



**CECILIA NG**

**FOOD TECHNOLOGIST**

Not interested in a desk-bound job, Cecilia knew early on that the active life of a lab was for her. She is expanding her managerial skills as she leads development of solutions for FMC customers.



**THENG THENG SIM**

**SEA DAIRY TECHNICAL MANAGER**

Supporting young scientists is a key part of Theng's job. She invests herself in their passion for good science and reminds them that by asking "why?" we provide more value to our customers.

**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




Amongst 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.

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

**WOMEN**

**IN MANAGEMENT**

	<b>2012</b>	<b>2013</b>
Percentage of women employed at FMC	23.0%	23.7%
Women in professional roles*	26.2%	25.8%
Women in senior management*	19.5%	21.3%

\*Exempt Workforce

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.

**VOLUNTARY**

**TURNOVER RATE**

(Voluntary resignations, divided by average total number of employees)

	<b>2012</b>	<b>2013</b>
Globally	5.0%	6.1%
Non-Exempt	5.9%	8.4%
Hourly	2.3%	2.7%
Exempt	5.9%	6.4%

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.