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# Human Resources Policy and Diversity, Equity & Inclusion Policy



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### **Part 1** Human Resources Policy

### **Part 2** Diversity, Equity and Inclusion Policy

Both parts of this Policy shall be deemed one single document and shall become effective, be reviewed, and be reported to the Board of Directors together. Part 2 shall constitute a specific extension of the principles set out in Part 1.

## Part 1: Human Resources Policy

### 1. Rationale

Astra Enterprise Company Limited (the “Company”) recognizes that human resources are a key driver of business operations, long-term value creation, and sustainable organizational growth. The Company is therefore committed to managing human resources in accordance with good corporate governance, internationally recognized human rights principles, and fair, transparent, accountable management practices that respect human dignity, so that all personnel can develop their potential and fully contribute to the Company’s success.

In establishing this Policy, the Company refers to and upholds internationally recognized practices and relevant requirements, including the OECD Principles of Corporate Governance, the UN Guiding Principles on Business and Human Rights (UNGPs), the ILO Declaration on Fundamental Principles and Rights at Work and the ILO Core Conventions, the good corporate governance principles for listed companies issued by the Securities and Exchange Commission of Thailand, the Corporate Governance Code (CG Code), the Corporate Governance Report (CGR) assessment criteria of the Thai Institute of Directors (IOD), as well as the FTSE Russell ESG Ratings framework and other relevant international sustainability standards.

The Company believes that effective human resource management, together with the promotion of diversity, equity, inclusion, respect for human rights, and continuous development of personnel capabilities, will strengthen the organizational culture, enhance competitiveness, build confidence among all stakeholder groups, and support the Company’s stable and sustainable long-term growth.

### 2. Objectives

- 1) To establish a consistent framework for the Company’s human resource management across the organization, from recruitment through termination of employment.
- 2) To promote fair, equal, and non-discriminatory treatment of all employees at every stage of employment.
- 3) To attract, retain, and develop competent personnel in line with the Company’s strategy and growth direction.
- 4) To create a safe, hygienic, and productive working environment.
- 5) To support good corporate governance and enhance the Company’s social and governance performance under CGR and FTSE Russell ESG Ratings criteria.

### 3. Scope of Application

This Policy applies to directors, executives, and employees at all levels of Astra Enterprise Company Limited (the “Company”), including subsidiaries and entities over which the Company has management control. The Company also expects associated companies, suppliers, contractors, service

providers, vendors, and business partners involved in human resource matters to adhere to principles consistent with this Policy, particularly in relation to human rights, labor standards, non-discrimination, and fair treatment of personnel.

This Policy constitutes the Company's governance framework for human resource management and forms part of the Company's good corporate governance system to support sustainable business operations.

## **4. Human Resource Management Principles**

### **4.1 Recruitment and Employment**

The Company recruits, selects, and appoints personnel based on knowledge, capability, experience, skills, and qualifications appropriate for each position on a merit-based recruitment basis, under the principles of equality, transparency, and non-discrimination, without distinction on the grounds of gender, age, race, nationality, religion, belief, political opinion, disability, marital status, sexual orientation, gender identity, or any other status unrelated to job performance capability.

The Company encourages internal personnel to be considered for career advancement opportunities before external recruitment, where appropriate, and supports workforce diversity at all levels of the organization.

### **4.2 Compensation and Benefits**

The Company establishes fair and competitive compensation and benefit structures that are aligned with performance, responsibilities, and personnel potential, based on the principle of "equal pay for equal work," while monitoring and reducing any unjustified gender pay gap.

The Company is committed to providing appropriate living wages in accordance with the context of each country, while maintaining business competitiveness. The Company also provides benefits that promote quality of life, physical and mental health, financial security, work-life balance, and benefits that correspond to the needs of personnel at different life stages.

The Company shall review its compensation and benefit structures at least annually, with reference to labor market data, compensation surveys, and the Company's performance.

### **4.3 Personnel Development and Career Advancement**

The Company promotes lifelong learning and supports the continuous development of personnel capabilities through individual development plans (IDPs), internal and external training, digital learning, future skills development, upskilling, reskilling, job rotation, and leadership development.

The Company maintains succession planning for key positions and critical positions, taking into account potential, performance, readiness for growth, and diversity among talent pools in order to support long-term business growth.

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#### 4.4 Performance Management

The Company maintains a transparent, fair, and accountable performance management system by setting clear performance indicators aligned with the Company's strategy and organizational goals. The system supports regular feedback and development discussions, and uses assessment results fairly for capability development, compensation consideration, promotion, and succession planning.

#### 4.5 Safety, Occupational Health, and Quality of Working Life

The Company is committed to providing a safe and hygienic workplace in compliance with applicable laws and occupational health and safety standards, and to continuously implementing measures to prevent and reduce work-related risks.

The Company promotes employee well-being in all dimensions, including physical health, mental health, work-life balance, financial security, and a working environment that supports employee engagement, diversity, and participation.

#### 4.6 Human Rights and Fair Treatment

The Company respects and supports the protection of human rights in accordance with international principles. The Company does not tolerate child labor, forced labor, human trafficking, discrimination, harassment, or abuse in any form, and expects its business partners to adhere to the same principles.

The Company conducts appropriate human rights due diligence, covering the identification of risk issues, impact assessment, preventive and mitigation measures, monitoring of effectiveness, and disclosure of information as appropriate, in order to prevent and reduce potential human rights impacts arising from business operations.

The Company respects employees' rights to association, expression, and good-faith collective bargaining within the framework of applicable laws, and promotes employee listening through appropriate channels to support continuous organizational development.

#### 4.7 Discipline, Code of Conduct, and Complaint Channels

All employees are responsible for strictly complying with applicable laws, work rules and regulations, the Company's business code of conduct, and Company policies.

The Company provides independent, transparent, and confidential complaint and whistleblowing channels, together with measures to protect whistleblowers and information providers from intimidation, discrimination, or retaliation.

The Company will investigate facts fairly, transparently, and in a timely manner, and will establish corrective, preventive, and follow-up measures to prevent recurrence of similar incidents.

## 5. Roles and Responsibilities

| Function / Person                     | Roles and Responsibilities                                                                                                            |
|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Board of Directors                    | Approve the Policy and oversee its overall implementation in alignment with good corporate governance principles.                     |
| Nomination and Remuneration Committee | Review and screen compensation structures and senior executive succession plans to ensure consistency with this Policy.               |
| Human Resources Department            | Prepare supporting guidelines, regulations, and tools for this Policy, monitor implementation, and report results to management.      |
| Supervisors at all levels             | Implement the Policy within their respective departments and ensure that employees are treated in strict accordance with the Policy.  |
| All employees                         | Comply with the Policy and relevant regulations, and report any conduct inconsistent with the Policy through the designated channels. |

## 6. Monitoring, Reporting, and Policy Review

The Human Resources Department is responsible for monitoring, evaluating, and reporting the implementation of this Policy by reference to key performance indicators (KPIs) and relevant human resources data, in order to assess implementation effectiveness and identify opportunities for continuous improvement.

The Human Resources Department shall report implementation results to management on a periodic basis and to the Board of Directors at least once a year, so that the Board may oversee, monitor progress, and consider improvements to human resource management in alignment with the Company's strategy, changes in the business environment, and stakeholder expectations.

The Company shall review this Policy at least every two years, or whenever there is a significant change in applicable laws, regulatory requirements, international standards, good corporate governance principles, human rights practices, or relevant assessment criteria, including the OECD Principles of Corporate Governance, the UN Guiding Principles on Business and Human Rights (UNGPs), the ILO Core Conventions, the Corporate Governance Code (CG Code), the Corporate Governance Report (CGR), FTSE Russell ESG Ratings, and other relevant sustainability standards, to ensure that the Policy remains appropriate, up to date, and supportive of the Company's sustainable business operations.

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## Part 2: Diversity, Equity and Inclusion Policy

### 1. Rationale

Astra Enterprise Company Limited (the “Company”) believes that diversity, equity, and inclusion (“DEI”) are essential foundations of good corporate governance, responsible human resource management, innovation, and sustainable business growth. Promoting equal opportunities for diverse personnel to fully participate and realize their potential enhances the quality of decision-making, strengthens an open organizational culture, and creates shared value for all stakeholder groups.

The Company has established this Policy as part of its corporate governance and human resource management framework, based on internationally recognized principles and practices, including the OECD Principles of Corporate Governance, the UN Guiding Principles on Business and Human Rights (UNGPs), the ILO Declaration on Fundamental Principles and Rights at Work and the ILO Core Conventions, the Corporate Governance Code (CG Code) issued by the Securities and Exchange Commission of Thailand, the Corporate Governance Report (CGR) assessment criteria of the Thai Institute of Directors (IOD), FTSE Russell ESG Ratings, and other relevant sustainability standards.

The Company is committed to promoting diversity among the Board of Directors, executives, and employees at all levels by considering qualifications, knowledge, capabilities, experience, skills, expertise, and diverse perspectives, together with creating equal opportunities, preventing discrimination, promoting pay equity, and building a working environment where everyone is respected, valued, and able to contribute to their full potential. These principles support long-term value creation, competitiveness, and confidence among investors, stakeholders, and society as a whole.

### 2. Objectives

- 1) To establish a consistent organization-wide framework for managing diversity, equity, and inclusion.
- 2) To promote diversity in the composition of the Board of Directors, executives, and employees at all levels, taking into account gender, age, knowledge, expertise, experience, skills, and diverse perspectives.
- 3) To build an organizational culture that respects human dignity, is open and free from discrimination, harassment, and abuse in all forms, and promotes equal opportunities in recruitment, development, performance assessment, promotion, and compensation.
- 4) To promote pay equity, reduce gender pay gaps, and support fair career growth for personnel from all groups.
- 5) To support business operations that respect human rights and align with environmental, social, and governance (ESG) principles while creating shared value for all stakeholder groups.

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- 6) To enhance the Company's corporate governance and disclosure standards in alignment with CGR, FTSE Russell ESG Ratings, FTSE4Good Index Series, and other relevant international sustainability standards.

### 3. Scope of Application

This Policy applies to directors, executives, and employees at all levels of the Company, including subsidiaries and entities over which the Company has management control. It covers recruitment, employment, appointment, development, performance assessment, promotion, compensation, leadership development, succession planning, workplace environment management, and termination of employment.

The Company expects associated companies, suppliers, contractors, service providers, and relevant business partners to uphold principles of diversity, equity, non-discrimination, and respect for human rights consistent with this Policy, in order to jointly promote responsible business conduct throughout the value chain.

### 4. Definitions

**Diversity** means individual differences in various dimensions, including gender, age, race, nationality, religion, language, culture, opinions, expertise, experience, capabilities, social status, disability, sexual orientation, gender identity, or any other legally protected characteristics, which contribute to diverse perspectives and capabilities in business operations.

**Equity** means fair treatment and the fair allocation of opportunities, resources, and support by taking into account individual differences and needs, so that everyone can access opportunities for development and success on an equal basis.

**Inclusion** means creating a workplace culture and environment where everyone is accepted, respected, feels a sense of belonging, can express opinions, and can fully participate in decision-making or operations without discrimination.

**Board Diversity** means the composition of the Board of Directors with diversity in gender, age, knowledge, expertise, experience, skills, independence, and diverse perspectives, in order to enhance the effectiveness of corporate governance, strategy formulation, and decision-making in accordance with good corporate governance principles and international standards.

### 5. Principles and Practices

#### 5.1 Board-Level Diversity

The Company is committed to promoting diversity in the composition of the Board of Directors (Board Diversity) to support effective corporate governance, strategy formulation, and well-rounded decision-making. The Nomination and Remuneration Committee shall consider the recruitment and nomination of directors based on qualifications, knowledge, capability, experience, independence, integrity, and suitability for the Company's strategic needs on a merit-based

appointment basis, while also promoting diversity in terms of gender, age, knowledge, expertise, experience, skills, international perspective, and diverse viewpoints.

The Company is committed to promoting gender diversity at the Board level and to increasing opportunities for qualified persons of all genders to be considered equally for director recruitment and appointment without discrimination. The Company sets a policy-level objective to promote Board diversity, including increasing the proportion of female directors as appropriate to the Company's structure and needs, while continuing to prioritize appointment based on qualifications, knowledge, capability, and suitability.

The Company prepares and regularly reviews the Board Skills Matrix to assess the suitability of the Board composition and to support Board succession planning, as well as to set policy-level objectives for promoting Board diversity, particularly increasing the proportion of female directors and enhancing diversity in knowledge, expertise, and experience in alignment with the Company's strategy, good corporate governance practices, and the assessment criteria of CGR and FTSE Russell ESG Ratings.

## **5.2 Diversity at Executive and Employee Levels**

The Company promotes equal opportunities in all human resource management processes, including recruitment, employment, development, performance assessment, promotion, compensation, leadership development, succession planning, and termination of employment, based primarily on qualifications and capabilities and without discrimination on the grounds of gender, age, race, nationality, religion, opinions, disability, marital status, sexual orientation, gender identity, or any other legally protected characteristics.

The Company aims to develop a diverse talent pipeline and succession planning process that takes diversity into account, in order to increase growth opportunities for female executives and personnel from diverse groups, while continuously supporting capability and leadership development.

The Company provides an appropriate working environment, facilities, and reasonable accommodation for personnel with disabilities or specific needs, so that they can perform their work to their full potential and receive equal opportunities.

## **5.3 Pay Equity**

The Company determines compensation based on the principle that “work of equal value shall receive fair and equal compensation” (Equal Pay for Equal Work), taking into account responsibility, performance, knowledge, capabilities, and personnel potential, without discrimination on the grounds of gender or other personal characteristics.

The Company shall review its compensation structure at least annually in order to monitor and reduce any unjustified gender pay gap, analyze pay equity data, and disclose relevant performance through the Company's sustainability report or annual report, as appropriate and in accordance with applicable requirements.

## **5.4 Non-Discrimination, Anti-Harassment, and an Inclusive Organizational Culture**

The Company does not tolerate discrimination, harassment, bullying, or abuse in any form, whether verbal, physical, psychological, sexual, or through electronic channels, including any conduct that violates human dignity or creates an unsafe working environment.

The Company promotes an organizational culture that respects differences, enables all personnel to express opinions, participate in work, and be treated with respect and fairness. The Company also provides independent and confidential complaint and whistleblowing channels, together with measures to protect complainants and whistleblowers from retaliation.

The Company shall investigate all complaints fairly, transparently, and in a timely manner, and shall establish corrective, preventive, and follow-up measures to prevent recurrence and to sustainably strengthen an open organizational culture that respects diversity.

### 5.5 Targets and Indicators

The Company establishes quantitative indicators to monitor progress in implementing this Policy as follows:

| Indicator                                                                    | Standard Reference                                | Monitoring Frequency |
|------------------------------------------------------------------------------|---------------------------------------------------|----------------------|
| Proportion of female directors on the Board of Directors                     | CGR (IOD) / FTSE Russell – Board Gender Diversity | Annually             |
| Proportion of senior executives who are women and members of diverse groups  | FTSE Russell D&I Score                            | Annually             |
| Gender Pay Gap                                                               | FTSE Russell ESG Data Model                       | Annually             |
| Number of discrimination/harassment complaints and complaint resolution rate | Company internal practices                        | Quarterly            |

### 6. Roles and Responsibilities

| Function / Person                     | Roles and Responsibilities                                                                                                              |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Board of Directors                    | Approve the Policy, oversee implementation, and review progress in promoting diversity at both organizational and Board levels.         |
| Nomination and Remuneration Committee | Consider diversity in the nomination of directors and senior executives, using the Board Skills Matrix as part of the assessment.       |
| Human Resources Department            | Prepare supporting guidelines, monitor indicators, and compile information for disclosure in sustainability reports and CGR checklists. |

| Function / Person         | Roles and Responsibilities                                                                                                      |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| Supervisors at all levels | Promote a culture of respect for differences within their departments and report conduct that is inconsistent with this Policy. |
| All employees             | Treat others with respect, refrain from discrimination, and support a diverse, open, and inclusive working environment.         |

## 7. Disclosure and Reporting

The Company is committed to disclosing information and performance relating to diversity, equity, and inclusion in a transparent, accurate, complete, and timely manner in order to strengthen confidence among shareholders, investors, stakeholders, and the public, and to reflect the Company's commitment to conducting business in accordance with good corporate governance and sustainable development principles.

The Company shall disclose information and performance relating to this Policy through appropriate channels, including the Annual Registration Statement/Annual Report (Form 56-1 One Report), Sustainability Report, the Company's website, and disclosures required by regulators or relevant assessment frameworks such as the Corporate Governance Report (CGR), FTSE Russell ESG Ratings, FTSE4Good Index Series, and other relevant sustainability standards.

The disclosure shall cover appropriate qualitative and quantitative information, such as diversity of the Board of Directors and executives, the proportion of female personnel in executive positions, pay equity, the gender pay gap, personnel capability development, performance against key performance indicators (KPIs), and other relevant significant information, taking into account accuracy, reliability, and protection of personal data in accordance with applicable laws.

## 8. Monitoring, Evaluation, and Policy Review

The Human Resources Department is responsible for monitoring, evaluating, and reporting the implementation of this Policy by reference to key performance indicators (KPIs) and data relating to diversity, equity, and inclusion, in order to assess implementation effectiveness, identify areas for improvement, and support continuous development.

The Human Resources Department shall report implementation results to management on a periodic basis and to the Board of Directors at least once a year, so that the Board may oversee, monitor progress, and consider ways to enhance diversity, equity, and inclusion management in alignment with the Company's strategy, stakeholder expectations, and sustainable business trends.

The Company shall review this Policy at least every two years, or whenever there is a significant change in applicable laws, regulatory requirements, international standards, or relevant assessment criteria, including the OECD Principles of Corporate Governance, the UN Guiding Principles on Business and Human Rights (UNGPs), the ILO Declaration on Fundamental Principles and Rights at Work, the Corporate Governance Code (CG Code), the Corporate Governance Report (CGR), FTSE Russell ESG Ratings, and other relevant sustainability standards, to ensure that the Policy



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remains appropriate, up to date, aligned with international practices, and supportive of the Company's sustainable business operations and long-term value creation.

This Human Resources Policy and Diversity, Equity & Inclusion Policy was reviewed and approved by the Board of Directors at Meeting No. 7/2026, and shall become effective from August 13, 2026 onward.

- Mr. Chatchaval Jiaravanon -  
Chairman of ASTRA Enterprise  
Public Company Limited