

## Our Employees

Civil Engineering Public Company Limited and its subsidiaries recognize human capital as fundamental to creating sustainable business value and achieving strategic objectives. The Company implements strategic talent acquisition to identify and recruit individuals whose skills, capabilities, and experience align with business growth strategies, offering competitive compensation structures that reflect cost of living considerations and maintain market competitiveness within the construction and engineering sectors.

The Company invests in employee development through comprehensive training programs that build technical knowledge, professional capabilities, and specialized engineering expertise, ensuring employees possess the skills necessary to deliver high-quality work meeting client requirements and industry standards. Beyond competitive compensation, the Company provides comprehensive benefits supporting employee health, security, and quality of life, including annual health examinations for early detection and prevention of health issues, provident fund programs supporting long-term financial security and retirement planning, and educational scholarships for employees' children recognizing family wellbeing as integral to employee satisfaction.

The Company maintains ongoing commitment to creating work environments that support employee safety, health, and engagement through physical workplace conditions meeting health and safety standards, organizational culture promoting respect and collaboration, work atmosphere supporting wellbeing and work-life balance, and motivation programs recognizing contributions and supporting career development. Through these integrated approaches to talent management, development, compensation, and workplace quality, the Company demonstrates that investment in people represents investment in organizational capability, performance, and long-term sustainability.

## Labor Standards and Human Rights

The Company maintains rigorous labor standards consistent with Thai labor legislation and the Company's human rights commitments, maintaining zero tolerance for exploitative labor practices throughout operations and supply chains. The Company categorically prohibits human trafficking, forced labor, child labor below legal working age, and any form of involuntary labor, with these prohibitions extending to contractors, subcontractors, and suppliers throughout the value chain.

The Company promotes equal treatment and non-discrimination in all employment decisions, ensuring that recruitment, compensation, development, and advancement are based solely on qualifications and performance without consideration of nationality, ethnicity, religion, gender identity, sexual orientation, age, disability, or health status. Comprehensive awareness of labor standards is maintained through new employee orientation, mandatory annual business ethics training, accessible practice guidelines, and communication through internal and external channels, ensuring consistent understanding and implementation across all organizational levels.

Human Rights Policy :

<https://www.civilengineering.co.th/storage/content/cg/document-download/20230612-civil-human-rights-policy-en.pdf>

Supplier Code of Conduct :

<https://www.civilengineering.co.th/storage/content/cg/document-download/charter/civil-supplier-code-for-conduct-en.pdf>

## Employee Benefits and Quality of Life

- *Working Hours Management*

The Company implements robust systems ensuring working hours comply with internal policies and labor legislation while protecting employee health and enabling accurate, fair compensation.

- Modern time and attendance systems equipped with automated calculation capabilities track working hours precisely, providing reliable data for payroll processing and workload analysis.
- The Company actively monitors overtime patterns through regular reporting that identifies teams or individuals experiencing elevated overtime hours, enabling supervisory intervention to rebalance workloads before excessive hours compromise employee health or wellbeing. This proactive approach prevents burnout, maintains work quality, and demonstrates organizational commitment to sustainable work practices that respect employee time and personal commitments.

- *Benefits and Welfare*

- Beyond statutory entitlements, the Company provides enhanced leave provisions supporting work-life integration and personal priorities. Additional leave categories include birthday leave enabling employees to celebrate personal milestones without sacrificing standard annual leave allocation, and other flexible leave options addressing diverse employee needs and life circumstances.
- The Company provides substantial financial benefits supporting employee security and quality of life during employment. Housing allowances assist employees with accommodation costs, particularly supporting those relocating for employment or facing high living expenses in urban areas. Hardship allowances compensate employees assigned to provincial

offices, recognizing additional challenges associated with remote assignments and time away from primary residence or family. The Company establishes foundations for long-term security through provident fund programs enabling retirement savings with employer contributions, and comprehensive life insurance coverage protecting employees against financial impacts of illness, accidents, or premature death.

- The Company implements comprehensive health promotion addressing both physical fitness and psychological wellbeing. Physical health initiatives include organized running activities promoting cardiovascular fitness, social connection, and stress relief through exercise, and partnerships with physical therapy clinics providing employees with access to preventive care, injury treatment, and rehabilitation services. Mental health receives equal priority through confidential counseling and psychological support services enabling employees to address stress, personal challenges, or mental health concerns without stigma or career consequences. This integrated approach to physical and mental health reflects recognition that both dimensions are essential to overall wellbeing and that organizational support for health creates engaged, productive workforce.

### **Freedom of Association and Employee Representation**

The Company respects employee rights to freedom of association and collective representation, implementing formal structures enabling meaningful participation in workplace governance. In accordance with Section 96 of Thailand's Labor Protection Act B.E. 2541, the Company established an elected Workplace Welfare Committee through democratic elections on January 16, 2023, serving as the mechanism through which employees exercise collective

voice regarding workplace conditions and welfare provisions. The Committee's mandate includes

1. Consulting with management to establish appropriate welfare programs
2. Providing recommendations regarding fair welfare arrangements
3. Monitoring implementation of welfare provisions
4. Proposing improvements to enhance employee quality of life

Through regular meetings and ongoing management engagement, the Welfare Committee maintains active participation in workplace governance, ensuring employee perspectives inform decisions affecting working conditions and welfare, demonstrating that the Company values worker input as essential contribution to organizational effectiveness and workplace quality.

### **Employee Development and Career Advancement**

The Company implements systematic employee development based on job requirements, organizational needs, and individual potential, building both individual capability and organizational performance. Development emphasizes balanced enhancement of hard skills including engineering, project management, safety, and technology, alongside soft skills encompassing communication, leadership, teamwork, and critical thinking.

The Company employs diverse learning modalities including:

- On-the-Job Training
- In-House Training by internal experts
- External training through specialized institutions
- Coaching & Mentoring
- Additional channels including online learning and professional certifications

The Company organizes development offerings into structured curriculum categories aligned with employee levels and development needs.

- Core Competency: required for all employees to establish foundational understanding of organizational identity including company values, culture, and operating principles, health and safety, business ethics, and foundational skills supporting effective organizational participation.
- Functional Competency: to build specialized technical knowledge relevant to specific roles and career paths, addressing domains including civil engineering technical disciplines, construction supervision and quality control, procurement and supply chain management, and information technology systems and applications.
- Managerial Competency: the programs addressing strategic thinking and business acumen, leadership skills and people management capabilities, team building and performance management, and change management and organizational development.
- Development Project: targeted special populations including high-potential employees identified for accelerated development and succession plan candidates preparing for senior leadership roles through customized programs such as Future Leader Programs cultivating next-generation organizational leaders and Innovation Challenges developing entrepreneurial mindsets and problem-solving capabilities.

### **Strategic Workforce Development**

The Company implements data-driven Training Needs Analysis (TNA) prior to developing the annual Training Master Plan, employing multiple assessment tools including

- Development needs surveys gathering employee input on skill gaps and career priorities

- Performance management assessments identifying capability gaps through evaluations and supervisor feedback
- Workforce readiness risk analysis examining talent gaps and succession risks that could impact strategic execution
- Strategic alignment reviews ensuring development supports company goals and future capability requirements.

Analyzed data is used to develop Training Master Plan with strategically allocates resources to address critical gaps, support career progression, enable strategic objectives, and foster continuous learning culture, ensuring development investments generate mutual value for employee career success and organizational performance while maintaining agility to respond to evolving business needs.

#### **Our targets**

- The employee engagement survey results exceed 80% meaning that employee's satisfaction of organizational commitment, reflecting strong workplace culture, meaningful work, and effective leadership
- Employees receive an average of 7 hours of training per year