



Talent

Steve Keogh, Executive VP Human Resources

Aspiring to
new heights

Talent

- As a global leader, Amcor leverages:
 - Size and scale
 - Geographic footprint
 - Technology and customer insights
- To create a:
 - Superior customer value proposition
 - Competitive advantage for Amcor

To achieve this, we need the best people



Outperformance



However, every company says they need the best people....

Why do we think we are different at Amcor?



3

A global business

- Amcor has:
 - 300+ sites
 - In 40+ countries
 - And 33,000 co-workers
- But one operating model



High quality, local management is the secret to developing a global business where we can retain a small company local knowledge and responsiveness



4

Our operating model

Being Amcor

- Our one-Amcor operating model is how we build **alignment** and **leverage** the overall knowledge and relationships of the organisation – and stay focused on the right things
- Cross functional teams deliver **quantum step capability building** e.g. ValuePlus, ProcurePlus



Being Amcor

We believe in responsible manufacturing... We. Respectfully + Responsibly supply our resources to enhance the quality people use in everyday life — Today + tomorrow.

We Value:

- Safety
- Integrity
- Teamwork
- Social Responsibility
- Innovation

The Amcor Way:

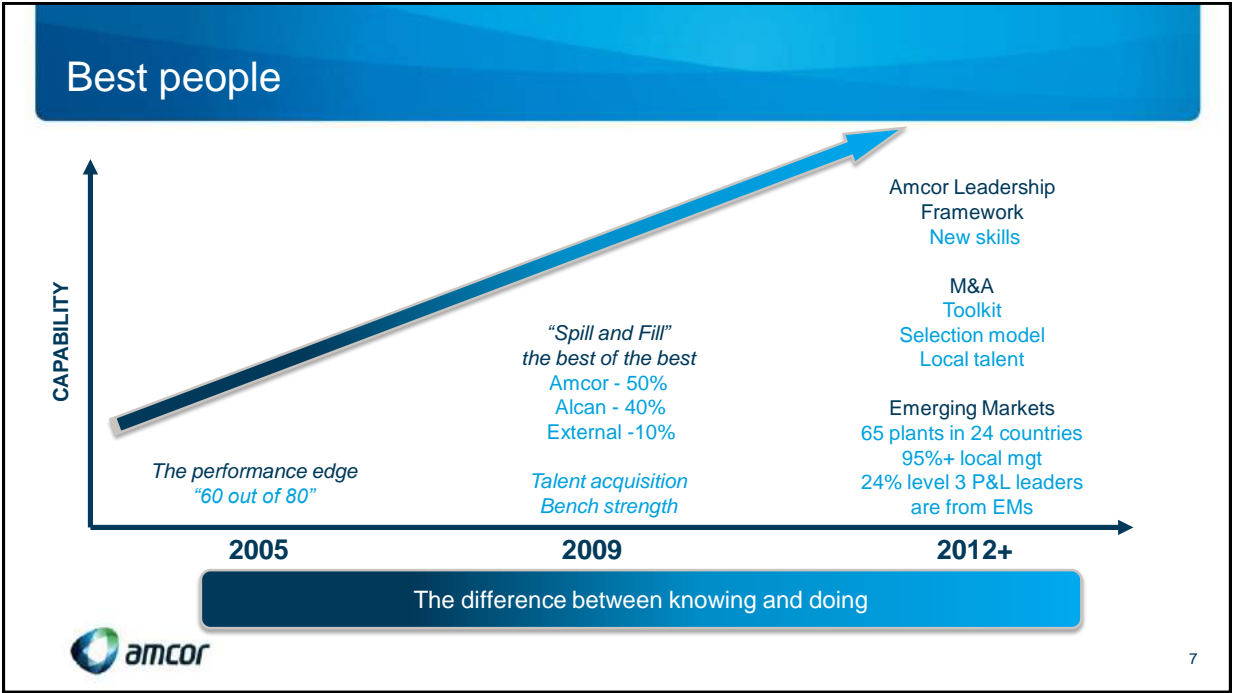
- Safety
- Customer Focus
- Talent
- Capital Discipline
- Low Cost

Outperformance

The Amcor Way – How we operate

Safety	Customer Focus	Talent	Capital Discipline	Low Cost
<p>Deliverables</p> <ul style="list-style-type: none"> • Safe behaviour • No injuries • No ignitions <p>Processes and Programs</p> <ul style="list-style-type: none"> • Safety Standards • Risk Assessment • Behavioural Safety Audits • Near Miss Learnings <p>KPIs</p> <ul style="list-style-type: none"> • Lost Time Injury Frequency Rate (LTIFR) • Recordable Case Frequency Rate (RCFR) • Behavioural Audit Frequency Rate (BAFR) • Severity Rate • Ignition Frequency Rate 	<p>Deliverables</p> <ul style="list-style-type: none"> • Customer delight • Innovation • Profitable sales growth <p>Processes and Programs</p> <ul style="list-style-type: none"> • Value Plus (VA) • Voice of Customer (VOC) • Envisy Action <p>KPIs</p> <ul style="list-style-type: none"> • Net promoter score (NPS) • DIFOTI • Commercial Profit Bridge Growth • M- Impact Actions • Envisy Action Targets 	<p>Deliverables</p> <ul style="list-style-type: none"> • Best people • Outperformance culture • Engaged co-workers <p>Processes and Programs</p> <ul style="list-style-type: none"> • Amcor Leadership Framework • Performance Management • Organisation Plans • Talent Councils • Engagement Survey and actions • Talent through Diversity <p>KPIs</p> <ul style="list-style-type: none"> • Goal setting and performance review completion • Top Talent retention • Succession depth • Engagement ratings • Diversity 	<p>Deliverables</p> <ul style="list-style-type: none"> • Strong operating cash flow and superior returns • Disciplined growth <p>Processes and Programs</p> <ul style="list-style-type: none"> • Capital Plan and Approval Process • Cash management • Working capital management • Growth execution pipeline <p>KPIs</p> <ul style="list-style-type: none"> • Free Cash Flow (FCF) • Return on Investment (ROI) • Average Working Capital (AWC) / sales • R-SAFE 	<p>Deliverables</p> <ul style="list-style-type: none"> • Advantaged cost position <p>Processes and Programs</p> <ul style="list-style-type: none"> • Procure Plus (P+) • Continuous Improvement <p>KPIs</p> <ul style="list-style-type: none"> • Operations Profit Bridge Improvement • P+ Impact Actions • SGBA / value added

Outperformance



The best people - the Amcor leadership framework

BUSINESS LEADERSHIP	LEADING SELF <ul style="list-style-type: none"> • Command Skills • Drive for Results • <u>Managerial Courage</u> 	LEADING TEAMS <ul style="list-style-type: none"> • Building Effective Teams • Influencing Others • Interpersonal Savvy • <u>Managing Diversity</u> • Motivating Others • Nose for Talent • Organisational Awareness • Process Management 	LEADING THE BUSINESS <ul style="list-style-type: none"> • Business Acumen • <u>Creativity</u> • <u>Customer Focus</u> • <u>Dealing with Ambiguity</u> • <u>Innovation Management</u> • Learning on the Fly • Managing Vision & Purpose • <u>Strategic Agility</u> 	<p>Raise the bar on strategic skills and innovation</p>
OPERATIONAL LEADERSHIP	OPERATIONAL EXECUTION <ul style="list-style-type: none"> • Conflict Management • Delegation • Developing Direct Reports • Directing Others • Functional/Technical Skills • Managing & Measuring Work • Organising • Priority Setting 			<p>Leverage our proven execution strengths</p>
ALL CO-WORKERS	VALUES <ul style="list-style-type: none"> • Safety • Integrity • Teamwork • Social Responsibility • Innovation 			<p>Underpinned by strong values</p>

Amcor

8

Talent and engagement

The best people

- Talent councils
 - GMT succession
 - Cascaded throughout Amcor
- Organisation plans
- Enhanced recruitment, performance management and 360 feedback
- Retention (e.g. Alcan acquisition, remuneration)



Engaged co-workers

- First global engagement survey:
 - We will outperform if our 33,000 co-workers are highly engaged, aligned to our strategy and have effective leaders
 - Increased engagement will drive high performance
- Survey results:
 - 89% response rate
 - Performance orientation significantly higher than benchmark
 - Engagement is equal with other manufacturing organisations, but high in top levels
 - Safety rated higher than all other areas



Outperformance

9



Talent

Steve Keogh, Executive VP Human Resources

Aspiring to
new heights