

Gunkul Engineering Public Co., Ltd. and GUNKUL's Group			
	Policy: Succession Plan and Talent Management	Document No.	OMD 2560/18
		Effective Date	25 Dec. 2017
	Approved by the Resolution of the Board of Directors Meeting No. 9/2560 dated 18 December 2017	No.	2.0
		Page	1/5

Objectives

1. To ensure that the organization has adequate manpower with qualifications and competencies.
2. To proactively arrange the personnel recruitment and selection plan in advance through recruitment and selection of personnel with potential in the level of supervisors or upper in the organization or external personnel.
3. To arrange the replacement and succession plan to handle retirement and to manage talented persons or the posts in need in the market/by the competitors.
4. To reduce loss of qualified personnel with knowledge, competency and experience.
5. To motivate and maintain the employees with competency and potential for replacement and succession plan with development opportunity and promotion

Related Persons

1. Human Resource and General Affair Division, Recruitment and Remuneration Committee and/or Committee appointed with duties to look after and ensure that this policy is undertaken correctly.
2. Every employees in Gunkul Engineering Co., Ltd. (Public) Group with skill, competence and readiness.

Regulations and Criteria

1. Regulations and Criteria on Succession Plan

The criteria and regulations of the company on recruitment of personnel are arranged to undertake the key executive management of the company appropriately and transparently to ensure that the executives of the company have qualifications, skills, experience and professional competence through the Recruitment and Remuneration Committee and/or the committee appointed to recruit/select and arrange the succession plan in accordance with the level of the employees as follows.

1.1 Managing Director and Chairman of the Executive Board

To recruit/select and arrange the succession plan while the Recruitment and Remuneration Committee will prepare the succession plan in the level of managing director and Chairman of the executive board for presentation to the board of directors of the company for consideration. To recruit and select the executives of the company, the Recruitment and Remuneration Committee will monitor the succession plan when the executive posts in the level of the Chairman of the executive board/managing director are vacant or the person in the such post is unable to perform his duty. The company will arrange the system that the similar executive or the deputy post will take care of such post until the recruitment and selection of person with qualifications in accordance with the criteria of the company has been completed and such person shall possess the vision, knowledge, competence, experience suitable to the organization culture and the Recruitment and Remuneration Committee will recruit the persons for submission to the board of directors of the company for approval and appointment such suitable person to take such post.

Gunkul Engineering Public Co., Ltd. and GUNKUL's Group			
	Policy: Succession Plan and Talent Management	Document No.	OMD 2560/18
		Effective Date	25 Dec. 2017
	Approved by the Resolution of the Board of Directors Meeting No. 9/2560 dated 18 December 2017	No.	2.0
		Page	2/5

Primary Qualifications of the Managing Director and the Chairman of the Executive Board

1. Graduated with at least bachelor degree
2. Experience in the management in the level of the line director or upper
3. Leadership and long-term vision
4. Competence in strategic planning and organization management
5. Careful decision and problem solving with consideration of the maximum benefits of the organization

1.2 Executive Level from the Deputy Line Supervisor to the Vice Managing Director

If the executive post from the deputy line supervisor to the vice managing director is vacant or the person in such post is unable to perform the duty, the company will propose the person selected to be the successor to the executive board and/or the Human Resource Committee appointed. The succession plan of the executive level of the company is as follows.

- 1.2.1 To analyze the business operation of the company in terms of policy, investment plan and expansion plan.
- 1.2.2 To assess the human resource availability in congruent with the strategy of the company, both short-term and long-term.
- 1.2.3 To determine the human resource availability through development of human resource or recruitment of personnel to replace the leaving employees.
- 1.2.4 To arrange the recruitment plan and employee training and development plan in advance of retirement or early resignation of the employees.
- 1.2.5 To determine the qualifications and competencies including desirable knowledge, skill, personality and attitude of the employee in such post and to prepare the individual; development plan.
- 1.2.6 To select, assess performance and potential of the employees to ensure suitability.
- 1.2.7 To employ the test and assess the personnel to determine the potential of the employees.
- 1.2.8 To identify the successor through assessment and analysis of performance and potential of the employees with advance notice to the employees for acceptance and learning the job and to determine the spare successor.
- 1.2.9 To develop and assess the employees anticipated to be the successor to ensure development and performance as expected. If the anticipation has failed, follow the procedures.

Gunkul Engineering Public Co., Ltd. and GUNKUL's Group			
	Policy: Succession Plan and Talent Management	Document No.	OMD 2560/18
		Effective Date	25 Dec. 2017
	Approved by the Resolution of the Board of Directors Meeting No. 9/2560 dated 18 December 2017	No.	2.0
		Page	3/5

1.2.9.1 To select and plan the new successor or

1.2.9.2 To develop the spare successor (if any) or

1.2.9.3 To recruit and select the persons outside the organization

When the successor has complete qualifications to assume the job with higher responsibility and there is vacancy or new post, he will obtain the promotion and acting post in accordance with the policy of the company on job structure, criteria on adjustment of daily worker to monthly worker, promotion, higher post or approval the chairman of the executive board and the managing director.

2. Regulations and Criteria on Talent Management

“Talent person” means the employee with special capability, performance, skill/capacity and outstanding qualification recruited and selected from employees in the organization and recruited from outside.

Criteria on selection of talent employees from employees in the organization is based on high performance - KPIs/PIs and high competency considered from performance in the past three years while the assessment grade is required to be Good - Excellent and the core competency of the organization is required to be at least B only in accordance with the following core competency:

1. Analysis/assessment of problem
2. Communication
3. Focus on customer services
4. Follow-up
5. Teamwork/cooperation provided

In addition, the other qualifications required for the talent employees from recruitment and selection in the organization and new recruitment are as follows.

1. Leadership
2. Responsibility
3. Creativity
4. Principle and transparent management

Gunkul Engineering Public Co., Ltd. and GUNKUL's Group			
	Policy: Succession Plan and Talent Management	Document No.	OMD 2560/18
		Effective Date	25 Dec. 2017
	Approved by the Resolution of the Board of Directors Meeting No. 9/2560 dated 18 December 2017	No.	2.0
		Page	4/5

Development of Talent Persons

When the talent employees have been recruited and selected in accordance with the qualifications jointly determined by each division/line, background, training and performance records shall be prepared to promote the talent persons for better talent, efficiency of such person and the organization based on the model and criteria on development of talent persons like development of general personnel in the organization as follows.

1. Training need survey to determine the need of each unit and the individual need suitable to each job.
2. On the job training to determine the need of the individual undertaking the duties of the unit and to determine the measurement process whether in terms of written test or practice.
3. Off the job training whether it is the special training or the simulated model and case study.

When the post is available and the qualifications have satisfied the post with greater responsibility, the promotion will be made to an acting post in accordance with the policy of the company on job/position structure, criteria on adjustment from daily worker to monthly worker, promotion, promotion to a new post or approval from the Chairman of the executive board and managing director.

Change in Policy

The company reserves its right to cancel or amend this policy as deemed suitable with approval in writing from the chairman of the executive board.

Form

- Promotion & Acting Form
- PIs/Competency/Time Attendance Form
- Background record of the employees on performance assessment, KPIs/PIs and competencies together with training record of the Successor & Talent employees

Gunkul Engineering Public Co., Ltd. and GUNKUL's Group			
	Policy: Succession Plan and Talent Management	Document No.	OMD 2560/18
		Effective Date	25 Dec. 2017
	Approved by the Resolution of the Board of Directors Meeting No. 9/2560 dated 18 December 2017	No.	2.0
		Page	5/5

Revision Record

Document No.	Issue No. /Revision No.	Date	Revised part	Reason of revision	Date of Cancellation
HA 2559/89	1.0	22 November 2016	Rewritten	To comply with the principles of the supervising agency and the current operations	25 December 2017
OMD 2560/18	2.0	25 December 2017	Reviewed	To comply with the principles of the supervising agency and the current operations	-