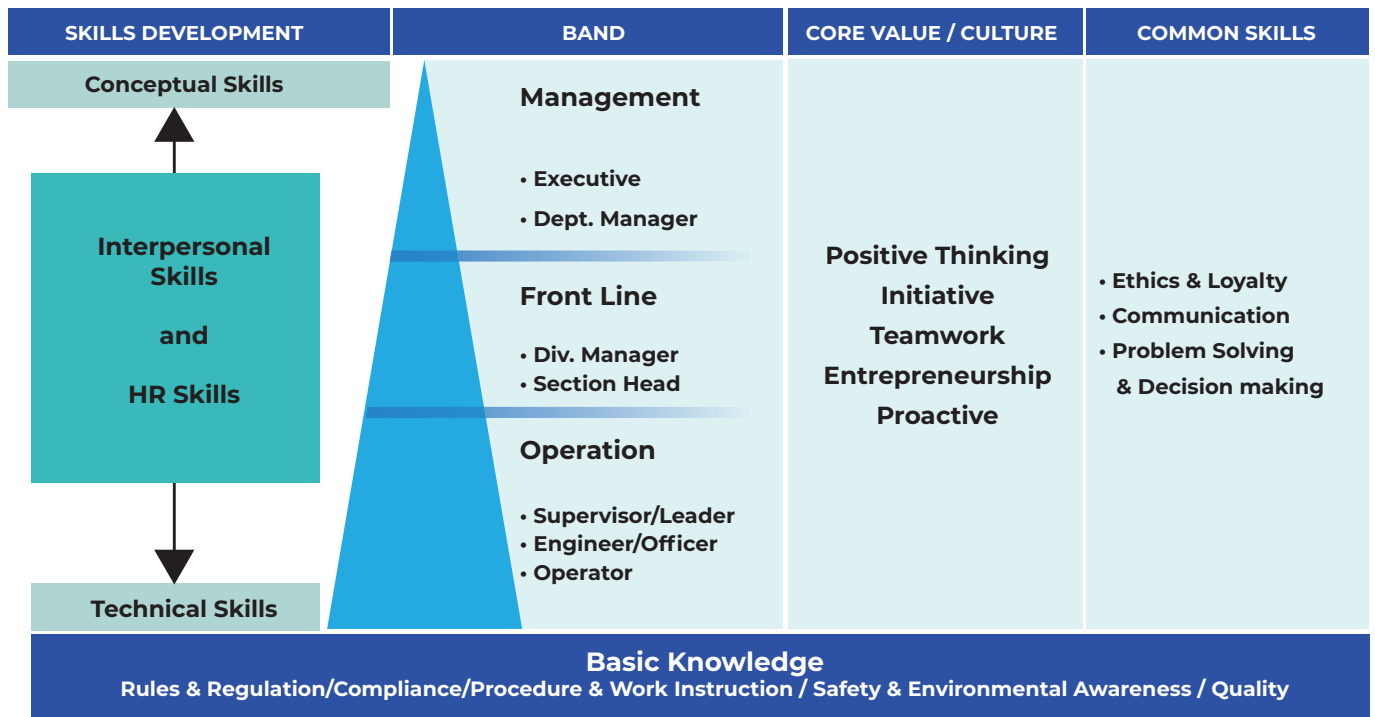# Communicating with employees

- The Company organizes a Town hall event to serve as a forum for friendly meetings between executives and employees. for executives to clarify policies The direction of the company's growth for employees to be informed. and provide opportunities for employees to ask for information, discuss and exchange opinions on various matters to bring suggestions to develop and improve management even better. As well as creating good relationships between executives and employees at all levels.

- Labor Clinic for answering questions related to human resource management and development Including listening and giving advice, problems in the workplace, Other personal issues to employees. To help find solutions for employees to be happy both at work and in their personal lives.

- Listen for employees: Ratch Pathana and Affiliates employees the opportunity to express their opinions, feedback, complaint, and problems through internal communication channels such as opinion boxes, e-mail, intranet, monthly meetings, etc., information will be presented to the executive committee for corrective action. And communicate back to employees without disclosing the information of the whistleblower.

- Free communication culture: There is clear transparency, able to discuss all matters. The company provides opportunities for all employees to express their opinions within the organization. Help create a good working environment and relationship. Monthly meetings were organized as a communication platform between executives and employees at all levels.

- Bring technology for the better communication: The Company has chosen to adopt modern and useful technology in the communication to facilitate the speed. Save cost and able to communicate thoroughly by taking into account the suitability and in accordance with the situation such as Video Conference VPN, Line, Microsoft Team and Zoom Conference etc.

Human Resource Development

Ratch Pathana put the emphasis on human resourse as the key driver to success. Staff skills development is the key to develop based on the organization's goals, direction and policy

SKILLS DEVELOPMENT	BAND	CORE VALUE / CULTURE	COMMON SKILLS
Conceptual Skills **Interpersonal Skills** **and** **HR Skills** **Technical Skills**	**Management** • Executive • Dept. Manager **Front Line** • Div. Manager • Section Head **Operation** • Supervisor/Leader • Engineer/Officer • Operator	**Positive Thinking Initiative Teamwork Entrepreneurship Proactive**	• Ethics & Loyalty • Communication • Problem Solving & Decision making

Basic Knowledge
Rules & Regulation/Compliance/Procedure & Work Instruction / Safety & Environmental Awareness / Quality

Ratch Pathana and Affiliates focuses on enhancing employees' capabilities at all levels. The development plan can be divided into 4 main groups.

1) **Basic knowledge training** is courses that focus on providing basic information that is useful for the new employees. The examples are rules, workflow and procedure, quality management, safety standard, occupational health, and environment.

2) **Common skills training** is useful for employees in every function. The training topics will cover ethics, morality, honesty, ability to work as a team, communication skill, and decision making skills.

3) **Core value enhancement courses** are aiming to create corporate culture and set the guideline for code of conduct among employees. The examples of the topic covered in this group are positive thinking, innovative ideas, working as a team, entrepreneurship, and proactive work style.

4) The knowledge and skills development based on job position are focus on developing knowledge Capabilities in accordance with the roles and responsibilities of each position which is divided into 3 groups as follows

- Management : To focus on enhancing the vision, planning view And strategic thinking in conducting business in accordance with the changing situations
- Front Line: To develop knowledge administrative skills and resources to achieve goals in accordance with the organization policy and create a good atmosphere for working as a team.
- Operation : To enhance knowledge Professional expertise and awareness of customer needs, By promoting personnel development in many ways, such as internal and external training, On–site job training by job position Assignment Coaching by supervisor.

To enable all employees to be developed under the above policy. Human resource management and development has determined the direction and clarity of continuous employee development and various processes. As follows.

1.Training

Ratch Pathana and Affiliates will formulate training and development plans for personnel. Classified by area and characteristics of different business groups. By applying the principles of Competency Management and survey the need for training (Training Road Map: TRM) which comes from analyzing and determining knowledge and competency as needed for the executives of each department.

In 2024, Ratch Pathana and Affiliates established internal and external training plans which included both classroom (Onsite) and online learning formats. These formats were adjusted to align with changing work patterns, including institutional adjustments to support greater flexibility in working and to better meet the needs of training participants.

The annual training plan consisted of 190 courses with a target implementation rate of 80% of the plan. The company successfully conducted 177 courses, representing 93.16% achievement, exceeding the target by 13.16%, as detailed below:

	Plan (Courses)	Results (Courses)	Achievement (%)	Total Expenses (Baht)
Total	190	177	93.16	2,321,051
SCG	69	64	92.75	1,736,325
SGN	82	76	92.68	383,142
SGF	39	37	94.87	211,584

Training Summary of Ratch Pathana and Affiliates 2024

Topic	SCG	SGN	SGF	Total
Training course type				
Standard Training Course	11	16	15	42
Managerial Training Course	8	11	2	21
Specific Training Course	45	49	20	114
Total	**64**	**76**	**37**	**177**
Number of participants				
Manager level	18	5	1	24
Department head level	17	14	7	38
Supervisor / Engineer level	8	7	6	21
Officer / staff level	17	64	33	114
Total	**60**	**90**	**47**	**197**
Hours in training				
Manager level (per person/per year)	74.81	66	112	84.27
Department head level (per person/per year)	65	69	78.14	70.71
Supervisor / Engineer level (per person/per year)	94.25	84.71	42.17	73.71
Officer / staff level (per person/per year)	71.11	28.95	52.56	50.87
Average hour (per person/per year)	76.29	62.17	56.3	69.89
Training and development expenses (Baht)	1,736,325	383,142	211,584	2,321,051

Employees who received development training

127   **70**

All employees who attended the training

197

Course

177

Average hours : person : year

69.89

Summary of average training hours per employee between 2022-2024

	2022	2023	2024
The average training hours per employee (hours/person/year).	46.30	49.96	69.89
Cost of Training and development (Baht).	860,037.00	1,670,647.40	2,321,051.00

1.1 In-house Training Program and the Benefits Gained from Training

1.1.1 Legally Required or Regulatory Standard Courses

1) Safety, Occupational Health, and Environmental Courses These courses are designed to provide employees with knowledge on the use of equipment and tools, as well as skills in performing various tasks to ensure safety in the workplace. They include:	First Aid Course
	Basic Firefighting Course
	Safety in Working with Chemicals Course
	Occupational Diseases and Environmental Health Course
	Safety in Electrical Work Course
	Proper Operation and Maintenance of Forklifts (Forklift) Course
	Safety in Working at Heights Course
	Review Course on Crane Operations
	Safe Work Procedures for Machinery (Electric Welding Machines, Gas Welding Machines) Course
	Review Course for Working in Confined Spaces
	Vehicle Safety Driving Course
	Safety in Welding and Cutting Work Course
2) Laws, Regulations, and Related Policies Course To provide employees with knowledge and understanding, raise awareness of the importance, and ensure compliance with relevant laws and regulations, the course includes:	Executive Safety Officer Course
	Supervisor Safety Officer Course
	Occupational Safety, Health, and Environment Committee (OSH Committee) Course
	Requirements of International Standards ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 Course
	Information Technology Threat Awareness Course (IT Awareness)

1.1.1 Legally Required or Regulatory Standard Courses

	Business and Human Rights Course
	Organizational Carbon Footprint and Greenhouse Gas Reduction Mechanism Course
	Enterprise Risk Management (ERM) Course
3) Essential Basic Training Courses for Job Performance To enable employees to perform their tasks correctly, reduce errors, and achieve maximum work efficiency, the course includes:	CAR PAR OI Online Program Usage Course
	ERP System Usage Course (BC365)
	Online Engineering Review and Comments System Usage Course (EOR Online)
	Work Monitoring and Repair Job Analysis Using New PMII Program Course

1.1.2 Managerial Course

The training helps supervisors, department heads, and section/department managers better understand their roles and responsibilities, enabling them to apply the knowledge and techniques to improve work efficiency and effectiveness.	Task Delegation and Monitoring Techniques Cours
	Problem-Solving and Effective Decision-Making Techniques Course
	Labor Law Knowledge for Managers at All Levels Course
	Creating a Growth Mindset to Enhance Work Efficiency Course
	Executive Presentation Course
	Being a Manager Course
	Rise Together Course

1.1.3 Specific Course

1) Courses for Core Departments within the Organization To allow operational and maintenance staff to review their knowledge and understanding of how to use various equipment and tools that are essential for their work, the course includes:	Substation Equipment and Relay Protection Course
	Reliability Centered Maintenance Course
	Reliability Engineering and Application for Maintenance Course
	Inspection of Wear and Assessment of Boilers and Steam Piping Systems Course
	Professional Maintenance Management Course
	Basic Vibration Analysis Course
	Production Planning and Material Requirements Course
	Bearing Problem Analysis and Usage Course

1.1.3 Specific Course

	DCS Operation and Basic Steam Turbine & Generator Course
	Preventive Maintenance of Machinery Course
2) Courses for Internal Support Departments within the Organization To provide employees with knowledge and understanding of the content related to their work and support the company's operations, including:	Techniques for Data Preparation and Presentation Course
	Communication and Coordination Techniques Course
	Warehouse Management Course
	Logistics Management Knowledge Course
	Basic Costing Related to Biomass Warehouse Management Course
	Cybersecurity Threat Management and Response Course
	Practical Consolidated Financial Statement Preparation Course

1.2 Public Training Courses

Sending employees for external training (Public) mostly involves courses that develop specialized knowledge and skills necessary for specific professions. Individualized development is emphasized as crucial. Additionally, the company promotes employees who have completed development training to share the acquired knowledge with relevant colleagues. This is done to assess the understanding of employees and to further disseminate knowledge within the organization

2. Individual Development Plan (IDP)"

In addition to employee development through training, Ratch Pathana and Affiliates recognizes the importance of continuous development. Therefore, an Individual Development Plan (IDP) has been established as a framework to enhance employees' knowledge, skills, and work behaviors, enabling them to achieve set goals. The IDP also aims to promote career growth by identifying and leveraging strengths while addressing weaknesses. Topics are determined collaboratively by supervisors and employees. The 70:20:10 model is utilized as a tool for personnel development, with continuous monitoring of progress throughout the development process.

In 2023, a total of 174 employees participated in the creation of Individual Development Plans (IDPs), accounting for 90% of all employees. There were a total of 303 development topics identified. Additionally, based on assessments and follow-ups, more than 60% of employees experienced clear improvements in their development.

IDP	SCG	SGN	SGF	Total
Number of employees	42	88	45	175
topics	91	148	68	307

3.Employee Development Initiatives

3.1 Promoting Employees as Internal Knowledge Transfer Facilitators

Each department within the company has employees with specific knowledge and expertise in their respective roles and responsibilities, which is beneficial for the organization. Therefore, the company promotes employees to act as internal knowledge transfer facilitators and arranges training sessions or knowledge-sharing activities for their colleagues within the company. Regular sharing or exchange of knowledge within departments is encouraged to ensure continuous learning and development.

3.2 Fostering Organizational Core Values

Ratch Pathana has established "PITEP" as its Core Values, considering it the cornerstone for creating the organizational culture and reflecting the identity of Genes Group employees. To promote and develop personnel under the shared values of "PITEP," the company has conceptualized a framework to ensure clarity in setting collective work goals. It emphasizes teamwork principles to drive successful outcomes aligned with predefined objectives at both team and individual levels. Furthermore, in the past year, the company has supported employees in understanding and appreciating behaviors that align with the shared Core Values of "PITEP" through various channels such as bulletin boards, the company's intranet system, and engaging in interactive activities to encourage employee participation.

- Activities to promote shared Core Values and cultivate awareness to resist Corruption, Collusion, and Nepotism (CCN) are organized across all areas within the Genes Group. This includes providing knowledge, fostering understanding, and raising awareness about CCN issues among employees. Additionally, all

employees are required to undergo CCN knowledge assessments. This topic is also emphasized during the orientation program for new employees.

- Core Value Man 2023 Employees are encouraged to participate in activities where they can express their opinions and perspectives that reflect their own Core Values. This includes voting for the Core Value Man among their colleagues and company representatives. The results of the Core Value Man 2023 are announced for each area during the company's New Year activities.

3.3 Knowledge Management

Long-term employee development is not just about what the organization provides, but also about promoting a mindset of continuous learning and self-development among employees. The key is to instill a love for learning and to encourage employees to prioritize self-improvement. To enhance knowledge management within the organization, the company has implemented information technology systems to increase efficiency. This includes developing a Knowledge Management Sharing system where employees from all departments share important knowledge necessary for their work, creating a central database of knowledge accessible to employees at all levels and positions. This is facilitated through the "Share & Show" project and the use of the Alfresco program, allowing easy access and retrieval of knowledge resources.

3.4 Developing Management Skills and Leadership Qualities

Translating policies into effective practices relies heavily on the management team and supervisors as the primary mechanism for reaching employees. This involves both care and setting a good example for employees. Therefore, the Genes Group aims to develop supervisors who are aware and proficient in managing personnel within their own departments. This includes task delegation, coaching, performance evaluation management, individual employee development planning along the Training Road Map, as well as providing continuous learning and development opportunities for all employees. Moreover, the company encourages opportunities for employees at all levels to learn and gain diverse work experiences by facilitating interdepartmental transfers. This approach aims to enhance employees' ability to adapt to future challenging tasks in various ways.

3.5 Developing a Workforce Ready for Change

Given the current state of business and global economy, characterized by both opportunities and challenges for sustainable growth, the Genes Group emphasizes the readiness of its employees to adapt to change. This involves fostering flexibility, adaptability, and readiness to perform tasks in any area and under any circumstances. Employees are encouraged to express their opinions appropriately, innovate, and uphold professionalism, including adhering to ethical standards in business conduct rigorously. This ensures that they are recognized as good employees and citizens within their communities, societies, and countries, regardless of their assigned roles in any region worldwide.

3.6 Creating Motivation and Inspiration for Employees

The company places great importance on creating motivation and inspiration to improve employees' performance. In addition to employees' intrinsic motivation, the motivation coming from the exemplary leadership of senior management is another driving force in enhancing employees' performance. The company has senior executives who have been working with the company for over a decade or more. They are instrumental in driving growth and success for the company. These senior executives lead by example, inspire, and mentor employees at lower levels. They also set standards for the next generation of employees to follow in the future.

To ensure that the strategies for developing a diverse workforce mentioned above are effective and yield tangible results, a framework for measuring and evaluating performance has been established. Additionally, supervisors at all levels are assigned roles in promoting and monitoring the potential of employees under their supervision. This is to ensure that supervisors at all levels within the conglomerate do not overlook the importance of continuous employee development.

1. Knowledge : This dimension focuses on measuring learning outcomes in the classroom before and after training sessions. It is managed and developed by the Human Resources department to ensure that employees have genuine understanding and knowledge of the topics covered in the training and can effectively apply them. Evaluation is done through:

- Pre-test and Post-test assessments
- Interviewing employees to gauge their understanding

2. Skill : This dimension involves measuring practical skills to ensure that employees possess sufficient skills and can perform their responsibilities effectively. It is managed by supervisors who evaluate performance through:

- Close observation and monitoring by trainers or team leaders
- Assigning tasks for real-world practice

3. Behavior : This dimension measures behavioral aspects by defining competencies, providing definitions to describe expected behaviors, and assigning scores. Evaluation is conducted directly by supervisors and involves assessing employees' demonstration of expected behaviors against predefined competencies and behaviors.