# Annual review policy

This policy/procedure applies to all the internal employees of Anywrs' entities.

Salary review is a key part of the Company's total compensation program that supports the attraction, retention and motivation of our collaborators to successfully contribute to achieving the Company's strategies and goals. The objective is to have a salary review system which is fair, transparent and easy to use.

The salary review exercise will be conducted after the 9-grid box validation. It is an annual process. The initiation of this salary review exercise will be done by the CHRO. Depending on the company's financial performance, the CEO/COMEX has the authority to postpone or cancel the salary review implementation for that particular year.

The budget allocated for the salary review will be based on the company's financial performance and will be decided by the CHRO, with validation from the CEO/COMEX.

## Abbreviations / terms & definitions

CEO : Chief Executive Officer

COMEX: Committee of executives

CHRO: Chief Human Resource Officer

Coeff : Coefficient

Dept. : Department

HOD : Head of Department

HR : Human Resource

OKR : Objectives and Key results

## Responsibilities & authorities

HR team:

- To ensure that the salary review is done as per policy.

CHRO:

- To determine global amount to be paid a yearly salary review in collaboration with the comex.
- To determine the salary increase percentage for a Key Performer performing at 100%

COMEX:

- Make the final validation

## Eligibility

All collaborators are eligible to a salary review, based on coefficient allocated as per the 9-grid box, except:

- Interns/Trainees
- Employees still in probation period
- Fixed-term contract (Temporary) employees
- Employees who are subject to a disciplinary committee (due to a misconduct/excessive absences)
- Employees who have less than a-year length of service
- Employees who have resigned and are serving a notice period during the period the salary increase is being implemented

## Application

The salary review proposal and validation process will be completed after the Talent Review. Any salary change will be implemented in the April's salary of the concerned year, except under exceptional circumstances. These dates are valid assuming the annual review campaign is completed within the first 2 months of the corresponding year. If this is no longer the case, the salary review exercise dates will be adjusted accordingly, subject to comex approval.

Once the salary review exercise is finalized, a signed copy (by the CHRO) of all salary changes must be submitted to the payroll manager in France/corp and then to country managers for implementation on the payroll systems.

## 9-grid Positioning

Once the annual review is completed, all collaborators' annual review results will be plotted on a 9-grid box based on their performance and potential.

Performance is determined by their OKRs and evaluation of the transversal competences GROWING, while potential is assessed through the evaluation of motivation and traits provided during the annual review with the consent of the collaborators and their direct report.

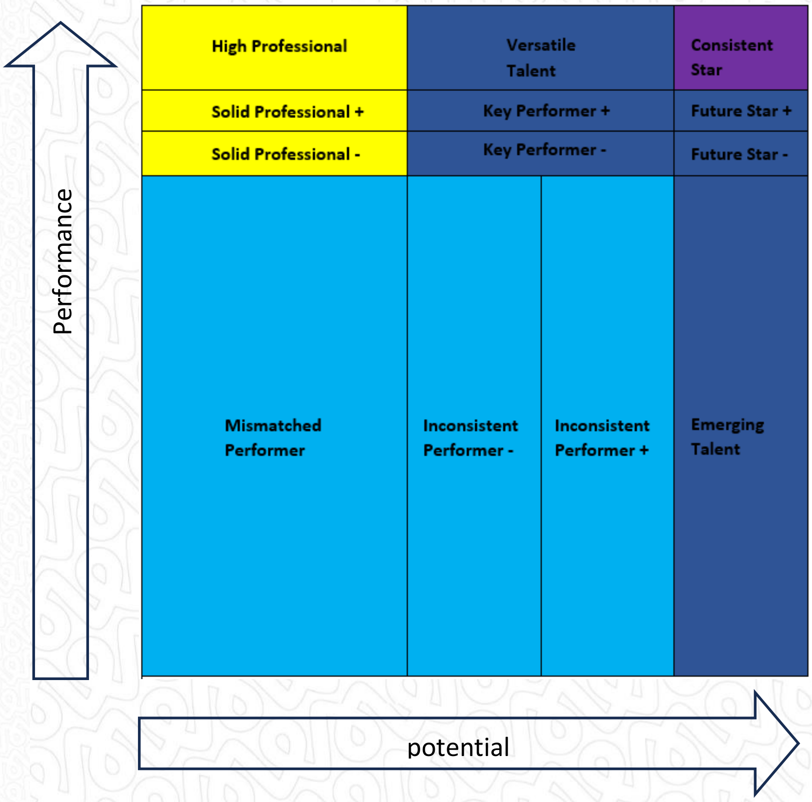
The different positioning on 9-box can be briefly explained as below:

Performance

| | | |
|---|---|---|
| **High Professional**<br><br>Expert in the field. Unqualified reliability in delivery and meeting expectations. Has reached level of optimum delivery. Driver of continuous improvement in efficiency. | **Versatile Talent**<br><br>Consistent exceptional delivery. Capable of adapting to new challenges. Uses expertise to challenge norms and drive higher performance. Excellent ability to develop others and leverage personal expertise. Delivers more than the job requirements. | **Consistent Star**<br><br>Consistent exceptional delivery and innovation. Establishes new benchmarks and challenges norms while providing alternatives. Has the capability to operate at one or two levels higher than focused development. |
| **Solid Professional**<br><br>Concentrates on particular job, as contracted. Is skilled and applies knowledge in a specific and defined field. | **Key Performer**<br><br>Readily fulfils and sometimes exceeds requirements. Contributes at a higher level than expected. Need to be encouraged to seek alternative ways of working. | **Future Star**<br><br>Consistently fulfils and sometimes exceeds expectations. Capable of exceptional contribution and innovation. Not yet fully settled in expert mode but within reach with adequate refinement and development. |
| **Mismatched Performer**<br><br>Track record of non-delivery over extended period. Not responding to coaching, development or guidance. May negatively affect performance of others and requires extensive control and supervision. | **Inconsistent Performer**<br><br>Competencies not at the required level for the current role. Needs to develop competencies/new competencies to remain relevant and to enhance personal contributions. | **Emerging Talent**<br><br>Undeveloped potential evident or not delivering to requirement. Intensified development required or applying for an alternative position needs to be encouraged. If fulfilled this holds the potential for great future delivery. |

potential

## Sub-categories are added to the 9box grid for talent review purposes




## Calculation of the Salary Review

The salary review process is based on the performance level of an employee at 100% (Key Performer) and the corresponding percentage salary increase (X %). The actual salary adjustment for an employee is determined by their position on the grid and the coefficient assigned to that position.

The CHRO will decide the percentage salary increase for key performers according to the budget allocated for the review. It's important to note that any salary adjustments will be calculated based on the employee's basic salary only.

## The detailed 9-grid box and its corresponding coefficients are as follows:

Any salary change will be calculated as per the coefficient described as per the grid.

Calculation

| | | | |
|---|---|---|---|
| X*1,75 | X*2 | | X*3 |
| X*0,9 | X | | X*1,5 |
| X*0,75 | X*0,9 | | X*1 |
| X*0 | X*0 | X*0,5 | X*0,75 |

## How to use this grid:

For example, the CHRO and CEO/COMEX determine that key performers will receive X% as salary increase, the other categories' salary increase will be determined as per the table below:

| Category | % KPI reached | % potential reached | Coefficient | Salary Increase Calculation | Percentage Salary Increase |
|---|---|---|---|---|---|
| Consistent Star | >87,5% | >80% | 3 | =3*X% | % |
| Future Star + | 81,5%>KPI≤87,5% | >80% | 1.5 | =1.5*X% | % |
| Future Star - | 75%>KPI≤81,5% | >80% | 1 | =1*X% | % |
| Versitale Talent | >87,5% | 40%>potential≤80% | 2 | =2*X% | % |
| Emerging Talent | 0%>KPI≤75% | >80% | 0.75 | =0.75*X% | % |
| Key performer + | 81,5%>KPI≤87,5% | 40%>potential≤80% | 1 | =1*X% | % |
| Key performer - | 75%>KPI≤81,5% | 40%>potential≤80% | 0.9 | =0.9*X% | % |
| High Professional | >87,5% | 40%>potential | 1.75 | =1.75*X% | % |
| Solid Professional + | 81,5%>KPI≤87,5% | 40%>potential | 0.9 | =0.9*X% | % |
| Solid Professional - | 75%>KPI≤81,5% | 40%>potential | 0.75 | =0.75*X% | % |
| Inconsistent performer + | 0%>KPI≤75% | 60%>potential≤80% | 0.5 | =0.5*X% | % |
| Inconsistent performer - | 0%>KPI≤75% | 40%>potential≤60% | 0 | =0*X% | % |
| Mismatched Performer | 0%>KPI≤75% | 0%>potential≤40% | 0 | =0*X% | % |