

Global Offer process - Roles & Responsibilities

Grading decision

New hire Salary decision

Job Level	Position Level assessment	Position Level validation	Offer Building	Offer Validation	Offer communication to candidate
VP and above (grades 16+) and GM positions graded 15	<u>C&B*/</u> Global HRBP lead	<u>CHRO</u>	<u>C&B /</u> Global HRBP Lead with Hiring Mgr agreement	<u>Hiring Manager+1</u> (<u>CEO when ELT as HM</u>) CHRO	<u>Global HRBP Lead</u> (can delegate to local HRBP/TA) + C&B
Senior Directors, Directors and Sr Mgrs (Grades 13-14-15)	<u>Local HRBP</u> / Global HRBP	<u>C&B</u> Global HRBP Lead	<u>C&B /</u> local HRBP with TA & Hiring Mgr input	<u>Hiring Mgr+1</u> HR Cluster Head	<u>TA</u> with local HRBP (local knowledge)
Managers and Specialists (12 and below)	<u>Local HRBP</u>	<u>C&B</u>	<u>TA</u> in compliance with C&B hiring ranges	<u>Local HRBP</u> (if needed support of C&B eg sign-on)	<u>TA</u> with local HRBP if local knowledge required for total rewards presentation

1. Hiring Mgr owns the job description with the support of the HRBP
2. HRBP to propose a grade to the Hiring Manager based on existing organization or perform job assessment if new/modified role or new/modified organization – might require the C&B approval
3. Prior to launch meeting, HRBP to provide TA partner the agreed Grade and C&B hiring range and STI-LTI/benefits for the role considering internal equity of the team. TA Partner to provide feedback if required on external market competitiveness data and primary location advise (as per the Primary Location Decision Guidance) if this effects salary affordability.
4. At Recruitment Launch Meeting, HRBP to provide TA Partner and Hiring Manager with finalised Salary Hiring Range, STI-LTI and benefits, provided by C&B based on affordability, competitiveness and equity (“hiring range”) and final agreed primary location. Primary Recruiter to target profiles within the Salary Hiring Range.
5. TA Partner to enter candidate salary, STI and LTI and benefits expectations into the Candidate Screening Form in iPeople and submit to Hiring Manager with CV for review. C&B and HR can monitor in iPeople as required.
6. C&B or TA (as per Table) to build a reward package according to the pre-approved C&B hiring ranges– ensures internal equity within competitiveness
7. For internal hire, Local HRBP to build and communicate C&B package (liaising with Global HRBP on budget and C&B if outside of promotion guidelines). TA partner to be informed when offer accepted.