



Document	Human Resource Management Policy
Document No.	PROUD/LC/POLICY016
Effective Date	1 January 2021

Human Resource Management Policy

Proud Real Estate Public Company Limited and its subsidiaries (the “Company”) recognise the importance of human resource development as a key factor in driving organisational success. The Company believes that employees are among its most valuable resources and that investment in their potential is essential to creating added value for the Company. This Human Resource Management Policy has therefore been established to create an effective working environment, promote creativity, respect and embrace diversity, and foster positive relationships with employees and all stakeholders.

Purpose

This Human Resource Management Policy has been established to ensure that the Company’s human resource management is carried out efficiently and transparently. The Policy is aligned with effective human resource management practices and the principles of good corporate governance. The Company also promotes the continuous development of employees’ skills and potential to enhance work performance and career growth, contributing to the Company’s long-term sustainability and success.

Guidelines

1. Fair Labour Practices and Human Rights

The Company has established clear human rights policies and practices in compliance with applicable laws and with respect for cultures, traditions, values, and cultural diversity. The Company is committed to respecting employees’ human rights and providing employees with other benefits. All employees and individuals affected by the Company’s business operations shall be treated equally and without discrimination. The Company also places importance on avoiding involvement in human rights violations and adopts a systematic approach to human resource management, ensuring equal treatment for all employees. The Company also recognises the importance of caring for communities, society, business partners, and the entire supply chain based on the principles of fairness, safety, and the improvement of quality of life.

2. Workforce Planning and Recruitment

The Company has established a workforce planning policy aligned with its business direction and growth. The Policy focuses on developing recruitment and selection processes to identify personnel whose qualifications, capabilities, and potential are appropriate for each position and consistent with the Company’s organisational culture. This prepares the Company’s workforce to support changes and the Company’s business operations.

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The Company shall recruit and appoint employees according to operational needs and job requirements. The Company does not discriminate in employment, wages, remuneration, benefits, training and development opportunities, termination, or retirement. The Company provides opportunities for, promotes, and attracts a diverse workforce regardless of race, religion, language, age, gender, culture, attitudes, values, knowledge, capabilities, experience, or other job-related characteristics. Recruitment and selection shall be conducted fairly based on competencies (Competency Based) and the diversity of high-potential talent (Diverse Talents).

Where a position becomes vacant, the Company shall first provide opportunities for and consider existing employees for the vacant position. If the position cannot be filled internally, the Company shall recruit and appoint external candidates. The Company's recruitment channels are divided into two main types: job boards, such as JobsDB and JobThai, and online media (Social Media), such as Facebook, Line OA, LinkedIn, and the Company's website. These channels help expand the target candidate pool in line with the nature of work within each company in the Group and respond to changing lifestyles in today's society.

The Company shall consider employing persons with disabilities whose conditions are compatible with the Company's working conditions. If the Company is unable to employ the number of persons with disabilities required by law, it shall contribute to the Fund for Empowerment of Persons with Disabilities at the rate prescribed by law. The Company does not employ persons below the minimum working age prescribed by law. Where young workers of a legally permitted age are employed, the Company shall ensure that they receive all protections and rights required by law.

3. Performance Management

The Company shall implement an effective performance management system by establishing clear Key Performance Indicators (KPIs), comprising corporate, departmental, and individual performance targets that are aligned and connected. The Company places importance on linking performance evaluation with remuneration to motivate employees to achieve the established targets. In addition, rewarding employees whose performance meets established standards helps promote a high-performance culture and strengthens employees' commitment to the sustainable development and growth of the organisation.

4. Compensation and Benefits Management

The Company adheres to the principle of fairness in managing short-term and long-term compensation and benefits for employees. The Company aims to ensure internal fairness and external competitiveness and links remuneration to performance results. The Company has established a

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Nomination and Remuneration Committee, a performance appraisal system, and a salary structure that reflects the value of each position, the Company's ability to pay, and wage rates in domestic and international markets. These arrangements ensure that remuneration is managed transparently and fairly and that employees receive appropriate remuneration in line with standards in the same industry. They also help the Company remain competitive and support its continued growth.

5. Employee Development

The Company places importance on improving work efficiency and continuously developing employees' potential. An annual training plan is prepared in line with the specific requirements of each job function and linked to employee performance results to ensure effective development. The Company provides equal opportunities for all employees to advance in their careers. Employees at all levels are encouraged to learn and develop continuously, both in the knowledge and skills required for their current roles and in preparation for future assignments, together with leadership development. The Company does not discriminate on the basis of gender, age, race, religion, education, sexual orientation, skin colour, or social status. The Company also supports women, persons with disabilities, and other disadvantaged groups to create an environment conducive to learning and development.

6. Employee Engagement

The Company places great importance on employee satisfaction surveys across various areas to ensure that every employee's voice is heard and used for the continuous development and improvement of the organisation. The information collected is not only a management tool but also supports the creation of a working environment that promotes employee wellbeing and engagement. The Company has established clear objectives for assessing employee engagement. Survey results are analysed to design and improve human resource management policies, organisational structures, and employee welfare programmes so that they better respond to employees' actual needs. The Company also communicates progress on policy improvements to employees as appropriate and continuously monitors actions taken in response to employee feedback to ensure that employees' views and needs are addressed effectively.

7. Occupational Health and Safety

The Company places great importance on occupational health and safety and is committed to creating a safe and high-quality working environment to prevent accidents and hazards that may arise during work. The Company complies with applicable legal requirements and conducts regular inspections and monitoring of occupational health and safety performance. This includes risk assessments and hazard

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analyses in the workplace. The Company also provides employees with training on safe working practices in both office premises and project construction sites to strengthen their knowledge and understanding of safe working practices. The Company recognises the importance of employee participation in building a safety culture. Employees are encouraged to provide suggestions and share their views on safety measures and improvements to the working environment. This helps employees recognise their shared responsibility for their own safety and that of their colleagues.

8. Employee Complaints and Suggestions

The Company has established a whistleblowing (Whistleblower) channel. Through this channel, employees may report concerns or provide comments regarding unfair practices, human rights violations, non-compliance with the Code of Conduct, unlawful acts, behaviour that may indicate fraud or misconduct by personnel, and deficiencies in the internal control system.

The Company has established protection measures for whistleblowers so that employees can report concerns safely and with confidence that their reports will be given due consideration, without retaliation or pressure from related parties.

9. Employee Termination

The Company shall ensure that employee termination is carried out in accordance with established procedures and that employees are treated fairly with respect for human rights. The Company shall strictly comply with applicable labour laws and relevant requirements to ensure that employee termination is conducted lawfully and does not result in unfair treatment of employees.

10. Promotion of Ethics and Anti-Corruption

The Company is committed to creating and promoting ethics throughout the organisation and has established a clear anti-fraud and anti-corruption policy to create a transparent and accountable working environment. All employees are responsible for complying with the established ethical standards and shall not discriminate against or take unfair advantage of others under any circumstances. The Company provides training and education on ethics and the prevention of fraud and corruption in order to promote awareness and understanding of the Policy. Safe communication channels have also been established for employees to report concerns or submit complaints about improper conduct. Those who report concerns shall be protected from all forms of retaliation.

Monitoring and Policy Review

The Company shall ensure that this Human Resource Management Policy is implemented effectively. The Company shall conduct risk assessments and regularly review the effectiveness of its operational



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processes. The Company shall also monitor the implementation of the Policy to ensure strict compliance. In addition, the Company shall regularly review and improve the Human Resource Management Policy based on feedback from employees and stakeholders, as well as changes in applicable laws and relevant practices, to ensure that the Policy continues to respond appropriately to employees' needs and labour market trends.

Issued on 1 January 2021

A handwritten signature in blue ink, appearing to read "Pumipat", is written above a horizontal line.

(Mr. Pumipat Sinacharoen)

Chief Executive Officer

Proud Real Estate Public Company Limited