

## Our people

### A year of renewal

2010 was marked by a slow return to profitability following the global economic downturn of 2008-2009. Employees of the Alcoa Canada Global Primary Products plants in Québec successfully maintained the measures put in place in response to this exceptional situation. As a result, we were able to continue increasing our productivity and bolster our competitiveness. Thanks to reduced work hours, we also succeeded in preserving as many jobs as possible during one of the worst economic crises in recent decades.

*Our people drive our success: their quality and commitment are its foundation. Together we will continue to increase our productivity to maintain our competitiveness.*

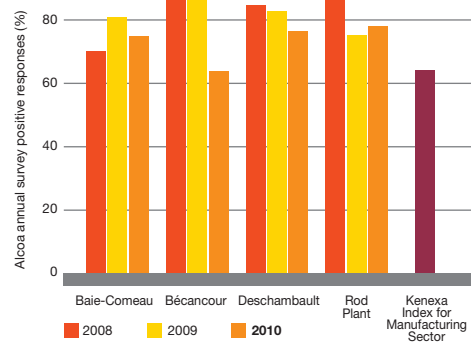
### A steadfast commitment

Alcoa's 4<sup>th</sup> annual global employee survey, Global Voices, revealed that our facilities remain among those with the highest rate of employee engagement. The Bécancour Rod Plant distinguished itself by recording an increase in this rate, while our other facilities lost ground, mainly due to the measures necessary to ride out the economic crisis. This decline was most notable at the Bécancour Smelter. As indicated in the table to the right, Alcoa Canada Global Primary Products facilities nonetheless recorded a level of engagement rate above the Kenexa benchmark index for the manufacturing sector.

Every year, the results of this survey lead to the development and implementation of action plans that respond to employee concerns and support—or even increase—their level of engagement.



Employee engagement index  
2008-2010



2010 Objectives	Results	Comments
Deploy <i>AlcoaLearn</i> and review the content of our regional training programs for all areas of expertise.		Our new training organization structure was implemented in 2010 and work began to standardize training content. Roll-out of the <i>AlcoaLearn</i> program has been slower than anticipated due to the difficult economy.
Consolidate our new performance management and personal development plan model.		The “4E and 1P” performance management system is now well integrated into our business processes.
Deploy the best practices of all our plants for succession management planning throughout the region.		The Regional Workforce Committee began analyzing future needs to ensure that competencies and knowledge transfer are included in succession management plans.
Create a pilot working committee to look at measures for fostering work/life balance; define a plan to implement these measures.		We began compiling the list of mechanisms and practices that foster work/life balance. However, the implementation plan is still in development.
Establish a five-year plan for workforce productivity starting 2010.		The five-year workforce plan has been finalized and is being implemented according to schedule.

### 2011 Objectives

- Maintain operational stability while improving productivity.
- Pursue the implementation of the *Relève 2015* action plan.
- Improve the employee engagement rate as gauged by the Global Voices survey.
- Identify gaps and requirements to comply with the *Entreprise en santé* standard.
- Prepare for the 2012 introduction of a new integrated human resources system that will optimize our HR processes, including talent management, succession planning and compensation management.