



Employees' engagement

In 2024, the company implemented activities according to the employee engagement and long-term retention plan, which included employee care through multi-dimensional welfare provisions to ensure that employees maintain a satisfactory level of organizational commitment. The implementation plan consists of the following:

1) Employee Engagement and Retention Development Plan

Ratch Pathana and Affiliates recognizes that employee potential is critically important to organizational performance. When employees are physically and mentally content with robust health, they can fully demonstrate their working capabilities. Therefore, the company has established various welfare programs and activities to create happiness in the workplace, fostering love and commitment to the organization, promoting positive relationships among colleagues, supervisors, and executives, enhancing employees' physical well-being, and encouraging productive use of leisure time. The company's approach to employee care follows the Happy Workplace principle through six pathways to happiness as follows:

HAPPY WORKPLACE	Activity	Targets (%)	Activity Results (%)	Participation Targets (%)	Participation Results (%)
 Happy Health	<ul style="list-style-type: none"> The Best Healthy Project encourages employees to exercise regularly, promoting good health. 	100	100	80	80
	<ul style="list-style-type: none"> Internal sports competitions within the company group, such as football, badminton, petanque, as well as fun and exciting games, are organized to promote exercise and foster good relationships among employees and business partners. 			80	92
	<ul style="list-style-type: none"> Annual health check-ups are provided, along with health benefits for employees and their families. 			100	100
 Happy Heart	<ul style="list-style-type: none"> Provide welfare for visiting employees who are ill and recovering at home or in the hospital. 	100	100	80	100
	<ul style="list-style-type: none"> Provide welfare assistance to employees during outbreaks of diseases or natural disasters, such as the COVID-19 pandemic, floods, storms, and fires, to alleviate their hardships. 				
	<ul style="list-style-type: none"> Ratch Pathana and Affiliates Sharing Project aims to distribute goods to fellow employees and disadvantaged individuals outside the organization. Examples include blood donation, the "Share for Children" project, and the donation of old desk calendars to be used as learning materials for visually impaired individuals, among others. 				



HAPPY WORKPLACE	Activity	Targets (%)	Activity Results (%)	Participation Targets (%)	Participation Results (%)
<div>3</div> <div>Happy Brain</div>	<ul style="list-style-type: none"> Ensure continuous development of personnel throughout the year, including both in-house training and external training (Public Training). 	80	93.16	80	97
	<ul style="list-style-type: none"> Promote knowledge through relationship-building activities held annually and knowledge-sharing activities organized regularly every month, such as RPE Talk, etc. 	100	100	80	100
<div>4</div> <div>Happy Soul</div>	<ul style="list-style-type: none"> Organize a Buddhist water blessing ceremony, Songkran traditional water pouring, and seek blessings from executives during the Songkran festival to preserve and pass on Thai culture. Arrange volunteer activities within religious sites on important religious occasions throughout the year, such as cleaning temple grounds, offering candles for the Buddhist Lent, and planting trees in temples, among others, to encourage employees to develop compassion, selflessness, and a spirit of giving. 	100	100	80	98
<div>5</div> <div>Happy Family</div>	<ul style="list-style-type: none"> A housing loan welfare program with low interest rates in collaboration with the Government Housing Bank to support employees in securing housing and building a warm family. Establish a provident fund and social security fund for employees as required by law. In addition, financial assistance is provided for other employee and family needs, such as weddings, ordinations, childbirth, etc. 	100	100	100	100
	<ul style="list-style-type: none"> The "Happy Birthday" program is based on the idea that employees are an integral part of the organization's growth. Giving small gestures of happiness, such as having colleagues wish them well on their birthdays, helps employees feel warm and connected, fostering a sense of being part of the organization's family. 			100	100
	<ul style="list-style-type: none"> New Year activities are organized to create happiness and strengthen the relationship between executives and employees, as well as to show appreciation for their dedication and hard work throughout the past year. 			80	92
<div>6</div> <div>Happy Society</div>	<ul style="list-style-type: none"> Ratch Pathana and Affiliates United Against Drug Abuse" project aims to raise awareness among employees about the dangers and risks of drug abuse. The company participates in the Drug Prevention and Solution Standards Program (MYS). Ratch Pathana and Affiliates Volunteer Spirit: The Seed of Goodness" project promotes the organizational culture of instilling in employees the values of being good people with a volunteer spirit for the community. Employees are encouraged to accumulate volunteer hours throughout the year, with rewards given to those who accumulate the most volunteer hours and serve as role models for others in doing good for society. 	100	100	100	100



2) Employee Welfare and Care

The company places great importance on “welfare” and additional benefits to ensure employees work happily. Therefore, it provides welfare benefits that are more than what is legally required and aligned with the changing social, economic conditions, and business needs. These include life insurance for employees, medical expenses for employees and their families, dental care, eye exam costs, shift work allowances, accommodation, travel allowances, and allowances for out-of-town work. Additionally, certificates of appreciation and gifts are given to employees celebrating their 10th and 20th work anniversaries, among other recognitions. These initiatives are designed to boost morale and encourage employees in their work, as well as to strengthen their emotional attachment to the organization. This creates motivation and commitment, leading to both direct and indirect improvements in the company’s performance and long-term sustainability.

Employee Assistance Welfare for the year 2024.

“Welfare”	SCG		SGN		SGF		Total
	Number of Employees	Value (Baht)	Number of Employees	Value (Baht)	Number of Employees	Value (Baht)	
Funeral expenses for relatives.	1	11,500	1	11,000	0	–	22,500
Marriage	0	–	0	–	0	–	–
Child	1	5,000	1	5,000	3	15,000	25,000
Ordination (referring to the Buddhist ordination process)	1	5,000	1	5,000	0	–	10,000
Dental expenses	19	52,735	22	44,630	3	7,100	104,465
Eyeglasses expenses	20	69,460	37	141,550	13	49,770	260,780
Illness	7	9,840	15	14,991	5	4,450	29,281
Total	49	153,535	77	222,171	24	76,320	452,026

3. Ratch Pattana Energy Public Company Limited values the balance between work and personal life.

Therefore, the company has implemented a Hybrid Working Model policy to attract and retain young employees with modern ideas. This also supports the Green and Energy Saving concept to reduce resource usage and alleviate parking space congestion. Additionally, the company creates flexibility and relaxation regarding the workplace location to accommodate the lifestyle of the new generation.

4. Providing a Good Workplace Environment

The workplace is an important factor that affects employee happiness and performance. Therefore, the company prioritizes creating a work environment that is conducive to productivity, such as maintaining a clean and safe workspace, ensuring proper ventilation, and providing adequate lighting from both natural and artificial sources. Additionally, the company promotes an organizational culture that is friendly and supportive, encourages employees to express their opinions, and listens to the views of others. The company fosters collaboration and teamwork to ensure that employees can work effectively, happily, and maintain a good quality of life within the organization.

Happiness survey results Employee Engagement

In 2024, the company conducted a survey to gather employees' opinions on their happiness and engagement with the organization, with 170 employees participating in the survey, accounting for 89.95% of the total workforce. The company set a target happiness and engagement level of 80%.

The survey results showed that employees' happiness and engagement with the organization was at 90%, which exceeds the target and represents a significant increase from 2022. These results reflect employees' satisfaction and confidence in the organization, as well as the effectiveness of the company's human resources management policies.

The information from the survey has been used to improve work processes, enhance potential development, and adjust welfare programs to align with employees' needs effectively. This ensures that all employees are happy in their work, take pride in the organization, and are ready to dedicate both their physical and mental efforts to performing their duties to the best of their abilities.

Summary Table of Employee Happiness and Engagement Assessment Results

Year	Target(%)	Assessment results (%)
2024	80	90
2023	–	–
2022	80	87

Employee participation in benefits and welfare

1. Welfare Committee in the Workplace

The Welfare Committee in the workplace acts as a representative group for employees to negotiate and discuss benefits and welfare matters. This helps ensure that employees experience happiness and a sense of attachment to the organization, making them feel more connected and like a part of the organization.

The company has established a Welfare Committee in the workplace to represent employees in providing feedback and act as a liaison with the company. The committee's duties are as follows:

- 1.Collaborate with the employer to provide welfare for employees.
- 2 Offer consultations and suggestions to the employer regarding employee welfare.
- 3.Inspect, monitor, and oversee the welfare programs provided by the employer to employees.
- 4.Propose comments and suggestions for beneficial welfare programs for employees to the Labor Welfare Committee.

2. Participation in Suggesting Ideas on Benefits and Welfare in Other Forms

- The company provides opportunities for employees to participate in management through the Welfare Committee system and other systems, where employees can express their opinions and be involved in decision-making, such as monthly meetings, responding to surveys or engagement surveys, and the company's intranet system, etc.
- The company does not obstruct, interfere with, or take any action that would negatively impact employees' rights to engage in activities in line with their beliefs, including those related to race, religion, gender, gender identity, disability, nationality, union membership, political parties, etc., as long as these activities do not harm the company's operations.

- The company provides a complaint channel as a means to foster understanding and good relationships, as well as to ensure fairness in employment. By offering employees various avenues to express their opinions regarding benefits and welfare, and ensuring equal and fair treatment without discrimination or violation of human rights principles, employees will feel accepted, engaged, and a part of the organization.

Number of labor disputes.

During the years 2022–2024, there were no labor-related disputes.



Employee turnover rate for the year 2024

Company	Number of employees	Resignation	Percentage %	New hires	Percentage %
Ratch Pathana Energy Public Company Limited	69	10	14	22	32
Sahacogen Green Co.,Ltd.	90	5	6	5	6
Sahagreen Forest CO.,LTD.	47	1	2	3	6
Total	206	16	8	30	15

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 resource as the key driver to success. Staff skills development is the key to develop based on the organization's goals, direction and policy

