



Human Resources Management and Development Policy

✦ Human Resources Management Policy

For responding to Corporate HR Policy, Human Resources Management Policy has mainly been concentrated on the following:

- **Manpower planning Policy**

To support all lines of business in Samart group, the Company has applied a variety of HR indicators and tools in optimizing manpower planning also balancing among functional workloads to increase HRM & HRD policy more efficiencies. These would enhance organizational design and restructuring as well as enable HR manpower policy and costing most effective to company leading to success in both current and new company business meeting company's vision and mission sustainably.

- **Recruitment & Selection Policy**

Proactive recruitment approaches have been applied in acquiring capable people at all careers , levels and positions including of sourcing and attracting all levels of candidates by launching Campus Tour and Activities Programs in leading universities, coordinating with business recruitment agency and allied business network to build SAMART group's branding to all external candidates. In Selection Policy, the Company places importance on the selection process, focusing on the most appropriate knowledge, ability and attribute by which their virtues recruitment & selection combines cooperation among original affiliation, expertise in various careers and human resources department to ensure the process of recruitment & selection the most equitable and best efficiency. Thus, the selection of employees is transparent, appropriate and support the Company's business situation to lead to the sustainable success.

- **Performance Management and Development Policy**

The Company has a policy of fair employee performance evaluation, in accordance with the policies and strategies of all business lines. This involves implementing a Key Performance Indicator (KPI) system that cascades organizational goals down to the departmental and individual levels, aligned with business plans, and coupled with assessments of competencies at all levels (Corporate Competency). This includes implementing a modern and standardized performance management system within the organization to control, monitor, and manage the performance of executives and employees at all levels. The results will be used for continuous personnel development, leading to the sustainable achievement of the Company's mission.

- **Human Resources Management and Development Information Technology Policy**

The Company conducts information technology developed by Human Resources Information Systems to support both HRM & HRD functions through "HRIS Applications" and HR website for all digital platforms by increasing speed of work, data accuracy, decreasing operation cost, and applying digital technology to HR procedures by portal services. Furthermore, the Company would fully utilize HRIS data to support in HRM & HRD Policy decision making for sustainable organization achievement.

- **Compensation & Benefit Policy**

The Company wisely formulates compensation, benefit and welfare scheme by job analyzing and evaluating all positions, responsibilities and their performances at all levels throughout the Company to determine corporate compensation, benefit and welfare policy being compatible to organizational position including of skill, accountability, knowledge, and competence related to business operation and economic situation with comparative analysis among related businesses as well as strictly complying to labor law and compliance. These might ensure that our employees would be in the appropriate and equitable compensation, benefit and welfare package being competitive in labor market or among leading companies in the industry.

- **Employee Relation & Engagement Policy**

The Company places strong emphasis on building and escalating employee relationship among company, top executives, and employees as well as two-way communication as a mean to communicate top management direction to all employees closely and directly for exchanging employee's innovative, improvement and other open-mind ideas to enhance the Company business operations and other processes including of synergy and culture cultivation activities, known as project "Lunch & Learn" and "Open mind box". This includes establishing a DNA Culture Counsel team, comprised of employee representatives, to advise on various projects and activities, and conducting employee satisfaction and engagement surveys. The Company's retention and turnover rate are closely monitored in relation to employee performance. Moreover, the Company has promoted and developed work practices, skills, career advancement, compensation, and benefits, improving work environments, quality of life, mental well-being, finance and health; and organizing projects or activities on various occasions to foster a professional work culture (Team of Professionals), develop employee engagement, and retain employees.

- ✦ **Human Resources Development Policy**

The Company has a consolidated HRD policy to continuously develop the knowledge and ability of employees being appropriate to their owned position at all levels for leading them to success their owned career at the Company and also achieving business's needs and preparing staff for domestic and oversea digital business expansion to "professional" and opportunities for advancement of employees. Therefore, the Company aspires to develop employees in all careers at all levels by harmonizing a wide range of development tools for increasing their owned skill, knowledge, capability through corporate culture and code of conduct according with the Company strategy and operation not only for present day but the future business as well.

- **Career Development Policy**

The Company defines career development policy by which the Company further supports employees in all careers to be continuously developed in their qualifications, knowledge and abilities. Particularly, competency approach has been applied to categorize required business capabilities to Generic competency, Managerial Competency and Functional Competency for analyzing, planning, and leading to individual competency development with diversified development tools for all executives and all employee levels. Thus, our employees might be developed to create their high potential specified by both corporate and Line of business (LOB) levels to prepare for business expansion.

- **Employee Training & Development Policy**

The Company regards the employees as a key success factor and fundamental to success as "Learning & Growth Aspect" in order to achieve business strategies and goals, resulting in

corporate sustainable growth and business competitive advantage. Hence, the Company has HRD policy to continuously develop all employees among qualifications, knowledge and ability in parallel with the human resources development system at all levels as summarized below;

- **In-house Training**

To encourages and develop the employees to facilitate the organization's strategies and goals most effectively and efficiently. The Company therefore conducts standardized training courses matching the company and recruiting career expertise to be coach or instructor deem necessary to achieve business goal and support sustainable growth of the Company.

For top and management executives

The managerial competency program, courses have been designed for management level in order to develop in managerial competency to strengthen leadership and management skills for executives as well as prepare promotion qualification in the future for pre-executive or talent employees. Moreover, this program would elaborately lead executives to support organization's business growth and prepare the Company to become business leader in the industry existed. These courses provide innovated and practical knowledge to be applied to arrange managerial work such as Creating & Strategic Implementation Plan, Modern Supervisory, etc.

For operational staffs

The Company develops professional skills, knowledge, and abilities to enhance job performance in areas such as risk management, financial and accounting standards, legal knowledge, computer and technology skills, marketing and sales skills, IT and ISO standards, administrative management, training, and labor skills testing, etc.

For all employees

The Generic Competency Program, courses have been designed to ensure that the employees could perform their work in accordance with their owned career and the corporate culture at the most efficiency such as Orientation course for new employees, Effective communication, Courses for corporate culture, etc.

Furthermore, to accommodate business expansion, develop employee in English communication skill and achieve their competence continuously, the Company thus developed English communication skills standardized and modernized among classroom training, e-learning and V-Learn (Internal Online Training of the Company) being used to support a large group of learner both new and current employees. This has enabled employee at all levels developing for this skill more conveniently at anywhere and anytime to achieve business goal.

- **External Training**

In addition to In-house Training, the Company supports all executives and employees to acquire external standard knowledge and skill from training certified courses conducted or instructed by external reputable institutes standardized and modernized both local and international in form of classroom training and external E-Learning. These will enhance their expertise, knowledge, ability, updating and exchanging new aspect with other organizations to apply some appropriate approach to organization relevantly regarding to achieving sustainable business goal.

- **Knowledge Management**

ources developing in long term and adding business value, the Company thus considers information technology as an important tool for improving staff management efficiency, Project “SAMART knowledge sharing”, V-Learn (Internal Online Training of the Company) and e-library has been implemented, this promotes knowledge management throughout organization and responds to business’ mission continuously and sustainably.

- **Talent Management Policy and Succession Planning**

The Company designed special HRM & HRD programs and tools to prepare excellent performance and high potential employee (talent) for their succession planning including of Job rotation, Job Enlargement & Enrichment, Job assignment, Talent monitoring, and fast-track program preparation. By encouraging them through employee engagement programs as well, these would motivate talent to full utilize their owned skill, knowledge, competence and potential to dedicate performing all missions to achieve SAMART’s goals most efficiently.

Furthermore, the Company always recognizes the importance of having a succession plan, especially at the top management level with Career Path Development Plan, to ensure continuity when there is a vacancy or to support expansion of business.

The Company has provided the training continuously and systematically in order to promote opportunities for them to have knowledge, management skill, problem solving skill and making effective decision. In addition, the Company has arranged internal and external training course.

- **Environment Management Policy**

The Company places great significance on the use of energy and resources consciously for maximum benefits. Consequently, the policy has been planned to encourage employees to have knowledge and to practice in managing environmental management of the Company through training courses, public relations, campaign, and activities. Example activities include organizing training courses in classrooms and online, and disseminating campaigns for 5S activities, energy and resource conservation projects of the Company consisting of reducing the use of water resources, electricity, air conditioning, fuel, paper, waste donation project, waste reduction project. The Company also provide knowledge, training and development program starting from new employee orientation, including e-learning both internal and external training to raise awareness of the Company's environmental management incorporated into key policies and disseminated on the Company and HR website through various activities of the Company, etc.

- **Disabilities and disadvantaged employment policy**

The Company respects all human rights principles equally without discrimination. For the disabled and underprivileged groups, the Company supports by giving opportunities to the disabled and underprivileged groups employing and/or paying subsidies to the Fund for Empowerment of Persons with Disabilities in accordance with the law as well as supporting the underprivileged groups through the Company's donation and social assistance projects.

- **Fair termination policy**

In case of necessity to lay off employees, the Company places importance on both guilty and non-guilty with equality and fairness, procedures, actions and payment of compensation in accordance with the law.