



# 2023-2024 Performance & Compensation Planning

December 2023



# Q4 2023 / Q1 2024 Performance & Compensation Planning

## Objectives

**Provide key dates to HR and Managers on the coming months in order to secure the:**

- ✓ **2023 Performance Review**
- ✓ **2024 Objectives Setting**
- ✓ **2024 Annual Compensation Review (ACR)**
- ✓ **2023 Short Term Incentive (STI) payout**
- ✓ **2024 Short Term Incentive (STI) deployment**



# Q4 2023 / Q1 2024 Performance & Compensation Planning

## Key dates for HR

### 2023 People Performance Review / 2024 Objectives Setting (iPerform)

- *Nov 1 to Dec 10*                      *Employee Self-Assessment + Manager Review & Evaluation*
- **Dec 11 to Jan 11**                      **Performance Calibration**
- **Jan 12 to Feb 29**                      **Objectives Setting**

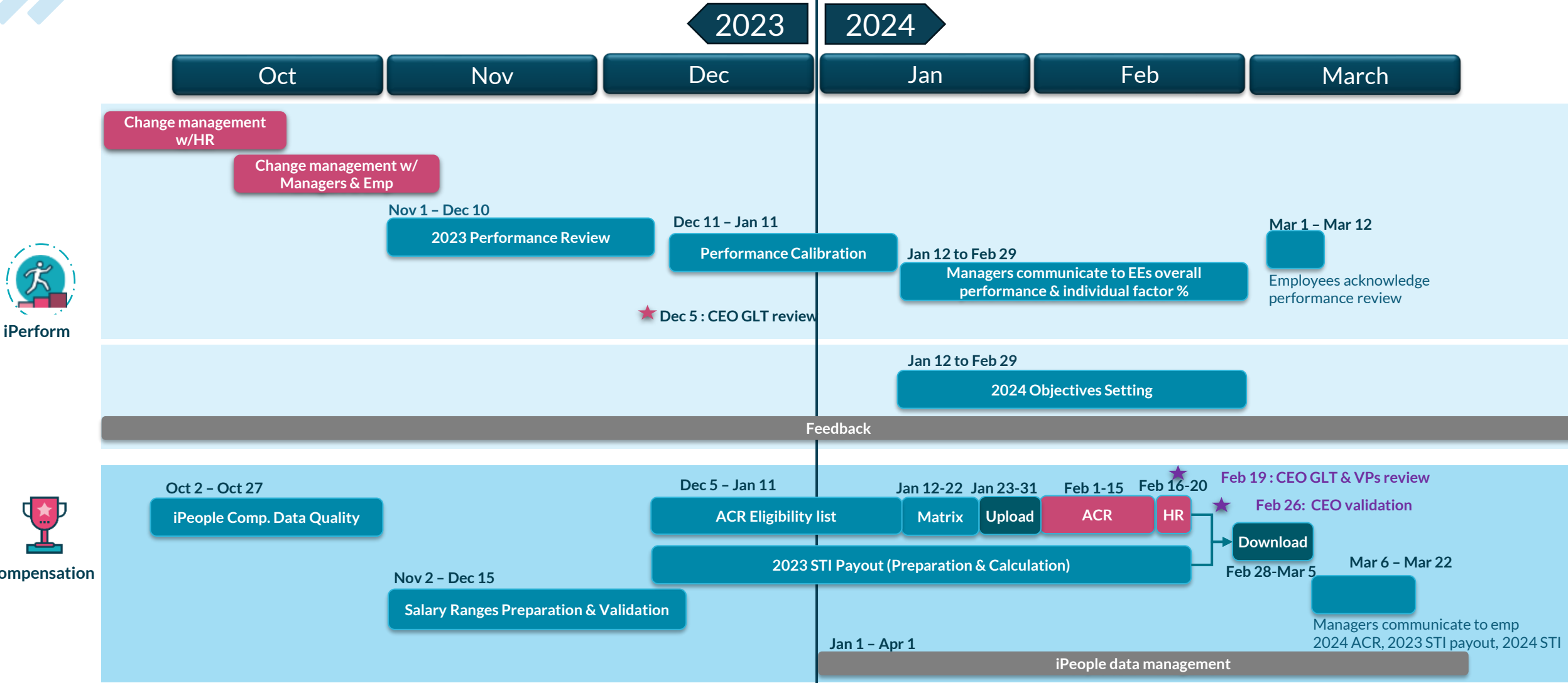
### 2024 Annual Compensation Review (ACR)

- *Oct 2 to Oct 27*                      *Data audit & correction by HR in iPeople*
- **Dec 5 to Jan 11**                      **Review the eligibility list and final data check for 2024 ACR**
- **Feb 1 to Feb 20**                      **Support the campaign and do final review by HR in iPeople**

### 2023 & 2024 Short-Term Incentive (STI)

- *Oct 2 to Oct 27*                      *Data audit & correction by HR in iPeople*
- **Dec 5 to Jan 11**                      **2023 STI - Payout Preparation** (review / complete reference salary, collective factors & target % for eligible employees)
- **Feb 9**                                      **2023 STI - Country Achievements** (Collective Factor) **finalized & sent to Corporate C&B**
- **Feb 21**                                      **2024 STI - STI Targets & Collective factors extracted from online ACR for 2024 Comp Letters**
- **Mar 29**                                      **2024 STI - Plan rules posted and communicated**

# Q4 2023 / Q1 2024 Performance & Compensation Planning



iPerform



Compensation

# 2023 Performance Review & 2024 Objectives Setting – Detailed Planning

Date	Action	Owner	Status
Nov 1 → Dec 10	2023 Performance Review (Employees' Self Comment + Managers' Review)	Managers	
Dec 5	GLT Review & Calibration	ELT / CEO	
Dec 11 → Jan 11	2023 Performance Calibration	BHR / ELT	
Jan 12 → Feb 29	Managers tell Employees their Overall Performance Rating + Individual Factor %	Managers	
Jan 12 → Feb 29	2024 Objectives Setting (Employees' Objectives + Managers' Validation)	Managers	
Mar 1 → Mar 12	2023 Performance Review acknowledgement ( <i>optional</i> )	Employees	
Mar 13	2023 Performance Review campaign completed – Upload to iPeople	HRIS	

# 2024 Annual Compensation Review – Detailed Planning

Date	Action	Owner	Status
Dec 5 → Jan 11	ACR eligibility reviewed and final data checks made before campaign	SHR / Local C&B	
By Jan 5	2024 salary ranges uploaded in iPeople	HRIS	
Jan 1 → Apr 1	iPeople data management before, during & after ACR campaign – see table	C&B	
Jan 12 → Jan 22	Matrices preparation	C&B	
Jan 17 & 18	HR session – <b>ACR &amp; Objectives Setting</b>	Corporate C&B / HRIS	
Jan 23 & 24	HR Q&A sessions	Corporate C&B / HRIS	
Jan 23	Org & Comp Snapshot Date : data available & effective in iPeople will be used for ACR	HRIS	
Jan 24 & 25	Matrices uploaded in iPeople	HRIS	
Jan 25	Managers global session ( <i>followed by local sessions</i> ) – <b>ACR &amp; Objectives Setting</b>	Corporate C&B / HRIS	
Jan 23 → Jan 26	Preparation of ACR campaign in iPeople	HRIS	
Jan 29	Individual increase budgets communicated to BHR & country HR	Corporate C&B	
Jan 29	Promo / Catch-up budgets communicated to BHR only	Corporate C&B	
Jan 29 → Jan 31	ACR HR Preview – sanity check before opening the campaign	HR / SHR / BHR	
Feb 1 → Feb 15	Managers' proposals – submitted by Feb 15	Managers	
Feb 1 → Feb 11	HR review on GLT & VP – submitted by Feb 11	BHR	
Feb 1 → Feb 20	HR review – submitted by Feb 20	HR / SHR / BHR	
Feb 19 & Feb 26	CEO review & approval - 2024 ACR, 2023 STI Payout	CEO	
Feb 26 → Mar 1	Compensation letters preparation	Corporate C&B / HRIS	
Mar 4 → Mar 15	iPeople updated (promotions or moves / grades, STI %, CF, position titles, etc.)	HR	
Mar 4	HR Preview on compensation letters	HR / SHR / BHR	
Mar 6 → Mar 22	Communication by managers	Managers	
Apr 1	New salaries visible in iPeople	ALL	



# 2023 & 2024 Short-Term Incentive – Detailed Planning

Date	Action	Owner	Status
Dec 5 → Jan 11	2023 STI payout preparation (review reference salary, target % & collective factors)	SHR / Local C&B	
Jan 12	Individual factor % extracted from iPeople	Corporate C&B	
Jan 12 → Feb 16	2023 STI payout consolidation & calculation	Corporate C&B	
By Feb 9	2023 collective factors & group achievements validated	CEO / CFO / CHRO	
Feb 19 & Feb 26	CEO Review & Approval - 2024 ACR, 2023 STI Payout	CEO	
Feb 26 → Mar 1	Compensation letters preparation (incl. 2023 STI payout and 2024 STI target % & collective factors from online ACR)	Corporate C&B / HRIS	
Mar 4 → Mar 15	iPeople updated (promotions or moves / grades, STI %, CF, position titles, etc.)	HR	
Mar 4	HR Preview on compensation letters	HR / SHR / BHR	
Mar 6 → Mar 22	Communication by managers	Managers	
Mar 29	2024 STI plan rules posted and communicated	BHR / Corporate C&B	
From Apr 1	Regular update of collective factors in iPeople	HR	

The background features four overlapping chevron arrows pointing to the right, arranged in a staggered pattern. The arrows are a lighter shade of blue than the background.

Thank you

# How to manage any data change before, during and after ACR

	Changes with an effective date from Jan 1 <sup>st</sup> to Jan 23 <sup>rd</sup>		From Jan 24 <sup>th</sup> to March 1 <sup>st</sup>		From March 2 <sup>nd</sup> to April 1 <sup>st</sup>	
	Eligible	Not eligible	Eligible	Not eligible	Eligible	Not eligible
Compensation change, Grade change or Promotion	Prior C&B approval		Blocked	Prior C&B approval	Prior C&B approval	
Job change (organization, cost center...), Transfer or Lateral Move	Prior C&B approval	Allowed	Blocked	Allowed	Allowed	
Job change (contract, working hours, location...) or Edit position			Prior C&B approval		Prior C&B approval	
Job Change (FTE)					Prior C&B approval	Allowed
Job change (manager)	Allowed		Blocked			Allowed
Termination	Prior C&B approval	Allowed	C&B approval → conversion into Not eligible		Prior C&B approval	Allowed
Business title change	Allowed		Prior C&B approval			
One-time payment, Change organization assignments, Edit position restrictions, Absence request & Place worker on leave	Allowed		Allowed		Allowed	