

7.3 Employee Care and Employee Engagement

The company believes that **human resources** are a key factor in driving the success of the organization. Additionally, the level of employee engagement is significantly related to operational efficiency. Therefore, the company has established policies to foster engagement and take care of employees, while encouraging their participation to grow alongside the organization and prepare for future changes.

The company's employee engagement policy focuses on fostering and maintaining positive relationships between employees and the organization through two-way communication, listening to feedback, skill development, and a supportive work environment. The goal is to enhance job satisfaction, reduce turnover, and strengthen career stability.

The company believes that when employees have career stability, clear goals, and feel like an integral part of the organization, it positively affects their overall quality of life, as well as that of their families. This includes having a stable income, the ability to plan their lives, and adequately care for their family members. As a result, employees experience happiness and maintain a good work-life balance, which enables them to return and contribute value and sustainable productivity to the organization.

Management Approach

1. Employee Development for Growth

The company supports the development of employees' skills and career advancement through continuous training, seminars, and on-the-job learning opportunities. This development includes providing appropriate training, creating opportunities for learning, and developing new skills, as well as supporting employee participation in projects or activities that promote creativity. Additionally, there is an employee performance evaluation system that supports continuous development and growth, allowing both employees and supervisors to track progress, assess performance, and set new goals clearly and effectively. The evaluation emphasizes two-way communication, offering employees the opportunity to express their opinions and discuss their expectations. It also includes the development of individual growth plans, all to ensure that employees can adapt and grow amid industry and company changes.

2. Effective Communication

The Company continues to prioritize communicating key organizational information to ensure that all employees are well-informed and have timely and equal access to such information. To enhance communication efficiency, the Company has introduced an additional channel via its official LINE Official Account (Line OA). This aims to ensure that employees receive accurate information directly from the Corporate Communications unit and can actively participate by providing feedback through interactive activities in the LINE OA menu. This two-way communication approach enables employees to respond in real-time.

In addition, face-to-face communication remains essential for promoting direct engagement between management and employees, facilitating the exchange of information, and enhancing



Number of
employees promoted

23 peoples

(Effective date of
promotion: January 1,
2025)

collaborative participation. To support this, the company regularly organizes communication forums where operational performance results and significant policies are shared. These forums also serve as valuable channels for executives to actively listen to Employee Voice directly from frontline staff, fostering increased interaction and mutual understanding.

Furthermore, the Human Resources (HR) team implements Line Walks, engaging directly with production-line employees at their workstations. This initiative aims to assess employee well-being, confirm the effective dissemination of company information, and collect direct feedback, thus ensuring accurate and timely insights into employee perspectives and experiences.



3. Welfare and Compensation

Providing employee benefits is an important aspect that the company cares about and supports for the well-being of its employees. In addition to increasing job satisfaction and organizational commitment, it is also an investment in the comprehensive care for the health and happiness of employees.

- **Health benefits**, such as employee and family health insurance, annual health check-ups, health promotion programs, etc.
- **Financial benefits**, Annual Bonus, provident fund contributions, cooperative savings, employee savings plans, etc.
- **Work and life benefits, such as special holidays**, Car purchase discount ,etc.
- **Other benefits, such as employee uniforms**, employee shuttle services, etc.

Offering a variety of benefits that meet employees’ needs can help bolster their confidence in personal life management planning while enhancing their work performance. Additionally, it helps create a positive image in attracting and retaining quality personnel.

4. Participation in Expressing Opinions

Employee participation in expressing opinions is a crucial part of creating a transparent and open organization. Encouraging employees to share their thoughts not only makes them feel valued and a part of the company but also opens opportunities for the company to hear suggestions that could lead to improvements and changes in employee management. The company has channels for employees to express their opinions, including

- **Weekly and monthly** meetings for employees to share their opinions and suggestions, which are part of the internal communication process that helps teams track progress and plan work efficiently. These meetings

play a significant role in building mutual understanding within the team and opening opportunities for the exchange of ideas and suggestions.

- **The Welfare Committee acts as a representative group of employees**, playing a vital role in defining and managing various benefits. The main objective of this committee is to ensure that benefits allocation is appropriate and comprehensive, responding to employees' needs and promoting their well-being. The committee consists of representatives from both management and employees to ensure that employees' views and needs are considered and included in decisions regarding benefits. Additionally, the committee is responsible for monitoring and evaluating the use of benefits to continuously improve and develop more effective and suitable benefits.
- **Channels for suggestions** and complaints allow the company to systematically, transparently, and fairly manage employee complaints. Confidentiality is maintained, and human rights principles are respected, focusing on correct understanding among employees and between employees and the organization. Representatives from the company's Human Resources department participate as committee members. Employees can formally complain through internal departments such as Compliance and Audit, Corporate Secretary, and Human Resources Management, via various channels such as telephone, email, and suggestion boxes.
- **Employee Engagement Survey** The Company prioritizes listening to its employees and fostering sustainable engagement between employees and the organization. A comprehensive employee satisfaction and engagement survey is conducted every two years through a reputable external agency. The survey covers key issues impacting employee engagement, including job security, compensation and benefits, support and career advancement opportunities, working environment and

atmosphere, and the effectiveness of internal communication within departments and the organization.

The Company has set an employee engagement target of 85% by 2026. In 2024, efforts continue to address the gaps identified from the 2022 satisfaction survey, which yielded an overall engagement score of 78%. The survey results serve as primary data for systematically planning and improving key issues highlighted by employees, encompassing four main steps:

1. **Data Analysis** – Analyze survey results to identify areas for improvement, categorized by department or employee group.
- 2) **Goal Setting and Improvement Planning** – Develop action plans in collaboration with departmental management and define success metrics.
- 3) **Implementation of Improvements** – Execute improvement activities in relevant areas, such as communication enhancements, welfare improvements, or leadership development
- 4) **Monitoring and Evaluation** – Assess the progress of each plan and collect employee feedback for continuous improvement.

The Company remains committed to a People-Centric Development approach, believing that employee satisfaction and engagement are crucial factors for achieving long-term organizational sustainability and success. The 2024 operations focused on closing the gap identified in the 2022 annual survey.

1

Enabling Infrastructure



- Improved and upgraded the work environment in operational areas and common spaces, including ventilation systems, relaxation areas, exercise facilities, restrooms, and office buildings.

2

Senior Leadership



- Enhanced leadership skills through courses on communication, feedback, conflict management, and participatory team leadership.
- Elevated the role of leaders in internal organizational communication through activities such as Top Management Communication and Leadership Forums, fostering trust and mutual understanding.

3

Reward and Recognition



- Organized the “Kaizen & QCC Award” to acknowledge employees’ creativity and contributions to work improvement.
- Promoted “Innovation Day” as a platform for various departments to showcase their work development and improvement projects.
- Provided tangible positive recognition, such as certificates, awards, or diplomas, to foster continuous motivation and participation.

5. Promoting Diversity

The Company embraces workforce diversity, encompassing differences in race, nationality, gender, age, physical ability, attitudes, and experiences. This diversity reflects the Company’s genuine commitment to human rights, fostering an inclusive society that respects individual differences.



Number of foreign employees:

7 Persons



Number of employees with disabilities

23 Persons

Exceeding the legal requirement



Good Health and Well-being Project

In 2024, the Company continued its comprehensive employee care through the **“Good Health and Well-Being”** project. This initiative focuses on promoting employee well-being across three key dimensions: Good Physical Health, Good Mental Health, and Good Financial Health. This initiative supports employees in achieving a high quality of life, financial security, and effectively sustained productivity in an increasingly challenging business environment.

1. Good Physical Health

The Company conducts employee health surveys to gather baseline data, particularly concerning severe chronic diseases such as stroke and heart disease. This information enables proactive care for at-risk employees. The Company also implements various health campaign activities, including

- Promoting continuous physical activity to foster long-term healthy habits.
- Providing knowledge on Non-Communicable Diseases (NCDs).
- Launching the **“Less Salty, Still Tasty”** campaign to encourage healthy eating habits using low-sodium seasonings.

2. Good Mental Health

Mental health survey results indicated that some employee groups experience stress levels that could impact their long-term mental well-being. The Company, therefore, conducts individual follow-up, arranging consultations with specialized personnel to provide tailored advice and support.

Furthermore, during the automotive industry slowdown, the Company recognized the psychological impact on employees. The Company initiated internal communications, including messages of encouragement from the President. These messages reinforced workforce morale and motivation amidst the uncertain situation, emphasizing organizational stability and collective resilience.

3. Good Financial Health

The Company surveyed employees’ financial status and categorized them into three groups based on their level of financial security, allowing for the development of appropriate educational and support programs.

- Group with savings and no debt
- Group with savings and manageable debt
- Group without savings, in debt, and requiring financial guidance

Utilizing this data, the Company implements targeted support activities. These include financial literacy workshops on savings and income management, led by speakers from the Government Savings Bank. The Company also collaborates with credit unions to extend debt repayment periods, facilitate access to low-interest loans to reduce financial burdens, and continuously monitor and evaluate employees’ financial behavior to ensure ongoing and sustainable assistance.

