



SUCCESSION MANAGEMENT

WELLCARE recognizes the need for a succession management program that is practical, structured and systematic to ensure leadership continuity in critical positions, acceleration of development, and retention of high performing and high potential talents.

The company is committed to the creation of a succession culture, with senior management at the forefront, driving and promoting the succession management system as a strategic priority.

The following are the overall objectives of the Succession Management program:

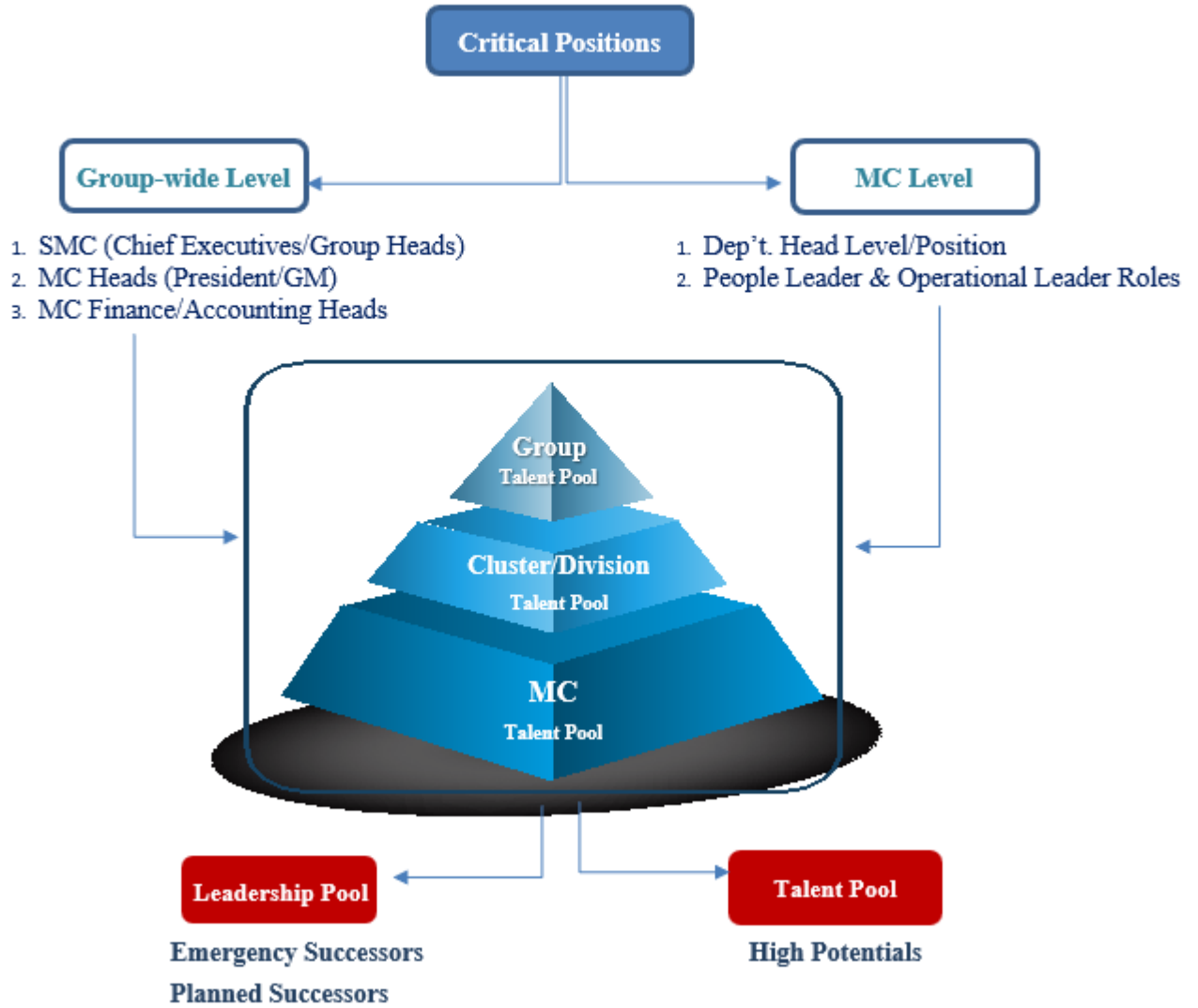
1. To provide a steady flow of eligible and qualified leaders to meet the organization's current and future business needs
2. To identify, develop/hire and retain high-potential individuals/talents who are capable of accelerated growth and advancement to positions of higher responsibility and accountability
3. To ensure that TDG's Leadership brand is maintained and aligned with the Group's Dream, Purpose and Core Values

A 4-Step Succession Management process will be implemented to efficiently facilitate the identification and development of talents.

PROCESS

- 1 Identify Critical Positions
- 2 Spot/Identify high-potentials and assess them against the set criteria
- 3 Create and implement succession and development plans
- 4 Monitor and evaluate effectiveness

The succession management program focuses on strengthening the People Leader and up pipeline by identifying talents or individuals who have the best chance to rapidly develop leadership competencies and capabilities.





II. STEPS in Succession Management

1. Identify Critical Positions

Critical Positions: These are Leadership positions that directly contribute or have a significant impact in fulfilling TDG’s strategic objectives. These may be existing today or are anticipated roles/positions in the MC or Division.

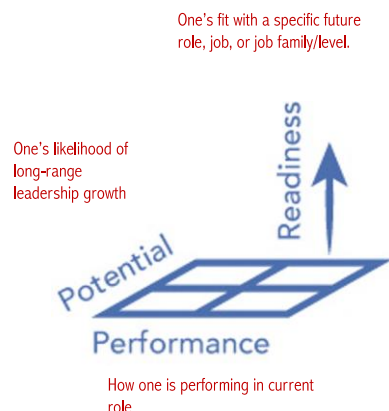
Criteria:

- Impact on Strategic Outcome
- Considered by management as a position of trust
- Hard to Fill Position
- Incumbent-/Person-based Factors

LEADERSHIP POOL		TALENT POOL
An Emergency Successor to immediately replace the incumbent in case of unexpected circumstances (ready now, or in less than a year)	Two to Three (2-3) Planned Successors ready to take over in due time (ready in 2 to 5 years)	A wider source of High Potential talents who are capable of accelerated growth and advancement.

2. Spot and Identify High Potentials and Assess Against the Set Criteria

To ensure that the process yields the right quality of high-potential individuals in TDG, the following is the selection criteria in assessing and identifying candidates:





3. Create and Implement Succession and Development Plans

With the end in mind of accelerating the readiness of identified high-potential candidates, the third step of the Succession Management process focuses on the creation and implementation of individual development plans.

The succession and development plans for the identified high-potentials shall be based on competencies that hone general leadership capabilities coupled with the required level of expertise in the specific functional area of the critical position.

The succession management development program shall involve a variety of learning and developmental experiences all of which shall be designed to improve proficiency in the targeted competencies of the identified high-potentials.

4. Monitor and Evaluate Effectiveness

Appropriate metrics will be created and monitored to serve as basis in analyzing the effectiveness of the implemented succession management initiatives.

As TDG's overall succession management program evolves and matures, additional and relevant metrics will be included in the process.

III. GROUPWIDE/MC IMPLEMENTATION

A Talent Review (TR) Committee will be created in TDGI. Based on the discretion of the MC Head (GM/President), the committee will be comprised of either selected Mancom members or of the entire Mancom of the MC. The MC Head serves as the Chairperson of the Committee.

(Note: Select members of the Senior Management Council (SMC) shall be responsible for the succession of the group-wide critical positions in TDG, as well as act as the final approving body for the succession plans of the MC and Division levels. The CLO serves as the Chairperson of the Committee.)



The Talent Review Committee shall meet as required or scheduled based on the annual succession management timelines to undertake the following key responsibilities:

1. Identify the critical positions based on the set criteria
2. Evaluate/deliberate on all the identified successors/high potentials based on the various assessment tools
3. Present and get approval/confirmation on the Leadership/Talent Pool
4. Agree on the succession plans and ensure that these are implemented
5. Regularly review and monitor the succession and development plans

Following are the roles of those involved in the Talent Review at the MC-level:

MC Head	Mancom Member
<ol style="list-style-type: none"> 1. Act as the Chairperson of the TR Committee. Preside over the meeting and ensure that the session objectives are met. 2. Reiterate the purpose and background of TDG's Succession Management process and clarify when and where needed 3. Ensure compliance to the process and timetable set. 4. Give final approval on all plans and decisions needed 5. Sustain the MC's commitment to the program 	<ol style="list-style-type: none"> 1. Actively participate in the deliberations particularly during the nomination, evaluation, and review of high potentials 2. Provide valuable feedback and collaborate with the MC Head in making final decisions in the phases of the succession process
MC HR	
<ol style="list-style-type: none"> 1. Act as high-level secretariat to the Talent Review Committee <ul style="list-style-type: none"> ▪ assist in setting the agenda ▪ maintain records of meetings and decisions ▪ provide inputs to the Talent Review discussions 2. Guide, orient or coach those involved about the process, guidelines, policies, requirements, etc. 3. Maintain an ongoing/updated information database which will include <ul style="list-style-type: none"> ▪ Personal/Work information of the concerned employees ▪ Forms and records of the assessment tools used ▪ Records of succession plan discussions ▪ Copies of learning/development plans ▪ Presentation materials 	