

Performance Ratings & Distribution Guidelines

CNO has identified four performance categories to rate the Results (the “what”) and Critical Behaviors (the “how”) of associates. Below are the four categories and their definitions.

The planned distributions listed below are guidelines, not mandates or quotas. Actual distributions will be measured and reported at Senior Executive levels. Actual distribution for a function or business should reflect the overall performance of the group; the percentages shown below apply when the organizational unit is meeting target levels of performance.

Rating Category & Planned Distribution	Rating Definition
<p>Outstanding Contribution</p> <p>(3 – 5%)</p> <p>-- Our very top performers</p>	<ul style="list-style-type: none"> ▪ Performance during the given year far exceeded expectations and resulted in a stand-out, measurable and innovative contribution which positively impacted CNO. ▪ Contributions directly resulted in exceptional increases in sales, cost savings, increased profits, or greater operational efficiencies. ▪ Consistently accomplished considerably more than should be reasonably expected. ▪ Successfully lead significant change or business improvement efforts.
<p>Significant Contribution</p> <p>(20 – 25%)</p> <p>-- Our strongest performers</p>	<ul style="list-style-type: none"> ▪ Exceeded expectations for performance, including stretch goals, and aggressively pursued business goals. ▪ Contributions resulted in a truly significant contribution to the overall performance of team/department. ▪ Showed commitment and contribution to change or business improvement efforts. ▪ Contribution made a significant positive impact beyond what was expected or required.
<p>Expected Contribution</p> <p>(65 – 70%)</p> <p>-- Our most dependable and reliable performers</p>	<ul style="list-style-type: none"> ▪ Met and sometimes exceeded goals/targets. ▪ Contributions resulted in a positive contribution to the performance of the team or department. ▪ Performance during the given year was consistently reliable and of high quality. Work product and projects were on-time, on-budget, and on-quality. ▪ Supported and/or directly contributed to change or business improvement efforts.
<p>Unsatisfactory Contribution</p> <p>(0 – 5%)</p> <p>-- Immediate improvement is needed</p>	<ul style="list-style-type: none"> ▪ Frequently failed to meet goal/targets/deadlines, or needed considerable direction or guidance to meet goals. ▪ Lack of contribution negatively impacted the performance of the team or department. ▪ Required excessive time on the part of others for direction, guidance and work correction. ▪ Resisted change efforts, actively or passively.