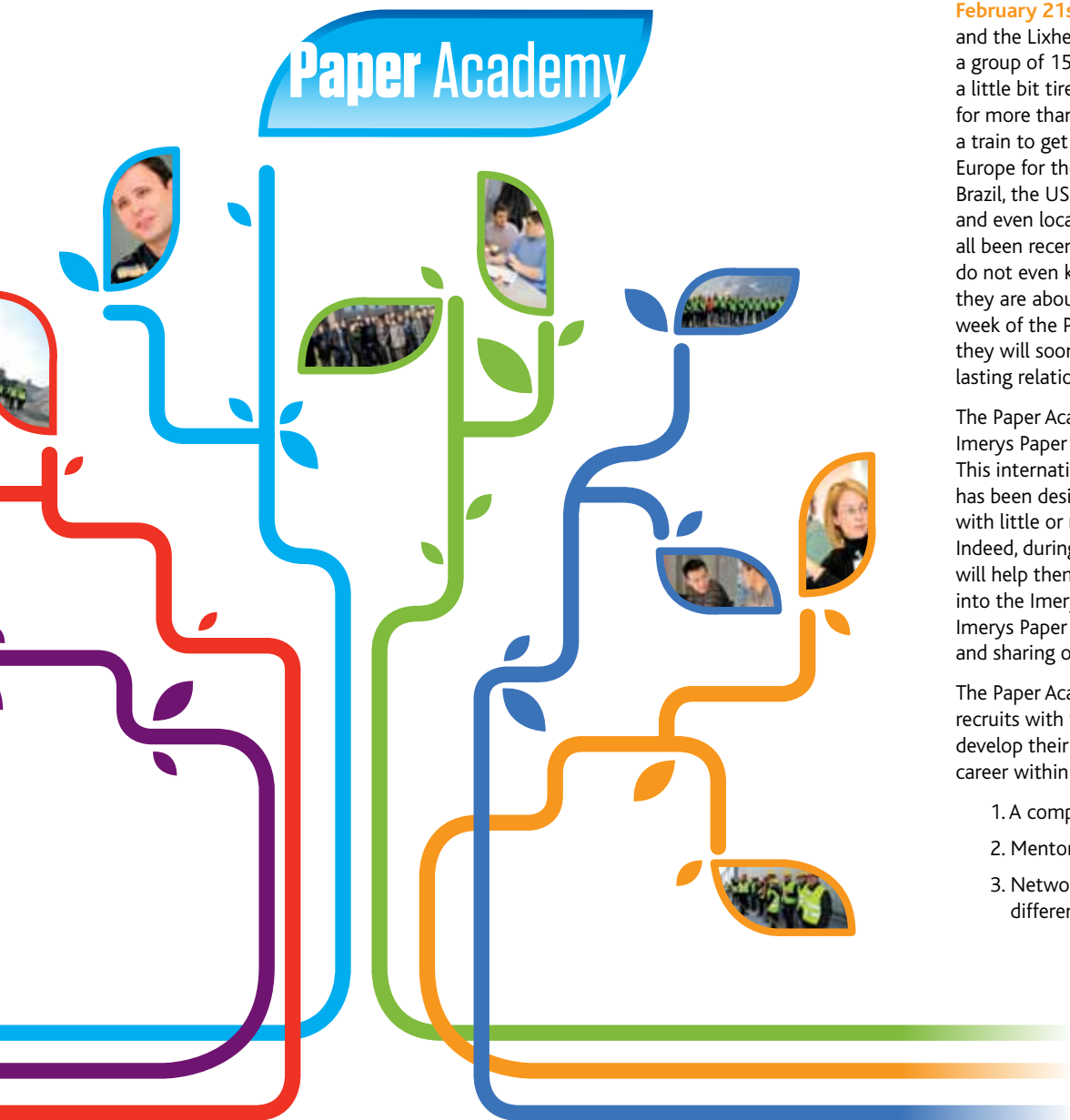


# Grow with us

Welcome to the Paper Academy

The Paper Academy is an initiative of the Imerys Paper and Packaging business group, and is an international induction program designed specifically for graduates with little or no industrial experience. During the 18 month program we will help our new recruits to find their feet and settle into the Imerys Group and particularly Imerys Paper and Packaging.



**February 21st, 2011:** it's Monday morning and the Lixhe site in Belgium welcomes a group of 15 young people who looked a little bit tired. Some of them have flown for more than seven hours and also taken a train to get here. Some are experiencing Europe for the first time. Coming from Brazil, the US, China, Vietnam, the UK, Italy and even locally from Belgium, they have all been recently recruited by Imerys, and do not even know each other. However, as they are about to enter the first training week of the Paper Academy programme, they will soon begin to create strong and lasting relationships.

The Paper Academy is an initiative of the Imerys Paper and Packaging Business Group. This international induction programme has been designed specifically for graduates with little or no industrial experience. Indeed, during the 18 month programme we will help them to find their feet and settle into the Imerys Group and, particularly, Imerys Paper and Packaging, by discovering and sharing our culture and values.

The Paper Academy will provide these new recruits with the foundations upon which to develop their skills and to shape their future career within Imerys. These include:

1. A comprehensive training programme
2. Mentoring from senior colleagues
3. Networking with people from different countries



Image left: Paper Academy graduates tour the facilities at the Lixhe site in Belgium

Based upon their recruitment needs, each region has had the opportunity to enrol graduates and make them part of the Paper Academy.

The training programme is composed of four one-week modules spread over 18 months. All of the courses have been designed to help provide the trainees with a comprehensive understanding of our business. Over 20 trainers and contributors, mostly internal, are involved in the training programme. Each training week takes place in a different region: Belgium, the UK, Malaysia and Brazil. Visits to Imerys Paper and Packaging sites are planned in each region, which have been designed to raise awareness about the multicultural aspect of our company.

But training is not the only way to learn and grow. The new recruits will be partnered with a 'mentor', who by definition will be an experienced employee of Imerys Paper and Packaging. Chosen for their significant experience and personal qualities, the mentors are there to help their mentee to integrate within the company and to provide them with advice, guidance and support during their time in the Paper Academy.

All mentors have been trained by means of an e-learning module and have received a guideline booklet that should make the mentoring process easier for them, by providing a clear understanding of what is required from the mentor and the relationship expected between the mentor and mentee. As the mentor supervisor, Olivier Vandermarcq will offer his support in this very new process.

Last but not least, the Paper Academy participants will benefit from exposure by working in groups on a project they will have to present to a 'jury' at the end of the 18 months. Proposed by the regional management team, these projects can have various objectives such as working on a specific production challenge at a plant, or designing a more automatic information system. A regional sponsor is appointed as

a contact person for each group. The objective of these projects is to provide an opportunity for the new recruits to demonstrate skills that are outside of their specialist fields. This will take time and energy for the Paper Academy participants who will have to complete this project work in addition to their daily routines.

The Paper Academy project was officially launched in July 2010. With this first training week in February 2011, it is now entering its first concrete phase.

Olivier Hautin, Vice President & General Manager of Imerys Paper and Packaging, was present for this first meeting, along with two other members of the Imerys Paper and Packaging Management team, Ivan Balazard, Human Resources Director and Pierre Chabry, Industrial Manager.

The atmosphere quickly became relaxed as Olivier Hautin presented an introduction to the Imerys Group and Imerys Paper and Packaging. Relevant questions were asked about our strategy and points of view were exchanged.

Holding mostly technical positions, the Paper Academy participants were all very motivated by their new roles and curious about how they will benefit from the Paper Academy. This first week, which started with the presentations by Olivier Hautin, was followed by a Safety course. The group then focussed on Environmental and Sustainable Development initiatives. The week ended with a Geology and Process training course. At each stage, as required, a visit to the plant was organised to provide a tangible illustration of what had been discussed during the course. It was well received by all the trainees.

The participants began to network with each other very quickly. Clayton, from the United States, joined Imerys as a geologist only a few days before the course began, and thanks to the Paper Academy, he is already in touch with colleagues from Brazil and has already started to discuss technical matters. Coming from Brazil, Carla, a young geologist, enjoyed these interactions between the participants and also with the trainers.

The Imerys Paper and Packaging Management team has been fully involved in this initiative from the very beginning and are supporting the project within their various organisations. All the HR teams have dedicated a lot of time and energy to ensure this project is a success.

This initiative is a wonderful example of how Imerys Paper and Packaging is people oriented. As Ivan Balazard, HR Director for the Business Group, stated: *"One of the goals we had in mind when designing this programme is to give the new recruits the opportunity to enhance their network within Imerys: meeting a lot of managers and experts in every facet of our business (finance, safety, environment, geology...) and above all their colleagues in the Paper Academy. They will have 18 months to create sustainable links."* After this first week, we are all confident it is moving in the right direction.

**Indu Rai is a Lab Manager in Ipoh, Malaysia. She has been proposed to mentor a participant of the Paper Academy.**



**How do you welcome the Paper Academy?**

I think this is a good initiative. I wish I had the opportunity to enter such a programme before.

**What does this new role as a mentor mean for you?**

This is a challenge for me because being a mentor carries important responsibilities as the mentees have high expectations.

**What is the most important thing you would like to share with your mentee?**

In my opinion, what a new recruit may need is to develop their soft skills and I am willing to help them in this respect. Creating the mentee network within Imerys is also very important. Finally I wish to share my commitment to Imerys.