Our employees are the force behind FMC's success. We rely on their diverse talents, high energy and creativity to move the business forward. Together we strive to make a difference in the world - whether in our immediate environment or impacting the five identified global challenges.

**Career Growth and Enrichment**

Through a number of development opportunities, FMC strives to help employees reach their career goals. We encourage growth and mobility across disciplines and regions within our company.

**Establishing Stronger Skill Sets**

Nurturing an internal talent pipeline enables us to identify and grow future leaders who know FMC well and are dedicated to our mission. In addition to on-the-job training that occurs throughout the company, over 100 leaders around the world participated in formal training programs to ensure they are equipped with the proper skills and competencies. Additionally, in 2014 we will launch the FMC Strategic Leadership program to address the development of our more senior leaders.

There are additional training and development programs for employees such as seminars, symposiums and conferences; however, we currently do not track all details on involvement in these programs. We are evaluating ways to track this information in the future to ensure that our employees continue to gain additional skills and knowledge.

**In several countries, the company offers an Educational Assistance Program. The program provides tuition reimbursement to employees who wish to further their education through courses that relate to a present or probable assignment at FMC. Tuition reimbursement is available to full-time employees who meet certain requirements when taking courses at accredited colleges and universities.**

**Technical Career Paths**

Technology and innovation are critical to our business, and we have made a concerted effort to create an environment that develops relevant skills.

FMC’s culture recognizes individual values and aspirations while encouraging teamwork and sharing of best practices. An empowered workforce is more motivated and better aligned with a company’s business objectives, leading to higher productivity and increased success.
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The FMC Technology Council’s mission is to foster greater innovation by:
- Leveraging cross-fertilization of technology and innovation best practices.
- Establishing a strong intellectual property strategy.
- Setting directions for expanding science resources in rapidly developing economies.
- Establishing proactive approaches to attracting, growing and rewarding talent across the globe.

In 2013, the Technology Council described the various positions and career directions available to employees through the Technical Professional Career Program. This roadmap is designed to empower employees to own and drive their development paths as well as to attract talented people to FMC. It provides a framework for consistent knowledge- and competency-building, performance reviews and understanding of FMC’s technical career opportunities.

Manufacturing Career Paths
The Manufacturing Council is responsible for developing the processes, tools and talent that enable operational excellence at FMC manufacturing and contract manufacturing locations. It:
- Ensures effective management of talent across our enterprise.
- Identifies future leaders at early stages of their careers so they can grow into broader roles.
- Prepares a slate of “ready-now” candidates to fill key manufacturing leadership positions.

In 2013 the Manufacturing Council focused on preparing a strong pipeline of global manufacturing and engineering talent, a key component of which was to hold meetings at FMC locations globally to foster networking and relationship building. To get to know people from the different businesses who worked in these areas, the Council held both formal presentation sessions and informal meet-and-greets. The engagements allowed employees from around the world to meet and share ideas in person.

Creating Global Consistency and Interaction
To foster collaboration, innovation, communication and movement across businesses and geographies, we began creating a more uniform employee experience. This effort represents an evolution toward greater consistency in role definitions, onboarding processes, fundamentals training, ongoing coaching and performance review standards around the world. Although we are in the early stages of creating this level of uniformity, we have achieved success with the immediate immersion of new employees and newly acquired businesses into our safety and ethics cultures.

Encouraging a Diverse Workplace
We rigorously screen internal and external candidates to match the best talent with each position and consider diversity a vital aspect of our strategy. A gifted and diversified workforce enables us to compete more effectively in today’s complex global marketplace by attaining more balanced insights into stakeholder needs and a multiplicity of perspectives on new products, services and processes.

One high priority element of FMC’s diversity emphasis is increasing representation of women in professional and leadership positions. As we continually seek the most qualified individuals to join our team, women are increasingly filling senior leadership positions throughout the company - on our Executive Committee, our Board of Directors and in key business and functional roles. We have offered training internships to recent female graduates in the U.S., many of whom we were introduced to through a relationship with the Society of Women Engineers. We continue to monitor recruitment progress and among our people, FMC counts many women scientists, engineers, managers, and office and trade professionals. Several of our leaders represented FMC at the 2013 Society of Women Engineers Conference.

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<table>
<thead>
<tr>
<th>WOMEN IN MANAGEMENT</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of women employed at FMC</td>
<td>23.0%</td>
<td>23.7%</td>
</tr>
<tr>
<td>Women in professional roles*</td>
<td>26.2%</td>
<td>25.8%</td>
</tr>
<tr>
<td>Women in senior management*</td>
<td>19.5%</td>
<td>21.3%</td>
</tr>
</tbody>
</table>

*Exempt Workplace

Professional roles are defined by certain types of responsibilities or requirements, such as independent judgment and decision making that impact the business. Senior management roles are a smaller subset of professional roles defined by more specific leadership criteria.

<table>
<thead>
<tr>
<th>VOLUNTARY TURNOVER RATE</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Globally</td>
<td>5.0%</td>
<td>6.1%</td>
</tr>
<tr>
<td>Non-Exempt</td>
<td>5.9%</td>
<td>8.4%</td>
</tr>
<tr>
<td>Hourly</td>
<td>2.3%</td>
<td>2.7%</td>
</tr>
<tr>
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</table>

In 2013, FMC’s master data management project was expanded internationally, allowing us to better track turnover around the world. We continue to review turnover on a quarterly basis and our rates remain comparable or lower than local averages in our industry.
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work to ensure that a diverse pool is considered for all positions. FMC’s Executive Committee reviews progress on a quarterly basis.

Expanding the Talent Pool

In an environment where the demand exceeds the supply of technically-skilled workers, FMC encourages people to pursue science, technology, engineering, and mathematics (STEM) education and careers. We offer scholarship programs in established and emerging markets where we have an expanding presence, such as Asia and other regions.

For example, to raise awareness of FMC in a rapidly developing region and enrich our talent pipeline, we provided scholarships to four food engineering university students in Turkey. The scholarships, awarded for the third consecutive year, enable FMC to forge collaborative relationships with universities in Central and Eastern Europe and Turkey while helping support the students for the remainder of their studies. FMC is the first food ingredient supplier to sponsor this type of program in the region.

To broaden global exchange, we launched corporate Facebook and LinkedIn pages. The FMC LinkedIn page, used to assist in talent recruiting, gained 16,000 new followers in 2013, up 63 percent from the year before. The use of social media is helping strengthen awareness of FMC and expanding engagement with our company worldwide. We expect to take further advantage of these and similar platforms as visibility and recruiting tools in the coming year.

Advancing Sustainability Engagement

Studies1 have shown that many people aspire to do work that has a direct and positive impact on the world. This desire is increasing in importance to both current and future generations and is linked to increased job satisfaction and engagement. To better assess employees’ understanding of FMC’s sustainability program and solicit suggestions for further engagement and involvement, FMC conducts an annual sustainability survey.

Our initial survey found there was enthusiasm for the program, but still room for progress. Based on the input received, in 2013 we:

- Developed communications that encouraged employees to utilize the sustainability resources available on our intranet.

In our second survey, employees reporting use of the sustainability intranet as a primary information source increased significantly.

- Disseminated a poster series demonstrating how employees in the R&D, sales and marketing, legal, operations, and human resources functions could “make a difference” in sustainability.

- Provided Sustainability Implementation Teams with a sustainability report toolkit to promote readership of the report, answer questions and facilitate information-sharing with customers, suppliers and other external stakeholders.

In our second survey conducted in late 2013, we were pleased to discover that 73 percent of respondents read at least part of the most recent sustainability report. However, we are challenged to grow this rate and to address survey responses that were either flat or slightly lower than the previous year. Given the high energy around the 2011 launch of our sustainability program, the slight decline in results is to be expected. We are working to ensure this is not a trend and that sustainability integration continues to progress.

Specifically, the survey results indicated the need for more information on the relationship of sustainability to employees’ jobs, training on how to advance our program with outside partners, and how to advance our program with outside partners.

Outlet posters, detailing department-specific ways to impact sustainability, were distributed in multiple languages.

1 https://netimpact.org/whatworkerswant
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- A manager, Ian knows the value of mentorship and hands-on, practical learning for young staff and scientists at FMC.

- Cailing’s internship with expert mentorship and lab experience has contributed materials and money some 150 FMC employees who used for hands-on experiments in the classroom. As many schools do not have the funding to carry out such programs, FMC offered to support Cailing’s final year to become a full-time scientist.

- Xiaochun’s interest in food science stems from her love of baking and her health-conscious family. As a technical staff intern, she is gaining practical experience as she continues her university studies.

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