

■ Performance Evaluation & Talent Retention

● Mechanisms for Performance Evaluation

Cathay conducts annual performance reviews in accordance with the "Employee Performance Management and Development Guidelines" to ensure communication between employees and supervisors about work goals and career development plans. All full-time employees submit to performance evaluations. At the same time, Cathay set up the "Employee Performance Improvement Guidance Plan" to help supervisors come up with plans to assist employees who are lagging behind. Employees may file complaints if they want to dispute the results of the performance evaluations. The Admin Department then convenes a meeting to investigate the complaint, inviting the employee and supervisor in question to attend. Cathay FHC received no complaints in 2022. Also, all full-time Cathay employees submit to the 360 Degree Ability Feedback Mechanism. Diverse feedback is given across six major dimensions: learning ability, agility, communication, teamwork, problem analysis and resolution, and work management. Employees can better understand their own abilities and plan skills and learning goals for future career development, which connects to the IDPs (individual development plans). Cathay boosts productivity by helping employees fill in skill gaps.

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Management by Objectives, Set Individual Development Plans (IDPs) : Each department will formulate specific action plans and targets according to Cathay's annual development strategy; management and employees will formulate clear and measurable personal job goals and IDPs, then hold discussion meetings.

Performance Management and Development (PMD), Agile Conversations : Progress on annual goals are discussed for mid-year performance management to help employees better understand their work progress and can help make timely adjustments. In addition to mid-year performance management, managers will also check up on employees through regular dialogues and agile feedback, and continuously monitor progress on targets.

Year-end Progress Evaluation : Check the progress that has been made towards individual annual targets with performance meetings and year-end evaluations, as well as monitor the implementation of IDPs.

Multidimensional Performance Appraisal : Diverse feedback is given across six major dimensions (learning ability, agility, communication, teamwork, problem analysis & resolution, and work management), allowing employees to better understand their own abilities and plan skills and learning goals for future career development from 360-degree feedback from supervisors, colleagues, and subordinates. This also connects to individual development plans (IDPs), fills in skill gaps, and boosts productivity.