

Type of Performance Appraisal

KASIBORNBANK (KBank) develops and implements a systematic process to evaluate employee performance. The appraisal process of work performance for employee is as follows:

Step 1. Inputter: The performance of an individual is assessed using a variety of inputs to reflect achievements & behaviours. These inputs include employee self-assessment, compliance to KBank code of conduct, feedbacks from Capability lead, peers, members, other project lead, Department head and other related.

Step 2. Evaluator: After gather all the input from various sources, Capability lead and Department head will discuss on achievements of employee's goals. The employee's performance will be analyzed and ranked in this step, with recommended rating of A – C.

Step 3. Calibration council: The group of unanimously agrees on a proposed rating to ensure that the employees are rated based on the same standards, and the results are fair.

Step 4. Formal Coaching & Feedback: Employees receive feedback for coaching conversation.

KBank applies fair appraisal principle in conducting the employee evaluation appraisal to promote teamwork and agile way of work, build innovation culture, and to challenge business impact creation. Employee goals are set based on KBank's business objective which includes stakeholder metrics, sustainability, and areas of focus. There are two types of goal:

- **Shared goals** – a goals that represent the common objectives and shared responsibilities within departments, teams, or across functions. It ensures that each individual within the team comprehends and visualizes the overall picture of the desired goals for collective success.
- **Result-based goal** - a result oriented goal with a focus on achieving the desired results or bringing the desired transformations, it emphasizes the actual efforts made.

These goals are cascading to all level of employees.

In order to reflect both achievements and behaviours in the performance appraisal, The Bank also uses team-based performance in the appraisal process. The performance of employees will be derived from squad/chapter performance, and individual performance. The squad/chapter performance will be monitored quarterly, and evaluated at mid-year and year-end to recognize, identify areas for improvement, and align team goals with the KBank's business objective.

Moreover, KBank adopt ongoing check-in/ on the spot coaching which is a two-way communication between employees and their line managers. This is a less structure approach for employee to have regular conversations and continuous feedback to help in addressing employee specific needs. Employees can discuss about their performance, career growth, professional interest, and personal development plan.