DEVELOPING FUTURE CCHBC LEADERS: Fast Forward program

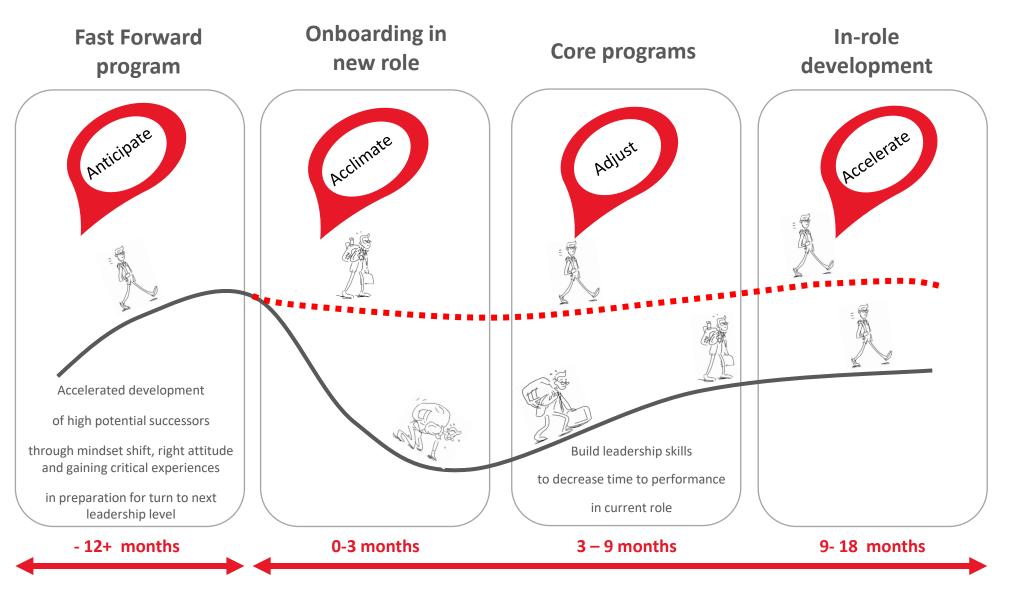
Overview of Fast Forward program

The Fast Forward Program has **three tracks**, focused on preparation for promotion 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



Before promotion

After promotion

Fast Forward program detail on company intranet





FFW programs

FFW3 insights

OVERVIEW OF THE PROGRAM - unchanged from 2016

BUSINESS NEED:

Build sustainable succession pipeline

TARGET POPULATION:

Top 300 identified R2+ successors

OBJECTIVES OF THE PROGRAM:

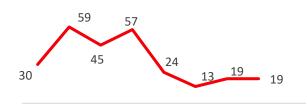
- Improve FH Bench Strength
- Reduce external hire investment
- Increase Readiness & reduce time to full performance

ELIGIBILITY CRITERIA:

- R2 successor for Top 300 role
- Next role in career outlook is Top 300
- High learning agility, aspiration and commitment

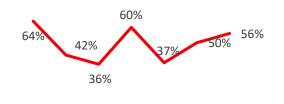
DATA & LEARNINGS

NUMBER OF ENROLLED PARTICIPANTS



2017 2018 2019 2020 2021 2022 2023 2024

PROMOTABILITY



DATA ANALYTICS

- Number of participants remained the same in 2024, 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
- We continued to utilize the pipeline in 2024, with 31 promotions to TOP 300 roles, 39% out of which were FFWD 3 graduates

WHAT WORKS WELL?

- Good mix of participants from different functions
- High engagement of participants
- Positive feedback on program activities
- Program start after summer, approx. 12 months duration

WHAT NEEDS IMPROVEMENT?

- Need to increase visibility of program participants as early as nomination stage, to ensure career sponsorship & improved promotability
- Add elements required to mirror business complexity

PICTURE OF SUCCESS

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

FFW 1&2 programs

OVERVIEW OF THE PROGRAMS - unchanged from 2016

BUSINESS NEED:

Build sustainable succession pipeline

TARGET POPULATION:

FLL/CL identified R2+ successors

OBJECTIVES OF THE PROGRAM:

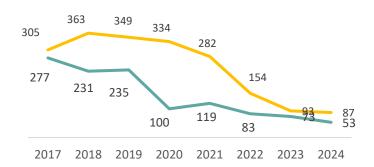
- Improve FLL/CL Bench Strength
- Reduce external hire investment
- Increase Readiness & reduce time to full performance

ELIGIBILITY CRITERIA:

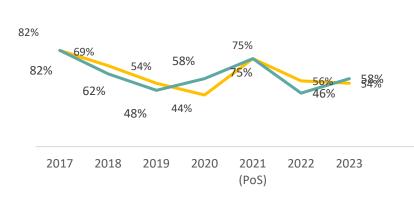
- R2 successor for FLL/ CL roles
- Next role in career outlook is FLL/ CL role
- High learning agility, aspiration and commitment

DATA & LEARNINGS

NUMBER OF ENROLLED PARTICIPANTS



PROMOTABILITY



WAY FORWARD

REDESIGN SCOPE

- 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

WHAT WORKS WELL?

- Adjusted number of participants to leaner structures
- Good mix of participants from different functions
- High engagement of participants
- Positive feedback on program activities

WHAT NEEDS IMPROVEMENT?

- Add elements required to mirror business complexity (i.e. international projects)
- Build/ strengthen x-country Talent community

PICTURE OF SUCCESS

FFW1

FFW2

- Promotability >75%
- Increased satisfaction & participants engagement

Snapshot of Fast Forward program curriculum in online learning system





HOME MY TO DO LIST

RECRUIT

IT ONBOARD

PERFORM

TALENT

DEVELOP

LEARN

REPORTS

ADMIN







2024 Fast Forward 1

Curriculum | Internal | Total Price €0.00 ***** (0)

Fast Forward 2 is the accelerated development program designed to prepare and enable the turn to the next Workforce segment— Change Leader. The overall objective of the program is building strong bench for change leaders segment, retaining internal talents and ensuring smooth transition to next level.



2024 Fast Forward 2

Curriculum | Internal | Total Price €0.00 ****** (0)

Fast Forward 2 is the accelerated development program designed to prepare and enable the turn to the next Workforce segment— Change Leader. The overall objective of the program is building strong bench for change leaders segment, retaining internal talents and ensuring smooth transition to next level.



2024/2025 Fast Forward 3

Curriculum | Internal | Total Price €0.00 ****** (0)

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...

FAST FORWARD 1:

accelerated development in preparation for Front Line Leader role



FFW 1 Program Overview

Self-driven development based on personalized needs

Critical experiences through



70%



✓ (cross)functional projects
 ✓ higher level functional meetings
 ✓ higher level responsibilities from Line Manager
 ✓ active role in business planning and KBI reporting

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Learning from others through

PARTICIPANTS & SENIOR LEADERS

Mentoring, Peer learning, Fire place talks

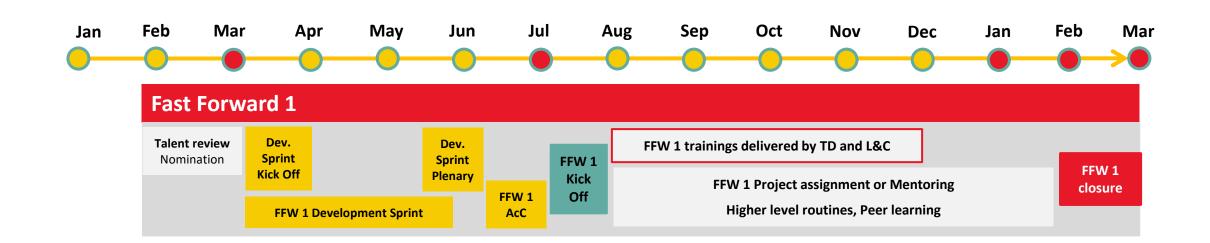
Formal learning (training)



10%

TALENT DEVELOPMENT
PARTICIPANT & MANAGER

Management Fundamentals, Influencing skills, Communicating with impact, Self-study - E-boosters



Framework

Steering the right development path for our talents!



WHY?

- immediate development of identified talents
- model to re-apply in further development of talent and other team members

HOW?

- one critical leadership experience / behavior to work on, through few selected development activities
- preferably commercial project to join/co-lead (commercial nominees can lead local initiative or substitute manager)

WHO?

- Nominee: full ownership of development, proving commitment (LM to support)
- 2LMs: leading career conversation and feedback, decision on enrollment

message)

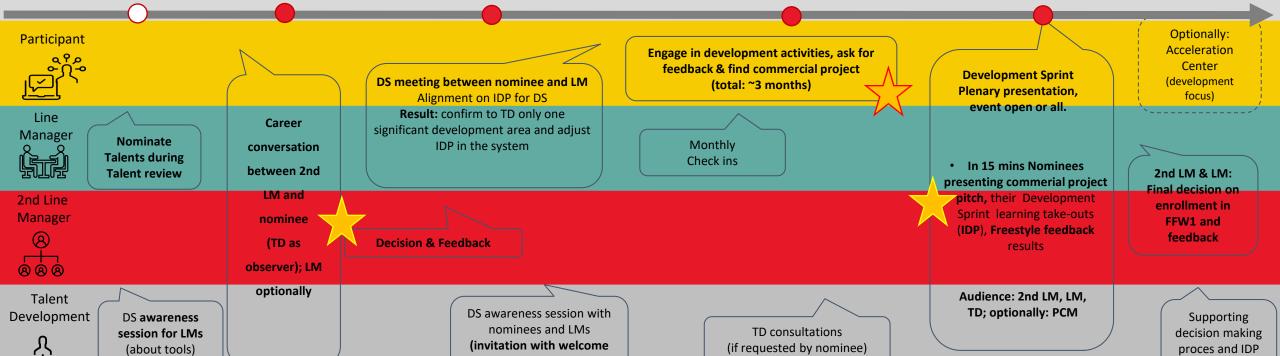
TD: guiding & consulting role

POS:

- behaviorally demonstrated potential for accelerated development (commitment, aspiration and Learning Agility)
- Developmental assessment: career conversation, plenary presentation, freestyle feedback

FFW 1 FFW 1 AcC Launch (optional)

refresh



FAST FORWARD 2:

accelerated development in preparation for Change Leader role



FFW 2 Program Overview

Mindset shift in preparation for Change Leader role:

- Translating vision and strategy into tactical actions for execution in the short to mid-term
- Engaging cross-functionally to impact broader results across organization
 - Driving change and inspiring others to continuously improve and innovate

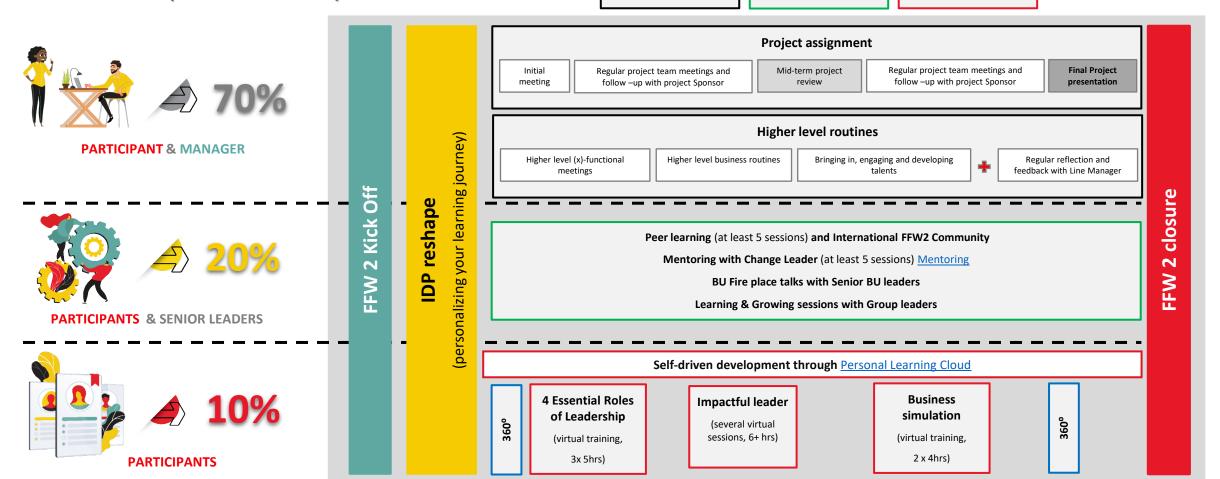


Self-driven development based on personalized needs

On the job learning

Learning from others

Formal learning



Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug

FAST FORWARD 3:

accelerated development in preparation for Top 300 role



FFW 3 Program Overview

Mindset shift in preparation for Top 300 role:

- Building strategic capabilities and promoting high performing sustainable organization
- Setting long-term competitive vision and strategy
- Balancing priorities cross-functionally and translating the strategy into annual functional plans



