

**BJC**

Berli Jucker Public Company Limited

บริษัท เบอริส ยูคเกอร์ จำกัด (มหาชน)

**Executive Compensation
Integration****Support answer: 1.3 Materiality****Topic: Materiality Metrics for Enterprise
Value Creation****Report Year: 2023**

The document is Executive Compensation Integration of Berli Jucker Public Company Limited. BJC presents this document in order to demonstrate that the metric or target used to determine the compensation of Executive.



PERFORMANCE EVALUATION FORM : Year 2023

For
BG HEAD, BU/BP HEAD

FORM : PE1

Employee Data	PIN <input type="text"/>	Name <input type="text"/>	PB <input type="text"/>	Position <input type="text" value="VICE PRESIDENT"/>
	BU/BP <input type="text" value="FRESH FOOD"/>	BG <input type="text" value="RETAIL PLATFORM"/>		

PART 1 : PERFORMANCE OUTPUT/ WORK PROGRAM	Guideline for setting expected performance outputs/result and/or evaluating performance outputs							EVALUATION : PART 1							
	Rating	1	2	3	4	5		INTERIM REVIEW (Jan-Jun)				FINAL EVALUATION (Jan-Dec)			
	Degree of Achievement Result	Deliver the defective performance outputs regularly	Deliver the incompleted performance outputs occasionally	Deliver the good performance outputs satisfactorily	Deliver the superior performance outputs mostly	Deliver the excellent performance outputs outstandingly		Rating		Weighted Avg. Score		Rating		Weighted Avg. Score	
	% of Task Achievement	<70%	70-85%	86-100%	101-120%	>120%									

KPI ACHIEVEMENT & INDIVIDUAL OBJECTIVE/PLAN SETTING

BG/BU/BP - KPI Achievement	Planned Timeline	Weighted (%)	Rating	Weighted Avg. Score	Rating	Weighted Avg. Score
	Jan - Dec	70%				
SPECIAL TASK ASSIGNMENT <i>(It can be the objective for Development/Innovation, Project/Work Related Improvement)</i>	Planned Timeline	Weighted (%)	Rating	Weighted Avg. Score	Rating	Weighted Avg. Score
	Jan - Dec	0%				

Agreeable Individual Objective/Plan	Expected Performance Outputs/Results					Planned Timeline	Weighted (%)	Rating		Weighted Avg. Score		Rating		Weighted Avg. Score	
	1	2	3	4	5			Self	Boss	Self	Boss	Self	Boss	Self	Boss
2023															
1) Florum PLMs update (measurement: All done get score 5) - MOR review - Actions & Performance Monitoring (Sales Cons.) - Road Show (PLMs Booth) - Update with Top Mgt Quarterly started Q3 onward - NPDs Launching update Quarterly (visibility purpose)	1bullet points	2bullet points	3bullet points	4bullet points	5bullet points										
2) Improve direct sourcing from Potentail Supplier (Last year = 1,527MB)	1,527	1,552	1,577	1,602	1,627										
3) Improve Profit SME (Last year = 26.15%)	26.15%	26.65%	27.15%	27.65%	28.15%										

INDIVIDUAL DEVELOPMENT PLAN COMPLETION 2022	Planned Timeline	Weighted (%)	Rating	Weighted Avg. Score	Rating	Weighted Avg. Score
	Jan-Dec					

Areas to Strengthen	IDP Completion	IDP and <u>not apply</u> those areas.	and <u>occasionally apply</u> those areas to perform successfully	and <u>occasionally apply</u> those areas to perform successfully	and <u>consistently apply</u> those areas to perform successfully	create exceptional / unique contributions in organization			Self	Boss	Self	Boss	Self	Boss	Self	Boss	
	Development Objectives						Specific Development Options										
Agro industrial estate	expand business from upstream to downstream																
Big C Big Smart Local	Big C platform opportunity for farmer, otop, sme																

Agreeable Individual Objective/Plan Setting		
Developed by : Incumbent Date :	Consented by : Direct Boss Date :	Approved by : BG Head / CEO&PRD Date :

70%	TOTAL (Interim Review)	#REF!	TOTAL (Final Evaluation)	0
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Approval of Performance Output Evaluation	
Evaluated by Direct Boss	Approved by BG Head/CEO&PRD
..... (.....) Date : (.....) Date :

DIALOGUE	Direct Boss	Interim Review	Final Evaluation
	Self		

PART 2 : W-I-N-N-I-N-G WAY & ROLE COMPETENCY		Rating	Degree of Desired Behavior Demonstration	% of Time	EVALUATION : PART 2									
		5	Always and perfectly demonstrates this competency/item as a role model	91 - 100%	INTERIM REVIEW (Jan-Jun)				FINAL EVALUATION (Jan-Dec)					
		4	Mostly demonstrates this competency/item	76 - 90%	Rating		Weighted Avg. Score		Rating		Weighted Avg. Score			
		3	Often demonstrates this competency/item	51 - 75%	Self	Boss	Self	Boss	Self	Boss	Self	Boss		
		2	Sometimes demonstrates this competency/item	25 - 50%										
		W-I-N-N-I-N-G WAY												
Items		Definition & Key Behaviors			Weighted (%)									
W	Winning Attitude	Be passionate about the goal accomplishment and commit to achieve at the highest with preparation for the best, worst and everything in between <ul style="list-style-type: none"> Create organizational agility based on shared vision to be adaptable and move fast in a volatile business environment for strategic goals achievement 			12.5%									
I	Insights for Customer	Deep empathy to uncover the rich insights of customers and deliver tailored products & services <ul style="list-style-type: none"> Develop a design-driven culture, both design thinking and design doing to create differentiated products/services for heightened customer experiences 			12.5%									
N	Nuture Relationships	Work with others both internal and external as business partners towards a win-win cooperation <ul style="list-style-type: none"> Sustain and establish new business alliance while taking calculated risks to ensure mutually beneficial outcomes for enduring business and relationships 			12.5%									
N	New Opportunity	Demonstrate business intelligence by grasping the opportunity in the VUCA environment and translating into action and/or strategic execution <small>*VUCA : Volatility, Uncertainty, Complexity, Ambiguity</small> <ul style="list-style-type: none"> Anticipate and plan for incoming challenges to develop competitive advantage and future possibility, risks and continual improvement on the fly for sustainable growth 			12.5%									
I	Inclusion & Diversity	Respect and treat people fairly based on their uniqueness while feeling a sense of group membership to maximize results and performance achievement <ul style="list-style-type: none"> Lead and be a role-model of inclusiveness and diversity for business results through diverse workforce and create environment for inclusiveness; alignment on business direction, high-quality interaction, inspired commitment to continued success and ongoing organizational transformation and provide opportunity for growth based on individual performance and potential 			10.0%									
N	Non-Bureaucracy	Rationalize and eliminate anything that block the ways of being fast and flexible to survive in a competitive environment <ul style="list-style-type: none"> Passionately optimize BJC GROUP business efficiency, productivity with fast execution, non bureaucratic process/procedures and nurture employee empowerment, creativity, and innovation 			10.0%									
G	Governance	Do the best possible process for making and implementing ethical decision in a timely, appropriate and responsive manner <ul style="list-style-type: none"> Drive organizational ethical mindset and establish ethical paradigms for decision making and business activities 			10.0%									
		ROLE COMPETENCY												
People Management		Able to manage and encourage people to optimise their potential and effectively manage relationships in order to achieve organisational goals <ul style="list-style-type: none"> Set clear performance targets and develop a sense of commitment to others to accomplish prioritized performance goals and targets with good team relationship Check on the progress and quality of the work and provide balanced, specific feedback on a regular basis Address performance problems in a timely manner and set goals for improvement in a fair and consistent manner 			10.0%									
Developing Others		Foster the development of employee by providing a supportive environment for enhancing performance and professional growth <ul style="list-style-type: none"> Provide coaching, feedback, detailed instructions and concrete suggestions to help employees master their work and performance improvement Analyze employees' skills and aspirations and work with employees to identify appropriate development activities Stimulate working environment conducive of personal development and structure interactive experiences clearly to help employees fulfill their aspirations in line with BJC GROUP's direction 			10.0%									
LOGUE	Direct Boss	Review		valuation		100%	TOTAL (Interim Review)	0.00		TOTAL (Final Evaluation)				
							Approval of W-I-N-N-I-N-G Way & Role Competency Evaluation							
							Evaluated by Direct Boss		Approved by BG Head / CEO&PRD					

DIAL	Self	Interim		Final Ev	 (.....)Date : (.....)Date :

PART 3

DEVELOPMENT OPPORTUNITY AND PLAN

Development Needs	Expected Development Results	Development Options*			Planned Timelined	Priority	
		Experiential Learning (70%)	Social Learning (20%)	Formal Learning (10%)		U	M

** U = Urgent, M = Moderate

* Development Options

The 70 : 20 : 10 Development Model blends learning opportunities in a way that maximizes experiential aspects and expedites learning speed and quality.

Experiential Learning (70%)

- Job Shadowing
To learn about a job by walking through the work day as a shadow to an expertise
- Action Learning
To solve real problems that involves taking action and reflecting upon the results
- Mirror
To be observed and feedback by trusted person
- Secondment
To detach from regular job for temporary assignment elsewhere (internal/external)
- Job Aid
Tools or instructions for helping a person work more efficient
- Knowledge Sharing
To share data, information, skills or expertise for team (internal/external)
- Cross-Functional Assignment
To assign job/project where contribute multiple skills or areas of professional expertise
- Group Individual Reflection
To improve one's self by serious thought about one's character and actions

- Special Assignment/Project
To assign a special or particular task/project for increasing knowledge and skills
- Stretch Project/Assignment
A strategic and challenge learning approach that broaden area of expertise or competency
- Leadership Retreat
To learn through workshop outside workplace and far away from work for fully benefit of learning
- Learning Alert
In brief information of new trends as a source of knowledge for work
- Self-Directed Learning
To know the area of development of one's self by self awareness and others development tools
- Scenario Planning
A structured way to think about the future to be more prepared for events that could cause risk or, alternatively create opportunities
- Work Buddy Assignment
To work together in pairs or small groups to encourage and share for goal accomplishment

Social Learning (20%)

- Professional Associations/Networks
Group of professional expertise in specific area
- Mentoring
A professional relationship to helps increase exposure, creates learning opportunities:- share knowledge, skills and perspective with an interested Mentee
- Communities of Practices
A group of people in particular area who share knowledge, skills or experiences
- Coaching
Coach offers advice and guidance in a specific tasks or objectives

Formal Learning (10%)

- Course, Seminar, Workshop
A formal training session
- Conferences & Forums
A meeting for discussion
- Guest Speaker
Person who has been invited to present a speech in a specific area at an event or online
- E-Learning
Learning via online media

PART 4

CAREER WISH & ASPIRATION

1 How satisfy you are with your current tasks? Very High High Medium Low Very Low

2 If you have chance to consider any alternative tasks, what is your preference tasks? (Please specify)

3 And what is your aspiration? (Please specify)

PERFORMANCE GRADING (Part 1 : Performance Output + Part 2 : Competency : W-I-N-N-I-N-G and/or Role Competency)



Parts	Weighted %	Final Score
Part 1 : PERFORMANCE ACHIEVEMENT	100%	(A)
Part 2 : W-I-N-N-I-N-G WAY & ROLE COMPETENCY	100%	(B)



Performance Related Pay Scheme			
Base Pay (Merit)		Performance Incentive (Bonus)	
Weighted %	Score	Weighted %	Score
(A) x 40%		(A) x 80%	
(B) x 60%		(B) x 20%	

Final Grade Identification		
Total Score	Performance Grade	
4.51 - 5.00	O	(Outstanding)
4.01 - 4.50	VG+	(Very Good Always)
3.51 - 4.00	VG	(Very Good)

Total Score (100%)		Total Score (100%)	
Final Grade		Final Grade	

3.01 - 3.50	G+	(Good Always)
2.51 - 3.00	G	(Good in Average)
1.76 - 2.50	A	(Adequate to Minimum)
<1.75	I	(Inadequate)



Acknowledgement of Performance Evaluation Result

<p>Acknowledged by : Incumbent (.....) Date :/...../.....</p>	<p>Evaluated by : Direct Boss (.....) Date :/...../.....</p>	<p>Approved by : BG Head / CEO&PRD (.....) Date :/...../.....</p>
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PERFORMANCE EVALUATION FORM : Year 2023

For BAND 5&UP

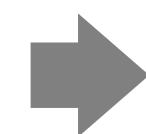
FORM : PE 2a

Employee Data

PIN [] Name [] BAND [] Position []
BU/BP [] BG Packaging Supply Chain

PART 1 : PERFORMANCE OUTPUT/ WORK PROGRAM

Table with 6 columns: Rating, Degree of Achievement Result, % of Task Achievement, and performance descriptions for ratings 1-5.



EVALUATION : PART 1

Table with 2 columns: INTERIM REVIEW (Jan-Jun) and FINAL EVALUATION (Jan-Dec)

1.1 Strategic Plan/Tasks aligned to BU/BP Balanced Scorecard

Table with 14 columns: Objective/Plan, Expected Performance Outputs/Results (1-5), Planned Timeline, Weighted, Rating (Self/Boss), Weighted Avg. Score (Self/Boss).

1.2 Work Plan/Tasks within own area of Accountability

Table with 14 columns: Objective/Plan, Expected Performance Outputs/Results (1-5), Planned Timeline, Weighted, Rating (Self/Boss), Weighted Avg. Score (Self/Boss).

1.3 Innovation & Creativity & Process Improvement Program (Criteria of expected outputs/result : Progran/Plan Completion and/or Business Impact of Program/Plan Results)

Table with 14 columns: Please Specify, Criteria of Program/Plan Completion, Criteria of Business Impact of Program/Plan Results, Planned Timeline, Weighted, Rating (Self/Boss), Weighted Avg. Score (Self/Boss).

Automation improvement project to reduce manpower (Permanance and Out source)

Table with 14 columns: Objective/Plan, Expected Performance Outputs/Results (1-5), Planned Timeline, Weighted, Rating (Self/Boss), Weighted Avg. Score (Self/Boss).

Agreeable Individual Objective/Plan Setting

Developed by: [] Incumbent Date: []
Consented by: [] Direct Boss Date: []
Approved by: [] BU/BP Head / BG Head Date: []

100% TOTAL INTERIM REVIEW, TOTAL FIANL REVIEW

Approval of Performance Output Evaluation

Table with 2 columns: Evaluated by Direct Boss, Approved by BU/BP Head / BG Head

DIALOG	Self	Interim Review	Final Evaluation

..... (.....) Date : (.....) Date :
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Rating	Degree of Desired Behavior Demonstration	% of Time
5	Always and perfectly demonstrates this competency/item as a role model	91 - 100%
4	Mostly demonstrates this competency/item	76 - 90%
3	Often demonstrates this competency/item	51 - 75%
2	Sometimes demonstrates this competency/item	25 - 50%
1	Rarely/never demonstrates this competency/item	<25%

INTERIM REVIEW (Jan-Jun)				FINAL EVALUATION (Jan-Dec)			
Rating		Weighted Avg. Score		Rating		Weighted Avg. Score	

W-I-N-N-I-N-G WAY														
Items		Definition & Key Behaviors				Weighted	Self		Boss		Self		Boss	
W	Winning Attitude	Be passionate about the goal accomplishment and commit to achieve at the highest with preparation for the best, worst and everything in between · Identify underlying issues in complex situations to boost up team performance to achieve high standards of business results, remaining under pressures				12.5%								
I	Insights for Customer	Deep empathy to uncover the rich insights of customers and deliver tailored products & services · In-depth understanding and analyze customer/customer's insights in changing business and synthesize integrated, holistic solutions with appropriate focused teams				12.5%								
N	Nuture Relationships	Work with others both internal and external as business partners towards a win-win cooperation · Proactively cultivate and strengthen win-win partnerships through participate in cross-functional, professional networking, multi-stakeholder groups, mindful of sensitive business information and corporate goals				12.5%								
N	New Opportunity	Demonstrate business intelligence by grasping the opportunity in the VUCA environment and translating into action and/or strategic execution *VUCA : Volatility, Uncertainty, Complexity, Ambiguity · Navigate drastically changes into opportunities cognizant of corporate objectives and encourage timely decision-making and refinement of execution plans for business optimization				12.5%								
I	Inclusion	Respect and treat people fairly based on their uniqueness while feeling a sense of group membership to maximize results and performance achievement · Values and leverage diversity through inclusion to foster high levels of engagement and positive work environment with trust and open communication, honesty and fair merit-based decision on performance and potential (with respect to promotions, rewards, task allocation and learning opportunities)				10.0%								
N	Non-Bureaucracy	Rationalize and eliminate anything that block the ways of being fast and flexible to survive in a competitive environment · Expedite collaborative decision making and eliminate "silos", non value-adding work processes to complete fast, focused and flexible execution				10.0%								
G	Governance	Do the best possible process for making and implementing ethical decision in a timely, appropriate and responsive manner · Uphold customer and wider company interests above that of individual employees, teams, functions, or business units				10.0%								

ROLE COMPETENCY (Pls. identify the role p)																	
c Manager					c Specialist												
People Management		Able to manage and encourage people to optimise their potential and effectively manage relationships in order to achieve organisational goals Set clear performance targets and develop a sense of commitment to to accomplish prioritized performance goals and targets with good relationship Check on the progress and quality of the work and provide balanced, specific feedback on a regular basis Address performance problems in a timely manner and set goals for improvement in a fair and consistent manner			Professional Expertise & Development		Apply and improve extensive or in-depth specialized knowledge, skills, and judgement to accomplish results effectively · Clearly understand technical aspects of one's job and continuously builds specialized knowledge, keeping up-to-date on technical or procedural aspects of the job · Apply technical/procedural knowledge to correctly address a situation in a timely manner · Recognize trends in theory and practice of own technical area and effectively develop practical solutions to new or highly complex issues			10.0%							
Developing Others		Foster the development of employee by providing a supportive environment for enhancing performance and professional growth · Provide coaching, feedback, detailed instructions and concrete sugges to help employees master their work and performance improvement · Analyze employees' skills and aspirations and work with employees to identify appropriate development activities · Stimulate working environment conducive of personal development and structure interactive experiences clearly to help employees fulfill their aspirations in line with BJC GROUP's direction			Analytical Thinking		Have good sense of available information and transform into insight to tackle a problem by using a logical, systematic and sequential approach · Organize significant information from various sources to clarify the scope of issue systematically · Dissect the complexity of situations to synthesize the root cause-effect relations and trend analysis · Grasp complexities and perceives relationships among problem patterns to recommend potential alternative solutions; including weighs the value of each solution			10.0%							

DIALOGUE	Direct Boss	Interim Review	Final Evaluation

100%	TOTAL INTERIM REVIEW		TOTAL FINAL REVIEW	
Approval of W-I-N-N-I-N-G Way & Role Competency Evaluation				
Evaluated by Direct Boss			Approved by BU/BP Head / BG Head	
.....			

PART 3 DEVELOPMENT OPPORTUNITY AND PLAN

Development Needs	Expected Development Results	Development Options*			Planned Timelined	Priority	
		Experiential Learning (70%)	Social Learning (20%)	Formal Learning (10%)		U	M

** U = Urgent, M = Moderate

*** Development Options** **The 70 : 20 : 10 Development Model blends learning opportunities in a way that maximizes experiential aspects and expedites learning speed and quality.**

Experiential Learning (70%)			
I Job Shadowing	To learn about a job by walking through the work day as a shadow to an expert	I Special Assignment/Project	To assign a special or particular task/project for increasing knowledge and skills
I Action Learning	To solve real problems that involves taking action and reflecting upon the results	I Stretch Project/Assignment	A strategic and challenge learning approach that broaden area of expertise or competency
I Mirror	To be observed and feedback by trusted person	I Leadership Retreat	To learn through workshop outside workplace and far away from work for fully benefit of learning
I Secondment	To detach from regular job for temporary assignment elsewhere (internal/external)	I Learning Alert	In brief information of new trends as a source of knowledge for work
I Job Aid	Tools or instructions for helping a person work more efficient	I Self-Directed Learning	To know the area of development of one's self by self awareness and others development tools
I Knowledge Sharing	To share data, information, skills or expertise for team (internal/external)	I Scenario Planning	A structured way to think about the future to be more prepared for events that could cause risk or, alternatively create opportunities
I Cross-Functional Assignment	To assign job/project where contribute multiple skills or areas of professional expertise	I Work Buddy Assignment	To work together in pairs or small groups to encourage and share for goal accomplishment
I Group Individual Reflection	To improve one's self by serious thought about one's character and actions		
Social Learning (20%)		Formal Learning (10%)	
I Professional Associations/Networks	Group of professional expertise in specific area	I Course, Seminar, Workshop	A formal training session
I Mentoring	A professional relationship to helps increase exposure, creates learning opportunity share knowledge, skills and perspective with an interested Mentee	I Conferences & Forums	A meeting for discussion
I Communities of Practices	A group of people in particular area who share knowledge, skills or experiences	I Guest Speaker	Person who has been invited to present a speech in a specific area at an event or online
I Coaching	Coach offers advice and guidance in a specific tasks or objectives	I E-Learning	Learning via online media

PART 4 CAREER WISH & ASPIRATION

1 How satisfy you are with your current tasks? Very High High Medium Low Very Low

2 If you have chance to consider any alternative tasks, what is your preference tasks? (Please specify)

3 And what is your aspiration? (Please specify)

PERFORMANCE GRADING (Part 1 : Performance Output + Part 2 : Competency - WINNING and/or Role Competency)

FINAL GRADE

Parts	Weighted %	Final Score
Part 1 : PERFORMANCE ACHIEVEMENT	100%	
Part 2 : W-I-N-N-I-N-G WAY & ROLE COMPETENCY	100%	

➔

Performance Related Pay Scheme			
Base Pay (Merit)		Performance Incentive (Bonus)	
Weighted %	Score	Weighted %	Score
(A) x 50%		(A) x 80%	
(B) x 50%		(B) x 20%	
Total Score (100%)		Total Score (100%)	
Final Grade		Final Grade	

➔

Final Grade Identification	
Total Score	Performance Grade
4.51 - 5.00	O (Outstanding)
4.01 - 4.50	VG+ (Very Good Always)
3.51 - 4.00	VG (Very Good)
3.01 - 3.50	G+ (Good Always)
2.51 - 3.00	G (Good in Average)
1.76 - 2.50	A (Adequate to Minimum)
<1.75	I (Inadequate)

Acknowledgement of Performance Evaluation Result

Acknowledged by : Incumbent (.....) Date :/...../.....	Evaluated by : Direct Boss (.....) Date :/...../.....	Approved by : BG Head / CEO&PRD (.....) Date :/...../.....
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PERFORMANCE EVALUATION FORM : Year 2023

For
BG HEAD, BU/BP HEAD

FORM : PE1

Employee Data	PIN	<input type="text"/>	Name	<input type="text"/>	PB	<input type="text"/>	Position	<input type="text"/>
	BU/BP	GHRD - Corporate Human Resources			BG	Business Partner		

PART 1 : PERFORMANCE OUTPUT/ WORK PROGRAM	Guideline for setting expected performance outputs/result and/or evaluating performance outputs						➔	EVALUATION : PART 1							
	Rating	1	2	3	4	5		INTERIM REVIEW (Jan-Jun)				FINAL EVALUATION (Jan-Dec)			
	Degree of Achievement Result	Deliver the <u>defective</u> performance outputs <u>regularly</u>	Deliver the <u>incompleted</u> performance outputs <u>occasionally</u>	Deliver the <u>good</u> performance outputs <u>satisfactorily</u>	Deliver the <u>superior</u> performance outputs <u>mostly</u>	Deliver the <u>excellent</u> performance outputs <u>outstandingly</u>		Rating		Weighted Avg. Score		Rating		Weighted Avg. Score	
	% of Task Achievement	<70%	70-85%	86-100%	101-120%	>120%		Self	Boss	Self	Boss	Self	Boss	Self	Boss

KPI ACHIEVEMENT & INDIVIDUAL OBJECTIVE/PLAN SETTING						Planned Timeline	Weighted (%)	Rating	Weighted Avg. Score	Rating	Weighted Avg. Score
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• BG/BU/BP - KPI Achievement						Jan - Dec	20%								
• SPECIAL TASK ASSIGNMENT <i>(It can be the objective for Development/Innovation, Project/Work Related Improvement)</i>						Jan - Dec	0%	Rating		Weighted Avg. Score		Rating		Weighted Avg. Score	

Agreeable Individual Objective/Plan	Expected Performance Outputs/Results					Planned Timeline	Weighted (%)	Rating		Weighted Avg. Score		Rating		Weighted Avg. Score	
	1	2	3	4	5			Self	Boss	Self	Boss	Self	Boss	Self	Boss
2023															
1. Increase Leadership Capability Index from average last 2 years															
2. BU/BP Employee Engagement Score															
3. % Decrease of Regretable Turnover Rate from average last 3 years (Regretable Turnover : average 1-3 years of performance merit grade > G+)															
4. Total no. of 1-on-1 coaching session to direct reports in every months (Mar - Nov 2023)															

• INDIVIDUAL DEVELOPMENT PLAN COMPLETION 2022						Jan-Dec		Rating		Weighted Avg. Score		Rating		Weighted Avg. Score	
Areas to Strengthen	Rating	1	2	3	4			5	Self	Boss	Self	Boss	Self	Boss	Self
		Degree of IDP Completion	Complete <u>≤ 75%</u> of IDP and <u>not apply</u> those areas.	<u>Mostly</u> complete IDP and <u>occasionally</u> <u>apply</u> those areas to perform successfully	<u>Fully complete</u> IDP and <u>occasionally</u> <u>apply</u> those areas to perform successfully	<u>Fully complete</u> IDP and <u>consistently</u> <u>apply</u> those areas to perform successfully	<u>Fully complete</u> IDP and <u>create</u> exceptional / unique contributions in organization								

	Development Objectives			Specific Development Options										
Agro industrial estate	expand business from upstream to downstream						Jan-Dec.							

Big C Big Smart Local	Big C platform opportunity for farmer, otop, sme																	

Agreeable Individual Objective/Plan Setting		
Developed by : Incumbent Date :	Consented by : Direct Boss Date :	Approved by : BG Head / CEO&PRD Date :

20%	TOTAL (Interim Review)	#REF!		TOTAL (Final Evaluation)	0
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Approval of Performance Output Evaluation	
Evaluated by Direct Boss	Approved by BG Head/CEO&PRD
..... (.....) Date : (.....) Date :

DIALOGUE	Direct Boss	Interim Review		Final Evaluation	
	Self				

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W-I-N-N-I-N-G WAY												
Items	Definition & Key Behaviors			Weighted (%)	Self	Boss	Self	Boss	Self	Boss	Self	Boss
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I	Insights for Customer	Deep empathy to uncover the rich insights of customers and deliver tailored products & services <ul style="list-style-type: none"> Develop a design-driven culture, both design thinking and design doing to create differentiated products/services for heightened customer experiences 		12.5%								
N	Nuture Relationships	Work with others both internal and external as business partners towards a win-win cooperation <ul style="list-style-type: none"> Sustain and establish new business alliance while taking calculated risks to ensure mutually beneficial outcomes for enduring business and relationships 		12.5%								
N	New Opportunity	Demonstrate business intelligence by grasping the opportunity in the VUCA environment and translating into action and/or strategic execution <small>*VUCA : Volatility, Uncertainty, Complexity, Ambiguity</small> <ul style="list-style-type: none"> Anticipate and plan for incoming challenges to develop competitive advantage and future possibility, risks and continual improvement on the fly for sustainable growth 		12.5%								
I	Inclusion & Diversity	Respect and treat people fairly based on their uniqueness while feeling a sense of group membership to maximize results and performance achievement <ul style="list-style-type: none"> Lead and be a role-model of inclusiveness and diversity for business results through diverse workforce and create environment for inclusiveness; alignment on business direction, high-quality interaction, inspired commitment to continued success and ongoing organizational transformation and provide opportunity for growth based on individual performance and potential 		10.0%								
N	Non-Bureaucracy	Rationalize and eliminate anything that block the ways of being fast and flexible to survive in a competitive environment <ul style="list-style-type: none"> Passionately optimize BJC GROUP business efficiency, productivity with fast execution, non bureaucratic process/procedures and nurture employee empowerment, creativity, and innovation 		10.0%								
G	Governance	Do the best possible process for making and implementing ethical decision in a timely, appropriate and responsive manner <ul style="list-style-type: none"> Drive organizational ethical mindset and establish ethical paradigms for decision making and business activities 		10.0%								
ROLE COMPETENCY												
	People Management	Able to manage and encourage people to optimise their potential and effectively manage relationships in order to achieve organisational goals <ul style="list-style-type: none"> Set clear performance targets and develop a sense of commitment to others to accomplish prioritized performance goals and targets with good team relationship Check on the progress and quality of the work and provide balanced, specific feedback on a regular basis Address performance problems in a timely manner and set goals for improvement in a fair and consistent manner 		10.0%								
	Developing Others	Foster the development of employee by providing a supportive environment for enhancing performance and professional growth <ul style="list-style-type: none"> Provide coaching, feedback, detailed instructions and concrete suggestions to help employees master their work and performance improvement Analyze employees' skills and aspirations and work with employees to identify appropriate development activities Stimulate working environment conducive of personal development and structure interactive experiences clearly to help employees fulfill their aspirations in line with BJC GROUP's direction 		10.0%								
LOGUE	Direct Boss	Review		valuation		100%	TOTAL (Interim Review)	0.00	TOTAL (Final Evaluation)			
			Approval of W-I-N-N-I-N-G Way & Role Competency Evaluation									
			Evaluated by Direct Boss				Approved by BG Head / CEO&PRD					

DIAL	Self	Interim		Final Ev	 (.....)Date : (.....)Date :

PART 3

DEVELOPMENT OPPORTUNITY AND PLAN

Development Needs	Expected Development Results	Development Options*			Planned Timelined	Priority	
		Experiential Learning (70%)	Social Learning (20%)	Formal Learning (10%)		U	M

** U = Urgent, M = Moderate

* Development Options

The 70 : 20 : 10 Development Model blends learning opportunities in a way that maximizes experiential aspects and expedites learning speed and quality.

Experiential Learning (70%)

<ul style="list-style-type: none"> Job Shadowing Action Learning Mirror Secondment Job Aid Knowledge Sharing Cross-Functional Assignment Group Individual Reflection 	<p>To learn about a job by walking through the work day as a shadow to an expertise</p> <p>To solve real problems that involves taking action and reflecting upon the results</p> <p>To be observed and feedback by trusted person</p> <p>To detach from regular job for temporary assignment elsewhere (internal/external)</p> <p>Tools or instructions for helping a person work more efficient</p> <p>To share data, information, skills or expertise for team (internal/external)</p> <p>To assign job/project where contribute multiple skills or areas of professional expertise</p> <p>To improve one's self by serious thought about one's character and actions</p>	<ul style="list-style-type: none"> Special Assignment/Project Stretch Project/Assignment Leadership Retreat Learning Alert Self-Directed Learning Scenario Planning Work Buddy Assignment 	<p>To assign a special or particular task/project for increasing knowledge and skills</p> <p>A strategic and challenge learning approach that broaden area of expertise or competency</p> <p>To learn through workshop outside workplace and far away from work for fully benefit of learning</p> <p>In brief information of new trends as a source of knowledge for work</p> <p>To know the area of development of one's self by self awareness and others development tools</p> <p>A structured way to think about the future to be more prepared for events that could cause risk or, alternatively create opportunities</p> <p>To work together in pairs or small groups to encourage and share for goal accomplishment</p>
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Social Learning (20%)

<ul style="list-style-type: none"> Professional Associations/Networks Mentoring Communities of Practices Coaching 	<p>Group of professional expertise in specific area</p> <p>A professional relationship to helps increase exposure, creates learning opportunities:- share knowledge, skills and perspective with an interested Mentee</p> <p>A group of people in particular area who share knowledge, skills or experiences</p> <p>Coach offers advice and guidance in a specific tasks or objectives</p>
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Formal Learning (10%)

<ul style="list-style-type: none"> Course, Seminar, Workshop Conferences & Forums Guest Speaker E-Learning 	<p>A formal training session</p> <p>A meeting for discussion</p> <p>Person who has been invited to present a speech in a specific area at an event or online</p> <p>Learning via online media</p>
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PART 4

CAREER WISH & ASPIRATION

1 How satisfy you are with your current tasks? Very High High Medium Low Very Low

2 If you have chance to consider any alternative tasks, what is your preference tasks? (Please specify)

3 And what is your aspiration? (Please specify)

PERFORMANCE GRADING (Part 1 : Performance Output + Part 2 : Competency : W-I-N-N-I-N-G and/or Role Competency)



Parts	Weighted %	Final Score
Part 1 : PERFORMANCE ACHIEVEMENT	100%	(A)
Part 2 : W-I-N-N-I-N-G WAY & ROLE COMPETENCY	100%	(B)



Performance Related Pay Scheme			
Base Pay (Merit)		Performance Incentive (Bonus)	
Weighted %	Score	Weighted %	Score
(A) x 40%		(A) x 80%	
(B) x 60%		(B) x 20%	

Final Grade Identification		
Total Score	Performance Grade	
4.51 - 5.00	O	(Outstanding)
4.01 - 4.50	VG+	(Very Good Always)
3.51 - 4.00	VG	(Very Good)

Total Score (100%)		Total Score (100%)	
Final Grade		Final Grade	

3.01 - 3.50	G+	(Good Always)
2.51 - 3.00	G	(Good in Average)
1.76 - 2.50	A	(Adequate to Minimum)
<1.75	I	(Inadequate)



Acknowledgement of Performance Evaluation Result

Acknowledged by : Incumbent (.....) Date :/...../.....	Evaluated by : Direct Boss (.....) Date :/...../.....	Approved by : BG Head / CEO&PRD (.....) Date :/...../.....
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