

Human Capital Management Policy

Symphony Communication Public Company Limited

(Revised Edition 2023)

(Approved by the resolution of the Board of Directors' Meeting No. 6/2023 held on 18 December 2023 and takes effect from 18 December 2023 onwards.)

Human Capital Management Policy

1. Significance

Symphony Communication Public Company Limited (hereinafter referred to as “**the Company**”) firmly believes that its personnel are the most valuable and essential resource of the organization. The Company recognizes that its sustainability and continued growth depend on the quality, capability, dedication, and engagement of its personnel. Therefore, the Company is committed to managing and developing its human capital effectively, with the aim of cultivating personnel to be ethical, competent, professional, and continuously eager to learn, serving as a driving force toward achieving the Company’s vision and mission.

2. Objective

This Human Capital Management Policy has been established to serve as a framework and guideline for the effective, fair, and strategic management of the Company’s human capital in alignment with its business objectives.

3. Scope

This Human Capital Management Policy shall apply to all aspects of human capital management and development within the Company, and all personnel at every level are required to strictly adhere to this Policy.

4. Definitions

Human capital management	refers to	the strategies and processes involved in managing an organization’s personnel across various dimensions, with the objective of enabling personnel to perform their duties with the highest efficiency and minimal issues. It also encompasses the continuous development of personnel’s potential and competencies to enhance their overall performance and effectiveness in the workplace.
Personnel	refer to	the Company’s directors, executives, and employees, including consultants, representatives, authorized persons, workers, or any other individuals who perform work on behalf of or act in the name of the Company.
Employee	refers to	an individual employed under an employment contract with the Company.
Human rights	refer to	human dignity, as well as the natural rights and fundamental freedoms inherent in all human beings from birth, including equality and non-discrimination

on the grounds of differences in physical or mental condition, race, nationality, gender identity, sexual orientation, skin color, language, ethnicity, or any other status as recognized under the laws of each country and the international treaties to which they are bound.

These rights include, among others, the right to life and liberty; freedom from slavery and torture; freedom of opinion, expression, and association; the right to education; the right to work and to receive fair and adequate remuneration conducive to a decent standard of living; and other related rights.

Discrimination refer to unequal, unfair, and prejudiced treatment of an individual or group of people based on personal characteristics protected by law, such as race, gender, religion, disability, age, sexual orientation, or ethnicity. It involves the denial or restriction of opportunities and benefits, or the imposition of unfavorable treatment, despite individuals being in comparable situations or possessing equivalent abilities.

Abuse refers to behavior that exerts power and control over another person without their consent, with the intent to degrade, intimidate, or violate the dignity of the victim. Abuse may take various forms, including:

- physical abuse - such as acts of physical assault or harm,
- verbal abuse - such as insults, threats, condemnation, defamation, public humiliation, or the distortion of facts to exert control,
- psychological or emotional abuse - such as inducing fear, social isolation, or obstructing one's work or activities,
- sexual abuse - involving unwelcome sexual advances, verbal or physical conduct of a sexual nature, molestation, or coercion into sexual acts without consent,
- financial abuse - restricting or exploiting financial resources to control another person,
- bullying and aggressive behavior, and
- neglect - the failure to provide basic care such as food, shelter, medical treatment, or necessary medication.

Harassment refers to the use of power, behavior, or speech intended to threaten, oppress, or instill fear in another person. It typically involves repeated and unwelcome conduct that creates an intimidating, hostile, or unsafe environment, with the purpose or effect of causing humiliation, discomfort, or endangering the victim.

5. Practical Guidelines

5.1. Employment

- Manage its workforce in alignment with its organizational structure and continuously enhances its recruitment and selection processes to attract and retain qualified, competent, and high-potential individuals who are suitable for each position, thereby supporting the achievement of the Company's vision, mission, and strategic objectives.
- Employment decisions are made based on necessity and job suitability, providing equal opportunities to all individuals without discrimination on the basis of gender, age, race, nationality, religion, language, physical condition, or any other status unrelated to job performance. Candidates selected for employment must possess appropriate experience, relevant competencies, a positive attitude, and integrity.
- The Company considers employing persons with disabilities who are qualified and suitable for available positions. In cases where such employment is not feasible, the Company shall comply with applicable laws by contributing to the Fund for the Promotion and Development of the Quality of Life of Persons with Disabilities as required by law.
- The Company does not employ child labor below the legally prescribed age, prison labor, slave labor and forced labor.
- The Company does not employ illegal foreign workers and strictly adheres to all relevant labor and immigration laws.

5.2 Organizational Structure and Division of Responsibilities

The Company establishes an organizational structure with clear, concise, and appropriate lines of authority and division of functions. Roles, duties, and scopes of responsibility for each department and position are clearly defined to ensure operational efficiency and alignment with the nature of the Company's business. The Company regularly reviews its organizational structure to ensure continued appropriateness and alignment with changing business conditions and strategic directions.

5.3 Compensation and Welfare

- Manage compensation and employee benefits fairly and appropriately, taking into consideration job responsibilities, economic conditions, and the cost of living, to ensure competitiveness and alignment with market benchmarks within the same industry. Moreover, the Company implements

measures to ensure that compensation between male and female employees does not differ significantly.

- Regularly reviews and updates employee benefits programs to effectively respond to the diverse needs and expectations of workforce.

5.4 Performance Management and Evaluation

- Administers performance management effectively by establishing Key Performance Indicators (KPIs) that encompass organizational, departmental, and individual goals. These KPIs are clearly defined, mutually aligned, and linked to the compensation framework to motivate and reward employees who achieve their set objectives.
- Communicate the performance evaluation criteria and results transparently to ensure fairness, accountability, and mutual understanding among all employees.

5.5 Work Environment

- provides a safe, hygienic, and suitable work environment that fosters inclusivity and embraces workforce diversity. It aims to create a positive workplace atmosphere where personnel can perform their duties safely, happily, and with a good quality of life.
- Foster a culture of mutual respect and inclusion, ensuring that all individuals can work together harmoniously regardless of their differences. Discrimination, abuse, harassment, and all forms of misconduct are strictly prohibited.

The Company has established preventive and protective measures to safeguard all personnel against unfair treatment, abuse, or harassment of any kind, ensuring a safe and respectful workplace. In the event of any abuse, harassment or misconduct, the Company will conduct a fair and impartial investigation for all parties involved.

5.6 Human Capital Development

The Company places great importance on human capital development by providing equal opportunities for all employees to enhance their knowledge, skills, and competencies. Career advancement is based on merit, performance quality, and behaviors that reflect integrity, ethics, and responsibility, embodying both professional excellence (“Capability”) and moral character (“Goodness”).

The Company recognizes employees as valuable assets whose worth increases over time. Therefore, human capital development extends beyond training programs to encompass well-designed learning initiatives and activities that build knowledge, skills, and positive attitudes. Such development enables employees to adapt to evolving job requirements, market dynamics, and customer expectations. Through continuous learning and development, the Company strives to foster a learning organization that drives sustainable growth and long-term success.

5.7 Communication

- Promote and maintain positive relationships and mutual understanding with employees at all levels to foster a collaborative and productive working environment.
- Communicates the Company's policies, vision, mission, and business direction to employees on a regular basis to ensure that all employees clearly understand and align their work with the Company's goals. It also encourages open communication and constructive dialogue among employees at all levels.
- Provide appropriate communication channels for employees to express their opinions and/or grievances. Upon receiving such feedback, the Company will review and address the matter fairly and in accordance with established procedures.

5.8 Employee Engagement

Conduct employee satisfaction surveys on a regular basis, at least once a year, to gather feedback and opinions from employees on various aspects of the workplace. The insights obtained are utilized to guide management decisions, improve internal processes, and enhance organizational effectiveness, thereby strengthening employee engagement and fostering a sense of pride and belonging within the organization.

5.9 Compliance with Laws, Regulations and Human Rights

- Strictly comply with labor laws, regulations, and all relevant legal requirements to ensure that the human capital management practices are lawful and appropriate.
- Respect and uphold human rights in accordance with internationally recognized standards, promoting equality, non-discrimination, and respect for the dignity of all individuals.

6. Other Related Policies and Regulations

The Company's personnel are encouraged to study and understand this Policy in conjunction with the Company's other policies as follows:

- Corporate Governance Policy
- Business Code of Conduct
- Sustainable Development Policy
- Human Rights Policy
- Safety, Occupational Health and Work Environment Policy

7. Policy Communication and Dissemination

The Company communicates and disseminates its Human Capital Management Policy and related practices to all relevant stakeholders and the general public through various communication channels. This is to ensure that all parties are well-informed, have

a clear understanding, and are able to implement and comply with the Policy appropriately.

8. Policy Review and Revision

The Company's Human Capital Management Policy shall be reviewed regularly and revised as necessary to ensure that its implementation remains effective, appropriate, and consistent with changes in laws, regulations, rules, and evolving business conditions. This is to ensure that the Company's human capital management continues to support its strategic objectives and long-term sustainable development.