



# Human Resource Management and Development

TQM Corporation Public Company Limited understands the importance of human resource management and continuously manages and develops the human resources following the company Core Value "Honesty, Equitability, Exclusive Services, Social Responsibility" and the Code of Conduct.

In this regard, the company has improved various operational components to be up to date in response to the rapidly changing situations such as welfare, rules and regulations in order to promote and support the employees' skills and well-being.

In the year 2019, the company established the main strategy which was HRM 4.0 under the framework of "Recruitment, Retention and Development" by the strategic plans of human resource management and development as follows:

## 1. Proactive Recruitment and Selection

The company focuses on the recruitment policy which provides fair opportunities for all applicants with no limit in gender, race, religion, and educational institution, including disabilities to work together as in the same family, and also allows employees to request for internal transfers following the specified conditions.

In the year 2019, the company has added new methods of recruiting, and developed the original recruitment process to be faster in reaching the goals achieving the Key Performance Indicator (KPI) defined in the dimension of the number of recruitment and new staff as detailed below:

1.1) The company has been continuously operating the cooperative education program with various universities, especially Sripatum University with the SIT project, (The Success Insurance Talent), for the 2nd year. The project provides a chance to apply for a job at the company for trainee-students with good academic performance after the job trials.

1.2) The applied recruitment uses more social media such as Line@, Facebook, and sending the link on several

websites, apart from on-hand recruiting alliances. It provides a good result that the company can recruit more through social media.

## 2. Developing human resources to be a professional insurance and financial advisor

Human Resources are the heart of business operations which the development is one of the major strategies that includes both direct and indirect development in order to achieve the goal of creating truly professional human resources for the business operations of both Front and Back Office. Every year the company budgets for training and development for the creation of knowledge, skills, and attitudes to be able to perform efficiently, and to be qualified and disciplined human resources having value to oneself, family, community and the nation as detailed below:

2.1) Capacity development and knowledge enhancement of the new employees for all levels by provides an Orientation as basic knowledge of insurance in order to understand the company business both front and back Office.

2.2) Establishing plans and training and developing courses for both operational and administrative employees to comply with Department of Skill Development policy in developing Skill and Knowledge of employees in order to improve knowledge, attitude and skills required in business operations in each department. The company regularly provides trainings beyond the department of skill development's stand of which the company provides domestically and internationally as well as On-the-job-training and e-learning with full support from the management.

2.3) Promoting and supporting moral and ethical development of employees through moral practice gives employees the opportunity to practice according to the company's framework, including offering alms to monks at the end of every month.

Additionally, the company supports and promote by letting employees donate the blood to the Thai Red Cross's mobile blood donation truck at the head office every 3 months.



Giving alms to Buddhist monks activities and Meditation practice

Blood donation activities for the Thai Red Cross Society every 3 months

2.4) The company always provides Master's Degree Scholarships for employees who meet the criteria, and encourages employees to train in special courses such as the ABC program by the Institute of Business Creativity Development, Sripatum University and Advanced Insurance Course, (Wor. Pro. Sor. ), by the Office of Insurance Commission.

2.5) The company arranges seminars for employees, business partners and customers as a source of knowledge and understanding for important issues which can be adapted and applied to organization by experts and professional guest speakers. For the year 2019, the company organized a lecture on The Impact of Personal Data Protection Law on business and document system preparation at Sripatum University with a very good outcome.





### 3. Welfare and Employee Relations

“Promoting employees’ well-being and happy workplace”

The company has a staff management system managing valued employees, especially talented, good and honest employees as the company core value to retain these employees following development plans which bring the company and employees to grow together.

Turnover Rate is one of the important indices to the company; in fact, it is the main policy of the management as to keep employees working with the company as long as possible as follows:

3.1) Welfare, the company provides welfares to promote and maintain employees’ well-being for working effectiveness and better productivity of which is better than regulated as well as industry standard. The company always considers employees’ well-being as a priority matter, and keeps it update to date with regular adjustment.

3.2) Entertaining activities, the company understands the work-life balance concept that employees spend most of their time at the workplace; therefore, the company provides periodic activities for employees such as free food service on the company’s birthday, the president’s birthday and CEO’s birthday as well as low-price market and open-market allowing employees to sell their products, free of charge, and also Children’s day activity.

3.3) Environment Protection and Workplace Health with environmental training courses

(1) Landscape and workplace improvement, good working atmosphere contributing working creativity and productivity. The company, therefore, organized activities and improved workplace to be suitable for the operations such as providing purple toilet for LGBT, smoking area and staff parking lots, etc.

(2) 5 Sor. Campaign, the company provided knowledge and course training for employees to understand and keep their workplace clean in order hygienically of which the company launched special workgroup to handle this campaign aiming to expand 7 Sor by adding society and environment into it.

(3) The company has established Environmental, Social, and Governance workgroup concerning stakeholders that the company does not only run the business for the profit but also sustainability by working in 3 major areas which are the environment, the society and the governance of which the board of directors approved an ESG Policy consisting of 7 items as follows:

1. The company conducts business with honesty, fairness and social responsibility in accordance with the law and ethics.

2. Employees shall apply Anti-corruption policy at all time.

3. The company promotes and encourages the observance of human rights and basic equality, respects and treats all stakeholders fairly based on human dignity.

4. The company treats employees with fairness, no discriminating in all cases and supports capacity improvement for the advancement of employees, provides appropriate welfare and compensation, promotes employees’ learning and healthcare with clean and safe workplace.

5. The company treats customers and partners fairly by strictly adhering to the rules, laws and ethics in order to provide maximum satisfaction to all parties.

6. The company is aware of the importance of the indoor and outdoor environment that all business activities shall have the least effects to the environment and the effectiveness of natural resources consumption and pollution prevention.

7. The company helps, supports, and promotes activities of communities and societies development for the best benefits to communities and societies directly and indirectly. The policies have been announced and published in the company’s intranet system as well as the company has provided new staff orientations, also scheduled course trainings to all staff levels to apply the policy to their working routines. The company strictly adheres to these policies as guidelines for business operations.





(4) The company provides medical clinic servicing at the head office at all working hours by professional physicians and registered nurses, and stalled Automated External Defibrillator – AED and trained departments’ supervisor for emergency along with spraying disinfectant indoors at least one a year.

(5) The company provides sufficient and appropriate resources for safety operations, and to comply with laws and regulations related to safety, occupational health and working environment.

#### 4. Management and employees’ compensation policy

The company has specified the framework and stated in the Code of Conduct of the company, which has the guidelines for both short and long term operations. In the short-term, the company offers management and employees’ compensations higher than the minimum wage standard, and considers employees’ raises and bonuses regularly by considering the company’s profits Inflation compared to the industry for being able to retain employees and competing in the market. For the long-term, the company focuses on the consideration of the salary structure that is currently being improved to be more effective and the coordination with the Stock Exchange of Thailand and related agencies providing knowledge about savings to employees of basic financial management, investment, especially after retirement.

In this regard, the company has paid fair compensations to executives and employees by considering by positions, levels, educational backgrounds, experiences and performances based on the specific structure maintaining the percentage range of the market as shown in the survey of wage rates of industry / business / associations / related professional institutions. In addition, other compensations that shall be paid from the operations, the company is promptly to provide in accordance with the rules, regulations or relevant laws.

Therefore, the company has set 2 the indicators apart from the performance assessment which are Corporate KPI and Functional KPI reflecting and corresponding to the company’s strategies and practices.

Of which, high-level executives in all departments are together responsible for Corporate KPI. The compensation of 2019 is separated into 2 types.

##### (1) Fixed compensation

- Salary is set by rank, responsibilities, experiences, and paid through the accounts specified in the Payroll system every month. The salary shall be reviewed according to the company regulations based on the company’s performance and operating results every year.
- Compensation from other benefits is the compensation that the company offers according to the welfare regulations.



(2) Compensation according to performance

This compensation is that the company set specific terms which vary according to the employee's performance and the company's performance and the management assessment added to management level's performance apart from the normal assessment. The result of the assessment reflects the compensation such as the raise percentage, commission, incentive and bonus, etc.

Despite the implementing above strategies, the company has also become a member of the Anti-Corruption Network Foundation, (Mor. Tor. Chor.), as the company has announced and published anti-corruption policy and measurement through various channels internally and externally website <https://www.tqmcop.co.th/corporate-governance-policy-and-docu> and Intranet, and new employee orientation, etc.

