

7.5.6) 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 2021, 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 2021, 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 continued to cooperate with many universities and colleges internship project.

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 and no-gift policy.

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 2021, the Company developed human resources following Company's vision and strategies as follows:

Human Resources Development

- (1) The Company continued the implementation of Competency Development from 2020. Trainings were provided, focusing on first-line managers of each department to be competent and able to manage their staff and performance to achieve the set target with the tools, such as On-the-job Training, Job Assignment, and training participation e.g. business sustainability strategy course.
- (2) In-house Training Program was provided for staff at all levels, with content relevant to the Company's policy. In House Training and Public Training are provided for different departments as follows.
 - Sales and marketing
 - Support functions such as legal finance and accounting
 - Management ภาวะ
 - Marketing and strategy
 - Information technology
- (3) the company continued to grant scholarship to employees in graduate school and course is relevant to operations, such as Executive of Master Business Administration and 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.

In 2021, 3,212 employees participated in training courses or 82% of employees in 2021. 3,194 employees or 81.50% of employees in 2021 participated in in-house training, and 18 employees or 0.50% of employees in 2021 participated in public training. When compared to 2020, there were 1,843 employees or 47%, with average of 34 hours/ person/ year.

2.3) The Company continued to grant scholarship in graduate school level to employees who were qualified, and encourage employees to participate in training courses or seminar, e.g. “Strategy for Sustainable Business” arranged by the Stock Exchange of Thailand.

2.4) The Company arranged seminars for executive directors and top management to learn more about relevant topics benefiting their jobs. Distinguished speakers were invited, such as a seminar on “**BOD & Executive Training**” for management and managers to drive strategic directions to achieve the agreed target.

2.5) The Company encouraged and supported development in morality and ethics of employees. Events were arranged occasionally, such as merit making and blood donation to Thai Red Cross Society with mobile unit to TQM’s headquarter. There were 154 participants, 126 persons were capable of donating blood, while 28 persons were not. Total blood donated was 54,200 cc.

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) Recreational activities were arranged for employees because the company cared about work-life balance. Employees spent most of their time in workplace so the Company provided occasional activities such as Company’s anniversary, the president’s and CEO’s birthday.

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) etiquette to staff about COVID-19 situation, as well as coordinated and prepared for vaccination among executives and staff. When a case of confirmed COVID-19 patient occurred, the Company would coordinate with local public health officers for further treatment. The company gave a consolation gift to the staff infected with COVID-19, and made a visit call to take care of them physically and mentally. The company emphasized on safety of customers and employees so we adopted the standard by the Ministry of Public Health to ensure safety in workplace. We implemented restrictive measure to prevent and control the spread of COVID-19 according to the standard announced by the government.

(3) The company established an Organization Sustainability team with consideration on stakeholders. The focus is not only on business profit but also in creating sustainability for the company in three dimensions, namely environment, society and corporate governance. In 2021, the training course regarding “Occupational health safety and environment in workplace” was provided for the newly appointed safety committee according to law and regulation. Moreover, the company arrange a training on safety at work, as well as roles and duties and instruction to work safely. Training on safety check, prevention & control of danger, and safety management at work is also provided. The objectives are for employees to be aware of danger or not to risk in dangerous events. There were three classed, totaling 74 employees participated in the training. We did not only in for profit in business but to encourage participation from all employees.

Training class on “Occupational health safety and environment in workplace” in 2021

Number	Date	Courses	Class	Persons
1	15 - 16 October 2021	Occupational Safety health and environment committee (OSH&E Committee)	1	19
2	11 – 12 November 2021	Occupational Safety officer – supervisor	1	26
3	18 – 19 November 2021	Occupational Safety officer – management	1	29
Total			3	74

2021 Occupational Health and Safety Summary

According to a statistic on injury, occupational diseases and occupational fatality, there was no case occurred in 2021.