



HR planning and talent development @ Uniper

Düsseldorf, March 2021

Uniper HR Planning and Talent Development contains three major elements

1. Quantitative planning of FTE
2. Succession planning per position
3. Filling the gap: Development of Talent

1. Quantitative FTE - planning

- Starting point: **Mid-term-planning (MTP)** - Annual rolling planning process covering all business activities for the next three years
- FTE planning: Integral part of business planning – all managers are supposed to plan their **FTE need for the planning period**, incl. demand for additional/changed business, and seek for board approval
- Short term adjustments: Proposals for additional/changed businesses also need to **cover FTE effects** incl. potential out-of-cycle-adjustments, when seeking for board approval
- The annually updated **plan will serve as a budget** – Line managers may manoeuvre within the approved budget
- **Board member may temporarily exceed overall FTE** budget for own area up to 1%

2. Succession Planning

- Annual process, covering **all board, L1 and L2 positions** as well as other key positions identified as **critical for the company success**
- **Bottom up process**, i.e. line managers are responsible to identify potential succession candidates for the roles, managers manager to challenge / approve
- Candidates are categorized as “ready now”; “development”; “emergency” – for each position **at least one emergency succession candidate** should be available
- Overall results and case by case succession of **critical L1 positions** will be discussed and **approved by the Uniper board**

Business Area

L x

EXAMPLE

Position holder	John Doe		
Ready Now today	Candidate 1	-	
	-	-	
	-	-	
	-	-	
Development 2-4 years	Candidate 2	-	
	Candidate 3	-	
		-	
		-	
Emergency interim	Candidate 4	-	
	-	-	
	-	-	
	-	-	

3. Development of Talent

- **Target:** Secure **internal talent pipeline** to be able to fill at least 50% of leadership positions internally + **offer career opportunities** and motivate (young) talents driving their career at Uniper
- **General talent program:** Young talent with experience on staff level preparing for first leadership position exposed to senior managers and other business areas Uniper wide
- **Specific programs:** Addressing leadership topics in the light of specific business areas, e.g. commercial
- **Divers Management programs:** Enhancing leadership capabilities, qualifying for **higher management** and motivate to further progress career