

*Public*

# Performance Improvement Policy

## 1. Policy Brief & Purpose

Our employee performance review policy describes how we coach, evaluate and reward employees. We base our performance management systems on constructive feedback and open communication between managers and team members.

## 2. Scope

This policy applies to all employees. We will clarify our performance management process and provide guidelines for managers on how to lead their teams and assess employee performance. We have built our performance management practices to:

- Ensure you understand your job responsibilities and have specific goals to meet.
- Provide you with actionable and timely work feedback.
- Invest in development opportunities that help you grow professionally.
- Recognise and reward your work in financial or non-financial ways (e.g. awards.)

## 3. Policy Elements

### 3.1 What is good performance?

Our company has a general definition of what good performance looks like. To achieve a good performance evaluation, you should:

- Meet your targets consistently.
- Complete your job duties as expected.
- Show a willingness to learn and develop.
- Follow our Code of Conduct and other company policies.
- Have a good attitude and collaborate well with your colleagues.

Each employee may excel in one aspect and need improvement in another. But, to remain employed with our company, you should meet a minimum standard for all of these aspects and show a willingness to improve where appropriate.

### 3.2 Monthly Performance Reviews

We conduct monthly performance reviews. During these reviews, your manager will fill out your performance evaluation report through People HR and arrange a meeting with you to discuss your review. Through these discussions, managers aim to:

- Recognise employees who are achieving their KPIs.
- Discuss under performance and set in process any measures required.
- Identify areas of improvement.

Monthly reviews apply to employees who have completed their probation period. Prior to this KPIs will be discussed in probation meetings. KPIs may be subject to change but employees will have the

opportunity to understand and ask questions about any changes. Templates are available on PeopleHR.

### **3.3 Mid-Year and Annual Performance Development Review**

Mid-Year and Annual Performance Development Reviews will be conducted between managers and their teams. This will include a 360 feedback review from colleagues. Please refer to the Performance Development Review Policy for further details.

### **3.4 League Tables**

Individual performance league tables will be present for certain job roles and contracts. These will detail monthly and cumulative performance to target

### **3.5 Rewards**

Pay increases or bonuses aren't guaranteed. But, we encourage managers to recommend rewards for their team members when they deserve them.

### **3.6 Training**

Training and development opportunities are available for all employees year long. But, if managers identify a team member's training needs in a specific area, they can discuss this with their team member during performance reviews. That way, they can set up an improvement plan.

On-the-job training, job shadowing and other training methods are also appropriate when managers intend to promote an employee in the near future. We encourage managers to discuss future career moves with their team members, so they can determine what type of training is appropriate.

### **3.7 Frequent communication**

Managers should meet with their team members regularly to provide feedback and talk about their work and motivations. Any under-performance will be addressed immediately, not in the next review. This way, team members can receive feedback in a timely manner and avoid surprises during their performance review.

During performance meetings, both parties should feel free to discuss any concerns they have. If you need to talk to your manager about a particular issue, reach out as soon as possible.

### **3.8 Managers' responsibilities**

If you manage a team, you are responsible for your team members' performance. To conduct effective regular meetings and performance evaluations, we expect you to:

- **Set clear objectives.** Your team members should know what you expect of them. When you first hire someone to your team, ensure they understand their job duties and KPIs. Set specific goals for each team member (and team-wide if applicable.) Renew those goals during monthly performance reviews.

- **Provide useful feedback.** During scheduled meetings with your team members, give them guidance and praise, as appropriate. Be fair and specific to help them understand and implement your feedback.
- **Keep your team members involved.** There should be two-way communication between you and your team. Make your expectations clear, but always take your team members' motivations and aspirations into account. Discuss training and development opportunities that may interest your team members.
- **Keep logs with important incidents about each one of your team members.** These logs help you evaluate your team, but they may also prove useful if you want to terminate, reward or promote your team members. These must be added to People HR so we have clear and up to date file notes.

#### 4. Performance Improvement Policy

Twin Group is committed to the continuous training and development of employees and seeks to support employees in attaining the highest possible standards of performance.

All employees have a responsibility to perform their duties to a satisfactory standard. We recognise that for a variety of reasons employees may require support to ensure the satisfactory standard of performance required for their role is realised. Every reasonable step should be taken to provide support and guidance, including adhering to this policy.

Twin Group requires those with supervisory and management responsibilities to take the necessary steps to ensure that employees are performing satisfactorily in their posts and where appropriate adequate guidance and support is provided, including training and development. Furthermore, it is expected that employees who experience difficulties with their work will bring this to the attention of their manager and seek appropriate help and support.

As part of our commitment to assisting staff maintain a high level of performance Twin Group operate a Performance Improvement Process to support employees that have not achieved the required performance targets but who clearly demonstrate the desire and will to do so and there are no conduct issues.

In these instances Twin will invest the management time and resources needed to work with the employee to develop a performance improvement plan to support them achieve their targets on a consistent basis. The PIP therefore is intended to be only a temporary measure to achieve this joint objective.

The Performance Improvement Process has two stages:

- Stage 1 – Formal Performance Improvement Plan
- Stage 2 – Disciplinary Process



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A Performance Improvement Plan (PIP) discussion will include:

- Description of the performance that needs to be corrected and why it needs to be corrected.
- A discussion with the employee to understand the reasons why performance is not at the desired level.

- Identify the expectation that has not been achieved. Describe the desired performance; any qualitative or quantitative measurement, if applicable; and the time frame within which the desired performance must occur.
- Identify action steps that can be taken to reach the desired performance.
- Inform the employee as to how staff performance will be monitored/ reviewed.
- Establish a date and time to discuss progress (successes and challenges) in changing the performance.
- Identify and select any additional resources or support that Twin may provide to help the staff member improve the performance.
- Insert signature and date lines for the staff member and supervisor to note that the plan has been discussed.

#### **4.1 Performance Improvement Plan (PIP)**

An employee that has not hit his/her targets or KPI's for a two month period will be invited to a Formal Performance Improvement Plan (PIP) meeting with his/her line manager. The meeting will cover all the above points and a Formal Performance Improvement Plan will be agreed. A four-week timescale will be given for improvement.

This process will be documented and logged on PeopleHR. Failure to demonstrate the required improvement will lead to disciplinary action or termination of probation.

#### **4.2 Disciplinary Action**

Twin's disciplinary process will be activated if the required improvement is not demonstrated at the end of the Formal Performance Improvement Plan.

Please note that Twin reserves the right to proceed straight to termination if the facts warrant this action.

#### **5. Short Service Staff**

We retain discretion in respect of the capability procedures to take account of your length of service and to vary the procedures accordingly. If you have a short amount of service, you may not be in receipt of any warnings before dismissal, however we reserve the right to dismiss with no right of appeal. Please refer to the Capability/Disciplinary Appeal Procedure in the Staff Handbook for further details.

The policy applies to all Twin Group companies.