** informs our work across the whole of Operations. It's how we take decisions which make a difference in the best way possible. This is how we know better every time we must change, everywhere it must happen.

**Sustainability** is how we answer our responsibilities. It's how we optimize our impact for the good of us all. Setting and achieving ambitious targets is how we can succeed. Being an example sets an example. This is how we influence to change behaviors beyond our business.





## Your future

“We’re transforming more than our business; we’re reshaping careers”

### “How” is tomorrow

When it comes to making your mark in Operations, it’s your passion, determination and capacity for innovation that really count. Join any one of our 10 global functions and you’ll be helping to shape an extraordinary new future for yourself and PMI. From large projects to small actions, we’re making the impossible possible.

### Global Manufacturing

This is where our vision for a smoke-free future is taking shape. In Global Manufacturing, we take a concept and make it a commercially viable, market-ready product. Producing both cigarettes and our Reduced Risk Products (RRP), we’re setting standards, deploying new ways of working and setting core activities to accelerate our vision.

This is how the future of our business is taking shape.



## Global Supply Chain

Synchronization is key to giving our customers precisely what they want and when they need it. The scope and scale of our global operations demands a strategic, coordinated approach. Here's where we work out how to deliver smarter and faster, to adapt more flexibly, and to do things globally that also work locally.

This is how we deliver in an agile way to meet our customers' expectations – and exceed them.

## Procurement

The better a supplier understands our needs, the better it is for our bottom line. It's a partnership approach. Our procurement teams are responsible for sourcing everything from materials relating to tobacco (direct materials), device components such as batteries, to services like marketing and consulting. Clever buying means the best possible result for our customers, in terms of quality and price.

This is how we make every cent of our spend count.

## Leaf

From seed, to harvesting, and finally tobacco processing, we work with tobacco farmers and processing facilities to ensure our practices are sustainable and cost-effective. From mechanization solutions in the field to digital solutions to drive precision agriculture, we're always innovating.

This is how we create high-quality, consistent, competitively priced products.

## Operations Excellence

OpEx is the go-to team for innovation in ways of working and organizational development, from digital manufacturing solutions to engaging the workforce, to creating a culture of learning across the organization.

This is how we drive excellence in everything we do.

## Operations Sustainability

We are committed to achieving the highest standards of environmental and social sustainability in our direct operations and in our supply chain where most of our impacts lie. As the business evolves, so does our responsibility. We've set ourselves some tough goals. Zero net deforestation of managed natural forests in the tobacco supply chain, and carbon-neutrality in our direct operations by 2025 are just the start of the story. Ambitious targets are how we'll succeed.

This is how we're making sure we're a force for good.

## Product Performance Management & Deployment

We create, launch and manage a portfolio of conventional products and reduced-risk products that reflects global adult consumer needs. From ensuring RRP's are stable, compliant and easy to manufacture, to digitizing the printing process to enable the rapid execution of packaging designs, we ensure nimbleness, efficiency and customer-centricity in relation to fast-changing markets.

This is how we stay competitive and consumer-focused.

## Engineering Solutions

We develop technical solutions that improve quality, productivity, energy consumption and material logistics. Working with our Manufacturing Development Center (MDC), we're involved from the early stages of product development to find the best way to industrialize the production of conventional and RRP products at a global scale.

This is how we enhance manufacturing performance.

## Operations Strategy & Results Delivery

From capital expenditure and manufacturing footprint to asset management, we have a governance role in aligning Operations strategy with PMI strategy. We track performance throughout projects, equipping the business with tools and methods to boost productivity and enable cost savings.

This is how we create value.

## Security & Market Safety

We are in charge of Special Situation Management and Travel Security, Fleet and Market Safety. We implement global solutions to protect PMI people and assets, in the market, in the workplace or while travelling.

This is how we provide everyone at PMI with a safe and secure work environment.





## Working at PMI

“We are not workers doing jobs; we are people on a mission”

“How” is everyone

How fast we move forward depends on employing people from a variety of different backgrounds. The more perspectives we have, the more ways there are to see. It's how we define our vision and vision is how innovation happens. If you're willing to share what you know, we'll show you how it can make a change for the better.

PMI has introduced a new forward-looking hybrid model of work, known as “SMART WORK.” A voluntary program for those employees whose roles are eligible, it gives the option to choose a combination of remote & workplace. This offers greater flexibility over when and where work is done.

Our Global Employee Assistance Program provides employees and their families with psychological and emotional counseling support as well as legal and financial support. Maintaining a happy, safe, and healthy workplace isn't just good for employees, it is also good for our business.

As such, a commitment to diversity and inclusion is something that we are keen to champion. We are proud to have become the first multinational company to be globally EQUAL-SALARY certified. Paying women and men the same salary to do the same job is just the start. Our next target is to see at least 40% of management roles filled by women by 2022. In 2021, we've also introduced a global minimum paid parental leave for both primary and secondary caregivers. They apply to all employees regardless of gender or sexual orientation, and regardless of whether they become parents through birth, adoption or surrogacy.

## Where do you fit in?

“If you want to do something, anything, mindset matters most”

“How” is whatever works best

Our business works by keeping our legal-age consumers front of mind, doing the right thing in the best way possible, and making the most of our people. So when it comes to how it works for you, the possibilities are virtually endless.

Bring your most ambitious ideas to your role, and you will:

- Invest yourself personally in the PMI story and become infectiously enthusiastic about our journey. In return, you will enjoy the opportunity to pursue limitless career paths within the business, along with a competitive benefits package.
- Understand that your personal growth is a key component to support our transformation, and that you are accountable for that. In return, we will give you the support and equipment you need to explore the newest technologies and cutting-edge solutions.

- Be part of an inclusive and diverse workplace, creating a sense of community and inspiring others to follow.
- Bring the future into the now, making it clear, tangible and part of your day-to-day decisions and interactions. This is your chance to help deliver a smoke-free future where cigarettes are replaced with smoke-free alternatives for all adults who would otherwise continue to smoke.

Never say never

We don't believe people belong in boxes. If you want to use what you know in a different way, your expertise is more than welcome. We have media buyers working in Procurement, finance professionals in Manufacturing and hospitality people in Supply Chain. Talent, expertise and the curious minds we're after need latitude not limitations. They certainly don't need labels.





## Next steps

# “How” is the answer

We have many questions still to ask. You know what some of those will be. But how will you find out if you don't discover more? Come #MakeHistory with us and ask those questions.

Here's how:

Visit [www.pmi.com/careers/overview](http://www.pmi.com/careers/overview) or the [Operations LinkedIn Life page](#) for more information.

To see our latest opportunities in Operations, find out more [here](#).



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