
SOCIAL SURVEY 2021 - INDICATORS PROTOCOL

28/01/2022

Document version	Main changes
12-01-2017	Clarification of total HC definition Charity and Education parts have been deleted Compensation tab updated: wage difference removed and replaced by Profit sharing scheme information
30-10-2017	Introduction on the Social Survey purpose and global planning Clarification of Reporting scope and Total Headcount definitions. Add new columns for Trade Unions Consultations in “2.Industrial Relations” section. Clarification of Training definitions. Clarification of Absenteeism definitions.
24-01-2018	Compensation tab updated: Add 2.5 “Nb of months of average Base Salary equivalent” definition.
26-10-2018	Review on reporting period dates, updating them to 2018 year. Review of KPIs: II. Industrial relations and collective bargaining agreements; I. X. Absenteeism rate
15-11-2019	Review of KPIs descriptions for better understanding: II. III. Training XI. Best Practices
16-11-2020	II. Industrial Relations: remove part on 2.4 Topic of collective bargaining; 2.5 Trade unions consultations
27-10-2021	Add sections XII. INTERNAL PROMOTION VS EXTERNAL HIRE XI. INDIVIDUAL PERFORMANCE APPRAISAL
09-11-2021	Update link to Census rules documentation p.3
28-01-2022	Additional information on both new parts XI and XII

INTRODUCTION

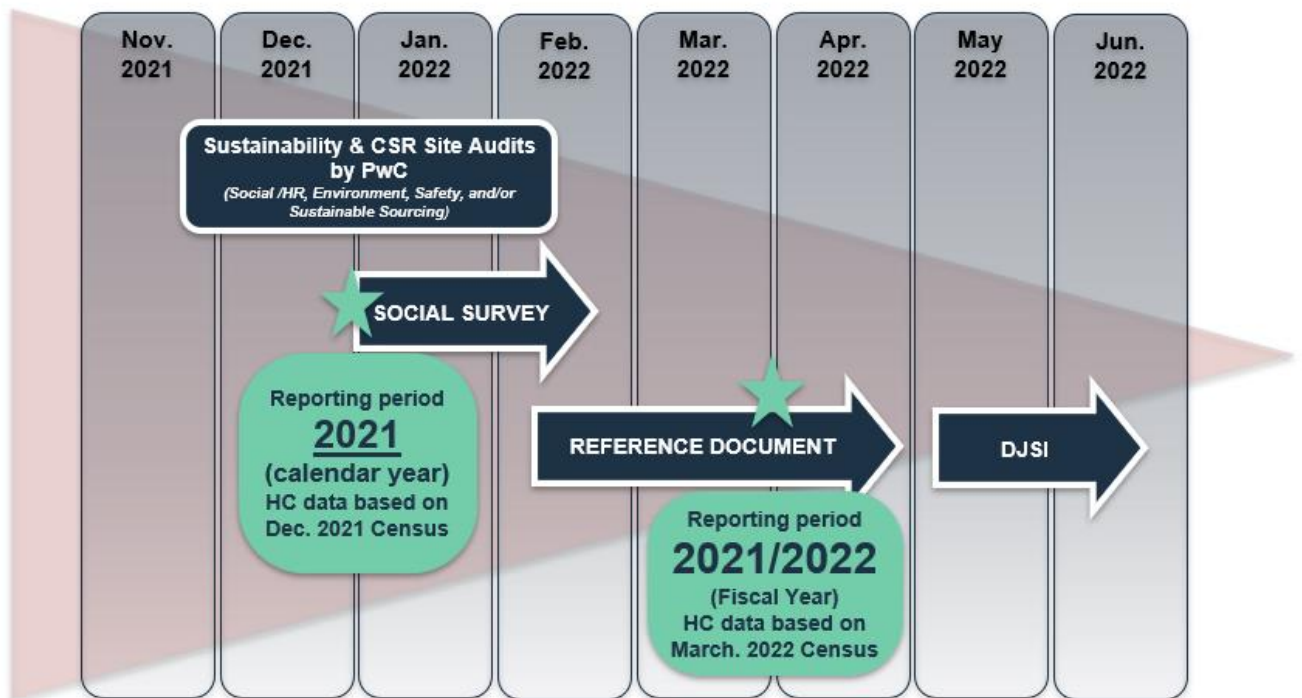
As Alstom is a “listed company” in France, it is mandatory to report figures about specific social and environmental data in our Registration Document (Annual Report).

These data are also used for Alstom’s Sustainable Development and Social Responsibility report and for DJSI (Dow Jones Sustainability Index) submission.

The purpose of this document is to describe and specify the indicators of the Social Survey used to prepare the Reference Document. The document is updated every year in order to adapt to regulation changes, to changes in the indicators’ calculation.

The document describes what is to be considered in the Excel file ‘Social Survey’ which needs to be completed for each country with more than 200 employees on December 31st of the considered fiscal year (end of 3rd quarter of the fiscal year).

1.Global planning overview:



2. All and every cost should be reported in Euro (exchange rate value is the Dec 31st, 2021) unless otherwise stated.

3. Reporting scope:

It has to be aligned with the Finance reporting rules.

Are excluded all Teranga Units:

- with a Closing method = 'Equity' or 'No'
- with a Closing method = 'Proportional' and with a Closing % less than 50%
- identified as 'Staggered' or 'Delayed' in comments

4. Total Headcount:

It includes Permanent employees, Fixed Term contract employees, Apprentices, Trainees (gathered as "Apprentice" in Census) and long-term absentees (LTA), unless otherwise stated.

(Please refer to Alstom Census Rules for the definition of each Headcount categories [HRM-WMS-026] available in the HR Corner)

In order to extract, from the Census reports, the Headcount corresponding to the country scope, the column to be filtered is the "Department Country" (column O) and not the Teranga Unit Country (column D).

However, in case of Absenteeism, the HC definition applied for the calculation of Absenteeism Indicator will be different. (Please refer to related definition in the part of Absenteeism).

In case of Training, the HC definition applied is also quite different as the Total Headcount.

An 'Annual average Headcount' is required for Training. (Please refer to related definition in the Training part).

I. COMPENSATION – PROFIT SHARING SCHEME

1.Relevance

A profit-sharing plan supports the collective performance of Alstom by sharing a percentage of annual profits with eligible people on a collective basis. It is a way to engage people to the company's performance.

2.Compilation

2.1 Total Headcount:

Identify the total number of employees & apprentices (including trainees) in your organisation as of 31 December 2021.

2.2 Number of people in the Headcount eligible to profit sharing scheme:

Identify the number of employees & apprentices (including trainees) in the Total Headcount covered by profit sharing scheme as of 31 December 2021.

2.3 Number of profit-sharing schemes

Identify the total number of profit-sharing schemes of 31 December 2021.

2.4 Average amount given during the last 3 years:

Identify the average amount, per beneficiary per year, shared over the last 3 years.

2.5 Number (Nb) of months of average Base Salary equivalent (gross base salary as a reference)

It describes the equivalence of the average amount of profit sharing received by person to the average monthly base salary of the beneficiaries, that is, if the average of total profit-sharing amount received is equivalent to 0.5, 1,1.2,2 etc monthly base salary of the beneficiaries.

Calculation demonstration:

$$\frac{\text{Average Total Profit Share}}{\text{Average Monthly Base Salary}} = \text{Nb of months average Base Salary equivalence}$$

3.Definition

Profit Sharing is a pool of money (percentage of annual profits) calculated every year based on collective indicators only (like business results, injury frequency rate reduction, reduction of waste...) then divided across eligible people using a formula for distribution which can vary country by country.

It is not related to STI or LTI.

II. INDUSTRIAL RELATIONS AND COLLECTIVE BARGAINING AGREEMENTS

Percentage of employees covered by collective bargaining agreements.

1. Relevance

Freedom of association is a human right as defined by international declarations and conventions, particularly ILO Core Conventions 87 & 98. Collective bargaining is an important form of stakeholder engagement and particularly relevant for reporting guidelines. It is a form of stakeholder engagement that helps build institutional frameworks and is seen by many as contributing to a stable society. Together with corporate governance, collective bargaining is part of an overall framework that contributes to responsible management. It is an instrument used by parties to facilitate collaborative efforts to enhance the positive social impacts of an organisation. The percentage of people covered by collective bargaining agreements is the most direct way to demonstrate an organisation's practices in relation to freedom of association.

2. Compilation

2.1 Total Headcount:

Identify the total number of **employees & apprentices (including trainees)** in your organisation as of 31 December 2021.

2.2 Number of people in the Headcount Covered:

Identify the total number of **employees & apprentices (including trainees)** covered **at least by one** collective bargaining agreements as of 31 December 2021. Not necessary signed during the period.

2.3 Number of collective bargaining agreements signed during the period:

Give the number of collective bargaining agreements signed **during 2021 period.**

2.4 Topic of collective bargaining:

Give the main topics of the agreements as per the various columns.

- Career development,
- Work time flexibility,
- Employability,
- Stress management & Mental Health,
- Equal opportunities, Diversity & Inclusion,
- Environment, Health, and Safety
- Restructuring & reorganization implying redundancies
- Mitigation with reference to Restructuring & reorganization implying redundancies
- Non-discriminatory, Anti-harassment.
- Other

2.5 Trade unions consultations

Give the Number of **consultations/negotiations with trade unions** during 2021 period.

3. Definitions

Refers to GRI: LA 4

Collective bargaining agreement is an agreement between an employer and a trade union or an organized group of employees. The collective agreement usually regulates the terms and conditions of employees in their workplace, their duties and the duties of the employer, and further benefits. The collective bargaining agreement is signed during the calendar year by the reporting organisation or by employer organisations of which it is a member. These agreements can be at national or regional level.

4. Documentation

Records of formal recognition agreements and signed collective agreements with independent trade unions will normally be held by the human resources or personnel department of the reporting organisation.

5. References

- ILO Convention 87, 'Freedom of Association and Protection of the Right to Organise', 1948.
- ILO Convention 98, 'Right to Organise and Collective Bargaining', 1949.
- ILO Convention 135, 'Workers' Representatives Convention', 1971.
- ILO Convention 154, 'Collective Bargaining Convention', 1981 and Recommendations 91, 'Collective Agreements Recommendation' 1951, and 163, 'Collective Bargaining Recommendation', 1981.
- ILO Declaration on Fundamental Principles and Rights at Work, 86th Session, 1998, Article 2 (a).
- OECD Guidelines for Multinational Enterprises, Section IV, Paragraph 2 (a).

III. TRAINING

1. Relevance

Maintaining and improving human capital, particularly through training that expands the knowledge base of people, is a key element in organisational development. This indicator provides insight into the scale of the organisation’s investment in this area and the degree to which the investment is made across the entire headcount base. Access to training opportunities can also support progress in other areas of social performance, such as ensuring equal opportunity in the workplace. It also contributes to motivating improvement at the personal and organisational level.

2. Definition

A training corresponds to an acquisition of knowledge and can include classroom, e-learning, distance or “on the job” trainings.

Trainings **include** all hours of training delivered to company employees, apprentices & trainees during the calendar year. For instance, **Induction trainings** are included in the calculation of the indicator.

Training should include: a formalized training programme, a training evaluation, an attendance list (for classroom trainings) or a diploma or a certificate.

Are excluded the training hours spent at schools by apprentices and “on the job” activities for Trainees, as the Trainee program itself is considered an “on the job” activity.

3. Compilation

3.1 Annual average headcount:

Identify the average number of **employees & apprentices (including trainees)** in your organisation as of the last day of each month during 2021 period.

$$\begin{array}{r}
 \text{(number of employees, apprentices \& trainees [end of January 2021]} \quad + \\
 \text{number of employees, apprentices \& trainees [end of February 2021]} \quad + \\
 \dots \quad + \\
 \text{number of employees, apprentices \& trainees [end of December 2021]} \\
 \hline
 /12
 \end{array}$$

3.2 Number of trainees, hours of training split by Reporting Category and Gender:

- **Trainees:** Identify total number of people trained within each employee category during the calendar year 2021. Consider **Unique Trainees**. One employee should be counted only once, even if he/she had several trainings
- **Hours:** Identify total training hours within each employee category during the calendar year 2021.

Points of attention:

- **1 day of training is equal to 8 hours of training**
- Manager: people identified as MEP in ALPS (reporting category field)
- Non-Manager: people identified as “Others” in ALPS (reporting category field)

4. Describe briefly

- 1) specific programs for skills management and lifelong learning that support the continued employability
- 2) Significant actions taken during the calendar year in order to encourage training in non-manager category (social promotion) or to facilitate inclusion of disadvantaged people via training

IV. DISABILITY

1.Relevance

The corporate responsibility of an organisation is to see that everybody including disabled people are given an equal opportunity and the much needed care. The organisation can be pro-active by making an effort to measure its situation and thereby maintain a good track record in this area.

2.Compilation

2.1 Total number of people in the Headcount disabled (or handicapped)

Identify the number of employees, apprentices & trainees who are disabled as of 31 December 2021.

2.2 Total Headcount

Identify the total number of employees, apprentices & trainees as of 31 December 2021.

2.3 Ratio requested by regulations (if any)

Describe briefly specific actions taken during the calendar year in order to ensure the inclusion of disabled people, for example training of recruiters, job adaptation, contracts awarded to workshops and firms employing disabled people

3.Definition

The definition is to be framed in accordance with the Local Employment Regulations, if any.

V. CHILD LABOUR

1. Relevance

The abolition of child labour is a key principle and objective of major human rights declarations and legislation, and is subject to ILO Conventions 138, Minimum age convention” 1973. The presence and effective implementation of policies on child labour are a basic expectation of socially responsible conduct.

2. Compilation

2.1 Identify incidents of child labour across operations in the 2021 period:

Incidents of child labour include the presence of children in a working environment as well as the exposure of young workers to hazardous work as defined under international conventions. The incidents refer to legal actions, complaints registered with the organisation or competent authorities through a formal process, or instances of non-compliance identified by the organisations through established procedures such as management system audits or formal monitoring programmes.

2.2 State the number of identified incidents of child labour during the 2021 period.

2.3 Describe the status of, and procedures undertaken in respect of the incidents identified with reference to the following:

- Organisation has reviewed the incident;
- Remediation plan is being implemented;
- Remediation plan has been implemented and results reviewed through routine internal management review processes;
- Incident is no longer subject to action (i.e., resolved, case completed, no further by action by company, etc.).

3. Definitions

Refers to GRI: HR6

Child: This term applies to all persons under the age of 15 years or under the age of completion of compulsory schooling (whichever is higher), except in certain countries where economies and educational facilities are insufficiently developed, and a minimum age of 14 years might apply. These countries of exception are specified by the ILO in response to special application by the country concerned and consultation with representative organisations of employers and workers. Note: ILO Convention 138 refers to both child labour and young workers. See below for the definition of ‘young worker’.

Young: A person who is above the applicable minimum working age and younger than 18 years of age and legally able to work.

4. Documentation

Potential information sources include the reporting organisation’s legal, compliance, and human resources departments.

5. References

- ILO Convention 138, ‘Minimum Age Convention’, 1973.
- ILO Convention 182, ‘Worst Forms of Child Labour Convention’, 1999.
- ILO Declaration on Fundamental Principles and Rights at Work, 86th Session, 1998.

VI. DISCRIMINATION

Total number of incidents of discrimination and actions taken.

1. Relevance

Human rights extend beyond the rights of employees in the workplace. Anti-discrimination policy is a key requirement of international conventions and social legislation and guidelines. The issue of discrimination is also addressed by ILO Core Conventions 100 & 111. The Alstom Code of Ethics forbids any discrimination with respect to age, race, gender, ethnic origin, national origin, religion, health, sexual preference, political or philosophical opinions, trade union membership or other characteristics protected by applicable law. An effective monitoring system is necessary to ensure compliance throughout the reporting organisation's operations. Stakeholders will seek assurance that such policies and monitoring are effective.

2. Compilation

2.1 Identify incidents of discrimination on grounds of race, colour, sex, religion, political opinion, national extraction, or social origin as defined by the ILO, or other relevant forms of discrimination involving internal and/or external stakeholders across operations in the 2021 period:

'Incidents' refer to legal actions, complaints registered with the organisation or competent authorities through a formal process, or instances of non-compliance identified by the organisation through established procedures such as management system audits or formal monitoring programmes.

2.2 Report the total number of incidents of discrimination during 2021 period.

2.3 Report the status of the incidents and the actions taken with reference to the following:

- Organisation has reviewed the incident;
- Remediation plan is being implemented;
- Remediation plan has been implemented and results reviewed through routine internal management review processes;
- Incident is no longer subject to action (i.e., resolved, case completed, no further by action by company, etc.).

3. Definitions

GRI: HR4

Discrimination is defined as 'the act and the result of treating a person unequally by imposing unequal burdens or denying benefits rather than treating the person fairly on the basis of individual merit'. Discrimination can also include harassment, defined as a course of comments or actions that are unwelcome, or should reasonably be known to be unwelcome, to the person towards whom they are addressed.

4. Documentation

Potential information sources include the reporting organisation's legal and compliance departments.

5. References

- Declaration on the Elimination of All Forms of Intolerance and of Discrimination based on Religion or Belief, UN General Assembly Resolution 36/55 of 26 November 1981.
- Declaration on Race and Racial Prejudice: General Conference UNESCO 20th session on 27 November 1978.
- Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities: UN GA Resolution 47/135 of 18 December 1992.
- ILO Convention 100, 'Equal Remuneration Convention', 1951.
- ILO Convention 111, 'Discrimination in Respect of Employment and Occupation Convention', 1958.
- International Convention on Civil and Political Rights: GA Resolution 2200 A XX1 of 16 December 1966.
- International Convention on the Elimination of All Forms of Racial Discrimination GA Resolution 1904 (XV111) of 20 November 1963.

- United Nations Convention on the Elimination of all forms of Discrimination Against Women: UN, GA: Resolution 34/180 of 18 December 1979.
- United Nations Declaration on the Elimination of All Forms of Racial Discrimination: GA Resolution 1904 (XVIII) of 20 November 1963.

VII. FREEDOM OF ASSOCIATION

Incidents of violations of freedom of association and collective bargaining.

1. Relevance

Inherent in the practical application of the right to freedom of association and collective bargaining is the protection of the right of workers (and employers) to organize collectively in organisations of their own choice. The Right to Freedom of Association is a fundamental provision of the UN Universal Declaration of Human Rights and is defined by ILO Core Conventions 87 & 98.

This indicator aims to demonstrate compliance with the principles of freedom of association and collective bargaining regardless of provisions of local laws. Thus, even in countries where national labour law does not guarantee freedom of association, the indicator seeks assurance that means are provided by which such a right may be exercised by members of the organisation's workforce.

2. Compilation

2.1 Identify incidents of violations of freedom of association or collective bargaining during 2021:

'Incidents' refer to legal actions, complaints registered with the organisation or competent authorities through a formal process, or instances of non-compliance identified by the organisation through established procedures such as management system audits or formal monitoring programmes.

2.2 State the number of identified incidents of violations of freedom of association or collective bargaining during 2021 period.

2.3 Report the status of the incidents and the actions taken with reference to the following:

- Organisation has reviewed the incident;
- Remediation plan is being implemented;
- Remediation plan has been implemented and results reviewed through routine internal management review processes;
- Incident is no longer subject to action (i.e., resolved, case completed, no further by action by company, etc.).

3. Definitions

GRI: HR5

Workers and employers may establish and join organisations of their own choosing without the need for prior authorization.

4. Documentation

Potential information sources include the reporting organization's legal, compliance, and human resources departments.

5. References

- ILO Convention 87, 'Freedom of Association and Protection of the Right to Organise Convention', 1948.
- ILO Convention 98, 'Right to Organise and Collective Bargaining Convention', 1949
- United Nations Universal Declaration of Human Rights, 1948.
- International Covenant on Economic, Social and Cultural Rights, 1966.

VIII. FORCED AND COMPULSORY LABOUR

Incidents of forced or compulsory labour.

1. Relevance

Not to be subjected to forced or compulsory labour is considered a fundamental human right and is a provision of the UN Universal Declaration of Human Rights and subject to ILO Core Conventions 29 & 105. This type of labour can exist in a variety of forms and the data provided will indicate the reporting organisation's challenges in contributing to the abolition of forced and compulsory labour.

2. Compilation

2.1 Identify incidents of forced or compulsory labour across operations in the 2021 period:

Incidents' refer to legal actions, complaints registered with the organisation or competent authorities through a formal process, or instances of non-compliance identified by the organisation through established procedures such as management system audits or formal monitoring programmes.

2.2 State the number of identified incidents or forced or compulsory labour during 2021 period.

2.3 Report the status of the incidents and the actions taken with reference to the following:

- Organisation has reviewed the incident;
- Remediation plan is being implemented;
- Remediation plan has been implemented and results reviewed through routine internal management review processes;
- Incident is no longer subject to action (i.e., resolved, case completed, no further by action by company, etc.).

3. Definitions

Refers to GRI: HR7

Forced or compulsory labour: All work and service which is exacted from any person under the menace of any penalty and for which the said person has not offered her/himself voluntarily (ILO Convention 29, Forced Labour Convention, 1930). The most extreme examples are slave labour, prison labour, and bonded labour, but debts can also be used as a means of maintaining workers in a state of forced labour. Withholding identity papers, requiring compulsory deposits, or compelling workers, under threat of firing, to work extra hours to which they have not previously agreed, are all examples of forced labour.

4. Documentation

Potential information sources include the reporting organisation's legal, compliance, and human resources departments.

5. References

- ILO Conventions 29, 'Forced Labour Convention', 1930.
- ILO Convention 105, 'Abolition of Forced Labour', 1957.
- League of Nations (later UN) Slavery Convention, 1927.
- United Nations Supplementary Convention on the Abolition of Slavery, the Slave Trade, and Institutions and Practices Similar to Slavery, 226 U.N.T.S.3, 1957.
- Universal Declaration of Human Rights (United Nations General Assembly Resolution 217 A (III) of 10 December 1948), Articles 4 & 5.
- ILO Declaration on Fundamental Principles and Rights at Work, 86th Session, 1998.

IX. COVERAGE FOR THE EMPLOYEES IN CASE OF ACCIDENTAL DEATH

1. Relevance:

As part of our “care for people” programme and our global policy on employee benefits, the company is committed to provide coverage for the employees in case of accidental death or total and permanent disability. This can be a lump sum payment or annuities.

2. Compilation:

2.1. Total Headcount: To identify the total number of employees, apprentices & trainees at country level.

2.2. Identify the total number of employees, apprentices & trainees **covered by at least one scheme in case of accidental death** (either by the company or local government) and **in case of permanent disability**.

3. Definition:

Accidental Death coverage: means the life coverage provided during the active period (not necessarily related to work accident) of the person.

Total and Permanent disability must be recognized by a physician under local practice and/or regulation

4. Reference:

“HRM-STD-098; Version D; Global Policy on Employees’ Pension & Benefit Programs” published on February 2021. It can be easily found through Global Search tool.

X. ABSENTEEISM RATE

Percentage of non-attendance at work when attendance was scheduled or clearly expected.

Ratio between hours actually NOT worked and theoretical hours of work.

Absenteeism rate can be calculated based on different criteria (MEP/non-MEP, Gender, ...) and different timelines (monthly basis, rolling time period).

1. Relevance:

Absenteeism rate is tracked because of its direct impacts on workload management and on the sites' competitiveness. It is also a good indicator for the social climate or how workload and working stress are experienced at local level.

2. Calculation:

$$\frac{\text{Total Number of Absent Hours}}{\text{Total Theoretical Hours}} \times 100 = \text{Absenteeism Rate}$$

2.1. TOTAL THEORETICAL HOURS

This figure is calculated based on a normally worked week (from Monday to Friday / Sunday to Thursday depending on the countries). Paid leaves, bank holidays but also, in the opposite, overtime etc. are not impacting the calculation of theoretical hours. I. e., a week containing these variations would contribute in the same manner to theoretical hours than a fully or normally worked one.

2.2. TOTAL NUMBER OF ABSENT HOURS

Are **included** in the calculation of absent hours:

- Number of absent hours for medical reasons of employee as the result of **work-related injury or disease**
- Number of absent hours for medical reasons of employee as the result of Personal, **NOT work-related injury or disease**
- Number of hours of absence **WITHOUT justified reason**. (employee absence without notice or permission)
- Number of hours related to **strikes**

Are **excluded** from the calculation of absent hours:

- Paid leaves; Maternity / paternity leaves, parental leaves; leaves for family events (births, deaths, etc.)
- Other authorized absences
- Training hours

In case an absence reason is not **unambiguously assignable** to one of these groups, the more typical application case should prevail. For example, if an absence reason contains justified as much as unjustified absences, but is typically, rather applied in cases of non-justified absence, it is recommended to include it into the absent hours.

2.3. EMPLOYEES TO BE CONSIDERED in the calculation

- Only hours from **employees with a permanent or a fixed term contract** with Alstom have to be **included**.
- Hired Staff, VIEs, Trainees, Apprentices and Contractors hours are **excluded** from the calculation and not taken into account, neither for theoretical hours, nor for absences.
- In order to avoid a distortion of the figures, hours of employees in an **LTA (long term absence**, usually >=3 months) are also excluded from the calculation in the same way.

3. Data

Data should come from Local Payroll or Time & Attendance systems.

4. Frequency/Period:

On **Group level**: Yearly (Social reporting for Alstom Reference Document)

On **Site level**: Monthly

Cut-off for the monthly perspective is end of the month.

Frequency/Period to calculate absenteeism rate can be adjusted to daily/weekly/monthly depending on the reporting purpose (Workload management purpose, dashboarding purpose, ...).

5. Target:

There is no global target published on ALSTOM level.

However, local targets (rate and period) can be defined at different level (regions, countries, sites) taking into consideration local context and regulations.

6. Reference:

"HRM-STD-101; Version B; KPI: Absenteeism Rate" published on February 2021. It can be easily found through Global Search tool.

XI. INDIVIDUAL PERFORMANCE RECOGNITION

1. Relevance:

Appreciation is a fundamental human need. Employees respond to appreciation expressed through recognition of their good work because it confirms their work is valued by others. When employees and their work are valued, their satisfaction and productivity rise, and they are motivated to maintain or improve their good work.

“Recognition is a key success factor even at higher levels of management...What’s absolutely critical...is that the organization celebrates success. Those who perform must be recognized. Their behavior and its results must be reinforced...Managers have emphasized this point...time and time again, suggesting that, as basic as it is, it is violated often enough to become an execution problem...Give positive feedback to those responsible for execution success and making strategy work.” ()*

2. Compilation:

2.1. Total Headcount: To identify the total number of employees, apprentices & trainees at country level.

2.2. Identify the total **number of Individual Performance Recognition formalized** during the period, Calendar year 2021.

3. Definition:

Individual Performance Recognition formalized:

Employee recognition is the timely, informal, or formal acknowledgement of a person’s behaviour, effort or business result that supports the organization’s goals and values, and which has clearly been beyond normal expectations.

To be considered as such are documented cases:

- Employee’s outstanding performance is officially recognized during a townhall format (or similar)
- Typical project status updates / achievements meetings with a presentation that states names and achievements
- Team building activities, group lunches, and volunteering together which you use for public recognition of individuals
- Exceptional monetary rewards and individual bonuses
- Individual salary increases
- Gifts (Something tangible that serves as a symbol of caring)
- If available use Reward & Recognition tool (KUDOS) in ALPS

Not to be considered:

- STI/ LTI agreements
- Company plan (like global free shares plan)
- Inflation compensations (cross company salary adaptation, ref. union agreements)

4. Reference:

(*) <https://cuttingedgepr.com/employee-recognition-important/>

XII. INTERNAL PROMOTION VS EXTERNAL HIRE

1. Relevance:

Consider internal employees first. A position to be filled should be validated for giving an internal employee the chance for further professional development. Not every position filled with an internal is to be counted but the ones enabling a step forward in an individual career path. Grading is an indicator but does not have to be the only criteria. Even with the same grading a new position can open new opportunities for the individual employee.

2. Compilation:

2.1. Total Headcount: To identify the total number of employees, apprentices & trainees at country level.

2.2. Total number of positions filled during the period, calendar year 2021.

2.3. Of those positions filled with an Intern.

2.4. Of those internally filled positions being promotions

2.5. Of total number of positions filled with an Extern (External Candidate)

3. Definition:

Positions filled: Job requisition with a filled date during the period

Intern: Internal employees

Promotions: Increase of position grade with the new position

To deliver a reasonable information for promotion section we propose to report on:

- Positions filled with internal employees which then had a higher grading then before
- Employees who received a higher grading but remained on the same position
- Employees who remained at the same grading but took over broader/ higher responsibility (to be documented)

Not to be considered:

- Externals being taken over with an internal contract
- Adjustments due to implementation of TOM

Extern: External Candidate who is hired for the position

4. Reference: