

Motional Global Career Framework Talking Points for Managers

The purpose of this document is to help managers prepare for conversations about Motional's new Global Career Framework. It will help managers address a number of topics with direct reports including why Motional is introducing this framework, details on employees' career bands, levels, and titles, and what to expect next

It includes the following resources:

- [Motional Career Framework Overview](#)
- [FAQs](#)
- [Next Steps](#)

Program Overview

How to explain the Motional Global Career Framework

The Motional Global Career Framework is a series of career bands and levels increasing in complexity/responsibility/impact, that represent career progression opportunities.

Our current system is a straight line numerical **level** progression. It does not have defined **paths** and **tracks**.



Level	5.1	5.2	5.3	6.1	6.2	6.3	7.1	7.2	7.3	8.1	8.2	8.3	9.1	9.2	9.3
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The new Motional Global Career Framework features three elements to represent career progression opportunities: Career Paths, Career Bands, and Career Levels.

- **Career Paths:** Career paths represent the different responsibilities an employee has. The career framework features two career paths: **People Management** and **Individual Contributor**.
 - People Management roles are generally defined as roles where a majority of an employee's time (50% or more) is spent managing others such that goals are achieved primarily through the work of others.
 - Individual contributor roles contribute primarily through their own expertise; while these roles may direct the work of others or provide technical direction for their functional area, the majority of time is spent on individual responsibilities and goals are achieved largely based on individual effort.
- **Career Bands:** Career bands reflect the nature of the work being performed. Individuals do not have to reach the end of one career band to move into another career band.

Management Bands

- Executive (example: VP Engineering, VP Product)

- People Management (examples: Sr Engineer Team Lead, Product Director, Fleet Operations Manager)

Individual Contributor Bands

- Professional (examples: Senior Engineer, Finance Analyst)
- Technical Support (examples: Vehicle Operator, Facilities Specialist)
- Business Support (examples: Administrative Assistant, Inventory Specialist)
- **Career Levels:** Career levels provide logical career progression within and across the career band. Each career band is split into a number of career levels showing the ‘positioning’ of the job within the band. Levels reflect increasing degrees of authority, responsibility, and scope.

Below is a visual representation of how the paths, bands, and levels relate to one another in the career framework.

Level	10	11	12	13	14	15	16	17	18	19	20	21	CEO
Management										Executive			
										E1	E2	E3	CEO
					People Management								
					M1	M2	M3	M4	M5				
Individual Contributor				Professional									
				P1	P2	P3	P4	P5	P6				
	Technical Support												
	T1	T2	T3	T4	T5								
	Business Support												
	B1	B2	B3	B4									

Here is an example of how current grades mapped over to the new framework:

- Entry level / Recent graduate: Current Grade [6.1] → New Career Level [P1]
- Some experience / able to work independently: Current Grade [6.2] → New Career Level [P2]
- Some experience / able to work independently: Current Grade [6.3] → New Career Level [P2]

Why does this matter?

The new Global Career Framework provides a consistent foundation on how to organize our workforce. It will:

- Define the natural career progression for Motional employees, while supporting business objectives
- Provide clarity and consistency in requirements and expectations for employees across the organization to move from one level to another
- Create a framework for a wide range of human resources applications, including compensation, talent management, employee development, and organizational design

What can employees expect over the next few weeks?

All full-time regular employees will receive an individual letter with their job title, career band, and career level.

FAQ

Use these FAQs to prepare for questions your team may have after the announcement.

1. Why does Motional need a new career framework?

After soliciting feedback on our current approach to career progression, we heard the following:

- Employees would like greater transparency on the levels of roles across different functions and geographies
- Employees are looking for guidance on how they can continue advancing in their careers at Motional
- People managers need better tools to support their employees and their career development
- As a new company, Motional needs to build a scalable career framework that fits our current and future business needs and supports ongoing employee growth opportunities

We are introducing the new Global Career Framework to help address this feedback, to ensure Motional's career framework aligns with organizational objectives and market practices, and to better serve our employees and managers.

2. How were career levels defined? What factors were considered?

A job is assigned to a career level within a career band based on language associated with the six leveling criteria outlined below:

#	Leveling Criteria	Description
1	Impact	The level of responsibility and the resulting impact on the business
2	Job Functional Knowledge	Knowledge of job functional work and activities measured through a hierarchy of work extending from "tasks" to "full theory and practice in more than one job discipline"
3	Business Acumen/ Expertise	Knowledge and expertise about the business and the industry(ies) in which the business functions
4	Leadership	Nature of leadership and guidance provided to others
5	Problem Solving	Level and type of critical thinking required to perform the job
6	Interpersonal Skills	Level and type of "people skills" that are normally required to do the job

The leveling criteria reflect knowledge, skills, and behaviors that are expected of a job across career levels. The criteria apply to all jobs regardless of Job Function or Job Family. There should be a clear progression across all of these categories as the level increases.

3. What can I do to move to a role at a higher level?

Employees can take ownership of their career development by:

- Understanding the career framework and the various dimensions associated with each career path, band, and level.

- Talking to your manager about what those dimensions mean specifically for your functional area.
- Making sure your goals are aligned with function and organizational priorities.
- Talking with your manager and HRBP about what opportunities are open to you to develop the necessary skills to advance.

4. Are any other pay programs changing?

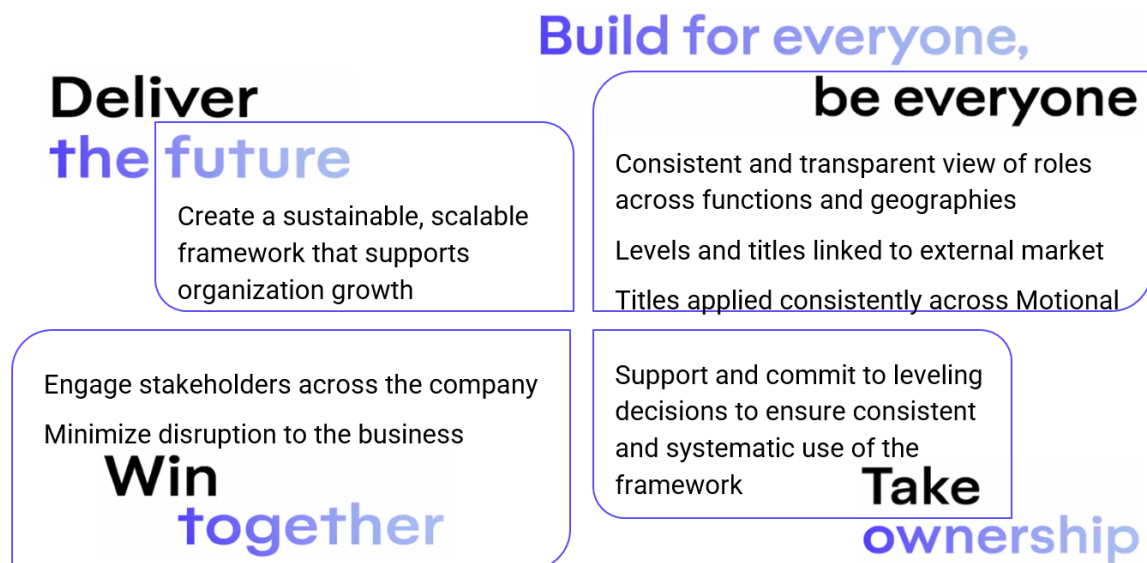
Currently, we do not anticipate changing any current pay programs. As a reminder, the Global Career Framework was not a compensation exercise intended to drive changes to pay programs.

5. What is our approach to Total Rewards?

We continually assess our compensation programs against the market, our industry, and employee feedback. We will continue to evolve our compensation programs to support and achieve our business goals and to manage within approved budgets. We will ensure that all employees are aware of any compensation program changes.

6. What are the guiding principles for the Global Career Framework?

Our guiding principles are aligned with our Core Values:



7. Will my pay and benefits change as a result of this exercise?

Your benefits will not change. Your total cash will not be reduced, but the pay mix may change to ensure harmonization and internal equity across the organization.

8. Will my job title or job responsibilities change as a result of this exercise?

Your job responsibilities will not change as a result of this exercise. However, your job responsibilities may change due to business needs. Some titles may change for consistency with the new titling system.

9. I was expecting to get promoted to a level “x” in the next promotion cycle, am I losing the opportunity for that promotion in this new framework?

- The prior grading system allowed for in-band (in-level) progression, usually accompanied by a change in title and a change in base salary. Oftentimes, employees and managers were not able to clearly explain specific criteria that defined the differences between levels; 6.1 (level I) vs 6.2 (level II) vs 6.3 (III).
- In the new framework, promotion represents an actual change in organizational level. For most employees this would include a change in title, target bonus, and for some a change in equity eligibility or opportunity.
- From a career pathing and career development perspective, having clearer and better defined levels is more beneficial to the employee in the long term. We want employees to understand the specific skills and criteria they need to develop in order to move to the next level. (i.e., how they need to increase their impact, functional knowledge, leadership, etc)

10. What should I do to prepare for a conversation with my employees?

We have few tips to help you deliver an effective conversation:

DO's

- Review your notes about the employee's role and responsibilities and have employee letters available
- Understand how the career bands and levels are determined
- Come prepared to explain the employee's new career band/level

DON'Ts

- Talk about performance issues.
- Relate performance with how employees were mapped to the career framework
- Commit to any future increases or promotions

Next Steps

The Global Career Framework is just that -- a framework. It defines a general structure and foundation to give employees a better understanding of career paths, tracks, and levels available at Motional.

To make the most out of the framework, each department/function should use it as a starting point when defining career paths and progression for their specific team.