

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

Employment and compensation

Under the Regulation of Personnel Management, the minimum employment age is clearly specified at 18 years to state the intention not to employ child labor. Besides, the employment is based on the applicants' qualifications and competencies against job requirements, without discrimination in regard of gender, color, race, religion and social status. The notice period for changes of assignment or job rotation is undertaken at least 30 days in advance.

RATCH aspires to see employee enjoy stability in life and quality of life and sets forth the compensation and welfare principles in the Code of Conduct. Employees are entitled to compensation and welfare which is comparable to those of leading organizations, based on the responsibility, knowledge, competency and experience as well as the economic condition and is fair to all genders. RATCH also offers the annual pay hike and bonus, based mainly on employee performance.

The salary and compensation structure are reviewed every 3 years, to ensure the rates are competitive and attractive enough to retain talents.

Comparative compensation of RATCH in 2024, national minimum wage and minimum wage in Nonthaburi Province, where Head Office is located

Compensation	Above national minimum wage (times)	Above Nonthaburi Province's minimum wage (times)
Entry-level salary for employees with diploma degrees	2.29	2.29
Salary for employees with bachelor degrees	2.75	2.75
Salary for employees with master's degrees	3.03	3.03

Employee welfare

RATCH provides welfare and benefits at the level that is required by law and supportive to employees' social security, quality of life and favorable work environment.

Employee welfare and benefits

Health



- Health insurance for employees, spouses and no more than 2 underage children
- Life and accident insurance
- Annual health check
- Dental and eye care and vaccination allowance

Quality of life



- Maternity benefits
- Financial aid in case of death
- Disaster reliefs
- Emergency loans, e.g., for children education, a death in the family and post-disaster expenses
- Accommodation support

Stability in life



- Social security fund
- Provident fund
- Eligible post-retirement membership of EGAT's cooperatives

Welfare is reviewed every 3 years

Promotion of employee well-being

Activities under the Wellness & Emotional Support scheme were organized successively in 2024, in response to employees' growing interest in health concern and the fact that good health affects the efficiency and effectiveness of their performance. Good health means employees can work happily and it can also retain valuable employees. The activities are as follows:

Activity	Descriptions	No. of participants	Satisfaction Level (%)
Test Your Stress with Bio Feedback	Physical and mental health check with the electronic monitoring of bodily functions.	54	92.14
Cervical Cancer Screening	Cervical cancer screening through Urine HPV DNA Test and distribution of iron supplements for iron deficiency anemia.	16	90.77
Eye Examination	Evaluation of visual acuity, eyesight, intraocular pressure, extraocular muscle motility, eye muscle movements, eye-rolling, alignment, meibomian glands, irregularities of visions and colors, vision and color, cataract screening and other abnormalities.	66	90.00

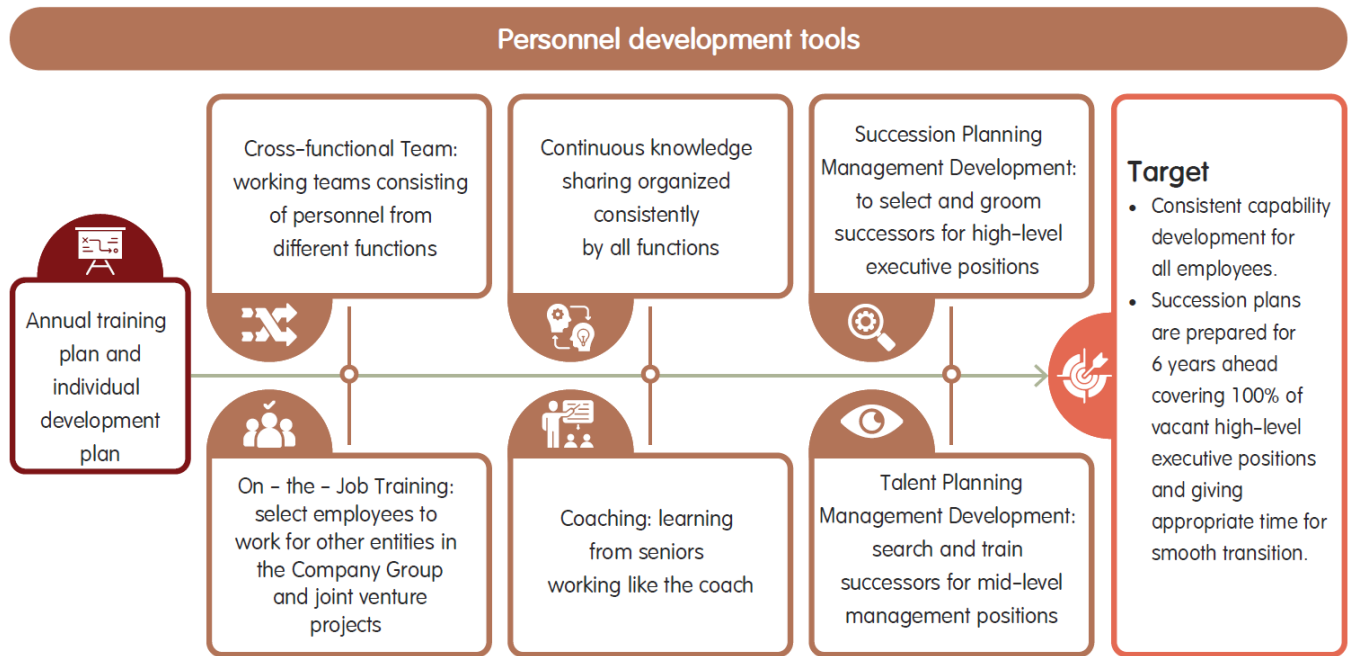
Activity	Descriptions	No. of participants	Satisfaction Level (%)
Workplace Happiness Workshop	Survey of workplace happiness, guiding participants to identify happiness-elevating spots.	50	97.06
Tackling Anxiety with Breathwork & Sound Healing Workshop	Healing practices through yoga breathing and sound for both physical and mental health illness and anxiety control, applicable to daily life.		
Functional Movement for Quality of Life by Fitness Trainer	Learning about functional movements for physical strengths and functional mobility that can ease muscle tightness while reducing health risks.	36	98.46
Desk and Chair Yoga Workshop	Applying yin yoga muscle-stretching techniques at your desk, to offset fatigue that results from hours spent in a seated position.		
Healthy Food & Rebalance Energy Workshop	Health tips concerning food selection and behavioral adjustments, to rebalance the energy and prevent non-communicable diseases (NCDs).	48	99.26
How to Lose Fat for Good Workshop	Consultation on the techniques of exercise and how to lose weight in a sustainable way.		
Massage for Relaxation and Easing of Office Syndromes	Massage services to boost relaxation or easing discomfort and aches caused by office syndromes.	144	98.82

Supports to Happy Working Life

- Setup of employee sport and health clubs, with a number of 7 clubs at present dedicated to golfing, football, badminton, exercise, running, tennis and music. Participants are numbered 124 people, or 51.45% of all job operators at office.
- Services for female employees with babies; a private, convenient and hygienic breastfeeding room fully equipped with necessary facilities and equipment like a breast milk refrigerator, where new moms can feed their babies or store their milk while performing duties at office.
- Setting the maternity leave duration at 98 days with 45-day pay, in line with legal requirements.
- More flexible working hours, allowing employees to work at home if necessary.

Career advancement

RATCH prepares the career development plans for employees' progress in their career. RATCH also prepares employees in terms of knowledge, skill and competencies that match current and future positions.



Succession planning

- High-level executive positions

During 2024-2029, 2 high-level executives will reach their retirement age and RATCH has followed the Succession Planning Management Development scheme for all vacant positions (100%).

	2024	2025	2026	2027	2028	2029
High-level executives will reach their retirement age (Person)	0	0	1	0	1	0

- Middle-level executive positions

Meanwhile, 69 junior executives are in the Talent Pool and to be prepared for the middle-level management positions, they need training, capability development or job rotation. These executives were assessed and 80 % passed the test, with the average test scores of 92.10%.

Development program for manager	No. of Hours	No. of attendees (person)		Expenses (Baht)
		Male	Female	
1. Business Skill for Manager	24	20	16	496,512
2. Emotion Intelligence for Manager	12	15	18	236,016
3. Result Coaching	24	15	18	505,032
4. Performance Leader	12	15	18	252,516

- Talent Pool

RATCH has formulated succession plans to prepare potential candidates for various levels. The Talent Pool has been in place based on competency analysis along with the preparation of competency-based development training courses for each position group to ensure that the Company has a pool of candidates with required competencies. Through the proactive process, the candidates are prepared to succeed current executives while RATCH ably retain talents (talent retention) for business stability and continuity as well as supports for future business expansion.

Performance evaluation

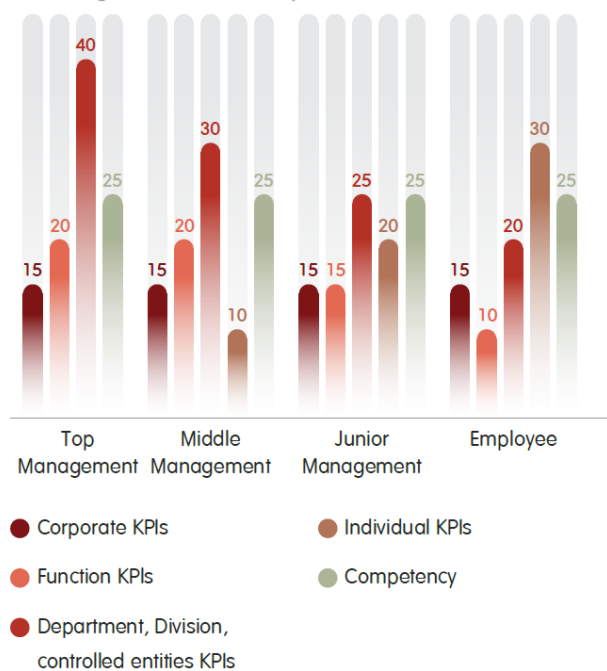
The evaluation process is conducted via the Human Resources Information System (HRIS), covering the 3 criteria to which weight ratio is clearly defined.

- 1) The key performance indicators (KPIs) of work-related performance, integrating the indicators in the organization, function, department and individual levels.
- 2) Engagement with the Company's activities and operations, such as training attendance, participation in ESG activities, serving as a member of committees or working groups, and participation in knowledge-sharing sessions
- 3) Assessment for desirable behaviors, based on the Company's values and core desirable competencies.

The evaluation criteria are outlined in line with the human resource management structure and they are communicated to employees on an annual basis. The evaluation results are the basis for the consideration of salary hike and bonus payment; the preparation of the personal development plan, succession plan and career advancement plan; appointments; and promotions.



KPIs weight of RATCH and operational-controlled entities (%)



In 2024, all employees (100%) were evaluated according to the criteria. The results were used as the basis for the consideration of pay hike, bonus payment, promotion and the personnel management plan as well as individual development plans.