FCI Aravali Gypsum and Minerals India Limited (FAGMIL)

Succession Planning & Leadership Development Program

A structured leadership pipeline for a PSU under the Department of Fertilizers

FCI Aravali Gypsum and Minerals India Limited is Mini Ratna –II Category Company under the administrative control of Department of Fertilizer, Ministry of Chemicals and fertilizers. Its main product is Mineral grade Gypsum, a minor mineral declared by Government of India with wide application as natural gypsum fertilizers for sodic land reclamation &mineral deficit recovery of land. Natural gypsum of low grade is also used for cement manufacturing as an essential component. The gypsum product/mines of FAGMIL is carried out at Mohangarh-I & II, Suratgarh, Bikaner & Kavas through long term lease as well as through STP.

Organizational future need and goals:

Succession planning of the organization is an essential futuristic strategic action plan for growth & sustenance of the organization in the long term. This is a integration of individual perspective and interrelated, holistic approach of organization to attain the peak of the organizational growth in both short run and in long run. For the optimum utilization of the resource it also plays a significant role. For an organization like FAGMIL with currently operating on single minor mineral with limited manpower and on the way of diversifying its operations with expanding its wings to other minerals including critical minerals like Limestone, Rock Phosphate, Silica sand and its allied products, it is vital to bring forth the future strategic plans & required manpower strength to the attention vis a vis the current strength of human resources.

Subsequent upon the declaration of the organization as a notified exploration agency, it has entered into Exploration of diversifying minerals including critical minerals like potash &Rare earth elements.

FAGMIL is also proceeding with the development and installation of facility for production of PROM-Phosphatic Rich Organic Manure to have foot print in the fertilizer segment with direct involvement to meet the national requirement from current year.

FCI Aravali Gypsum and Minerals India Limited (FAGMIL)

Succession Planning & Leadership Development Program

A structured leadership pipeline for a PSU under the Department of Fertilizers

FCI Aravali Gypsum and Minerals India Limited is Mini Ratna –II Category Company under the administrative control of Department of Fertilizer, Ministry of Chemicals and fertilizers. Its main product is Mineral grade Gypsum, a minor mineral declared by Government of India with wide application as natural gypsum fertilizers for sodic land reclamation &mineral deficit recovery of land. Natural gypsum of low grade is also used for cement manufacturing as an essential component. The gypsum product/mines of FAGMIL is carried out at Mohangarh-I & II, Suratgarh, Bikaner & Kavas through long term lease as well as through STP.

Organizational future need and goals:

Succession planning of the organization is an essential futuristic strategic action plan for growth & sustenance of the organization in the long term. This is a integration of individual perspective and interrelated, holistic approach of organization to attain the peak of the organizational growth in both short run and in long run. For the optimum utilization of the resource it also plays a significant role. For an organization like FAGMIL with currently operating on single minor mineral with limited manpower and on the way of diversifying its operations with expanding its wings to other minerals including critical minerals like Limestone, Rock Phosphate, Silica sand and its allied products, it is vital to bring forth the future strategic plans & required manpower strength to the attention vis a vis the current strength of human resources.

Subsequent upon the declaration of the organization as a notified exploration agency, it has entered into Exploration of diversifying minerals including critical minerals like potash &Rare earth elements.

FAGMIL is also proceeding with the development and installation of facility for production of PROM-Phosphatic Rich Organic Manure to have foot print in the fertilizer segment with direct involvement to meet the national requirement from current year.

Identification of Critical roles and vulnerable positions in need of successors :

As per standard practice FAGMIL is in the process of restructuring minimum critical position as 15% total strength. i.e. 3 to 4 positions as per current strength as well as demand of next five years. However the following positions are considered as critical for the organization for attaining organizational growth. However the requirement shall be reviewed regularly based on the expansion plan and at the functional top level we may include more leadership positions based on workload.

Roles	Responsibility
Functional head	To look after the areas of mining, commercial, Finance, Project and HR, exploration, and business development and MOU requirements.
In-charge Mining	Looking after the production of Gypsum and other minerals, mining compliances etc in the pipeline and to meet the MOU target.
In-charge Projects	Looking after the current projects and future projects for organizational growth in time bound manner and complying with all related requirements.
In-charge Exploration	Exploring blocks through NMEDT, PSU and Private parties and all other possible areas to expand the business and other growth initiatives in diversified areas and to meet the MOU target
In-charge Finance	Looking after the financial aspects ,compliance and overall financial health of the organization and to meet the MOU target
In-charge Marketing	FAGMIL is expanding and to meet the MOU target by managing the gypsum sales to achieve the name plate capacity of sales, trading of gypsum to capture and retain market share and developing other mineral areas including limestone and Rock phosphate, silica sand, PROM and other mineral areas

Identification of Critical roles and vulnerable positions in need of successors :

As per standard practice FAGMIL is in the process of restructuring minimum critical position as 15% total strength. i.e. 3 to 4 positions as per current strength as well as demand of next five years. However the following positions are considered as critical for the organization for attaining organizational growth. However the requirement shall be reviewed regularly based on the expansion plan and at the functional top level we may include more leadership positions based on workload.

Roles	Responsibility
Functional head	To look after the areas of mining, commercial, Finance, Project and HR, exploration, and business development and MOU requirements.
In-charge Mining	Looking after the production of Gypsum and other minerals, mining compliances etc in the pipeline and to meet the MOU target.
In-charge Projects	Looking after the current projects and future projects for organizational growth in time bound manner and complying with all related requirements.
In-charge Exploration	Exploring blocks through NMEDT, PSU and Private parties and all other possible areas to expand the business and other growth initiatives in diversified areas and to meet the MOU target
In-charge Finance	Looking after the financial aspects ,compliance and overall financial health of the organization and to meet the MOU target
In-charge Marketing	FAGMIL is expanding and to meet the MOU target by managing the gypsum sales to achieve the name plate capacity of sales, trading of gypsum to capture and retain market share and developing other mineral areas including limestone and Rock phosphate, silica sand, PROM and other mineral areas

9	Qualification, learning and adaptability
10	Diversified knowledge , digital orientation

Talent Assessment

Based on the above competencies executives will be evaluated on 5 point competency scale out of total 50 marks categorized as 1 = Basic, 2 = Developing, 3 = Competent, 4 = Advanced, 5 = Strategic/Expert. Committee of CMD, GM and I/c HR will conduct these competency mapping every 6 months. Based on these evaluations, the competent authority will assign critical responsibilities to High-High, High-Medium, or Medium-High potential employees as organizational requirement arise & initiate necessary follow-up actions.

Performance \ Potential	Low	Medium	High
High	Expert / specialist	Functional leader	Future leader
Medium	Coaching / review	Normal development	Accelerated development
Low	Performance improvement	Performance improvement	Coaching + potential review

Individual Development Plan (IDP)

Every identified executive for the critical position should provide self assessment of his annual IDP covering current strengths, competency gaps, developmental assignments, formal training requirement, mentoring requirement and targetted measurable outcome to be achieved for assessment by the above committee. Accordingly the committee shall make an annual plan for the development of the executive to keep him updated for future assignment if required. The HRM department shall make a comprehensive plan

9	Qualification, learning and adaptability
10	Diversified knowledge , digital orientation

Talent Assessment

Based on the above competencies executives will be evaluated on 5 point competency scale out of total 50 marks categorized as 1 = Basic, 2 = Developing, 3 = Competent, 4 = Advanced, 5 = Strategic/Expert. Committee of CMD, GM and I/c HR will conduct these competency mapping every 6 months. Based on these evaluations, the competent authority will assign critical responsibilities to High-High, High-Medium, or Medium-High potential employees as organizational requirement arise & initiate necessary follow-up actions.

Performance \ Potential	Low	Medium	High
High	Expert / specialist	Functional leader	Future leader
Medium	Coaching / review	Normal development	Accelerated development
Low	Performance improvement	Performance improvement	Coaching + potential review

Individual Development Plan (IDP)

Every identified executive for the critical position should provide self assessment of his annual IDP covering current strengths, competency gaps, developmental assignments, formal training requirement, mentoring requirement and targetted measurable outcome to be achieved for assessment by the above committee. Accordingly the committee shall make an annual plan for the development of the executive to keep him updated for future assignment if required. The HRM department shall make a comprehensive plan

1. **Identification of Competency gap:**
   To be carried out and recorded by HRM from Self declaration or through the committee recommendation
2. **Training program**:
   The identified person for the critical positions shall be trained by various training programs by outside professionals and programs of DPE/SCOPE etc from time to time.
3. **Mentoring Program**
   Each identified successor E4/E5/E6 should have a senior mentor. Mentoring should be conducted at least half yearly and cover career development, current assignments, leadership challenges, development gaps and future responsibilities.

4. **Job rotation and cross functional exposure**
   The identified executives shall have to carry out various functions at corporate office as well as at unit level for the better understanding of the business function and they shall be posted at unit level for minimum 3 years to be eligible for the identified positions and accordingly rotation of function and cross functional job rotation shall be carried out except for the finance portfolio.
5. **Training by trained persons**
   All persons taken training outside have to train to all the officers by giving required no of lecturers and measurement of impact ot be done by HRM. Also executive shall be encouraged to give lectures about their domains to all the officers to enhance collective understanding of the work and affairs of the organization.

Three -Year Roadmap

Period	Priority actions
2026–27	Identification of critical positions, competency framework, talent assessment, successors, IDPs and to determine the requirement of

1. **Identification of Competency gap:**
   To be carried out and recorded by HRM from Self declaration or through the committee recommendation
2. **Training program**:
   The identified person for the critical positions shall be trained by various training programs by outside professionals and programs of DPE/SCOPE etc from time to time.
3. **Mentoring Program**
   Each identified successor E4/E5/E6 should have a senior mentor. Mentoring should be conducted at least half yearly and cover career development, current assignments, leadership challenges, development gaps and future responsibilities.

4. **Job rotation and cross functional exposure**
   The identified executives shall have to carry out various functions at corporate office as well as at unit level for the better understanding of the business function and they shall be posted at unit level for minimum 3 years to be eligible for the identified positions and accordingly rotation of function and cross functional job rotation shall be carried out except for the finance portfolio.
5. **Training by trained persons**
   All persons taken training outside have to train to all the officers by giving required no of lecturers and measurement of impact ot be done by HRM. Also executive shall be encouraged to give lectures about their domains to all the officers to enhance collective understanding of the work and affairs of the organization.

Three -Year Roadmap

Period	Priority actions
2026–27	Identification of critical positions, competency framework, talent assessment, successors, IDPs and to determine the requirement of

Competent authority

Chairman and Managing Director will be the approving authority for list of identified positions. Roles, potential successor for the critical positions and to take appropriate steps for fulfilling the requirement from existing or through recruitment to roll out the plan for a better tomorrow of the organization.

Guiding Principle

This is a HR initiative and success of the program shall be the sole responsibility of the In charge HR and the document shall be communicated to DPE as part of MOU compliance.

"Every critical position in FAGMIL should have at least two identified and development-ready successors, while every high-potential officer should have a defined pathway to enterprise-level leadership."

This program is intended as a management framework and should be aligned with applicable Government of India, DPE, Department of Fertilizers, service rules and FAGMIL's approved HR policies before formal adoption.

Power to amend and interpretation

To amend, alter or modify or withdraw the plan as required shall be with the approval of Board and CMD has the authority to interpret of any of the its provisions.

For FCI Aravali Gypsum and Minerals India Limited

Shri Prasanta Kumar Das
Chairman & Managing Director (CMD)

Date: 09-10-2026
Place: Jodhpur

Note: ***The above Succession Planning & Leadership Development Programme has been approved by the Board of Directors of the Company vide Resolution by Circulation No 01 dated 05 October 2026.***