

# Unlocking Employee Potential and Well-Being to Embrace Changes



In today's business landscape, organizations are confronted with numerous challenges, especially the shortage of highly skilled labor. The rapid technological development and the outbreak of Covid-19 have led to a higher demand for specialists in fields such as information technology and engineering. On top of that, businesses must adapt to rapid digital transformations and the evolving market demands, all of which affect the long-term growth and development of business.

Therefore, JAS is committed to enhance human capital development that aligns with the organizational direction, focusing on building crucial skills to support sustainable growth while developing quality personnel recruitment guidelines to address the requirements of each department. Additionally, we put emphasis on career growth and development to attract and retain talented individuals. By maintaining a transparent recruitment process, offering equal opportunities for growth, and adapting to the everchanging labor market, we aim to facilitate the sustainable and stable growth for both our employees and the Company.

## Management Approach

- Establish a Manpower Planning and Recruitment Policy under the Human Resources Policy to ensure alignment with business direction
- Conduct personnel recruitment with transparency and fairness, utilizing standardized criteria while encouraging diverse and inclusive employment

- Provide various online and offline training courses for employee skill development
- Establish a fair Performance Evaluation Policy
- Conduct an employee satisfaction survey to develop and improve human resource management

## Personnel Recruitment

Recognizing the importance of having an efficient human resource management, JAS has developed a manpower planning and personnel recruitment to meet the needs of each business unit. We employed various channels including collaboration with educational institutions, organizing job fairs and open houses, and developing a student internship program to provide equal employment opportunities for candidates with varied backgrounds, experiences, and skills. Moreover, we have developed standards for candidate selection, utilizing aptitude and skill tests, interviews, presentations, and probation periods to evaluate suitability while ensuring fairness and transparency without discrimination in age, sex, gender, nationality, and religion throughout the process. We also offered opportunities for people with disabilities and students to join the workforce, with 4 students from 4 educational institutions participating in our internship program in 2024. In addition, we developed recruitment and hiring process in accordance with labor laws to ensure fairness for all candidates.

## Number of Employees

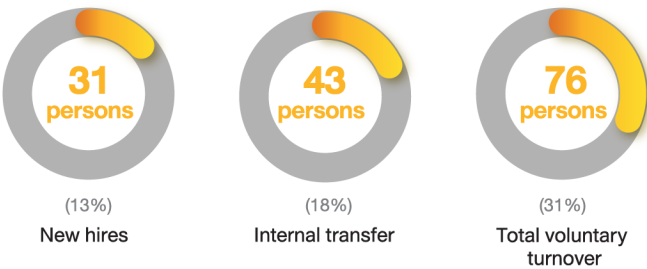


Employee Level		
	Male (persons)	Female (persons)
Top Management	11	10
Middle Management	13	13
Officer	88	58
Temporary Staff	36	16

## Performance

Average recruitment expenses per total employees

**48,117 Baht**



\*The figures cover the total workforce at JAS, PA, and JAS TV

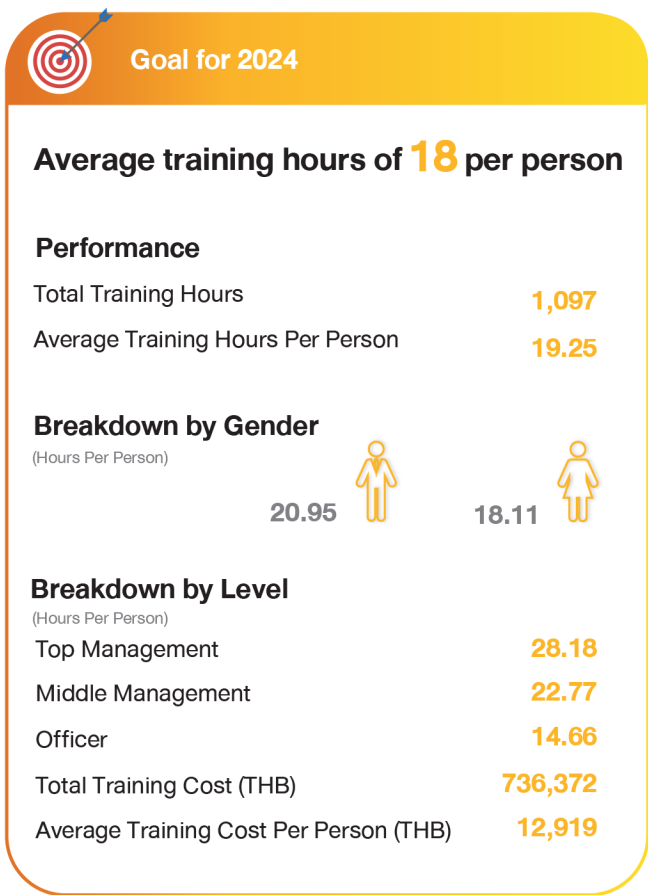
## Transitioning into a Digital Organization

At JAS, we encourage continuous employee development, aligning with the Employee Training and Development Policy. We provided both internal and external training courses while encouraging learning through hands-on experience and knowledge exchange within the organization. Additionally, we promoted self-learning through digital platforms (e-Learning) and have developed a skill matrix to monitor and develop employee skills in line with organizational needs.

In 2024, we conducted a training needs survey

and implemented a Performance Management System (PMS) to evaluate competencies in three key areas: core competencies, functional competencies, and management competencies. This facilitates a competency gap analysis for employees at each level, helping us set key performance indicators (KPIs) and developing skill development plans. The results of this evaluation are also used for considering compensation, career advancement, and career path, as well as guiding the development of a succession plan and talent management programs to prepare employees for key future roles.

## Human Capital Development



JAS consistently provides training courses covering various topics to enhance employees' knowledge, skills, and competencies, ultimately improving work efficiency. In 2024, 57 employees\* participated in training programs, with an average of 19.25 hours per person, totaling 1,097 hours and 46 minutes.

\*The data cover total training hours of JAS executives and employees



## Employee Skill and Knowledge Development Programs

We aim to enhance essential knowledge including law, safety, sustainability, and ethics through courses which have been designed for practical application in the workplace. These courses are offered in various formats including both online and onsite courses, as well as public courses that allow external participants to join, offering learning opportunities and experience exchange among participants.

### Fundamental courses for 2024 include



**AI & Data Protection**

An online training related to data protection in the AI era



**Sustainability Awareness (ESG and Sustainable Development)**

A course with 100% completion rate, highlighting the importance of sustainable organizational development



**Sustainable Waste Management**

An environmental course with a high participation rate of 95%, demonstrating employee awareness of waste management issues




**Cybersecurity Awareness 2024**

A cybersecurity training strengthen protection against digital threats



**Human Rights Due Diligence for Business Enterprise**

An onsite training on human rights



**Ethics and Anti-Corruption (CoC & CAC)**

a course highlighting the importance of good corporate governance, offered in both online and virtual class

We continue to develop courses that address the needs of both employees and the organization to create long-term benefits.

Benefits for Employees	Benefits for the Organization
Enhance essential knowledge and skills for work, resulting in a 6.37% increase in job-specific knowledge and understanding of ESG operations	Enhance employee expertise, increasing employee satisfaction score related to Skills by 6.31% (compared to the 2022 score)
Leverage capabilities to facilitate career development and advancement	Elevate personnel capabilities to align with the organizational strategies
Develop technological literacy, management process, and an understanding in law	Maximize operational and management efficiency
Ensure resilience to changes in the organization and the industry	Build an organizational culture that supports continuous learning and development and reduce risks from external factors such as legal issues, safety concerns, and cybersecurity threats

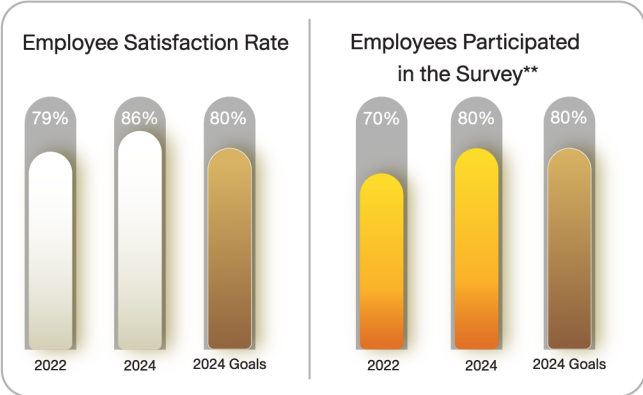
### Employee Satisfaction

Employee satisfaction is a crucial factor in driving organizational success and efficiency. Thus, we conducted an employee satisfaction survey to assess employee engagement and opinion, collect feedback, and identify areas for development. The data gathered are used to develop effective guidelines for individual development and enhance the overall working environment.

The employee satisfaction survey demonstrated an overall satisfaction score of 86% in 2024, marking a 7% surge from the 2022 score. The survey was not conducted in 2023 due to a focus on strategic restructuring aimed at increasing efficiency for long-term growth. All 13 evaluated components showed positive trends, highlighting the progress in human resource management. This result was communicated to all employees via emails and various internal channels to ensure active involvement in the continuous development of the organization.

\*The 2024 Employee Engagement Survey received responses from 188 employees, representing 82% of the total workforce at JAS, PA, and JAS TV (234 employees) as of September 30, 2024

### Performance\*



According to the survey results, employees felt a limitation in their career advancement opportunities. In response, we have developed a career advancement program using the 9-box Grid evaluation system, where supervisors assess employees in two key areas: Performance and Potential. This provides a structured approach to employee development and enhances future growth while promoting career paths that align with each individual's potential and abilities.

\*\*Employees who are invited to participate in the survey did not include those in the probation period, specifically those who joined the company between October 1 and December 31, 2024