



Human Resource Management Guidelines
Ratch Pathana Energy Public Company Limited
And Subsidiaries

Introduction

The Human Resource Management Guidelines are prescribed under the concept that people are valuable assets, referred to as "Human Resources" leads to success, success toward the company depends on persons having good qualifications in terms of capabilities and morality providing equal and equitable opportunities to all employees, fairness to employees across all stages of human resource management focus has been on serve as the operational guideline with a clear and shared goal Therefore, it is considered important and must be treated continuously.

Objective

Ensure that the human resource management of Ratch Pathana Energy Public Company Limited, and its subsidiaries, or the Ratch Pathana Group, is aligned under a unified approach, which will promote and support the efficiency and transparency of the Company's human resource management in accordance with the principles of good corporate governance and the Company's business objectives.

Scope

1. This Human Resource Management Guideline enforced upon Ratch Pathana Energy Public Company Limited and its subsidiaries.
2. operations related to the implementation of this Human Resource Management Policy must comply with the Company's authority approval matrix and relevant regulations and procedures.

Review and Approval of the Human Resource Management Guideline

The Company may consider reviewing, revising, amending, or canceling this Human Resource Management Guideline as appropriate. Any approval for the implementation, review, revision, amendment, or cancellation of this Guideline must be authorized by the Deputy Managing Director of Administration and Finance.

Compliance with the Human Resource Management Guideline

Ensure that all relevant departments comply with the Company's established Human Resource Management Guideline, regular audits will be conducted by the Internal Audit Department or other relevant units.

Human Rights Policy

Ratch Pathana Energy Public Company Limited ("the Company") recognizes the importance of respecting human rights as a fundamental standard in conducting business operation has approved the **Human Rights Policy** to affirm the commitment to upholding, supporting, and promoting the respect for and protection of basic rights and human dignity for all individuals involved in the operation, the Company ensures compliance with domestic laws and international human rights practices, including Universal Declaration of Human Rights (UDHR), United Nations Guiding Principles on Business and Human Rights (UNGPs), Principles of the United Nations Global Compact (UNGC), and Declaration of International Labour Organization.

The company also supports **The human rights policy and conduct a human rights manual** of Ratch Pathana Group to establish methods for managing human rights issues related to business operations and to serve as a guideline for conducting human rights practices appropriately and correctly the human resource management practices have adopted the aforementioned Human Rights Policy as a guideline for labor practices and/or any processes related to human resource management, as follows:

Labor Guidelines in line with the Human Rights Policy

1. Respect for human rights

Respect to human rights and treat each other with respect and honor on equality basis without considering differences in race, skin color, ethnicity, gender, language, religion, education, culture, tradition, social status, wealth, local habitat, disability, sickness or any other illness status. This includes the respect and acceptance in thinking such as political view or other general matters by regulated laws and other general declaration and also compliance with the company's human rights policy.

2. Equal opportunity and equality in employment

The compliance with laws regarding to recruiting capable workforces by respecting to the equality in hiring regardless of the difference in gender, age, race, ethnicity, skin color, religion, believe, social status, origin of the family, political view. The company also support the hiring of disabled person who is capable to work with difference functions. Hiring foreign workers will be treat equally and comply with practices regulated by law.

3. Child labor is not permitted

The Company will neither employ nor support the employment of individuals under the age of 18 and will not be involved in or support any use of child labor below the legal minimum working age by law of each country and international labor laws.

4. Respect for Human Dignity and Prohibition of Forced Labor

Promote the human dignity of employees, provide respectful treatments, avoid actions or engaging in actions that violate or harmful to both physical, verbal and mental ways, harassment, punishment that causes physical and mental pressure, and or forced laboring.

5. Protection of Female Workers

Female employees shall not be assigned to work that is hazardous to their health, physical well-being, or safety, as prescribed by law. In the case of pregnant employees, the Company shall ensure they receive protection and benefits as stipulated by law and shall provide them with duties or a working environment that is not harmful to their health, safety, or pregnancy. In addition, the Company shall not terminate employment, demote, or reduce any benefits or welfare entitlements of female employees due to pregnancy.

6. Compensation and Benefits

Compensation, welfare and benefits of the employees must be in line with industry's standard which is sufficient to the basic needs of the employees and their family.

7. Working Hours

Comply with working hour of employees and/or comparable to the industry good laboring practices including working hour, overtime, holiday, leave based on basic rights specified by law. Overtime and holiday working must be voluntary and accepted by employees.

8. Dismissal

Comply with laboring law regarding to dismissal and also the practices of payment and compensation regarding to the dismissal.

9. Occupational Health and Safety in the Workplace

Support the safety work, health and working environment management to allow full potential work without the harm to physical and mental conditions. The company has committee of workplace welfare and committee of safety, health and working environment responsible for workplace management and complying to laws and regulations in laboring.

10. Promote Respect and Acceptance of Diversity

Promote respect for and acceptance of diversity within the company, uphold the rights and freedoms of expression, participation in collective bargaining, and joining various associations. The company has provided various channels for employees to submit their complaints or reports of human rights violations and suggestions.

Non-Discrimination and Anti-Harassment Policy

The Company recognizes and values the benefits of leveraging the diverse ideas, skills, and experiences of its personnel as a vital force in driving sustainable organizational growth. Therefore, the Company fosters a respectful working environment that embraces differences, ensures non-discrimination, and prevents all forms of harassment and misconduct. To support smooth operations, the Company has established guidelines on non-discrimination and anti-harassment as standard principles for workplace conduct.

The Company is committed to preventing and protecting employees at all levels from any form of discrimination, harassment, or intimidation, including sexual harassment, in order to create a safe and desirable workplace. In the event that an employee experiences harassment or intimidation in the workplace, the Company will conduct a fair and impartial investigation into the incident for all parties involved.

Definitions

Discrimination refers to treatment of treating an individual or a group of individuals differently, excluding, or granting privileges to any person or group based on characteristics such as race, nationality, ethnicity, skin color, ancestry, religion, social status, gender, gender identity, age, disability, political opinion, marital status, or any other information that results in discrimination.

Harassment / Violate refers to displaying undesirable behaviors such as harassment, intimidation, exclusion, threats, and unfriendly acts that obstruct work performance, which, even if unintentional, affect the physical and mental well-being of the affected person, regardless of whether the behavior has sexual connotations or not, resulting in an unfriendly work environment.

Harassment / Violate sexual connotations may relate to a person's sex or gender identity. Harassment / Violate non-sexual connotations may relate to a person's personality or status, such as ethnicity, religion, age, race, intelligence, disability, or physical appearance.

Forms of harassment / violate behaviors

- Verbal acts, such as sarcastic remarks, threats, insinuations, inappropriate jokes, mockery, belittling or demeaning speech, incitement, false accusations, verbal harassment, unwanted flirting or advances, and the use of language with sexual connotations.
- Non-verbal acts, such as staring, leering, making inappropriate hand gestures, or whistling.
- Physical acts or behaviors involving bodily harm, such as pulling hair, pinching, pushing or grabbing, hitting, punching, kicking, unnecessary physical closeness or contact, displaying inappropriate or obscene

objects, images, or sounds, sending harassing or threatening messages, extortion, or any actions that cause the victim to feel humiliated, ashamed, excluded, or marginalized.

Recruitment, selection, and regular employment

- Job advertisements shall not contain any discriminatory statements.
- Recruitment and selection of personnel shall be free from discrimination based on age, gender, gender identity, race, nationality, disability, religion, or language, and shall be based on the qualifications required for the job position.
- Wages, benefits, and employment conditions offered to applicants shall be equitable and consistent with the standards of the position.
- Job application documents must be kept confidential and not disclosed to unauthorized persons. There shall be designated personnel responsible for overseeing and managing the use of such information, and the collection and handling of data shall comply with relevant laws.

Human Resource Development

- Development initiatives shall be conducted in an inclusive and equitable manner, without discrimination. Consideration will be given to the individual's development needs (Training Roadmap & Training Needs) relevant to their current position and career advancement.
- Approval for training participation shall be based solely on merit and development requirements, without any form of discrimination.

Performance Evaluation

- Performance evaluations shall be conducted based on clear, transparent, and fair criteria, assessing actual work performance and behavior aligned with the organization's values.
- Employees will receive feedback on their evaluation results, and a discussion will be held between supervisors and employees to ensure mutual understanding of the evaluation outcomes.

Employee Compensation and Promotion

- The provision of employee compensation and promotions shall be conducted in accordance with established policies that are standardized, transparent, and clearly defined, ensuring no discrimination.

Transfers and Terminations

- The transfer process shall be conducted with fairness and equality of opportunity for career advancement, without discrimination.
- Termination of employment shall be based on failure to meet established performance standards, violation of workplace discipline, medically certified health reasons, or other legitimate causes, and shall not be based on discriminatory grounds.

Recruitment and Selection Practices

The Company strictly adheres to its current Recruitment and Selection Policy, in alignment with applicable employment laws, regulations, and internal policies in all locations where the Company operates. Recruitment and selection processes are conducted through efficient and fair systems to ensure the hiring of individuals who possess the necessary knowledge, skills, and qualifications appropriate to the roles, and whose attributes align with the Company's culture of mutual respect and shared values. The Company is

committed to providing equal employment opportunities regardless of age, race, nationality, religion, gender, gender identity, or any other characteristic. All employees are encouraged and supported to grow and participate to their fullest potential.

Furthermore, the Company recognizes the importance of local employment and upholds fair and non-discriminatory hiring practices. Where qualifications and experience are equivalent, the Company gives priority to hiring from local communities. In addition, training and development programs are offered to enhance the capabilities of the local workforce, creating opportunities for their career advancement within the organization. All applicant information is treated with strict confidentiality throughout the recruitment and selection process.

Procedures

Sources of Candidates

1. The Company recruits personnel from both internal and external sources. Applicants must possess the knowledge, skills, experience, competencies, and qualifications that meet the job requirements, without discrimination based on gender, age, race, nationality, or religion, and in compliance with the fundamental labor laws of all countries where the Company operates.
2. Recruitment may be conducted through various methods depending on the necessity and appropriateness to meet the manpower needs of each department within the specified timeframe. There shall be no discrimination based on educational institution or any other factors. All communications made public must consider the Company's image and identity as perceived by the public.
3. The Human Resources Management and Development Department is responsible for compiling applicant data to serve as a database for preparedness and to support the ongoing personnel needs of various departments as they arise.

Recruitment and Selection

1. The selection of candidates, whether internal or external, shall be conducted according to established recruitment and selection procedures. All applicants shall be treated equally and fairly under the same standards.
2. The Human Resources Management and Development Department is responsible for the initial screening of candidates based on the basic qualifications required for the position before forwarding the shortlisted candidates to the respective department for further selection and interviews.
3. The Company employs a Competency-based Interview approach to identify candidates with competencies and qualifications that match the job requirements. A representative from the Human Resources Management and Development Division must participate in every interview along with the hiring department. Interviewers must prepare the interview process and provide sufficient information to help candidates fully understand the duties and responsibilities of the position.
4. Candidates are required to undergo standardized testing as per the Company's criteria for each job position.
5. The Human Resources Management and Development Department is responsible for communicating with candidates throughout the recruitment and selection process.

6. The Company may rehire former employees who resigned voluntarily with a consistent record of good work performance and behavior. Such individuals must meet the qualifications required for the position and undergo the same recruitment and selection process as other candidates.
7. To ensure transparency and fairness in human resource management, the Company avoids hiring individuals who have close family relationships (by blood or legal registration) such as parents, spouses, siblings, children, or spouses of children, to work within the same department or in a supervisor-subordinate relationship that could result in conflicts of interest.

Employment

1. Communication or appointments with candidates regarding employment, whether verbal or written, are the responsibility of the Human Resources Management and Development Division.
2. The Human Resources Management and Development Division must compare data of current employees in the same position, job group, and job grade with that of the candidates, including wage comparisons in the labor market for the position being hired, before proposing compensation. This is to ensure fairness and avoid compensation management issues.
3. The Human Resources Management and Development Division is responsible for verifying the candidate's work history and criminal record in accordance with the supporting document on Recruitment and Selection. Additionally, candidates must undergo a health check according to the Company's criteria. If the Company later discovers that any information provided is false or that the health check results do not meet the required standards, the Company reserves the right to terminate the employment contract immediately.
4. Probationary period for new employees shall be set according to the law or as specified in the employment contract to ensure that the employee possesses the skills and abilities required by the Company.

Orientation

1. The Company has arranged for the orientation of new employee to prepare them and provide essential basic information about the Company and other relevant details before starting work in their respective departments.
2. The department must provide sufficient information regarding the duties and responsibilities of the new employee, as well as offer care, support, assistance, and guidance during the employee's adjustment period within the organization.

Regular employment

1. New employees who have successfully completed the probation period as prescribed by law or according to the duration and conditions specified in the employment contract shall be confirmed as regular employees, with rights to benefits and welfare as determined by the Company.
2. Salary adjustment for employees after the probation period depends on the terms agreed upon in the employment contract for each position.

Compensation Management Guidelines

The Company places great importance on managing compensation based on principles of fairness and equality. Compensation management will ensure internal equity and external competitiveness, without discrimination or exploitation of female workers, persons with disabilities, and other disadvantaged groups.

Compensation is linked to individual employee performance. The Company conducts surveys and benchmarks compensation within similar industries to establish an appropriate and competitive structure, adhering to good corporate governance principles. The Company considers employees' salary and personal compensation information as confidential. Disclosure or communication of such information to others is considered a serious disciplinary offense. Additionally, the Company provides appropriate benefits to create job security and long-term motivation for employees.

Job Evaluation

1. The Company will implement a standardized job evaluation system across all departments to systematically and reasonably rank jobs according to their responsibilities and complexity, which are interrelated within the organization. This will help ensure efficient and fair human resource management.
2. To ensure transparency and fairness, job evaluations will be conducted by an external recognized agency using standardized evaluation criteria. The Human Resources Management and Development department will assist by preparing and providing relevant information.
3. Job evaluations will be reviewed when there are significant changes in job duties that affect the job value.

Performance management

1. The Company shall establish a fair and transparent performance management system, where all employees participate in setting goals, monitoring, and evaluating their performance in collaboration with their supervisors. This process must align with the organization's goals and strategic plans.
2. Employee performance evaluations will be based on two key factors: 1) Key Performance Indicators (KPIs), and 2) Competencies according to the job level.
3. It is the responsibility of supervisors to support, assist, and provide guidance in goal setting, monitoring, and evaluating employee performance, including giving fair and constructive feedback to their subordinates. All processes shall follow the company's prescribed procedures and timelines.
4. Performance evaluation results will be used in the company's human resource management, including considerations for annual salary increases, bonuses, job grading adjustments, and employee development.

Annual Salary Increase

The Company will allocate a budget for the annual salary increase for employees each year, taking into consideration the economic conditions, labor market competition, salary increase surveys from external organizations, and the Company's financial capability. The budget must be approved by the authorized personnel before implementation.

1. The allocation of the annual salary increase budget shall be based on a performance-based compensation principle. Clear, transparent, and fair procedures and methods for the annual salary increase must be established to motivate employees to deliver excellent performance for the organization.
2. It is the responsibility of supervisors at the manager level and above to explain the results of the annual salary increase to their subordinates clearly and comprehensively. The Human Resources Management Division shall assist, advise, and provide accurate and sufficient information to support this process.

Bonus

The Company will allocate a budget for the annual bonus payment for employees every year, taking into account the Company's financial performance and ability to pay. The budget must be approved by authorized personnel before implementation.

1. The allocation of the annual bonus budget to employees shall be based on performance-based compensation principles, with clear, transparent, and fair criteria to motivate employees to achieve excellent results for the organization.
2. The policy and conditions for the annual bonus payment to employees shall follow the terms and criteria set by the Company from time to time.
3. Senior management is responsible for communicating the bonus payment information to all employees.

Provision of Benefits and Welfare

1. The Company provides benefits and welfare to employees in accordance with legal requirements. Additionally, the Company may consider providing extra benefits and welfare beyond those required by law, depending on the appropriateness of each location. This aims to promote well-being, enhance security and safety, create a suitable working environment, and boost employee morale and motivation.
2. The provision of additional benefits and welfare beyond legal requirements must comply with the Company's specific conditions, regulations, and approval authority. The Company reserves the right to modify, change, or discontinue such benefits as deemed appropriate, with prior notice given to employees.

Labor Relations Practices

The Company complies with all applicable laws, regulations, rules, and local customs in every location where it operates. It treats employees with respect for their individuality and human dignity.




Compliance with laws, regulations, rules, local customs, and the Company's internal policies is a fundamental responsibility expected from all employees. The Company will provide appropriate, accurate, and sufficient information and communication regarding relevant matters to employees at all levels, in order to foster understanding and maintain good relations between the Company and its employees.

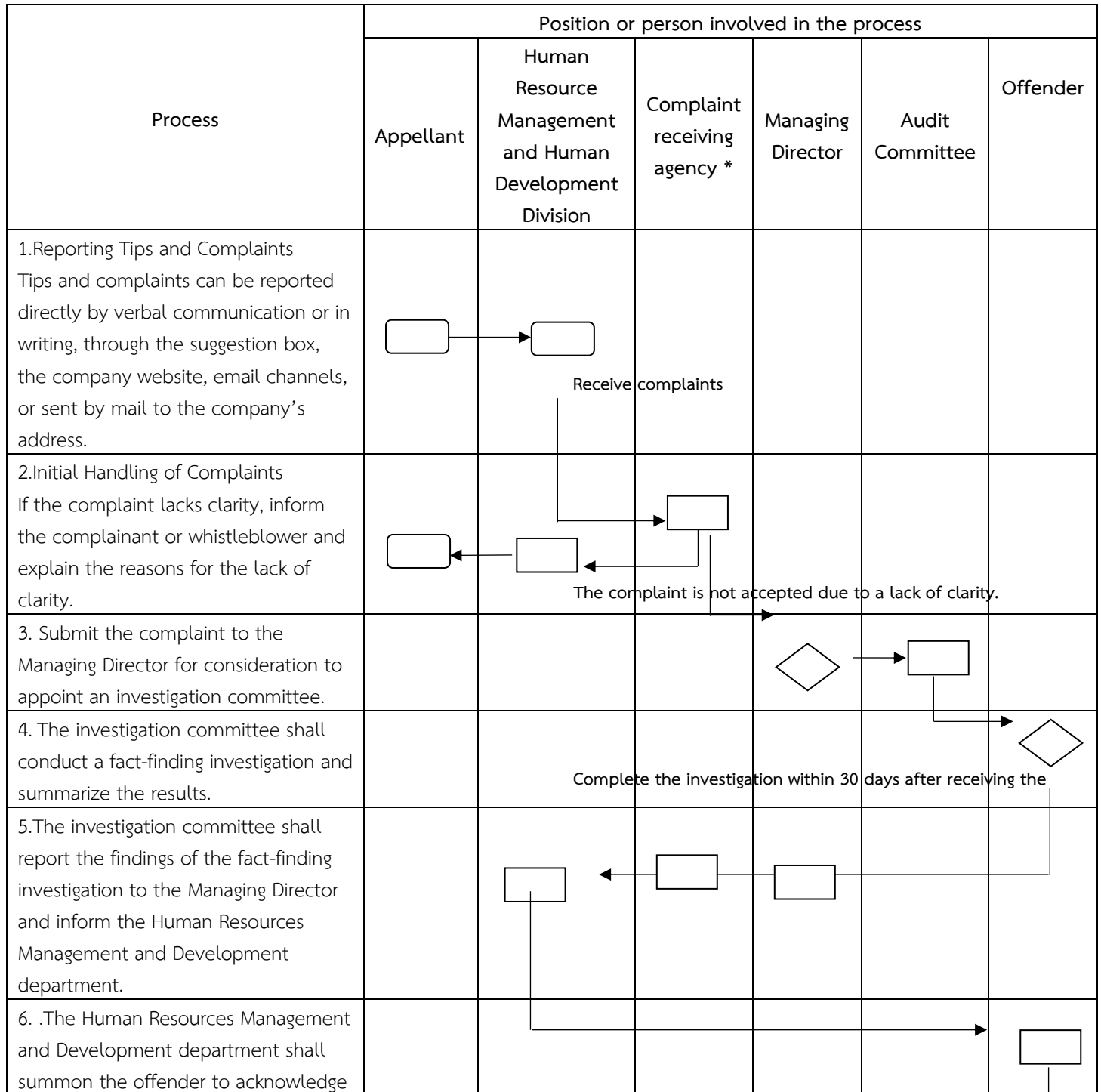
Company Rules and Regulations




The Company has established its working rules and regulations to serve as guidelines for all employees, based on the currently effective version. The principles are as follows:




1. The Company sets rules and regulations in accordance with legal requirements, covering disciplinary matters and disciplinary penalties.
2. It is the duty and responsibility of every employee to acknowledge, understand, and strictly comply with the Company's rules and regulations.
3. Supervisors must set a good example by adhering to the Company's rules and regulations and ensure that employees within their units comply strictly.
4. The Human Resources Management and Development Department is responsible for communicating the working rules and regulations to employees so they understand and can comply accordingly. This department must also treat employees fairly and equally, based on the Company's rules and regulations, to ensure fairness at all levels.




5. The Company provides formal channels for lodging complaints, including procedures for resolving issues or conflicts that may arise between the Company and employees, between supervisors and subordinates, or among employees themselves.

Symbol  = Start / End of Process  = Actualize  = Consider



the violation in accordance with the company's work regulations.						
7. The offender has the right to appeal the decision in writing to the management level within 7 days from the date of receiving the violation decision. The management level shall review and investigate the facts further and complete the process within 15 days.					<p>คำวินิจฉัยที่ไม่มี ความผิด</p> <p>(บริษัทจะไม่ลงโทษพนักงานที่ปฏิเสธ การทุจริต คอร์รัปชัน ถึงแม้จะมี</p>	
8. The management level's decision on the appeal shall be considered final and binding.		<p>คำวินิจฉัยที่กระทำผิดจริงให้ ดำเนินการตามระเบียบข้อบังคับฯ</p> 				

สัญลักษณ์  = เริ่มต้น / สิ้นสุดกระบวนการ,  = ดำเนินการ,  = พิจารณา / ตัดสินใจ

ขั้นตอน	ตำแหน่ง หรือบุคคลที่เกี่ยวข้องกับกระบวนการ					
	ผู้ร้องเรียน	ส่วนบริหารและ พัฒนา ทรัพยากรบุคคล	หน่วยงาน ที่รับข้อ ร้องเรียน*	กรรมการ ผู้จัดการ	คณะกรรมการ ตรวจสอบ	ผู้กระทำ ผิด
9. Disciplinary action against the offender: The company will consider imposing disciplinary measures on employees according to the severity of the misconduct.						
10. Inform the whistleblower or complainant of the investigation results, and ensure protection for the whistleblower, complainant, and witnesses.						

Note : If the decision finds no wrongdoing, the company will not punish employees who refuse to engage in fraud or corruption, even if it negatively impacts the company's business.

* Departments Announced in the Whistle Blowing Policy – Section 3: Channels for Reporting Whistleblowing and Complaints

Labor Relations Management

1. The Company promotes and fosters mutual understanding between the Company, its employees, and the Welfare Committee within the workplace regularly through channels as prescribed by law, as well as other formal and informal channels established by the Company, as appropriate.
2. The Company considers and periodically reviews compensation, welfare, benefits, and the working environment to ensure fairness and appropriateness for employees at all levels in performing their duties, without waiting for requests from employees or the Welfare Committee.
3. The Company provides opportunities for employees to freely form groups to express opinions, consult, discuss, and provide constructive suggestions for improving welfare arrangements.

Employee Training and Development Practices

The Company will provide training and development to ensure that employees have sufficient knowledge, skills, and capabilities to perform their duties effectively and support the Company's growth plans and goals. Believing that every employee is a human resource with the potential to grow, the Company promotes and encourages all employees to utilize and develop their full potential. Additionally, the Company supports the adaptation of personnel development methods to suit current circumstances and to align with emerging work trends, aiming to foster greater flexibility and agility (Flexible Workplace). This includes encouraging self-learning through online platforms.

Training and Development Based on Competency

1. The company's training and personnel development are conducted based on competency principles (Competency Based) to ensure that the training and development efforts are aligned, and employees possess the competencies required by their job positions, departments, and the company as a whole.
2. The Competency Model consists of four categories as follows:

2.1 **Core Competency** refers to the shared values and organizational culture, including core behaviors that every employee in all positions must possess. The company has defined five organizational values, collectively called "PITEP," comprising Positive Attitude (P), Innovation (I), Teamwork (T), Entrepreneurial Spirit (E), and Proactivity (P). These form the cultural foundation and core behaviors expected of all employees across all positions.

2.2 **Common Competency** includes fundamental skills and behaviors required for all job positions, such as instilling morality, ethics, honesty in work performance, human rights principles, and/or important company policies. It also promotes essential skills necessary for collaborative work, including communication skills, decision-making skills, and problem-solving skills.

2.3 **Managerial Competency** covers management skills required for supervisory staff, with expectations varying according to the level of responsibility.

2.4 **Technical Competency** refers to specific skills related to each position or professional field, aligned with the roles and responsibilities of each job.

3. The Human Resources Management and Development Department is responsible for establishing a Training Roadmap (TRM) for employees at all levels. This roadmap is derived from the analysis and determination of the necessary knowledge and competencies as defined by the executives of each department to ensure that incumbents possess adequate knowledge and skills to perform their duties effectively. The TRM consists of:

3.1 **Standard Course:** Standard courses required by law or regulations, including courses that promote organizational values and foster good morals and ethics for oneself and others, aiming to develop employees into good citizens and valuable members of the organization.

3.2 **Managerial Course:** Courses designed for management and basic essential skills. These courses support supervisory-level employees in effectively managing their subordinates, enhancing leadership qualities, and acquiring necessary management skills.

3.3 **Specific Course:** Position-specific courses focusing on specialized knowledge and skills for each main work area to ensure employees achieve expertise in their respective roles and responsibilities.

Training Plan and Budget Preparation

1. Training and development budget will be allocated for employee training and development in the following three formats:
 - 1.1 In-house Training
 - 1.2 Public Training
 - 1.3 Other forms of employee development according to the company's development plans and programs (Development Program)
2. Human Resources Management and Development Department is responsible for preparing the annual training plan and budget to ensure employees possess sufficient knowledge and skills to perform their duties, aligned with the company's goals and growth.
3. Human Resources Department responsible for organizing, implementing, monitoring, evaluating and records of the company's employee training and development according to the process and specified for ensure that employee training and development is conducted effectively as well as utilizing the budget t benefits are maximized

Training and Personnel Development Procedures

Human Resources Department shall abide by scope of work human resources, operating procedures public training and operating procedures in-house training according to the company's management system.

Management of succession plan

Ratch Pathana Energy Public Company Limited and Subsidiaries the Board of Directors has acknowledged the significance of business operations management and recognized employees as crucial keys in driving the organization, especially the key positions that directly impact business operations. Then, the company has approaches to manage and develop human resources effectively the succession plan to support and avoid any problem from the shortage of employees in the key position which may affect the continuity of business operation. The processes are shown as succession planning calculated from actual.

Human Resource Management Guidelines to be effective from February 1, 2025

(Mr.Apipong Vischuveskamin)

Deputy Managing Director - Finance and Management