



EMPOWERING ALL TOWARD
INCLUSIVE GROWTH

Labor Practices Commitment & Programs

2025



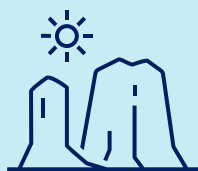
Labor Practices Commitment

OR places great importance on the well-being of employees. In 2024, OR raised the compensation in line with economic conditions, to stay competitive in respective industries. The adjustment was also to ensure the benefits match employees' knowledge, expertise, responsibilities, enabling them to sustain themselves and their families. OR has expressed the commitment that all employees receive fair payments. Currently, OR's employee compensation is **above the country's living wage** level. Moreover, OR committed to the welfare of employees as follows:



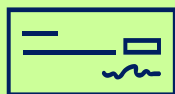
Working Hours

- OR complies with Thailand's labor laws and international standards by establishing **maximum working hours**. Employees shall not work more than 8 hours per day or 48 hours per week, with voluntary overtime not exceeding 36 hours per week, in line with Thailand's labor laws.



Annual Leave

- All employees are entitled to **paid annual leave**, in accordance with Thai labor law and international labor standards. Leave is granted without affecting their living wage compensation.



Alignment with Contractors and Partners

- The living wage and labor rights program shall be progressively **expanded beyond OR's own operations to include high-risk contractors and key business partners**, using a risk-based approach aligned with international due diligence expectations.

Fair compensation demonstrate our measurable public commitment toward OR long-term sustainability and our employee a living wage. Delivering fair compensation to our employees, OR structure framework for fair compensation based on 4 principles as follows:

*In 2024, all employees
earn a living wage based
on the Living Wage
Reference Value for 2024*

OR principle	Fair Compensation delivery
Internal equity	<ul style="list-style-type: none">Coherence in OR compensation and employees' responsibility & accountabilityEqual pay for equal work with no discrimination
External competitiveness	<ul style="list-style-type: none">Minimum fixed cash amount paid by OR exceed legal minimum standardCompetitive and fairly pay reflecting an employee's skill, education and experience comparing to market within the same industry.Review OR compensation regularly
Employee contribution	<ul style="list-style-type: none">Performance base pay
Livable compensation	<ul style="list-style-type: none">Fixed cash amount paid by OR cover employees' basic needs – Food, Cloth, Accommodation without need to work excessive hours (i.e., overtime), or bonus



Living Wage Methodology



ANKER REFERENCE VALUE ANNUAL UPDATE 2024¹

URBAN THAILAND

LIVING WAGE
THB 14,324 (USD 388)

OR conducts the living wage benchmarking to ensure adequate wages above cost-of-living estimates following the thresholds calculated by the **Global Living Wage Coalition**, using **Anker Methodology**. The threshold of this methodology will be used as the standard threshold of OR Living Wage Calculation. We understand the living wage is a human rights. Thus, we ensure that the wage of our employees will be able to serve their decent lives and support their families, and more importantly give their children better lives. Elements of a decent standard of living include food, water, housing, education, health care, transport, clothing, and other essential needs, including provision for unexpected events.

The Anker Living Wage Reference Value for 2024 for urban Thailand is THB **14,324 (USD 388)** per month. This has changed from the amount of THB 14,202 per month from the original reference value in 2022 due to the inflation rate of Thailand accounting for 0.86% from mid-2022 to mid-2024. The living wage allows workers in urban Thailand to afford sufficient living standard.

Coverage of Living Wage Assessment: 100% of FTEs (only OR employee)

Source: Anker Reference Value Annual Update 2024 Urban Thailand Living Wage

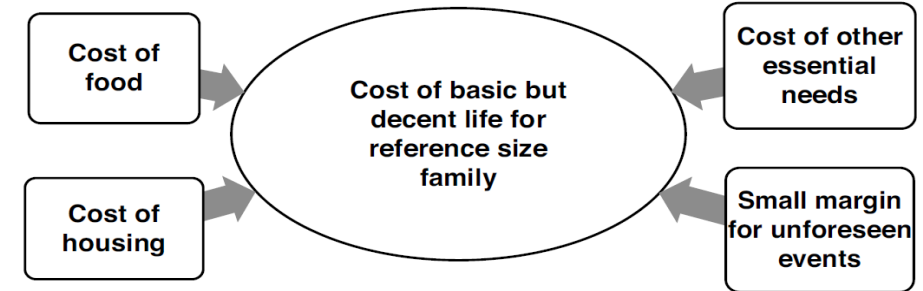
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Estimating a Living Wage

Estimating cost of a basic but decent living standard for a reference size family



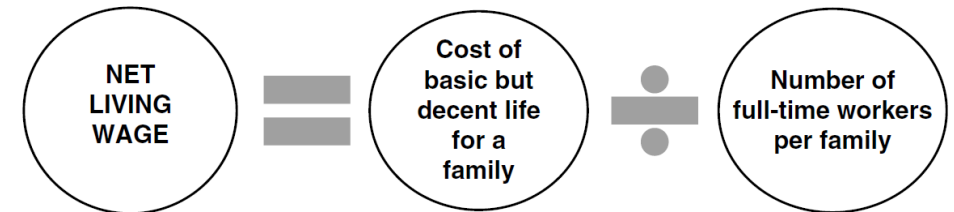
Cost of a basic but decent life for a family



Going from cost of a basic but decent life to a net living wage



From cost of basic but decent life to net living wage



Going from net living wage to gross living wage



From net living wage to gross living wage



Labor Practices Programs

OR monitors its Labor Practices commitment to ensure implementation on the ground. In addition to legally mandated social security, OR offers **expanded protection** through private group insurance for health, life, and accidents; maternity and family benefits; mental health support; and retirement planning services. These benefits apply to all employees and are reviewed annually to ensure adequacy and relevance to employee needs. In addition, OR **monitors the gender pay gap** on an annually basis to achieve equal remuneration for men and women.



Working Hours

- OR implements a time-tracking and workforce management system **to monitor employee working hours** across all sites. The system ensures compliance with legal limits on regular and overtime hours. Excessive overtime is proactively managed through a cap mechanism and monthly reporting to department heads to protect employees' health and well-being. Reports are reviewed quarterly by the HR and sustainability teams.



Overtime Work

- Employees working beyond normal working hours are compensated with **overtime pay** in accordance with Thailand's labor laws. OR's internal audit function verifies payment records quarterly to ensure accuracy and fairness. Payroll policies are publicly available and detail how overtime pay is calculated and monitored.



Welfare Committee

- OR maintains **regular dialogue with Welfare Committee** as employees' representatives. Engagements occur through quarterly welfare committees. Feedback from these interactions informs improvements in workplace policies and conditions.



Annual Leave

- OR **monitors the utilization of paid annual leave** entitlements using the Employee Self Service System (ESS). Line Managers are responsible in managing employees' annual leave. Employees are encouraged to plan and take leave to support work-life balance, and unused leave balances are transparently tracked and managed.

Reskilling to mitigate negative effects of industrial or climate transition changes

OR is dedicated to becoming an Innovative Learning Organization and has developed a KM Hub to serve as a centralized repository of knowledge for internal personnel. This is aimed at efficiently managing knowledge by leveraging technology for comprehensive storage of knowledge, both within and outside the Company.

In 2024, OR organized trainings for employees to reskill on Solar investment as an opportunity to increase competitiveness in the current climate transition scenarios. The outcome is addressed as follows:

Course	Objectives	Outcome
New trend and technology for solar (Energy Storage System: ESS) and Project analysis	To enable employees to be aware of new trends, trends and technologies of the Solar business, including Energy Storage Technology (ESS), to be used in designing, analyzing and calculating the investment value of the project, in order to create financial benefits, be in line with the market situation and increase competitiveness.	Employees have knowledge of trends and new technologies in the solar business and energy storage technology (ESS), inspection and preparation of maintenance plans for related equipment, analysis and calculation of project investment value, and methods to reduce costs, with an increase of 96.07% (up from 67.07% in pre-study knowledge). They can apply the knowledge gained from their studies to select appropriate technologies for customers and use it to increase competitiveness.
Application of SAF in Aviation and Biofuel in Marine	To enable trainees to understand the production process of Sustainable Aviation Fuel (SAF) for the aviation industry and biofuel for the shipping industry, and to allow them to learn about the storage methods and usage of SAF and biofuel in aircraft and ships, so they can effectively calculate the costs associated with the production, storage, and use of SAF and biofuel.	Employees gained an understanding of SAF and biofuel, including the production processes and types of SAF and biofuel categorized by their sources, the CO2 reduction benefits of using SAF, the supply chain of SAF and biofuel, as well as how SAF and biofuel are used as fuel in the aviation and marine industries, including fuel cost considerations. The post-training knowledge level reached 98% (compared to a pre-training score of 47.8%).



**EMPOWERING ALL TOWARD
INCLUSIVE GROWTH**

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*