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3. 2.2014. Recommendation for Janne Rumle Becker

We recruited Janne externally for BAT in 2011 as Head of Communication and CSR.

Reshaping the Northern European Cluster covering a big organisation across 10 markets our hope and ambition was, that Janne could take especially internal communication to a higher standard. It was needed and business critical for change process as well as profit contribution.

She hit the ground running, and just after 3 months a new strategy and comprehensive plans were presented to our leadership team and signed off.

Janne quickly proved her engagement skills internally, managing stakeholders across functions and nationalities, up and down, bringing people together on projects and constantly pushing both her team and local leadership to formulate key messages and get them across the organisation.

With average budget and resources, Janne created and activated a wide range of relevant communications channels, such as interact, social media, videos, face2face events and newsletters. This variety of channels were key drivers in a massive roll out of our Strategic Leadership Agenda 2010-2013.

Janne and her team played a key role in making the bumble bee fly in the sense that we despite a geographical spread managed to have a business focused organisation, aligned with a we-are-one-feeling, respecting different cultures and roles of markets. At the same time Janne worked on projects locally and within the Western European Region and Global HQ in London, such as CSR, butt littering campaigns, IT integration, introducing a new target operating model, product understanding, etc.

Out of Jannes responsibilities, the main priority for the leadership team has been internal communication, but Janne was also a part of a joint media/press relations team (together with Regulation and Corporate affairs) managing several media stories with a potential impact on corporate image and stakeholder relations. While doing this, Janne always stood her ground, voiced her opinion on ethics and professionalism, standing firm on her principles of honesty and openness.

Janne always faces the music and never shies away from tough discussions.

Based on her leadership skills: resilience, commercial mindset and innovative attitude she was rated an outstanding performer (top ten percent) just after one year of employment. In short, Janne has been a true Company Woman

The sad irony is, that a regional restructuring across Europe in 2014 terminated the entire communication function, including Jannes position.

As her line manager and a part of the leadership team in Northern Europe I strongly recommend Janne Rumle Becker.

What a privilege it has been to be challenged, pushed and inspired by an employee, who at the same time always was loyal to her boss, peers and company. The tobacco business is highly competitive, the external environment the toughest you can find, and big multinationals, such as BAT, can be a test to anyone's patience. Any shortcomings or mistakes coming out of my department should never be blamed on Janne, who took up a challenge and proved her excellence as well as her integrity.

Kind regards

Morten Boje Hviid

Head of Corporate and Regulatory Affairs Northern Europe Cluster