



Performance & Recognition Guidebook





INTRO

Dear Nayax employees,

People are the most crucial resource we have. As we move further in our ambition to become a more diversified, global, fast moving organization, we will need people who are able to thrive in this environment to ensure success. For this, we need to define the values that define our basic ambitions and modes of conduct and a set of behavioral skills to drive performance.

Our behavioral competencies model, consists of six behavioral indicators. The behavioral competencies communicates.

This user guide provides you with information regarding the competencies and behaviors expected from all employees. In addition, you will find practical examples for how to illustrate each competency in your day-to-day job.

For further information please contact your direct manager or HR.

Sincerely Yours,

Yair Nechmad, CEO

Our Values - OLAH

Values encapsulate our company's mission and vision. They reflect our basic convictions and mode of conducting business with our people at Nayax and external partners. They exemplify what the organization stands for and provides foundation to our business actions. Values are a compass to make the right decision when faced with ethical dilemmas.



Own It

Be accountable for your work, learn from experience, with dedication and hunger to benefit our customers.



Listen and Communicate

Be attentive to customer needs and stakeholders in the organization. Work as a team and provide inspiration to people to positively impact business results.



Act

Work with a sense of urgency, ensuring highest possible standards of delivery for our products, solutions, and services.



Honesty

Operate with integrity and transparency, overcoming challenges while respecting ethical business practices.

Performance & Recognition Model

**The WHAT setting
OKRs**

**The HOW Behavioural
Competencies**

Our performance & Recognition Model is defined by two elements, WHAT & HOW

Our OKRs (Objectives and Key Results) represent the WHAT must be accomplished, Our Behavioral Competencies represent the HOW things are to be accomplished.

In Nayax the HOW is as important as the WHAT.



Setting up Objectives for the "The WHAT" and "The HOW" is a key step in order to:

- Agree upon Objectives for the upcoming year.
- Align each employee's objectives on the company and department objectives.
- Build the basis for Performance measuring and tracking all over the year.

OKRs - Objectives & Key Results

The "WHAT"



OKRs Framework

OKR (Objectives and Key Results) is a framework to define goals that creates alignment and engagement around measurable goals, starting from the vision and strategy of the organization to the employee's objectives.

Mission & Vision

Strategic Goals

Objectives

Initiatives / Tasks



Guidebook

How to Set S.M.A.R.T Key Results

Here are some questions that can assist you in setting **S.M.A.R.T** objectives and Key Results:

Specific



- What are my team/department's objectives?
- How will this key results lead to the expected objective?
- Is the expected outcome clear?
- Is the impact and benefits of the key results clear?

Measurable



- How will I know I have achieved my objective?
- What data can be used to measure the key results?
- Am I measuring the outcome that drives business results (affects customers behavior), or just the effort?

Achievable



- Is it challenging enough?
- Is it realistically achievable?
- Do I have the needed resources?
- Can it be done in the proposed time frame?

Relevant



- How does these objectives & key results Drives business results?
- How does these objectives & key results contribute to my team/department's objectives?

Time-Bound



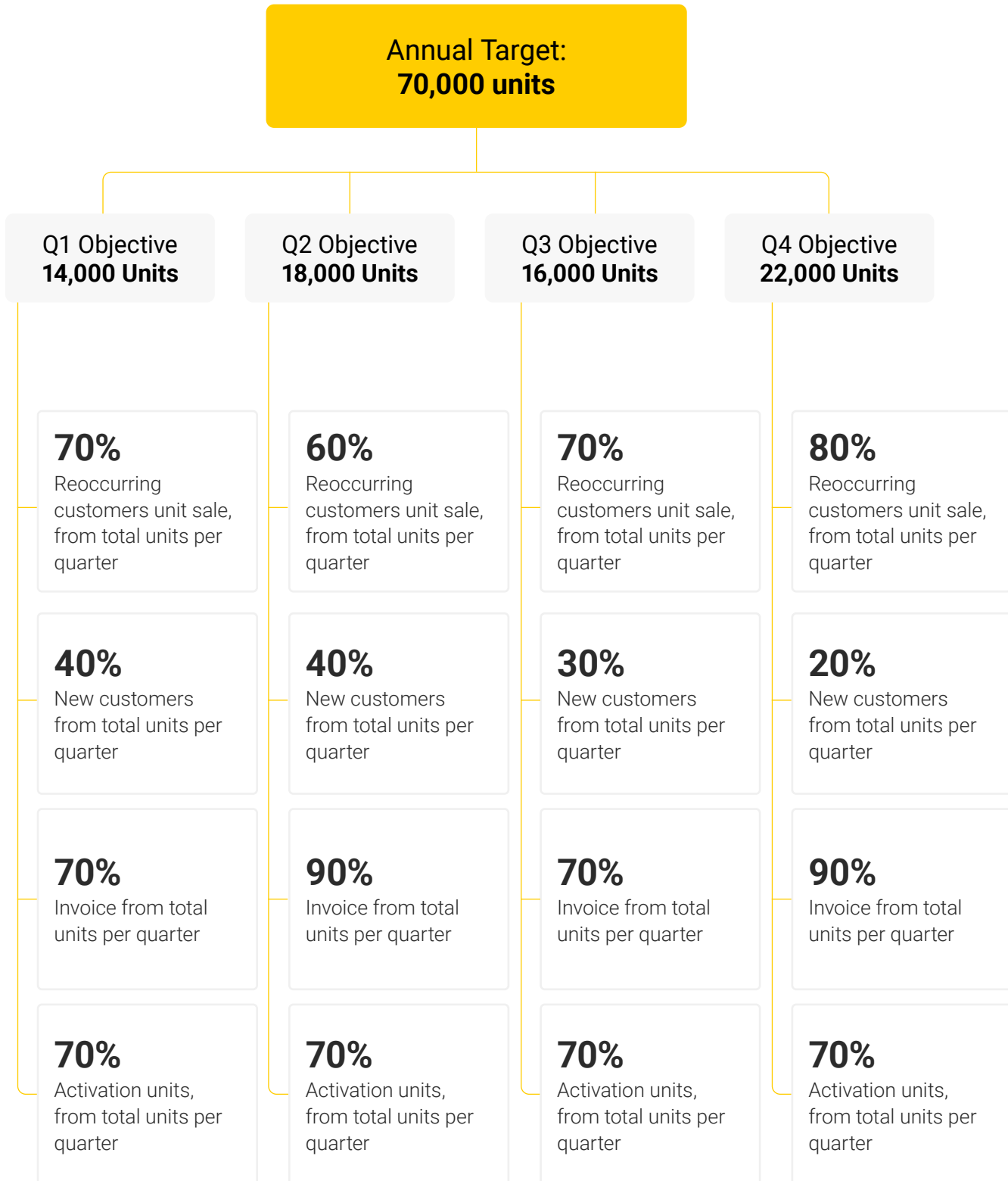
- When should this key results be accomplished?
- Are there any key milestones with target dates for completion?
- When we will review the progress?

Example

Sales OKR

Objectives
Where Do I Need To Go?

Key Results
How Do I Know I am Getting There?



Example

Customer Support OKRs

Objectives

Where Do I Need To Go?

Key Results

How Do I Know I am Getting There?



Example

Engine OKRs

Objectives

Where Do I Need To Go?

Implement new integration and support existing integrations

Increase reliable deployment

Increase Content delivery

Improve traditional release of Burndown charts

Minimum of x (Number) of support tickets a week after deploying

Rational between Completed to committed story points in sprint, lower then 10%

Developer will resolve 2-3 tickets per week

Minimum of Y (Number) of post deploy issues detected internally, day after deploying

Increase by X fast track items during the sprint

QA will resolve 5-10 items per week

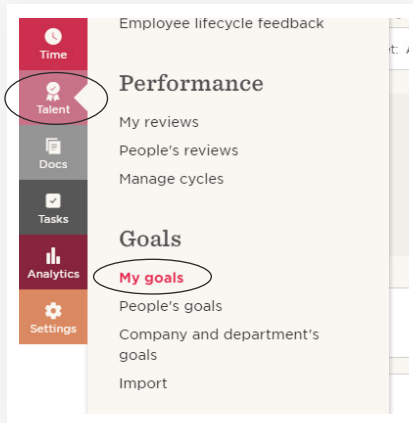
Automation will resolve 2-3 tickets per week

Key Results

How Do I Know I am Getting There?

OKRs in bob

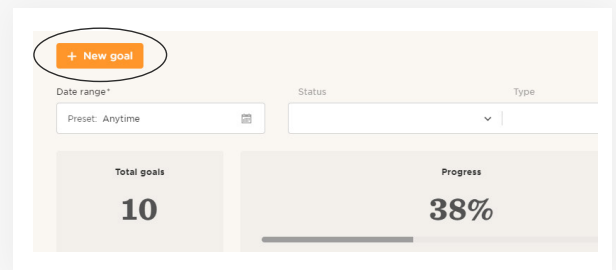
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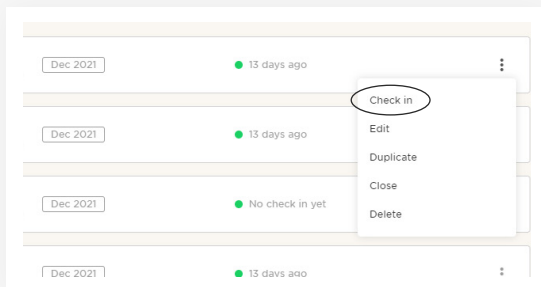
To access your OKRs go to Talent > **My Goals**

02

Click on **“New Goal”** button to define Objective and Key Results



03

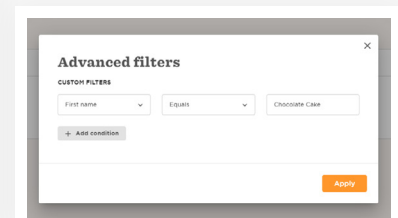
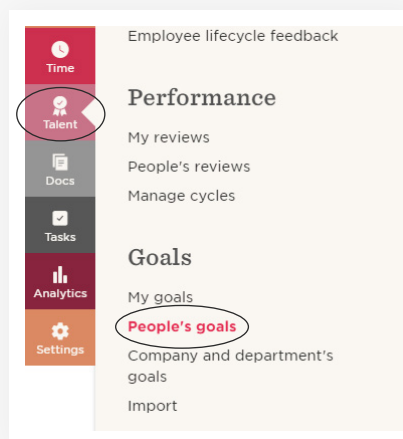


Update existing OKR by clicking on the three dots button on the right side of the screen and then > **“Check in”**

04

To review other employee OKRs go to > Talent > **People's Goals**

Filter the results by using the Advanced button



For more information on how to define and update your OKRs in bob <https://help.hibob.com/en/collections/2902864-goals>

WHAT & HOW

Objective Example

1. Objective (What)

Increase market share by 5% through partnerships with distributors in Latin America by Q3 2021.

KEY RESULT 1:

70%

reoccurring customers unit sale, from total units per quarter

KEY RESULT 2:

40%

new customers from total units per quarter

KEY RESULT 3:

70%

invoice from total units per quarter

2. Behavioral Competencies (How)

What behavioral competencies are required to be mobilized to achieve the above objective?



Strive for Results:

Take responsibility to achieving goals (both yearly objectives and ongoing tasks) by the end of the year. When faced with a challenge, explore possible solutions and propose them to direct manager and key stakeholders. Stay committed to reaching the objective even at times of difficulty / set back.



Focus on Customers:

Perform a market analysis to understand market environment, by doing a SWOT analysis focused on customer needs. Identify 5 new enterprise customers in Mexico, understanding their needs and challenges. Seek feedback from 2 biggest existing customers on what can be improved in 2021.



Act with Integrity:

Establish a transparent and ethical working relation with the customers and stakeholders while making sure not to over promise in case of difficulty to deliver.

OUR BEHAVIORAL COMPETENCIES

As we move further in our ambition to grow fast providing a diversified business offering for our customers, we need to foster behavioral capabilities to navigate in a fast-paced changing organization and ability to operate in a matrix environment.

For this, we need a set behavioral competencies that will enable to drive performance.

Defining a set of common behavioral competencies for “One-Nayax” will improve consistency and validity of our individual performance assessments. These competencies will be critical for individual, team and organizational success at Nayax, articulating a constructive way of interacting with each other, internally and externally. If our business OKRs represents the WHAT we do, the behavioral competencies represent the HOW we do it.



Strive for Results (Core)



Description:

Seek for ongoing improvement of performance quality to create scalable and sustainable added value. Take ownership and be personally accountable. It is about being solutions-focused and achievement-oriented, delivering results in a timely manner, effectively and efficiently.

Objectives & Specific actions:

Positive Behavior :

- Sets ambitious, realistic, and measurable targets (SMART), evaluating progress continuously
- Takes personal responsibility for achieving results
- Takes action to overcome obstacles to succeed
- Maintaining focus, driving oneself and others
- Acts with commitment and ownership

Negative Behavior :

- Sets or delivers minimum outcomes and does not seek to continuously improve performance
- Does not respect commitments, timelines and agreed budgets
- Blames others/external factors for failure to deliver – does not take ownership
- Does not work in an effective or efficient manner, wasting time and resources, providing partial results

Embrace Change (Core)



Description:

Embrace change and innovation, be open to different ways of doing things. Look for opportunities to continuously improve the way we work, however small. It is about creating an environment where ideas are encouraged, and possibilities are explored. It is not about change for change sake.

Objectives & Specific actions:

Positive Behavior :

- Creatively challenges the status quo to find new ways of working
- Looks for opportunities that arise during times of change
- Readily adapts to new environment, jobs, technologies, and processes, helping others to do the same
- Communicates clear rationale about the need for change

Negative Behavior :

- Misses opportunities to consider or propose new ideas or improvements to existing practices
- Focuses on the threats or negative elements of change
- Resists or ignores change sticking to established practices

Focus on Customer (Core)



Description:

Understand and meet internal and external customer expectations to create positive impact. Commit to Customers is a mindset that encourages us all to identify and connect with our customers – internal and external. It is about understanding their goals and perspective and working together to achieve results that benefit both parties. It is not about doing everything the customer wants or pleasing them regardless of cost.

Objectives & Specific actions:

Positive Behavior :

- Actively works to gain genuine understanding of the customer's perspective
- Strives to build mutually beneficial solutions and partnerships
- Actively seeks customer feedback to identify opportunities for improvement and to gain insight to underlying needs
- Ensure optimal use of resources to make sure commitments and solutions are within the agreed plan (cost, time...)

Negative Behavior :

- Hardly interacts with customers or has only superficial information and understanding
- Takes actions based on own assumptions without validation of customer's needs
- Over promises and under delivers without regard for consequences

Act with Integrity (Core)



Description:

Operating with honesty and transparency, in a consistent manner, ensuring the highest ethical, security and quality standards. Integrity is the foundation on which we build relationships and trust with our colleagues and customers.

Objectives & Specific actions:

Positive Behavior :

- Keeps commitments and promises, going extra effort when possible
- Respect ethical standards in business and personal conduct with internal and external colleagues
- Adhere to company policies and procedures
- Act and communicate with honesty and transparency, respecting confidential information

Negative Behavior :

- Treats and communicates to colleagues with disrespect, undermining their value or bullies them
- Does not keep commitments or overpromises knowingly that cannot deliver
- Gives falsified information or reporting

Learn & Develop (Non-Core)



Description:

Take responsibility to continuously learn and develop oneself and others, anticipating future business needs, benefiting individual growth and organizational success. It is about acquiring new knowledge, succession planning and talent management.

Objectives & Specific actions:

Positive Behavior :

- Focused on developing competencies to adopt to future business needs
- Open to learning new skills, relevant for business needs and provides opportunities for others to learn from experience
- Takes time to listen and provide regular, fact-based feedback for development, conducting regular career development discussions

Negative Behavior :

- Fails to stretch beyond the comfort zone, ignoring opportunities for learning and development
- Repeats negative or ineffective behaviors or does not implement development actions despite feedback
- Does not adopt readily to new ways of working and technologies
- Limits performance and development discussions to annual reviews

Work as a Team (Non-Core)



Description:

Cooperate with peers, stakeholders, and partners across the organization in a respectful and engaging manner to positively impact business results. It is about leveraging skills and expertise to achieve common goals. It is not about spending time and energy with others with no end goal in mind, creating needless bureaucracy or delays.

Objectives & Specific actions:

Positive Behavior :

- Shares relevant information openly and seeks appropriate input from others outside of the direct team
- Develops and maintains effective cross-functional working relationships and partnerships
- Responds positively and constructively to requests for support from across the organization
- Encourages team to share information and best practices across organization
- Support others in meeting business goals

Negative Behavior :

- Operates within a 'silo' or withholds information from others
- Cooperates selectively depending upon own interests and priorities
- Acts in a competitive manner with colleagues as though they are adversaries
- Discourages team to share information and best practices with others
- Continuously making skeptical and Cynic comments about initiatives and colleagues
- Creating needless bureaucracy and delays

Operational Guide for Selecting Competencies

01

Ask employees to prioritize the competencies they consider important for their job over the coming year. Take their view into account

02

List the employee's job activities / requirements

03

Review the employee's priorities (the What)

04

Consider any evolutions to their role requirements in the coming year: e.g.: new technologies, involvement in a project,...

05

Identify the behaviors that will help the employee deliver the expected results (the What) during the coming year

06

Consider to which competencies those behaviors are related. You may select 2,3,4,... competencies from the 6C's

07

Communicate selected competencies to your direct report:

- Explain how you selected them
- Ask her/him to repeat what she/he understood from each competency
- Ask for examples of behaviors related to that competency
- Make sure you are on the same page by stating clearly to what extent you expect the employee to develop or to apply the competency

Sample Questions to Ask Yourself When Selecting Competencies

01

In the previous year, which competencies did the employee apply well in delivering their results?

You may choose to select those competencies again. Encouraging the employee to reinforce the behaviors and seek to leverage the competency in order to maximize performance.

02

Can the employee achieve the objectives with the competencies he/she currently masters?

If not, focus on the gaps when selecting competencies. You may also consider competencies which support the employee's aspirations & individual development plan.

03

To which competencies are the desired behaviors linked? What could the employee do better?

List the behaviors he/she could improve. Illustrate how that could improve, providing examples.

04

Which competencies need to be developed in the coming months because of a change in the job-related activities?

Consider job related activities that you anticipate may change in the near future.

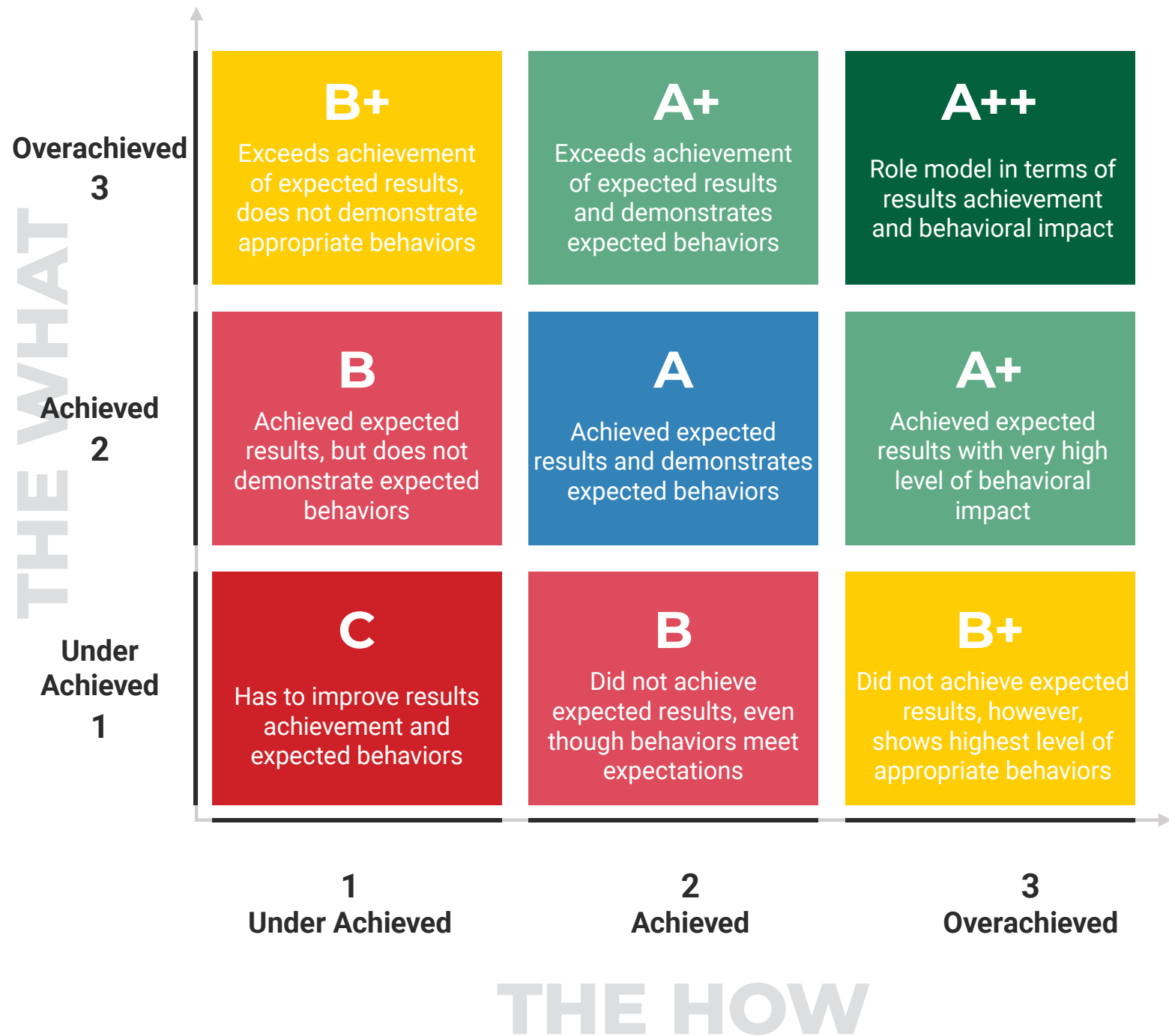
05

Is there a gap between what you expect from the employee's competencies and his/her current level?

If so, consider prioritizing fewer competencies, to create focus. Clearly state the gap and expectation. Reassure the employee by explaining how you will help their development.

Performance 9-Box Grid

The performance 9-Box has two-dimensional scale and reflects a different evaluation of WHAT and HOW.



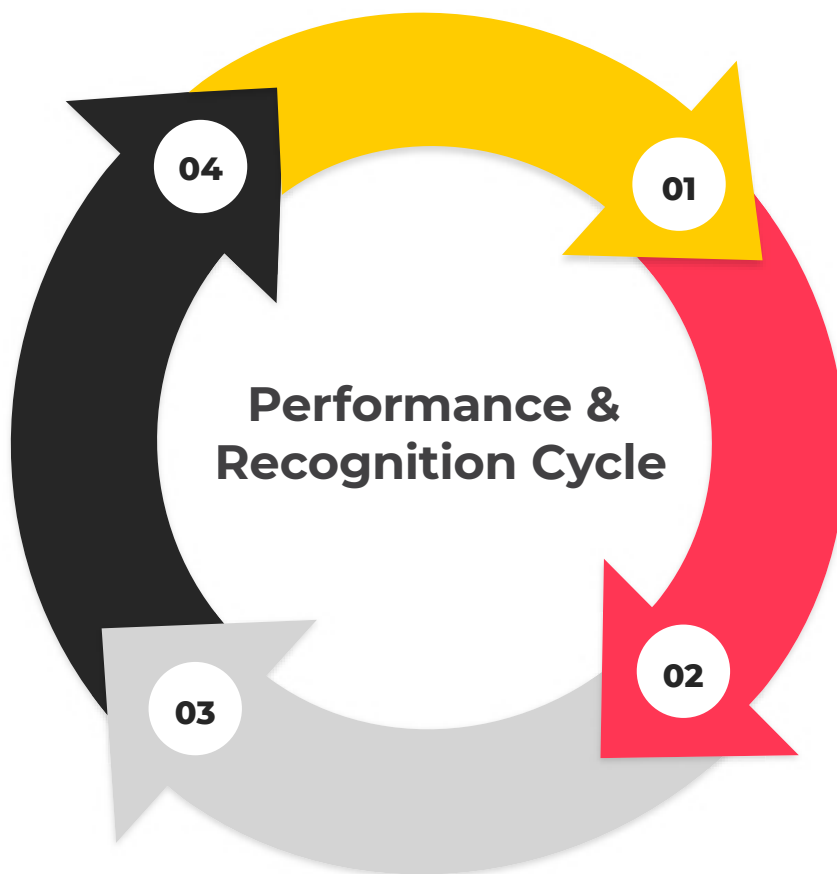
Performance & Recognition Cycle

Dec

Year End review
Evaluation the "HOW" & the "WHAT"

Jan - Feb

Setting Objectives
WHAT & HOW



June - July

Mid year performance review
*Focus on Development

March

Communication of decisions:
Performance /Merit