



DEVELOPING FUTURE CCHBC LEADERS:
Fast Forward program

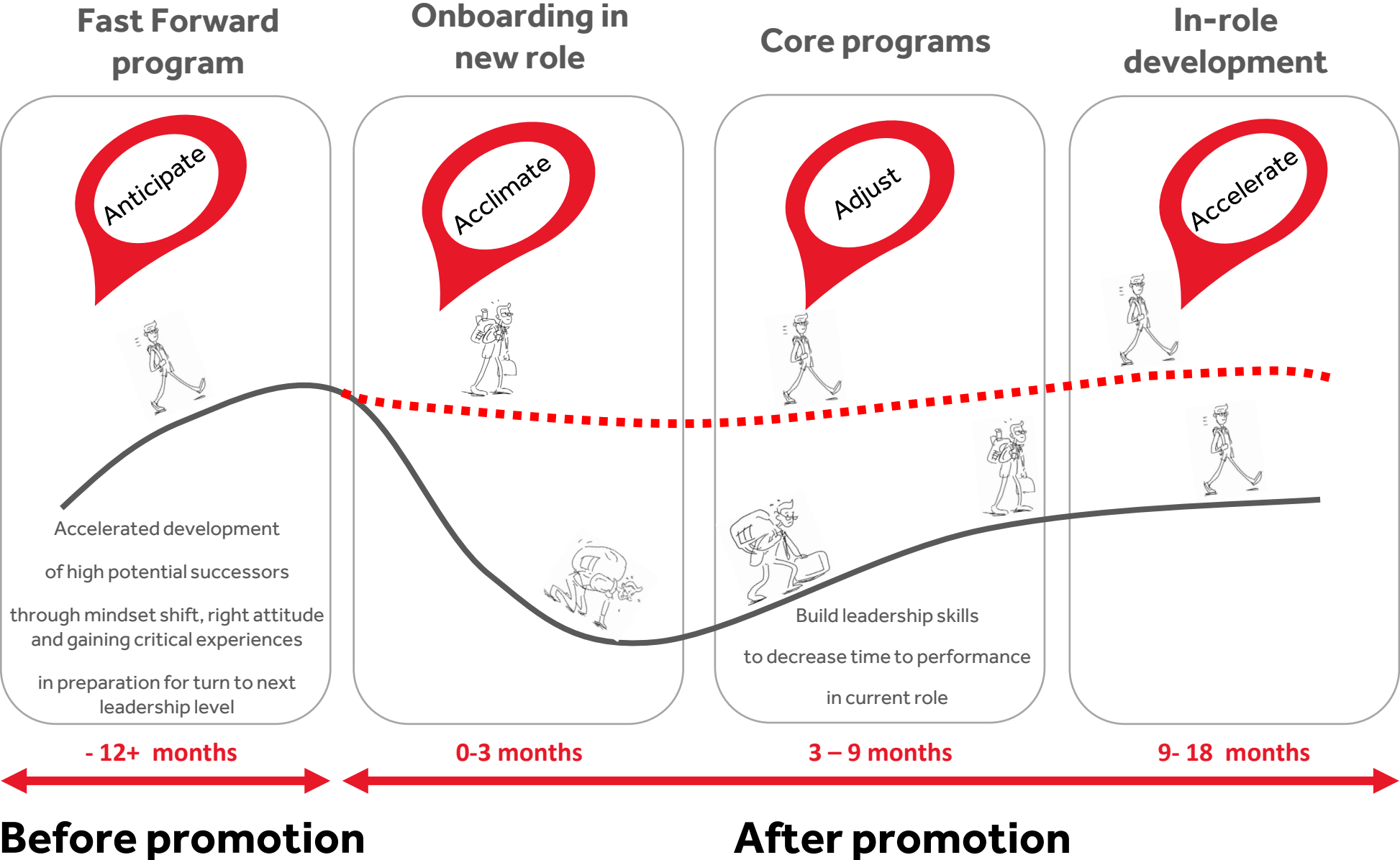
Overview of Fast Forward program

The Fast Forward Program has **three tracks**, focused on preparation to different leadership levels. Each track has the same architecture and principles, with different content to create the specific mindset shift and exposure to critical experiences required at the relevant level:

- Fast Forward 1: focuses on future Front Line Leaders
- Fast Forward 2: focuses on future Change Leaders
- Fast Forward 3: focuses on future TOP 300 leaders

Employees develop through the tracks as their career progresses.

Employee development journey in critical career moments



Fast Forward program detail on company intranet



h / CCH Learning Map



Compliance Training (assigned automatically to...

Understanding Our Leadership Model

Your IDP

2. Leadership challenge

There are various programmes available to boost your leadership capabilities. Discuss with your Line Manager which ones would be best for your needs.

Core & Acceleration Leadership programmes:

Passion to Lead

LEAP

EXCEL

Fast Forward Programmes



Gartner for all

Language courses

Live webinars and f2f workshops organized locally...

5. Swing of Sharing

Connect with a mentor, coach or a buddy. Their feedback and advice can help you grow.

Shadowing

Buddy system

Feedback

Mentoring HUB

Coaching HUB

Communities

THE LEARNING SPACE



Learner Home



FFW programs

OVERVIEW OF THE PROGRAM – redesign in 2025

BUSINESS NEED:

Build sustainable succession pipeline

TARGET POPULATION:

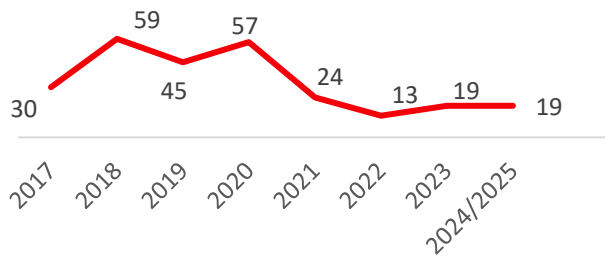
Top 300 identified R2+ successors

OBJECTIVES OF THE PROGRAM:

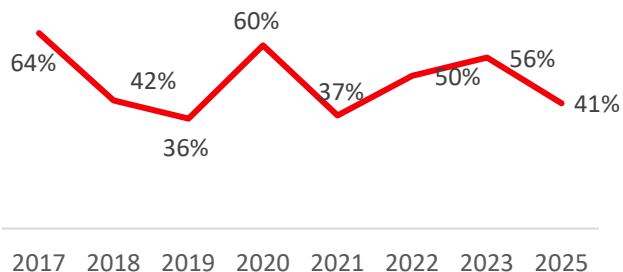
- Improve FH Bench Strength
- Reduce external hire investment
- Increase Readiness & reduce time to full performance

DATA & LEARNINGS

NUMBER OF ENROLLED PARTICIPANTS



PROMOTABILITY



DATA ANALYTICS

- **Number of participants** remained the same in 2025, with **diversity of** nominations in place
- **Promotability** increased vs PY

OTHER INSIGHTS

- FFW3 has a significant impact on **acceleration towards Top 300** roles.
- Due to **increased business complexity**, successor may need another role or assignment that is included into program redesign (cohort 2026)
- We continued to **utilize the pipeline** in 2025, with 30 program alumni promotions to TOP 300 roles

WHAT WORKS WELL?

- Good mix of participants from different functions
- **High engagement** of participants
- **Positive feedback** on program activities
- Program kick off in January, **approx. 12 months** duration

WHAT NEEDS IMPROVEMENT?

Program redesign included:

- Strong program follow up component with opportunity to get critical experience via international assignment or job shadowing
- More exposure to senior leaders for career sponsorship
- **Redesigned program to be implemented as of cohort 2026**

PICTURE OF SUCCESS

- Promotability **>60%**
- Drop out rate **<10%**
- Increased satisfaction & participants engagement

FFW 1&2 programs

OVERVIEW OF THE PROGRAMS – redesign in 2025

BUSINESS NEED:

Build sustainable succession pipeline

TARGET POPULATION:

FLL/CL identified R2+ successors

OBJECTIVES OF THE PROGRAM:

- Improve FLL/CL Bench Strength
- Reduce external hire investment
- Increase Readiness & reduce time to full performance

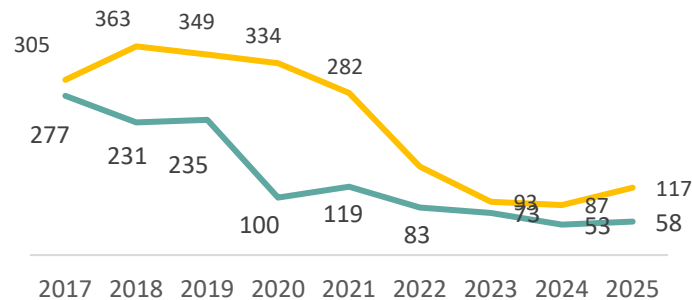
PICTURE OF SUCCESS

- Promotability >75%
- Increased satisfaction & participants engagement

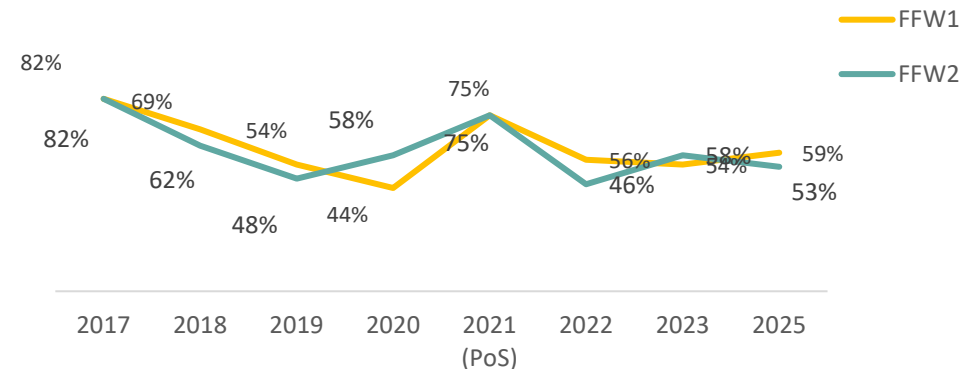
DATA & LEARNINGS

WAY FORWARD

NUMBER OF ENROLLED PARTICIPANTS



PROMOTABILITY



REDESIGN SCOPE 2025/2026

- Build/ strengthen **x-country Talent community** to expose participants to various practices across Business units and support internal mobility
- **Continuous revision of program elements** to be in line with business complexity
- **Content customization** per individual need
- **More exposure** to senior leaders
- Strong **post program follow up** element

WHAT WORKS WELL?

- **Adjusted number of participants to leaner structures and SWP**
- **Good mix of participants from different functions/ countries**
- **High engagement** of participants
- **Positive feedback** on program content

Snapshot of Fast Forward program curriculum in online learning system



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CURRICULUM

2024/2025 Fast Forward 3

Last updated 19/12/2025 Duration 39 hours

Details

At the heart of all Fast Forward programs in CCH is the requirement to develop a pipeline of talents that are prepared to step into their new role at higher leadership level. Fast Forward 3 program, during its 18 months, aims to accelerate your development and prepare you successfully for more senior leader roles. By the end of the program you will be able to set a vision and build toward the future with an aligned functional strategy while balancing trade-offs between the short and long term. You will also be ready to align the organization for strategy implementation, while driving a climate for innovation. Finally, program will prepare you for building high performing organization cross-functionally to promote the organization's reputation, financial performance and sustainability.

FAST FORWARD 1:

**accelerated development in preparation
for Front Line Leader role**



FFW1 OVERVIEW OF THE PROGRAM

FFW1 What's in it for...

The business: Pool of people ready to step in FLL roles & cover our business needs

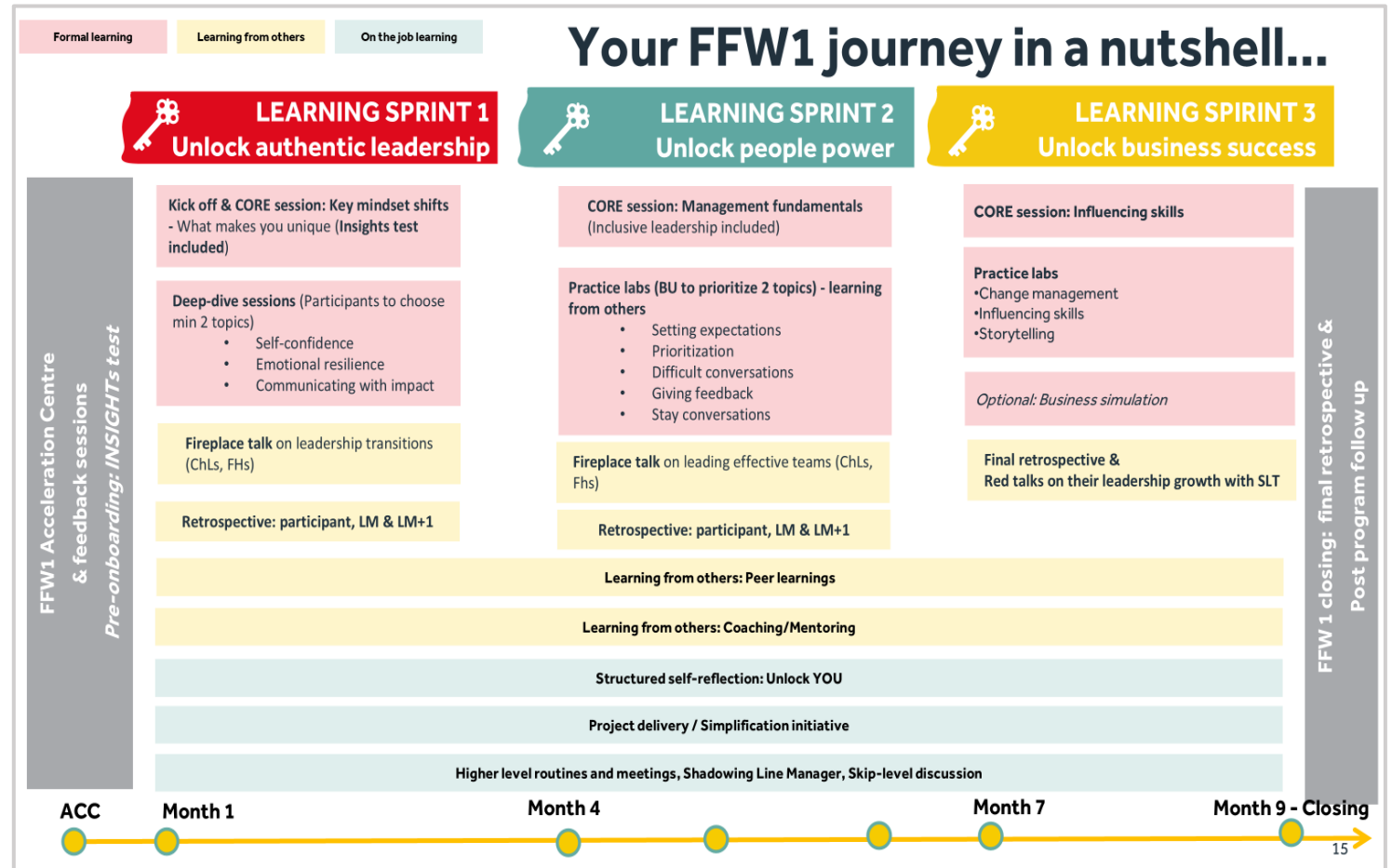
Our people: Confident, equipped & excited to pursue my aspiration and step in my first leadership role

TARGET POPULATION:

FLL identified R2 successors

KEY PROGRAM HIGHLIGHTS:

- Focused on Sales and SC R1&2 successors to FLL*, nominations connected to succession gaps
- Assessment before and after to measure leadership growth. Self nomination option.
- Content customized to address biggest challenges new leaders have from day 1 (self, team, stakeholders)
- Increased visibility to SLT
- Program structured in 3 learnings sprints
- Duration 9 months



*For bigger BUs where there are more positions at FLL level, focus on the First-time manager positions & other functions as well (New Businesses, Marketing, etc)

FAST FORWARD 2:

**accelerated development in preparation
for Change Leader role**



FFW2 OVERVIEW OF THE PROGRAM

FFW2 What's in it for...

The business: CLs is a strategic segment driving the bespoke capabilities and strong pipeline is critical

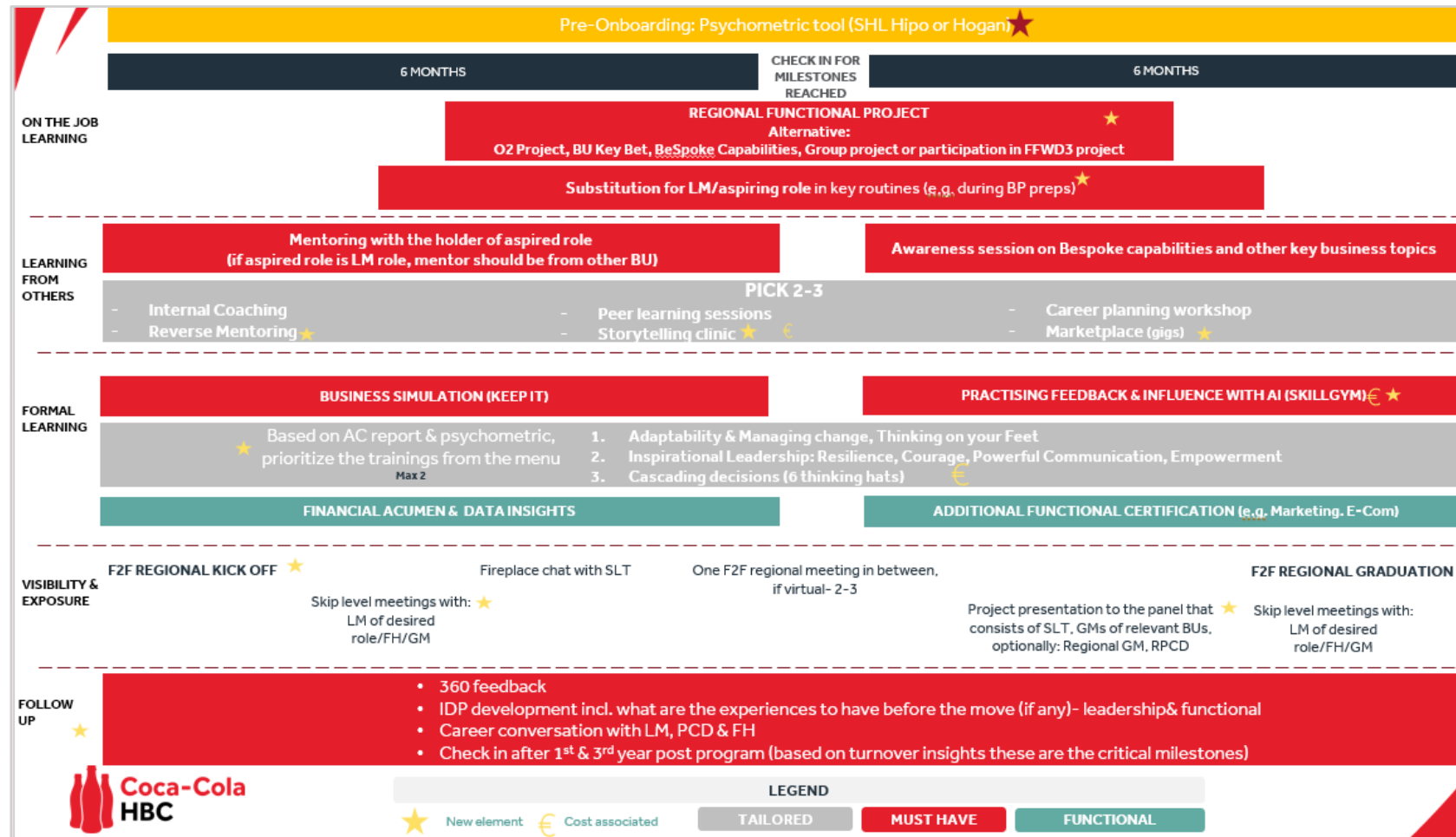
Our people: Open up the opportunities to develop as a leader beyond my function & country, through a tailored journey towards my aspiration

TARGET POPULATION:

Change leaders identified R2 successors

KEY PROGRAM HIGHLIGHTS:

- Regional/International elements incl. regional projects and kick off
- Strong connection with SWP & succession
- Regional Taskforce in selection and delivery
- Tailored to participants (must have & development menu tailored per individual need), future focused, relevant content enhanced with AI elements
- Exposure to SLT & Region during & after, X-country exposure & mentoring
- Strong post-program follow up
- Program duration: 12 months



FAST FORWARD 3:

**accelerated development in preparation
for Top 300 role**



FFW3 OVERVIEW OF THE PROGRAM

FFW3 What's in it for...

The business: increasing the readiness of our identified successors to sustain 30+ promotions to Top 300 YoY

Our people: Getting the critical experiences, building the leadership skills and opening up opportunities to pursue my aspiration towards senior leadership roles

TARGET POPULATION:

Top 300 identified R2 successors

KEY PROGRAM HIGHLIGHTS:

- Nomination aligned and validated at cross-country level
- Further premiumization of the program (CCL as provider, study visits, international assignment)
- Exposure to ELT during and after
- Content fine tunings based on Top 300 future success profile and internal & external insights
- Strong follow up with regular check ins and continuous exposure
- Duration 12 months

