

# WHAT ARE YOU MADE OF?

**BRING YOUR DIFFERENCE  
AND THIS WILL BE THE START  
OF AN INCREDIBLE CAREER**

OUR GLOBAL GRADUATE PROGRAMME



**BRITISH AMERICAN  
TOBACCO**



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*Some people are more ambitious than others. More courageous. More resilient. And more willing to stand up for their own ideas. Some people are more adaptable than others. More agile. More resourceful. And more proactive when it comes to learning new things. Few graduates combine all of these qualities – the qualities of a leader. But if you're one of them, then an inspiring journey awaits you here at BAT.*



# SEIZE THE OPPORTUNITY

AN EXPERIENCE LIKE NO OTHER

If you have what it takes (we're talking courage, resilience and agility), no other organisation can offer a graduate experience quite like BAT's. It's fast-paced. It's exciting. It'll stretch you to the limit. And it'll prepare you for a management role in just 12 months.

The challenges and opportunities come thick and fast at BAT. Partly, that's due to our industry, which is fiercely competitive, highly regulated and fast-paced. But it's also down to the shared ambition of our 57,000 colleagues, to win in every market, while acting responsibly and with integrity in all that we do.

We are a global leader with more than 200 brands in over 200 markets. We are proud to be operating in diverse environments – from city offices to factories, from remote farms to research laboratories. We partner with more than 200,000 farmers; run a vast trade marketing operation

with over 20,000 people and produce the best quality products with 17,000 people in our manufacturing operations.

“IT’LL THROW YOU INTO A REAL JOB FROM DAY ONE.”

For graduates like you, it makes sense to consider the underlying qualities that make BAT the successful business it is today: our uniquely insightful approach to the market; our unshakeable commitment to sustainability. And the fact that we're always, *always* open to new ideas.

Then, of course, there's the programme itself – a 12-month, fast-track to management that's geared specifically for high-potential individuals. It'll throw you into a real job from day one; give you the chance to make an impact on our international business; develop your potential through the BAT Academy – bringing you together with fellow graduates and senior colleagues from across the globe; and, ultimately, set you up for a successful career ahead.



# HIT THE GROUND RUNNING

## YOUR ONBOARDING

The programme starts with our comprehensive onboarding – a fascinating experiential journey through the world of BAT that takes in our history, our vision and values, and the underlying strategy we call the BAT Way.



You'll gain a fantastic insight into the business as a whole, from our leaf and factory operations to the products we sell, the markets we operate in, the organisations we compete with and, most important of all, our consumers.



You'll discover how our various support functions, including Finance, Human Resources and Legal and External Affairs work together to meet the needs of the business today, while helping us secure a successful and sustainable tomorrow.

By the time you've completed your onboarding, you'll have the knowledge to back up your energy and ambition. And together, they'll enable you to meet every challenge and maximise every opportunity that comes your way.



And last but not least, you'll learn about the crucial role you have to play in all of this, the framework for your development, what we expect from you and what you can expect from us in return.

# DRIVE YOUR OWN DEVELOPMENT

## OUR APPROACH TO LEARNING

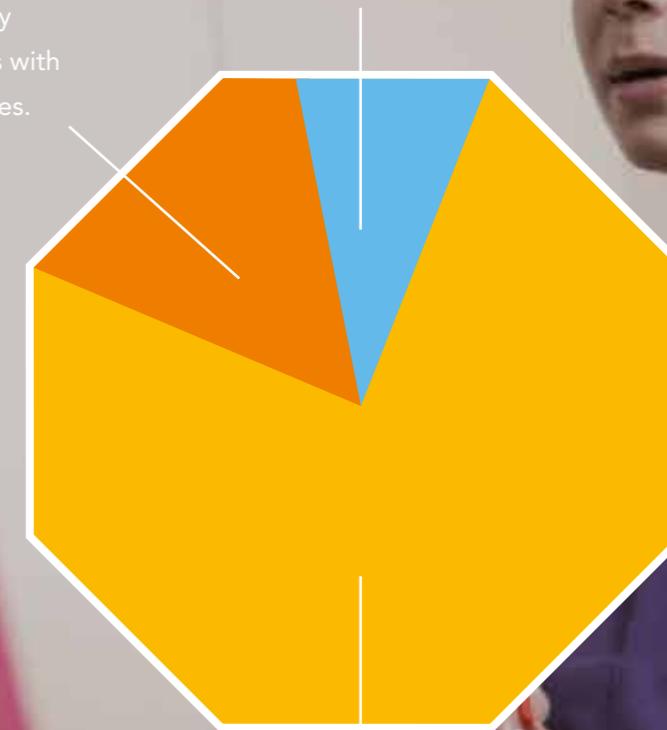
We don't believe in hand-holding at BAT. It's down to you to take the initiative when it comes to your career. But to help you build on the unique talents, attitude and personal commitment you bring, we've created an approach to learning and development that's based on a 70%/20%/10% split. The pie-chart opposite explains how it works and you can find out more about the different sections over the following pages.

**20%**

20% of your learning will come through coaches and mentors, and by sharing experiences with your fellow graduates.

**10%**

A comprehensive onboarding, the BAT Academy and other formal initiatives will account for around 10% of your learning.



**70%**

There is no substitute for hands-on experience. And 70% of your learning will be on the job.



# MAKE A REAL IMPACT

## A PROPER JOB FROM DAY ONE

**After your onboarding, you will jump straight in to a field-based commercial challenge.**

Meeting consumers' needs sits at the heart of what we do. Which is why it's so important that you learn what this part of the business is about and prove you understand the challenges and opportunities of the people who work in these roles.

The specific role will vary depending on your region and the functional area you join. But wherever you're based and whatever your position, you'll gain a vast amount of practical, hands-on experience in an incredibly short space of time.

But make no mistake, though you'll be new to the business – and maybe even the commercial world in general – these first few months will be more than just a learning exercise. You'll be doing a real job from day one. And we'll expect you to deliver real, commercial results.



# STRETCH YOUR TALENTS FURTHER

## AN INTERNATIONAL PROJECT

Once you've spent some time on the front-line of our business and proved you can deliver results in a field-based commercial challenge/experience, it'll be time to step up to an even bigger challenge. This time, working with colleagues from across BAT on a project in an international team.

By this point, you'll still be just a few months into your time with us. And yet this project gives you the chance to make a real and positive impact on our success. From a personal standpoint, it's also an amazing opportunity to demonstrate your leadership potential, grow your international network and raise your profile within the business. Like your earlier field-based challenge/experience, the focus of your international project will depend on the functional area you join and can span across your end market, area, region or at a global level. Every project is unique and all will help you broaden your experience beyond day-to-day work.

A typical project might go like this:



### IDENTIFY OPPORTUNITY

Identify or be allocated a project opportunity that will make a positive impact on the wider business.



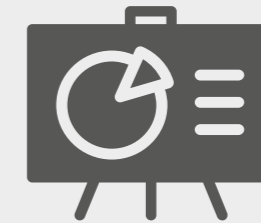
### SET TEAM AND SPONSOR

Win the support of senior management and work with international colleagues in virtual teams that could span the globe.



### COLLABORATE

Set clear targets and collaborate with colleagues from other BAT businesses to make it happen.



### PRESENT OUTCOMES

Present your outcomes and what you've learned back to the senior management team.

# WHERE IT ALL COMES TOGETHER

## THE BAT ACADEMY

**Wherever in the world you join us, twice a year you'll come together with other BAT graduates from across the globe at, our dedicated, world-class learning academy in the heart of the English countryside.**

The first of these week-long residential courses at the BAT Academy will be with graduates from the same business area as you. The second, with a more diverse cohort from all different functions. Together, they'll help you realise your potential and open your eyes to the wider world of BAT.

The formal training at the Academy is designed to help you sharpen your commercial edge and hone the skills you need to be an inspirational leader while continuing to strengthen your functional capabilities. During the academy experience you will have the opportunity

to interact closely with senior BAT leaders to gain a fantastic insight into the future direction of the business too.

As well as supporting your professional development, the Academy is a great opportunity to connect with fellow graduates from around the world, so you can share your experiences, celebrate your achievements, grow together and embrace the sense of global community and collaboration that defines us as a business.





*"I'M  
DISCOVERING  
MY UNIQUE  
STRENGTHS."*



# YOUR NEXT MOVE

## WHERE TO GO FROM HERE

Make no mistake, our Global Graduate Programme is not an easy option. But if you've got what it takes and you give it your all, it could lead to a uniquely rewarding career. Your next step is to visit our website or connect with us on social media, and see if you think we're right for each other. And if you do, then it's time to get your application underway and show us what you're made of.

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