

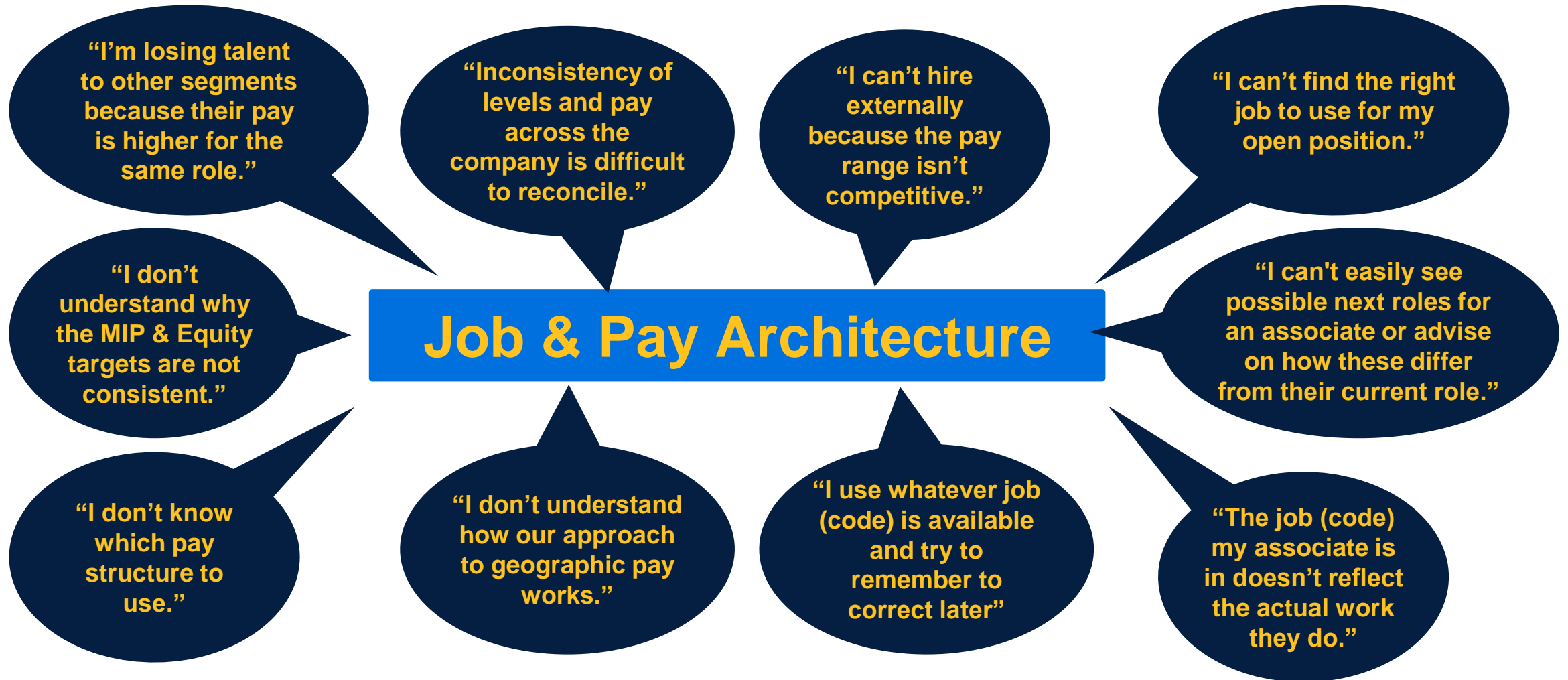
JOB & PAY ARCHITECTURE

Job and pay architecture is the **foundational structure** through which we engage, connect, support, value, and reward our talent

AN **OPERATING** **SYSTEM** TO ALL THINGS TALENT, ORG, AND REWARDS



WHAT WE'RE HEARING: OUR PAIN POINTS



VALUE PROPOSITION

EASIER TO UNDERSTAND,
NAVIGATE, AND APPLY

- Design a simplified, scalable job and pay architecture to ensure **clear career paths, market competitive rewards**, and where appropriate **differentiated** reward programs.
- Create a **career equity baseline** through accurate mapping of employees to appropriate job families/jobs and career levels and **reinforcing consistent expectations** for employees at each job level.
- Employees **understand how they fit** into our job and pay architecture, **instilling greater trust and accountability** into our Talent and Pay practices.

GUIDING PRINCIPLES

AS WE TAKE ON THIS
WORK, WE WILL
EMPHASIZE...

- Simplicity, Scalability, and Flexibility
- Intuitiveness and Transparency
- Enabling Business Strategies and Decision Making
- Minimizing Disruption
- Thoughtful Consideration of Program Investments with Business Needs
- Robust Change Management

WHAT WE WILL DELIVER...

An effective job and pay architecture will create...



... making it easier for us to attract, grow and retain employees.

WHAT ARE GLOBAL CAREER LEVELS?

Global Career Levels provide a common framework for leveling the work being performed across various career bands. This framework provides a blueprint for how an associate may grow their careers within or between career bands along with serving as an anchor for work performed in job families and assigning competitive pay.

FROM:

Overly complex (and obsolete) leveling process, excessive job levels and weak ties to competitive market.

TO:

Best practice approach of global career level that creates a 1:1 relationship between job level and global career level – simplifying the way we manage career and pay.

3 Global Career Level	1 Career Bands			
	Business Support	Professional	Management	Executive
A				E3 EVP
B				E2 SVP
C		P8		E1 VP
D		P7	M5 Sr. Director	
E		P6 Sr. Expert	M4 Director	
F		P5 Expert	M3 Sr. Manager	
2 G		P4 Sr. Professional	M2 Manager	
H		P3 Professional	M1 Supervisor	
I	S5 Lead Coordinator II	P2 Sr. Associate		
J	S4 Lead Coordinator I	P1 Associate		
K	S3 Coordinator III			
L	S2 Coordinator II			
M	S1 Coordinator I			
N				

1

Career Bands are broad groupings of types of work performed

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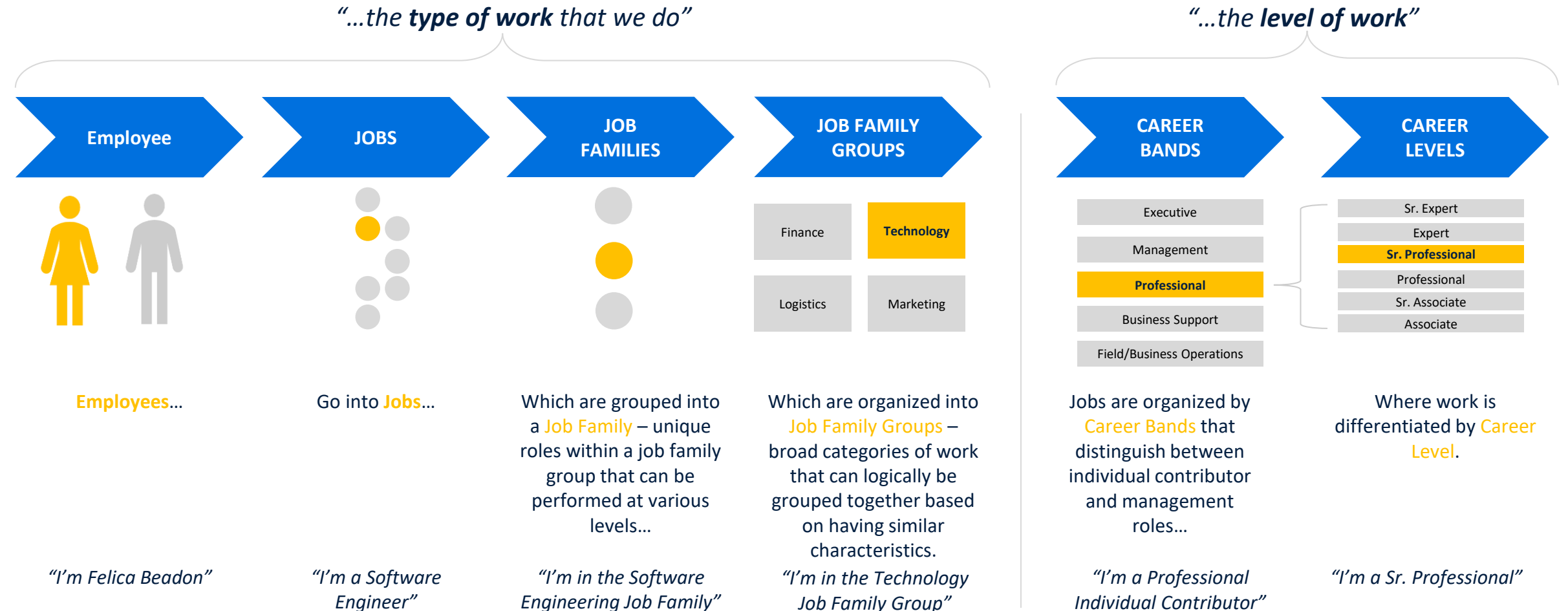
A particular career level may have an equivalent level of work in an adjacent Career Band

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Global Career Level provides a common level for work performed across Career Bands

WHAT IS JOB ARCHITECTURE?

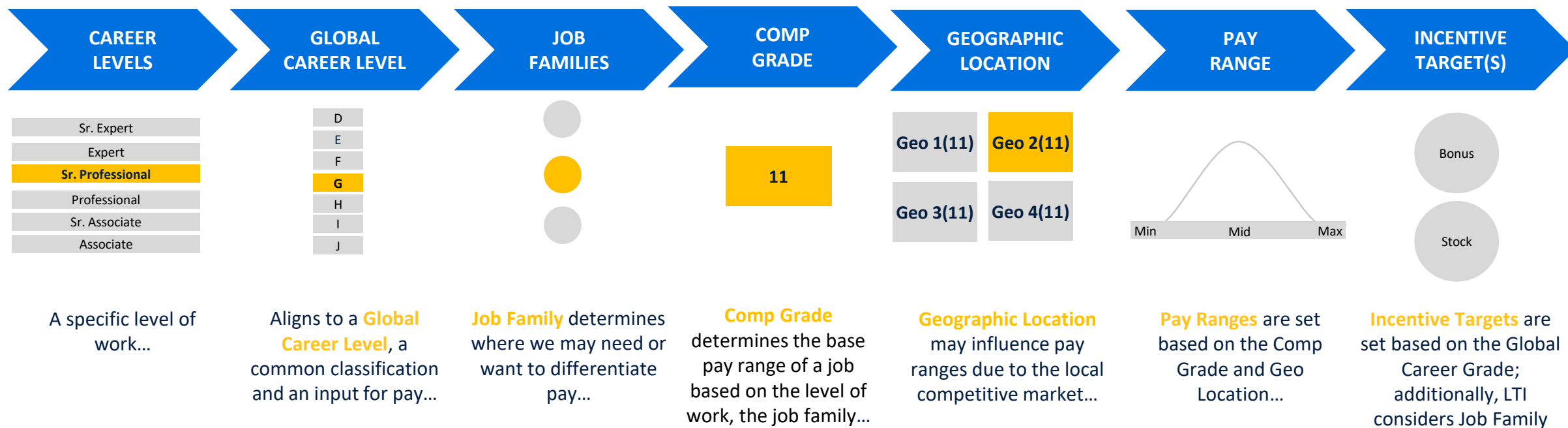
Job Architecture: a structure of organizing jobs and roles into common groups.



WHAT IS PAY ARCHITECTURE?

Pay Architecture: a structure for organizing how we pay our employees, including salary, bonus and stock.

The type of work, level of work, and where the job is based influences target pay



"I'm a Sr. Professional"

"All Sr. Professionals are Level G"

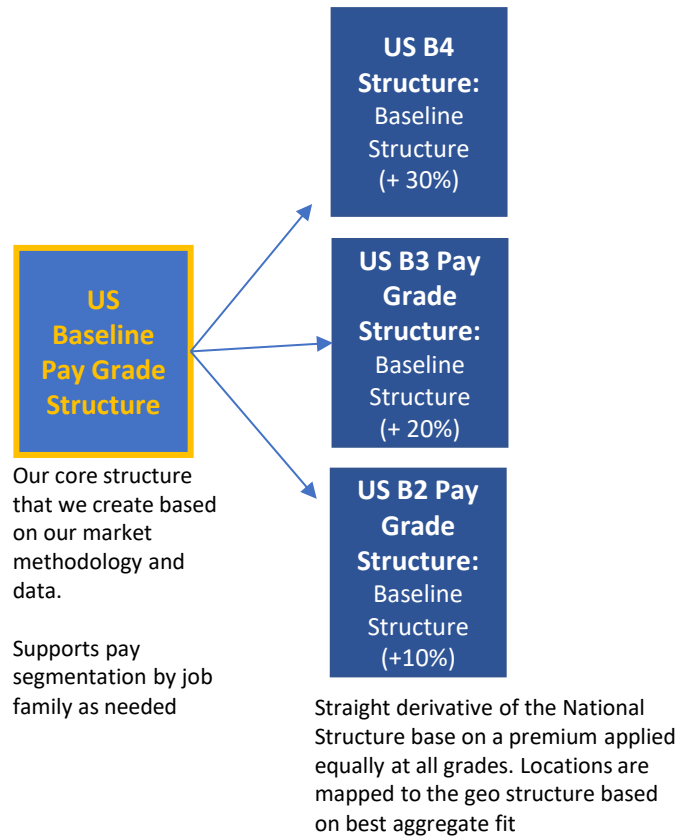
"Sr. Professionals in some jobs may have different compensation"

"Sr. Professionals in some Tech Jobs (as example) may have different pay ranges and incentive targets than other Job Families"

"Some employees working in the same job may have different target pay due to the location in which they work"

Base Pay Framework

Associate base pay is based on the **type of work** (job family), the **level of work** they do (Global Career Level), and **work location** (geography)



Bonus Framework

Bonus Targets are **set by Global Career Level**; all employees in that global career level will have the same target regardless of band¹

Global Career Level	Business Support	Prof	Mgmt	MIP Target
G		P4: Sr. Professional	M2: Manager	15% ²
H		P3: Professional	M1: Supervisor	10% ²
I	S5: Lead Coordinator II	P2: Sr. Associate		5% ²

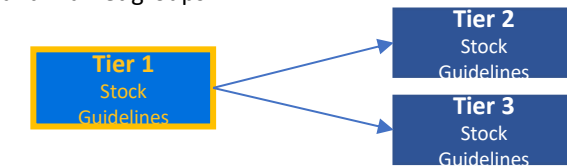
¹ Certain roles that are currently on MIP (e.g., Market Managers, may have a different target or be put on a separate plan)

² Targets for Illustration Purposes Only

Stock Framework

Stock Targets are set based on **level of work** they do (Global Career Level), stock tier (country), and **market group** (based on job family)

LTI Tiers: Globally, LTI Guidelines are grouped into 3 different tiers. Countries are assigned to a tier based on best fit market practice. Tier 2 and 3 LTI Guidelines are direct derivatives (% premium or discount) of the Tier 1 structure and market groups.



Market Group: Within a Tier group, there are 2 – 4 different market groupings for LTI targets by Global Career Level

Global Career Level: LTI targets and ranges are the same for all employees in the same Global Career Level and Market Group

VP and Above				
Global Career Level	Market Group 1	Market Group 2	Market Group 3	Market Group 4
C	\$	\$\$	\$\$\$	\$\$\$\$
Sr. Director and Below				
Global Career Level	Market Group 1	Market Group 2		
D	\$	\$\$		

Tier 1 LTI Guidelines

Future-State JPA: Market Aligned Structure

Illustrative

- Refocusing on a simplified market aligned structure, as seen below, enables maintenance and improvement of base competitiveness over time
- Rebalances MIP and LTI and including discontinuation of LTI at career levels H and below
- Our current gap to market makes a one step alignment out of reach in year one

Base Pay Framework

Associate base pay is based on the **type of work**(job family), the **level of work** they do (Global Career Level), and **work location** (geography)

Comp Grade	Min	Mid	Max
15	\$210,000	\$290,000	\$370,000
14	\$175,000	\$240,000	\$305,000
13	\$145,000	\$200,000	\$255,000
12	\$120,000	\$165,000	\$205,000
11	\$105,000	\$140,000	\$180,000
10	\$90,000	\$120,000	\$155,000
9	\$75,000	\$100,000	\$130,000
8	\$65,000	\$85,000	\$110,000
7	\$55,000	\$70,000	\$90,000
6	\$45,000	\$60,000	\$70,000
5	\$40,000	\$50,000	\$65,000
4	\$35,000	\$45,000	\$55,000
3	\$30,000	\$40,000	\$45,000
2	\$30,000	\$35,000	\$45,000
1	\$25,000	\$30,000	\$40,000

Bonus Framework

Bonus Targets are **set by Global Career Level**; all employees in that global career level will have the same target regardless of band¹

GCL	STI Target	LTI Base Target	LTI Prem 1 Target	LTI Prem 2 Target
Senior Director	30%	\$100,000	\$200,000	\$300,000
Director/Senior Expert	25%	\$75,000	\$150,000	\$250,000
Senior Manager/Expert	20%	\$50,000	\$100,000	\$150,000
Manager/Senior Professional	15%	\$25,000	\$50,000	\$100,000
Supervisor/Professional	10%	\$0	\$25,000	\$50,000
Senior Associate/Lead Coordinator II	10%	\$0	\$0	\$20,000
Associate/Lead Coordinator I/Sr Lead	5%	\$0	\$0	\$0
Coordinator III/Lead	5%	\$0	\$0	\$0
Coordinator II/Sr Coordinator	5%	\$0	\$0	\$0
Coordinator I/Coordinator	5%	\$0	\$0	\$0
Associate Coordinator	0%	\$0	\$0	\$0

Stock Framework

Stock Targets are set based on **level of work** they do (Global Career Level), stock tier (country), and **market group** (based on job family)