

# EMPLOYEE DEVELOPMENT AND RETENTION


BCPG places great importance on promoting and protecting human rights, ensuring fair treatment of employees and workers within the organization. The Company upholds the principles of equality and respect for human dignity while striving to create a safe and suitable working environment for all employees. BCPG is committed to enhancing employee potential through training programs and skill development initiatives, enabling career growth and sustainable long-term advancement. Additionally, the Company emphasizes fair compensation and benefits, considering employees' capabilities and performance to improve their overall well-being and quality of life. BCPG adheres to the principles of sustainable organizational development by supporting meaningful employment in alignment with Sustainable Development Goal 8: Decent Work and Economic Growth. This commitment fosters economic growth and ensures long-term stability for employees.

## Challenges and Opportunities


Employees are a vital resource in driving BCPG toward sustainable success. The Company prioritizes recruiting talented individuals, enhancing their potential, and ensuring fair treatment to strengthen its competitiveness and support growth amid rapidly changing economic conditions. Additionally, BCPG conducts its business in accordance with human rights principles at both national and international levels. The Company continuously assesses human rights risks to prevent violations across all organizational processes and the value chain.

## Key Performance and Goals in 2024


Key Performance




Average training hours per employee:  
**38 hours** per person per year.




Employee return rate after maternity leave: **100%**.



Employee satisfaction rate: **66%**.




Human rights complaints/ disputes: **0 case**.




Awarded the Outstanding **Human Rights Organization Award** for large business organizations.


Goals




Average training hours per employee:  
**36 hours** per person per year.



Employee satisfaction rate: **72%**.




Employee return rate after maternity leave: **80%**.



Human rights complaints/ disputes: **0 case**.

## Key Stakeholders

Key Stakeholders	Actions Taken to Meet the Stakeholders' Needs in 2024
 Employee	<ul style="list-style-type: none"><li>Organizing training programs for employees at each level according to the Individual Development Plan (IDP) to enhance diverse skills and retain high-quality employees.</li><li>Career Development and specialized training to ensure employees have the potential to grow in their careers.</li><li>Providing fair compensation and benefits through continuous comparison with industry standards to ensure that employees are properly cared for in alignment with labor practices.</li></ul>

## Management Strategies and Approaches

BCPG recognizes the importance of respecting and protecting human rights by conducting human rights risk assessments throughout its business value chain. This process helps identify and manage potential impacts on stakeholders while ensuring that business operations adhere strictly to human rights principles, international standards, and legal requirements in each country. As a model for continuous business growth, BCPG is committed to fostering inclusivity and fairness by integrating human rights principles at all levels of the organization. The Company emphasizes the active participation of its Board of Directors, executives, and employees across all subsidiaries, reinforcing their role in driving sustainable growth based on equality, fairness, and broad stakeholder engagement.

BCPG is committed to promoting respect and fair treatment for all individuals based on human dignity. The Company upholds the rights, freedoms, and equality of all people without discrimination on the grounds of race, nationality, origin, religion, gender, age, skin color, language, beliefs, education, ethnicity, disability, political opinions, economic status, group affiliation, or any other social status unrelated to job performance, as well as any other matter.



1. Comply with laws, international regulations, and local requirements related to labor and employment. The Company strictly prohibits child labor, illegal forced labor, and human trafficking throughout its supply chain. Additionally, it ensures that employee rights are upheld in accordance with legal requirements.
2. Respect the rights of the organization's stakeholders, including customers, business partners, and local communities, by ensuring fair and equitable treatment.
3. Avoid actions or involvement in human rights violations or activities that negatively impact human rights. Additionally, employees must not ignore or overlook any suspected human rights violations related to the Company. Any such incidents must be reported to a supervisor, and full cooperation must be provided in the fact-finding process.
4. Conduct comprehensive human rights assessments to monitor existing or potential human rights impacts arising from business activities throughout the value chain. This ensures the avoidance, prevention, and mitigation of such impacts. The Company is committed to ensuring that product and service production, labor practices, business partner relations, workplace environment, and investments do not negatively affect the human rights of stakeholders.
5. Conduct analysis and assessment of actual or potential business impacts and human rights risks.
6. Instill awareness of this policy among all relevant stakeholders, establish related management frameworks, and communicate and disseminate knowledge to those involved in business operations throughout the value chain, including employees, suppliers, and contractors. This ensures active participation in implementation and serves as a guideline for conducting business responsibly and with respect for human rights.
7. Establish communication channels that are accessible to all stakeholder groups, along with a whistleblowing and complaint mechanism for reporting human rights violations resulting from the Company's business operations. Ensure a thorough investigation process, appropriate and fair remediation measures, and disciplinary action in accordance with company regulations for those found responsible for human rights violations.
8. Monitor, report, and publicly disclose human rights impact assessments and performance results to ensure transparency.



For more details of the business responsibility policy regarding human rights respect, visit: [Click](#)



## Human Rights and Fair Labor Practices

BCPG is committed to strictly upholding human rights principles by establishing clear policies and guidelines for monitoring, preventing, mitigating, addressing, and remedying potential human rights impacts arising from business activities across the value chain. The Company aims to build trust among all stakeholders while demonstrating its dedication to responsible business practices that contribute to sustainable social and environmental well-being.

BCPG has conducted a comprehensive Human Rights Due Diligence (HRDD) process to assess and manage potential human rights risks within its operations. This assessment covers key stakeholders, including employees, partners/contractors, customers, and communities. The Company evaluates risks based on the likelihood of occurrence and severity of impact to establish appropriate prevention and mitigation measures. The human rights assessment encompasses various issues, including non-discrimination, occupational health and safety, data privacy protection, freedom of association and collective bargaining, labor inspection and legal employment practices, access to water and sanitation, and land acquisition.

The results of the human rights risk assessment indicate that BCPG's operational areas have a low to moderate risk level. Key concerns include employee data protection, as well as community health and safety. To address these risks, the Company has implemented management guidelines aligned with international agreements and best practices, such as the UN Guiding Principles on Business and Human Rights (UNGP), the Universal Declaration of Human Rights (UDHR), and International Labour Organization (ILO) standards.



For more details of the business responsibility policy regarding human rights respect, visit: [Click](#)



### Model Organization for Human Rights



BCPG has been recognized as an Outstanding Model Organization for Human Rights in the Large Business Enterprise category at the 2024 Human Rights Awards, organized by the Rights and Liberties Protection Department, Ministry of Justice. The Company has consistently upheld human rights principles through strict compliance in policy development, operational practices, and business relationship management. This commitment reinforces equality, social responsibility, and the environment.





## Employee Competency Development

BCPG is committed to continuously enhancing the capabilities of employees at all levels. The Company aims to strengthen employees' knowledge, skills, and expertise to improve work efficiency and foster sustainable career growth across all functions. BCPG encourages skill development through on-the-job training, as well as both internal and external training programs tailored to the specific needs of each role. Employees undergo competency assessments. Individual Development Plans (IDPs) are created to guide their professional growth. These initiatives help employees gain valuable experience and expand their knowledge in business, ethics, and innovation, ensuring they are well-equipped for both current and future challenges.

In 2024, BCPG implemented employee development programs focusing on core competencies to enhance business performance and create a competitive edge. These competencies were divided into two key dimensions: Fundamental Competency, essential for business operations, and Behavioral Competency, which aligns employees' habits and behaviors with the Company's values and vision to foster leadership. Additionally, the Company emphasized Technical Competency in areas such as finance, accounting, law, information technology, and energy-related knowledge, enabling employees to enhance their technical expertise for effective business management. BCPG also supported the development of Managerial Competency and teamwork capabilities. To encourage continuous learning, the Company organized monthly knowledge-sharing sessions, allowing employees to exchange experiences, lessons learned, and best practices. In 2024, BCPG allocated 5.7 million THB for training programs, with employees receiving an average of 38 training hours per person per year.

BCPG prioritizes employee well-being by providing appropriate benefits and welfare programs to create a safe and positive work environment. The Company continuously conducts Employee Engagement Surveys to gather feedback and enhance its employee care initiatives.

In cases where organizational restructuring results in workforce reductions, BCPG ensures that affected employees receive at least 60 days' notice and compensation in accordance with legal requirements.



### Bangchak Leadership Training Program



BCPG emphasizes leadership development at all levels by encouraging employees to participate in the Bangchak Leadership Training program, which focuses on building essential leadership skills, competencies, and ethical decision-making. Participants receive training in strategic knowledge, management, and effective communication, while also developing confidence, accountability, and integrity in leadership roles. The program fosters team collaboration, inspiration, and goal achievement, playing a key role in preparing the next generation of leaders to sustain BCPG's long-term growth and success.

#### Benefits from the Programs



Number of employees participating in the training program: **6 people**. Preparing supervisory-level employees with the knowledge and understanding of their roles and responsibilities. Enhancing management skills and how to interact with subordinates



**100%** of participants have a better understanding of leadership roles and organizational development strategies.





### SMA Inverter Program



BCPG is committed to developing and enhancing employee capabilities through the SMA Inverter program in Germany, which focuses on expanding essential skills beyond employees' current roles. This program provides participants with the opportunity to learn engineering and machinery maintenance from international experts, equipping them with technical knowledge that can be applied directly to their work. Additionally, it fosters communication, teamwork, and knowledge-sharing to promote a culture of continuous learning and development within the organization. The insights gained from this program not only improve operational efficiency but also reduce maintenance

costs by integrating cutting-edge German technology. This reflects BCPG's dedication to academic excellence and leadership development, driving The Company toward sustainable success.

#### Benefits from the Programs



Number of employees participating in the program: **6 people**.



The Company's maintenance costs have decreased by **THB 10 million** per year.

### Power BI initiatives Training Program.

**bcpg**  
**POWER BI**  
**TRAINING COURSE**  
ISSUE 09.09.2024

**COURSE OUTLINE**

- 01. Introduction to Power BI
- 02. Power BI Desktop VS Power BI Service
- 03. Start with Power BI Desktop RS
- 04. Working with Data Sources
- 05. Data Shaping & Interactive Visualization
- 06. Data Model & Relationship
- 07. Visualization Type
- 08. Publish to Power BI Report Server

**COURSE BENEFIT**

- Create Reports: Interactive visualizations.
- Manage Data: Import and clean data.
- Build Dashboards: For analysis.
- Real-Time Data: Immediate updates.
- Customize Visuals: Better presentation.
- Share: Efficient collaboration.
- Add your new skill.

**ONLY 30 SEATS**

**Registration NOW!**

**Tuesday 24 Sep. 2024**  
**09.00 - 16.00 hrs.**  
**Punsuk 1&2 : 8th floor**  
**By IT Team**  
**HR BCPG GROUP**

BCPG prioritizes the development of employees' technology skills to enhance work efficiency through the Power BI Initiatives training program. This program focuses on equipping employees with essential knowledge and skills in utilizing Power BI, a key tool for data analysis and visualization. Participants learn data management, dashboard creation for reporting and monitoring, and in-depth data analysis, enabling them to present clear, insightful, and actionable information for more accurate and timely decision-making.

The training enhances employees' ability to transform complex data into easily understandable insights, fostering a data-driven work culture and improving collaborative efficiency through modern data-sharing platforms. Employees who complete the training can apply their skills to increase

the speed and accuracy of data analysis, leading to deeper organizational insights. This initiative elevates the Company's overall capabilities while promoting sustainable development in the digital era, ensuring BCPG remains agile and responsive to change with efficiency and timeliness.

#### Benefits from the Programs



Number of employees participating in the program: **32 people**

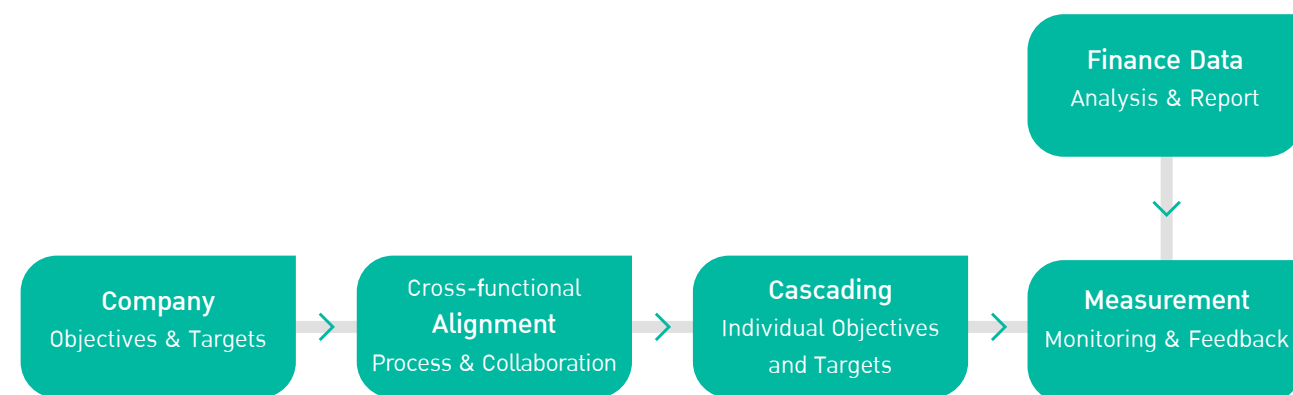


**75%** of participants are able to analyze data insights independently and efficiently without relying on the IT team.



## Performance Evaluation

Performance evaluation is a key focus for BCPG, aimed at enhancing work efficiency and employee development. The evaluation approach emphasizes comprehensiveness, flexibility, and fairness, while fostering open communication between supervisors and employees. It assesses both performance outcomes and work behavior, ensuring employees receive constructive feedback to refine their work and continuously develop their career paths.



### 1. Management by Objectives

BCPG encourages employees and supervisors to collaboratively set annual performance goals aligned with the Company's direction and individual responsibilities. Performance evaluation is based on Key Performance Indicators (KPIs), categorized into three main types:

1. **Common KPIs** – Measure company-wide performance to reflect overall organizational efficiency.
2. **Functional KPIs** – Assess job performance based on specific roles and responsibilities, ensuring alignment with departmental objectives.
3. **Standard KPIs** – Focus on personal development, including Individual Development Plans (IDP), knowledge sharing, and participation in social responsibility activities.

The proportion of each KPI category varies according to the level and responsibilities of employees to ensure appropriateness and accurately reflect each individual's actual role.

### 2. Agile Conversation

BCPG supports an evaluation approach through agile communication, allowing employees and supervisors to exchange feedback quickly and continuously. This enables flexible adjustments, corrections, and improvements in work methods, covering key aspects such as performance, employee development, and factors impacting work. The approach is tailored to the specific characteristics of each department and is carried out continuously (Ongoing Feedback) rather than periodic evaluations. This promotes career growth for employees, enhances collaboration in improving team potential in each department, and strengthens the long-term success of the organization.

The Company continuously monitors and evaluates employee performance through mid-year and year-end assessments. This process ensures that employees receive clear feedback and can effectively develop their skills while enhancing their engagement in achieving mutually agreed-upon goals. For special teams, such as Project Teams or Agile Teams, performance tracking is conducted on a weekly basis to ensure alignment with the plan and efficient goal achievement. Employee performance evaluation is categorized into five levels, as follows:

1. Far Exceed Expectation (FE)
2. Exceed Expectation (EE)
3. Meet Expectation (ME)
4. Meet Some Expectation (SE)
5. Improvement Required (IE)

The Company has established a compensation policy aligned with employee performance and organizational results, ensuring fairness and competitiveness within the industry. This approach aims to motivate employees, attract talent, and retain high-potential personnel. The Company follows the 3Ps compensation principle, which serves as a key framework for compensation management, as follows:

- **Pay for Position:** Compensation management based on the duties and responsibilities of the position, with a salary structure set to be competitive in the labor market.
- **Pay for Performance:** Compensation management based on performance, considering salary adjustments and annual bonuses based on work performance and potential. This links compensation with performance in a meaningful way, including both short-term incentives and long-term incentives.
- **Pay for Person:** Compensation management based on an individual's knowledge, skills, and expertise, reflecting their experience and specialization. This approach aims to attract and retain high-potential employees, ensuring they become valuable assets to the organization in the long term.

## Employee Retention

The Company has guidelines for personnel care and retention, emphasizing fair treatment of employees and respect for human rights. These principles are upheld without discrimination based on gender, race, religion, or other differences. This applies to compensation, welfare, and benefits, which are provided fairly in accordance with legal requirements and remain competitive within the industry's labor market. Compensation is determined based on performance evaluations and The Company's short-term and long-term operational results.





## Employee Benefits and Welfare

BCPG provides welfare and benefits for employees to create job security and motivation. The Company offers various benefits as follows:

### 1. Health and Life Benefits

- Life and health insurance to protect and care for the well-being of employees and their families.
- Health care and a safe working environment according to standards, ensuring employees can work in a good and secure environment.

### 2. Financial Benefits

- Provident fund and pensions to ensure employees have long-term financial security.

### 3. Stock Purchase Rights

- Offering employees the opportunity to become co-owners of The Company, creating motivation and engagement in the organization's growth.

### 4. Skill and Knowledge Development

- Organizing training programs and employee development initiatives in various areas according to the individual development plans, to enhance skills and knowledge relevant to job responsibilities.
- Providing opportunities for employees to develop skills in other areas of interest to expand career advancement opportunities.

### 5. Long-Term Incentive Program

- The provision of compensation for the performance of duties by The Company's directors, executives, and employees, including those of its affiliated companies, who are committed to creating the greatest benefits for the organization and shareholders, as well as to motivating and encouraging employees to participate in shared ownership. Additionally, to motivate and encourage employee ownership, The Company has introduced the BCPG ESOP-W2 program, offering warrants for the purchase of newly issued common shares to directors, executives, and employees of BCPG and its subsidiaries. This program has a five-year duration, with 85% of employees participating to receive its benefits.

Furthermore, this initiative aligns with BCPG's commitment to clean energy promotion, reflecting the Company's core focus on sustainable energy development. By creating long-term value for both shareholders and employees, the program also supports greenhouse gas reduction and the transition to clean energy, contributing to broader sustainable development goals for society.

BCPG also promotes health and welfare to ensure the well-being of employees by organizing activities for employees, including:



## BCPG Fit Fun Fest

Various exercise activities, such as yoga, body combat, and sports clubs, are organized to support employees in maintaining good health, reducing stress, and creating good work-life balance.



Support for a budget to purchase equipment that promotes health, such as exercise equipment, ergonomics tools for work, and other health-related items, is provided to reduce the risk of office syndrome and enhance work performance.



A fitness center is provided on the 11<sup>th</sup> floor of the M Tower building, which houses the Company's headquarters. The center is equipped with modern exercise equipment and offers space for various physical activities such as weight training, cardio, and different exercise classes.



The Company has an on-site healthcare facility to provide employees with easy access to basic healthcare services, including first aid, medical advice, and the ability to request medication for minor illnesses.



The Company provides relaxation spaces within the organization and supports career opportunities for visually impaired individuals through health massage services, allowing employees to reduce work-related stress, alleviate fatigue, and prevent office syndrome.



The Company provides a breastfeeding facility and family assistance in the event of the death of a father, mother, or child.



### 1. Employee Benefits and Welfare

- Life Insurance
- Health Insurance
- Provident Fund / pension
- Right to purchase company shares
- Budget for purchasing equipment to promote health
- Maternity leave for mothers of 68 days with full salary
- Employee health promotion activities
- Provision of exercise facilities and healthcare services



### 2. Work Arrangements

- Flexible working hours
- Work-from-home options



### 3. Employee Family Benefits

- Family assistance payment in the event of the death of a father, mother, or child
- Breastfeeding rooms for employees with infants

BCPG conducts an annual employee satisfaction survey by hiring a globally recognized consulting firm to assess the level of satisfaction employees have towards the organization. The evaluation methodology is internationally accepted, and includes:

1. Performance Management
2. Career Development
3. Engagement and Wellbeing
4. Collaborations
5. Communications
6. Rewards and Recognition

## Examples of Issues Related to Employee Satisfaction Surveys

### Job Satisfaction



#### Purpose

I see myself continuing to work at this organization for the next 2 - 3 years.

I agree with the overall mission of the organization and feel that I am a part of its values.



#### Happiness

I feel supported at work by my colleagues and my supervisor at all times.



#### Stress

I am able to manage work-related stress effectively.

**Note :** The scoring criteria range from 1 (lowest) to 5 (highest).

In 2024, the employee satisfaction survey showed a 66% satisfaction rate among all employees in Thailand. BCPG analyzed the survey results and feedback received to enhance its personnel management processes, improve the working environment to align with employee expectations, and boost work efficiency. These efforts aim to support employees' well-being and foster a lasting commitment within the organization.

### Stress-Relief Massage Program by Visually Impaired Therapists



BCPG is committed to promoting the health and well-being of its employees through a monthly neck, shoulder, and upper back massage program held at the headquarters. This initiative aims to reduce health risks and alleviate office syndrome, a common issue among employees who spend extended hours in front of computer screens. In addition, BCPG actively supports employment opportunities for visually impaired individuals specializing in traditional Thai massage. This initiative not only enhances employees' well-being but also reflects the Company's dedication to fostering equality, diversity, and sustainable development across economic, social, and environmental dimensions.

### Benefits from the Programs



The risk of office syndrome has decreased, and relaxation has been provided to **24 office** employees.



Opportunities for employment have been enhanced for visually impaired individuals, with an income increase of over **THB 42,000**.