


Gunkul Engineering Public Co., Ltd. and GUNKUL's Group

	Human Resources Management and Development Policy	Document No.	POL-BOD 66-015
		Effective as of	27 FEB 2023
	Approved by: The Resolution of the Board of Directors Meeting No. 2/2023 on 27 February 2023	Issue no.	1.0
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1. Objectives

The objective of Human Resources Management and Development Policy is to enable the Human Resources and General Affair division of Gunkul Engineering Public Company Limited (“**Company**”) and relevant personnel to realize the importance of human resources development, human resources preservation, including career path development in an attempt to support and encourage all employees to perform their duties effectively for the Company’s operations and develop themselves to their full potential in order to be all set with changes and the Company’s strategies sustainably.

The Company realizes that personnel are a valuable resource and considered as an important force in driving organization by aiming to manage and develop its employees to be qualified, moral, ethical, honest, and having organizational and social responsibility. In addition, the Company believes that developing employees to be good people and skilled, including managing to preserve employees; its valuable resource, as well as promoting career advancement to build employees’ confidence to jointly grow with the Company will encourage the organization to grow sustainably.

2. Employees’ Training and Development

Employees’ Training Plan shall be set annually in line with the Company’s business plan.

2.1 Employees’ training and development are considered responsibilities that shall be jointly implemented, as follow;

- The Company aims to train employees according to the Company’s policy.
- Supervisors are responsible for providing their subordinates opportunities to attend training and developing regularly by considering from the training plan.
- Employees shall be enthusiastic with self-improvement and development according to the development plan in order to be all set with changes.


2.2 Employees’ training and development consists of 2 parts; On-The-Job training and Management and Organizational Management training, which determined to vary according to situations and necessities.

2.3 Approval of training costs require a prior check against the budget approved and such approval shall be in accordance with the delegation of authority.

2.4 Specifications and Guidelines on Training and Development

- 1) The Company will arrange orientation for its employees, including the new directors and management so as to support their duties and responsibilities’ adjustment and new role expectations properly, to receive guidance and information that is useful for performing duties, which include an understanding of objectives, goals, vision and mission, corporate values, and the Company’s business nature and business approach, as well as,

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encouraging employees to share work experiences with co-workers so as to create learning atmosphere and development in the organization.

2) Training by outside institutions


If any division deems that there are training courses that are suitable for its employees, such division is able send its employees to join the training by

- 2.1) Contact the Human Resources division of the Company to consider, by considering;
 - Appropriateness of the training course to the benefits received.
 - Appropriateness of the employees proposed by their supervisors to join the training.
 - Training expenses compared to the distribution of opportunities to train and develop other employees in division and the budget.
- 2.2) Use training budget of each division, which is in accordance with the approved annual budget.
- 2.3) When the Human Resources division approves the request for sending employees to train, such division is able to proceed further.
- 2.4) After training, the trained employees shall report the training results to their supervisors within 90 days from the training date, and the supervisors shall further submit it to the Human Resources and division for gathering data and planning for next year's training and development plan.

3) Training and Development by the Company

Each division in the Company is able to organize training and development for their employees according to the following;

- 3.1) Any division that would like to organize training and development for their employees shall prepare a training and development project and submit to the Human Resources division.
- 3.2) Training and development project shall consist of training topic, objectives, training content, lecturer, list of attendants, and budget.
- 3.3) The Human Resources division shall consider suitability of such training and development project together with budget by considering expenses against budget of the allocated division.
- 3.4) When the Human Resources division approves, such division shall proceed further with the training by receiving assistance in term of the venue and advices from the Human Resources division.
- 3.5) After training, all data shall be recorded, which consists of the course details, list of the employees attended, and expenses to prepare a training record and use as guideline for planning next years' training.

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Moreover, the Company has a policy that each division shall organize On-The-Job training to develop employees' working skills to enable them to work more efficiently.

- 2.5 The Human Resources division shall gather the training report and conduct assessment according to the defined plan by making report and propose to the management once a year.

3. Manpower Plan

The Company has a policy to prepare the manpower plan to backing up circumstances or changes that may occur, to create stability and enable the Company to achieve its goals, including causing minimal damage. The Company prepares the manpower plan as follow;


- 3.1 Determine the submission of Notice of Resignation of employees and management at least thirty (30) days in advance so the Company will have sufficient time to recruit a replacement.
- 3.2 Prepare a development plan for employees in division to be all set or able to be charged with responsibilities in case such position is vacant, especially position related to important management tasks. The Company will prepare a plan for selecting qualified employees in each division to train to be all set in undertaking the position in the future.

4. Employees' Preservation

The Company places importance on motivating employees to have a long-term engagement with the organization as follow;

- 4.1 For compensation management, the Company will conduct research on compensation and welfare benchmarking between nearby industries and external environment to review and revise the compensation criteria to be more suitable. The Company will continually review and revise in order to manage compensation in line with trends and needs of new generation employees. In addition, there is no gender difference in compensation determination or promotion.
- 4.2 Build organizational engagement between the top-level management and employees through activities. As well as organizing activities to let employees continually acknowledge business direction, organizational movement, and other news through various channels, e.g., Message from the Chief Executive Officer, Chairman of the Executive Committee and/or Chairman of the Board of Directors via employees' emails.
- 4.3 There is a clear employees' performance evaluation system focusing on comprehensive communication, reaching out to employees at different line of

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work and level to hear their opinions, communicating with employees regarding career advancement, performance criteria and promotion, including reviewing of welfare of the Company. As well as offering both monetary and non-monetary rewards to employees who perform well and achieve according to the Company's goal in order to motivate them to work efficiently and to promote morale and encouragement for employees.

5. Career Advancement Management

- 5.1 Determine the job and position structure properly. The Company gives importance to its employees by considering a transfer of suitable employees to other division before conducting recruitment. The conditions of job transfer shall be in accordance with principle and conditions specifies by the Company.
- 5.2 Employees participate in self-development plan jointly with their supervisors and the Human Resources division; a process of preparing self-development plan, training, and other form of development according to the Company's procedures. Moreover, the Company will communicate with employees regarding opportunity for career advancement and support employees to conduct self-development in enabling them to grow in the expected career line.

Revision Record

Document No.	Issue No. /Revision No.	Date	Revised part	Reason of revision	Date of Cancellation
POL-BOD 66-015	1.0	27 February 2023	Newly written	To comply with the principles of the supervising agency and the current operations	-