

# LEADERSHIP & HUMAN CAPITAL DEVELOPMENT

## Target and Performance

### Long term target by 2030:

All employees receive training and development for essential job skills.



**2024 Performance:** Achieved the 2030 target, with **100%** of employees receiving necessary training and skill development.



**100%** employee are trained and developed

- **299** training course organized.
- **100%** of employees participated the development program.
- **2,109** employees participated in the leadership development program.
- **46,019** employees or **71.19%** of employees participated in ESG training program.
- **76.13** hours per person per year as the average of employee training hours.
- **892.84** Baht per person per year as the average training cost.

## Human Capital Development

The Company has committed a strategic working style shift to an agile and speedy business operational model. The new technology in a digital transformation to leverage business operations meets the needs of the fast-changing world today, the human capital development to upskill and create new career paths to the future. Therefore the 5 Human capital development strategies have been defined for the dynamic, agile and accurate working environments for employees across the organization. Both classroom and online training (M-Learning) are designed to support.

### 5 Human Capital Development Strategies

Customer Centricity – **5,301** trained employee

Agility - **300** trained employee

Talent - **168** trained employee

Data Driven- **694** trained employee

Enabling People Function – **5,301** trained employee

2024 Total Training course = **299** course, accounted for **100%** of employees and temporary workers are trained.

The company arranges the training curriculum has been designed to support the necessary competencies as the Compliance Skill, the functional skill, the Leadership skill, the Digital transformation skill, the soft skill for emotional intelligence and systematic thinking from internal and external instructors to develop employee's competencies, increase self-esteem and upskill the support business growth strategies.

### **Store Talent Development Training Program**

The Company arranges training programs to suit the employee's job level to give our employee knowledge and skills and also promote understanding of attributes and qualities that make a good leader who is able to drive business growth so as to make an advancement in their career path. The program comprises of 4 main courses: 1) STAR for assistant manager level and managers in related lines of work, preparing to be middle management, such as Store General Manager 2) Food Service Academy for assistant manager of Food Service and managers in related lines of work promotion to middle management, such as Food Service Store Manager 3) Supervisor Academy program for those promoting to be a manager and 4) Staff-2 development program for promoting staff to supervisory level. The objective of these programs is to develop the employee's potential in their line of work and for the employee to understand the qualities and behaviour of a good leader as well as able to help driving the Company growth.

#### **2024 Result:**

- **227** employees trained, accounted for **100%** of employee required to develop the skills
- Contributed to the Company's sale of **2,964.51** million Baht
- Participated employees in the training program had received an accumulated remuneration increased of **3.2** million Baht.

### **Skill for Online Business Model Training Program**

To support the expansive growth of the online business model, employees and executives retain necessary skills through online e-training classroom platforms, featuring various invaluable courses. The objective of this program is to understand the management processes and be able to work in the same value chain both in the Online and Offline business systems. The courses to support employee performance include: Design Thinking course for innovation skill improving, Data Visualization course for complexity data prevention skill, Creative Thinking course for improving the systematic problem solving with the flexible solution, and Effective Time Management course for improving time management skill to driven the most effective performance etc.

#### **2024 Result:**

- **1,792** employee trained, accounted for **100%** of employee required to develop the skills on online business
- Contributed to the Company's Online (O2O) sale of **92,167.56** million Baht

## Talent Attraction & Retention

The company focuses on creating a corporate innovation culture that fosters creative initiatives, continuous self-improvement, and reliable operational efficiency which led to a suitable and attractive working environment to retain talent.

## People Analytics and Strategic Workforce Planning

Topics	Details	2024 Result
Measuring employee performance	<ul style="list-style-type: none"><li>• People working - absent performance dashboard.</li><li>• PMP (Performance Management Process) at least 2 times per year</li></ul>	<ul style="list-style-type: none"><li>• <b>100%</b> of employees receive targeted performance evaluations.</li></ul>
Workforce Planning	<ul style="list-style-type: none"><li>• Analyze the organizational and manpower structure and prepare a human resource dashboard to closely and continuously monitor manpower requirements to support business growth.</li><li>• Ensure annual succession management continuity.</li><li>• Ensure tangible career progression with annual one-on-one supervisor-operator discussions.</li></ul>	<ul style="list-style-type: none"><li>• <b>100%</b> of employees who have participated in the succession development plan.</li><li>• <b>36%</b> of the promotion rate comes from within the organization.</li></ul>
Identify current workforce skill gaps	<ul style="list-style-type: none"><li>• Determine the required work skills per required work scopes, prepare a recruitment plan under the Employee Development Program, and review required work scopes and skills annually.</li></ul>	<ul style="list-style-type: none"><li>• <b>100%</b> of all job positions are developed the skill as employee development program.</li><li>• <b>100%</b> key positions has been completed the successor review.</li><li>• <b>75%</b> of the job position already has successor</li></ul>

Topics	Details	2024 Result
Recruiting & hiring	<ul style="list-style-type: none"> <li>Determine recruitment and professional development strategies with skills that meet business needs according to appropriate career stages and establish Individual Development Plans (IDP) to build the strengths required to circumnavigate obstacles that limit growth along the career path.</li> <li>Analyze comparable industry compensation, as well as different industries, to determine the overall demand for human resources with relevant professional backgrounds.</li> </ul>	<ul style="list-style-type: none"> <li><b>100%</b> of all job positions have a career growth path.</li> <li><b>100%</b> of all job positions are paid higher than peer and other industries.</li> </ul>
Identify flight risks to improve retention	<ul style="list-style-type: none"> <li>Evaluate human resource requirements and risks due to retirements and turnover and determine the appropriate measures to retain sufficient qualified personnel to meet business growth plans.</li> <li>Establish a program to support employees to reduce work-related obstacles and limitations</li> <li>Exit interview analysis from every resigning employees to set up the manpower retention plan</li> </ul>	<ul style="list-style-type: none"> <li><b>100%</b> of the risks of all job positions have been assessed.</li> <li><b>100%</b> action from Exit interview are reviewed and corrected.</li> </ul>

## Performance Evaluation

The performance management appraisal are conducted both individual and team-based performance. Starting from goal setting, monitoring, and reviewing annual performance in close collaboration with supervisors, promoting awareness of the existing strengths and weaknesses, thus the opportunities for professional growth to prepare effective, progressive professional developmental plans. In 2024, the agile conversation are apply in the agile working teams.

## Performance appraisal

Performance appraisal	By employee	Performance Appraisal Frequency
Management by objective	4%	twice per year
Team-based performance	94%	twice per year
360 Degree Feedback	1%	twice per year
Agile Conversation	1%	Every 6 months

## Living wage

The Company commits to assess the living wage of all employees, contractors and supplier within 2025. In 2023, the living wage are reviewed to ensure that employees, contractors, and suppliers are paid the overall income level to support the cost of living. the living wage with Anker methodology as.

**Step 1 :** Calculate cost of a basic, decent standard of living for a household

Cost of Food for Model diet + Cost of decent Housing + Cost of other Essential Needs + Cost of Unexpected events = Living Income Benchmark

**Step 2 :** From a decent standard of living for a household to net living wage

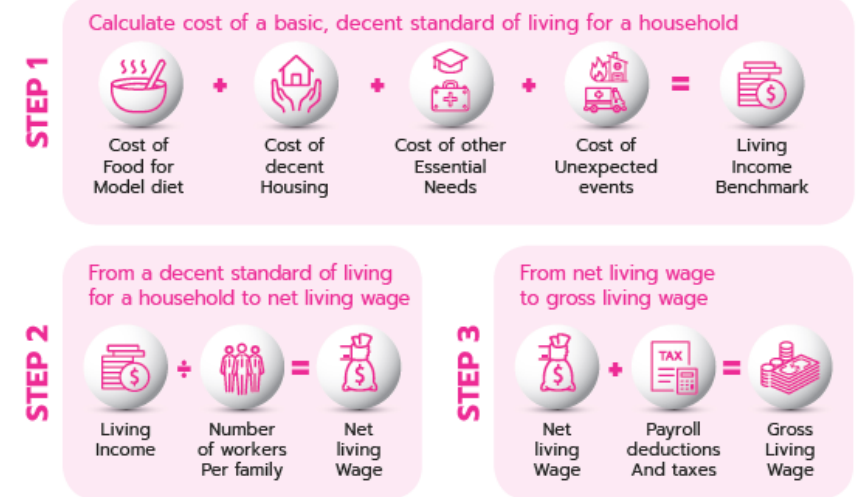
Living Income + Number of workers Per family = Net living Wage

**Step 3 :** From net living wage to gross living wage

Net living Wage + Payroll deductions And taxes = Gross Living Wage

### 2024 Result:

- **100%** Staff are assessed.
- **100%** Contracted worker are assessed.
- **2%** Critical suppliers are assessed.
- **100%** Staff income are corrected to meet the Gross living wage.



## Employee Supporting Program

The company provides facilities and programs such as annual health check-ups, by specializing occupational health-safety doctors and Stress counselling by psychologist, annual physical check up, alternative (Chinese) medical consultation, medical benefits to all employees and sport facility and health promotion programs.

- Alternative (Chinese) medical consultation
- Stress counselling by psychologist
- Breast cancer self-screening
- sport facility and health promotion programs
- Lactation Room
- Religion prayer room

## Example of Family Benefits

- Paid parental leave for the primary caregiver 7 weeks
- Paid parental leave for the non-primary caregiver 1 week
- Paid family or care leave beyond parental leave (care for a child, spouse, partner, dependent, parent, sibling, or other designated relation with a physical or mental health condition) 1 week

The Company places strong emphasis on promoting the physical and mental well-being of its employees through a comprehensive approach. A range of ongoing wellness initiatives are organized to support a healthy work-life balance, including aerobics sessions, yoga classes, and therapeutic massage services by visually impaired professionals available at corporate offices and stores. These efforts aim to enhance overall quality of life, foster resilience, and empower employees to perform sustainably. The Company firmly believes that investing in employee well-being lays a vital foundation for long-term organizational success.

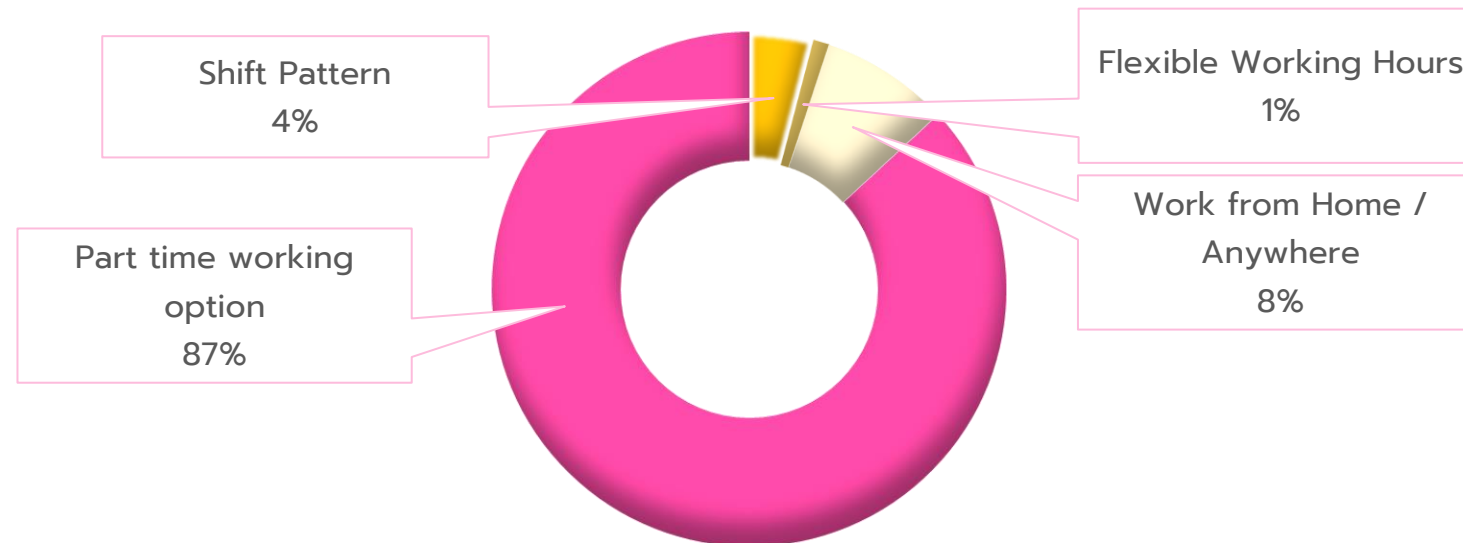


## Preventing Excessive Working Hours

The Company is committed to fair and lawful treatment of employees, with strict adherence to labour regulations, including provisions on working hours and overtime. To ensure compliance and uphold fairness in the workplace, supervisory staff—particularly those at stores and distribution centres—receive regular training on labour laws. These efforts are designed to safeguard employee rights and promote a fair and responsible working environment across the organization.

## Hybrid & Flexible Working Hours

The company is committed to creating a flexible working environment that is conducive to work efficiency and adaptability to fluctuating requirements and thus commenced hybrid working to facilitate a variety of working environments that encourage outcome-based achievements and appropriate time-management among employees without the unnecessary office location or working-hour restrictions, a strategic adjustment under the digital transformation.



## 2024 Employee Engagement Survey

**Target:** Employee engagement survey score at least **80%**

**2024 Result:** The employee satisfaction score is as high as **87%** from **100%** employee response the survey, detail score in dimension as;

<b>89.40%</b> Job satisfaction	(external motivation, e.g. I am satisfied with my job)
<b>89.00%</b> Purpose	(internal motivation, e.g., my work has a clear sense of purpose)
<b>88.00%</b> Happiness	(e.g., I feel happy at work most of the time)
<b>86.80%</b> Stress	(e.g., I feel stressed at work most of the time)