



C&B Planning 2020-2021

Annual Compensation Review (ACR) - Short-Term Incentive (STI)

October 29, 2020

Objectives



- Clarify roles and responsibilities within the HR community for the coming months in order to secure the:
 - ✓ 2021 Annual Compensation Review (ACR) in iPeople
 - ✓ 2020 Short Term Incentive (STI) payout
 - ✓ 2021 Short Term Incentive (STI) deployment

- Provide key dates to HR and your Managers on these topics

Compensation & Benefits Planning – Key Dates for Managers

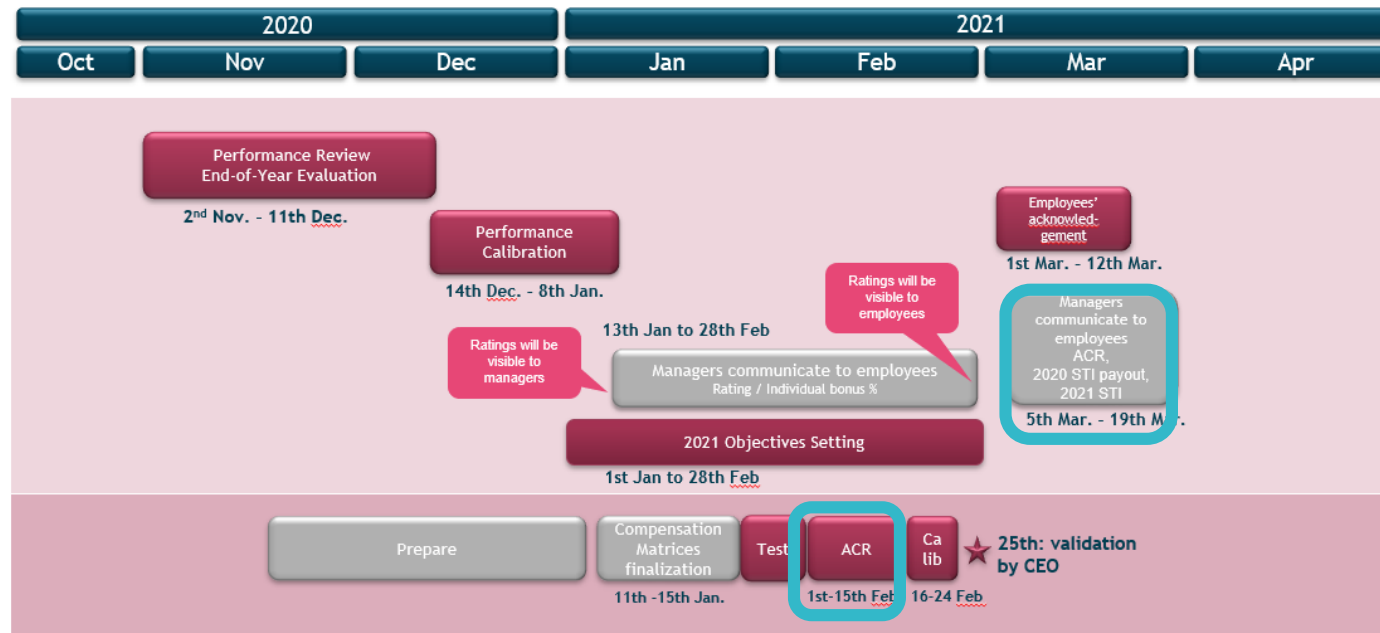


2021 Annual Compensation Review (ACR)

- Feb 1st to Feb 15th Managers' proposals in iPeople

Communication

- March 5th to 19th Managers communicate to employees through iPeople on
 - ✓ 2021 Annual Compensation Review (ACR)
 - ✓ 2020 Short Term Incentive (STI) payout
 - ✓ 2021 Short Term Incentive (STI) scheme



Compensation & Benefits Planning – Key Dates for HR



2021 Annual Compensation Review (ACR)

- Oct 19th to Dec 4th Data correction by HR in iPeople before launching 2021 ACR
- Jan 4th to 8th Review the eligibility list and final data check for 2021 ACR
- Feb 1st to Feb 19th Support the campaign and do final review for HR in iPeople

2020 & 2021 Short-Term Incentive (STI)

- Jan 6th to 26th 2020 STI - Payout Preparation (review / complete reference salary, collective factors & target % for eligible employees)
- Feb 3rd 2020 STI - Country Achievements (Collective Factor) finalized & sent to Global C&B
- Feb 15th to 19th 2021 STI - Master file validated (review the list of employees with collective factors for 2021 STI letters)
- Mar 31st 2021 STI - Plan rules posted and communicated

Compensation & Benefits Planning 2020-2021 (based on HR Corporate Planning)

		October 2020					November 2020					December 2020				January 2021				February 2021				March 2021				April 2021						
		First day of the week																																
		28	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	1	8	15	22	29	5	12	19	26		
iPerform	Performance review											Nov 2 - Dec 11																						
	Performance calibration (local&division) - change requests to HRIS											Dec 14 - Jan 8																						
	Objective settings															Jan 1 - Feb 28																		
Annual Compensation Review (ACR) - Preparation	Audit of compensation data by Global C&B team											Oct 19 - Nov 13																						
	Data correction by HR in iPeople before launching 2021 ACR											Oct 19 - Dec 4																						
	Review the eligibility list and final data check for the 2021 ACR															Jan 4 - 8																		
Salary Ranges	Preparation											Oct 26 - Nov 3																						
	Building											Nov 4 - Dec 4																						
	Review / share with countries											Dec 2-11																						
Matrices	Preparation											Dec 7 - 18																						
	Building															Jan 11 - 15																		
	Review / share with countries															Jan 18 - 22																		
iPeople Annual Compensation Review (ACR)	Performance Ratings for ACR (extraction from iPeople)															Jan 11																		
	Import Salary Ranges in iPeople															Jan 4 - 8																		
	Import Matrices in iPeople															Jan 25 - 26																		
	Creation of campaigns															Jan 27 - 29																		
	Manager's proposal															Feb 1 - Feb 15																		
	HR's review															Feb 1 - Feb 19																		
Short-Term Incentive (STI)	2020 STI	Payout Preparation (review / complete info for eligible employees)											Jan 6 - 26																					
		Performance Ratings for STI (extraction from iPeople)											Jan 11																					
		Payout Preparation (consolidation and final review)															Jan 27 - Feb 3																	
		Achievements Group/Division/Country															Feb 3																	
		Calculations in excel															Feb 4 - 12																	
	2021 STI	Masterfile initiation															Feb 8 - 12																	
		Masterfile validated															Feb 15 - 19																	
		Plan rules posted and communicated																			Mar 31													
		Master file update and maintenance																			Mar 31													
		CEO Approval	Meeting - CEO approval (2021 ACR, 2020 STI Payout)															Feb 25																
iPeople Communication	Digital letters preparation in iPeople (2021 ACR, 2020 STI payout letter, 2021 STI letter,...)															Feb 26 - Mar 4																		
	Communication by Managers - Digital letters in iPeople																			Mar 5 - 19														
	New salaries visible in iPeople																							From Apr 1										

2021 Annual Compensation Review (ACR) – Detailed Planning

Date	Action	Owner	Status
Oct 19 → Nov 13	2021 ACR Preparation - Audit of compensation data by Global C&B team	Global C&B / HR	In Progress
Nov 4 → Dec 4	2021 Salary Ranges - Creation of salary ranges	C&B / Global C&B	
Dec 2 → 11	2021 Salary Ranges - Finalized / reviewed and shared with countries	C&B / Global C&B	
Dec 4	2021 ACR Preparation - End of data correction by HR in iPeople before launching 2021 ACR	Admin / HR / SHR	
Dec 7 → 18	Matrices - Prepare templates	Global C&B	
Jan 4 → 8	2021 ACR Preparation - Review the eligibility list and final data check for 2021 ACR	SHR or C&B	
Jan 4 → 8	2021 Salary Ranges - Upload in iPeople	HRIS	
Jan 11	iPerform - Extract Overall Performance Rating from iPeople (Final)	HRIS	
Jan 11 → 15	Matrices - Extract data from iPeople as of December 31 and matrices creation	Global C&B	
Jan 18 → 22	Matrices - Finalized / reviewed and shared with countries	C&B / Global C&B	
Jan 25 → 26	Matrices - Upload in iPeople	HRIS	
Jan 27 → 29	2021 ACR - Creation of campaigns by loading the list of eligible employees with the relevant Merit Plan	HRIS	
Feb 1	2021 ACR - Opening of 2021 Annual Compensation Review for Managers	Managers	
Feb 15	2021 ACR - End of 2021 Annual Compensation Review for Managers	Managers	
Feb 19	2021 ACR - End of 2021 Annual Compensation Review for HR	HR / SHR / BHR	
Feb 24	2021 ACR - End of 2021 Annual Compensation Review for Global C&B	Global C&B	
Feb 25	CEO Approval - 2021 ACR, 2020 STI Payout	CEO	
Feb 26 → Mar 4	2021 ACR - Prepare letters (digital letters in iPeople)	Global C&B / HRIS	
Mar 5 → 19	2021 ACR - Communication by Managers (digital letters in iPeople)	Managers	
Apr 1	New salaries will be visible in iPeople	All	

2020 & 2021 Short-Term Incentive (STI) – Detailed Planning

Date	Action	Owner	Status
Jan 6	2020 STI - Payout Preparation (prepare excel file with collective factors & target %)	Global C&B	
Jan 11	iPerform - Extract Business Objectives Rating from iPeople (Final)	HRIS	
Jan 6 → 26	2020 STI - Payout Preparation (review / complete reference salary, collective factors & target % for eligible employees)	SHR or C&B	
Jan 27 → Feb 3	2020 STI - Payout Preparation (consolidation and final review of the excel files by Global C&B)	Global C&B	
Feb 3	2020 STI - Country Achievements (Collective Factor) finalized & sent to Global C&B	BHR / Business	
Feb 3	2020 STI - Group & Division Achievements (Group / Collective Factor) finalized & sent to Global C&B	Group Finance	
Feb 4 → 12	2020 STI - Calculations in Excel	Global C&B	
Feb 8 → 12	2021 STI - Master file initiation (prepare the list of employees with collective factors for 2021 STI letters)	Global C&B	
Feb 15 → 19	2021 STI - Master file validated (review the list of employees with collective factors for 2021 STI letters)	BHR with SHR	
Feb 25	CEO Approval - 2021 ACR, 2020 STI Payout	CEO	
Feb 26 → Mar 4	2020 & 2021 STI - Prepare letters (digital letters in iPeople)	Global C&B / HRIS	
Mar 5 → 19	2020 & 2021 STI - Communication by Managers (digital letters in iPeople)	Managers	
Mar 31	2021 STI - Plan rules posted and communicated	BHR / Global C&B	
Mar 31	2021 STI - Master file update and maintenance	Global C&B with SHR	