

TANACHIRA

Employee Engagement

Tanachira Retail Corporation Public Company Limited (the “Company”) places great importance on employee engagement as a key factor contributing to work efficiency, team collaboration, and organizational sustainability. The Company is committed to creating a work environment that supports employee satisfaction, engagement, and participation at all levels, with the goal of retaining and motivating employees to grow alongside the organization.

The Company conducts annual employee satisfaction and engagement surveys through a questionnaire that includes both open- and close-ended questions. The survey covers key topics such as:

- ☐ Job satisfaction
- ☐ Relationships with colleagues and supervisors
- ☐ Internal communication
- ☐ Benefits and compensation
- ☐ Career advancement opportunities
- ☐ Employee perceptions of the organization and its culture

After the survey, the Human Resources Department analyzes the results and prepares a summary report for the management team. Together, they develop appropriate strategies for HR management tailored to the current context and the evolving needs of employees. In addition, the Company communicates the survey results and improvement plans to employees through internal channels such as the intranet and internal mail, as well as external channels like the company website.

For the year 2024, the Company set an employee engagement target of 70%. The actual engagement score achieved was 73%, surpassing the target. This reflects the strong trust and participation of employees. However, the survey also identified areas in which employees would like to see further improvements, such as:

- ☐ Health benefits and welfare programs
- ☐ Channels for employee feedback
- ☐ Internal communication
- ☐ Skills development training
- ☐ 360-degree performance evaluations
- ☐ Career development pathways

The Company recognizes the importance of employee recommendations and needs, and has considered establishing a framework for improvements. For example, when employees suggested improving the workspace and office equipment to be more suitable, the Company conducted a survey of employees' equipment needs and designed the workspace with an emphasis on flexibility to facilitate teamwork, which helps enhance work efficiency and increase employee satisfaction.

TANACHIRA

Voluntary Employee Turnover Rate

Details	2022	2023	2024
Total voluntary resignations (persons)	212	191	261
Male employees who resigned voluntarily (persons)	33	30	82
Female employees who resigned voluntarily (persons)	179	161	179
Voluntary resignation rate (%)	42.74	29.98	35.70

Voluntary Employee Resignations by Length of Work experience

Work experience	2022		2023		2024	
	Number of Employees Who Resigned	%	Number of Employees Who Resigned	%	Number of Employees Who Resigned	%
Probationary period	68	32%	89	47%	123	47%
4 months - 1 year	38	18%	38	20%	69	26%
1 year and above	106	50%	64	34%	69	26%
รวม	212	100%	191	100%	261	100%