

Human Resource Management Policy

Bangkok Dusit Medical Services PLC.





Bangkok Dusit Medical Services Public Company Limited operates a comprehensive healthcare business through a network of private hospitals and related health services in Thailand and abroad. BDMS aspires to be a leader in innovative, world-class healthcare excellence guided by international standards and driven by highly skilled professionals who deliver exceptional values and experiences to customers based on corporate governance and sustainable development, encompassing responsibilities toward society, communities and the environment.

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President

Bangkok Dusit Medical Services Public Company Limited



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Introduction

1. Principles and Importance

Bangkok Dusit Medical Services Public Company Limited ("Company" or "BDMS") emphasizes human resource management and recognizes human capital development as a key factor in driving its strategies and supporting business operations to achieve established goals. With a determination to foster a robust organizational culture, BDMS has established guidelines in accordance with corporate strategies and operational plans to attract high-quality talent, strengthen corporate image and ensure fair and equitable employee benefits in compliance with relevant regulations.

In addition, BDMS places great importance on the continuous development of employee potential and capabilities within the scope of ethical behavior in the workplace in order to encourage employees to become "competent" and "ethical," with clear career progression. With the commitment to enhancing the quality of life, supporting and motivating employees while fostering a work environment that promotes employee well-being, safety and security, The organization is committed to continuously enhancing the potential and expanding the capabilities of its employees, with the aim of fostering stable career growth and advancement in alignment with the organization's development.

The Company strives to ensure that the organization is staffed with an adequate number of employees who possess the required knowledge, skills and competencies to perform their roles effectively. This principle is in line with corporate vision, mission, strategies and objectives while contributing to driving the organization toward long-term sustainability.

2. Scope

The Human Resources Management Policy applies to Bangkok Dusit Medical Services Public Company Limited (BDMS) and all subsidiaries (collectively referred to as "BDMS Group"), regardless of their location. The policy outlines expectations and responsibilities for the Board of Directors, executives and employees of all levels.

3. Policy Revision

The Human Resource Management Policy shall conduct the policy review annually to ensure compliance with laws, regulations and rules relevant to BDMS business operations and submitted to the Board of Directors for consideration and approval.



Code of Conduct and Whistleblower Policy

The Company has established an Employee Code of Conduct to affirm its commitment to upholding ethical business conduct and achieving the objectives of Bangkok Dusit Medical Services Public Company Limited and its subsidiaries. All employees must understand and acknowledge the requirements and guidelines outlined in the Employee Code of Ethics, which serve as the operational standards and framework. Moreover, BDMS adheres to moral integrity, ethics and honesty as core values and upholds good corporate governance principles in all business operations.

Policy Guidelines

1. The Employee **Code of Conduct** follows the rule of law and aligns with applicable laws, regulations and good corporate governance, while taking into account the local environment, customs, traditions and cultures of each country in operations.
2. All employees are required to adhere to the standards and framework set forth in the Employee **Code of Conduct** while fulfilling their duties within the organization.
3. The Company has established reporting channels for complaints and suggestions related to non-compliance, violations or behavior of misconduct or corruption. All executives, employees and staff members are obliged to report any incidents involving ethical breaches or actions that may pose a risk to the corporate reputation immediately upon discovery.
4. The Company shall ensure appropriate protection, fairness and risk mitigation for whistleblowers.
5. The Company supports and promotes awareness of the Employee Code of Conduct by incorporating training into new employee orientation programs to ensure employees acquire the necessary knowledge and understanding to apply the Employee Code of Conduct in accordance with good corporate governance and workplace conduct.

See further details on:

<https://investor.bdms.co.th/en/sustainability/corporate-governance>



Human Rights Policy

The Company is committed to complying with international human rights standards, including the International Bill of Human Rights, the United Nations Guiding Principles on Business and Human Rights, the Declaration on Fundamental Principles and Rights at Work, as well as local regulations in the operating countries. As a consequence, BDMS has established a policy to affirm its commitment to respecting human rights. The policy outlines the expectations and responsibilities of employees, suppliers/ contractors and business partners (including joint venture partners) to uphold human rights for all individuals affected by the business operations throughout the supply chain.

Policy Guidelines

1. The Company respects the rights of all stakeholders and rights-holders affected by its business operations and within the supply chain while placing strong emphasis on the protection of vulnerable groups, embraces freedom of expression, supports equal opportunities and promotes workforce diversity.
2. The Company is committed to conducting comprehensive human rights assessments to ensure that human rights risks are identified, analyzed, managed and mitigated, including the implementation of mitigations and corrective actions in cases of human rights violations. Furthermore, BDMS ensures transparency when disclosing information related to internal and external human rights risks and impacts through human rights assessment process.
3. Concerning the rights of complainants and whistleblowers throughout the entire process, BDMS has established effective reporting channels accessible to all stakeholders and rights-holders for submitting complaints regarding human rights violations. Additionally, BDMS ensures that all complaints are handled with transparency and fairness through a verifiable process.
4. The Company raises awareness of human rights by internally communicating the policy across all levels of the organization and its subsidiaries, as well as externally to relevant stakeholders.

See further details on:

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Diversity, Equality and Inclusion Policy

The Company respects and supports a culture of diversity, equity and inclusion while appreciating differences among employees at all levels. In addition, BDMS is determined to protect employees from all forms of discrimination and upholds the equality principle across all aspects of business operations.

Policy Guidelines

1. Leaders, executives and supervisors are encouraged to foster a positive work experience and environment while building an inclusive workplace culture that values diversity and equity despite differences.
2. The Company adheres to non-discriminatory practices in recruitment, selection and employment while upholding the principle of equal opportunity for all. Furthermore, BDMS promotes self-development, career advancement and fair compensation based on performance while committing to maintain equality and fairness at the professional level, with integrity and mutual respect.
3. The Company actively promotes and encourages initiatives that creatively raise awareness and foster understanding of diversity, equity and inclusion across the organization including suppliers/contractors and business partners (including joint venture partners) throughout the supply chain in the business operations.

See further details on:

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Workforce and Budget Planning Policy

Workforce and budget planning is essential for the organization to effectively manage human resources and budget by aligning workforce demands with the operational requirements of each department. The objective is to ensure adequate staffing for both current and future needs. Moreover, the policy is in compliance with the corporate policies, strategic plans and budget of each department, while following the corporate vision and mission.

Policy Guidelines

1. The Company conducts an annual workforce review and projection, with additional mid-year assessments based on the urgency and needs of each department. The processes aim to ensure adequate staffing and budget planning in each department, with the objective of preparing a workforce that meets both current and future demands. Key considerations include business plans, new technologies or medical equipment adoption, employee turnover and retirements as well as scope of services, in line with plans and policies that foster the corporate vision and mission.
2. The Company adopts innovations in recruitment to analyze workforce data, compares planned staffing with actual workforce and monitors monthly budgets as well as employee recruitment and turnover. The process ensures the organization remains adaptable to changes, such as variations in current and future patient volumes.



Employee Recruitment and Selection Policy

The Employee Recruitment and Selection Policy is implemented to ensure the organization hires knowledgeable and competent individuals who uphold core values in line with the organizational culture and possess the skills appropriate to each department's requirements. The process enables employees to perform effectively and fulfill organizational objectives, while supporting efficient, transparent, fair and non-discriminatory human resource management.

Policy Guidelines

1. The Company devises the recruitment and employment approval structure in parallel with defining recruitment strategies per the approved annual workforce plan and budget.
2. The Company adopts diverse recruitment channels with an emphasis on strategic hiring to effectively reach targeted candidates and fulfill organizational requirements. Both internal and external recruitment are conducted, with priority given to existing employees to foster career growth opportunities and professional advancement while strengthening organizational engagement. Moreover, BDMS supports employees seeking sustainable and appropriate relocation to work in their hometowns. All internal applications shall undergo competency evaluations, which are thoroughly assessed following the work qualifications.
3. The Company shall treat every employee fairly in the nomination, selection and employment processes by providing the opportunity to those with diverse perceptions, opinions, experiences, knowledge, age, gender, educational institutions, ability and occupational skills or other diversities to perform their respective duty in the organization.
4. All work applications and candidate information are handled with the utmost confidentiality and securely stored in accordance with applicable regulations. Access to or use of applicant data by unauthorized or unrelated personnel is strictly prohibited under all circumstances.



Performance Management Policy

The performance management system is established to systematically evaluate, standardize and develop employee performance with equality and fairness across the organization. The scope includes goal setting, performance monitoring and evaluation, integration of results with employee capability development, compensation decisions and alignment of employee performance with corporate goals while fostering workforce efficiency and sustainable engagement toward corporate goals.

Policy Guidelines

1. The Company sets out criteria for performance evaluation and management based on the corporate core values and culture as fundamental guidelines. The process aims to align employee behaviors with corporate values, considering both core and leadership competencies as well as Key Performance Indicators (KPIs) and individual goals. Other considerations include roles, responsibilities and corporate strategies. Moreover, performance assessment is conducted in connection with both short-term and long-term corporate goals.
2. The Company continuously monitors performance results by reviewing and reporting Key Performance Indicators (KPIs) at least every 6 months to ensure systematic progress evaluation, appropriate and prompt feedback to employees and the capability to adjust work process to meet target.
3. The Company performs an annual performance evaluation by summarizing and analyzing results against established targets. Key information is then utilized for planning development, improving operational efficiency and implementing effective human resource management. In addition, the evaluation is conducted with an emphasis on equality, fairness and transparency.



Compensation and Welfare Management Policy

The Compensation and Welfare Management Policy acts as a key foundation for effective human resource management. As a result, BDMS is dedicated to forming salary structures in accordance with the responsibilities of each position, following the principle of "Equal Work: Equal Pay" to ensure fairness for all employees involved in equivalent duties, without discrimination on gender, age, race, religion or other status. The compensation decisions are transparently and fairly conducted, based on qualifications, work responsibilities and performance. In addition, BDMS emphasizes work-life balance to foster long-term employee engagement and sustainable collaboration.

Policy Guidelines

1. The Company sets out guidelines for reviewing the roles, duties and job descriptions of each position, including assessing the responsibility levels, to foster alignment with present living conditions, organizational strategies and operational structures. Moreover, the process includes evaluating the compensation structure to facilitate appropriate, equal and fair adjustments in salary, compensation, benefits and career structure across the organization. BDMS also ensures compliance with applicable labor laws and standards, including those related to consultation and minimum notice periods in the case of organizational changes.
2. The Company designs a compensation management system referring to systematic data analysis together with the development of a secure and reliable database. The human resources system enables effective data storage, management and analysis, including monitoring of employee working hours and overtime rates analysis to determine appropriate work schedules and lessen overtime to ensure compliance with legal requirements of setting maximum working hour and to support the company's commitment to avoiding or reducing excessive working hours. Moreover, the system is essential for fair compensation compared to workloads and boosting employees' well-being.
3. The Company adhere to the principle of paying a living wage by ensuring that compensation paid to all employees must not be set below the estimated cost of living or relevant standards to enhance the employees' financial stability and quality of life. In addition, BDMS regularly reviews and adjusts compensation considering economic factors such as inflation and labor market trends. The criteria include current market compensation surveys against leading organizations within the same industry to establish strategic compensation targets and foster a competitive, fair and appropriate compensation structure suitable for employee capabilities.
4. The Company is determined to enhance the high quality of life for employees by providing, paid annual leave entitlements, benefits surpassing legal requirements while promoting comprehensive and quality welfare programs that offer advantages beyond the regulatory requirements. The support aims to elevate employees' well-being and motivation while regularly assessing employee feedback and continuously improving the benefits system in line with evolving needs and circumstances.
5. The Company performs regular annual reviews and audits of compensation management to ensure equal remuneration for men and women.



Employee Development Policy

The Company is committed to delivering excellent healthcare services by enhancing employees' capabilities and knowledge from the first orientation. As a result, BDMS supports learning about the corporate culture, vision, mission and strategies while organizing continuous learning sessions to adapt to evolving technologies and specialized knowledge. The effort aims to foster innovation, build sustainability culture within the organization and offer benefits to employees by providing career advancement opportunities.

Policy Guidelines

1. The Company employee training and development are conducted following competency-based development, guidelines for systematic planning and development following the needs of employees and departments as well as the corporate strategy.
2. The Company conducts a comprehensive survey and analysis of training needs while designing training courses for employee potential development in line with the corporate vision, mission, strategy and goals. The process is also integrated to achieve systematic and efficient annual plans.
3. The Company encourages comprehensive human resource development by emphasizing essential skill enhancement for employees to achieve both short-term and long-term business requirements, as well as supporting the corporate efficient growth and expansion. Moreover, BDMS promotes continuous learning in technology and innovation to strengthen competitiveness and drive the organization toward sustainability.
4. The Company implements proactive employee capability development through development plans and data integration on employee needs according to their different career stages in connection with career paths.
5. The Company cultivates and enhances employee engagement through organizational culture by fostering understanding and a sense of belonging in the workplace. In addition, the company instills corporate culture and values by promoting activities that encourage collaboration between operational teams and management, with the aim of building a shared vision and reinforcing a sustainable organizational culture.



Safety, Occupational Health and Environmental Policy

The Company is committed to prioritizing the health and safety of employees, suppliers and stakeholders to ascertain effective and efficient operations which are vital to sustainable development. Consequently, BDMS encourages employee participation in enhancing occupational health, safety and environmental management systems. Moreover, BDMS fosters holistic employee well-being through initiatives related to physical, mental/emotional, social, financial and intellectual health, including fostering a healthy work environment and preventing work-related injuries and illnesses.

Policy Guidelines

1. The Company operates the business in compliance with policies, regulations, international standards and other relevant requirements related to occupational health, safety and environment.
2. The Company manages occupational health, safety and environmental risks by promoting and implementing preventive measures to mitigate and minimize risks to employees and suppliers while ensuring safe operations.
3. The Company fosters learning, provides training and consultation as well as encourages collaboration in occupational health, safety and environmental initiatives among employees, suppliers and stakeholders, including adequate and appropriate resource allocation to support operations.
4. The Company defines measurable objectives, key performance indicators and targets for occupational health, safety and environmental performance to ensure continuous improvement in safety management and performance to achieve the planned targets.

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