

## Employee Engagement

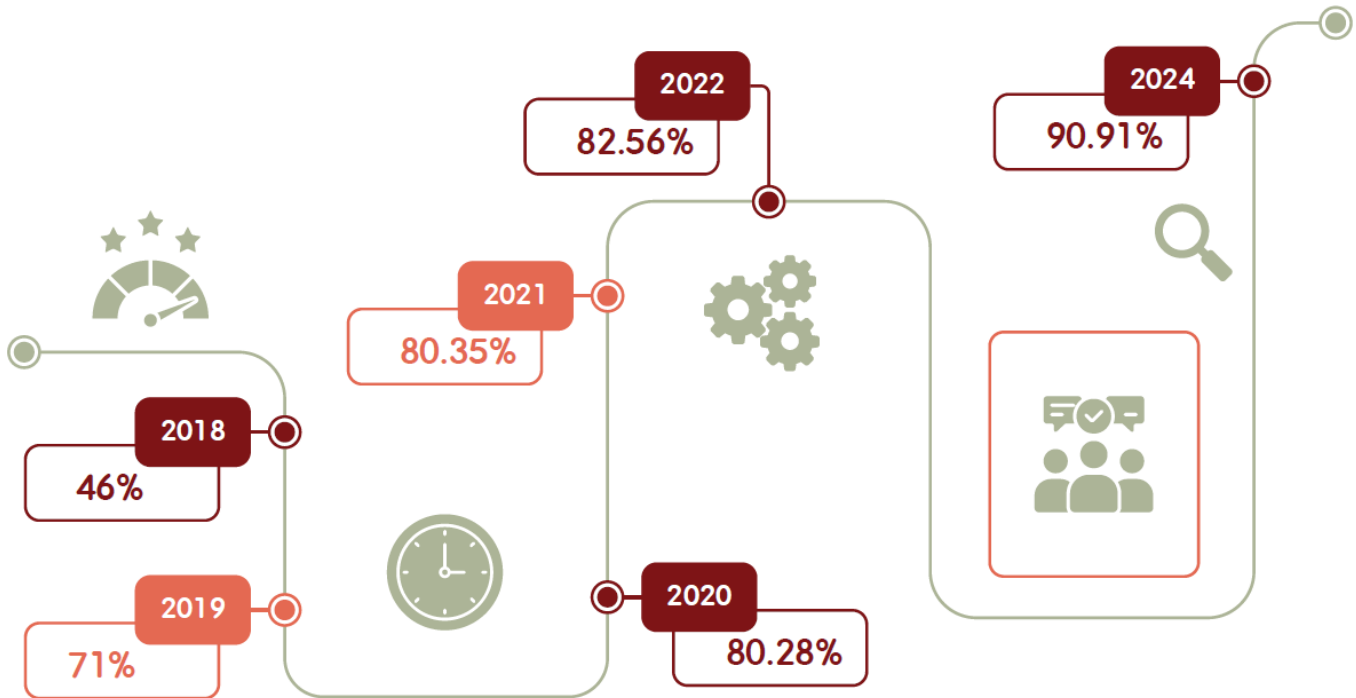
Teamwork is a key factor of continuous and efficient business operations. As a good teamwork requires understanding and good relationships, RATCH gives it a priority to strengthen the relationships, from the employee-to-employee level, to the relationships of employees and the executives within their functions and the cross-organizational level. Regular dialogues have been organized for relationship-building activities between employees and the Management, to strengthen their relationship, engagement, understanding, and teamwork. The Company also expects the activities to stir employees' loyalty and commitment, which will reduce the turnover rate and cut down replacement expenses.

<b>Engagement activities</b>	<p>No. of engagement activities: 24</p> <ul style="list-style-type: none"> <li>• By CEO's office: 4 activities</li> <li>• Business Development Function: 3 activities</li> <li>• Asset Management Function: 10 activities (included cross-function engagement)</li> <li>• Accounting &amp; Finance Function: 3 activities</li> <li>• Corporate Administration Function: 4 activities (included cross-function engagement)</li> <li>• Cross-functional: 1 activity</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting with the Executives: 4 times</li> <li>• Department head-level meetings: 12 times</li> <li>• Employee birthday parties: 4 times</li> <li>• Activities to promote company values: 4 times</li> </ul>
<b>Openness to comments and recommendations</b>	<ul style="list-style-type: none"> <li>• Establish two-way communication channels to receive employees' comments and recommendations on work improvement like employee meetings, Townhall meeting, functional meetings, and communications via the Welfare Committee.</li> <li>• Monitor recommendations submitted to other channels which are the opinion box, Intranet, email, etc.</li> <li>• Communicate via engagement building activities.</li> </ul>	<p><u>Target:</u> Employee recommendations are appropriately and completely responded to. (100%)</p> <p><u>Result:</u> No employee complaint or recommendation</p>

## Engagement survey

An employee engagement survey was conducted in 2024, covering all employees. Its objective was to hear their opinions on the organizational management and the opinions are the basis for further improvements. The survey showed the engagement rate of 90.91%, better than 80% target.

### Results of employee engagement survey



The employee engagement survey was conducted by collecting feedback from employees and is categorized into two main areas:

- Organizational Engagement:** covering job satisfaction, pride in work, commitment, and professional development.
- Job Satisfaction:** comprising 16 dimensions as follows:

1. Company reputation	2. Career advancement and learning opportunities
3. Collaboration	4. Nature of work
5. Diversity and inclusion	6. Compensation, welfare, and benefits
7. Decision-making	8. Supervisors

9. Responsibility allocation and empowerment	10. Performance appraisal
11. Senior management	12. Resources and working environment
13. Management of workforce quality and quantity	14. Internal communication and information sharing
15. Work-life balance	16. Consideration of stakeholder needs