Labor Management

KASIKORNBANK Public Company Limited (KBank) is committed to responsible and fair human resource management, in alignment with human rights principles and applicable laws and regulations. This commitment applies to all employees of KBank and other companies within the KASIKORNBANK Financial Conglomerate. The Bank expects contractors and business partners operating on behalf of, or in connection with, the Bank to uphold the principles set out in this commitment. Examples of the Bank's commitments include:

The Bank commits to proactively reviewing employee remuneration to ensure fairness and alignment with employee contributions, maintaining rates that are competitive with peer commercial banks of similar scale and sufficient to cover employees' living expenses. In addition, KBank also commits to respect the principles of equal remuneration and non-discrimination. The Bank seeks to ensure that men and women receive equal remuneration for work of equal value and that employment practices are conducted fairly and without discrimination.

The Bank establishes working hours and overtime practices in accordance with applicable labor laws, as outlined in its Work Regulations (B.E. 2541). These measures aim to prevent employees from working beyond legally defined limits or at levels that may adversely affect their health and well-being. Normal working hours are set at a maximum of 8 hours per day and 48 hours per week. Any work performed beyond these limits is considered overtime and is subject to proper management and control in compliance with relevant laws.

The Bank is strictly committed to adhering employment contract terms and applicable labor laws. In the event of potential organizational restructuring, the Bank ensures that employees are informed in advance in accordance with, and not less than, the legal requirements. This approach allows employees sufficient time to prepare for any changes, while ensuring that the process is conducted transparently and with full respect for employees' rights.

Examples of Labor Practices

To uphold its commitment to responsible and appropriate human resource management, the Bank has implemented a range of processes, programs, and initiatives to promote good labor management practices. In addition, the Bank utilizes technology to strengthen workforce management and enhance operational efficiency. Examples include:

The Bank conducts proactive reviews of employee remuneration, taking into account fairness and alignment with the value employees contribute to the Bank. Rates are competitive with peer commercial banks of comparable scale within the labor market and adequate for employees' living expenses. Employee remuneration comprises salary and annual bonuses. In addition, the Bank may allow for special salary adjustments during the year, as appropriate, to retain high-performing personnel.

The Bank regularly monitors and reports the gender pay ratio (ratio of Salary and Basic Remuneration) indicators to support its commitment to equal remuneration and non-discrimination. Through the review of workforce and compensation data, the Bank seeks to promote pay equity and identify opportunities to further strengthen fair and inclusive remuneration practices across the organization. More information in section "Equality: The ratio of Salary and Basic Remuneration data" Year 2022 – 2025, Sustainability Report 2025, Page 162.

The Bank is committed to managing working hours and overtime appropriately and in compliance with labor laws. In cases where overtime work is necessary, the Bank requires supervisors to inform employees of the details in advance and obtain written consent from employees prior to performing such work. The Bank has implemented the K-People Touch system to record overtime hours, enabling supervisors to monitor employee overtime and ensure that working hours do not exceed the legal limits. This system also ensures that employees receive accurate, complete compensation that meets or exceeds the standards prescribed by law.

The Bank promotes the full utilization of paid annual leave through its annual leave management framework. Employees are expected to take at least 10 days of annual leave per year and are required to take a continuous five-working-day Block Leave at least once annually. Managers are accountable for monitoring leave utilization, while any exceptions must be formally justified, approved, and reported in accordance with the Bank's governance requirements.

The Bank places strong emphasis on employees' rights and freedom of association, as well as compliance with labor laws. Employees are represented through legally recognized trade unions under Thai labor law, namely the KASIKORNBANK Labor Union and the KASIKORNBANK Supervisory Staff Union. These structures enable the Bank to effectively capture feedback, concerns, and needs from employees across all levels. In cases where demands are submitted by the unions, the Bank conducts negotiations in good faith, with transparency and efficiency, leading to mutually agreed outcomes, which are subsequently registered with the relevant government authority in accordance with legal requirements. In addition, the Bank has established an Employees' Committee as an additional channel for representing employee interests in relation to working conditions and overall well-being. Senior management and relevant business leaders participate in these meetings to listen to feedback and jointly consider appropriate solutions. The committee convenes regularly, at least four times per year as required by law, and additional discussions may be arranged as necessary to ensure timely and constructive resolution of issues.

The Bank places strong emphasis on supporting the quality of life of its employees and their families by providing various benefits and welfare programs to support employees and their families such as providing educational support benefits for employees' children in accordance with established criteria, covering levels from pre-kindergarten through undergraduate education. This benefit is designed to help ease the financial burden and promote access to quality education. It reflects the Bank's commitment to comprehensive employee care and to fostering a supportive work environment that enhances long-term stability and well-being.