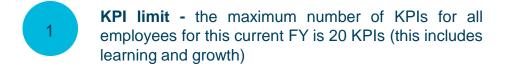


### **Goal Setting Guidelines - General Guideline**



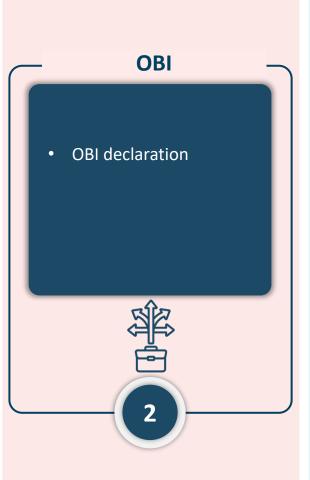
- Below the line Below the line principle shall apply to items relating to risk index, compliance, audit exception rating, sanctions/queries with scores ranging from 1 10 marks for default
- Scope the scope of all target ranges must be defined within the financial year in view. Any target range outside the FY will be re scored to 1
- 7 **Duplicate KPIs-** Ensure two or more KPIs are not measuring the same outcome
- Progression/Promotion— Year on Year is applicable to employees on Fast, Mid and Normal tracks. Outcome for milestone grades will be based on-line manager recommendation, validated by calibration/management discretion.
- Appraisal Evidence All appraisal evidences must be signed off for it to apply as appraisal evidence.

- Calibration Calibration for FMs & below will be done at Directorate level. All calibration reports will be validated by the SLC committee on people & disciplinary matters in partnership with their HRBP based on calibration guidelines.
- Survey Driven KPIs- Functional Surveys are not to be included as part of KPIs. The only recognized surveys are.
  - Group TRIM\*-Cumulative group score
  - Directorate TRIM\*-Directorate score for Internal customers & external stakeholders
  - All other survey related KPIs should be discussed and pre-agreed with HR & Customer Success.

- Target Ranges- All standardized KPIs must have the standard target ranges.
- Job Rotation— This is a mandatory promotion requirement for all milestone grade levels

## **Culture Index**

# **Hybrid Compliance** One month zero compliance (no marks) Less than 100% compliance for two months (no marks)









# Default KPIs & Applicable Grades-

**Business & Ops & Tech** 



**Business/Operations & Technology** 

Perspective	Objective	Measure	Applicable Grades					
			SLC	SM	ММ	FM	OFF	
Financial	Grow Revenue	Group Revenue	Yes	Yes	Yes	Yes	Yes	
	Improve Profitability	Group Adjusted EBITDA	Yes	Yes	Yes	Yes	Yes	
	Improve Profitability	Grow Business Line Gross Margin	Yes	No	No	No	No	
Customer	Improve Customer Satisfaction	TRI**M Score (Group)	Yes	Yes	Yes	Yes	Yes	
	Improve Customer Satisfaction	TRI**M Score (Directorate)	Yes	Yes	Yes	Yes	Yes	
	Drive Organizational Maturity	Attain Target Maturity Level - Sales	Yes	Yes	Yes	Yes	No	
Internal Process	Drive Organizational Maturity	Attain Target Maturity Level - Data & Analytics Excellence	Yes	Yes	Yes	Yes	No	
	Drive Organizational Maturity	Attain Target Maturity Level - Product Excellence	Yes	Yes	Yes	Yes	No	
	Drive Organizational Maturity	Attain Target Maturity Level - Operational Excellence	Yes	Yes	Yes	Yes	No	
Learning and Growth	Improve Employee Satisfaction	Employee Satisfaction Benchmark	Yes	Yes	Yes	No	No	
	Promotion of Core Values	Drive requisite awareness and adherence/compliance to Interswitch Culture and expected behaviors	Yes	Yes	Yes	Yes	Yes	
	Critical Talent Retention	% of critical talent retained, Succession Planning	Yes	Yes	Yes	No	No	
	Upskilling through blended learning	HR's sign off and implementation of blended learning plan	Yes	Yes	Yes	Yes	Yes	
	The "I" Factor	Number of Self led trainings across platforms outside training plan	No	No	No	Yes	Yes	



# Default KPIs & Applicable GradesSupport



**Support** 

Perspective]	Objective	Measure	Applicable Grades						
			SLC	SM	ММ	FM	OFF		
Financial	Grow Revenue	Group Revenue	Yes	Yes	Yes	Yes	Yes		
	Improve Profitability	Group Adjusted EBITDA	Yes	Yes	Yes	Yes	Yes		
Customer	Improve Customer Satisfaction	TRI**M Score (Group)	Yes	Yes	Yes	Yes	Yes		
	Improve Customer Satisfaction	TRI**M Score (Directorate)	Yes	Yes	Yes	Yes	Yes		
Internal Process	Drive Organizational Maturity	Attain Target Maturity Level	Yes	Yes	Yes	Yes	No		
Learning and Growth	Improve Employee Satisfaction	Employee Satisfaction Benchmark	Yes	Yes	Yes	No	No		
	Promotion of Core Values	Drive requisite awareness and adherence/compliance to Interswitch Culture and expected behaviors	Yes	Yes	Yes	Yes	Yes		
	Critical Talent Retention	% of critical talent retained, Succession Planning	Yes	Yes	Yes	No	No		
	Upskilling through blended learning	HR's sign off and implementation of blended learning plan	Yes	Yes	Yes	No	No		
	The "I" Factor	Number of Self led trainings across platforms outside training plan	No	No	No	Yes	Yes		
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## **Below & Above the line**

The following areas have been defined as points for negative scores, rebasing, rescoring or rebasing in the event of noncompliance or meeting defined standards.



#### **Audit Items**

Based on open audit items provided by The compliance, risk & audit teams



#### **Professional conduct**

Refers to sanctions and queries received during the FY



#### **Maternity**

Employees on Maternity leave during the FY will have an additional score of 10%



# **Split BSC**

The Split BSC is a scorecard for employees who have transitioned from one division or directorate to another within the FY. This scorecard allows employees set goals and be appraised based on their individual contributions to the separate divisions or directorates. The employees' appraisals on multiple scorecards within the FY will form one full year's BSC.



#### **Eligibility**

Employees who have transitioned from one division or directorate to another are eligible to use the Split BSC option.



#### **Duration**

Employees must spend a minimum of 3 months in each directorate to utilize the Split BSC option



#### **KPI Alignment**

Employees must agree on their KPIs with the respective line managers before uploading on HRIS. Each Split BSC should reflect the agreed goals of the respective division/ directorate.



#### **Line Manager Selection**

Employees are to select the appropriate line manager for the respective teams as it applies to each split BSC.



#### Weight Allocation

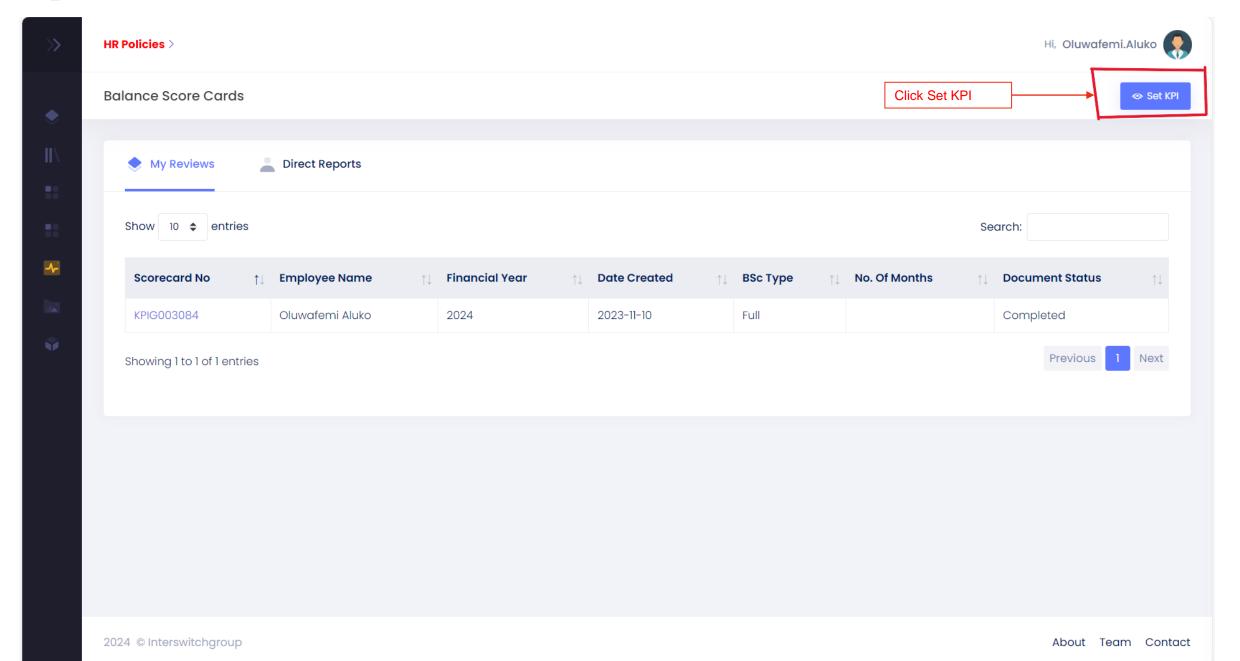
The system allocates weight to the Split BSCs based on the duration an employee has spent in each division or directorate. Employees are expected to select the appropriate duration for each Split BSC, which will determine the respective weight in your overall performance evaluation.



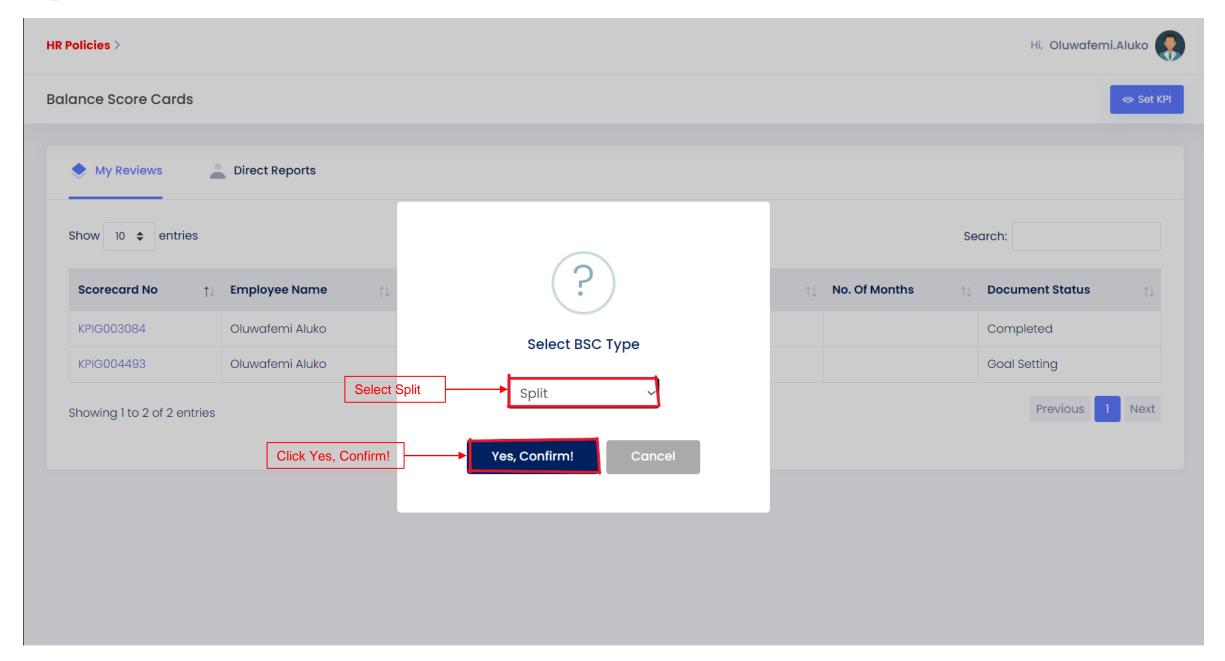
#### **Weight Alignment**

Ensure that the total weight of KPIs equal the maximum weight of each individual split BSC. For example, if the maximum weightage is 30.25, the total weightage of the KPIs set must also equal 30.25.

# **Split BSC Guide**



# **Split BSC Guide**



# **Thank YOU**

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