Employment and Labor Management Policy

1. Purpose & Intent

Tanachira Retail Corporation Public Company Limited and its subsidiaries are committed to conducting business in accordance with the principles of good corporate governance, respecting internationally recognized human rights, and strictly complying with applicable labor laws. The Company is dedicated to treating all employees fairly and equally and fostering a safe, non-discriminatory working environment that supports sustainable growth.

2. Labor Legal & Regulatory Compliance

- **Strict Compliance with Applicable Laws:** The Company is committed to strictly complying with the Labor Protection Act, the Labor Relations Act, occupational safety, health and working environment laws, social security laws, and all other applicable laws, ministerial regulations, notifications, and regulations relating to employment and labor management. The Company shall ensure that such compliance is accurate, comprehensive, and fair.

- **Policy Updates and Continuous Improvement:** The Human Resources Department and management are responsible for regularly monitoring changes, amendments, and additions to labor laws and regulations at both national and international levels. These developments shall be incorporated into the Company's internal regulations, terms and conditions of employment, and operational practices to ensure continued compliance with applicable requirements and that standards are no less favorable than the minimum requirements prescribed by law.

- **Internal Auditing & Governance:** The Company shall establish mechanisms for periodic internal assessments and labor compliance audits to prevent labor-related risks, maintain good corporate governance standards, and safeguard the legitimate rights and interests of all employees.

3. Freedom of Association & Collective Bargaining

- **Respect for Freedom of Association:** The Company respects employees' rights to participate in associations or form groups in any manner permitted by applicable laws.

- **Collective Bargaining:** The Company supports open and good-faith collective bargaining to foster constructive, fair, and mutually beneficial labor relations between employees and the Company.

4. Working Hours & Rest Periods

The Company establishes working hours, overtime arrangements, holidays, and rest periods in accordance with applicable labor laws and international standards to promote employees' health, well-being, and work-life balance.

5. Fair Compensation & Living Wage

- **Fair & Competitive Wages:** The Company is committed to paying wages, overtime compensation, and holiday pay accurately and fairly in accordance with legally prescribed rates, without discrimination.

- **Commitment to a Living Wage:** The Company strives to ensure that employees' basic compensation and benefits comply with applicable labor laws and adequately cover essential living expenses necessary to maintain a good quality of life.

6. Worker Representation & Engagement

- **Joint Committees and Employee Representatives:** The Company encourages employee representation, such as workplace welfare committees or duly elected employee representatives, to serve as a bridge between employees and management.

- **Bipartite Dialogue:** The Company shall arrange regular consultation meetings between management and employee representatives to receive feedback and discuss working conditions, employee welfare, and opportunities for jointly improving operational efficiency.

- **Independent Grievance Mechanisms:** Employees have the right to submit grievances concerning terms and conditions of employment and working conditions in accordance with established procedures. Employees shall be protected against disciplinary action, retaliation, or harassment for raising grievances in good faith.

7. Diversity, Equity & Inclusion (DEI)

- **Non-Discrimination:** The Company prohibits discrimination, exclusion, or unfair preferential treatment throughout all employment processes, including recruitment, selection, performance evaluation, promotion, and training. This prohibition covers differences in race, religion, nationality, sex, gender identity, sexual orientation, age, disability, social status, marital status, and family status.

- **Promoting Diversity and Inclusion:** The Company is committed to fostering an inclusive workplace culture that respects and embraces

differences and provides equal opportunities for employees from all backgrounds to realize their full potential.

8. Anti-Harassment & Leadership Training

- **Zero-Tolerance Policy:** The Company prohibits any acts, conduct, gestures, verbal expressions, or written communications that constitute harassment, intimidation, or sexual harassment, as well as bullying and workplace harassment, whether direct or indirect.

- **Training for Managers and Supervisors:**
  - The Company shall provide mandatory training for managers and supervisors at all levels to ensure a clear understanding of their roles, responsibilities, and obligations in complying with labor standards.
  - Training shall include practical skills for handling reported cases of harassment and misconduct effectively, promptly, and fairly.

- **Safe Complaint Handling Procedures:**
  - The Company shall provide accessible channels for reporting concerns and submitting complaints, with the highest possible level of confidentiality.
  - Investigations shall be conducted impartially and thoroughly, with appropriate measures in place to protect complainants and witnesses against retaliation, intimidation, or harassment.
  - Where misconduct is substantiated, the Company shall impose appropriate disciplinary action proportionate to the severity of the offense, up to and including termination of employment. Legal proceedings shall also be initiated where the conduct constitutes a criminal offense, as appropriate and in accordance with applicable laws.

9. Policy Review & Communication

The Company shall communicate this Policy to employees at all levels to ensure that it is widely understood and acknowledged. The Policy shall be reviewed at least annually, or whenever applicable legal requirements or international standards change, to ensure that the Company's labor management practices remain current, fair, and continuously aligned with relevant requirements.