Human Capital Management

Human Capital Development

Human capital development is one of the most financially material sustainability factors. Human capital refers to the capital of human resources. which consists of accumulated skills, knowledge, experience, expertise, creativity as well as personality and other intangible personal property, such as personal relationships in society, recognition in circles, etc., that will enable that person to create economic value for himself, the organization, and society. Organizations must develop human capital in line with the strategy, goals, visions, or consistent with building competencies of people in the organization. It will help the organization gain a competitive advantage, known, reliable and internationally accepted.

Carabao Group Public Company Limited ("the Company") has organized human capital development in many areas as follows:

Employee Development Programs

The Company believes that employees are the key factors that lead the organization to success. Since the beginning of its business, the rapid and strong growth of the Company has resulted in continuous expansion of the business both domestically and internationally. Therefore, employees play a huge part in driving the organization's growth and prosperity.

To achieve continuous development, the Company recognizes the importance of personnel development. Therefore, an employee development program has been prepared. The following are detail of some of the development program in implemented in 2023.

Description	Program 1 – Bao Daeng Warrior Academy	Program 2 – "Super Van" Direct Sales Team Development Course
Name & Description of the program	This course is to develop leadership among the "Carabao Girl" marketing team. The Company organizes leadership development programs focusing on fundamental team management skills and defining their roles as team leaders.	This course focuses on product knowledge, sales techniques, customer relationship management, information systems, and gathering insights from direct sales experiences. The courses under "Super Van" program are as follows: 1. Product Sales Presentation (7 step techniques) and Handling Conflict - A course designed to develop Super Van sales staff to

		understand the role and importance of distribution centers. The course will enable them to efficiently apply the 7-step store entry process (7 Openings), effectively handle objections, and end the sales process successfully. 2. Sales Operations System and Product Delivery - A course designed to provide Super Van sales staff with knowledge and understanding of daily cash handling, media placement, store visit planning, new store openings, pricing strategies, incentives, and daily work schedules. 3. Products, Pricing, Promotions, and Sales Ethics - A course designed to develop Super Van sales staff with the knowledge and understanding to enhance their expertise in the products and services they sell and present them to customers professionally. This includes improving skills such as analytical thinking, personal presentation, and confidence, which will help them close higher-value sales with greater assurance.
Business benefits of the program	As a result of Bao Daeng Warrior Academy, CBG was able to enhance more effective team management. By developing leadership skills, team leads will be equipped with techniques for managing and resolving conflicts, as well as enhance decision-making skills. The program leads to improvement in overall performance, while also reducing turnover rates among “Warrior” – “Carabao Girls” team leads by	The ”Super Van” program equips sales staff with advanced skills, effective strategies, and a professional approach, which allows CBG to gain competitive advantage within the industry. Furthermore, by focusing on skill development, including analytical thinking, presentation, and confidence, the program improves the overall performance of sales staff. Higher skill levels contribute to better individual and team

	enhancing job satisfaction and career development. These benefits contribute to long-term business success.	performance, raising the organizational standards and achieving greater sales success.
Quantitative impact of business benefits	Sales growth after the program – The store achieved 110.86% of the monthly target, exceeding the target set of 100%.	Achieving sales target of “Carabao Daeng” from 96.58% to 100%.
% FTEs participating in the program	2.1%	28.7%

Cyber Security Awareness Program

This was a program to enable employees to understand the safe use of information technology systems and raise awareness among employees about cyber-attacks.

Objective of this program

- Raise awareness among employees about cyber-attacks, not fall prey to threats, and create safe working behaviors.

Target Group

- Employees in all levels (including Bao Daeng Girls)

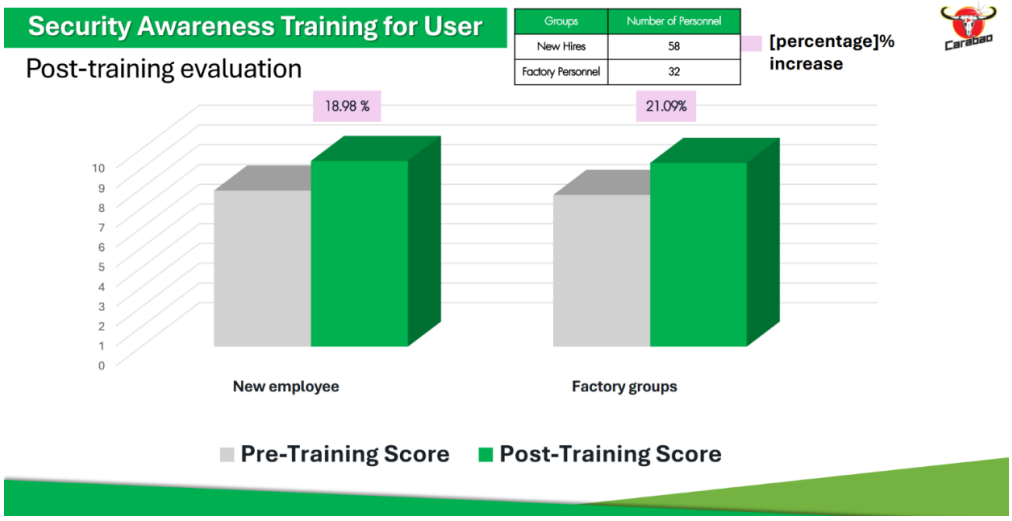
Course Content

- Phishing Attack
- Ransomware
- Rise Cyber Incident

- Safe Web
- Public Wi-Fi
- Password

Result

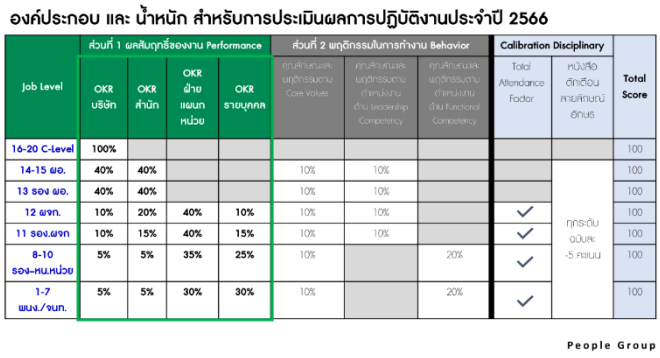
The evaluation for this project aimed for participants to score at least 80% or get 8 out of 10. The result shows that employees got higher scores in both new employee and factory groups with 18.98% and 21% increase respectively.



Type of Performance Appraisal

Management by objectives & Multidimensional performance appraisal

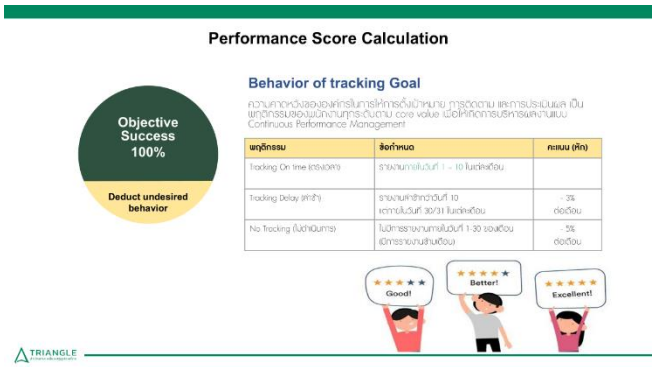
In assessing the employee's performance, the Company has established Objectives and Key Results (OKR) and Key Performance Indicator (KPI) for all employees at all levels to ensure a clear, transparent, and fair annual performance evaluation. 100% of employees in the organization are assessed via this method.

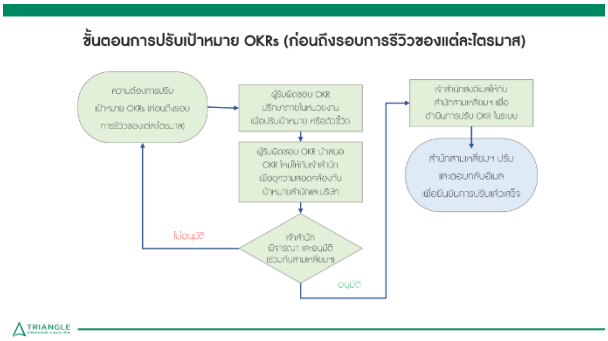


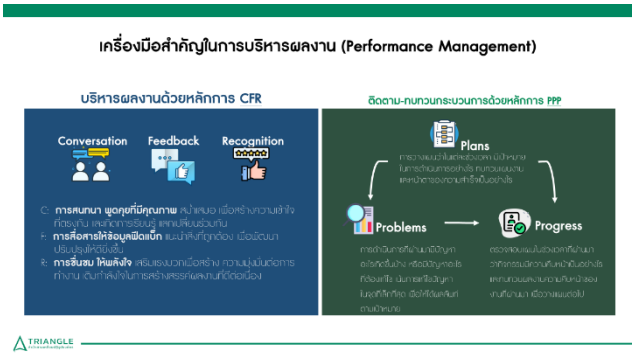
องค์ประกอบ และ น้ำหนัก สำหรับการประเมินผลการปฏิบัติงานประจำปี 2566

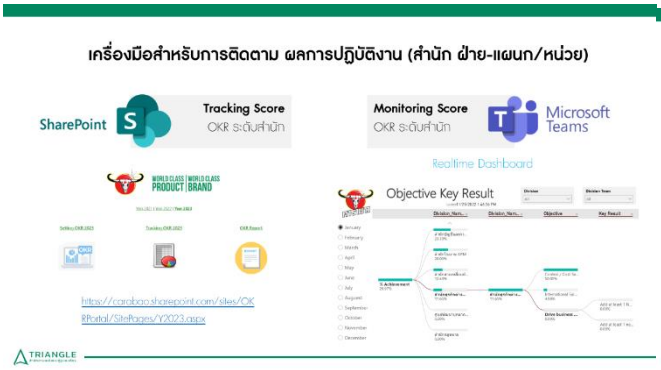
Job Level	ส่วนที่ 1 ผลสัมฤทธิ์ของงาน Performance				ส่วนที่ 2 พฤติกรรมในการทำงาน Behavior			Calibration Disciplinary		Total Score
	OKR บริษัท	OKR สำนัก	OKR ฝ่าย แผนก หน่วย	OKR รายบุคคล	คุณลักษณะและพฤติกรรมตาม Core Values	คุณลักษณะและพฤติกรรมตามตำแหน่งงาน ด้าน Leadership Competency	คุณลักษณะและพฤติกรรมตามตำแหน่งงาน ด้าน Functional Competency	Total Attendance Factor	หมั่นเสือดักเตือน ตามที่กำหนดอีกทาง	
16-20 C-Level	100%									100
14-15 ผอ.	40%	40%			10%	10%				100
13 รอง ผอ.	40%	40%			10%	10%				100
12 ผจก.	10%	20%	40%	10%	10%	10%		✓		100
11 รอง.ผจก	10%	15%	40%	15%	10%	10%		✓	ทุกระดับ ฉบับละ -5 คะแนน	100
8-10 รอง-หน.หน่วย	5%	5%	35%	25%	10%		20%	✓		100
1-7 พนง./จนท.	5%	5%	30%	30%	10%		20%	✓		100

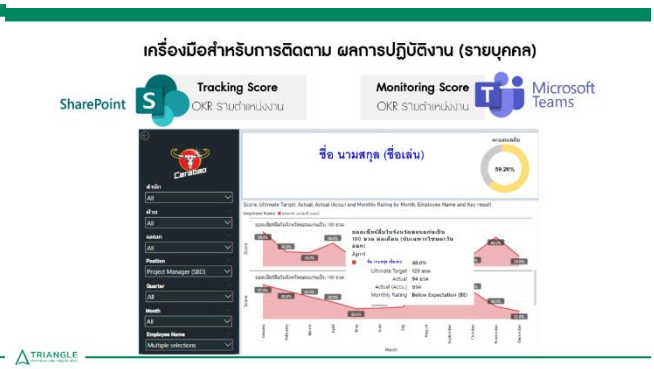
People Group











OKR & KPI targets are agreed upon with employees from the beginning. Everyone knows their own OKR & KPIs. There is a 360-degree assessment for departments such as Legal and Sustainability.

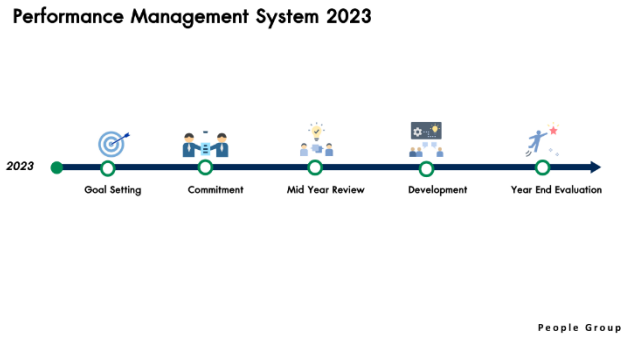
Team-based performance appraisal

Aside from utilizing OKRs (Objectives and Key Results) and KPIs (Key Performance Indicators) for individual performance assessment, team-based performance assessment also uses the same measures. During the assessment process, a weighting system is applied, distinguishing between individual achievements and contributions to team success. KPIs are tracked to measure progress towards both individual and team-specific key results, providing quantitative insights for performance evaluations. This approach fosters a balanced assessment where individual performance is evaluated within the context of team achievements, promoting accountability, collaboration, and alignment with company strategies.

	New Level	OKR				
		% Portion OKR	Corporate Performance	Team based /Division (ภาพใหญ่สำนัก)	Team based / Department (ฝ่าย/แผนก/หน่วย)	Cross team (Cross Division)
Level 9	16 - 20	100%	100%			
Level 8.9	14 - 15	60%	20%	30%		10%
Level 8.8	13	60%	20%	30%		10%
Level 7.9	12	50%	10%	20%	10%	10%
Level 7.8	11	30%		10%	15%	5%
Level 6.8/6.9	8-10	25%		5%	20%	
Level 5.9	1 - 7	20%			20%	

Agile conversations

There is a One-on-One process with the supervisor called ‘Mid-Year Performance Review’ process, which allows the supervisors to talk to their subordinates once per year. The objective is to encourage regular conversations to keep track of work process and any concerns that employee may be facing. Moreover, there is a check-in process with subordinates at least once a month.



Employee Support Programs

Employee health and well-being is primordial to ensuring employee satisfaction, productivity, and retention.

Organize Term Jai Clinic for employees to share their thought about their work.

Support employees' sports clubs

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Organize activities related to office syndrome.

The company recognizes the importance of resting from work and to balance work and personal life. Therefore, giving employees more vacation days than the law requires, starting at 10 days per year and up to a maximum of 15 days per year.

The company provides funeral benefits for employees' relatives, including 3 days of leave for organizing the event and financial support.

The company communicates methods for health and well-being.

The company provides total maternity leave of 98 days with 60 days paid and receive the right to leave for sterilization as prescribed by the doctor, while paternity leave is 5 days.

The company provides financial support for weddings and funerals as follows.

Weddings: Congratulation money 5,000 Baht.

Funerals: A death of family members receives a financial assistance of 5,000 Baht.

A death of employee receives a financial assistance of 10,000 Baht.

Employees who die due to work receive a financial assistance of 50,000 Baht.

The company provides happy room for employees after childbirth which allows parents to breastfeed or breast-pump.

Environmental Training to raise internal and external stakeholders' awareness.

1. Environmental and Waste Management Program

Environmental and waste and management training to raise awareness among the employees and contractors through 5Sor. activity which is a systematic approach to good housekeeping and a safe work environment. The employees and contractors will learn how to manage waste sorting and reduce the environmental impact.

2. Environmental, social, and corporate governance (ESG) E-Learning Program

This course provided an overview of ESG and the potential impact of environmental, social and governance (ESG) developments and opportunities for business improvement. For the environmental part, we encouraged the employees and our stakeholders to sort the waste and reduce the environmental impacts of waste management.