TRANSFORMING THE TALENT EXPERIENCE @DSM

Leveraging AI for a Talent Market Place of the Future

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June 2021
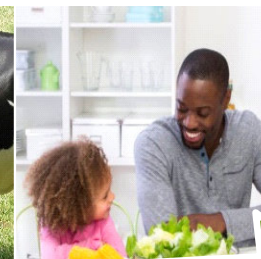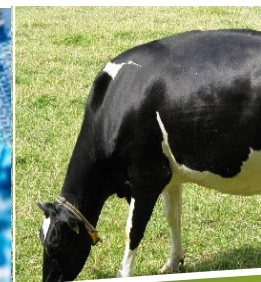
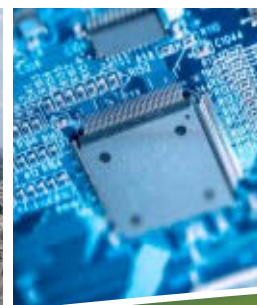NUTRITION · HEALTH · SUSTAINABLE LIVING

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BRIGHT SCIENCE. BRIGHTER LIVING.

We are a purpose-led, science-based company in Nutrition, Health and Sustainable Living & a history in transformation

Coal mining   *(Petro)chemicals*   *Nutrition, Health & Sustainable Living*

2018

1902

TRANSFORMING THE *TALENT EXPERIENCE*

Transparency on Talent Market

Easily and quickly find diverse skills in the external and internal talent market

Visibility on Opportunities

Empower employees in shaping the direction of their development & carreer choices through an individualized employee experience
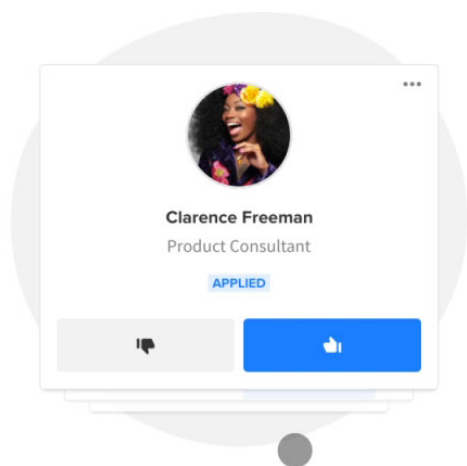
AI & Data-driven Decisions

Boost human judgment on people with data & artificial intelligence

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Use Cases

A single, intelligent platform with integrated predictive analytics for data-driven people decisions

Help *all* talents discover their next career move

Make *all* talents visible to managers
& remove bias
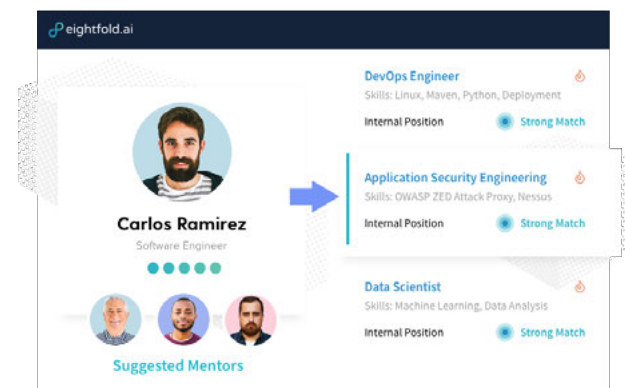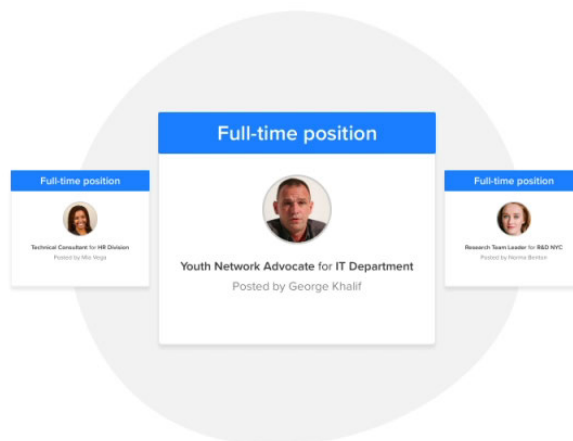
A career coach for *every* employee

Pilot in 2020 leads to objectives 2021

Optimize user experience

e.g. Search of skills, load of CV / parsing, skill match in Career Planning

Focus on WIIFM

Clarify Employee Journey & new functionalities (H1): learning, projects/ x-time, mentoring: focus on Change Management, Internal recruitment, Dashboard, Share success stories,

Integrate the global launch

Prepare for a global rollout in H2 & build the technoligy into the systems and process landscape

EVALUATION for Global Rollout

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Journey to an employee-centric & skills-based talent marketplace

WHAT WE'VE ALREADY SEEN

- More efficient recruitment
- Evaluate candidates focusing on skills
- HM thinking of skills needed for jobs
- Employees interested in opportunities and more exposed to recruiters
- Increasing discussions in the possible use of the data at organization level
- More diversity data available

WHAT WE EXPECT

- Employees identifying their skills and gaps for their career moves
- Employees looking for ways and experiences to improve their skills
- Recruiters acting as business partners refocusing on discussing with acquisition strategies with hiring mgrs
- P&O BPs using diversity and aggregated skills data to partner their business leaders

TARGET

- More efficient and effective recruitment
- Increase internal mobility & development
- Increase diversity
- Organizational analysis based on skills

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IMAGINE THE FUTURE

Building a Seamless Employee Experience

Move from a cool system to a fluid, dynamic exchange between the organization & its people

Skills are the new currency for P&O

Challenge the notion of jobs, gradings & model of employment

Sustainable Employability of the Eco-System

Upskilling & reskilling for the future, beyond the boundaries of a job or a company

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Ethical Framework and Board

For People Analytics

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Ethical Framework

Highlights

We have identified four rights that are especially salient in the context of People Analytics:

- Right to privacy
- Right to fair treatment
- Right to transparency
- Right to explanation

Based on the four rights we have explicated "rules" that set boundaries of People Analytics:

- Compliance with the GDPR, aggregation of result (i.e. EES-norm).
- Equitable distribution of benefits and burden for DSM employees, technically robust analyses.
- If decision- making or policy is changed and/or developed based on analytics, explain process.
- The 'case owner' and the 'case representative business' can explain how insights were gained for specific cases **+** can explain how insights from People Analytics case provide value for different stakeholders.

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