

## Policy and Guidelines on Human Capital Development

### Chularat Hospital Public Company Limited

Chularat Hospital Public Company Limited and its subsidiaries (“the Company”) recognizes the critical role of human capital as the cornerstone for driving organizational success and achieving sustainable growth. To this end, the Company places strong emphasis on the continuous development of employee potential at all levels, ensuring alignment with business expansion and operational excellence. Accordingly, the Company has established this Human Capital Development Policy and Guidelines to provide a clear framework for implementation. This policy serves as a guiding principle for fostering employee capabilities, enhancing professional skills, and creating opportunities for career advancement—thereby strengthening the overall competitiveness and long-term sustainability of the Company.

#### Training and Development Policy

##### 1. All Employees

The Company is committed to enhancing the competencies of all employees by providing training programs that equip them with essential knowledge and skills. These initiatives are designed to ensure alignment with the Company’s culture while fostering optimal performance. Examples include orientation programs for new employees, aimed at instilling the Company’s core values and culture, as well as mentorship systems to provide guidance, coaching, and on-the-job support.

##### 2. Operational-Level Employees

The Company is dedicated to enhancing the knowledge and skills of operational-level employees through tailored training programs. These initiatives emphasize building expertise in the hospital’s medical capabilities and service excellence, ensuring employees are well-prepared to deliver high-quality care that instills confidence and satisfaction among patients.

In addition, the Company provides specialized training programs aligned with employees’ roles, professional disciplines, and departmental functions. These programs are designed to strengthen competencies, improve job performance, and uphold the highest standards of service and operational efficiency.

### 3. Supervisors and Managers

Recognizing that supervisors and managers play a pivotal role as agents of change and as leaders who support and guide their teams to achieve success and efficiency, the Company provides targeted training programs to strengthen their essential leadership capabilities. Such programs include, but are not limited to, effective communication, team management, and other critical skills that enhance their ability to drive performance and organizational growth.

### 4. Executives

The Company is committed to enhancing the capabilities of its executives, enabling them to lead change effectively and translate strategic direction into measurable outcomes. In parallel, executives are expected to foster a strong organizational culture and values that promotes modern management practices, knowledge management, and the development of a learning organization. They are also expected to cascade knowledge and expertise to employees across departments to enhance their capabilities and support effective performance, thereby enhancing work processes and overall operational efficiency. Furthermore, the Company establishes clear career development pathways to support long-term professional growth and organizational success.

### Career Development Pathway

The Company has established a career development pathway for employees at all levels, ensuring continuous enhancement of their skills, knowledge, and capabilities. This framework applies the Competency Approach as a foundation for analyzing, planning, and guiding the development of individual employee capabilities, as outlined below:

**1. Core Competency** – Fundamental capabilities that reflect the Company's organizational culture, required of all employees to align efforts in the same direction and achieve organizational goals.

**2. Managerial Competency** – Leadership and management capabilities required at various organizational levels to enable effective self-management, supervision, and team management, ensuring successful performance in alignment with the Company's strategic objectives.

**3. Functional Competency** – Professional knowledge, skills, and expertise specific to each job function, necessary to achieve work outcomes and varying according to the nature of the work and role.