



# Human Resource Management and Development Policy

Khon Kaen Sugar Industry Public Company Limited  
and Group Companies

## Human Resource Management and Development Policy

Khon Kaen Sugar Industry Public Company Limited and its subsidiaries have established human resource management and development policies to demonstrate their commitment to conducting business in accordance with the Universal Declaration of Human Rights, respecting and complying with laws and human rights principles, and to ensure that human resource management has fair operational guidelines with management principles comparable to leading company standards. These policies aim to enhance efficiency in management and development of fundamental human resource management systems to strengthen them as important mechanisms for increasing competitive potential and enhancing the company's capability to drive business toward sustainable development.

### Objective

To ensure that the human resource management of Khon Kaen Sugar Industry Public Company Limited or KSL Group follows unified guidelines that firmly uphold respect for human rights and promote the rights and freedoms of all employees. This policy has been established to define principles and operational guidelines to promote equality and prevent discrimination, protect the human rights of all employees, promote work in a safe and friendly environment, create knowledge and understanding about human rights in the workplace, and ensure that all employees in the organization are treated equally and have rights and freedoms.

### Employee Recruitment and Selection

The Company will strictly comply with laws, regulations, and rules related to employment in all locations where the Company operates its business. The Company will conduct employee recruitment and selection through efficient and fair systems to obtain employees with knowledge and abilities appropriate for the positions and qualifications consistent with the organizational culture "DISC," providing equal opportunities to applicants of all races, languages, religions, and genders. Applicant information will be kept confidential throughout the recruitment and selection process. The Human Resources division must compile applicant data to serve as a database for preparing and supporting the personnel needs of various departments as required.

### Compensation Management

The Company has a compensation management policy based on the principles of fairness and equality. The Company will manage compensation to ensure internal fairness and external competitiveness, while adhering to the principle of pay-for-performance that links compensation to capabilities and work achievements. The Company will implement standardized compensation management systems within the organization, operating according to 6 key principles: Adequacy, Equity (including internal equity, external equity, and individual equity), Balance, Security, Incentive, and Control.

### **Performance Management**

The Company establishes a fair and transparent performance management system in which all employees participate in setting goals, monitoring, and evaluating performance together with their supervisors. This must align with the organization's goals and strategic plans.

Employee performance evaluation will assess both work results and employee behavior. The work results evaluation will be based on performance compared to predetermined goals that employees have agreed upon with their supervisors, and the behavioral evaluation will be assessed using the organizational values criteria of DISC.

Employee performance evaluation results will be used in the Company's human resource management by considering them for annual salary increases and/or annual bonuses, as well as for consideration of job grade promotions and position advancements. A Human Resource Committee (HRC) will be established with the objective of reviewing human resource policies and screening information related to the process of proposing considerations for cases involving assignment of acting positions, grade/position adjustment proposals, appointment/transfer proposals, and special salary adjustment proposals for employees within the organization.

### **Salary Structure Management**

The Company employs a unified salary structure system for employee salary management. The salary structure is designed to align with the job value of each job grade and the Company's ability to pay, in order to maintain the Company's competitiveness and support the Company's growth.

The salary structure is established according to the Company's salary management policy, which may be adjusted as appropriate and according to market competitiveness. The Company will regularly monitor labor market movements to review and improve the salary structure to ensure that the Company's salary structure remains comparable and competitive with external organizations.

### **Welfare and Benefits Administration**

The Company provides welfare and benefits to employees as required by law, and the Company may consider providing additional welfare and benefits beyond legal requirements as appropriate for each area, in order to promote well-being, enhance security and safety, create suitable working environments, and boost employee morale and motivation.

## **Safety and Health Management**

The Company has implemented safety, occupational health, and work environment measures to ensure employee safety and good health in work performance, which comply with the Occupational Safety, Health, and Work Environment Act B.E. 2554 (2011).

Safety, occupational health, and work environment are the responsibility and participatory obligation of employees in their work performance. Therefore, it is essential that all employees understand and cooperate in performing work correctly according to safe work procedures to reduce risks that may cause various hazards to themselves and others. The Company therefore requires employees to learn about accident prevention and safety within the office and various work areas, and also conducts workplace inspections of lighting levels in offices and work environments.

## **Employee Relations**

The Company has a policy to respect and comply with laws, regulations, rules, and local customs relevant to all locations where business is conducted, and will treat employees with respect for their individuality and human dignity. Compliance with laws, regulations, rules, local customs, and the Company's rules and regulations is considered a fundamental obligation that all employees must observe. The Company will provide appropriate, accurate, and sufficient information and communication on matters relevant to employees at all levels to foster understanding and good relationships between the Company and employees.

## **Employee Training and Development**

The Company has a policy to train and develop personnel to have sufficient knowledge, capabilities, and skills for their job responsibilities, as well as to support the Company's strategic plans and growth. With the firm belief that all employees are human resources who can be developed, the Company therefore supports and provides opportunities for all employees to utilize and develop their abilities to their full potential.

Furthermore, the Company has adapted personnel development approaches to suit current circumstances and extend new work trends to achieve maximum flexibility and agility (Flexible Workplace) by supporting self-learning through online platforms, while elevating comprehensive personnel development to support the long-term growth of the KSL business group. The Company emphasizes the development of all important processes, from creating talent pools to support future organizational growth (KSL Talent Pool), systematic workforce strategy planning throughout the Company group, designing learning approaches suitable for business and each position through Learning Solution Design, intensive Individual Development Programs for key positions, and accurate measurement of learning outcomes in terms of new behavioral changes and business impact through empirical evaluation.

### **Succession Planning Management**

The Company establishes "Succession Plans" for positions that are critical to the business and positions of employees who are approaching retirement age, in order to prepare employees to be ready to advance to new positions or higher-level positions, as well as to support the Company's future growth. This includes systematic preparation of Individual Development Plans (IDP) in advance every year.

Furthermore, the Company establishes committees or relevant management teams responsible for overseeing the consideration and designation of key positions requiring succession plans, selecting qualified candidates who meet succession standards, considering training and development plans that require ongoing monitoring and evaluation, as well as proposing consideration and approval for position appointments in a fair and continuous manner.