



Human Resource Management Policy

Bangkok Aviation Fuel Services Public Company Limited


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Approved by	<div> (M.L. Nathasit Diskul) President</div>

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Introduction

Bangkok Aviation Fuel Services Public Company Limited (BAFS) places paramount importance on its human resources, firmly believing that people are the core driving force behind the organization's long-term success. Our commitment lies in effectively managing and developing our workforce to ensure sustainability across all dimensions. This commitment is embedded in every process, guided by the strategy, "Re-imagining the Future of Work for Human Empowerment," and grounded in the principles of transparent, fair, and sustainable management in accordance with good corporate governance practices.

Our objective is to foster an environment where employees are satisfied and engaged in their work, have continuous opportunities for career growth, enjoy a good quality of life, and are empowered to create long-term shared value for both the organization and society.

To achieve this, BAFS has established its Human Resource Management Policy, which covers various aspects, to enable our employees to reach their full potential and support sustainable growth for the organization.

1. Employee Human Rights Policy

BAFS upholds and strictly adheres to human rights and labor practices in accordance with our Code of Conduct and Supplier Code of Conduct, aligning with internationally recognized principles such as the Universal Declaration of Human Rights (UDHR), the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the International Labor Organization Declaration on Fundamental Principles and Rights at Work (ILO).

All employees are entitled to equity, freedom, and protection from slavery, torture, human trafficking, harassment, forced labor, and child labor. They possess freedom of opinion and expression, the right to work, and the right to receive fair compensation without any discrimination. In addition, BAFS maintains a secure, confidential, and retaliation-free grievance mechanism to ensure fair complaint management and appropriate remedies.

BAFS practices are guided by the following principles:

- 1.1. Treat employees with dignity and respect for human rights, ensuring equal treatment without discrimination on any grounds—whether physical or mental conditions, race, color, gender, sexual orientation, gender identity, language, religion, education, tradition, culture, social status, possession, or any other legal basis.
- 1.2. Strictly comply with labor laws and human rights principles, including the rights of children and the prohibition of child labor.
- 1.3. Comply with legal requirements regarding daily and weekly working hours, ensuring that statutory limits are not surpassed. Overtime must be voluntary and consented by employees. Employees are also entitled to annual leave and rest days no less than the minimum stipulated by law.
- 1.4. Provide opportunities for employees' involvement in expressing opinions and participation in decision-making on matters of direct concern.
- 1.5. Promote and support human rights among all stakeholders in accordance with the Supplier Code of Conduct, encouraging participation and adherence to human rights principles.
- 1.6. Establish channels for reporting misconduct or suspected violations of the BAFS Code of Conduct, including behavior indicative of potential human rights infringements.

2. Non-Discrimination and Anti-Harassment Policy

BAFS treats all employees with dignity and respect for human rights, ensuring equity and fairness without discrimination on any grounds—whether similarities or differences in physical or mental conditions, race, color, gender, sexual orientation, gender identity, language, religion, education, tradition, culture, social status, possession, or any other legal basis. BAFS practices are guided by the following principles:

- 2.1 Cultivate an open, safe, and respectful work environment that allows all personnel to fully realize their potential, promotes meaningful collaboration, and values diversity at all levels of the workforce.
- 2.2 Refrain from disclosing or discussing any employee’s work-related or personal information in a manner that could cause harm to the individual or damage overall reputation of the company.
- 2.3 Prohibit any form of harassment, including conducts that cause distress, discomfort, or create a hostile work environment, such as sexual harassment (verbal or physical), derogatory remarks, bullying, or abuse of authority.
- 2.4 Ensure that the collection, storage, use, or disclosure of employees’ or work-related individuals’ personal data is limited to what is necessary. BAFS will not collect any sensitive information that could lead to discrimination, violations, or harassment, unless required by law, regulatory obligations, or risk management considerations.
- 2.5 Provide secure channels for whistleblowing or lodging complaints in cases where suspicion of unequal treatment or conduct that may constitute a violation of employees’ rights is raised.

3. Ethics and Good Governance Promotion Policy

BAFS manages its human resources in accordance with the principles of good corporate governance and anti-corruption, while strictly complying with labor laws, Code of Conduct, Supplier Code of Conduct, company regulations, and all relevant policies. This approach is coupled with transparent, accountable, and verifiable management practices, ensuring responsibility to all stakeholders. Furthermore, we

encourage employees at all levels to strictly adhere to regulations and uphold moral and ethical standards in their work.

BAFS practices are guided by the following principles:

- 3.1 Establish workplace rules and regulations, along with guidelines relating to human resource management, in compliance with the law and align with the Code of Conduct.
- 3.2 Incorporate the adherence to the Code of Conduct, Core Values, and other relevant company policies as a part of employee performance evaluations.
- 3.3 Encourage and promote honesty, integrity, mutual respect, and collective commitment to combat all forms of corruption.
- 3.4 Impose fair and proportionate disciplinary measures in each case, based on thorough investigations that provide employees with the opportunity to present their account of events, in accordance with the workplace regulations.
- 3.5 Provide secure channels for whistleblowing or lodging complaints in cases of suspected violations of the BAFS Code of Conduct and Anti-Corruption Policy.

4. People Management and Employment Conditions Policy

BAFS is committed to promoting job security for employees while upholding fair employment conditions that support the full development of their potential. Opportunities for career growth according to employees' specialties and abilities are ensured within the framework of the company's responsibility to create sustainable shared value. The relevant practices are as follows:

4.1 Recruitment and Selection

- 4.1.1 Establish recruitment and selection guidelines to attract candidates with the knowledge, skills, mindset, and attitudes aligned with the corporate Core Values. The recruitment process is open to internal applicants from BAFS and its affiliates, collectively called BAFS Group, as well as external candidates. All applicants are treated with equity and fairness, in accordance with consistent and standardized criteria.

- 4.1.2 Implement standardized recruitment and selection procedures which included written examinations, safety attitude assessments, corporate Core Value compatibility assessments, foreign language proficiency tests, and interviews to identify and select suitable candidates whose qualifications, skills, and attitudes demonstrate alignment with the organization's Core Values.
- 4.1.3 Ensure that the recruitment and selection process is conducted with equality and fairness, without discrimination based on age, gender, race, nationality, disability, religion, language, or social status. BAFS prioritizes the selection of candidates whose qualifications, skills, and physical competencies are suitable for the essential duties of the position, ensuring that employees can perform their responsibilities safely and effectively.

4.2 Employment

- 4.2.1 Ensure fair employment practices without discrimination based on age, gender, race, nationality, disability, religion, language, or social status. Employment contracts must be in writing and signed by both parties—BAFS and the selected candidate—clearly specifying responsibilities, benefits, and remuneration. Any changes to employment conditions must be mutually agreed upon.
- 4.2.2 Prohibit the use of child labor, forced labor, or labor without legal work authorization.

4.3 Probationary Period

- 4.3.1 All new employees are subject to a probationary period of 180 days. In case of unsatisfactory performance, the probation period may be extended by up to an additional 180 days. During this period, either party may terminate the employment contract by giving written notice at least one wage payment period in advance.
- 4.3.2 The probationary period is counted as part of the employee's length of service for the purpose of calculating benefits provided by BAFS.
- 4.3.3 During the probationary period, employees are entitled to basic benefits as determined by BAFS and will be evaluated fairly and transparently.

4.4 Orientation and Mentorship Program

- 4.4.1 Conduct orientation programs for new employees to prepare them with essential company information and to facilitate a smooth integration into the organization, ensuring understanding of roles and responsibilities and building confidence to commence work effectively.
- 4.4.2 Provide basic training to new employees prior to their assignment in respective departments, covering the Code of Conduct, Anti-Corruption Policy, Core Values, quality management systems, occupational health and safety, environmental practices, digital literacy, and the use of workplace technology, along with other essential work-related knowledge before engaging in on-the-job training.
- 4.4.3 Assign mentors to new employees to provide guidance on adapting to the work environment and understanding company procedures and systems.

4.5 Confirmation of Employment

- 4.5.1 Employees who successfully complete the probationary period, as stipulated in the employment contract, will be confirmed as regular employees and will be entitled to the benefits and welfare provided by BAFS.
- 4.5.2 Employees who do not meet the required standards may have their probationary period extended or their employment terminated, with prior notice given and in compliance with applicable regulations.

5. Compensation and Benefits Management Policy

BAFS compensation management policy is founded on the principles of fairness and equity.

Compensation is managed to ensure internal fairness while remaining competitive in the labor market, with remuneration linked to performance evaluation results. All employees receive monthly salary payments. Promotion and salary increases are based on individual performance and capability to assume higher-level roles when opportunities arise. In addition, BAFS provides appropriate welfare and benefits to its employees.

5.1 Salary Structure

5.1.1 Establish a clear, transparent salary structure that is competitive in the labor market and taking living wages into account.

5.1.2 Conduct periodic and prudent reviews of the salary structure to maintain market competitiveness and to respond to changes in the business environment.

5.2 Salary Increase Considerations

5.2.1 Recognizing the importance of fostering and supporting employee potential through appropriate and fair compensation management, salary adjustments are made carefully based on performance evaluation results within the designated period, as well as the prevailing economic conditions and BAFS business performance.

5.2.2 Salary increase decisions are carried out transparently and fairly to motivate and retain valuable employees.

5.3 Salary Adjustment upon Completion of Probation

Employees who successfully complete the probationary period will be confirmed in their assigned job level and may be considered for a salary adjustment for that level, subject to performance during the probation period.

5.4 Salary Adjustment upon Promotion

When employees are promoted or advanced to a higher job level, their salaries will be adjusted effectively from the date of promotion or job level change.

5.5 Performance Evaluation

5.5.1 BAFS designs its performance evaluation system to be fair, transparent, consistent, and aligned with organizational strategic goals. Key Performance Indicators (KPIs) of an individual are established in alignment with job roles and responsibilities, reflecting skills, knowledge, competencies, and behaviors consistent with the corporate Core Value.

5.5.2 Employee performance evaluations are conducted every six months (mid-year and year-end) to track work progress and behavior. Supervisors communicate evaluation results at each stage to

ensure employees understand their performance levels and can improve to meet or exceed targets.

5.5.3 Performance evaluation results are used in human resource management, including as a basis for determining annual salary adjustments, annual bonus awards, job level adjustments, and employee development planning.

5.6 Employee Welfare and Benefits

BAFS provides various forms of welfare to enhance employee morale, ease financial burdens, and strengthen life security for both employees and their families, enabling employees to work effectively while enjoying a good quality of life, health, and safety in the workplace. Benefits are provided in accordance with the BAFS Employee Welfare Regulations and include:

5.6.1 Work support allowances

5.6.2 Health and medical care benefits

5.6.3 General welfare and recreational activities

5.6.4 Benefits upon termination of employment

5.6.5 Loan programs

5.6.6 Employee uniforms, attire, and personal protective equipment (PPE) are provided.

6. People Development Policy

BAFS attaches high importance to the continuous development of employee potential and actively supports learning and growth opportunities for employees at all levels, comprehensively aligning with the purpose and vision of the organization and the rapidly changing demands of the modern world.

To this end, the structured people development practices have been established aiming at consistently enhancing employee capabilities while ensuring preparedness for succession in executives and other key positions. The following guidelines apply:

- 6.1. Develop and maintain a career path framework that provides employees with a clear understanding of their career advancement opportunities, both within their current professional stream and across different functions.
- 6.2. Establish Talent Development Plans and Succession Plans for executives, key business and critical positions, and roles held by employees nearing retirement. These plans aim to prepare employees for higher-level or new roles that will support the company's future growth through the implementation of systematic Individual Development Plans (IDPs) and ongoing progress monitoring to ensure readiness and capability building.

7. Workplace Environment and Atmosphere Policy

BAFS recognizes the importance of safeguarding the health, safety, and overall quality of life of its employees in all aspects. We are committed to maintaining workplace safety standards in accordance with our requirements and to creating and sustaining an environment that promotes employees' physical, mental, and social well-being. These efforts aim to enhance job satisfaction and foster long-term employee engagement with the organization.

The following guidelines apply:

- 7.1. Maintain a safe working environment with conditions suitable to the nature of each job, including physical arrangements, lighting, noise control, and air quality. BAFS also promotes compliance with occupational safety, health, security, and environmental policies.
- 7.2. Provide shared spaces for employees to work or engage in activities together, both formally and informally, such as co-working spaces, employee clubs, and programs that promote physical and mental well-being.