

Hiring / Retention

Activity	Objective	Result
Compensation and welfare system	<ul style="list-style-type: none"> • Set pay criteria accordingly to laws and rules, taking into consideration knowledge, educational background, experience, cost of living in a particular country, and fairness regardless of gender or age. • Provide employees with welfare, life insurance, health insurance, emergency assistance and safe shelters. • Cover the travel expenses for employees working in a foreign country and taking home leave 	Employees received appropriate pay and welfare, compared to peer companies'
Compliance with relevant labor rules and laws	<ul style="list-style-type: none"> • Comply with relevant labor laws and rules • Align company rules and regulations with legal requirements in setting guidelines for employees and monitor legal amendments for continuous improvement. • Establish a complaint channel and measures to prevent retaliation and mitigate damage to complainants or collaborators who report breaches or violations of the Code of Conduct or the Company's rules. 	<ul style="list-style-type: none"> • RATCH fully complied with relevant labor laws and rules. • Zero complaint
Quality of life at workplace	<ul style="list-style-type: none"> • Ensure clean and suitable work environment in line with safety and occupational health-related laws; as well as inspect and monitor workplace environmental indicators as specified in Head Office's Environmental Impact Assessment Report every 6 months. • Apply 5S standards in achieving an orderly, safe and clean work environment. • Establish Breastfeeding Friendly facility for their breastfeeding employees to express breastmilk in the workplace in order to continue breastfeeding their children. 	<ul style="list-style-type: none"> • The work environment met the requirements. • Protect maternity right of employees, promote and encourage mothers breastfeeding among employees

Fair employment

RATCH enforced the Regulation on Personnel Management that fully entailed labor standards. The regulation served as the basis for transparent, fair and equitable treatment of labor, for the morale of employees.

- It is clearly specified that the company shall not hire persons aged below 18 years or child labor. The company shall give an equitable opportunity to all individuals qualified and competent for the particular position, regardless of their gender, race, religion and social status. Meanwhile, the hiring of employees and/ or probationary employees shall be implemented within the Board of Directors-endorsed manpower planning.
- Employee career advancement is a key consideration for promotion and up ranking. The criteria are clearly specified, giving weight chiefly to employees' competency and potential.

Fair remuneration

RATCH outlined a transparent, fair and non-discriminatory remuneration policy. The remuneration and welfare structure has been reviewed continuously and regularly for compliance with labor laws and comparable with those of its peer group, to retain employees and attract new talents.

Salary	Compared to average minimum wage (times)	Compared to Nonthaburi Province's minimum wage (times)
Entry-level salary for employees with diploma degrees	1.51	1.51
Salary for employees with bachelor degrees	2.00	2.00
Salary for employees with master's degrees	1.83	1.83

Career advancement

RATCH has the personnel development plan to improve competencies and prepare qualified employees for executive posts—from manager to department head, executive vice president and higher, so as to ensure business continuity and a smooth ride towards business goals.

Employee capability development approach
<ul style="list-style-type: none"> Prepare Succession Planning Management Development to find and prepare successors to high-level executives Prepare Talent Planning Management Development to find and prepare successors to middle-level executives Develop annual employee training plan and individual development plans Continuously organize knowledge sharing activities involving all functions Select employees for on-the-job training at controlled entities or joint ventures Promote cross-functional teamworking Require coaching from supervisors

Capability building for successors

- Prepare successors to retiring high-level executives: 1 high-level executive retired in 2022.

Item	2022	2023	2024	2025	2026
No. of retiring executive-level employees	1	1	0	0	1

- Training for junior executives to prepare them for middle-management positions.

Type of course	No.	Course	Total training hours	Attendees		Expenses (Baht)
				Male	Female	
Capacity development	1	Change, Disruption and Growth	18	17	21	361,660
	2	Communication Set for Manager	12	14	12	154,080
	3	Leadership Awareness	24	31	34	344,000
	4	The Great Workplace Personality & Influencing at Work	12	10	12	96,300
Total			66	72	79	956,040

The 3-year capacity development for manager level program is a process of searching for the talents who have the best functional behavioral and technical competency in line with the company's criteria that suits for succeeding the middle management positions.

In 2022, 4 training courses were organized for 151 junior management-level candidates. The post-test score averaged at 82.60%.

Performance appraisal

RATCH conducts the annual performance evaluation for all employees, via the Human Resources Information System (HRIS). Evaluators are the employees' supervisors in the chain of command.

Evaluation criteria	Follow-up	Evaluation
<ul style="list-style-type: none"> • Organization KPIs: 10% • Function KPIs: 10% • Division KPIs: 10% • Department KPIs: 20% • Individual KPIs: 30% • Corporation and participation in the company's activities: 10% • Competency assessment: 10% 	<ul style="list-style-type: none"> • Regular Performance reports • Feedback and recommendations on implementation 	<ul style="list-style-type: none"> • An annual performance appraisal • Analyze the past performance results and set future plan

The annual appraisal results are the basis of determining annual salary increases and bonuses and the planning of human resource management and development.

Performance in 2022

- 100% of employees were evaluated for their performance corresponding with the organization's goals.