

Performance Management Policy

Performance Appraisal System

At Acuiti Labs, we believe that regular performance appraisals are essential for fostering employee development, recognizing achievements, and aligning individual goals with the company's objectives.

Key Principles:

- **Objective Evaluation:** Performance appraisals are conducted to objectively evaluate an employee's contributions, skills, and achievements over a specific period.
- **Goal Alignment:** Appraisals help align individual goals with the company's strategic objectives, ensuring that everyone is working towards common goals.
- **Development Focus:** The process emphasizes identifying strengths, areas for improvement, and opportunities for professional growth.



Appraisal Process:

- **Annual Review:** A comprehensive performance review is conducted annually. This includes self-assessment, peer feedback, and evaluation by the supervisor.
- **Mid-Year Review:** A mid-year review is conducted to assess progress and provide ongoing feedback and support.
- **Criteria:** Evaluations are based on key performance indicators (KPIs), goals, competencies, and overall contributions to the team and company.
- **Feedback Sessions:** One-on-one feedback sessions are held to discuss performance, achievements, and development plans. We encourage regular feedback with a strong emphasis on monthly and quarterly connects to ensure continuous development and timely alignment with performance goals.

Outcomes:

- **Performance Ratings:** Employees receive performance feedback based on their evaluations, which impact merit increases, promotions, and bonuses.
- **Development Plans:** Individual development plans are created to address areas for improvement and support career growth.

Reaching Performance Policy (RPP)

The Reaching Performance Policy is designed to help underperforming employees improve their performance to Acuiti Labs required standard.

Both employees and Reporting Managers who are involved in a Reaching Performance Plan (RPP) can seek information regarding the process, support and/or guidance from their local HR contact.

Purpose

This policy supports underperforming employees in reaching Acuiti Labs required standards. Acuiti Labs reserves the right to amend the policy at any time.

Reaching Performance applicability

You'll be placed on an RPP (Reaching Performance Plan) automatically if you're not meeting performance expectations throughout the year;

Acuiti Labs can also put you on a formal RPP at any time during the year if needed.

Exception to the formal process

If it is evident your performance is not meeting the required standards, Acuiti Labs reserves the right to amend and/or truncate the formal process. You may be invited to a performance meeting with your Reporting Manager and HR to discuss your ongoing employment with the firm.

During this meeting, you could be given notice of the termination of your employment.

For UK, the exception to the formal process applies to employees who have been with Acuiti Labs for less than 24 months.

The RPP stages

The RPP Process has three stages.

1. First formal performance meeting
2. Further formal performance meeting
3. Performance panel

A colleague or accredited/recognised trade union representative can accompany you to all formal performance meetings set out in this policy. If you wish to be accompanied, you must inform HR in writing of the companion's details at least 24 hours before the formal meeting.

Acuiti Labs can ask an employee to select an alternative companion if appropriate. Your companion can be dialled into meetings remotely.

First stage: first formal performance meeting

- You'll be invited to a meeting with a senior member of the team to talk about your underperformance and why it's happening.
- You may get written summary of your underperformance during this meeting. If this has not been provided, you can request it.
- A HR representative will also attend.

After the first formal performance meeting

Your senior leader will usually give you a warning that your **performance is not at the required level** and if your performance doesn't improve, you could receive:

- a further warning(s)
- sanction(s)
- the termination of your employment.

You'll get an RPP in writing to help you set clear goals for your role and how you need to improve your performance. You need to play an active role in setting these goals.

You'll have a review period in which to meet your goals. This is usually 4 to 8 weeks, but it can vary based on your role, seniority, and severity of your underperformance. You should schedule regular review meetings with your senior leader throughout the review period to discuss your progress. You are responsible for making sure these happen.

In cases of serious underperformance after a first warning, your senior leader will immediately refer you to the third stage, the final performance panel.

Second stage: further formal performance meeting

At the end of your review period, you'll meet with your senior leader to talk about how you're doing with your RPP. Your senior leader may bring a HR rep or someone else relevant from the team.

Ahead of this meeting, you and your senior leader will seek feedback on your performance from senior or relevant stakeholders to discuss at the meeting.

At the end of this meeting, your senior leader will usually either -

- Confirm your performance has reached the required standard and take you off the RPP, or
- Find your performance hasn't improved to the required level and give you another warning to confirm that your performance isn't meeting the required standard.

You'll receive a written confirmation of the outcome after the meeting.

If you receive a second warning, you'll be given a second RPP with confirmed goals and another review period, similar to the first stage.

There will be a meeting at the end of the additional review period, which will follow the same structure as the formal performance meeting in the first stage.

If your performance still hasn't improved to the required standard after the second warning, your senior leader will move you to the final performance panel stage.

With HR's support, your senior leader will complete the referral to the performance panel to confirm how your performance hasn't met the required standard. This will be included in a file, prepared by HR, for the

performance panel to review. The file will include details of any relevant factors related to your underperformance. You'll also receive this file before the performance panel.

Final stage: performance panel

The performance panel is responsible for deciding what happens next regarding your employment with Acuiti Labs. You will usually be given a minimum of 48 hours' notice of a performance panel meeting. You will also receive a copy of the documentary evidence that the performance panel will consider.

The performance panel may -

1. Agree your performance is at the required standard and remove you from the RPP.
2. Give you notice and your employment will be terminated on grounds of capability (poor performance).
3. Consider if an alternative sanction is appropriate, such as demotion.
4. In exceptional cases, they may issue a final written warning and give you another opportunity to improve to the required standards, after which you may be invited to go back to stage 2.

The panel will provide their decision to you, in writing, as soon as possible after the performance panel meeting.

The panel will usually consist of a senior leader and a HR representative from the relevant area of the firm. These individuals will not have been directly involved in your performance management under this policy but may have provided feedback to the Reporting Manager as part of performance feedback process. A note-taker will usually be present (in person or virtually).

Notes of the performance panel will not be verbatim (word for word) but will aim to reflect the main points of the meeting. You can request a copy of the notes, this request must be made in writing.

You are not permitted to record the performance panel in any way, and electronic recordings are not permitted during meetings, for both you and any accompanying colleague.

Attendance at the performance panel

Your attendance at the performance panel is important; you must make every effort to attend. If you or your accompanying colleague cannot attend, you should inform your HR contact immediately. Acuiti Labs will try to arrange an alternative time, only one reschedule will be granted, unless there are exceptional circumstances.

If you fail to attend without good reason, the performance panel may make a decision without you, based on the evidence available.

The performance panel will be paused for the panel to consider all the information and representations available before reaching a decision.

Removal from RPP

If you are removed from the RPP at any stage, any warnings you received will remain live for a period of 6 months (or 12 months if it's a final written warning).

If your performance drops below the required standards within 6 months (or 12, if it's a final written warning) of a warning being given, the RPP can be reactivated at the relevant stage.

Right of appeal

You have the right to appeal against any written warning issued under this policy. To appeal, you must submit a written appeal to your HR representative within 5 working days of receiving the warning letter.

Any warnings will remain in force until the appeal decision is made. If applicable, you will remain on the RPP issued until the appeal is resolved.

To progress matters quickly, you should indicate in your appeal letter your availability and that of any accompanying colleague you wish to bring to an appeal meeting.

Unless it's an appeal of a performance panel decision (see section below), the appeal will be reviewed by an individual who is

1. Senior leader and

2. a member of HR, neither of whom will have had prior direct involvement in your performance management under this policy (but may have provided feedback to your Reporting Manager as part of performance feedback process).

Right of appeal: performance panel appeal meeting

If you appeal a decision made by a performance panel, the appeal will be heard by 2 Acuiti Labs representatives. Typically, this is a senior leader and a member of HR. These individuals will not have been directly involved in the RPP process.

The appeal panel will review all matters and can overturn the decision made, impose a different sanction, or uphold the original decision of the performance panel.

The appeal panel will provide their decision in writing as soon as possible after the appeal meeting. Your RM and/or HR contact may also be informed of the outcome and of any follow-up actions required. There is no further right of appeal beyond this stage.

Cooperation

Any individual who takes part in an RPP (for example, by attending a fact-finding meeting, providing potential evidence or feedback or by attending a panel meeting) must do so in a timely manner.

Any individuals involved in the process must cooperate fully, honestly and ensure discussions are kept strictly confidential.

Company Sick Pay

Employees subject to this policy are not eligible for Company Sick Pay, even if no documentation has been issued but you have been informed by your Reporting Manager or nominated individual your performance is below the required standard.

Support for those involved

Both employees and Reporting Managers involved in an RPP can seek information, support and guidance from their local HR contact.

If, because of a disability or long-term condition, you believe there is an adjustment that would reasonably help you, it's important you speak to your nominated HR contact as soon as possible to ensure the appropriate support and adjustments are discussed.

While you're on the RPP, you cannot take previously unscheduled holiday during the review period of an RPP.

This policy is not contractual and does not form part of an employee's terms and conditions of employment. **Acuiti Labs has the right to vary the process, principles and time limits set out in this policy in any individual case.**

Any complaint raised by an employee about their Performance Management under this policy will be addressed as part of the RPP and will not be treated as a complaint under the Grievance policy.