HP people

HP's people are integral to the company's success. Recruiting, developing, and retaining the best employees provides us with a competitive advantage, so we strive to create supportive, motivating workplaces where everyone can flourish. We foster a culture based on listening, sharing, inspiring, helping, and learning, and we regularly seek feedback on how we can perform better.

Our global workforce of nearly 350,000[1] employees must be able to react and evolve as rapidly as our industry and help us to anticipate future business needs. HP people are innovators and problem solvers, continually seeking new challenges. We support talent development wherever we operate. Investing in people—from a wide variety of diverse backgrounds—creates value for our business, customers, shareholders, local communities, and society at large.

Over the past year, HP has made extensive changes to improve employees' work experience. We also launched a global effort to determine the key behaviors and actions we desire from a cultural perspective, engaging people from across the organization to receive as much input as possible. Based on what we heard, here are a few of the actions we implemented across the company in 2011:

> "HP's success has always been built on its people—they are our legacy and our future. Their talent, spirit, energy, and drive are rivaled only by their potential."
>
> —Tracy Keogh, Executive Vice President, Human Resources, HP

Work environment
- Tailored core work environment tools and services to meet the needs of distinct employee segments
- Continued to provide enhancements to virtual collaboration suite, especially leveraging social networking functionality

Building careers
- Shifted focus to filling job vacancies with internal talent
- Allowed managers greater flexibility in hiring decisions
- Revised redeployment policies to provide better opportunities for people to move between HP roles

Rewards and benefits
- Restored base pay to prereduction levels for the vast majority of employees affected by base pay reduction in February 2009
- Increased funding and eligibility for bonuses
- Implemented a new Employee Stock Purchase Plan
- Launched a global wellness program

Pride in HP
- Featured employees in the 2011 recruitment campaign showcasing their personal stories
- Reaffirmed HP's commitment to volunteerism, including by raising awareness that every HP employee may take 4 hours of company time per month to volunteer

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[1] As of October 31, 2011.

Employment policies

Our global employment policies reflect our commitment to treat all employees fairly and to promote a culture of integrity and ethical decision-making everywhere we operate. Our policies often set a more demanding standard than local laws or customs require.

Our Standards of Business Conduct (SBC) is a resource for employees and all those who represent HP. The SBC is based on our shared values and represents the highest level of guidance.

Our Best Work Environment Policy defines the standards of personal conduct that we expect employees to meet to contribute to a positive, productive work environment.

Our nondiscrimination policy outlines how we aim to maintain a work environment free from discrimination.

Our harassment-free work environment policy describes how we strive to achieve an environment where customers, employees, suppliers, business partners, visitors, and shareowners are treated with dignity, respect, and courtesy.

Our global citizenship policy lays out our company values of trust and respect for the individual and conducting our business with uncompromising integrity.

Our Open Door Policy reflects our commitment to open communications and a workplace where each person's voice is heard.

Our Global Human Rights Policy commits us to fair treatment of all employees wherever we operate, and to promote human rights throughout our business.

We provide employees with the ability to report policy violations anonymously, and we fully investigate all issues raised.

Engaging our people

"Everybody is connected through HP's many collaborative avenues. These connections promote an integrated global workforce, which has taught me several key lessons that I now want to share with other employees."

—Leo Chan, Planning and Operations Lead, Asia Pacific and Japan Human Resources Global Operations, HP

every interaction with honesty and respect, treating everyone we encounter with absolute integrity. Relationships are at the core of what we do. We collaborate with people inside and outside of the company, gathering insights and ideas that improve the way we do business and serve our customers.

One critical component of engagement is to continually connect to our people—we provide numerous forums and networks, collect and respond to employee feedback, provide opportunities for community involvement, and offer a range of recognition programs.

An engaged workforce strengthens company performance. Employees who are invested in HP's success are more likely to perform well, promote our brand, and stay with HP. They also enhance the quality of the relationships we build with our customers, communities, and other stakeholders.

Employee engagement begins with a culture that is open and collaborative. At every level of the organization we are committed to fostering a level of openness and equality that is changing our culture for the better. At company headquarters in Palo Alto, California, United States, for instance, we have taken down the walls of the executive offices in favor of an open-plan arrangement.

We strive to engage people at all points, from the application and hiring process to training and developing employees to maintaining relationships with retirees after they leave HP. We aim to approach

Forums and networks

Our employees often work across time zones and continents, so virtual collaboration is essential.

Our people exchange ideas and views, and collaborate on better ways of working, through online and in-person forums, as well as Employee Resource Groups (ERGs). The first ERG was formed more than 30 years ago and now there are more than 120 ERGs across 30 countries.

Another employee group is the HP Sustainability Network, which helps employees learn about and share environmental practices that can benefit the company and the planet. It includes 36 chapters worldwide with thousands of members. Learn more in Employee engagement on page 23.

Social media plays an increasingly important role in engaging employees. Many employees use WaterCooler, an internal business social networking platform, to stay connected and expand their networks. HP Connections, another social networking platform, specifically supports conversations about products and sales-related topics.

Employee feedback

HP gathers employee feedback through formal and informal channels. One of the most important is the annual Voice of the Workforce (VoW) global survey, which provides an opportunity for individual employees to influence the company as a whole. We expanded the VoW in 2011 to measure employees' perceptions of HP's identity in the marketplace, training and development opportunities, and the connection between individuals' and HP's corporate objectives. During the year, 78% of all employees took part in the confidential VoW survey, available online in 26 languages. This compared with 75% in 2010.

HP managers use VoW survey results to better understand employees' perceptions of their experiences at work by indentifying favorable aspects of the environment and areas for improvement. Results also help measure the impact of employee-related programs, thereby providing critical feedback for ongoing improvements.

Following the VoW survey each year, leaders across the company launch systematic action planning processes. Follow-up actions are implemented at many levels in the organization: HP-wide, at the business unit level, and within business groups. VoW actions for 2011 included development of a manager excellence training program, improvements in the physical work environment, and changes in technical support for employees.

The 2011 survey indicated that areas of strength include teamwork, the relationship between employees and their immediate managers, and integrity and ethical practices at all levels of the company. More specifically, employees felt the company performed best on treating employees fairly, managers speaking openly and honestly even when the news is bad, and managers clearly communicating ethical expectations.

Opportunities for improvement included management's ability to communicate a clear sense of direction, and employees feeling they do not receive enough support to drive innovation. We are working to address these issues.

Since the survey was conducted, our new chief executive officer (CEO), Meg Whitman, has communicated a clear and succinct strategy, along with corporate priorities for 2012. A chief communications officer, reporting directly to the CEO, has also been appointed, with oversight of employee communications.

Regarding innovation, the CEO has publicly announced an intent to boost research and development spending while limiting the size of acquisitions.

In addition to the VoW survey, HP regularly carries out targeted surveys to seek employee feedback on specific programs or issues. For example, the staffing organization routinely surveys employees recruited into new roles from inside or outside of the company on the quality and effectiveness of the recruiting and onboarding process.

Open dialogue with leadership

Employees can ask questions of HP leaders and review answers to common queries through the HP intranet Top of Mind feature, as well as in all-employee meetings. Topics addressed in Top of Mind relate to HP's business and strategy—issues of interest to the global employee population. Employees can pose questions using an online form or by making a video submission.

Most leaders also meet regularly in town halls or coffee talks to share information and respond directly to employee questions. Recurring intranet features including Top of Mind and CEO Perspective offer frequent opportunities for top executives to communicate to the company and receive feedback.

Employee volunteerism and giving

HP people contribute their time, skills, and expertise to their communities and also support our global social innovation programs. Many employees also make financial contributions to support their local communities and assist in disaster relief efforts.

In 2011, HP employees and retirees donated more than 744,000 hours to volunteer projects. That time spent giving back to communities is valued at nearly $26 million USD.[1]

In 2011, HP employees in the United States donated cash totaling approximately $3.8 million USD, matched by $3.1 million USD from the Hewlett-Packard Company Foundation.[2] Since 2007, HP and employees have donated $30 million USD through the program. In addition, U.S. employees can donate HP technology to qualified charitable organizations or schools. For more information, see Employee volunteerism and giving on page 152.

Retiree engagement

Our approximately 85,000 retirees are important ambassadors for HP. We stay connected with them through communications, social networking, and the HP retiree website. In addition, HP plays an active role in the HP Retiree Advisory Board and contributes content to local retiree clubs across the globe.

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[1] Value based on type of volunteering: $150 USD per hour for board, service corp, pro bono, and skill-based; $20 USD per hour for hands-on. Uncategorized hours are not reflected in this total.

[2] The Hewlett-Packard Company Foundation will match up to $4 million USD in aggregate annually.

Building careers

"To be successful in a multinational corporation with a broad portfolio of offerings, you need to gain broad experience across the organization. HP has given me opportunities to grow in this area, and the rewards have been multifold."

—Kelly Tan, Managing Director and Vice President of Global Sales, HP Singapore

HP has a longstanding commitment to recruit, retain, and develop the most skilled employees in our industry. Fostering the best talent relies on providing extensive opportunities for continual learning and growth. This takes place through activities including training, mentoring, and leadership development.

Recruiting talent

We increasingly use social media to connect with potential recruits, communicate our values, and show our commitment to global citizenship—important criteria for many jobseekers. Our HP Careers presence on Facebook, Twitter, and LinkedIn features content about our culture and commitment to social innovation. Our YouTube page includes brand and wellness videos to educate candidates about HP's accomplishments and employee benefits.

In 2011, 13% of our hires came from universities, so university recruitment is important to HP. Each year our businesses establish targets to hire interns and university graduates, from a wide range of backgrounds. They receive extensive training in many aspects of our company and operations, and we make sure that they get to know senior managers and build up a network of peers in their chosen field.

During 2011, we increased our focus on developing internal talent and promoting from within at all levels of the organization, as well as on building a stronger leadership pipeline.

Learning and development

HP offers all employees the opportunities and resources to excel in their jobs and prepare for new challenges. Our global presence and networked workforce allow employees to learn from each other in many different ways and across a wide spectrum of specialties.

We provide development opportunities through face-to-face training, live virtual training, and self-directed online courses. The vast majority of our training courses (93%) are delivered in virtual sessions or self-paced online modules. These can reach more employees and allow flexible access for people to learn anywhere and anytime. We offer more than 10,000 courses, which employees used a total of 2.5 million times during 2011, a 56% increase from 2010.

In 2011, we aligned our learning investment to business priorities with increased focus on engineering and technology:

• Technical: 68%

• Sales: 21%

• Professional skills: 7%

• Leadership: 4%

Employees also attend conferences, seminars, and training at accredited institutions, often receiving technical certifications.

We continually assess how we can raise awareness of, and provide access to, the most relevant learning and development opportunities. Between 2009 and 2011, the percentage of respondents to our Voice of the Workforce survey who replied that the learning opportunities they need are available to them increased by 10 percentage points.

HP employees making an impact: Shelley Jeffcoat

Shelley Jeffcoat's experience mentoring a struggling co-worker helped her realize other HP employees could benefit from the same kind of support. So she set out to create a peer-mentoring program for her department that's since grown into a sitewide initiative. Learn more about Shelley Jeffcoat on page 139.

Learning communities

Employees may opt to join more than 30 learning and professional communities at HP to meet and interact with colleagues. Using virtual platforms, they can participate in training, share experiences, and gain access to tools, presentations, podcasts, and videos. Topics include everything from global sales development to technical career paths.

Mentoring

One of the best professional development resources available to HP employees is the skills and expertise of their co-workers.

HP facilitates mentoring experiences through the Mentoring @ hp intranet site, which contains advice and resources for both mentors and those seeking mentors. In addition, the site provides a directory of mentoring programs, which helps connect groups as diverse as young employees, senior women leaders, and professionals in finance, human resources, and sales with mentors in their fields. In 2011, more than 4,500 employees participated in HP's formal mentoring programs.

Opportunities to broaden experience

In 2011, we ran the Global Career Development Connection, a companywide online event through which employees could find tips on how to build their HP professional network, learn about opportunities in other business units or functions, or just visit to get ideas and inspiration. The event also provided an opportunity for employees from all regions to chat live with human resources representatives across the enterprise about how to develop their careers. The event received a citation in the American Society for Training & Development's 2011 BEST Awards, which recognize excellence in workplace learning and performance.

To supplement formal training, "learning by doing" builds skills and accelerates development. We encourage employees to pursue hands-on experience through work-based learning opportunities such as job rotations or new opportunities across business groups, regions, and functional areas.

Leadership development

The ability to think and act as a leader is crucial for every HP employee, regardless of role. All employees have the opportunity to complete a self-assessment against the HP leadership standards and develop leadership skills through performance feedback, learning and training resources, or working with a coach or mentor.

HP's Executive and Leadership Development team designs and implements leadership and management training for leaders at all levels. In 2011, we increased the scale and reach of training. During the year, 7,500 employees participated in various leadership training sessions, including the HP Key Talent and Executive Leadership Excellence programs. Focus areas addressed business challenges, strategic thinking and planning, financial acumen, and team leadership.

Leaders developing leaders continues to be part of our strategic approach. In 2011, approximately 400 HP leaders directly supported our leadership development programs and more than 12,000 employees attended our monthly Leading Ideas webcast

series, during which senior leaders provide insights on leadership topics, share helpful tips and best practices, and link to resources for HP employees.

Also in 2011, HP launched Leadership Development Central (LDC) as a resource to search and source opportunities for self and team development. LDC rapidly rose to the top 10 list of sites on the @HP employee portal. The new Leadership Learning in a Box series is the most recent addition to LDC through which team leaders conduct 1-hour discussion sessions focusing on skill building and managing and motivating teams.

We also help leaders enhance their skills while supporting social innovation initiatives in communities. In 2011, as part of HP's intensive Key Talent program, individual teams of 5 or 6 HP vice presidents brought their expertise and knowledge to 10 San Francisco Bay Area nonprofits in a 12-week social impact business challenge. They provided pro bono recommendations to address the organizations' most significant business challenges. Leaders also worked with the Global Health Corps (see below).

Collaboration with Global Health Corps

During 2011, HP partnered with the Global Health Corps to launch a pilot advisory program under which HP executives cross borders and cultures to mentor the next generation of health leaders. Advisors from HP offices in 12 countries were matched with a Global Health Corps Fellow and worked on healthcare-related projects including supply chain data analysis and pharmaceutical/medical consumable forecasting in Rwanda, helping to define and evaluate requirements for an e-learning platform for clinical training materials in Uganda, and creating case management plans and illness prevention education strategies for homeless teens in the United States.

Redeployment

Redeployment increases the workforce's ability to adapt, helps HP maximize and develop talent, and aids in responding to employees when ongoing business decisions such as restructuring and realignment impact their positions. Redeployment provides HP with the alternative to deploy talent instead of reducing the workforce.

The redeployment program allows managers to match the competencies and skills of eligible employees with current job openings. Reassigning eligible employees to open positions within the company helps HP retain internal talent and gives employees the opportunity to apply their skills to other HP jobs. In 2011, HP proactively managed redeployment of employees impacted by divesture decisions (such as Halo and Palm). One of the program changes adopted in 2011 supported redeployment by helping to position employees for internal job opportunities and accommodated earlier employee engagement with our career-transition supplier.

We also revised the redeployment and rehire policy to be more open, giving managers greater flexibility in hiring decisions and in facilitating employee job rotation.

Diversity and inclusion

Diversity and inclusion are key drivers of creativity, innovation, and invention. Worldwide, HP is putting our diversity to work to connect people to the power of technology in the marketplace, workplace, and community. We are committed to building an inclusive workplace where all employees can contribute and be successful.

A workforce that includes men and women from different nations, cultures, ethnic groups, generations, and backgrounds, with a wide range of skills and abilities, helps us to understand and reflect our customers' values and demographics. A diverse workforce is also vital to attracting and retaining the best employees.

During 2011, we:

• Held four "diverse talent" summits in the Americas, Asia Pacific, and Europe, at which more than 400 high-performing diverse employees learned about leadership and business strategy

• Added sexual reassignment surgery benefits to a number of our U.S. healthcare plans (coverage beginning in 2012)

• Added a provision to reimburse or "gross up" any U.S. income taxes that apply based on coverage for domestic partners and domestic partners' children

• Delivered more than 150 Employee Resource Group (see below) events that provided members with experiential leadership development opportunities

Policies

Our diversity and inclusion policies and practices help foster a positive work environment at HP. We expect and require every employee to treat others with dignity, respect, and courtesy. We do not, under any circumstances, tolerate discrimination or harassment. We comply with diversity laws as basic minimum requirements, and our policies often set a higher standard than is legally required.

We encourage employees to report suspected discrimination or harassment by contacting local human resources departments or using our confidential and anonymous 24-hour GuideLine. In Canada and the United States, the GuideLine number is 1-800-424-2965. For employees outside of North America, we publish numbers on our intranet.

Our chief diversity officer is responsible for compliance with these policies. Our vice president and chief ethics and compliance officer is responsible for the GuideLine.

Working with diversity organizations

HP has developed strategic partnerships with a number of organizations whose missions align with HP's strategy of developing a diverse workforce and creating an inclusive work environment.

HP is a sponsor of Catalyst, a leading nonprofit organization that works with businesses to build inclusive workplaces and expand opportunities for women. HP has access to Catalyst's global database of research, which we use to inform and support our diversity and inclusion priorities. We also participate in Catalyst's annual awards dinner and attend many local events.

HP has been a sponsor of Out & Equal Workplace Advocates' Workplace Summit for more than 10 years. Out & Equal is a nonprofit organization dedicated to achieving workplace equality for lesbian, gay, bisexual, and transgender employees and professionals. At the summit, HP employees present workshops, demonstrate HP products, and talk about job opportunities at HP.

A few of our many partners in our diversity and inclusion efforts include Anita Borg Institute, GettingHired, Leadership Education for Asian Pacifics, Inc., National Action Council for Minorities in Engineering, Professional Business Women of California, and Simmons Women's Leadership Conference.

Internal development opportunities

In 2011, we sponsored leadership summits for employees around the world with a broad focus on women and ethnic groups. These summits help to build global business and leadership capabilities, and demonstrate HP's commitment to grow and develop high-performing diverse talent. These events also provide opportunities to connect HP leaders with employees from diverse backgrounds, fostering an inclusive work environment.

HP employees making an impact: Chantal Martineau-Kirse

Chantal Martineau-Kirse founded and coordinates the HP Women's Network in Munich, Germany. The group promotes the professional development, visibility, and retention of women at HP Germany. Learn more about Chantal Martineau-Kirse on page 141.

Employee Resource Groups

Our Employee Resource Groups bring together employees with common interests and backgrounds. HP has more than 120 such groups worldwide, representing aspects of diversity such as gender, ethnicity or national origin, sexual orientation, age, and disability.

For additional information, see Diversity and inclusion on page 125.

Performance

We track gender diversity globally and ethnic diversity in our U.S. workforce. The charts below detail our performance over the past 5 years.

In 2011, 23.9% of our top U.S. executives (director level and above) were women, up from 23.3% in 2010. In the United States, minorities constituted 13.4% of our top U.S. executives, down slightly from 13.7% in 2010.

We also promote diversity in our supplier base. See Supplier diversity on page 115 for detail.

Worldwide workforce demographics, 2007–2011 [women as a percentage of total employees]*

Region	2007	2008	2009	2010	2011
Americas—employees	31.0%	30.8%	35.0%	34.3%	33.3%
Americas—managers	25.3%	25.2%	28.3%	27.8%	28.7%
Asia Pacific and Japan—employees	30.0%	30.9%	32.5%	33.1%	32.3%
Asia Pacific and Japan—managers	18.6%	20.2%	21.2%	21.8%	22.3%
Europe, Middle East, and Africa—employees	28.4%	28.1%	30.0%	30.5%	29.8%
Europe, Middle East, and Africa—managers	17.6%	18.5%	20.0%	19.8%	20.9%
Worldwide—employees	30.0%	30.1%	32.9%	32.9%	32.0%
Worldwide—managers	21.5%	22.0%	24.3%	24.1%	24.8%

* 2009 data excludes Brazil.

Global new hires, 2007–2011 [as a percentage of total]*, **

Region	2007	2008	2009	2010	2011
Female	31.8%	34.9%	35.6%	35.2%	32.7%
Male	68.2%	65.1%	64.4%	64.8%	67.3%

* 2009 data excludes Brazil.

** 2009 data reflects the time period January 1 to November 30, 2009.

2011 U.S. workforce demographics [as a percentage of total]

Male	Female	White	All minori- ties	Black	Hispanic	Asian	Native Hawaiian or other Pacific Islander	Two or more races	Native American	Total
Officials and managers										
71.67%	28.33%	80.81%	19.19%	3.60%	4.53%	10.47%	0.01%	0.22%	0.36%	**11.25%**
Professionals										
68.10%	31.90%	73.14%	26.86%	5.02%	4.96%	15.87%	0.08%	0.46%	0.47%	**71.48%**
Technicians										
78.91%	21.09%	69.02%	30.98%	14.57%	7.13%	7.19%	0.29%	1.08%	0.71%	**9.82%**
Sales workers										
50.99	49.01%	68.57%	31.43%	7.38%	15.60%	4.72%	0.23%	3.12%	0.38%	**1.44%**
Office and clerical										
16.52%	83.48%	62.54%	37.46%	19.80%	8.35%	7.27%	0.31%	1.00%	0.73%	**5.25%**
Operatives (semi-skilled)										
43.46%	56.54%	57.59%	42.41%	13.61%	12.57%	14.66%	0.52%	0.52%	0.52%	**0.21%**
Laborers										
49.21%	50.79%	41.87%	58.13%	15.87%	24.42%	17.06%	0.00%	0.20%	0.60%	**0.55%**
Total										
66.60%	**33.40%**	**72.77%**	**27.23%**	**6.69%**	**5.58%**	**13.80%**	**0.11%**	**0.56%**	**0.49%**	**100.00%**

U.S. new hires, 2007–2011 [as a percentage of total]*

	2007	2008	2009	2010	2011
White	69.0%	67.2%	65.0%	61.7%	52.4%
All minorities	30.1%	32.4%	34.5%	34.8%	31.1%
Black	6.8%	8.1%	11.2%	14.5%	7.7%
Hispanic	6.3%	6.9%	7.1%	7.1%	6.7%
Asian	16.5%	15.7%	12.5%	10.5%	14.6%
Native American	0.5%	0.6%	0.7%	0.3%	0.4%

* Sum of "White" and "All minorities" does not equal 100% and the sum of "Black," "Hispanic," "Asian," and "Native American" does not equal the total for "All minorities" due to people who do not declare or who do not fall into these categories. "White" and "Black" figures for 2011 are markedly lower from previous years, as 16.1% of respondents placed themselves in a new "Other" category, which does not allow identification by ethnicity.

Rewards and benefits

HP demonstrates our commitment to our people by acknowledging and rewarding them for their work through our compensation, benefits, and recognition programs.

Compensation

After several years of tough business conditions, during 2011 we brought base pay back to prereduction levels for the vast majority of employees affected by pay cuts in 2009. We also reintroduced the Employee Stock Purchase Plan, enabling employees to buy HP shares at a 5% discount.

Nevertheless, our 2011 Voice of the Workforce survey indicated that many employees feel HP can do a better job of recognizing and rewarding their hard work and commitment to the company—and that the company should be more transparent about bonuses and raises. We are exploring ways to address these issues in 2012, such as more clearly articulating the company's compensation strategy.

The issue of senior executive compensation is attracting increasing interest, including from our shareholders. In March 2011, shareholders voted against proposed executive compensation packages at HP's annual meeting. Although the vote was nonbinding, HP has carefully considered shareholders' perspectives on compensation. Our new president and chief executive officer, Meg Whitman, who took up her position in September 2011, has a fixed annual salary of $1 USD and works under the same open-ended contract as all employees. Her nonsalary compensation is tied to company performance and will be paid via shares of HP stock, not cash.

Senior executive remuneration is based not only on financial targets but also on factors such as business objectives, customer satisfaction, and people development (including issues such as career development, employee engagement, and succession planning).

Benefits

In addition to base and performance-related pay and stock owner-ship, we offer benefits everywhere we operate. These are designed to support a wide range of employee needs, varying by country, and may include:

- Health and wellness plans supporting employee well-being
- Income protection insurance covering risks from injury or illness
- Retirement and savings plans helping employees secure their financial future
- Time-off programs to pursue interests outside of work

We are continually adapting benefit programs, and we've made numerous improvements during the past year designed to better support employee and business needs, while making benefits more relevant to our employees. Some examples include:

- Expanded wellness and maternity care benefits in several countries
- Health benefit improvements in countries such as Colombia and India
- New benefit options with expanded flexibility in several countries throughout the Europe, Middle East, and Africa region
- Expanded parental leave and backup childcare benefits for U.S. employees

For more details, visit the HP Benefits website.

Recognition programs

Appreciating employees' efforts and achievements at all levels has always been important at HP. We acknowledge employee accom-plishments through Recognition @ HP, a program that promotes appreciation for good work. Focus areas include leadership, innova-tive thinking, and service excellence.

Instant Appreciation e-cards, which enable any employee to acknowledge the contributions of others, are a powerful recogni-tion tool introduced in 2011. Employees can choose from 11 card designs that express a variety of sentiments and include space to describe what the person did to help create a great result for HP. The sender may also opt to send the recipient's manager a copy to ensure they are aware of the employee's contribution.

Wellness

"I believe that having family and friends and a work-life balance makes you a better performer."

—Serena Yong, General Manager, Personal Systems Group, HP Singapore

When employees feel well, they perform well. So HP strives to support our people at all levels of health and fitness. Our wellness programs vary by country, but all support employees' physical health, financial well-being, and stress management. We strive to increase employees' awareness about health issues and support healthier lifestyles.

Our 2011 Voice of the Workforce (VoW) survey found that 79% of HP employees felt their managers take a genuine interest in their wellness, compared with 76% in 2010.

Reflecting our strength in this area, HP was named a 2011 Best Employers for Healthy Lifestyles winner by the Washington, D.C.-based National Business Group on Health.

In 2011, HP refreshed 30 HP fitness centers in 12 countries.

Maintaining work-life balance

We offer programs to help our employees manage personal and work commitments, as the fast pace of our industry can be demanding. In many countries, these include concierge services, backup childcare services, and stress-management resources.

Our annual VoW global survey showed that flexible work arrangements are one of the features of the HP work environment that employees value most. These arrangements include:

- **Flex time** Working a normal 8-hour workday, but adjusting start and finish times
- **Part time** Working reduced hours on an ongoing or temporary basis; about 2% of employees work part time
- **Telework** Working full time from home
- **Flexwork** Occasionally working from home, but primarily based on HP premises

Additional programs that help employees improve work-life balance vary by country, including:

- Adoption resources and assistance
- Dependent care resources
- Education resources
- Family and medical leave
- New parent leave
- Vacation and paid time off

For additional details about work-life programs, see HP Benefits.

Wellness Ambassador Network

More than 250 Global Wellness Ambassadors promote HP wellness initiatives locally and help raise employee awareness of our programs. They plan events and work with local company leadership to integrate health, financial, physical, stress management, and other well-being strategies into daily employee routines and special activities. Wellness ambassadors get together to plan site-specific events and also meet virtually as a group to share best practices.

Wellness program

During 2011, we rolled out our wellness program, initially launched in the United States, to 32 other countries. It now covers about 90% of employees. Wellness programs outside the United States are customized to local needs, but they generally feature activities, challenges, and contests to increase employee involvement in this area.

Winning with Wellness Hero

New in 2011, we invited employees to nominate colleagues they regard as wellness heroes. The Winning with Wellness Hero initiative attracted hundreds of nominations, from which six were selected as particularly inspiring. Among them was Sushil Sharma in Bangalore, India, who started a Back on Track program that provides his co-workers with daily fitness and diet tips, encourages them to take the stairs instead of the elevator, and urges them to exercise for at least 30 minutes a day.

Other initiatives

Additional wellness initiatives during 2011 included the following:

- We refreshed 30 HP fitness centers in 12 countries with remodeling and/or new equipment. We also built two new centers at HP facilities in Plano and Houston, Texas, United States, bringing the total number of fitness facilities to 48 in 13 countries.
- We opened three new on-site health centers in Palo Alto, California, and Plano and Houston, Texas, United States. HP opened three on-site clinics in Bangalore, India, in early 2012.
- In the United States, we improved our Backup Child and Adult/Elder Care Program by expanding care from 5 days to 10 days per calendar year and by eliminating a copay to allow care at no cost to the employee. We promoted these program changes as part of the overall wellness initiative. This helped increase awareness and program adoption. Usage between 2010 and 2011 rose, on average, from 70 to more than 400 instances per month. We also expanded our paid Parental Leave Program from 3 to 5 paid leave days.
- As part of a cancer awareness pilot, 46 sites in 7 countries held mammography and cancer screening sessions. Sixty thousand employees registered as part of a separate Power of Pink initiative to help increase awareness of breast cancer.

Global Wellness Challenge

In 2011, we launched a Global Wellness Challenge to all employees, inviting them to take on challenges related to walking and exercising more. Almost 54,000 employees in approximately 90 countries participated, with many saying the challenges had changed their lives for the better. "I have lost more than 20 pounds and regained confidence," said one employee. "I now feel good about myself, and I have also been able to motivate my family to have a healthier lifestyle. The program has been priceless. It will benefit me for the rest of my life and for that I will forever be grateful."

Participants walked or ran more than 4.5 million miles collectively between May and August. Together, they clocked more than 58 million minutes of exercise—about 110 years. The vast majority of those who took part (94%) were satisfied with the experience. For more information, watch our video on YouTube.

Employee photos

Hong Kong

Dennis A. participating in the King of the Hills Time Trial race in Hong Kong.

Pam K., left, and HP colleague Veronica F. trained in Frisco, Colorado, United States, negotiating 23 arduous miles in a day.

Georgia, United States

Sue B. "upping her game" at the Tough Mudder, Georgia, United States, a 12-mile run through woods and on a motocross track with 20 challenging obstacles.

Lanzarote, Canary Islands, Spain

Nacho P. at his first Ironman Triathlon in Lanzarote, Canary Islands.

Beishi River, New Taipei City, Taiwan

Tony L. kayaking down the Beishi River.

Reading, United Kingdom

Tony S. at the English Standard Distance Triathlon Championships in preparation for the Reading, United Kingdom, Olympic Distance Triathlon.

Florianopolis, Brazil

Marcus Z. in a 150-km relay marathon called the "Volta da Ilha" or "around the island."

London–Brighton, United Kingdom

Steve J. participating in the 54-mile Bike Ride for the British Heart Foundation from London to Brighton, United Kingdom.

Chennai, India

HP team exercising.

Health and safety

Providing health and safety programs that support HP's employees is one of our key commitments. We take seriously our responsibility to provide a safe working environment at our facilities and offices. This reflects our values and also makes good business sense. Employees are most productive when they are healthy—and the disruption caused by lost workdays costs us time and money. Slips, trips, and falls, as well as manual materials handling and office ergonomic incidents, are the leading causes of lost workdays at HP. We tailor our health and safety programs to try to minimize such incidents.

During 2011, we increased our focus on health and safety at non-HP business locations, as an increasing number of employees spend time working from home or at customer locations. We redesigned, updated, and expanded our self-paced health and safety training courses to better reflect those employees' needs. We also emphasized the different groups of employees for which the course is applicable.

Our health and safety programs are part of a comprehensive environmental, health, and safety (EHS) management system that meets or exceeds applicable regulatory requirements globally. This system aligns with the internationally recognized Occupational Health and Safety Assessment Series (OHSAS) standard OHSAS 18001 as well as the American National Standards Institute's (ANSI) ANSI Z10 and the International Labour Organization's (ILO) ILO-OSH 2001 standards. Six HP sites in Ireland, Romania, Scotland, Singapore, South Africa, and the United States are registered to OHSAS 18001.

Our health and safety data collection and tracking system, which monitors injury trends at the site and corporate level, adheres to the ILO Code of Practice on Recording and Notification of Occupational Accidents and Diseases.

Increasingly, the EHS organization is asked to provide information in support of our sales, service, and contract teams responding to customer requests and completing new sales bids, implementing service agreements, and renewing contracts.

Communications

During 2011, we upgraded our EHS intranet site, which, among other things, provides instructions on safe chemical handling, advice about health while traveling, and hints on how to audit sites for health and safety risks. As part of the website update, we created a video for employees that explains the role of the EHS organization at HP, providing examples of the wide range of health and safety issues at the company, and emphasizing the importance

of topics such as hearing protection, safe lifting practices, chemical containment, and the proper use of forklifts. It also features interviews with managers about how they address health and safety issues in their work settings and how EHS supports their businesses.

Training

We emphasize health and safety from the first day of employment at HP. We provide employees with an overview of our policies and advice on preventing and responding to workplace injuries. Employees take a required online refresher course annually, and we offer many of our training courses in multiple languages.

Our HP Safety and Comfort Guide, which offers training on ergonomics, is available to all employees and can be accessed by customers and employees on HP's external website, where the guide is posted in 35 languages. Our online risk-assessment tool offers ways to assess office ergonomic risks and provides recommendations to reduce those risks.

We also tailor training to specific jobs and provide courses to reduce risks in various work environments, including office, laboratory, and warehouse settings. Ergonomics training focuses on reducing the risk of injuries and illnesses related to materials handling and day-to-day office work.

During 2011, we worked to publicize the online training and risk-assessment tool that helps members of our increasingly mobile workforce evaluate their home offices, shared or dedicated work spaces, and customer locations. We initially focused on employees in countries where this type of training, risk assessment, and risk mitigation is required by law.

Performance

Our primary performance metrics for work-related injuries are the following:

- Lost workday case rate, which describes the number of work-related injuries that result in time away from work per 100 employees working a full year.
- Recordable incidence rate, which describes the number of incidents requiring medical attention beyond first aid, whether or not they incur lost time, per 100 employees working a full year.

Lost workday case rate, 2007–2011*
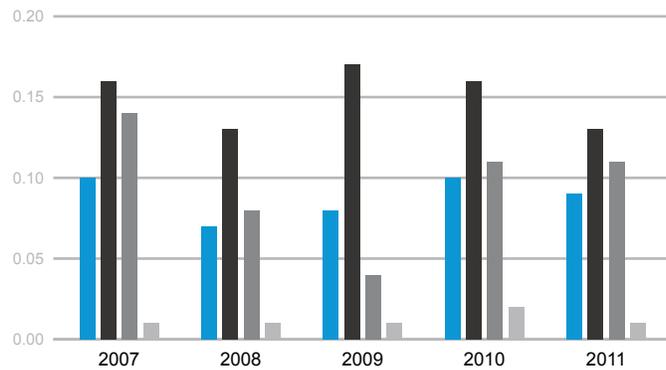
	2007	2008	2009	2010	2011
■ Global	0.10	0.07	0.08	0.10	0.09
■ Americas	0.16	0.13	0.17	0.16	0.13
■ Europe, Middle East, and Africa	0.14	0.08	0.04	0.11	0.11
■ Asia Pacific and Japan	0.01	0.01	0.01	0.02	0.01

* Lost workday case rate is the number of work-related injuries that result in time away from work per 100 employees working a full year. The U.S. industry average in 2009 was 0.3. (2010 data did not include the North American Industry Classification System code used in previous years. Thus, 2009 data was used because it was the most recent available.) Americas includes incidents occurring in Argentina, Brazil, Canada, Panama, Puerto Rico, and the United States. Europe, Middle East, and Africa includes incidents occurring in Belgium, France, Germany, Israel, Italy, Morocco, Netherlands, Poland, Spain, and the United Kingdom. Asia Pacific and Japan includes incidents occurring in Japan and Singapore.

The lost workday case rate decreased in 2011 compared with 2010 in all regions except Asia Pacific and Japan, where it remained unchanged. Slips, trips, and falls continues to be the leading category for lost workday incidents. A health advisory notice on preventing such incidents is posted on the EHS website, and we recently communicated health and safety practices that can help minimize these risks to all employees worldwide. This effort also targeted risks associated with materials and equipment handling, as well as ergonomic factors in the office environment. We posted a health advisory notice during 2011 on safe practices for manually handling materials or equipment, with a link to a back safety course. Our regional office ergonomic websites link to tools that help employees identify, minimize, or eliminate office ergonomic risks.

Leading causes of lost workdays, 2011

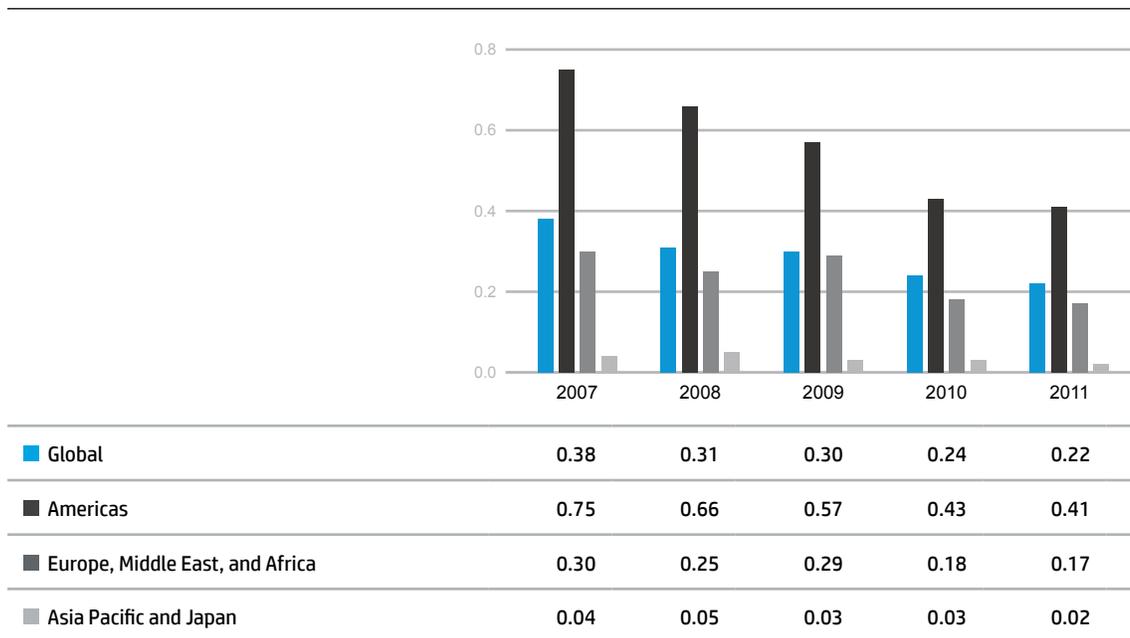|	
Slips, trips, and falls	40%
Ergonomics—materials handling	20%
Ergonomics—office environment	12%
Automobile accidents	11%
Struck by/against/cut by	6%
Other	11%

The proportion of lost workdays caused by slips, trips, and falls was the same in 2011 as in 2010, but the proportion caused by ergonomics—materials handling rose from 12% to 20%. As noted above, we have taken measures to attempt to address this situation.

Location of lost workdays, 2011

HP sites	50%
Customer sites	27%
Business travel	15%
Telecommuting/home office	5%
Events/team building	3%

Incidents at customer sites and during business travel increased in 2011 compared with 2010 (from 20% and 9%, respectively), so we have extended a health and safety course that was previously targeted only at customer engineers to also cover other employees.

Recordable incidence rate, 2007–2011*

	2007	2008	2009	2010	2011
■ Global	0.38	0.31	0.30	0.24	0.22
■ Americas	0.75	0.66	0.57	0.43	0.41
■ Europe, Middle East, and Africa	0.30	0.25	0.29	0.18	0.17
■ Asia Pacific and Japan	0.04	0.05	0.03	0.03	0.02

* Recordable incidence rate is the number of all work-related lost-time and no-lost-time cases requiring more than first aid per 100 employees working a full year. The U.S. industry average in 2009 was 0.5. (2010 data did not include the North American Industry Classification System code used in previous years. Thus, 2009 data was used because it was the most recent available.) Americas includes incidents occurring in Argentina, Brazil, Canada, Mexico, Panama, Puerto Rico, the United States, and Venezuela. Europe, Middle East, and Africa includes incidents occurring in Belgium, France, Germany, Ireland, Israel, Italy, Morocco, Netherlands, Poland, Spain, Switzerland, and the United Kingdom. Asia Pacific and Japan includes incidents occurring in Australia, India, Japan, Singapore, and South Korea.

Recordable incidence rates continued to decrease gradually in 2011, with reductions in every region compared with 2010.

Leading causes of all recordable incidents (with and without lost time), 2011

Slips, trips, and falls	32%
Ergonomics—office environment	20%
Ergonomics—materials handling	16%
Struck by/against/cut by	11%
Automobile accidents	10%
Other	11%

In 2011, the leading causes of all recordable incidents remained similar to 2010, although ergonomics—materials handling and automobile accidents increased slightly (up from 12% and 7%, respectively).

Location of recordable incidents, 2011

HP sites	54%
Customer sites	25%
Business travel	14%
Telecommuting/home office	5%
Events/team building	2%

In 2011 the majority of recordable incidents were at HP sites, with 25% on customer premises. This is the first time we have reported on the location of recordable incidents.

Employee gallery

Tom Barrington

27 years of service

For Tom Barrington, working as global energy program manager in HP's Global Real Estate organization is a natural fit. He studied environmental engineering in college and has engaged in energy efficiency and sustainability efforts in every position he's held during his 27 years with HP. As a volunteer on his local public utilities commission, he also helps the community by contributing his expertise in energy and environmental utilities, such as water and waste management.

Tom, who is based in Roseville, California, United States, is responsible for driving energy efficiency and energy procurement strategies, reducing greenhouse gas (GHG) emissions, and conserving water across HP's facilities worldwide. His team helps set environmental goals for the company, and then works within Global Real Estate and other HP organizations to meet those goals. Tom's team completes dozens of projects every year, from retrofitting lighting to installing sophisticated building-control systems. These complement other major activities around the company, such as real estate consolidations, that improve HP's overall efficiency.

"HP has paid attention to energy efficiency all along, and over the last 3 or 4 years, the company has really stepped up its investments," Tom says. "We're focusing on things that deliver clear and solid returns."

Collectively, HP's actions have paid off. In 2008, HP set a goal to reduce absolute GHG emissions associated with its facilities by 20% from 2005 levels. In 2011, HP reached this goal—2 years early. But that doesn't mean Tom is satisfied. He's already working with his team and others around the company on the next goal.

Tom is particularly enthusiastic about a recent project that promises to deliver great returns. In 2011, HP implemented a software platform from Hara, a provider of energy and sustainability management software, to help HP more accurately measure and monitor energy consumption in its facilities. Because the software will integrate data from across HP's entire real estate portfolio, Tom says his team will gain insights they've never had and can better identify areas with the greatest potential for savings. "It's a major step forward in our ability to be complete and accurate in our measurements," says Tom. "We can perform a much more informative analysis than we've ever done before."

The team's work has the potential to make an even greater impact. HP Energy and Sustainability Management (ESM) group is also involved in this global implementation. The ESM group will apply the insights and best practices they gain to benefit other customers undertaking similar deployments.

Overall, Tom sees enormous potential to continue improving the performance of HP facilities. "I'm excited about going even deeper into our buildings to find efficiency, and looking for cost-effective ways to generate our own renewable energy," he says.

Frances Edmonds

13 years of service

From her vantage point in Toronto, Canada, Frances Edmonds oversees HP Canada's partnership with World Wildlife Fund (WWF), one of her many duties as director of environmental programs for HP Canada.

It's a big task. Through a project called WWF Living Planet @ Work Championed by HP, the two organizations are helping to give small and medium businesses free tools they need to raise the visibility of sustainability issues within the workplace, pinpoint the most effective ways to shrink their environmental footprint, and engage employees to become advocates for change.

"Canada is a land of small and medium businesses. We have more than a million of them. And typically, they don't have a lot of resources or expertise in sustainability," Frances says. "Yet, together, smaller organizations can make a major contribution to the conservation of the planet's resources. They just need a helping hand to make it happen."

HP and WWF are striving to enroll 500 companies in Living Planet @ Work and raise $1 million in charitable donations through workplace giving by 2014. The contributions will be used for WWF research and conservation projects. Companies that sign up benefit from HP expertise in responsible IT purchasing, sustainability reporting, and employee engagement. The latter, Frances says, "is a really neat way to drive sustainability into the workplace."

Frances is no stranger to employee education and engagement. In 2008, she initiated the HP Eco Advocate program, formerly known as Green Advocates. The program prepares HP employees to talk with customers and colleagues about environmental issues, such as climate change. It also trains them to speak about HP's environmental initiatives—such as the HP Planet Partners return and recycling program—and HP products that can help customers reduce their impact. This know-how has already benefited Living Planet @ Work. Two HP Eco Advocates who are enrolled in the Living Planet @ Work project recently shared their knowledge at a webcast for businesses.

Frances sees a genuine need to increase and facilitate environmental education among business leaders and employees. As a speaker at many events and educational institutions, and as a mentor to environment and business co-operative students at the University of Waterloo, educational efforts are close to her heart. "People don't always understand how to procure greener products and services or change their lifestyles," Frances says. "We have to play a role in educating as well as doing."

David Fuqua

28 years of service

Data centers are notorious for their consumption of energy. David Fuqua, sustainability program lead for HP Enterprise Services' Global Data Center Operations in Plano, Texas, United States, leads a team dedicated to finding ways to conserve energy in HP's client-serving (or "trade") data centers. Their efforts often result in significant reductions of costs, energy consumption, and greenhouse gas emissions—outcomes David takes pride in.

He joined HP in 2008 after spending nearly 25 years with Electronic Data Systems (EDS), where part of his role was to measure the company's global carbon footprint. He applied the expertise he gained there to improve efficiency in HP's trade data centers.

Over the past 3 years, David and his team have worked on a variety of energy-saving projects, from an ultrasonic humidification system that reduces the energy needed to maintain data center humidity levels to containing rows of server racks to prevent hot and cool air from mixing, which saves on cooling costs.

In 2011, David's team analyzed how cool air was escaping from underneath the raised floor in several data centers. They discovered that in HP's older data centers, a significant amount of cool air was escaping through cutouts in the floor where power and network cables passed through. In nine of these data centers, they sealed the gaps and rebalanced the perforated floor tiles to better

distribute air flow. David expected the change would allow each facility to turn off 20% of its large air conditioning units on the computer room floor, but was delighted to see they were able to turn off 38%, on average.

"It was a huge success. We saved nearly 8 million kilowatt hours a year," says David. "It's really satisfying to see real savings as a result of our work."

All told, David estimates that as a result of his team's work in 2011, HP's trade data centers in North America will save about 13 million kilowatt hours (kWh) on an annual basis—equal to about 7,200 tonnes of carbon dioxide equivalent emissions. The energy saved is enough to power a 3,700-square-meter data center and office area for a year.[1]

Even when he's not at work, David is looking for ways to save energy. For example, he recently upgraded the air conditioning system in his home and insulated his attic. It's just one of the ways his job inspires his life. "I really enjoy my work," says David. "I have a good time in this role."

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[1] Based on the size of HP's data center and office space in Markham, Ontario, Canada, which consumed 11.4 million kWh in 2009.

Kathryn Hall

28 years of service

Kathryn Hall, HP statistician and quality systems engineer, is grateful for the wonderful math teachers who inspired her growing up. Now she's using her skills and enthusiasm to pass her passion for math on to the next generation. Learn more about Kathryn.

Shelley Jeffcoat

2 years of service

As a workforce planning program manager for HP's human resources team, Shelley Jeffcoat is responsible for end-to-end management of several critical hiring initiatives.

In February 2010, when Shelley started mentoring a struggling co-worker, she realized other HP employees could benefit from the same kind of support. So she launched a peer-mentoring program designed to help employees in her department develop successful careers and discover their untapped talents. The program has grown dramatically and is now available to all employees at the HP site in Conway, Arkansas, United States. "We have a team of about 10 volunteers who work very hard to make this program possible," Shelley says.

Participants in the voluntary peer-mentoring program exchange advice, problem solve together, and help each other develop the skills they need to accomplish their goals. For example, they often use meetings to practice public speaking. As the program grows and expands, the volunteer coordinators also look for ways to add other kinds of career-development opportunities. For example, they host monthly lunch-and-learn events, facilitate a Breakfast with a Leader series, produce educational podcasts, and organize special events designed to empower employees to network and learn from HP business leaders.

Shelley estimates the program has helped more than 500 HP employees further their career-development efforts. "I'm passionate about motivating people and encouraging them to do their very best. I enjoy helping team members continue to grow at HP," Shelley says.

Sundeep Khisty

17 years of service

Sundeep Khisty considers himself lucky; his job allows him to apply a personal passion. As the practice principal for HP Carbon Emissions Management Service working out of Sydney, Australia, Sundeep provides tools that help HP's enterprise customers better understand and accurately measure their companies' carbon footprints.

Sundeep's team helps companies set goals and track progress by giving them tools to manage processes in a more sustainable way and providing key performance indicators and dashboards. For example, Sundeep's team recently helped a major energy company justify the cost of various programs that had environmental benefits, such as telecommuting. Another client, a midsize Australian bank, changed its procurement policy to include more energy-efficient products after Sundeep's team demonstrated the potential savings.

"These companies have a lot of good strategies, but they don't know how to implement them. We bring them the database, methodology, and reports to start their journey," says Sundeep.

Sundeep, who regularly speaks at sustainability-focused conferences and events, is appreciative of what he calls an opportunity for personal contribution.

"Being asked to fill this position was the equivalent of my calling. It was a critical shift in my thinking—even in my belief system," he says. "The impact of climate change will not just be felt for 1 or 2 years, but for the whole century. And it's going to impact future generations."

HP Carbon Emissions Management Service is an important service in HP's ongoing efforts to help customers reduce energy consumption and address climate change. Beyond changing the way enterprises work, Sundeep and his team are also transforming how companies think about energy use.

Eberhard Koehler

14 years of service

For Eberhard Koehler, business ethics involves more than simply following regulations. It means giving everyone a fair shot. Eberhard is HP's director of Worldwide Volume Operations Business Risk Management and Compliance and works in Cupertino, California, United States. He leads a team dedicated to ensuring that HP's channel partners do business with customers and other third parties without the use of corrupt practices, such as coercion or bribery. His work helps HP comply with anti-corruption and global trade laws, while encouraging true competition.

"I believe that when you go to work and do your best, your end goal should be to win the deal because you are the best person," says Eberhard. "You shouldn't miss out on an opportunity because someone else is doing something unethical."

Eberhard and his team design policies and educational programs that help HP partners understand regulations and avoid noncompliant behaviors. "We level the playing field, so that everyone has the same chance to win deals," says Eberhard.

His team brings together experts from all over the world, from Malaysia to Mexico, and everywhere in between. This cultural diversity helps his team communicate with partners on a global scale, while maintaining good working relationships.

"Talking about bribery and anti-corruption is not necessarily a nice topic," he explains. "You need to be very sensitive when addressing ethical practices. You need to establish trust with your audience, and only then will you be in a position to talk about ethics."

As HP continues to evolve its ethics and compliance programs, Eberhard is proud of the company's efforts. "There's no question at HP that this is the right thing to do. There's a high ethical standard in this company."

Phillip Kong

11 years of service

As HP Enterprise Services' green practice consulting manager for Asia Pacific and Japan, Phillip Kong works with some of HP's largest customers to calculate the carbon emissions created by their IT infrastructure and then helps them identify ways to reduce those emissions.

Phillip also shares his skills and expertise with a broader group of HP employees in his role as the global lead for the HP Sustainability Network. This volunteer group consists of thousands of HP employees across 36 chapters worldwide who are committed to reducing the environmental impact of HP and its employees. Phillip works to support each chapter as the members develop projects that are based on their unique concerns. He's working to improve the way chapters report on their initiatives, giving them a deeper understanding of their impact. This strategy helps create stronger engagement, and better results. "We allow each chapter the individuality and autonomy they need to address the issues they are passionate about," says Phillip.

Phillip understands firsthand the hard work volunteers put into their projects. He established the Melbourne chapter in 2009, the first in Australia, and has helped make it one of the fastest-growing and most active employee groups at HP, with more than 300 members. "We have a fantastic group of committed people who work really hard to make the network a success," he says.

Although Phillip is well known inside HP for his work, he's also gaining recognition outside of the company for his efforts. Phillip was recently 1 of 10 individuals to be selected for a sustainability leadership development program sponsored by the Corporate Eco Forum that will take him to the Amazon Rainforest in July 2012. "Sleeping in hammocks with no electricity for 3 days—that's pretty immersive," says Phillip. "We will be literally in the middle of nowhere, the nowhere being one of the most diverse ecosystems in the world."

The experience will help fuel Phillip's understanding of the environment, while also informing his work within HP. Phillip says he is driven by his core belief of the power of the individual. "In the end, the only way to effect change is through the individual. Good policy is great, but a great attitude is unbeatable."

Chantal Martineau-Kirse

32 years of service

Chantal Martineau-Kirse is a project manager for HP Enterprise Services. She was one of the founding team members of the HP Women's Network in Munich (one of four in Germany) in 2007, and currently serves as the coordinator. The network promotes the professional development, visibility, and retention of women at HP.

Through the network, Chantal encourages women to take control of their careers and to support each other, and she assists them in numerous ways. She ensures that the network's members are aware of the many resources available to them through HP's professional development programs. Chantal promotes networking opportunities, such as HP's Employee Resource Groups (ERGs), diversity conferences, and events like the HP German Women's Summit. She also facilitates career development events including speakers, lunch-and-learns, and workshops, in addition to mentoring new hires and students. And she supports HP women as they strive to achieve work-life balance, by organizing events, such as yoga classes.

"I have a very positive outlook on life, and I'm good at bringing people together to collaborate. Even though the work I do is not a part of my daily job, I love it," says Chantal.

Over the years, the HP Women's Network in Munich has grown to more than 260 members. The success of the group in part reflects Chantal's dedication to creating a work environment where women are heard, feel supported, and can thrive.

Paul Mazurkiewicz

14 years of service

Dr. Paul Mazurkiewicz is a senior scientist at HP's laboratory in Fort Collins, Colorado, United States. He helps HP comply with environmental laws worldwide and alter product materials and related policies that reduce the risk of health and environmental impacts.

He's a member of the GreenScreen team—the HP group charged with categorizing certain materials used in HP products and identifying more responsible substances to be used as alternatives. The team uses a materials screening process based on the GreenScreen for Safer Chemicals framework developed by the nongovernmental organization, Clean Production Action.

The HP GreenScreen team examines materials based on toxicity, the amount of energy it takes to create the material, and how easy the material is to recycle. They then create white lists of preferable substances that can be used to replace the old materials. For instance, as HP reduces the use of polyvinyl chlorides (PVCs) and brominated flame retardants (BFRs) in its products, the HP GreenScreen team balances the sustainability of the replacement materials with other key performance attributes. "It's not good enough to take something out; you have to know what you're putting in and make an informed decision," Paul says.

In addition to helping HP find better materials to use, Paul is the primary technical author of the HP Active Verification Material Testing Specification, a companywide standard for materials testing frequencies and methodologies referenced by HP suppliers worldwide. By providing HP suppliers with methods to accurately test for restricted materials—such as PVCs and BFRs—HP can be confident that its products comply with company requirements and government regulations.

Paul is currently using his testing expertise to create a faster and more cost-effective way to check for the presence of phthalate plasticizers. HP recently restricted the use of certain phthalates in HP products and is considering additional limitations. Paul's new testing method is more efficient than current methods, enabling HP and suppliers to more easily and frequently test products and materials. This will keep customer costs down while upholding HP and other environmental standards. Paul relishes quandaries that allow him to use scientific tools to help HP reduce the impact its products have on the world. "Environmental sustainability is an opportunity for innovation. It's a challenge to meet," he says.

Zoe McMahon

14 years of service

Zoe McMahon, director of HP's Social and Environmental Sustainability and Compliance program, leads the HP team focused on product and supply chain social and environmental responsibility. From her office in Palo Alto, California, United States, she focuses on a wide range of issues including ethical sourcing, responsible manufacturing, workers' rights, product environmental compliance, and HP's product reuse and recycling programs.

It's a big job, and it requires Zoe to consider ways that HP can make a positive impact on a global scale. So when she was invited in 2010 to join the executive board of the Global Social Compliance Program (GSCP), a multi-sector, multi-industry initiative aimed at improving working conditions in supply chains around the world, she welcomed the opportunity. As a passionate advocate of human rights, Zoe is eager to apply the lessons she's learned at HP to her work on the executive board. The board is tasked with creating and promoting a standard for supply chains across multiple industries, and developing principles to ensure that the human rights of workers are respected.

Zoe says it's important that HP participates in organizations like the GSCP. "To really have an impact, we need to ensure that brands and retailers alike avoid duplicating efforts or confusing suppliers with multiple requirements," Zoe explains. "Only then can they focus on the real goal of improving their suppliers' performance."

The GSCP's work is ambitious. The board is currently focused on promoting the equivalence process, which allows companies from different sectors to accurately compare their social and environmental compliance systems, tools, and processes against an agreed-upon best practices standard. The GSCP is also working to establish regional networks of experts in manufacturing centers, so that suppliers who aren't complying with human rights standards get the support they need to improve their performance. "We want to empower factories to improve their conditions against the standards we developed," Zoe explains.

While the GSCP undoubtedly benefits from HP's expertise, HP benefits as well. For example, through dialogue with GSCP's stakeholder advisory board, which includes many of the world's most respected experts on supply chain and human rights issues, HP stays on the leading edge of human rights thinking. Zoe says the work is also rewarding from a personal perspective. "I'm proud to be a part of the GSCP," Zoe says. "The mission is a big one, and whenever you can contribute to a mission that big, it's empowering."

Cécile Mesmain

11 years of service

Cécile Mesmain, program manager of HP's take-back programs for the Europe, Middle East, and Africa (EMEA) region, is committed to making it easy for customers to return hardware and used HP large-format supplies and media for recycling and recovery.

Her behind-the-scenes legwork is crucial, as each country in the EMEA region has its own regulations regarding waste collection, handling, treatment, recovery, and recycling. Currently based in Barcelona, Spain, Cécile is an expert at researching and interpreting the complex web of regulations, and finding responsible vendors who are able to meet them.

Cécile's efforts make the management of used supplies—a potentially challenging issue for customers—into a simple and intuitive process. "Many customers don't know a lot about the regulations regarding waste, and have no idea which companies to use," Cécile explains. "Our customers are reassured to know that if they give their supplies back to HP, we'll make sure they're managed in a compliant and environmentally responsible way."

The programs' growing participation rates are an indication that customers are pleased with HP's efforts. "We receive a lot of requests for new or expanded take-back programs," she says. "Our programs have really grown in the past 5 years, and it's exciting to know we're meeting our customers' needs."

Although Cécile is proud of all of HP's take-back programs, she's most enthusiastic about those created for HP Indigo supplies. The HP Indigo take-back program has been extremely successful, with approximately 80% of HP's customers in the United Kingdom and France registering for the program—the highest participation rate among all of HP's EMEA take-back initiatives. For Cécile, the positive response is gratifying. "By responsibly managing the waste, we're able to make a difference for HP and our customers, and make a positive contribution to society in general."

Aziz Mohamed

10 years of service

Aziz Mohamed is the health initiatives manager for the Office of Corporate Strategy and Technology. He is responsible for coordinating HP's partnerships with organizations, such as the Clinton Health Access Initiative and Partners HealthCare, and helping HP deliver innovative health programs to underserved people and communities.

Despite his work in the area of global health, Aziz had never volunteered before he took a life-changing trip to Kenya.

Aziz and 20 HP colleagues traveled to an orphanage for children abandoned by their families due to disease or illness. The majority of the 200 children, ages 2 through 18, had been diagnosed with HIV. The team brought food and essential supplies, but one of their most important contributions was time. The volunteers spent hours playing games, singing, dancing, and talking with the kids.

After half a day being surrounded by such courageous but sick boys and girls, Aziz came home a different person. "I was personally touched and affected," he says. "I saw tears in the eyes of my HP colleagues and friends, but I also saw determination and the will to make the world a better place."

Aziz was so moved by his experiences that when he returned home to his wife and three children he announced that he was going back—and taking his family with him. "I will spend my time, and my family's time, to do whatever it takes to make a positive change," he explains.

Hear more about Aziz's time as a volunteer in Kenya, in his own words.

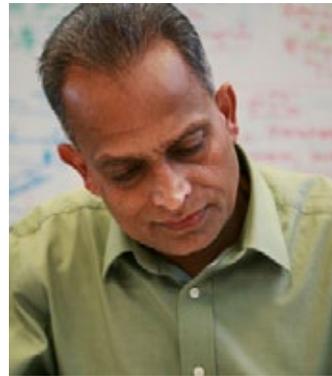## Christophe Mosby

2 years of service

HP attorney Christophe Mosby volunteers his time to help get minority high school students excited about pursuing a legal career. Learn more about Christophe.

Chandrakant Patel

25 years of service

Chandrakant Patel, HP senior fellow and interim director of HP Labs, brings tremendous enthusiasm to his profession. He often says, "I am as excited Friday night as I am on Monday morning." For more than 20 years, Chandrakant has played a central role in making HP a leader in energy-efficient computing. His research with HP Labs in the early 1990s led to the next generation of microprocessors and data centers. Later that decade, Chandrakant began investigating the concept of "smart data centers" that dynamically provision computing, power, and cooling for optimum efficiency.

More recently, he has extended his research beyond data centers to cities in what he refers to as "City 2.0." His vision is to create more sustainable urban infrastructures by embedding IT to monitor and manage resources, such as water, power, and waste. "It's not just about making a better handheld device or a better desktop computer. It's about using those devices to make a better future," he says.

Experience has taught Chandrakant that building a more sustainable world requires a diversity of expertise. He assembled and leads a multidisciplinary team of mechanical engineers, computer scientists, and even an economist—all collaborating to build solutions that are holistic and comprehensive. "I have built a very dedicated and passionate team. They are all here because they want to address society's needs."

Chandrakant's passion for a more sustainable future doesn't begin or end at the lab. As he has done for more than 20 years, he starts and ends his days by taking San Francisco Bay Area public transportation to and from work, often engaged in animated conversations with colleagues, and he carries a sketchbook to capture ideas whenever they come to him. He's also a prolific writer—having published numerous articles and more than 150 papers, many on the importance of implementing sustainable IT.

Chandrakant sees boundless potential to create business and social value through sustainability. "I wish I were 20 years younger, because there are so many advancements that lie ahead," he says. "We are not limited by technology. The challenges—and the opportunities—are in how we apply IT for sustainability."

Scott Taylor

25 years of service

As HP's chief privacy officer, Scott Taylor and his team work with our business groups, regions, and corporate functions to integrate privacy and data protection into our processes, products, and services.

Scott has been with HP for 25 years, gaining experience with the company while still in college and joining full time after graduation. Having majored in biochemistry and public relations, he forged an early career as a marketer who could speak the language of science. After establishing HP's first direct marketing efforts, from 1994 to 2006, he led the team that launched our Internet presence.

This role made Scott acutely aware of how much personal data was collected online, so his transition to chief privacy officer in 2006 felt natural. He's continually motivated by the potential his work has to make a difference for the typical person. "It's great to lead a program that impacts people's lives every day," says Scott. "One of our industry's greatest challenges is to ensure personal data remains secure while providing more and better services. This requires putting privacy and data protection at the heart of all we do, so customers understand and have real choices about how their data is used."

To accomplish this, Scott and his team have created a holistic privacy accountability model that ensures the people handling data are accountable and their practices transparent. One tangible example is the deployment of HP's Privacy Advisor tool, which employees use daily to put the company's privacy policies into practice.

This approach is influencing regulatory models around the world, and Scott believes other companies should develop similar mechanisms for privacy protection, working closely with nongovernmental partners and regulators. He's optimistic that this will happen, as consumers demand higher standards and some companies' high-profile missteps focus media attention on privacy. Importantly, Scott sees that leadership in this area provides competitive advantage: "Customers increasingly care about what happens to their data, and seek companies they can trust to protect them from financial and personal harm."

Barath Venkatesh

4 years of service

Barath Venkatesh is based in Chennai, India, and leads a campaign analytics team within HP's Global Analytics division. Shortly after starting at HP in 2007, he took a year away to work as an education fellow for a social enterprise that expands access to financial services for educators. When he returned to HP, Barath knew the skills he garnered and contacts he made could be valuable to the newly formed HP Catalyst Initiative, a program aimed at helping young individuals develop skills in science, technology, engineering, and math (STEM). So he reached out to HP's Sustainability and Social Innovation (SSI) team and offered his help.

The SSI team was looking for partners for the Catalyst Initiative in India, and Barath used his experience to help them identify several organizations, including the Agastya International Foundation. Agastya is a hands-on science education program focused on bringing mobile labs to poor, rural parts of India—helping children learn about science by experiencing it firsthand.

Agastya applied to become a leader for the HP Catalyst Initiative's New Learner consortium. Together with researchers and experts from six other leading educational institutions around the world, Agastya is exploring how to create new, engaging models of student-driven STEM learning that lead to higher school completion rates and promote "learning how to learn."

Barath continues to look for places within HP to use his skills and knowledge to improve education. He supports HP's SSI team on special projects, particularly those that impact India. In 2011, Barath served on the advisory panel for the HP Catalyst Summit, held in India. The event brought members of the HP Catalyst Initiative face to face to discuss global issues and identify new opportunities in STEM education. He pursues other opportunities that combine his passion for education and social enterprise as well. For example, he was chosen as a fellow at the 2011 Global Economic Symposium in Kiel, Germany, where he was invited to discuss financing for rural private schools in India.

Barath is excited about how HP can contribute to education, as well as his opportunity to be a part of making progress. "I think technology has a huge role to play in education, and that's where HP can step in," says Barath. "Given the limited resources and challenge of scale in developing countries, social investments—when directed carefully—have the potential to impact more people than traditional philanthropy."

Ernest Wong

3 years of service

Ernest Wong, a Hong Kong–based program manager for the HP Supply Chain Social and Environmental Responsibility (SER) program in the Asia Pacific and Japan region, is instrumental in ensuring that HP's suppliers respect the rights of workers, provide safe working environments, and improve their everyday social and environmental practices.

As part of his work, Ernest coordinates with nongovernmental organizations (NGOs) to help train suppliers and create strong internal processes that lead to substantial and lasting improvements in SER performance. Ernest says this capability building can take many forms, including increasing suppliers' awareness of HP's Electronic Industry Code of Conduct, holding trainings on antidiscrimination and labor rights, and creating more holistic management systems to help suppliers better meet their SER responsibilities.

Ernest says that good communication is the key to capability building. All parties—including NGOs, supplier managers, and workers or worker representatives—need to have confidence in the program to make it productive. "We have to determine everyone's common interests and learn how to trust one another," he explains.

Ernest says the work is always rewarding, but is especially gratifying when positive feedback comes from the suppliers themselves. "A factory manager told us the training helped clear up some misunderstandings between workers and management, so that workers had a much better understanding of their rights and obligations," he says. "A very credible NGO did the training, and it helped build trust within the factory."

The programs also demonstrate that a little bit of goodwill can go a long way. "Not only are we expanding many of the programs, but our key suppliers are beginning to share their best practices with their peers in areas like labor relations and energy savings," he says. "It's a very positive development when our programs grow without our help."