Human Capital Management and Development Performance

	*2025 Performance* ***0 Case*** No disputes concerning unfair employment practices	*Goal* ***0 Case*** No disputes concerning unfair employment practices by 2030
	*2025 Performance* ***88%*** Employee engagement score based on feedback from executives and employees at all levels	*Goal* ***85%*** Employee engagement score in 2030, with the goal of becoming employees' top-of-mind brand
	*2025 Performance* ***100%*** Employees at all levels completed corporate code of conduct training and received development under the people development plan	*Goal* ***100%*** Employees at all levels pass corporate code of conduct learning assessments and receive development under the people development plan by 2030

01. Recruitment

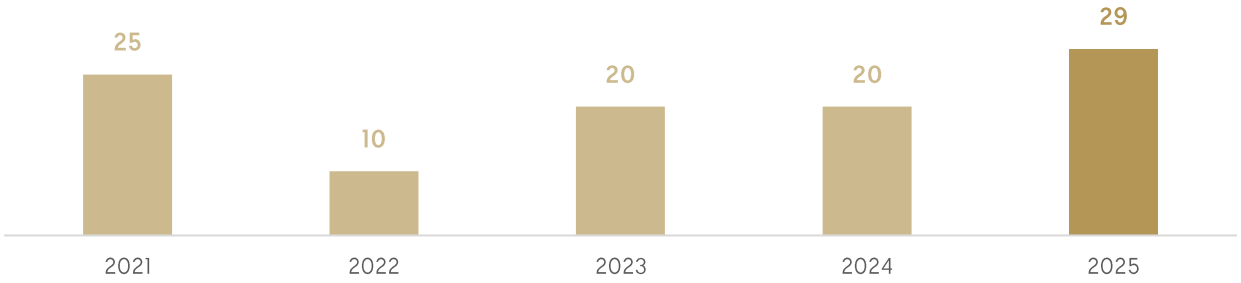
Focus on the efficiency of the blended Build & Buy recruitment approach and the balance of recruitment channels

2025 Recruitment Indicators	Unit	Performance
Total new hires	Persons	567
By gender		
Female	Persons	341 (60 percent)
Male	Persons	226 (40 percent)
By job level		
Operational level	Persons	390
First-level management	Persons	108
Middle management	Persons	69
Number of internal hires/transfers	Persons	564
Internal recruitment ratio compared with open positions (Reflecting the success of the Build component of the Build & Buy program)	Percent	47.2
Number of retired employees whose employment was extended	Persons	27
Number of interns hired	Persons	43
Average hiring cost per FTE	Baht/FTE	5,057

02. People Development and Future Skills

Training category 2025	Coverage (No.)	Ratio (%FTE)	Key related courses
Corporate Code of Conduct	5,908	100.00	Central Group Code of Conduct
Digital Transformation	5,197	87.97	AI Literacy, Co-Pilot Workshop, Cyber Security
Environmental	4,258	72.07	Environmental and greenhouse gas management, waste separation, ISO 14001
Social	1,863	31.53	Human rights (RESPECT! campaign), role-specific skills
Occupational Health and Safety	1,212	20.51	Emergency response plan, fire evacuation, ISO 45001
Governance	166	2.81	Workplace ethics, anti-corruption
Operational Quality Standards	163	2.76	ISO operational quality standards

Average Training Hours per Employee (Hours per Person per Year)



Overview of 2025 Employee Development Indicators

- Total accumulated training hours: **5,569** hours (average hours per FTE = **20** hours/person)
- Average employee training expense: **5,362** Baht/person
- Total training courses provided: **557** courses (employee satisfaction rate: **83%**)
    - **Leadership development** through the GM Trainee Program (average of 6 participants per year) to develop shopping center general managers, and the People Manager Program to strengthen people management skills through CneXt
    - **Scholarships:** 8 master's degree scholarships in technology and digital fields were awarded (1 graduate), mostly to high-potential employees

03. *Performance Management and Employee Retention*

2025 Performance Management and Talent Retention Indicators	Unit	Performance
Performance appraisal coverage (employees at all levels)	Percent	100.00 (5,330 persons)
Total employee turnover (Turnover Rate)	Persons	929
Number of voluntary resignations (Voluntary Turnover)	Persons	753
Female	Persons	430
Male	Persons	323
Voluntary turnover rate compared with total employees	Percent	12.60
Number of laid-off employees (Lay-off)	Persons	0

04. *Employee Care under Fair Labor and Welfare Practices*

2025 Fair Labor and Welfare Indicators	Unit	Performance
Proportion of employees covered by consultation mechanisms and collective agreements Although the Company currently has no labor union, all employees are fully protected and represented through the Welfare Committee, whose employee representatives are elected in accordance with labor law	Percent	100
Proportion of employees who are provident fund members	Percent	68.00 (3,933 persons)
Provident fund contributions paid by the Company for employees	Million Baht	120.74 (2.18%)
Number of female employees who took maternity leave	Persons	48
Return-to-work and retention rate after maternity leave	Percent	92
Number of employee labor-related complaints	Cases	10 (100% resolved)

Proportion of female employees in key functions		
Management positions at all levels	Percent	55.49
Revenue-generating functions	Percent	46.89
STEM functions	Percent	50.30
Gender pay gap (Base Salary) between male and female employees		
Operational level	Percent	0.25% – 0.27%
Management level	Percent	0.68% – 0.71%

05. Employee Engagement and Organizational Culture

Presents engagement survey scores from the CG Voice program and the "YOU Dee Mee Sook" holistic well-being framework

Summary of 2025 employee engagement scores	Unit	Performance
Overall employee engagement score	Percent	**88** (Highest target achieved)
2025 employee engagement target	Percent	**85**
Scores by position level		
Senior executives	Percent	91
Functional executives	Percent	88
Department manager level	Percent	84
Team leader level	Percent	89
Operational employee level	Percent	89
Scores by workplace location		
Head office employees (Bangkok)	Percent	84
Branch employees (shopping centers nationwide)	Percent	90

Detailed performance results are available in the Human Capital Development Overview Report (Social Dimension)