

Compensation Payment:

The Company has a policy to consider compensation for employees based on fairness and appropriateness with their duties and individual responsibilities in consistent with wage management according to the ability of an individual employee and legal wage rates including the determination of fair and appropriate benefits and welfare.

The company will consider raising wages according to the legal wage rate, the Company yearly performance, plans and strategies together with capability and efficiency of employees as a department and individuality to offer proper welfare for benefits to employees at all levels according to their needs and the Company's performance and financial conditions regarding to social, economy conditions and consequently well-being of employees.

Employee compensation

The Company and subsidiaries company	2022	2023	2024
Total employee remuneration (baht)	161,713,268	169,074,326	179,808,330
Total male employee remuneration (Baht) <i>% male employee remuneration</i>	118,445,329 73%	123,577,520 73%	130,536,376 73%
Total female employee remuneration (Baht) <i>% female employee remuneration</i>	43,267,939 27%	45,496,806 27%	49,271,954 27%

Employee and labor management: Employee training and development

S2. Employee development (GRI : 404-2)

Employee development is a strategic sustainability development engaging with key stakeholders that the company can greatly affect them and when they can greatly affect the company. As a key stakeholder, an employee plays an important role in a company's sustainability development and long-term success in making strategic decisions, minimizing risks, expanding competitive advantages, and growing the business.

Training and development programs enable employees to stay relevant, updated and acquire new competencies, thereby positively impacting the organization's productivity.



Potential and Knowledge development approaches

1) Training need analysis

1.1) Basic training needs analysis as an individual development plan

This level of analyzing training needs involves reviewing individual jobs and task performed. Comparing individual employees' skills in a job category to the skills needed for a successful job performance can recognize the gaps that can be filled by training.

- **Orientation:** conducted by the HR department to train and introduce new employees about their roles and company policies, the company's culture, values, and norms to help them assimilate faster and align their behaviour with corporate goals.
- **On the Job training:** is a practical approach to acquiring new competencies, the practical skills and knowledge they need to perform their job via the program designed from their tasks and instructions manual.

1.2) Organizational training needs analysis

Aligning training with business goals to ensure that training will help the organization achieve its organizational business goals in responding to sustainability framework or stakeholders' expectation such as major shareholders, governance authorities, the stock market, relevant government agencies that also offer specific and practical trainings and workshops e.g. ESG sustainability development practices, good corporate governance workshop by SEC, IOD, etc.

2) Segmenting training into its objectives

No.	Training/Workshop	Objectives	
1	Productivity and Efficiency To develop knowledge and comprehension among staff or to enhance skills that will lead to increased productivity and improved performance efficiency.	-Maximize performance efficiency to rectify trouble and handle with obstacles to prevent production discontinuation.	- Operations staff and production support services
2	Laws and regulations To gain the knowledge and skills to manage legal permits, requests, certification, and continuing business worthiness as per the regulations and requirements	-To be aware and stay relevant on changing and new rules and regulations and adopt into corporate practices to mitigate consequences for non-compliance; fines, damage to the company's reputation, cancellation of operational permits	-Departmental chief and all relevant with authorities / rules and regulations
3	Occupational Health, Safety, Environment and Energy To be aware of environmental impacts under control, of continuously improvement of energy efficiency and of creating a healthy and safe work environment to create a safer and more environmentally conscious working environment in reducing the ecological footprint and preserving natural resources.	<ul style="list-style-type: none"> - To conduct safe operations under Occupation Health and Safety Policy and mitigate negative impact to communities. - To control the operation and activities related to the company's environmental factors and hazards, ensure that the process results sustainably meet the requirements of the environment and occupational health and safety policies, objectives, and indicators. - To ensure the realization of the energy efficiency to optimize the use of natural resources, thereby promoting responsible consumption and renewable energy consumption 	- All relevant department and staff
4	HR Management Promote human resource management skills to meet the organization's objectives.	- Employees can handle personnel tasks to enhance and support human resources effectiveness in hiring, recruiting, benefits management, enforcing human rights, preventing conflicts, salary management, performance assessments, and fostering employee motivation and development.	Human resources dept. staff and relevant, Welfare Committee members
5	Preventive Maintenance Dedicated to maintenance staff responsible for inspecting, repairing, and maintaining the equipment, systems, machines, vehicles, and facilities that keep the plant and process running.	-To execute the safe and careful upkeep of a facility and the assets within that facility and perform maintenance tasks safely and allow them to create preventive maintenance strategies, prolong the lifespan of machines and equipment, minimize costs associated with repairs and maintenance, or efficiently oversee repair and maintenance operations.	Operations and maintenance Dept.
6	ISO standards and risk assessment To learn how to apply, comply with and benefit to improve and enhance operations following the Company's standardized practices regarding risk management,	To build awareness and understanding of their roles concerning required standards and expectations for a greater understanding of the Company's management system, and how it can be integrated into daily activities to prevent a variety of threats: operations, compliance, security, and reputation so employees can	ISO relevant staff, daily workers, and contracted workers

Social dimension – Information on employees and labor

No.	Training/Workshop	Objectives	
	ISO 9001 , ISO 14001 , ISO 45001	perform their jobs professionally and productively.	
7	Job-Specific Skills To upskill or reskill employees to become more effective at various tasks or job roles e.g. Driving, Loader, Forklift, Craftsman	To provide targeted professional training that focuses on the safe practices responding to immediate needs of an organization, particular safe work instructions, guided operational practices	Relevant staff to the courses provided, daily workers and contracted workers
8	Account & Financial To educate staff on accounting and financial responsibilities, including investment promotion, requesting tax benefits, training on internal controls for accurate financial data, and guidelines for approving financial transactions per the internal control manual.	To improve employees' knowledge and comprehension of accounting standards, including any revisions or new definitions, as well as guidelines for financial management, control, and estimation to prepare complete and accurate financial reports, understand tax accounting, and follow procedures for investment promotion and proper use of tax benefits as they should be capable of conducting accounting practices and issuing financial reports according to established standards or methods, while also managing taxes effectively and in compliance with accounting and tax regulations.	Accounting/ Finance Department and relevant business units conducting finance accounting work routines
9	Good CG Policy, ESG Practices, Code of Conduct and Sustainability related Courses Sustainability framework such as corporate governance policy, business ethics, anti-corruption policy, DAP, DCP, CSR, ESG, greenhouse gases, Internal controls, and risk management, etc.	-To encourage personnel to perform their duties inconsistent with good corporate governance guidelines - To promote organizational sustainability development in workplace to create value to stakeholders.	Directors, Executives, employees related to business /activities
10	Language and Information Technology To gain knowledge and capability on communication and IT software application	- Enhances communication and comprehension, promoting collaboration and motivation for work development with international stakeholders. - Advocate for using IT support systems to ensure information security and effective resource management.	-Personnel working with foreigners -Personnel using IT application / system
11	Corporate Team-Buildings and stakeholders engaging activities workshop, teamwork activities to foster knowledge sharing, organize activities, encourage teamwork, and strengthen relationships among team members, while also engaging with relevant stakeholders in value chain.	- Personnel acquire knowledge and foster relationships within the team. - Formulation of team strategies and initiatives. - Enhancement of collaboration among team members. - Minimization of conflicts and promotion of unity within the team. - share information and knowledge aimed at improving various processes in supply chain management.	Executives, employees related to business /activities

- 3) The Human Resources Department cooperate with each department to determine the number of training hours as a KPI for individual employees. This KPI may subject to specific required training, such as accounting and finance. Training record /attendance is reported to HR department to prepare training records and progress evaluation.
- 4) Every August, each department submits a departmental training plan for annual budget allocation which is to be followed up by the HR department on its progress and implementation as planned.
- 5) The Human Resources Department keeps training records to track the personnel progress following the training objectives to assess personnel development individually for individual personnel development plan.



Training records according to training objectives					
Training Courses (GRI : 404-2)	Training Hrs.			2024	
	2022	2023	2024	participants	courses
1. Communication Language Skill			24	1	1
2. Productivities & Management	504	228	278	47	5
3. Legal & Law	70	33	36	2	1
4. Safety, Environment, Energy	942	1500	1284	322	3
5. HR Management	138	62.5	18	2	2
6. Preventive Maintenance	-	24			
7. ISO & Standard System	315	192	60	10	1
8. Job-Specific Skills	505	935	690	138	8
9. Account & Financial	39	188	148	45	6
10. Good Governance and Policy support: Anti-Corruption, Good Corporate Governance, CSR, Code of Conduct, etc.	472	221	201	36	2
11 Computer, IT , Cyber securities			141	45	33
Summary report		unit	2022	2023	2024
Total training hours:		Hour	2,984	3,384	72,880
Amount of participating personnel		person	479	611	648
Amount of headcount personnel		person	245	251	256
Participation average rate		Hour/person/year	12	13.5	11.3
Training expense		THB/Year	585,710	277,660	480,780

Each training course will be evaluated by participants, their departments, and/or trainers. The human resources department utilizes a form to assess the course's needs and includes a post-training evaluation.

Employee training and development

The training data pertains to the company only. During 2024, the company has not yet collected training history data from its subsidiaries.

	2022	2023	2024
Average employee training hours (hours / person /year)	12	13.50	11.30
Training and development expenses for employees(baht)	585,710	277,600	480,780

Note: Not include Subsidiaries

Employee and labor management: Safety, occupational health, and environment at work

(GRI: 403-9)

Safety, occupational health, and environment at work

	2022	2023	2024
Total number of lost time injury incidents by employees (cases)	6	1	0 ^(*)

Note: (*) In 2024, there were three recorded incidents of lost time accidents (LTA) involving subcontractors

Employee and labor management: Employee engagement

(GRI:401-1)

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	110	87	86
Total number of male employee turnover leaving the company voluntarily (persons)	81	65	64
Total number of female employee turnover leaving the company voluntarily (persons)	29	22	22
Proportion of voluntary resignations (%)	23%	18%	19%
SUTHA (*) / SUTHA and its subsidiaries company	2022	2023	2024
Evaluation result of employee engagement	Yes ^(*)	Yes ^(*)	Yes

Employee internal groups

Employee internal groups

: Yes

: Welfare committee