



## **SUCCESSION PLANNING POLICY**

### **1. INTRODUCTION**

Succession planning is a process designed to ensure that the Company identifies and develops a talent pool of employees through mentoring, training and job rotation to replace key business leaders within the Company as those key business leaders leave their positions.

### **2. OBJECTIVES**

- 2.1. To ensure the Company is prepared with a plan to support and service continuity when the Managing Director (“MD”), senior management or key business leader leave their positions;
- 2.2. To prepare a supply of suitable qualified employees for higher roles and responsibilities;
- 2.3. To develop career paths for employees which will facilitate the Company’s ability to recruit and retain top-performance employees;
- 2.4. To develop reliable procedures and ensure that these procedures are applied systematically across the Company.

### **3. KEY POSITIONS**

The key positions referred to in this policy are:

- a) Board members
- b) Managing Director
- c) Executive Director
- d) Chief Financial Officer
- e) Head of Departments

### **4. ROLES AND RESPONSIBILITIES**

- 4.1. Both the Board and the MD have essential role to play in succession planning;
- 4.2. The Board is responsible for succession planning for the MD position. The Board should hire or internally promote the new MD, when the existing MD leaves, and ensure the new MD has the required skills to implement the Group’s mission and vision;
- 4.3. The MD is responsible for ensuring a succession plan is in place for other key position in the Company with the assistance from the senior management team.



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### **5. SUCCESSION PLANNING PROCESS**

A primary responsibility of the Board is planning for MD succession and overseeing the identification and development of executive talent.

- 5.1. The Board, with the assistance of the Nomination Committee and working with the MD and Human Resource department, oversees executive officer development and corporate succession plan for the MD.
- 5.2. The Board works with the MD to form the succession plan. The succession plan covers identification of internal candidates, development plans for internal candidates, and appropriate identification of external candidates.
- 5.3. The Board maintains an emergency succession contingency plan should an unforeseen event such as death or disability occurs that prevents the MD from continuing to serve. The plan identifies the individuals who would act in an emergency and their responsibilities.
- 5.4. The Board may review development and succession planning more frequently as it deems necessary.

### **6. KEY SUCCESS FACTORS**

- 6.1. The Board, the MD and senior management support the succession planning process. This will give all employees an understanding on the emphasis of importance of succession planning to the Company.
- 6.2. Provide adequate time to the selected employees for development and mentoring; and
- 6.3. Review and update the succession plan regularly to ensure the Company has reassessed the hiring needs.

### **7. REVIEW OF POLICY**

This Policy should be reviewed annually by the Board and amended accordingly to reflect its applicability.

Reviewed and adopted on 29 March 2018.