
POLICY TITLE : TRAINING BOND POLICY (GROUP)
POLICY NO. : CO 11.3
REVISION NO. : 02
ENTITY : CORPORATE / GROUP
DOCUMENT OWNER : CORPORATE HR

REV NO.	DESCRIPTION OF CHANGE	ORIGINATOR	RELEASE DATE
00	First Release	Corporate HR	1 October 2020
01	Amendments: <ul style="list-style-type: none"> - Employee under probation, the MSP will commence after his/her probation or upon completion whichever is later - Employees attending Forklift course to serve 3 months bond upon completion or reimburse full course fee 	Corporate HR	15 October 2020
02	Amendments: <ul style="list-style-type: none"> - Pt 2 inclusion of employee scope - Pt 3. Approval matrix for training request - Pt.4.1 Revision of Training Bond Matrix Employee Grade - Pt 4.6 Inclusion of MSP Clause for programmes not under Training Bond Matrix - Pt. 6 Employee with special approval on overlapping learning whilst serving MSP 	Corporate HR	25 September 2023



1. PURPOSE

- 1.1. The purpose of this policy is to clarify the standard procedures and guidelines for bonding administration and arrangements at YCH and its group of companies hereby known as “YCH Group”, and/or any 3rd party agents.

2. SCOPE

- 2.1. This policy applies to all employees (exclude contracts, temporary workers and interns). Learning and development programmes can be in the following forms:

- Academic qualification courses;
- Skill-based programmes;
- Professional development programmes;
- Any other learning programme deemed appropriate by YCH where Minimum Service Period (MSP) applies shall be communicated to the employees at least 4 weeks before commencement of such programme.

- 2.2. Employee will have to reimburse the Company for the course fees incurred in the following circumstances, applicable to applicants with or without bond:

- the course is terminated prematurely by the applicant
- the employee’s attendance falls below 75% or that required by SDF (whichever is higher)
- the employee fails to pass the course even after a re-exam (re-exam fees to be borne by the applicant)
- the employee terminates his/her services with the Company during the course of study
- the employee terminates his/her services with the Company within 3 months of study completion

3. APPROVAL MATRIX FOR TRAINING REQUEST

	Country Operations	Corporate Management
For training cost that is LESS than SGD \$5,000	<ul style="list-style-type: none">• HOD• Country GM• HR Manager / L&D Manager	<ul style="list-style-type: none">• HOD• HR Manager / L&D Manager
For training cost that is MORE than SGD \$5,000	<ul style="list-style-type: none">• HOD• Country GM• Cluster Head• Head, Group HR	<ul style="list-style-type: none">• HOD• Executive Director• Head, Group HR

4. TRAINING BOND MATRIX

- 4.1. Any employee, who has attended any local sponsored learning programme, whether internal or external, the employee agrees to continue their employment with YCH for a MSP (mentioned in the table below). For confirmed employee, the MSP



will commence on the first working day upon the completion of learning programme. For employee under probation, the MSP will commence after his/her probation or upon completion of learning programme, whichever is later.

MINMUM SERVICE PERIOD (months)	6	12	18	24	30	36	42	48	54	60
EMPLOYEE GRADE	LEARNING INVESTMENT (\$\$)									
AD/DEPUTY HEAD OF FUNCTIONS & ABOVE	≥4000	≥6000	≥8000	≥10000	≥12000	≥14000	≥16000	≥18000	≥20000	≥22000
AM – GROUP SNR MGR	≥3000	≥4500	≥6000	≥7500	≥9000	≥10500	≥12000	≥13500	≥15000	≥16500
SNR EXEC/EXEC	≥2000	≥3000	≥4000	≥5000	≥6000	≥7000	≥8000	≥9000	≥10000	≥11000
NON-EXEC	≥1000	≥1500	≥2000	≥2500	≥3000	≥3500	≥4000	≥4500	≥5000	≥5500

- 4.2. The learning investment shall include learning programme fee, examination fee, allowances, airfare, accommodation costs and any related expenses, regardless of sponsorship amount.
- 4.3. For example, if learning investment is \$1,800 for Non-Executive, the bond period will be 12 months.
- 4.4. The maximum sponsored learning investment is according to the employee grade. If the learning investment is more than the maximum investment, the employee has to copay for the remaining.
- 4.5. For example, if learning investment is \$40,000 for an AD, YCH will sponsor \$22,000 and the employee will pay the remaining \$18,000.
- 4.6. For programmes that do not fall in the training bond matrix, there will be a MSP of three (3) months upon completion, failure to do so will result in employee having to reimburse the company in full for the programme costs.
- 4.7. For example, employees who have attended Forklift course should continue to serve YCH for a period of 3 months upon completion or reimburse YCH the full course fee.
- 4.8. Any No-Pay Leave taken will not count towards the discharge of the MSP. In other words, the MSP will be suspended during the period of No-Pay Leave.

5. REPAYMENT OF BOND

- 5.1. Employees should continue to serve YCH for a period according to the table under para 3.1 or reimburse YCH the pro-rata learning investment for the remaining service period.
- 5.2. Refund of learning investment shall be based on learning programme fee, allowances, airfare, accommodation costs and any related expenses after any subsidies. The pro-rata shall be reduced by an amount equivalent to the Proportion, which is calculated as follows:

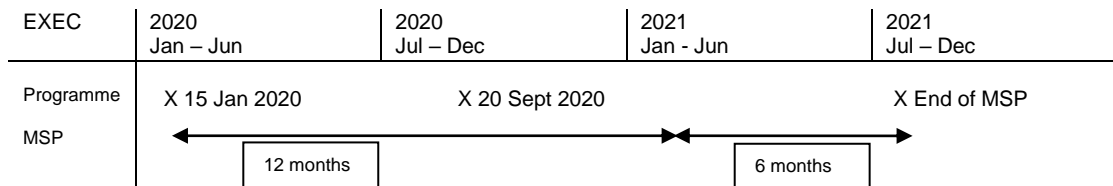


$$\text{Proportion} = \frac{\text{Number of uncompleted months of the service period}}{\text{Service Period}} \times \text{Learning Investment}$$

- 5.3. For example, an AD attended a training with total learning investment of \$12,000 and the minimum bond period is 30 months. He completed 12 months and served his notice. YCH will recover \$7,200 ([18 months / 30 months] x \$12,000).
- 5.4. Recovery of full cost of learning investment will be through deduction from employee's salary, based on YCH's recovery procedure.

6. CONSECUTIVE/OVERLAPPING LEARNING

- 6.1. Employees can only take on other programmes upon completion of current bond, this is so that others have the chance to go for developmental programmes as well, unless special approval obtained.
- 6.2. Employee with special approval to undergo another programme whilst serving MSP, the MSP of the 2nd programme shall commence after the 2st MSP has been served.
- 6.3. For example, an EXEC is scheduled to attend and complete 2 different programmes
 - 15 January 2020: Learning investment of \$3,500 with MSP of 12 months
 - 21 September 2020: Learning investment of \$2,500 with MSP of 6 months
 EXEC will complete his MSP effectively on 20 July 2021, timeline will be as follows:



7. PROCEDURE

- 7.1. If the learning investment falls within the bond table under para 3.1, HR will prepare the training bond agreement for employee to sign.
- 7.2. If the employee resigns within the bond period, HR will calculate the proportion for claim back.
- 7.3. The bond will automatically lapse after the bond period ends.

8. ATTACHMENT / REFERENCES

- 7.1 Training Bond Agreement