

Sustainable Human Resource Management Policy

I.C.C. International Public Company Limited

1. Policy Statement

I.C.C. International Public Company Limited (“the Company”) recognizes that human capital is a critical driver of sustainable business growth and long-term competitiveness. Competent, ethical, and engaged employees play a vital role in delivering business success and creating shared value for stakeholders and society.

The Company is committed to managing human resources responsibly and sustainably throughout the entire employee lifecycle, including workforce planning, recruitment, employment, development, performance management, compensation and benefits, employee relations, and separation.

Human resource management shall be conducted in accordance with the principles of:

- Human rights
- Fair labor practices
- Good corporate governance
- Ethical business conduct
- Respect for diversity and equal opportunity

The Company aims to create a workplace that enables employees to grow professionally, perform at their highest potential, and remain engaged with the organization, thereby supporting the Company’s sustainable development.

2. Scope

This policy applies to:

- Directors
- Executives
- Employees at all levels of the Company and its subsidiaries

The policy also serves as guidance for business partners, contractors, and other stakeholders associated with the Company’s operations.

3. Principles of Sustainable Human Resource Management

The Company implements sustainable human resource management through the following principles:

3.1 Diversity, Equity and Non-Discrimination

The Company promotes diversity, equity, and equal opportunity across all human resource practices including recruitment, employment, performance evaluation, promotion, and compensation.

Discrimination, harassment, and any form of unfair treatment are not tolerated. Management at all levels is responsible for maintaining an inclusive workplace that respects the dignity and differences of individuals.

3.2 Fair Compensation and Employee Benefits

The Company provides compensation that is fair, transparent, and competitive with market practices.

Compensation decisions consider job value, responsibilities, employee performance, individual potential, and economic conditions.

Employee benefits comply with applicable laws and may be enhanced to support employee well-being, security, and quality of life. Compensation and benefits structures are reviewed periodically to ensure fairness and competitiveness.

3.3 Employee Health, Safety and Well-Being

The Company is committed to providing a safe, healthy, and supportive working environment.

The Company strictly complies with occupational health and safety laws and standards and promotes both physical and mental well-being of employees. Work-life balance is encouraged in accordance with the nature of work and operational requirements.

3.4 Talent Attraction and Retention

The Company conducts workforce planning and recruitment aligned with its business strategy to ensure the availability of qualified and capable employees.

Talent management practices include succession planning, high-potential employee development, and structured career progression pathways to ensure business continuity and retention of key talent.

3.5 Employee Development

The Company supports continuous learning and professional development for employees.

Development initiatives are aligned with organizational goals and individual performance outcomes. Training programs, learning opportunities, and development plans are regularly monitored and evaluated to ensure effectiveness.

3.6 Employee Engagement and Communication

The Company promotes transparent communication and encourages employee participation through established communication channels.

Employee engagement and satisfaction surveys are conducted periodically, and feedback is used to improve organizational practices and working conditions.

3.7 Knowledge Management

The Company promotes systematic knowledge management to capture, transfer, and share critical organizational knowledge.

Knowledge management supports employee development, organizational learning, and succession planning to ensure operational continuity.

3.8 Grievance Mechanism and Whistleblower Protection

The Company provides accessible and transparent grievance and whistleblowing channels for employees and stakeholders to report concerns related to:

- violations of laws or regulations
- breaches of company policies
- unethical conduct
- human rights violations

- unfair labor practices

All reports are investigated fairly and objectively by independent functions.

The Company strictly protects whistleblowers' confidentiality and prohibits retaliation against individuals who report concerns in good faith.

Where violations are identified, appropriate corrective actions, remediation, disciplinary measures, or legal actions will be taken.

The grievance mechanism forms part of the Company's human rights governance and risk management framework.

3.9 Occupational Health, Safety and Working Environment

The Company prioritizes the safety, health, and well-being of employees, contractors, visitors, and surrounding communities.

The Company:

- complies with relevant occupational health and safety laws and standards
- conducts regular risk assessments
- implements preventive safety measures
- provides appropriate protective equipment
- promotes a strong organizational safety culture

Employees are encouraged to participate in identifying workplace risks and improving safety practices.

Executives, employees, contractors, and business partners are expected to comply with the Company's occupational health and safety standards.

4. Reporting and Monitoring

The Human Resources function is responsible for monitoring the implementation of this policy and reporting progress to the Corporate Governance and Sustainability Committee and the Board of Directors as appropriate, at least annually.

The Company discloses relevant information through:

- Sustainability Report
- Annual Registration Statement / Annual Report (Form 56-1 One Report)
- Corporate website

The policy and related practices will be reviewed periodically to ensure alignment with business developments and international standards.

5. Governance and International Standards

The Company's human resource management practices are aligned with internationally recognized principles, including:

- UN Guiding Principles on Business and Human Rights
- ILO Core Conventions
- OECD Guidelines for Multinational Enterprises
- Global Reporting Initiative (GRI) Standards

These frameworks support responsible labor practices, respect for human rights, and sustainable workforce development.

6. Policy Approval

This Sustainable Human Resource Management Policy was approved by the Board of Directors at Meeting No. 12/2025 on **11 March 2026** and shall become effective from **11 March 2026 onwards**.

Anuchit Anuchitanukul

Anuchit Anuchitanukul, Ph.D.

Chairman of the Board and

Chairman of the Corporate Governance and Sustainable Development Committee