

Employee Development Programs

Employee Development Programs are a part of the Company's dedication to personnel development, aim to enhance employees' skills, knowledge and flexibility. These programs are designed to foster continuous learning, career advancement and individual skill development within the Company.

The employee development programs aim to enhance employee potential by providing the necessary skills and knowledge for job performance, management, and continuous business growth. This program not only enhances individual capabilities but also contributes to adaptation, improves business competitiveness, and fosters innovation development. Additionally, it strengthens the ability to tackle emerging organizational challenges, driving the Company towards achieving its sustainability goals.

The Company has implemented programs to develop employee potential and has set this as a key sustainability goal. In 2023, the Company conducted 58 training courses aimed at enhancing employees' skills and capabilities, including 10 in-house training courses conducted both online and in physical locations, and 48 courses conducted by external institutes. On average, employees received 16 hours of training or knowledge development activities per year, from the goal of 12 hours per person per year, or a total of 1,026,432 work hours, with a budget allocation of 1,271,624 Baht.

Additionally, in 2023 the Company conducted sustainability-focused training and development programs to enhance employees' knowledge and understanding of strategic planning process and sustainable development goals setting. These programs involved outlining operational guidelines, reviewing, and setting directions and aligning sustainable goals through organizational strategic management planning. They also included implementing plans to achieve sustainability goals in line with the Company's sustainable development objectives. In addition, there are important employee development programs as follows :

The Leadership Development Program (LDP)

The Leadership Development Program (LDP) is a curriculum established by the Company for senior executives to develop leadership skills, motivate and create a unified leadership within the organization, as well as to adapt to constantly changing business environments. The program covers a total of 6 training topics and is conducted by external experts in organizational management and personnel development in both public and private sectors. A total of 26 management-level participants have undergone this training, with a budget of over 510,000 baht.

Purpose of Training Objectives

1. To develop knowledge, understanding, attitudes, skills and behaviors in the principles of effective thinking and leadership qualities, in order to lead the organization towards its goals successfully.
2. To enable trainees to learn various techniques and methods used for managing and supervising personnel within the organization, allowing them to perform their duties efficiently and effectively, thus impacting the work responsibilities positively.

The Leadership Development Program (LDP) training topics are as follows :

1. Strategic Management with Balanced Scorecard (BSC)
2. Job redesign to generate Organizational Change
3. Coaching Techniques
4. Giving and Receiving Constructive Feedback
5. Developing Individual Development Plans to Enhance Knowledge, Skills, and Abilities (IDP)
6. Cultivating Leadership Qualities for Organizational Change.



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Training program on Sustainable Development and Guidelines for Environmental, Social and Governance (ESG)

Training program on sustainable development and guidelines for environmental, social, and governance (ESG) operations aimed at enhancing knowledge and understanding in formulating sustainable development strategies and objectives for business representatives, management, stakeholders in support functions, and sustainable development working group of the Company and subsidiaries, totaling 30 people, with the objective of encouraging every business unit to formulate sustainable development strategies and objectives, capable of outlining operational guidelines, including implementation of plans, monitoring and reporting of results, as well as reviewing sustainable development goals and operational guidelines. There are a total of 10 training topics with detailed content as follows :

Topic 1
Governance Structure and Effectiveness of Governance Committees, Environmental, Social, and Governance (ESG) Indicators for Committees and Management

Topic 2
Risk Management and Crisis Management, Risk Oversight, Emerging Risks and Risk Culture

Topic 3
Identification of Key Suppliers in Supply Chain Management, Supply Chain Risk Analysis, Supply Chain Management Strategy

Topic 4
Innovation and Cybersecurity Management

- Types of Innovation : Open Innovation, Product, Process, Research and Development Expenditure Design
- IT Governance and Cybersecurity Management
- Cybersecurity Measures and KPIs

Topic 5
Environmental Reporting and Environmental Management, Environmental Management System According to ISO14001 Standards

Topic 6
Environmental Performance Management

- Understanding Direct and Indirect Greenhouse Gas Emissions
- Indirect Greenhouse Gas Emissions in Scope 3
- Energy Efficiency Strategy
- Environmental Data Reporting

Topic 7
Climate Change Strategy

- Trends in Climate Change Strategies, Policies and Regulations
- Net Zero Operations

Topic 8
Human Rights and Labor Practices

- Human Rights Commitment and Comprehensive Status Review (Human Rights Due Diligence)
- Labor Practices Metrics and Rationale

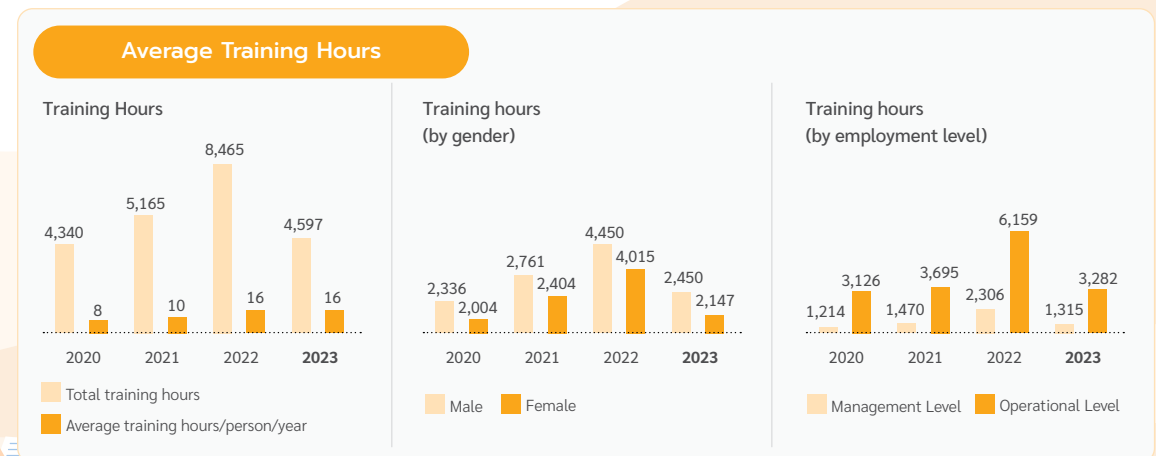
Topic 9
Occupational Health and Safety

- Occupational Health and Safety Governance, Policies and Plans
- Safety Metrics and Data Collection

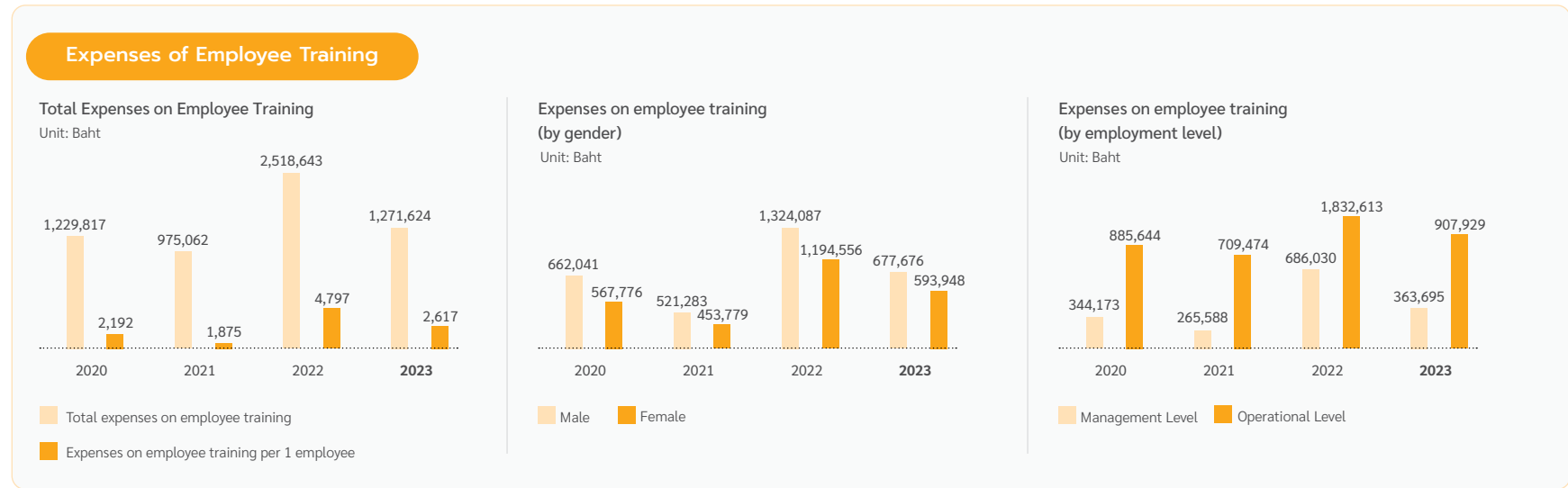
Topic 10
Talent Attraction, Retention and Human Capital Development

- Human Capital Development and Training Metrics
- Employee Engagement Strategies and Retention

Statistics of Employee Training Hours



Statistics of Employee Training Expenses



Human Capital Return on Investment of a Company (HCROI)

The Human Capital Return on Investment (HCROI) is a crucial metric used to measure the tangible value derived from investing in the Company’s human resources, beyond traditional financial metrics. HCROI provides detailed insights into the outcomes of strategic initiatives in managing capable personnel, training and employee development through evaluating various factors such as increased productivity, enhanced employee engagement and reduced turnover rates. It presents a comprehensive understanding of the broad societal impacts of human capital investment. In this regard, the Company considers using this metric to analyze quantitatively the decision-making processes in human resources investment as crucial.

Employee Performance Appraisal

The performance evaluation process of the Company has been designed to align with sustainable goals. It assesses both individual goal achievements and contributions to sustainable practices, policy adherence and corporate ethics. The Company aims to instill a culture of good governance and organizational values, with transparent criteria, evaluation processes and metrics reflecting its commitment to operate in line with environmental, social and governance (ESG) guidelines. This ensures that employees can develop and adapt in accordance with sustainable business practices and behave ethically.

KPIs evaluation are conducted for Management Level and Regular Employees at

100%

Excluding Contracted Employees.



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