

## Employee Engagement

Approach	Objective	Target	Results
<b>Participation in organizational development and openness for comments and recommendations</b>	<ul style="list-style-type: none"> <li>• Promote employee’s engagement in organizational development by providing opinions or recommendations about operating process improvement through regular two-way communications channels such as employee meetings and functional meetings.</li> <li>• Establish communications channels to receive employees’ opinions or suggestions, such as opinion boxes, Intranet and email, and use them as input for the shaping of improvement plans.</li> <li>• Organize activities to strengthen employee relationships in functional and organizational levels as a way to communicate and promote mutual understanding.</li> </ul>	Their recommendations are appropriately responded to	No recommendations from employees in 2022
<b>Treating employees with respect for individuality and human dignity</b>	<ul style="list-style-type: none"> <li>• Treat employees with fairness, equitability and respect regardless of gender, age, nationality and religion, and with respect for their basic rights and freedom as stipulated in the Constitution.</li> <li>• Follow the zero tolerance policy regarding child, illegal and forced labor.</li> <li>• Establish the Welfare Committee that comprises the employer’ and employees’ representatives, as a respect to employees’ freedom of association.</li> </ul>	At least 5 employees are represented in the Welfare Committee	11 elected employees are a member of the Welfare Committee, representing 5.56% of total employees
<b>Fair treatment of employees</b>	<ul style="list-style-type: none"> <li>• Establish standard evaluation system, human resource development plan and career advancement plan, with continual communication with employees for their understanding.</li> <li>• Set appeal criteria under which employees can launch appeals against unfair treatment and establish complaint-receiving channels and retaliation protection measures for complainants.</li> </ul>	Handle/remedy complaints and consider appeal within timeframe specified in the regulation on personnel management	No complaint was received.
<b>Complaint</b>	<ul style="list-style-type: none"> <li>• Allow employees with work-related troubles or distress concerning work conditions, employment</li> </ul>		

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<b>-receiving channels for unfair treatment incidents</b>	<p>conditions, command, job assignments, payments or other benefits to file complaints to direct supervisors or higher-ranked supervisors in the line of command or use the company's web-based complaint channel.</p> <ul style="list-style-type: none"> <li>Allow employees to lodge an appeal against the company's disciplinary actions within 15 days upon acknowledging the actions. If the actions concern direct supervisors, employees may appeal to higher-ranked supervisors in the line of command. In case of job termination, the appeal should go to the Board of Directors within 30 days upon acknowledging the actions.</li> </ul>		
<b>Employee engagement survey</b>	<ul style="list-style-type: none"> <li>Conduct the employee engagement survey annually: RATCH has been conducting the annual survey since 2017 and results are the basis for the designing of engagement activities within function groups or at the organizational level.</li> </ul>	Engagement rate is maintained at 80%	Engagement rate was at 82.56%

#### Performance in 2022

- 2 organizational-level engagement activity was organized.
- 40 activities at the functional level were organized.
- Employee engagement rate was at 82.56%, compared to 80.53% in 2021

### Engagement survey results (2018-2022)

