

The background of the page features a warm, orange-toned blurred image of several paper cutouts of human figures holding hands in a circle. A large white circle is overlaid on the left side, containing the main title. The overall aesthetic is clean and professional, emphasizing human connection and balance.

Family Work and Life Balance

Amidst the rapidly changing technologies and a fiercely competitive business environment, organizations need to be well prepared and be resilient in any situation. Human resource development is a key to strengthening and promoting sustainable growth of the Company.

Human Resource Development

In creating and retaining employees' talents, the Company focuses on developing knowledge and skills, providing opportunities for life-long learning, promoting career advancement, and preparing employees for changes under a working atmosphere where diversity is respected. This is for the happiness of all employees, and the Company's competitiveness enhancement at the international level.

Priority has been placed on fair treatment to the employees on the basis of human rights. We have clear policies concerning all aspects of employment and will not take any discriminatory action in the process related to recruitment, employment, compensation and benefits, training, assignment, and promotion, etc. The Company commits to provide facilities necessary for the employees' work

duty and promote safe and healthy work environment. Participatory norms are also encouraged for the development of their quality of life, value, and public mind, thus, enabling our people to have a sense of their worth and reach their full potential.

In 2019, the Company had a total of 3,110 employees. Thai Wah also has the policy to hire and promote the employment prospect of people with disabilities to enhance their quality of life, empower them, and support the people with disabilities in realizing their full potential. In 2019, the Company hired 31 disabled people in accordance with the law, which requires a company to hire one disabled person for every 100 employees hired.

	2018	2019
The ratio of persons with disabilities to all employees	1 : 100	1 : 100
Proportion of male employees to female employees	2.5 : 1	2.5 : 1
Number of all employees	2,040	3,110

In addition to having capable employees who are willing to learn and create new things, and are able to manage changes to generate benefits, an organization has to attract talents whose capabilities suit the changing structure and business situation.

All employees are parts of one family. Thai Wah upholds the critical principles of justice, integrity, and transparency in taking care of our family members.

The Company has placed priority on promoting a learning organization where all employees are encouraged to develop their potential and capability and to learn together continuously. Thai Wah strives to promote a creativity-based learning environment, and freedom of speech in a bid to create bonding and belongingness, and for all employees to take pride in being part of Thai Wah.

- **Career Development Program**

Thai Wah has systematically initiated a career development program and restructure our human resource management to accommodate the Company’s rapid changes in various aspects. In planning for career development, employee competency has been analyzed to know their true potentiality according to the following development models:

In 2019, Thai Wah, in collaboration with leading consulting firms, has laid out and developed a curriculum structure that is relevant to our organizational structure to promote sustainable development. The focus has been made on the development of new generation management. The development has been undertaken in the same direction throughout the organization.



- **HR Intranet System (HRIS)**

In 2019, the Company developed an HR Intranet System intending to reduce work process, enhance operational efficiency, and minimize the use of paper within the organization. In the past year, the HR integration system was established to create operational data linkage, and facilitate access of all the employees to various systems via “One Gateway”. Data damage prevention system has also been put in place. The development of related systems, i.e., Pay Slip Online, HR Intranet, Leave Online, Air Ticket Online, e-Learning, and e-Search and File Online, has helped reduce use of approximate 2,000 sheets of paper per month (24,000 sheets per year or an equivalence of 4.8 trees)*.

*3-year-old eucalyptus trees, weighs around 50 kilograms can produce about 5,000 sheets of paper





• Thai Wah Leadership Academy (TLA)

Thai Wah Management recognizes that human resources are an essential factor for organizational development, and the building of new generation executives is also a goal the Company must place great importance on. Thai Wah Leadership Academy (TLA), is thus, designed to develop potential employees to become new generation management through the heredity of DNA, that is, transfer of success and experiences from the former and current generation executives, which have been designed to maximize learning capacity based on the principle of 70-20-10, as follows:

In 2019, TLA was properly designed to develop leadership in wide-ranging dimensions, e.g., business knowledge, marketing management, development of innovations, and team management through the following eight learning activities based on the principle of 70-20-10, as follows:



TLA Thai Wah Leadership Academy (TLA) has been implemented to develop potential employees to become new generation management through heredity of DNA, that is, transfer of success and experiences from the former and current generation management .

	2019
Employee engagement scores (percent)	80
Training hours per year	1 person / day / year
Turnover rate	16%
Women return to work after giving birth (percent)	100%

Human Rights and Good Labor Practices

The Company has placed importance on human rights management in compliance with the business code of conduct and international human rights standards. The Board of Directors and/or senior management are expected to monitor and ensure that human rights are not violated in any of the Company's activity, nor human rights violation due to any act or decision made by the Company.

The Company has formulated a policy on corporate responsibility to respect human rights. The aim is to undertake comprehensive measures related to human rights by adhering to the United Nations Guiding Principles on Business and Human Rights (UNGPs) as a framework for human rights management. The policy includes analyzing and gauging human rights risks, risk management, and constant monitoring of and reporting on related progress. Thai Wah's key human rights issues are forced labor, human trafficking, and illegal child labor.

In demonstrating consistent commitment to addressing the above issue, the Company has formulated a plan to uplift responsibility and transparency in the supply chain, disseminated policy, and practices on sustainable procurement to business partners. By providing the training and enhance knowledge of key business partners for them to conduct self-assessment on sustainability, assessed key business partners, on sustainability, and supplied main raw materials from responsible agricultural sources. Those who wish to become future partners will have to sign an acknowledgment of human rights and good labor practices and to comply with the principles set by the Company strictly. With our commitment and care, Thai Wah has also implemented workplace safety, health, and environmental policy in accordance with related laws and standards for all employees and business partners to work in a safe and happy environment.

We have continued to implement our policy on human rights and have yet to witness any case that business operation is held accountable for human rights violation. Nevertheless, the Company has provided various channels to receive opinions and suggestions from the employees, such as the Intranet and Suggestion Box.

