

Hiring employees

(GRI: 2-7)

The number of employees of the company and its subsidiaries as of December 31.

The Company and subsidiaries company	2022	2023	2024
Total employees (persons)	447	488	451
Male employees (persons)	299	341	314
% Male employees	67%	70%	70%
Female employees (persons)	148	147	137
% Female employees	33%	30%	30%

Employment of workers with disabilities

Employment recruitment for Persons with Disabilities according to the Empowerment of Persons with Disabilities Act, B.E. 2550 (2007) and updated version (2nd edition B.E. 2556 (2013)) that requires both public and private organizations with more than 100 employees being mandated to hire persons with disabilities in the ratio of one disabled person to every one hundred regular employees (1:100) / One more disabled person can be employed if the number of regular employees exceeds the next 50 to promote inclusivity and improve the quality of life of people with disabilities by offering career opportunities. (Section 33 of the Empowerment of Persons with Disabilities Act, B.E. 2550) However, if the Company do not meet the government regulations, the Company is to contribute to the State Fund for Rehabilitation of Disabled Persons Fund on an annual basis. The contribution amount is calculated by multiplying the lowest rate of the minimum wage (prescribed in the labour law in the year before the year the money needs to be remitted to the Fund) x 365 (days) x the number of non-hired disabled employees. (Section 34 of the Empowerment of Persons with Disabilities Act, B.E. 2550)

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The Company and subsidiaries company	2022	2023	2024
Total employment of disabilities workers (persons)	5	6	6
% of disabilities contract	1%	1%	1%
Total employment of disabilities workers (persons)	5	6	6
Total male disabilities employees (persons)	4	5	5
Total female disabilities employees (persons)	1	1	1
Total number of workers who are not employees with disabilities (persons)	0	0	0
Contributions to empowerment for persons with disabilities fund	No	No	No

Employee and labor management: Remuneration

Motivation and retention of employees (\$3)

SUTHA prioritizes employees as a key stakeholder who plays an important role in a company's sustainability development and long-term success in expanding competitive advantages and growing the business. The role of employee retention in promoting sustainability business development encompasses rationale remuneration, compensation, and benefits both in the short term and long term according to the performances of employees at all levels.

1. Monitoring key performance indicators (KPIs) to implement a remuneration strategy that links performance to pay, to develop salary ranges and establish career development.

(GRI:2-20)

Social dimension – Information on employees and labor

https://www.goldenlime.co.th/Business_Driving.asp?lang=E

The Company develops an effective compensation scheme to ensure that pay levels are competitive externally and equitable internally allowing management to reward performance and skills development while controlling overall base salary cost and responding to internal controls requirements.



The objective of compensation is to reward individually collective performance and behaviors that respond to corporate financial goals.

Salary Policy ensuring that employees are compensated fairly and equitably based on their contributions to the organization, without discrimination.

Compensation consists of monetary rewards and non-monetary rewards

Salary policy is a competitive pay that is equal to or exceeds the industry

Salary Policy follows the local law of compensation and benefits

Salary Policy is well balancing global and local approaches to compensation and benefits

Salary Policy strictly followed the corporate budget allocation of employee costs-based forecast.

Monetary Rewards include wages, salaries, performance rewards, and bonuses based on annual performance, and Non- Monetary Rewards include Leave days, arranged working environment, benefits, and treatment with fairness and law compliance.

1. Fixed Pay includes salary and duty allowances such as telephone bills, company vehicle, fuel allowance, accommodation expenses, etc.

Blue-collar employee : Wages payment 2 times / month

White-collar employee : Monthly payment


- A 90-day performance reviews take place after an employee's first three months on the job.
- Salary raise or increment is linked to ones performance as derived from process of Performance Appraisal as per KPI and corporate operating result determined in every March to be adjusted if any in April.

2. NON-Fixed Pay are rewards, bonuses based on individual performance and the company's performance, performance incentives, project bonus, generous cash incentives

- Based on annual operating results determined by financial indicators paid within January of the next business year.
- Based on project / initiatives achievement paid according to performance delivery

3. Fringe Benefit are a form of compensation given to employees that goes beyond their normal wages and pay such as paid car park, annual health checkup , paid annual leave, uniform, food allowance, annual end of year celebration, provident fund as a measure to retain employees

Compensation is a major factor in employee attraction, retention, and turnover so the Company formulates compensation philosophy according to the below practices;

Individual Performance Appraisal using KPI	
Level	KPI Guideline
 Below standard	Fail to follow job standards practices and basic requirements <ul style="list-style-type: none"> ✓ No reliability in delivering performance. ✓ repetitive errors ✓ Little to none efforts ✓ No progress ✓ zero self-improvement at work

Individual Performance Appraisal using KPI	
Level	KPI Guideline
 Follow job standard	Fail to always meet job requirements. <ul style="list-style-type: none"> ✓ occasional errors without improvement ✓ Lack of reliability ✓ Dependency at work ✓ Not a committed employee to its unit and the company ✓ New hires fail to meet job expectation
 Meet job expectation	Capable to deliver as per job requirements. <ul style="list-style-type: none"> ✓ Reliable and stable performance delivery ✓ Some mistakes found but correctable ✓ open for new challenges ✓ good decision making skill ✓ new hires meet job requirements and expectation
 Greater performance	Deliver greater performance than others in similar level of responsibility <ul style="list-style-type: none"> ✓ Proactive ✓ Adaptable and good teamwork skill ✓ Deliver greater results. ✓ high level of individual responsibility and as a teamwork to hold each other accountable for task results. ✓ Exceed job requirements and expectations. ✓ Deliver continual progress
 Excel performance	extraordinary performance compared with past years and others performance. <ul style="list-style-type: none"> ✓ Deliver continually greater and excel performance ✓ Continually proactive ✓ Attain unique and particular achievement ✓ good leadership skill ✓ Big picture thinking to ensure and enhance future success ✓ Excel and outstanding all his / her normal job requirements. ✓ Be visionary and practical ✓ Committed to corporate strategy ✓ Approachable and engaging colleagues at all levels

Each department can engage in discussions and communication to help team members clarify issues or offer suggestions. This collaborative approach allows for joint analysis and the identification of ways to improve work. The formats, methods, and timing of these communications fall within the responsibilities of each department, alongside the performance appraisal process for personnel selection and evaluation within a designated timeframe.

2. Employee engagement and employee satisfaction surveys

In 2024, the survey conducted for SUTHA employees, including those in subsidiaries, revealed that 97% of the total workforce participated. Among these respondents, 84% expressed a strong commitment to the organization. The survey gathered employee opinions across various aspects such as Engagement, Communication, Honest Feedback, Development (individual), Manager Relationship, Ownership, Positive Environment, Purpose, Recognition, Support & Collaboration, Work-life Balance.

The top three survey findings, each averaging over 90%, indicated that employees felt their skills and abilities were being utilized effectively, they experienced a sense of belonging to the organization's success, and they valued being part of a team that contributes to achieving organizational goals



3. Survey Results utilized for improvement

- 1) A long-term initiative called "4 Behaviors in SPOTLIGHT" was launched in the latter half of 2024 to foster a culture of engagement among colleagues through key behaviors. These behaviors represent the visible actions that embody our beliefs and steer us toward our objectives. They play a crucial role in making sure our decisions positively impact on our business, communities, environment, and future generations.
 - Honest Feedback: Regular, respectful, and constructive feedback helps us learn and grow.
 - Collaboration: Working together, valuing different opinions, and building trust to achieve common goals.
 - Ownership: Taking responsibility for our work, being proactive, and adding value to the company.
 - Passion: Approaching our work with enthusiasm and dedication, even when faced with challenges.



These behaviors support our vision, "WE CONTRIBUTE TO A BETTER WORLD," and help us achieve our corporate sustainability goals, surpassing Specifically, "E" emphasizes business practices related to resource utilization and climate change mitigation, "S" focuses on interactions with stakeholders and social impacts, and "G" emphasizes sound governance structures and management practices aligned with the company's best interests. More information of the activities is disclosed on information on the key stakeholder's engagement.

- 2) Developing a framework to boost engagement through participation incentives, like the Cost Saving Program, and recognizing project achievements that yield financial benefits.
- 3) Promoting work-life balance by implementing remote work guidelines for eligible employees, with upgraded tools allowing designated work-from-home days.

Social dimension – Information on employees and labor

https://www.goldenlime.co.th/Business_Driving.asp?lang=E

- 4) Organizing initiatives to enhance employee happiness, including collaborative meetings and celebrations for events like New Year, Songkran, and birthdays, to foster joy and unity among staff.
- 5) Promoting Employee Health through the "Be Well Be Happy Be Active" Program, the "Be Well Be Happy Be Active" initiative aims to encourage employees to take proper care of their health. This program focuses on promoting self-care through regular exercise and balanced nutrition. The duration of the program is set for 180 days. Throughout the program, employees' progress will be monitored based on their body fat reduction. Each month, the employee who achieves the highest reduction in body fat will be rewarded with a Super Sport gift voucher. At the end of the 180-day period, the overall winner, who has achieved the most significant reduction in body fat, will receive a cash prize. This initiative is designed to motivate employees to adopt healthier lifestyles and improve their overall well-being.



4. Internal mobility promotes retention.

The Company views internal recruitment as a strategy to keep talented employees and lower turnover rates by providing career growth opportunities for current staff. This approach aims to enhance personnel development and boost morale, while also fostering employee advancement, engagement, and loyalty to the organization. Internal recruitment encompasses promotions, succession planning, temporary or contract positions, re-hiring of former employees, and referrals or endorsements from existing staff.

To ensure fairness, equal opportunity, and the best fit for the vacant role, key steps involved in the process of internal recruitment and the best practices to follow for successful internal talent sourcing and selection.

1. Determine vacant positions to be recruited internally.
To define qualifications for an open role and determine whether recruiting internally for the role will benefit the company by collaborating with the hiring manager to develop a plan for communicating the job opening and the application requirements.
2. Post vacancies Internally
Clearly define what experience, skills and contributions will be required to be successful in this role and add the job post to the company's internal job board.
3. Conduct a screening selection process.
Partner with frontline managers as well as senior leaders to scope out for the qualified and interested applicants in an internal job posting.
4. Respond to Every Internal Candidate
The HR dept. will respond to all applicants to communicate with them early and clearly in a clear and transparent manner to avoid disgruntled employees for positive internal recruitment experience.

Career growth for high-potential employees will be fostered alongside motivation and the development of job roles for operators in the following ways:

- Responsibilities may be adjusted or increased, with capable employees being considered for more significant roles and receiving higher compensation. For instance, safety officers with IT skills may take on IT helpdesk tasks, while safety officers in various branches can evolve into coordinators and co-developers of CSR initiatives.
- Qualified and efficient contractors will be promoted to permanent positions within the company.
- Employees who demonstrate achievements will be given opportunities for career advancement, such as moving from senior roles to supervisory positions, and from supervisors to section managers.
- The possibility of rehiring former employees with a strong work history who have resigned will also be considered.

5. **Enhance the communication of engagement survey results and employee turnover statistics to demonstrate a commitment to ongoing development and the improvement of employee welfare.** The executives overseeing human resource management within the corporate group have established an internal communication platform, "Bee Keeper," which grants employees access to a communication application that facilitates their participation and expression of opinions. The outcomes of the satisfaction survey will be shared with employees across all levels through suitable communication channels.

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) % male employee remuneration	118,445,329 73%	123,577,520 73%	130,536,376 73%
Total female employee remuneration (Baht) % female employee remuneration	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