

**Notice on Carrying out 2019 Annual Comprehensive  
Performance Appraisal  
关于开展 2019 年度综合绩效考核  
工作的通知**

**All Departments:**

各部门：

To comprehensively and reasonably assess and reflect 2018 job objective fulfillment and responsibility performance of the staff, fully mobilize enthusiasm and inspire creativity, the Company decided to carry out the annual employee work performance appraisal from December 2, 2019, with work attitude, regulatory compliance, responsibility performance and other indicators as the appraisal content. The details are as follows:

为全面合理地评价与反映员工完成 2019 年度工作目标任务和履行岗位职责情况，充分调动广大员工的积极性和创造性，公司决定自 2019 年 12 月 02 日起，开展对员工的工作业绩，辅以对工作态度、遵章守纪、职责履行等指标为考核内容的年度绩效考核工作。具体通知如下：

**一、Appraisal Object**

考核对象

The PMB project Registered employees below the company's leadership team who joined before September 30<sup>th</sup>, 2019 (including PMC, Singapore employees and personnel on

secondment).

PMB 项目 2019 年 9 月 30 日前入职的公司领导班子以下在册员工（含 PMC、新加坡、借调人员）。

## **二、Appraisal Content**

### **考核内容**

Annual appraisal for managerial and technical personnel is to be carried out in three aspects: work performance, work ability and work attitude. For specific indicators and proportion see Annex 1 2019 Annual Managerial Personnel Performance Assessment Sheet, skilled operators will be assessed in six respects: the completion of work, work attitude, skill level, learning ability, teamwork and compliance. The indicators and weight see Annex 3 2019 Skilled Operators Performance Assessment Sheet.

管理人员和专业技术人员年度考核内容分为工作绩效、工作能力和工作态度三个方面，各指标及权重具体见《管理人员 2019 年度绩效测评表》（附件 1），技能操作人员年度考核内容分为岗位工作完成情况、工作态度、技能水平、学习能力、团队协作、遵章守纪六个方面，各指标及权重详见《技能操作人员 2019 年度绩效测评表》（附件 3）。

## **三、Appraisal Procedures**

### **考核程序**

This Performance Appraisal is first to be carried out by self-appraisal, and then appraising and scoring by their direct superiors.

本次绩效考核采取先个人自评，再由上级领导分级给予考核评分的方式。

## 1、Self-Assessment

自我评价

Based on the completion of annual job objectives and responsibilities, the managerial personnel and skilled operators should fill in Annex 1 Annual Managerial Personnel Performance Assessment Sheet, and Annex 2 Annual Managerial Personnel Appraisal Sheet. Skilled operator should fill in Annex 3 Annual Skilled Operators Performance Assessment Sheet.

根据年度工作目标和岗位职责的完成情况，管理人员和专业技术人员如实填写《管理人员年度绩效测评表》（附件1）和《管理人员年度考核表》（附件2），技能操作人员填写《技能操作人员年度绩效测评表》（附件3）。

## 2、Appraisal by Superior Leaders

上级领导考核

Superior leaders appraise the objects in respect of their annual job objectives and tasks completion status and responsibilities performance, in accordance with the appraisal elements and reference standards.

上级领导根据被考核人完成年度工作目标、工作任务、履行岗位职责等情况，按考核要素、参考标准对被考核人进行测评。

The skilled operators (including deputy shift leader, shift leader) will be appraised by shift leaders and respective department deputy managers and managers. The general technical supervisors will be appraised by their respective deputy department managers and department managers; deputy department managers by respective deputy general managers and CEO; and department managers by responsible deputy general managers and CEO; Assistant to CEO, Deputy CEO by CEO.

技能操作人员（含副班长、班长）由班长、分管副部长和部长考核。一般技术管理人员由分管副部长、部长逐级考核；副部长由部长、分管副总及 CEO 逐级考核；部长、副总工程师由分管副总、CEO 考核；总经理助理、副总经理由 CEO 考核。

### 3、Appraisal Grading:

考核分档

The departments are to classify personnel into managerial personnel (including professional technical personnel) and skilled operators for appraisal. The results are classified into: excellent, good, qualified, and unqualified. The department leader shall give objective and fair scores to the employees of the department, and arrange the corresponding grades according to the assessment scores in proportion. The proportion of excellent grades shall not exceed 20% of the total number of participants in the annual

assessment of the department, and the proportion of good grades shall not exceed 30%.

各部门按管理人员（含专业技术人员）和技能操作人员分类，考核结果分：优秀、良好、合格、不合格四个级档。部门领导对本部门员工进行科学评分，并依据考核得分按比例进行相应级档内排序。优秀级档的比例不得超过本部门参加年度考核总人数的 20%，良好级档的比例不超过 30%。

#### 4、Appraisal Results Reporting

考核结果上报

The departments are to summarize, fill in and report the results for general technical supervisors and skilled operators separately Employee Performance Appraisal Results Summary Sheet(Annex 4t), and submit the original signed paper sheets and electronic versions to Human Resource Dept. before December 15th, 2019 and then to CEO for approval; appraisal results for deputy department managers and above will be collected, summarized and submitted to CEO for validation by Human Resource Dept.

各部门将一般技术管理人员、技能操作人员的考核结果分开汇总填报《员工绩效考核成绩汇总表》（附件 4），于 2019 年 12 月 15 日前将签字纸版及电子文档交人力资源部，再报 CEO 审批；副部长及以上人员考核结果由人力资源部收集汇总报 CEO

审定。

## 5、Appraisal Feedback

考核反馈

The leaders, respective deputy chief engineers and department managers will be responsible for the annual appraisal. The above responsible persons shall make objective appraisal on their subordinates within the appraisal scope combined with their annual job performance, achievements, ability, attitude and other aspects. In line with the principle of achieving continuous improvement and incentives, the appraisal results feedback should be provided to the employees and the necessary communications on performance should be made to recognize their achievements, point out defects, and put forward expectations, so as to help them foster strengths and circumvent weaknesses, and improve work performance.

公司领导、分管副总工、各部门负责人均为年度考核工作的责任人，考核责任人应结合员工 2019 年度工作表现、业绩、能力、态度等方面对考核范围内的下属做出客观评价，本着持续改进和激励提高的原则，将考核结果反馈给员工本人，并进行必要的绩效沟通，肯定成绩、指出不足、提出希望，帮助其扬长避短、提高工作绩效。

## 四、Results Handling and Application

## 考核结果的处理和运用

1、The annual appraisal results will serve as an important basis for competition for posts, salary increase, year-end performance award distribution, business training, position adjustment and outstanding and advanced staff appraisal.

年度考核结果将作为竞聘上岗、薪酬晋档、年终绩效奖分配、业务培训、职位调整、评优推先的重要依据。

2、The Company, after communications, is to demote or dismiss the employees appraised as “unqualified”, or transfer them to posts at lower level to await job assignment.

对年度考核结果为“不合格”的职工，公司给予降免职或向低类别岗位交流、待岗处理。

## 五、 **Timeframe:**

### 时间节点

1、 Before December 10th, 2019, the appraisees should complete self-appraisal based on their job responsibilities and objectives and tasks completion status, fill in and submit Annual Managerial Personnel Performance Assessment Sheet, Annual Managerial Personnel Appraisal Sheet and Annual Skilled Operators Performance Assessment Sheet to superior leaders for appraising and scoring.

2019年12月10日前，被考核人员按照岗位职责和完成目标任

务情况，开展自评，按要求填写《管理人员年度绩效测评表》《管理人员年度考核表》、《技能操作人员年度绩效测评表》，提交至上级领导，逐级考核打分。

2、 Before, December 15th, 2019, the department managers should submit signed Employee Performance Results Appraisal Summary Sheet and electronic version to Human Resource Dept. and then submit to CEO for approval as required by the appraisal documents.

2019年12月15日前，各部门负责人按照考核文件要求将本部门《员工考核成绩汇总表》签字纸版和电子文档交人力资源部，报CEO审批。

3、 Before December 15th, 2019, Human Resource Dept.should collect the appraisal results for deputy department managers and above and submit to CEO for approval.

2019年12月15日前，人力资源部收集汇总副部长及以上人员的考核结果，报CEO审定。

4、 Before December 20 th, 2019, the appraisal results feedback should be provided.

2019年12月20日前，考核结果反馈。

## 六、 Other

其他

All departments shall conscientiously perform their



responsibilities and adhere to the principle of fairness, justice and openness in a highly responsible spirit, and carry out appraisal in a practical and realistic way.

各部门要本着高度负责的精神，切实履行工作职责，坚持公平、公正、公开的原则，实事求是地做好本次考评工作。

**Please be kindly informed.**

特此通知。

*Annex 1: Annual Managerial Personnel Performance Assessment Sheet*

附件 1: 《管理人员年度绩效测评表》

*Annex 2: Annual Managerial Personnel Appraisal Sheet*

附件 2: 《管理人员年度考核表》

*Annex 3: Annual Skilled Operators Performance Assessment Sheet*

附件 3: 《技能操作人员年度绩效测评表》

*Annex 4: Employee Performance Appraisal Results Summary Sheet*

附件 4: 《员工考核成绩汇总表》

**Hengyi Industries Sdn Bhd**  
恒逸实业 (文莱) 有限公司  
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