

Human Resource Management and Development

TQM Corporation Public Company Limited understands the importance of human resource management and continuously manage and develop 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 2020, 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 2020, 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 3rd year. The project provides providing 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 as an answer to the era of Digital Transformation.

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 including trainings related to Company's policies for both new and current employees such as Anti-corruption course.

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.

Human Resources is a key of success of the Company to reach a goal. In the year 2020, the Company developed human resources following Company's vision and strategies as follows:



Human Resources Development

1. The Company conducts competency development according to the employee development plan. In the year 2020, the Company organized trainings as necessary determined and monitored by supervisors in each department as well as the implementation of competency development through other methods, for example, On-the-job training, Job Assignment, participating in company training courses such as "Anti-Corruption: Practical" course, etc.
2. The Company provides In-house Training Programs, and also sends employees to attend training in various training institutions (Public Training) according to the following subjects.
 - Insurances
 - Marketing and Sales
 - Specialized subjects such as Law, Accounting, Finance etc.
 - Administration and Management
3. The Company provides ongoing scholarships to employees: Master Degrees and insurance courses such as TII (Insurance courses from Thailand Insurance Institute)

Employees' Knowledge and Competency

In order to be promoted to a higher position, the company provides internal and external trainings for relevant departments to increase the potential of employees and executives. The Human Resources Development and practices are determined by employees' levels.

Employees' Development Levels

Levels	Goals
Staff	Focus on the correct operational techniques, Excellent service with both internal and external customers. This is one of the core competencies of the Company, including the culture of work and respect for supervisors.
Leaders	Focus on ways to develop self leadership abilities, such as communication and conversation etiquette and work ethic.
Executives	Focus on the executive's knowledge and understanding of the principles and concepts and techniques for leadership and management applying technology to work process effectively

Remark: Only the company's standard training, Professional training excluded.

Throughout the year 2020, 1,843 employees, or 47% of the number of employees in 2020, has been trained, separated into 1,816 employees for internal training, or 46% of the number of employees in 2020, and 27 employees for external trainings of 27 people, or 1% of the total number of employees in 2020, compared to 2019, with a total of 2,237 trained employees, or 59%, the average training hour was 28 training hours / person / year, it is decreased by 2 hours / person / year compared to 2019 due to the COVID-19 outbreaks.

Trainings

Anti-Corruption : Practical
 22 December 2020
 6th Fl Meeting room, Punnipa 1 Bldg.





Personal Data Protection Act : PDPA

17 December 2020

3th Fl Meeting room,
Punnipa 1 Bldg.

Leadership Development in
New Normal

16 September 2020

Online – Zoom Application



2.3 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.

2.4 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 2020, the company organized a saminar named TQM-Time to Fly for executives and staff leaders so that they could use the knowledge of policies to forward their strategies reaching organization’s goals.



TQM - Time to Fly Ep.1 for Executives

15 -17 November 2020

at THANN WELLNESS DESTINATION RESORT in Ayutthaya



TQM - Time to Fly - Ep.2 for Executives and Staff Leaders
19-21 December 2020 9th Fl Noppakao Room, Faculty of Social Sciences, Kasetsart University

To Promote and support the development of morality and ethics of employees by organizing alms to monks on important occasions. To support, promote and invite employees to donate blood to the Thai Red Cross Society by servicing a mobile blood donation truck for employees's convenience at the Head Office every 3 months.



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.

3.2 Entertaining activities, the company understands the work-life balance concept that employees spend most of their time workplaces; 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) Concerning stakeholders related to Company’s business operations, the company established an Organization Sustainability Task Force, which the Company did not only focus on profits from business operations, but created sustainability for the organization in 3 main areas: environment, social, and corporate governance, therefore facilitating course on “Health Safety and Environment at work place” totaling 3 times, for 150 people, including sending employees to attend outside training on “Greenhouse Gas Emissions Policy Course: Opportunities, Challenges, and Assessment Methods”, totaling 1 course, to focus on concrete participation of all employees.
- (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 twice year or upon situation.

- (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.

2020 Occupational Health and Safety Summary

According to the injury statistics, occupational diseases report and the number of deaths from work, there was not any death from work. However, there were injured employees as detailed:

Category	Gender		Outsource		Total	
	Male	Female	Male	Female	Male	Female
Injury from work	1	2	-	-	1	2
Death from work	-	-	-	-	-	-
Total	1	2	-	-	1	2

4 Executives' and Employees' Compensation Policy

The Company specifies the framework and states 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 pays 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 sets indicators, apart from regular performance indicators, determined by Balance Score Card: BSC for setting up Key Performance Indicator of all levels, which these indicators correspond Company's strategies and practices.

Of which, high-level executives in all departments are together responsible for Corporate KPI. The compensation of 2020 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.

