



C&B Planning 2021-2022

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

January 3, 2022

Objectives



- Clarify roles and responsibilities within the HR community for the coming months in order to secure the:
 - ✓ 2022 Annual Compensation Review (ACR) in iPeople
 - ✓ 2021 Short Term Incentive (STI) payout
 - ✓ 2022 Short Term Incentive (STI) deployment

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

Compensation & Benefits Planning – Key Dates for HR



2022 Annual Compensation Review (ACR)

- Oct 27th to Dec 3rd Data correction by HR in iPeople before launching 2022 ACR
- Jan 3rd to 7th Review the eligibility list and final data check for 2022 ACR
- Feb 1st to Feb 18th Support the campaign and do final review for HR in iPeople

2021 & 2022 Short-Term Incentive (STI)

- Jan 4th to 24th 2021 STI - Payout Preparation (review / complete reference salary, collective factors & target % for eligible employees)
- Feb 3rd 2021 STI - Country Achievements (Collective Factor) finalized & sent to Global C&B
- Feb 14th to 18th 2022 STI - Master file validated (review the list of employees with collective factors for 2022 STI letters)
- Mar 31st 2022 STI - Plan rules posted and communicated

Compensation & Benefits Planning 2021-2022 (based on HR Corporate Planning)

		October 2021					November 2021					December 2021					January 2022					February 2022				March 2022				April 2022				
		First day of the week																																
		27	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24	31	7	14	21	28	7	14	21	28	4	11	18	25		
iPerform	Performance review											Nov 2 - Dec 10																						
	Performance calibration (local&division) - change requests to HRIS											Dec 13 - Jan 7																						
	Employees acknowledgment											Dec 13 - Jan 7					Mar 1 - 11																	
	Objective settings											Jan 1 - Feb 28																						
Annual Compensation Review (ACR) - Preparation	Audit & Data correction by HR in iPeople before launching 2022 ACR											Oct 27 - Dec 3																						
	Review the eligibility list and final data check for the 2022 ACR											Jan 3 - 7																						
Salary Ranges	Preparation	Oct 4 - Nov 2																																
	Building											Nov 3 - 29																						
	Review / share with countries											Nov 29 - Dec 11																						
Matrices	Preparation											Dec 6 - 17																						
	Building											Jan 10 - 14																						
	Review / share with countries											Jan 17 - 21																						
iPeople Annual Compensation Review (ACR)	Performance Ratings for ACR (extraction from iPeople)											Jan 10																						
	Import Salary Ranges in iPeople											Jan 3 - 7																						
	Import Matrices in iPeople											Jan 24 - 25																						
	Creation of campaigns											Jan 26 - 28																						
	Manager's proposal											Feb 1 - Feb 15																						
	HR's review											Feb 1 - Feb 18																						
	C&B's review											Feb 1 - Feb 23																						
Short-Term Incentive (STI)	2021 STI	Payout Preparation (review / complete info for eligible employees)											Jan 6- 24																					
		Performance Ratings for STI (extraction from iPeople)											Jan 10																					
		Payout Preparation (consolidation and final review)											Jan 25 - Feb 2																					
		Achievements Group/Division/Country											Feb 3																					
		Calculations in excel											Feb 3 - 11																					
	2022 STI	Masterfile initiation											Feb 7 - 11																					
		Masterfile validated											Feb 14 - 18																					
		Plan rules posted and communicated																Mar 31																
		Master file update and maintenance																Mar 31																
		CEO Approval	Meeting - CEO approval (2022 ACR, 2021 STI Payout)											Feb 21					Feb 25															
iPeople Communication	Digital letters preparation in iPeople (2022 ACR, 2021 STI payout letter, 2022 STI letter,...)											Feb 28 - Mar 4																						
	Communication by Managers - Digital letters in iPeople																Mar 4 - 22																	
	New salaries visible in iPeople																					From Apr 1												

2022 Annual Compensation Review (ACR) – Detailed Planning

Date	Action	Owner	Status
Oct 27 → Dec 3	2022 ACR Preparation - Audit of compensation data by HR	HR	<input checked="" type="checkbox"/>
Nov 4 → Nov 29	2022 Salary Ranges - Creation of salary ranges	Local / Global C&B	<input checked="" type="checkbox"/>
Nov 29 → Dec 11	2022 Salary Ranges - Finalized / reviewed and shared with countries	Local / Global C&B	<input checked="" type="checkbox"/>
Dec 3	2022 ACR Preparation - End of data correction by HR in iPeople before launching 2022 ACR	Admin / HR / SHR	<input checked="" type="checkbox"/>
Dec 6 → 17	Matrices - Prepare templates	Global C&B	<input checked="" type="checkbox"/>
Jan 3 → 7	2022 ACR Preparation - Review the eligibility list and final data check for 2021 ACR	SHR / Local C&B	In progress
Jan 3 → 7	2022 Salary Ranges - Upload in iPeople	HRIS	In progress
Jan 10	iPerform - Extract Overall Performance Rating from iPeople (Final)	HRIS	
Jan 10 → 14	Matrices - Extract data from iPeople as of December 31 and matrices creation	Global C&B	
Jan 17 → 21	Matrices - Finalized / reviewed and shared with countries	Local / Global C&B	
Jan 18	HR Training – ACR & Objectives Setting	Global C&B / HRIS	
Jan 24 → 25	Matrices - Upload in iPeople	HRIS	
Jan 25	Manager Training – ACR & Objectives Setting	Global C&B / HRIS	
Jan 26 → 28	2022 ACR - Creation of campaigns by loading the list of eligible employees with the relevant Merit Plan	HRIS	
Feb 1	2022 ACR - Opening of 2022 Annual Compensation Review for Managers	Managers	
Feb 15	2022 ACR - End of 2022 Annual Compensation Review for Managers	Managers	
Feb 18	2022 ACR - End of 2022 Annual Compensation Review for HR	HR / SHR / BHR	
Feb 23	2022 ACR - End of 2022 Annual Compensation Review for Global C&B	Global C&B	
Feb 21 & Feb 25	CEO Approval - 2022 ACR, 2021 STI Payout	CEO	
Feb 28 → Mar 4	2022 ACR - Prepare letters (digital letters in iPeople)	Global C&B / HRIS	
Mar 4 → 22	2022 ACR - Communication by Managers (digital letters in iPeople)	Managers	
Apr 1	New salaries will be visible in iPeople	All	



2021 & 2022 Short-Term Incentive (STI) – Detailed Planning

Date	Action	Owner	Status
Jan 4	2021 STI - Payout Preparation (prepare excel file with collective factors & target %)	Global C&B	In progress
Jan 10	iPerform - Extract Business Objectives Rating from iPeople (Final)	HRIS	
By Jan 19	2021 STI – Collective Factors Achievements final proposals sent to Global C&B / Finance	BHR / Business	
Jan 6 → 24	2021 STI - Payout Preparation (review / complete reference salary, collective factors & target % for eligible employees)	SHR / Local C&B	
Jan 25 → Feb 2	2021 STI - Payout Preparation (consolidation and final review of the excel files by Global C&B)	Global C&B	
By Feb 8	2021 STI – Collective Factors Achievements validated	CFO / CHRO / CEO	
Feb 3 → 11	2021 STI - Calculations in Excel	Global C&B	
Feb 7 → 11	2022 STI - Master file initiation (prepare the list of employees with STI targets and collective factors)	Global C&B	
Feb 14 → 18	2022 STI - Master file validated	BHR with SHR	
Feb 21 & Feb 25	CEO Approval - 2022 ACR, 2021 STI Payout	CEO	
Feb 28 → Mar 4	2021 & 2022 STI - Prepare letters (digital letters in iPeople)	Global C&B / HRIS	
Mar 4 → 22	2021 & 2022 STI - Communication by Managers (digital letters in iPeople)	Managers	
Mar 31	2022 STI - Plan rules posted and communicated	BHR / Global C&B	
Mar 31 +	2022 STI - Master file update and maintenance	Global C&B with SHR	