

The Human Resources Management Policy

Sansiri aims to develop and grow into a sustainable organization to achieve success in all business aspects, without neglecting the interests of all stakeholders. Sansiri places great importance on human resources management and provides opportunities for employees to understand their capabilities and see their Career Path more clearly. Sansiri also promotes employee happiness in all aspects through its HR Transformation strategy, which has resulted in Sansiri being recognized as the number 1 real estate brand that young people want to work for the most. Sansiri's key human resource policies are as follows:

1. Manpower Planning and Recruitment

To align with the changing global trends and business operations, Sansiri engages in workforce planning that is appropriate for the growth of the business. Sansiri is also prepared for the personnel to support the company's policies and business strategies. Sansiri will focus on the recruitment process to get employees with business DNA that matches the corporate culture. The recruitment team will use the business DNA-based interview strategy to have a first conversation and initial screening with the candidates, and to assess whether the candidates have Sansiri's DNA. Sansiri believes that people with the same business DNA can help develop the organization in the best way.

Sansiri's core DNA consists of the following elements:

- Self-drive to continuously learn and grow
- Ambitious to succeed
- Dare to think, dare to decide
- Disciplined and work well with others
- Be good Citizens who are responsible to society, care about the environment, and respect the rights of others.

These DNA traits will be used as the criteria for evaluating and selecting employees in the selection process through interviews to ensure that the selected candidates possess qualities aligned with the organization's needs. This includes proactive job applications, such as recruiting from top universities or using online media, to recruit high-potential groups to be key personnel for the company.

2. Upgrading from Employee Engagement to Employee Thriving, aiming to create value in the workplace.

Sansiri aims to create a work environment that fosters empowerment and inspiration for employees to generate valuable contributions, both for themselves and the organization. Promoting a sense of value and pride in the work performed by employees is crucial for fostering sustainable growth and stability within the organization. This is achieved through 4 main strategies implemented by the Human Resources department.

1. Leadership Development (Leadership)

Good leadership is considered the utmost priority at Sansiri. For this reason, we train every executive to become a good leader. Our internal development programs focus on practical skills, fostering team growth, and creating a work environment that allows teams to operate smoothly, efficiently, and happily, including ensuring appropriate employee compensation within the organizational framework.

2. Transforming the working style for maximum efficiency. (Work Smart)

To ensure that every employee works with quality and happiness on a daily basis, the organization places importance on planning and implementing tasks that emphasize maximum efficiency. Executives and team leaders collaborate to design work standards and allocate workloads and schedules for the team, including providing appropriate break times and regularly inquiring with and conversing with the team.

3. Communication and collaboration with understanding and empathy (Communication and Empathy)

Sansiri provides in-house training for all employees to ensure that all employees understand the organization's entire workflow from the first day of work before actually working. This is to ensure that employees understand the work of their own team, including understanding teammates or other departments in the value chain. When everyone has a good understanding of the work processes, communication becomes more effective, leading to better mutual understanding.

4. Career development (Career Path)

This is a critical factor in keeping employees working with the organization for an extended period of time. Supervisors play an important role in performance appraisal, salary adjustments, and position adjustments. In addition, Sansiri provides opportunities for talented employees with outstanding performance to grow quickly in their careers through the Fast Track Program. This program develops employees to be able to work in a variety of roles, develop leadership skills, and gain the acceptance of all stakeholders. Sansiri also creates work processes and training programs that are designed to help employees develop the skills and knowledge they need to grow in their current careers or even across different departments.

3. Managing human resources through the role of the People Partner

The Human Resources department at Sansiri is referred to as the People Partner. It plays a role similar to that of a company partner and serves as a trusted companion to employees. This is considered a crucial part of human resource management, recognizing that understanding employees requires self-development and knowledge about the business and operational processes of each department. Understanding these key aspects enables People Partners to develop and recruit employees that align with the organization's growth and future personnel needs.

4. Diversity and Equality Management

Sansiri operates its business based on ethical principles, firmly adhering to the well-being of all 4 stakeholders, including customers, employees, the community, and shareholders. This approach serves as a guiding principle for sustainable development and growth of the organization. Sansiri provides equal opportunities for employees at all levels, ages, and genders to showcase their potential in a fair and inclusive working environment. There is a commitment to effective recruitment and promotion processes that align with transparency, standards, and clarity, consistent with human rights principles, Thai laws, and international standards.

This Policy has been considered and approved by the Board of Directors at the meeting No. 9/2025 on 16 December 2025 and shall enter into force from 16 December 2025 onwards.



Mr. Apichat Juturakul
Chairman of the Board
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