

The image features a solid red background with the silhouettes of four people standing in a row. The silhouettes are dark red and positioned in the upper half of the frame. A vertical white line runs down the center of the image, separating the silhouettes from the text on the right.

JCPenney

**INVESTING  
IN YOU**



**IN 2014 WE'RE WORKING TOGETHER IN  
A FIGHT WE BELIEVE IS WORTH WINNING:  
TO RESTORE JCPENNEY TO ITS RIGHTFUL  
PLACE IN THE RETAIL LANDSCAPE.**

We know we can succeed when we find a way to become the best possible version of ourselves. We must stay true to our values and those of the customers we serve.

**GREAT BRANDS  
ARE BUILT  
FROM THE INSIDE  
OUT, AND WE  
KNOW JCPENNEY  
HAS A STRONG  
HEART.**

The 2013 Associate Survey showed that our “Warrior Spirit” is alive at JCPenney.

It’s through our talented associates that we will win, and we’re committed to supporting you while you contribute to our fight.

Throughout this year, we’re getting back to basics. We’re responding to the needs you identified in the Associate Survey. And we’re restoring some of the fundamental tools that help to build stronger associates and teams. We believe you have a right to win!

**WE WANT YOU TO  
BE INSPIRED BY  
THE WORK YOU DO,  
SO WE WILL HELP  
YOU UNDERSTAND  
OUR BRAND FIGHT  
AND HOW YOU FIT  
INTO IT.**

We are committed to providing communication to our teams about our priorities and progress as we complete the turnaround. Throughout the year you will not only hear from the Company, but you also have your own leader as your first line of connection to what's going on.

**YOUR LEADER WILL  
HELP YOU PUT  
YOUR BEST FOOT  
FORWARD BY  
CONVEYING WHAT  
IS EXPECTED  
OF YOU.**

This year, we're introducing a new performance management process for all associates that sets clear expectations for what you do and how you do it, together with the behaviors that capture our Warrior Spirit.

**WE WILL PROVIDE  
THE RIGHT TOOLS,  
TRAINING AND  
DEVELOPMENT TO  
DO GREAT WORK.**

Throughout the year, we're evolving and updating our training and development to not only build skills, but also to develop leaders who create cohesive teams.

**YOU WILL RECEIVE  
COACHING SO  
YOU CAN GROW  
AND DEVELOP.**

A big part of our new performance management process is to incorporate ongoing, in-the-moment feedback and coaching for all associates. This is about giving both positive reinforcement for what you're doing well and helping you develop in areas where you can do better.

**WE WILL CELEBRATE  
YOUR CONTRIBUTIONS  
TO THE TEAM AND  
OFFER RECOGNITION  
THAT MAKES YOU  
FEEL VALUED.**

We are empowering leaders to recognize the hard-working efforts of the team, reward the achievements that drive our results and create an environment that celebrates who we are and what we do.



**WE WILL  
SURROUND YOU  
WITH GREAT  
TEAMMATES.**

We're committed to building the strength of our team through our efforts to attract, retain and develop talent. True Warriors take pride in their work. They want to have fun, fight and win every day!

# THANKS

for sharing your voices in the 2013 Associate Survey. From the thousands of comments that were shared, it's clear there are three things most important to you that we need to work on this year.

WE ARE COMMITTED  
TO TAKING ACTION IN  
THREE KEY AREAS:  
**PAY, RECOGNITION  
AND COMMUNICATION.**

## PAY

Pay is important — that's clear. We're finalizing our compensation programs now and will follow up with you by August to tell you what we've come up with.

## RECOGNITION

We're going to celebrate the great work you're doing. We've empowered leaders to give recognition for a job well done to anyone, anywhere in the organization. And we're designing updated tools and programs that reward top performance.

# COMMUNICATION

We'll keep you informed through our regular internal channels, the Associate Kiosk, an email or a special communication like this booklet. And remember, your leader remains your first source of information.

## MAKING SURE YOU'RE CONNECTED TO WHAT'S HAPPENING

Through these channels, we're constantly sharing news about exciting new brands, better ways of doing what we do, community and philanthropy efforts and even your own success stories.

### **JCPWEB**

It's our intranet, the website just for associates. It's available in all JCPenney locations on desktop computers, iPads and even Libby devices.

### **JCPTV**

Broadcast on monitors in the associate area of your location. It's got our latest commercials, Company videos, leader messages, news feeds and much more.

### **JCPLIFE**

Our mini-magazine for associates. It's published six times per year and shipped to all locations.