

## 7.3 Employee Care and Employee Engagement

The Company believes that human resources are the foundation of organizational success. Under the Smart People philosophy, the Company focuses on developing skills, fostering ethical values, and building employee happiness so that they are capable and committed to growing alongside the organization. In particular, for 2025, the Company places great importance on comprehensively caring for employee well-being across physical, mental, social, and environmental dimensions, enabling employees to perform at their highest potential.

### 1. Employee Development for Growth

The Company maintains a comprehensive employee development policy, with a clear career path from entry level to advancement. The focus is on developing skills aligned with industry trends and organizational needs, through the following approaches:

Approach	Details
Training and Skill Development	Provide comprehensive training programs covering technical, managerial, and digital skills, in both In-house and Public Training formats, tailored to the development needs of employees at all levels through learning centers such as Somboon, Advance, and Techno Valley.
Performance Evaluation	Conduct fair and transparent employee performance evaluations at a consistent frequency and standard, linked to individual development plans and career advancement pathways aligned with organizational sustainability goals.
Individual Development Plan (IDP)	Develop individual career and advancement plans with clear short- and long-term objectives, prioritizing current gaps and defining targeted development activities to enable employees to achieve their fullest potential.
Internal Mobility and Job Rotation	Maintain a policy of prioritizing internal candidates before external recruitment, providing opportunities for employees to apply for and be considered for higher-level positions, including job rotation programs to broaden skills and expand experience across functions.
Special Development Programs	Support learning in programs such as SPS, QCC, Lean, Kaizen, and Cross-Functional Teams to strengthen skills in problem-solving and process improvement in real working environments.

### 2. Welfare and Compensation

The Company maintains a compensation and welfare policy that places great importance on caring for employee quality of life at all levels, by setting compensation rates that surpass the legal minimum wage. A comprehensive wage structure review is conducted every 2 years, with adjustments aligned with economic conditions and a commitment to paying compensation that truly meets employees' cost of living needs (Living Wage) for all employees on a continuous basis.

#### Achievements 2025



**Outstanding Establishment Award:** Provincial-level recognition for outstanding labour relations and employee welfare, presented at the 20th National Labour Relations and Welfare Day.



**Certificate of "Ethics-Promoting Organization through the Moral Credit System – Private Sector",** awarded by the Association of Organizational Well-Being Practitioners in collaboration with the Moral Center (Public Organization).



**3-Star Happiness Workplace** Award under the Organizational Well-Being Promotion Project for Quality of Work Life, aligned with the 10-year direction and goals of the Thai Health Promotion Foundation (ThaiHealth).

## Welfare and Compensation

### Financial Security and Monetary Benefits



### Health and Work-Life Balance

#### Compensation and Bonus

Performance-based bonus, with base salary exceeding the legal minimum wage and overtime compensation paid in accordance with applicable laws.

#### Savings and Investment

Provident fund, savings cooperative, credit union, and MOU with partner banks offering preferential interest rates.

#### Financial Assistance for Family Members

Support for employees facing financial difficulties through the Employee Life Quality Promotion Program, scholarships for employees' children, and vocational training.

#### Peer Support Group

Employee groups that assist members facing hardship, accidents, or illness, to foster solidarity and mutual support within the organization.

#### Health Insurance and Annual Health Check-up

Group health insurance for employees and their families, annual health check-ups, and online medical consultations for comprehensive employee health care.

#### Health Promotion Programs

Exercise and relaxation activity programs, knowledge sharing on Non-Communicable Diseases (NCDs) prevention, and support for a healthy lifestyle.

#### Work-Life Balance

Special benefits for both regular and part-time employees, including special holidays, car purchase discounts, shuttle services, and uniforms.

## 3. Employee Well-Being

The Company implements the "Good Health and Well-Being" program across 4 dimensions, recognizing that employees' physical, mental, social, and environmental well-being is a critical foundation for work performance and organizational engagement.

- **Physical Health Care:** The Company promotes physical health and prevents Non-Communicable Diseases (NCDs) through annual health check-ups, close monitoring and follow-up for at-risk groups, and continuous exercise programs, coupled with ergonomic measures to prevent work-related injuries. In 2025, a total of 924 employees out of 1,970 participated in the exercise program, accounting for 47%, with a cumulative total of 20,126 exercise hours.



- **Mental Health Care:** The Company monitors employee mental health through regular stress level surveys to consistently assess the situation, while providing HR Caring to support employees on an individual basis and coordinating with specialist physicians when necessary. Additionally, the Company provides financial literacy education to address debt problems, which is one of the key factors affecting employee mental well-being.



- **Social Well-Being:** The Company fosters a warm and well-connected workplace community among employees at all levels through a variety of activities, such as Morning Talks, Top Management Communication Activity (TCA) — which provides opportunities for executives to communicate directly with employees — as well as Children's Day celebrations, blood donation drives, community visits, and retirement ceremonies, to strengthen organizational engagement.



- **Environmental Well-Being:** The Company maintains a health-friendly working environment by systematically implementing measures to control exposure to hazardous substances and reduce noise levels in production areas, coupled with CSR activities in the community, such as tree planting programs, school development initiatives, educational scholarship funds, and the provision of electric wheelchairs for persons with disabilities, to ensure that both employees and surrounding communities share a good quality of life together.



**4. Participation and Communication**

The Company places great importance on employees' rights to collective bargaining and two-way communication, by encouraging employees to actively participate in defining welfare benefits and freely expressing their opinions through a formally elected Welfare Committee, covering all business units.



Channel	Details
Weekly/Monthly Meetings	A platform for exchanging opinions and suggestions between employees and management to track progress and plan work collaboratively.
Morning Talks & TCA	Top Management Communication Activity providing opportunities for senior executives to communicate directly with employees and listen to their feedback.
Welfare Committee	Formally elected employee representatives responsible for collective bargaining and welfare management, serving as a communication link between employees and management.
Complaint/Suggestion Channels	A systematic mechanism for receiving complaints, protecting complainant anonymity, ensuring transparency, and operating in accordance with good governance principles.
Open Challenge	Promoting an innovation culture by encouraging employees to propose new ideas through Morning Talks and Shop Floor activities to stimulate internal engagement.

## 5. Diversity, Equality, and Inclusion

The Company promotes diversity in all dimensions, regardless of race, nationality, gender, age, or physical ability, upholding these as fundamental human rights and the foundation for building an equitable and sustainable organization.

- **Gender Equality:** The Company has a policy to support female employees in advancing their careers on an equal footing, without gender barriers in recruitment, promotion, or professional development processes, and provides development programs and advisory support for female employees with the potential to advance to executive positions. In 2025, the Company has a female employee ratio of 15% organization-wide, with senior female executives at 14%.

- **Workforce Diversity:** The Company welcomes employees from all ethnicities and nationalities on an equal basis. In 2025, there will be foreign employees who receive equivalent welfare and benefits to Thai employees in all respects.

- **Care for Employees with Disabilities:** The Company has a policy of employing persons with disabilities in numbers exceeding the legal requirement. In 2025, there are 23 employees with disabilities, with appropriate facilities provided and working environments adapted to ensure that this group of employees can perform their duties to their fullest potential.

- **Anti-Discrimination:** The Company provides DEI (Diversity, Equity, and Inclusion) training for employees at all levels, with proactive anti-discrimination measures in place at every stage, a transparent complaint and remediation mechanism, as well as monitoring and analysis of compensation disparities among employee groups consistently to ensure equity in remuneration.

## 6. Employee Family Care

The Company believes that employees who have family stability and good well-being are able to perform their duties more effectively and create sustainable value for the organization. For this reason, the Company focuses on developing and designing welfare benefits and various activities that extend to employees' families, in order to promote quality of life, well-being, and a comprehensive work-life balance.



### Family Health Care

Extend health benefits to cover employees' families, including group health insurance for spouses and children, support for out-of-pocket medical expenses, and family health care activities, as well as health and nutrition knowledge programs for families through various organizational activities.



### Children's Education Support

Provide educational scholarships for employees' children to help alleviate expenses and expand educational opportunities for children of employees at all levels, along with organizing annual Children's Day activities to foster engagement between the organization and employees' families.



### Family Care Leave

Define flexible leave entitlements to accommodate family needs, covering bereavement leave for parents, paternity leave for childcare, leave for caring for sick family members, as well as flexible working hours for employees with dependent children or elderly family members.



### Family Financial Well-Being Support

The Company organizes activities to strengthen relationships between employees and their families, such as Family Day events and Children's Day activities for employees' children. Additionally, the Company offers loan programs under the Company's name to help alleviate the financial burden of employees' families.

## 7. Employee Engagement and Satisfaction Survey

The Company conducts an employee engagement and satisfaction survey every 2 years, using a comprehensive questionnaire covering 16 dimensions, comprising 60 closed-ended questions and 2 open-ended questions, to assess the organizational climate and inform continuous employee care improvement.



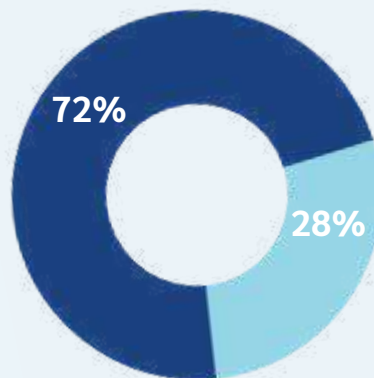
### Survey Response Rate

# 97.2%

1,853 employees participated in the survey.

### Engaged Group

Reflecting a level of organizational engagement that is at a good standard.



### Disengaged Group

An opportunity for development to enhance satisfaction in the future.

## Results Analysis and Development Planning

From the survey results, 3 dimensions were identified as requiring gap-closing initiatives. The Company has therefore established improvement approaches in each area as follows:

- **Empowerment/Autonomy:** The Company focuses on fostering a culture that embraces new ideas by promoting Open Challenge through Morning Talks forums, establishing Scrum Teams and Cross-Functional Teams, as well as providing opportunities for employees to participate in SPS, QCC, and Kaizen projects, so that employees feel a genuine sense of autonomy in decision-making and active contribution to driving the organization forward.
- **Rewards & Recognition:** The Company will design an Incentive Pay structure that fairly reflects work performance, establish an Employee Recognition Wall to acknowledge high-performing employees, and define Career Paths with clear Roles & Responsibilities (R&R) for every position, so that employees can see their growth trajectory and feel that their dedication is recognized and valued.
- **Enabling Infrastructure:** The Company will apply SPS to reduce wasteful steps in repetitive work processes and implement ECRS to streamline operations, while also integrating Digitalization technologies, Power BI, and AI to support daily operations, ensuring that employees have the right tools to perform their duties to their fullest potential.