

Human Resources Development Policy  
Thai Life Insurance Public Company Limited

The vision of Thai Life Insurance Public Company Limited (“the Company”) which is “**To be an insurance company of sustainability**” has aligned with 6 important values that enable the sustainability to the Company. These 6 important values; creating value to meet the customers’ needs, employees and agents, business partners, shareholders, society and regulations are vital directions that allow the Company to develop an organizational culture in accordance with the rapidly changing social environment. This will encourage the Company to be a Life Solution to provide customers with Healthier, Better Lives, and Wealthier.

The Company has shaped its personnel to be one with the organizational culture which includes:

- Aiming to meet the customers’ needs (Customer at Heart): The Company encourages all personnel to work with a customer-centric culture. The Company has started by cultivating the awareness of treating customers as family members (Omotenashi), providing impressive services and creating a great experience for customers, preparing working systems and tools to collect customers’ data for analysis, making a financial plan and providing services to meet more customer satisfaction.

- Building relationships for mutual success (Bonding & Collaboration): The Company conveys the concept to personnel to realize the value and pride of their works (Ikigai), create cooperation that leads to bonding and understanding for mutual success (Bonding & Collaboration), as well as quickly learn from mistakes, correct them and move forward again (Resilience). These will result in the establishment of a bond, work coordination, and achievement of the goals.

- Agile Working: The Company has applied the Agile working approach as a tool for managing projects, which emphasizes on cooperation in working as Teamwork and Cross-Functional to exchange knowledge and integrate ideas, as well as using the performance management tool; Objectives and Keys Results-OKRs for measure the success of works. Moreover, this approach also makes the work process to be more streamlined. This will result in a mindset of the personnel to be more willing to learn new things, broaden their learning scope beyond regular responsibilities, as well as adapt their work methods to keep up with the circumstances, and increase their capacity to cope with Volatility, Uncertainty, Complexity, and Ambiguity world (VUCA World).

- Innovativeness: The Company encourages the creation of work innovation and initiatives for personnel, including creating new products to meet customers’ needs, creating technology that facilitates customers and policyholders, as well as developing the tools for supporting work process. In addition, the Company also provides opportunities for personnel with data literacy to use data to create innovations that add value for customers and the Company, as well as enhance digital technology skills, and educate on digital civility, all of which contribute to the Company becoming a Data-Driven DNA organization.

- Corporate Governance: The Company’s management is efficient, transparent, and considers all stakeholders by adhering to operations that are efficient, transparent and verifiable, as well as conveying this concept to all levels of personnel to understand and adhere to the Company’s principles (Rinen). The Company believes that this is the core of business operation representing the “Thai Life Insurance”, which can attract personnel with the similar beliefs and work goals, as well as attract like-minded customers to become our long-term customers.

- Sustainable Development Goals (SDGs): The Company emphasizes on assisting, developing, and serving society. In addition, it also strives to improve people's quality of life through creating shared value between organization and society by encouraging and supporting all personnel to be parts of helping the communities and society.

According to the Company's values that shaped the Company's culture, the Company has the Human Resources Development Policy towards the Agile Way of Work, starting from educating about Agile Way of Work, restructuring work, creating Agile Coaches and Agile Leaders, and developing personnel for Innovativeness to create innovations of both products and services.

The Company also encourages all personnel to consistently develop existing skills (upskill), learn new skills (reskill), which are important skills (Universal Skills) in order to strengthen the ability to cope with and adapt to future changes, including Thinking Skills, both of critical thinking skills and complex problem-solving skills, Interpersonal Skills to create understanding, coordinating work with others and coping with differences and varieties, and Doing Skills by developing new knowledge and working methods, time management and prioritization using different learning tools e.g. Classroom, Online Learning, On-the-Job Training, Project Assignment and Coaching, in order to achieve self-learning and being brave to take on challenging tasks.

In addition, the Company has developed Reskill Framework for personnel to enhance new skills in response to changing circumstances, as well as an Individual Development Plan to measure and identify the necessary skills for each personnel. The Company also encourages Soft Skills to support coexistence, teamwork, Meta Skills to build Lifelong Learning skill, and Life Skill to meet life's goals.

All of these are guidelines for developing new talent in order to build personnel's ability to become Leader and Successor of the guidelines and operations for the Company.

As "Human Resources" is the most valuable asset and capital in business operations, it helps the Company to achieve its objectives. Thus, this Human Resources Development Policy in line with the Company's culture are tools that are utilized to assist all personnel in developing their potentials and creating values in order to become smart and good people who are valued partners alongside customers and Thai society.

(The policy shall be effective as of 1 October 2021 onwards.)