

Sanpower Job Ranking Management Structure (Trial2nd)

Sanpower Group HR Department [2015]

1. Purpose

The purpose of the Structure is used to clarify the description of Sanpower's global job ranking system, standardize the set-up and adjustment of each position and further improve the career development path for each employee.

2. Scope of Application

The Structure is a benchmark criterion for SanpowerHeadquarters job ranking system. All subsidiaries shall set out a corresponding job ranking system of their own on the basis of integrating this Structure and their practical situations, and report to the Chairman of Sanpower for approval before implementation.

3. Definitions

3.1 Ranking of Positions

Ranking refers to the rank that an employee holds in the Group and all subsidiaries. It collectively represents the level of an entity that an employee works at, scope of responsibility, capability, workexperience and performance of an employee.

The overall ranking structure is classified into twocategories, five tiers and eighteenrankings. The two categories are Management-category (M-category) and Profession-category (P-category), within which, there are fourteenrankings in M-category ranging from M5 to M18 and sixteenrankingsin P-category ranging from P1 to P16.

3.2 Title of Ranking

Title of Ranking refers to the title that an employee holds and it corresponds to his/her Ranking. For example: the Title of Ranking M10 to M12 respectively correspond to Associate Director, Director, Senior Director; P10 to P12 correspond to Associate Business Director, Business Director and Senior Business Director respectively.

4. Ranking and Title of Ranking

4.1 Principle of Ranking

The seniority of a Ranking is decided by the number it carries. M-category positions are more senior than P-category ones when they both bear the same number as M-category positions are management-related, for example, M18>M17>M16; P15>P14>P13; M15>P15.

4.2 Relation between Ranking and Benchmark Title of Ranking

Each Ranking corresponds to a Benchmark Title of Ranking in the same category. Please find further details in *List of Relation between Ranking and Benchmark Title of Ranking in Sanpower Group* (published separately). The relation between Ranking and the Benchmark Title of Ranking is shown in Table 1:

Table 1: Relation between Ranking and Benchmark Title of Ranking

M-Category		P-Category	
Ranking	Benchmark Title of Ranking	Ranking	Benchmark Title of Ranking
M18	CEO/President		
M17	Global Executive Vice President	/	/
M16	Senior Vice President	/	/
M15	Vice President	P16	Senior Business Vice President
M14	Senior Assistant President	P15	Business Vice President
M13	Assistant President	P14	Senior Assistant Business President
		P13	Assistant Business President

M12	Senior Director		
M11	Director	P12	Senior Business Director
M10	Associate Director	P11	Business Director
M9	Senior Manager	P10	Associate Business Director
M8	Manager	P9	Senior Business Manager
M7	Associate Manager	P8	Business Manager
M6	Senior Supervisor	P7	Associate Business Manager
M5	Supervisor	P6	Senior Business Supervisor
/	/	P5	Business Supervisor
/	/	P4	Senior Specialist
/	/	P3	Specialist
		P2	Staff
		P1	

5. Job Ranking Management

5.1 Position Set-up in Subsidiary.In accordance with job ranking systems in all subsidiaries, the Group appoints to all subsidiaries the key person of management team who holds the most senior Ranking, specifically:

Table 2: Range of Setting the Most Senior Ranking in Subsidiaries of All Levels

No.	Level of Subsidiary	Most Senior Ranking(Key Person of Management Team)
1	Level-One Subsidiary	M15-M16
2	Level-Two Subsidiary	M13-M14
3	Level-Three Subsidiary	M11-M12
4	Level-Four Subsidiary	M10-M11

*Note: The adjustment of Ranking of key person(s) in all subsidiaries, in principle, is not allowed to overrun the most senior Ranking which is based on the Level of a subsidiary.

5.2 Adjustment of Ranking

If there is any change to an employee in terms of the level of an entity he/she works at, job responsibilities, capabilities, work experience and performance, his/her Ranking will be adjusted accordingly. The adjustment includes promotion and demotion of Ranking and shift between M-category and P-category positions.

When the adjustment of a Ranking is beyond the authorization of key person(s) at any level of subsidiary, approval from the Chairman of Sanpower is required.

5.3 Application of Ranking

The Ranking will be extensively used in various aspects, such as organization and authorization, HR appointment, talent pool building, succession development, and salary and benefits.

6. Application, Training & Supervision

6.1 The Structure applies to staff of all departments in subsidiaries and the Group;

6.2 Head of HR Department in subsidiaries and the Group are responsible for employees' training of the Structure and supervision of the implementation of the Structure;

7. Sanpower Human Resources Centre reserves the rights of official interpretation of the Structure.

8. The Structure is valid for implementation from the day of sign-off and all previous documents relevant to this Structure will be abolished at the same time.

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