

Talent review policy

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

The Talent Review Calendar follows the completion of the annual review.

The talent review process is a strategic and systematic approach utilized by Anywr to evaluate and manage the performance outcomes, competencies, potential, and development of our employees.

Its main objective is to identify and foster key individuals to guarantee a skilled and capable workforce for current and future requirements within Anywr, as well as to establish proactive talent provision and development plans. Additionally, it serves as a crucial component for the salary review policy at Anywr.

Each employee's annual review results are mapped on a 9-grid box based on their performance and potential.

Performance

Performance is a mix between the results (**How much**) and the way we built the results (**How**) .

- ✓ OKRs' achievement of the past year
- ✓ Transversal competences assessment

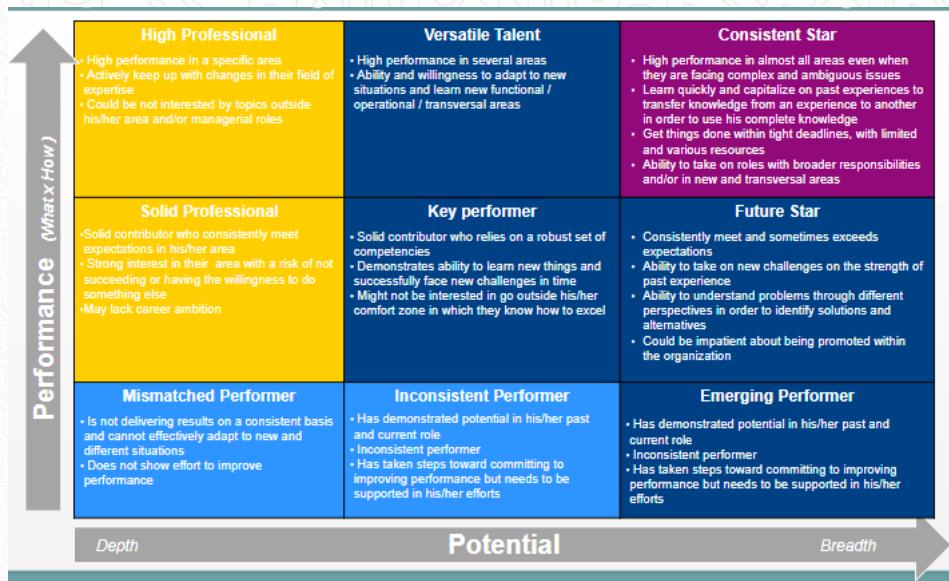
Potential

The potential reflects the behaviour and attitude that a person must build a high performance and his/her ability to enlarge or take a more complex scope of responsibilities.

- ✓ Assessed by drivers and traits

What is a 9-box grid ?

The 9 box grid model is a key tool for evaluating performance and potential, aligning both aspects to guide talent management and succession planning. It clearly displays performance versus potential in a visual hierarchy, pinpointing top performers and individuals with leadership potential, while also highlighting employees who may require extra assistance.

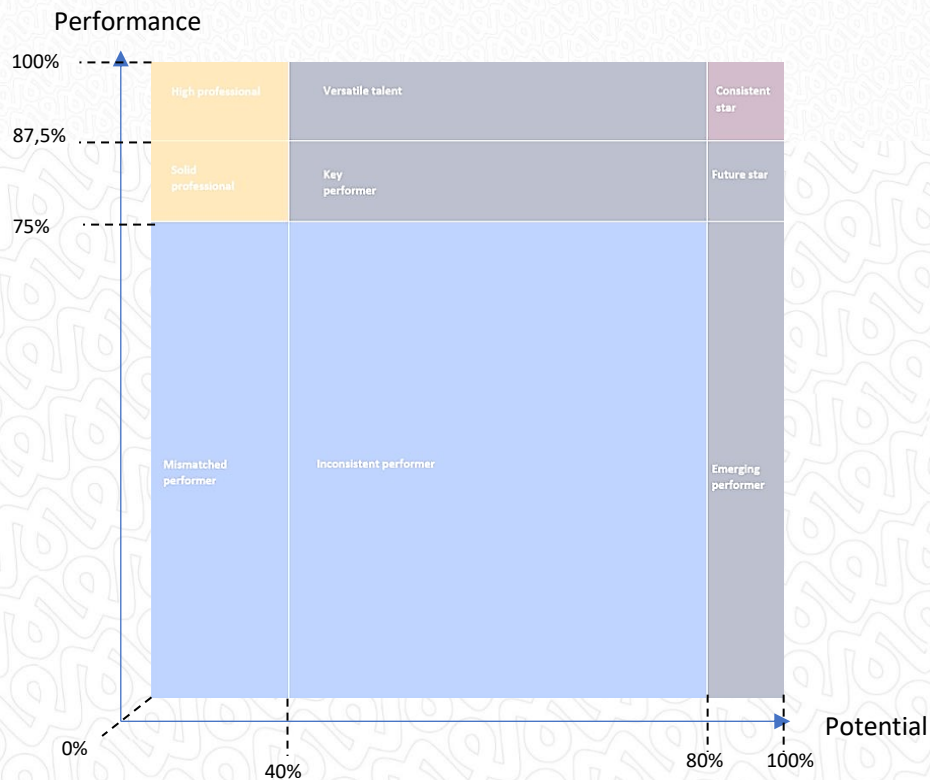


What are the criteria for the 9box placement ?

The criteria for the 9-box placement are as follows:

Performance ranges from 0% to 75%, 75% to 87.5%, and 87.5% to 100%

Potential ranges from 0% to 40%, 40% to 80%, and 80% to 100%



How is performance calculated?

For performance evaluation, factors include the operational results (OKRs) with a weightage of 70% for realization percentage and 30% for competency evaluation. The competency evaluation consists of a total of 29 questions serving 7 competences.

The 7 competences are based on the 'GROWING' model :

- ✓ 'GROW' evaluates employees without a management role,
- ✓ 'ING' evaluate the management linked competences.

The 'GROWING' model :

G = Great customer / talent service

R = Results & data driven

O = Organization

W = Work together

I = Inspiring leadership

N = Nurture the passion

G = Give feedback

- If an employee does not have a management role, his competency evaluation can be based only on 4 criteria out of 7 : 'GROW'. Even though it is recommended to still answer to evaluate 'ING' even if it is not mandatory.
- If an employee has a management role, his competency evaluation must be based on the 7 criteria : 'GROWING'

The total competency score is calculated by percentage.

The calculation uses a 5-level scale: non-applicable, rarely, occasionally, frequently, and always.

Please note **“non-applicable” can only be used on ‘ING’ competencies evaluated for employees without a management role**. In this precise context, “non-applicable” responses are excluded from the calculation.

If “non-applicable” is used on any other case scenario, the score will automatically be replaced by the lowest one.

How is potential calculated?

For potential evaluation, factors include the evaluation of 8 traits and 5 drivers which are applicable to every employee.

The 8 traits are divided in two categories : 5 'facilitating traits' and 3 'counterproductive traits'

The 5 facilitating traits are :

1. Decision maker
2. Accountable
3. Go-getter
4. Flexible
5. Deal with pressure

The 3 **counterproductive traits** are :

1. Narrow view
2. Individualism
3. Resistance to change

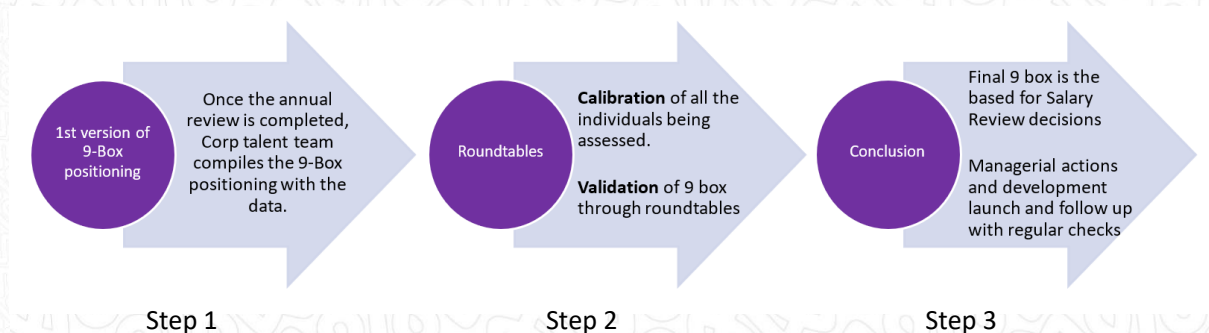
The 5 drivers are :

1. Social impact
2. Community
3. Freedom of action
4. Innovation
5. Transformation

The calculation uses a 5-level scale: non-applicable, rarely, occasionally, frequently, and always.

Note that the 5-level scale is reversed for the counterproductive traits.

The Talent Review process



Step 1

HR Talent team prepares the 9-box by the following populations: 9-box of each department in Corp, to prepare each roundtable

1. Group 9 box (all entities)

2. 9-box of each country and Corp (split France from Corp), Corp by departments, by job levels, such as N-1, N-2 , N-3
3. 9-box of BU (mix Corp and countries by functions)
4. 9-box of job levels. (mix Corp and countries, their N-1, team managers and non-team managers)

Step 2

During the roundtables, the objectives are to share individual evaluations, openly discuss individuals under review, ensure fairness and accuracy in evaluations, and validate the final 9-Box of the group.

The presenter is expected to cover a short introduction of each collaborator, key performance highlights, and areas for development and future projections.

Who is involved in roundtables?

1st roundtable inside each dep/ Country

- Country participants : CM, their N-1, HR
- Corp participants: head of dep, their N-1, HR



2nd roundtable among codir of head of dep and countries

- Country participants: CM, COO, functional leader, HR
- Corp participants: head of dep, functional leader, HR



3rd roundtable for Comex's N-1

- participants: Comex and HR

Step 3

HR will work out the finalize 9 box matrix, to proceed the salary review.

To know more about the Salary Review please check the Salary review policy.

