

# Employee Stewardship and Development

## The Importance of Employees

The Company regards its employees driving the organization to success; therefore manpower planning is in line with the business strategy by developing capability and potential employees including recruiting external personnel join the Company based on those who are both “Good and Talent people”, adhering the ethical principles, it does not discriminate on race, religion, skin color, gender or physical disabilities considering by knowledge suitability, ability, and behavior. Employment must be in accordance with the law and define the employees’ stewardship and development goals. The Company has established a human resource policy for executives, as well as the human resources and administrative departments, to serve as operational guidelines.

## Human Resources Policy

with details as published on the website

<https://www.ttwplc.com/storage/about/policy/20231031-ttw-human-resources-policy-en.pdf>

Operating Guidelines	
✓	Develop personnel knowledge and competence thoroughly and consistently.
✓	Fair compensation and benefits compared to other leading companies.
✓	Strictly comply with all laws and regulations applicable to employees.
✓	The workplace environment is safe in accordance with the principles of occupational health and conducive to work.
✓	Appoint, transfer, reward and punish employees with equality, honesty, and fairness based on the knowledge, abilities, and suitability of the employees.
✓	Listen to opinions and suggestions based on the professional knowledge of employees.
✓	Treat employees with respect to individuality and human dignity.
✓	Avoid unfair conduct that affects the employee’s job security, threatens, or puts pressure on the employee’s mental state.
✓	The employees able to compliant in case of unfairness in accordance with the established systems and processes.

## Goal for the year 2024

<p><b>not less than 80 %</b></p> <p>Employment rate achieved according to plan</p>	<p><b>90 Day</b></p> <p>Average recruitment period</p>	<p><b>No more than 4 %</b></p> <p>Employee turnover rate</p>	<p><b>not less than 70 %</b></p> <p>Evaluation results of employee satisfaction for working</p>	<p><b>100 %</b></p> <p>Training according to the company's safety training plan.</p>
--	--	--	---	--

## Long term goals

<p><b>not less than 80 %</b></p> <p>Employment rate achieved according to plan</p>	<p><b>90 Day</b></p> <p>Average recruitment period</p>	<p><b>No more than 4 %</b></p> <p>Employee turnover rate</p>	<p><b>not less than 70 %</b></p> <p>Evaluation results of employee satisfaction for working</p>	<p><b>100 %</b></p> <p>Training according to the company's safety training plan.</p>
--	--	--	---	--

## Employee Stewardship

The Company has established a policy and prepared a handbook for all employees to acknowledge the policies and welfare. Employees are treated equally and fairly without exceptions in terms of origin, race, religion, gender, and marital status, language, or position, does not support child labor, human trafficking, fraud, and corruption in any form as well as providing opportunities for people with disabilities. The Company emphasizes human resource management based on morality and equality, instilling all employees to adhere to the norms, values, rules, legal requirements, and corporate governance, to create strength and encouragement in leading the organization to achieve its goals **“To be Thailand’s Leading Company in Water, Energy and Eco-Friendly Businesses.”** In addition, the Company states its policy regarding remuneration and the welfare of employees by paying appropriate and fair remuneration at a competitive level in the same industry. The personnel strategy is set as follows:

## Personnel Strategy

✓	Develop and strengthen employees' knowledge and competence continuously and consistently. Organize job positions and employee career development plans for higher positions.
✓	Take various actions regarding fair employment without discrimination against gender, race, religion in consideration of promotion, transfer and giving opportunities to employees with good performance, able to develop potential according to job position, be considered as a Candidate for appointment by the management team with transparency and fairness.
✓	Provide welfare as required by law and additional welfare serve the needs of employees, such as medical expenses, life and health insurance, provident fund, and scholarships for employees' children, etc.
✓	Give importance to the safety of employees by providing training on various aspects of safety.
✓	Compensation management is linked to individual performance by annually comparing with companies in the same industry to keep it at a competitive level align with the Company's performance.

## Workforce Planning and Recruitment

The Company engages in manpower planning and recruitment to source talent both internally and externally in alignment with organizational objectives. It is imperative that proactive measures are undertaken to realize the Company's vision and goals. This includes fostering inclusivity across gender, age, race, religion, and educational backgrounds, Including the promotion and development of the quality of life of disabled persons by subcontracting work to disabled persons or their caregivers in accordance with Section 35 of the Act on the Promotion and Development of the Quality of Life of Disabled Persons B.E. 2550.

Because in the business area there are no indigenous people or ethnic groups settled or residing, in the past the company has not hired these people to work with the organization.

In addition, the company is also recruiting employees with knowledge and abilities. To be able to respond to the direction of the company's business. that will occur in the future along with creating a good image of the organization through various channels to attract the new generation to know and want to work with the organization.

---

## Inequality and Discrimination Issues

The Company expresses its intention to avoid or encourage employment discrimination, compensation and benefits payment, training and development opportunities, promotion, or position, this includes termination or retirement from work due to differences in nationality, race, religion, language, age, gender, marital status, personal attitudes towards sex, disability, HIV infection, popularity in a political parties or other personal opinion. The Company does not hinder, interfere with, or take any action that will affect the activities of exercising rights or employment practices concerning the above issues without prejudice to the Company's damage.

## Employee Satisfaction Survey

In 2024, the employee satisfaction survey with the organization was 77.25% of the total number of employees surveyed of 241, representing 75% of all eligible employees. (Employees eligible to fill out the survey must have been employed for at least 6 months).

### 1. Dissemination of Satisfaction Survey Results

The Company has effectively disseminated the results of the satisfaction survey to employees at all organizational levels by broadcasting via email channels and departmental group lines. Additionally, the results have been prominently displayed on the central information boards of each business area office.

### 2. Establishing projects / employee satisfaction development project

The Company has established employee satisfaction development project by arranging commendation activities for exemplary colleagues to foster pride among recognized employees, including monthly birthday celebrations for all employees, annual New Year's social events, outing activities, off-site field trip activities, BMI my Challenger activities, office equipment and building renovations and sports clubs.

## Compensation, Welfare and Employee Benefits

The Company believes that **"Employees"** are the key to developing business strategies and driving the Company's operations toward achievement. Therefore, promoting and developing professional skills, balancing personal life and work, the ability to contribute equally as part of a diverse workforce is a priority for the Company.

The Company establishes employee welfare policies communicated to TTW Group. Providing more welfare than those required by law, comprising the establishment of a provident fund, annual health check-ups, free medical care under the health insurance scheme, Including providing for central car and position car to the Executives were able to work flexibly. Encourage employees to have various activities such as establishing the TTW Running Club and participating in various running events. organized by external departments. Including providing the First Aid Room,

Gym and exercise equipment for employees to encourage employees to have good health, etc. During the epidemic of COVID-19, the Company has allocated the budget and resources necessary to prevent and reduce the risk of the spread of COVID-19 to employees in all business areas, which is considered as a morale booster for employees. The example of compensation welfare and employee benefits as follows :

### 1. Wage / Compensation

- Salary
- Position Allowance
- Overtime Wage
- Fuel Allowance
- Travel Allowance
- Allowance for Working
- Certification fee
- Annual Bonus
- Annual salary increment
- Gift for 15 years of work
- Social Security Subsidies
- Social Security Pension
- Provident Fund
- Retirement Allowance
- Employee Funeral Expenses

### 2. Convenience Facilities Welfare

- Position Car
- Operational Car
- Training
- Staff Housing
- Uniform

### 3. Healthcare/Healthcare Services Welfare

- Annual Health Check-ups
- Health check-up program for employees aged 35 and above
- Medical Expense Subsidy

- ATK (Antigen test kit)
- Compensation for work-related accidents or fatalities
- Medical Expense Subsidy
- Exercise equipment
- Fitness Room
- First aid room
- Alkaline water

#### 4. Recreational Benefits

- Coffee and beverages
- Bottled water
- Dining Room
- Monthly Employee Birthday Celebration
- New Year's Social Gathering
- Sport club

#### 5. Family Care Benefits

- Wedding Allowance
- Maternity Allowance
- Financial Support for the Funeral of the Employee's Parents
- Scholarship for Employees Child

## Types of Leaves

- Sick Leave
- Personal Leave
- Sterilization Leave
- Annual Leave
- Leave for Hajj Pilgrimage
- Maternity Leave [ Number of paid maternity leave days = 45 days (6.43 weeks) ]
- Ordination Leave
- Military Service Leave
- Leave for Study, Seminar or Training
- Funeral Leave of the Employee's Parents

---

## Saving and Investment Support

The Company participated in the Retirement Readiness Index project of Faculty of Commerce and Accountancy, Chulalongkorn University for the employees to inform employees about their readiness for retirement and listen to knowledge of saving and investing for retirement. Retirement Readiness Index is a tool and benchmark for measuring retirement readiness and raising awareness of the importance of saving, efficient financial planning for employees as well as it is also an index that focuses on the holistic assessment of retirement readiness, considering both financial and health and well-being factors.

## Performance Evaluation

**Performance evaluation** is the process by which executives determine the level of employee performance to compare to set standards and to improve their performance efficiency. The Company has assessed the performance of its employees by ranking and comparing them among the same group of employees.

## Long - Term Employee Incentives

The Company emphasizes long-term human resource development with policies and guidelines on developing employee learning opportunities, we believe that personnel are the most valuable resource in driving the organization towards its goals. Therefore, it aims to develop knowledge, competency, and good quality of life by applying the human resource management system to enhance the potential and competence of employees for maximum benefits. There is an appropriate learning program from the beginning of employment until the date of retirement, encouraging employees at all levels to acquire new knowledge and skills, including attending seminars with leading institutions. In addition, the Company has continuously improved employee engagement by Employee Satisfaction Survey, Employee Engagement Survey, employee participation in welfare management, and Occupational health and safety. The Company has established policies and guidelines regarding safety and hygiene through the Occupational Safety and Health Committee to ensure the safety of life and property of employees and the Company, considering the safety of both employees and utility users by providing training to technicians and engineers as well as staff working in the tap water production process regularly to perform their duties efficiently with attention to employees.

In addition, the Company provides benefits exceed those required by law, such as provident fund by the Company contribute an appropriate rate at 5-10% based on years' experience. In addition, there is a reward for employees of 15 years' experience to encourage them to work, where experience of the employee will be part of the consideration for the position adjustment.

## Freedom of Association and Consolidation for Negotiation

The Company provides freedom of communication between executives and employees in a collective bargaining of employee benefits through **the Human Resources and Administration Department and the Welfare Committee in the workplace.** Established under the Labor Protection Act 1998. At present, there are 321 employees representing the Welfare Committee or 100% of all employees. The meeting with executives is regularly held, reflecting to support the rights to work consistent with Universal Declaration of Human Rights (UNGP) to develop employees' welfare and benefits of together with management representatives, resulting employees receive expectations welfare that meets their needs and appropriately.

In addition, the Company provides **channels for reporting clues or complaints on human rights, including issues that violate the law and the Company's ethics,** for both employees and stakeholders. There is a mechanism to protect employees and whistleblowers by creating a confidential information system that can only be accessed by those involved. An investigation committee, consisting of representatives from departments that have no stake in the complaint, has been set up to consider the investigation and proceed according to the Company's regulations and report the results back to the whistleblower. There are channels for receiving complaints and reporting clues as follows :

### Channel for Suggestions Complaints

#### Post

Office of Managing Director, TTW Public Company Limited 30/130 Moo 12 Buddha Monthon Sai 5 Road Raikhing, Sampran, Nakhon Pathom Province 73210

#### Email

cg@ttwplc.com

#### Phone

(+622) 019-9490-3 (+622) 019-9484-9 Cont. 1106

In 2024, the Company and subsidiaries did not have any disputes lawsuits or complaints between the Company employees, including no accidents to lost time an accident and illness from work.

### Notification of Business Relocation

In compliance with legal regulations, the company will relocate its operations to a new location. The company will notify employees of this relocation at least 30 days in advance. The announcement to employees will include clear details as follows :

1. Employees will relocate
2. Destination of the relocation
3. Date of the relocation

## Employees Development

The company places importance on developing personnel in terms of professional skills. By focusing and giving importance to developing professional skills in specific fields (Functional and Technical Competency) through the Learning Center in the water production line covering business areas. To support the development of in-depth personnel skills in the company's important businesses continuously Including developing leadership for executives and employees in each business area to have knowledge and ability in the management of more responsible lines of work.

The Company has implemented a professional management system for human resources to enhance the capabilities and competencies of employees for maximum benefit. This includes tailored learning programs from the employees' first day at the company until retirement age. Furthermore, the Company promotes continuous learning and skill development for employees of all educational levels, supporting their participation in seminars and training programs conducted by leading institutions.

To promote and develop the potential of executives and employees to work efficiently and effectively respond to the Company's strategies and goals, a personnel development framework tailored to each job role has been established appropriately. This is illustrated in the diagram below :

<b>Organization Level</b>	1. Corporate Culture Program 2. Management Program 3. Leadership/Supervisor Program
<b>Individual Level</b>	1. Functional Training 2. Related Training 3. Enable Training
<b>Primary Level</b>	1. Quality Concept and Standard 2. Safety and Health 3. Environment

In 2024, the company organized training courses aimed at developing and promoting individual competencies as follows :

1. **Course** KPI & Action Plan Technique
2. **Course** Effective Retirement Planning
3. **Course** Design Thinking for Innovative of Work
4. **Course** Effective Job Description Writing
5. **Course** Energy management in tap water production systems
6. **Course** 3Q for self-development
7. **Course** Techniques for coaching and mentoring teams

Courses	Trainees (Person)	Proportion of Employees Attending Training Compared to Total Employees (Percent %)
1. KPI & Action Plan Technique	29	9.03
2. Effective Retirement Planning	50	15.58
3. Design Thinking for Innovative of Work	45	14.02
4. Effective Job Description Writing	41	12.77
5. Energy management in tap water production systems	28	8.72
6. 3Q for self-development	76	23.68
7. Techniques for coaching and mentoring teams	36	11.21

### Operating results for the year 2024

<b>100 %</b>	<b>47 Day</b>	<b>3.60 %</b>	<b>77.25 %</b>	<b>100 %</b>
Employment rate achieved according to plan	Average recruitment period	Employee turnover rate	Employee Satisfaction Survey	Training according to safety training plan

## Value of Investment in Personnel

Baht / Person / Year

	2021	2022	2023	2024
Average hiring cost / FTE	463,292	512,476	546,191	597,329

## Total Value on Employee Investment

Unit : Million Baht

Position	2020	2021	2022	2023	2024
<b>Executives</b> (Director positions and above)	25.50	29.52	32.30	32.26	29.05
<b>Employees</b>	124.44	122.44	133.33	134.08	163.29
<b>Total</b>	149.94	151.96	165.63	166.34	192.34

## Gender Pay

Baht / Person / Month

Detail	2023		2024	
	Woman	Man	Woman	Man
<b>Management level</b> (Division Director - Section Manager) base salary only	74,096	84,683	106,639	111,357
<b>Management level</b> (Division Director - Section Manager) base salary only + other cash incentives	100,998	112,979	165,757	148,309
<b>Non-management level</b> base salary only	29,417	22,890	30,401	23,478
<b>Non-management level</b> base salary only + other cash incentives	39,008	34,488	42,190	36,672