



ANNUAL COMPENSATION REVIEW  
& OBJECTIVES SETTING  
MANAGER TRAINING SESSION



# What you should expect from this training session



## Objectives of this session:

- ✓ Remind you the Annual Compensation Review process and principles
- ✓ Remind you the Objectives Setting process and principles
- ✓ Answer your questions

**Session Duration: 1 hour**



*This training session will be supported by "**Video Tutorials**" demonstrating the major processes and by a "**How To Guide**" that will be distributed to you and where you will find the detailed steps of some processes, available on Ipsen Planet.*



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Access



Worker Profile



Employee  
self-service



Manage my Team



Performance



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# iPeople

## iPeople HR Processes

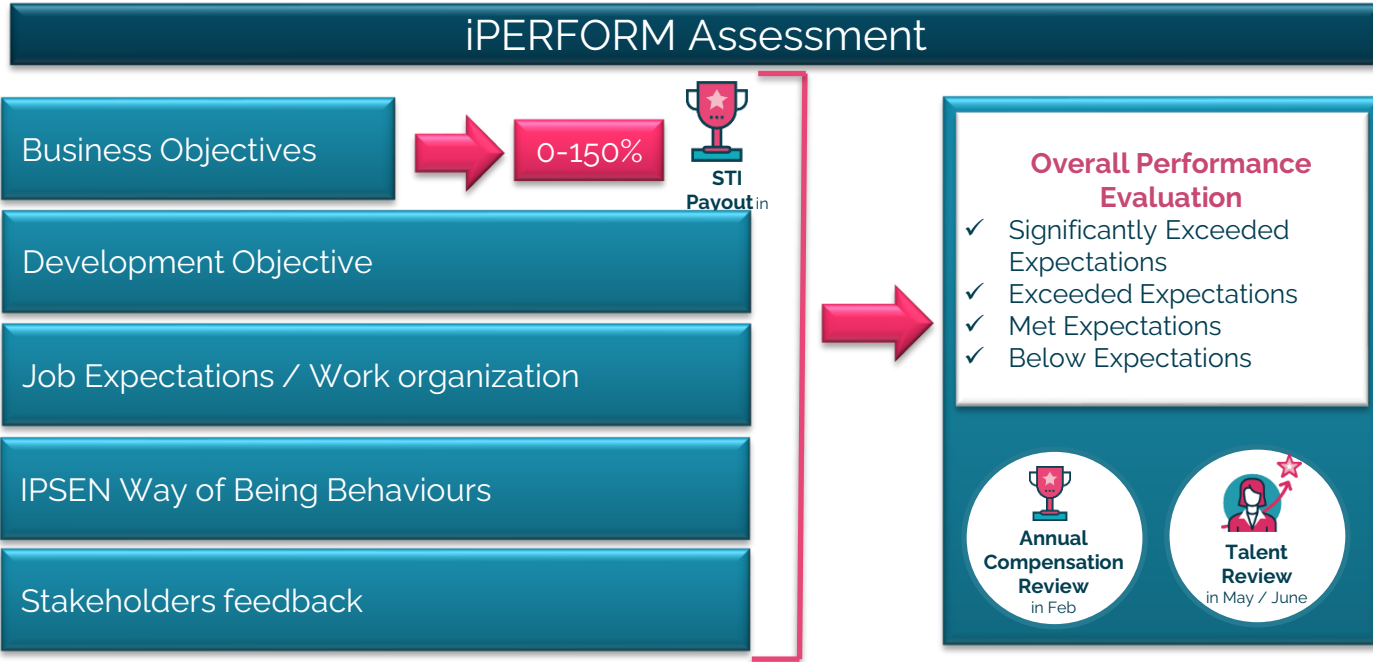




# Global Framework iPerform / Compensation Reminder



**Find more** on the  
Global Policy & Procedure for  
Short Term Incentive (STI)



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# Annual Compensation Review & Objectives Setting

## Annual Compensation Review (ACR)

- 1 Presentation
- 2 Demonstration

## Objectives Setting

- 1 Presentation
- 2 Demonstration

## Next Steps



# 2022 Annual Compensation Review

## Content



- Total Rewards Framework
- Focus on your people
- Individual Increase Guideline – Main principles
- Key dates
- Communication Compensation Letters – Digital approach through iPeople
- Video
- Take away



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# 2022 Annual Compensation Review

## Total Rewards Framework

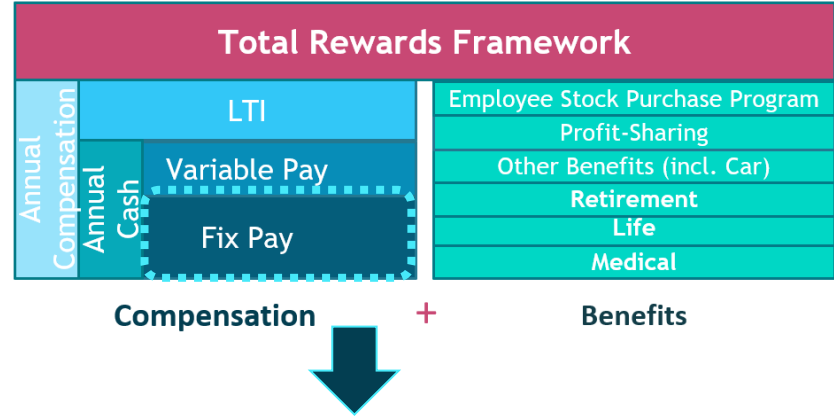
### Total Rewards Vision

*To provide a flexible and innovative framework to care about our people and to support our business*

*We reward what matters*

*We share our success*

*We care about our people as much as our people care about patients*



The Annual Compensation Review (ACR) is the annual opportunity to review all employees Fix Pay.



# 2022 Annual Compensation Review

Focus on your people

The Annual Compensation Review (“ACR”) is the opportunity for you, as a Manager, to review **every year** in a systematic and **consistent** manner, the compensation of your team (s).

To support you in making compensation-related decisions, we provide you with an **Individual Increase Guideline** for each of your team member, based on:

- Budget
- Performance
- Salary positioning (compa-ratio are market benchmark driven)



You will be able to do your Annual Compensation Review online with **iPeople**



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# 2022 Annual Compensation Review

## Individual Increase Guideline – Main principles

Individual increase guidelines are the outcome of **matrices** which are designed to ensure **performance reward** and **market competitiveness**, within budget.

Main principles are as follows:

- Employees with a performance rating 3-Met expectations and compa-ratio between 90% and 110% are expected to have the  $\approx$  % corresponding to the country's merit increase budget BUT this is not the country's merit increase budget
- Strong differentiation for Top performance
- The lower the salary positioning, the higher the salary increase proposal for the same performance
- The higher the performance the higher the salary increase proposal for the same salary positioning
- Employees with a performance rating 4-Below expectations (no matter which compa-ratio) do not have any salary increase

Example: Matrix Country A

		Salary Positioning				
		Below 75%	75% to 90%	90% to 110%	110% to 125%	Above 125%
Overall Performance Rating (iPerform)	1 - Significantly exceeded expectations	9,60%	8,00%	6,40%	4,50%	0,00%
	2 - Exceeded expectations	6,40%	5,30%	4,30%	3,00%	0,00%
	3 - Met expectations	4,30%	3,60%	2,90%	2,00%	0,00%
	4 - Below expectations	0,00%	0,00%	0,00%	0,00%	0,00%



# 2022 Annual Compensation Review

## Key dates



### February

- **Feb 1 to Feb 15:**  
**Proposals by Managers**



*Managers will receive a task in their inbox in Outlook on Feb 1st in the morning.*

- **Feb 1 to Feb 18:**  
**HR Review**
- **Feb 1 to Feb 20:**  
**C&B Review & Preliminary Conso**
- **Feb 21:**  
**CEO Review**
- **Feb 22 to Feb 23:**  
**C&B Final Conso**
- **Feb 25:**  
**CEO Approval - FINAL**

### March

- **Mar 4 to 22:**  
**Compensation Letters communication by Managers** (*\*except if significant changes post CEO meeting Feb 25*)

### April

- **Apr 1:**  
**New Salary Visible in iPeople** (Compensation Letters available to employees)



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# 2022 Annual Compensation Review

Communication Compensation Letters – Digital approach through iPeople

You will be able to communicate compensation letters to your direct reports in a digital way through **iPeople**

**ONE GLOBAL TEMPLATE FOR ALL IPSEN EMPLOYEES** – translated in iPeople available languages (Chinese, English, French, German, Italian, Portuguese, Russian and Spanish)

- ❑ Page 1-2 in Local language ACR / STI payout combined letter + STI target letter
- ❑ Page 3-4 in English ACR / STI payout combined letter + STI target letter

Employees	Managers	HR / Admin
<ul style="list-style-type: none"> <li>- Enhance end user experience</li> <li>- Consistency across all employees</li> </ul>	<ul style="list-style-type: none"> <li>- Consistency across all teams, especially for those having teams in multiple countries</li> <li>- Reliability and timeliness of distribution process</li> </ul>	<ul style="list-style-type: none"> <li>- Reliability on time saving</li> </ul>

Avoid printing paper letters and embrace our CSR commitment



# 2022 Annual Compensation Review

## Video

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# 2022 Annual Compensation Review

## Take away



- Make the compensation proposals for your direct reports based on the recommendations provided, from **February 1st to February 15th**
- (For Manager of Managers) Review the recommendations done by your Managers by checking the **actual spend vs budget**
- **Liaise with your HR team** in case of Catch-up, Promotion & Lump Sum
- Communicate compensation letters through **iPeople** in a digital way to your direct reports from **March 4<sup>th</sup> to March 22<sup>th</sup>**



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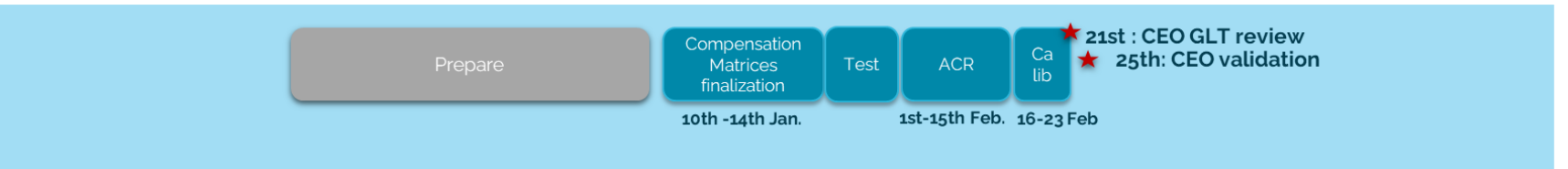


# Objectives Setting

# HR Planning - H2 2021 and 2022



Annual  
Compensation  
Review





# Objectives Setting

## How many Objectives to Set?

In an ethical and compliant manner

3 to 5 Business Objectives

1 Development Objective

Strategic Alignment

SIM: Specific / Impactful / Measurable

Ipsen Way of Being



# Objectives Setting Strategic Alignment

How to apply iPERFORM  
as a strategic driver in  
Ipsen...





# Objectives Setting

## Alignment of Development Objective & Development Actions

The Development Objective is the link between the **Performance Management Process** and the **Employee's Development Process**.

- ✓ The **Development Objective** should contribute to the achievement of the business objective(s) within the year and complements the Development Plan.
- ✓ The **Development Plan** should focus on the mid-to-long term career aspirations and related development actions.





# Objectives Setting

## How to set Objectives in iPeople?



**Go to Video**  
Objectives Setting

### STEP 1

The employees add and submit new objectives

- Employees receive an inbox task the **3<sup>rd</sup> of January** as part of the campaign to complete **3-5 Business Objectives** and **1 Development Objective**.

### STEP 2

The managers review/update and validates the objectives

- Managers review and validate the Business Objectives and the Development Objective before the **28<sup>th</sup> of February** deadline.

**1:1 meeting Employee / Manager**



#### NOTE

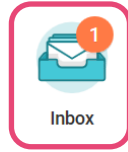
**During the year**, employees and managers will still be able to **update the objectives** from the Performance section in the Employee profile



# Performance Management

## How to set objectives as an employee? (1/3)

1 Click on your [iPeople inbox](#)



2 Open the task received and click on "Get Started"

The screenshot displays the 'Inbox' section of the iPeople system. At the top, there is a teal header with the word 'Inbox'. Below this, there are two tabs: 'Actions' (selected) and 'Archive'. Under the 'Actions' tab, there are filters for 'Viewing: All' and 'Sort By: Newest'. A task card is highlighted with a red border, showing the title 'Set Content: 2021 Objectives Setting: Employee 1' and the text '1 day(s) ago - Effective 12/31/2021'. To the right of the task card, there is a star icon. The main content area of the task card is titled 'Set Review Content' and includes the subtitle 'Set Content: 2021 Objectives Setting: Employee 1' with an 'Actions' button. Below the subtitle, it shows the 'Review Period' as '01/01/2021 - 12/31/2021' and '1 day(s) ago - Effective 12/31/2021'. The main text of the task card reads: 'Welcome to your Objectives setting! At Ipsen, we commit to deliver our results and achieve our objectives in an **ethical and compliant manner**:  
- All applicable policies, procedures, guidance documents or **Ipsen Code of Conduct** have been implemented.  
- All mandatory business ethics related **trainings** are fully completed.  
- No breach of applicable laws, regulations, codes, the Ipsen Code of Conduct or **Ipsen policies, procedures and guidance documents** in the compliance monitoring or internal audits have been identified.  
- **Ethical behaviors** in decision making and conduct of activities have been concretely demonstrated.' At the bottom of the task card, there is a prominent orange 'Get Started' button with a red border.



# Performance Management

## How to submit objectives as an employee? (2/3)

3

Click on "Add" to add objectives in each section, Business Objectives & Development Objective

**Set Review Content**

Set Content: 2021 Objectives  
Setting: Employee 1

Actions

01/01/2021 - 12/31/2021

- 3 to 5 Business Objectives
- 1 Development Objective
- Review and Submit

### 3 to 5 Business Objectives

**iPERFORM Business Objectives** ensure that performance is focused

These objectives must adhere to SIM

- Specific** i.e. clearly defined and detailed, time bound
- Impactful** i.e. with a relevant impact on Ipsen's strategic objectives
- Measurable** either quantitatively and/or qualitatively based on business

\* Business Objectives will be defined **for every employee** irrespective part of the STI (Short Term Incentive) population, the number of business

Add

Add Existing

Objective

Description

Due Date

Category

Status

Remove





# Performance Management

## How to submit objectives as an employee? (3/3)

4

In the last section Review and Submit, click on "Submit" to send the form to manager for approval

**Set Review Content**  
Set Content: 2021 Objectives  
Setting: Employee 1  
[Actions](#)  
01/01/2021 - 12/31/2021

- 3 to 5 Business Objectives
- 1 Development Objective
- Review and Submit**

You can easily print the form during the process.

**3 to 5 Business Objectives**

Objective	Objective 1
Description	
Due Date	(empty)
Category	Business Objective
Status	Not Started

**1 Development Objective**

Objective	Objective 2
Description	

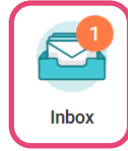
**Submit** [Save for Later](#)



# Performance Management

## How to Approve Objectives as a manager (1/2)?

1 Click on your **iPeople inbox**



2 Open the task received and click on "**Get Started**"

The screenshot displays the 'Inbox' section of the iPeople system. At the top, there's a teal header with the word 'Inbox'. Below it, there are tabs for 'Actions' and 'Archive'. Under the 'Actions' tab, there are filters for 'Viewing: All' and 'Sort By: Newest'. A task card is visible, titled 'Set Content: 202 Objectives Setting: Employee 1', with a star icon and a timestamp '1 day(s) ago - Effective 12/31/2021'. The task card is highlighted with a pink border. To the right of the task card, the main content area shows the title 'Set Review Content' and 'Set Content: 202 Objectives Setting: Employee 1' with an 'Actions' button. Below this, the 'Review Period' is '01/01/2021 - 12/31/2021' and the timestamp is '1 day(s) ago - Effective 12/31/2021'. The main text of the task reads: 'Welcome to your Objectives setting! At Ipsen, we commit to deliver our results and achieve our objectives in an **ethical and compliant manner**:  
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- All mandatory business ethics related **trainings** are fully completed.  
- No breach of applicable laws, regulations, codes, the Ipsen Code of Conduct or **Ipsen policies, procedures and guidance documents** in the compliance monitoring or internal audits have been identified.  
- **Ethical behaviors** in decision making and conduct of activities have been concretely demonstrated.' At the bottom of the task card, there is a yellow 'Get Started' button highlighted with a pink border.



# Performance Management

## How to Approve Objective as a manager? (2/2)

- 3 Review each section of the form, you can still add or edit **Business Objectives** and **Development Objective**.
- 4 In the last section, click on "**Submit**" to close the process.

**Set Review Content**

Set Content: 2021 Objectives  
Setting: Employee 1

Actions

01/01/2021 - 12/31/2021

- 3 to 5 Business Objectives
- 1 Development Objective
- Review and Submit**

**3 to 5 Business Objectives**

Objective Objective 1

Description

Due Date (empty)

Category Business Objective

Status (empty)

**1 Development Objective**

Objective Objective 2

Description

**Submit** Send Back

**CAUTION**

Once submitted by the manager the form can't be reopened.

Managers can also "send back" the form to the employee for updates if needed.



## Next Steps

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- 1) Communicate on 2021 Performance ratings to **from 12<sup>th</sup> January to 28th February**
  - Do not wait for your employee to discover his/her rating during the acknowledgment step in March, **be proactive**.
- 2) Plan your 2022 Objectives Setting meetings with your team members by **28th February**



# Communication & Training

## How to access “How to User Guides” & “Video Tutorials”

- 1 On your Homepage, click on “Useful Doc & Links”
- 2 Select a documentation

**Applications**  
8 Items

- Inbox
- Directory
- Personal Information
- Performance
- Career
- Useful Docs & Links**
- Onboarding
- Job Opportunities

**iPeople** Search

### ← Useful Docs & Links

- iPeople Documentation**
  - iPeople Training Documents (English)**
  - Documents de formation iPeople (Français)
- Useful HR Links**
  - Data Privacy & GDPR
  - ADP France

**Ipsen planet** The Group My Location This F

[ Search ]

Ipsen Planet - Human Resource... - iPeople Last update date : January

**iPeople**

**NEW FEATURES TO BOOST DEVELOPMENT AND RECRUITMENT**

**MOVE AT THE SPEED OF BUSINESS WITH YOUR NEW HR SYSTEM**



# Performance Management

## How to print the Objectives after the campaign closure?

1

On your Homepage, click on [View Profile](#)

On behalf of: Pierre JAMES  
View Profile

- Home
- Favorites
- My Reports
- My Account
- Recovery Assistant

Sign Out

2

Select [Performance Menu](#), [Performance Reviews](#) tab and click on "Create New PDF"

Individual Objectives **Performance Reviews** Feedback Requested Feedback Received

Completed 5 items

Review	Review Period		Manager Rating	Review PDF
	Start Date	End Date		
2019 Performance Review for Objective Setting: Pierre JAMES	01/01/2019	31/12/2019		Pierre_JAMES_2019_Performance_Review_for_Objective_Setting_27_déc_2018.pdf <b>Create New PDF</b>
2018 Annual Performance Review: Pierre JAMES	01/01/2018	31/12/2018	3 - Met expectations	<b>Create New PDF</b>
2017 Annual Performance Review: Pierre JAMES	01/01/2017	31/12/2017	3 - Met expectations	<b>Create New PDF</b>
2016 Annual Performance Review: Pierre JAMES	01/01/2016	31/12/2016	Exceeded expectations	<b>Create New PDF</b>
2015 Annual Performance Review: Pierre JAMES	01/01/2015	31/12/2015	Meets expectations	<b>Create New PDF</b>

Click on the PDF form that appears automatically.



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Access



Worker Profile



Employee self-service



Manage my Team



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# Objectives Setting – Continuous review

## How to edit or add an objective as an employee during the year?

1 On your Homepage, click on [View Profile](#)

On behalf of: **Pierre JAMES**  
View Profile

- Home
- Favorites
- My Reports
- My Account >
- Recovery Assistant >
- Sign Out

2 Select [Performance Menu](#), click on [Individual Objectives](#) tab, then [Edit](#) button

**Pierre JAMES**  
Customer Services Teamleader

Actions

- Email
- Team
- Summary
- Personal
- Contact
- Job
- Compensation
- Performance**
- Career

Individual Objectives | Performance Reviews | Feedback Requested | Feedback Received

1 of 5 | Sort By: [v]

**Not Started**

- Development Objective

**In Progress**

- Business Objective 2
- Business Objective 3

**Completed**

- Business Objective 1

**View Objective**

- Objective: \* Development Objective
- Description: Description
- Category: Development Objective
- Status: (empty)
- Relates To: (empty)
- Due Date: (empty)
- Associated Reviews: 2018 Annual

Edit

3 Click on [Add](#) button at the top of next page

Information | **Items**

**Add**

16 items | Sort By: Associated Reviews [v]

**2021 Performance Review for Objective Setting**

Edit Object





# Objectives Setting – Continuous review

## How to edit or add Objectives as a manager during the year?



**Go to Video**  
Continuous Review

1 Click on [Team Performance](#) Worklet in your iPeople Homepage

2 In Actions, select [My Team's Objectives](#)



Team Performance

← Team Performance

Performance Review Status

0 Not Launched	0 In Progress	4 Complete
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[Details >>](#)

Reports

- IPSEN - Alignment - Overall Performance and Business Objectives Ratings >

Actions

- My Team's Objectives >**
- Get Feedback on Worker >
- Start Performance Improvement Plan >

### My Team's Objectives

Supervisory Organization \*

View By \*

**OK** Cancel

← My Team's Objectives

**Add Objective to Employees**

By Worker 49 items

Worker	OR	Objective Section
	<b>Edit</b>	Ad-hoc Objective Template



**NOTE**

Every time the objective is edited by the manager or the employee, the other party receives a notification.



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**Thank you for your participation**