



EMPOWERING ALL TOWARD
INCLUSIVE GROWTH

Human Capital Management

2025



Long-Term Incentives for Employees

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Playing a vital role in promoting OR's sustainable development, company's strategic direction applying the Triple Bottom Line in business operations has placed importance on people, planet, and performance. Therefore, OR 2030 Goals has been set to cover activities in three dimensions with specific performance linked to employee's long-term incentive:

OR 2030 Goals



Sustainability Performance

With OR 2030 Goals that containing corporate's long-term programs with specific targets on sustainability aspects i.e. waste reduction, Conventional energy intensity, GHG emission (Scope 1-2), economic distribution etc. the performances measured during multiple years will be considered on providing incentive to employees upon achievement of such targets.

Employees applies to the program

Covering 100% of employees below senior management level :

- Middle management (Level 14-15)
- Junior Management (Level 11-13 and Level 9-10 who responsible as Manager)
- Senior Employee (Level 9-10 excluded Manager)
- Employee (Level 8 and below)

Type of long-term incentive program

During multiple years of OR 2030 Goals implementations, long-term targets and KPIs will be measured and tied with the bonuses as progress payment paid to employees on average paid-out longer than 3 years. Thus, incentive is allotted according to progress against yearly targets, while company's heading toward its goal setting in 2030.

Trend of Employee Wellbeing

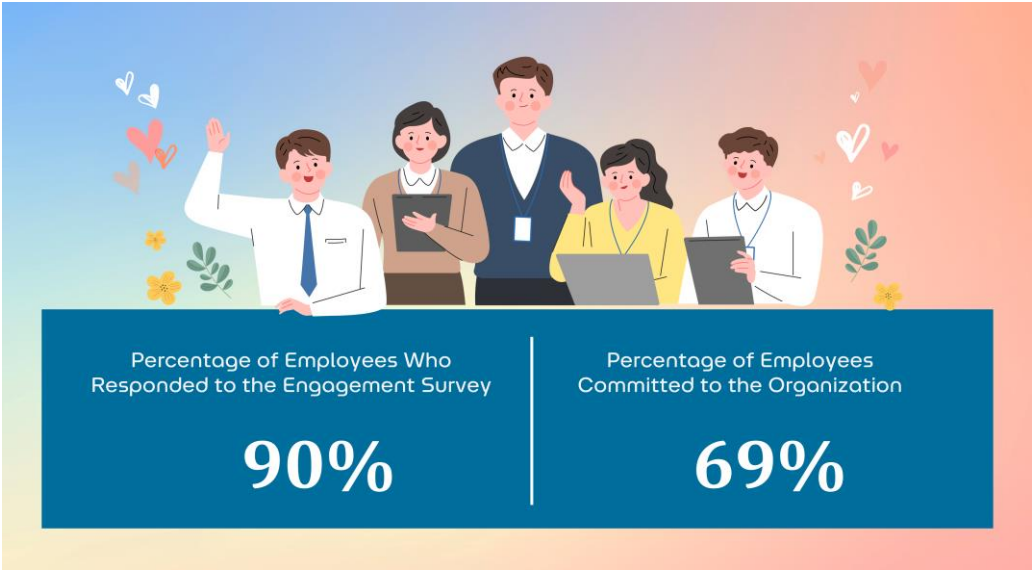
EMPLOYEE ENGAGEMENT OR believes that when employees are happy and engaged to their work and company, it will make the employees’ work efficiency better. As a result, the company can run business more sustainable. The company listens to employees' opinions, suggestions, needs and expectations through annual employee engagement survey.

Survey Methodology

The survey results will be analyzed to understand the needs and expectations of employees in each group and dimension, and to develop HR policies and guidelines to improve employee engagement to be comparable to the leading organizations. In the Employee Engagement Survey for 2024, 90% of employees who responded to the survey, and it was found that 69% of the employees are committed to the organization from the 2024 target of reaching at least 71%. The 2024 employee engagement survey results and improvement plan were presented to the Human Resources Management Committee (HRMC) to acknowledge the survey results and endorse the improvement plan.

Scale used in the Survey

6-point scale:
"strongly agree", "agree", "slightly agree", " slightly disagree",
"disagree", "strongly disagree"



Measurement

In a survey, employees evaluate their opinions on various factors.
The levels of opinion are classified into six scales.

1	2	3	4	5	6
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree



Employee Metrics:

Aspects in employee surveys	Questions
Job satisfaction	Overall, I am satisfied with my organization.
	I perceive the value of my work.
	This organization motivates me to contribute more than is normally required to complete my work
Purpose	This organization's mission provides meaningful direction to me
	Senior leadership provides clear direction for the future
	I am aware of the organization's direction/strategy/goals for 2030.
	I want to be part of the team that helps the organization achieve its goals.



Employee Metrics:

Aspects in employee surveys	Questions
Happiness	Given the opportunity, I tell others great things about working here
	I rarely think about leaving this organization to work somewhere else
	It would take a lot to get me to leave this organization
	We have a work environment that is accepting of diverse backgrounds and ways of thinking
Stress	The balance between my work and personal commitments is right for me
	My work-related stress is manageable for me



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OR เติมเต็มโอกาส เพื่อทุกการเติบโต ร่วมกัน

*Harnessing OR
competencies to support,
fulfill, and elevate*

*Sustainable growth
with Living Community,
Healthy Environment, and
Economic Prosperity*

*Moving forward with
strong determination and
leaving no one behind*

*6 groups of
OR stakeholders*