Mix the Similar, Mend the Different, and Make Good and Talented Individuals, mould to Unite a Force

KEY PERFORMANCE IN 2019

100%
of all management and office employees participated in and has been assessed on the "Digital Mindset" course

100%
of all employees in the high-potential group are retained within the organization

32%
of all employees in the high-potential group have been designated as successors

Supporting the SDGs

SDG4 Quality Education
4.4 Increase the number of young teenagers and adults having technical and practical knowledge in order to create valuable work.

SDG8 Decent Work and Economic Growth
8.2 Achieving higher economic productivity through diversity by technology and innovation.
8.5 Support fair hiring and equal pay in compensation for equal workloads.

2020 GOAL

100% of leaders and employees will pass the sustainability knowledge training by 2020.

PERFORMANCE AGAINST GOAL

Number of Leaders and Employees who Passed the Sustainability Knowledge Training (% accumulated)

- 2017: 33
- 2018: 52
- 2019: 100

2020 Goal: 100%
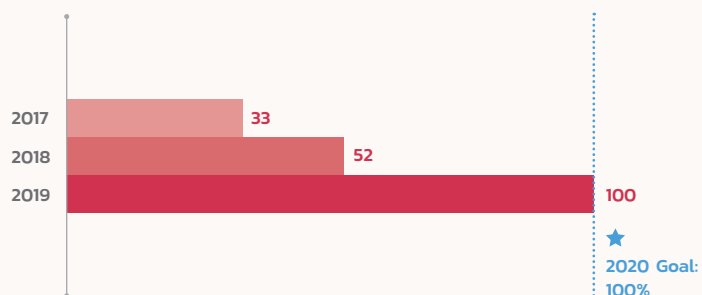
Challenges

Technological changes play an increasingly important role in today's business operations, resulting in more factors that influence business competitiveness. For example, using digital technology in lieu of human resources for services, as well as responding to consumers' needs. Such trend directly affects business operations, which primarily depend on human resources. CP ALL Plc. and its subsidiaries ("The Company") have therefore established a strategic framework for capacity development and personnel talent through the development of understanding skills. Technological deployment is the highest priority of capacity development and elevating personnel's competence to ensure sustainable and mutual growth in tandem with the organization.

PROGRESS IN 2019

Organized training "Next Digital Leader" for leaders

Organized online training on the "Digital Mindset" of all levels of office's employees

Expanded training on "Developing the organization for sustainability for leaders" to lower-level management

Improved Talent Management Process in order to improve Succession Planning

HUMAN CAPITAL DEVELOPMENT DASHBOARD

Human Capital Return on Investment (times)

2018	14.3
2019	14.2

Average Amount Spent of Training (baht per person)

2018	8,274
2019	8,206

Average Hours of Training By Gender

■ Male   ■ Female

20.51
hours per person per year

23.84
hours per person per year

Average Hours of Training By Level

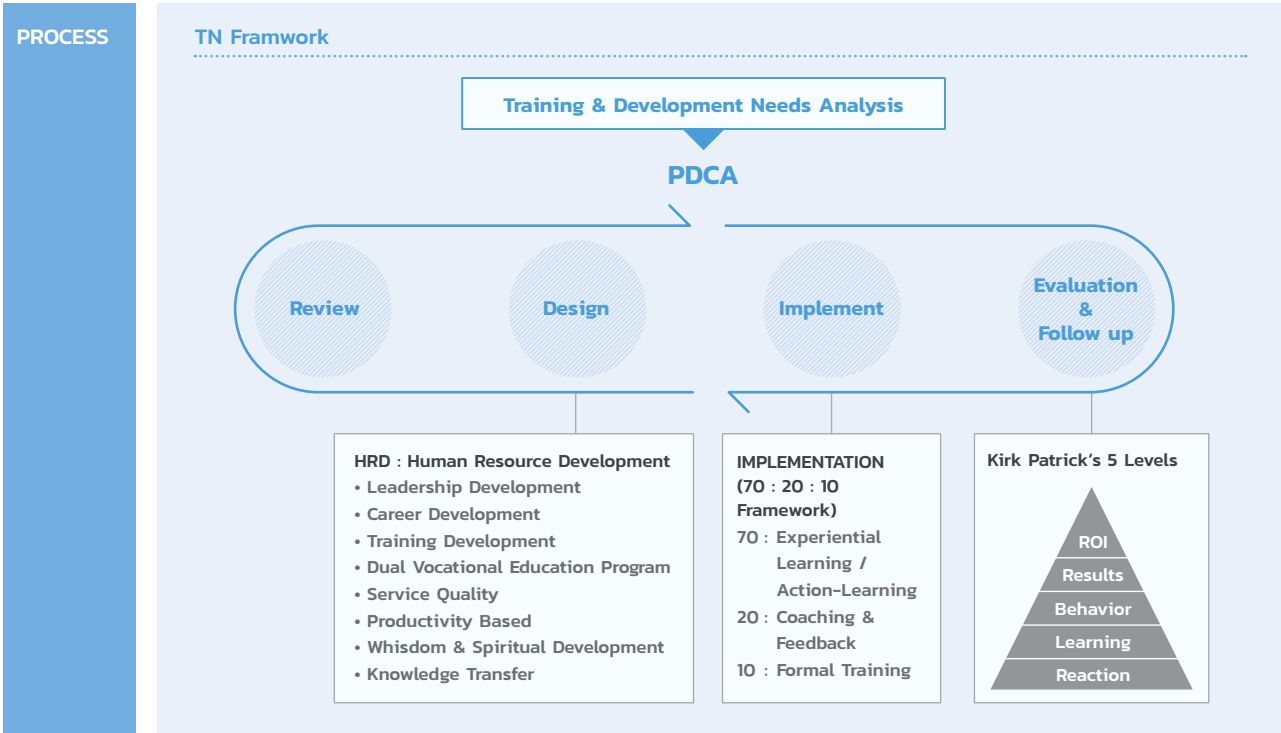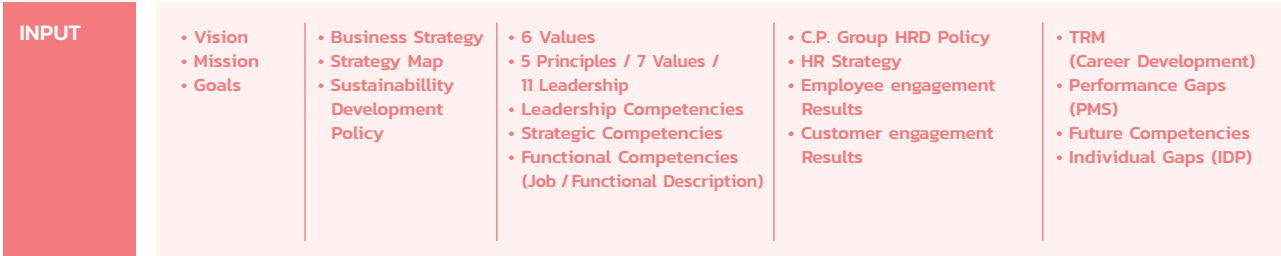|	Male ♂		Female ♀	
Top Management	69.41			70.81
Management	45.14			45.42
Junior Management	46.07			46.25
Officer	18.72			22.75
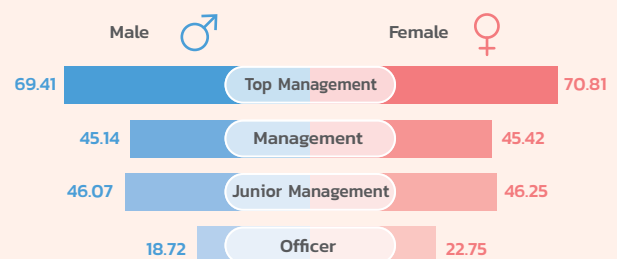
Management Approach

The Company is invested in the value of employees, as it is the main driving force of the organization's successes in achieving target goals to sustain business growth. The Company therefore focuses on elevating the skills and knowledge of employees covering and relating to the business goals, starting with establishing focus in the hiring process, talent development and retention, and including caring for and creating opportunities for retired employees which passes value to the Organization. To increase the ability and skills in the present and future workplace effectively, opportunities must be given for the future growth of employees at all work levels. Furthermore, the Company supports the policy regarding labor and adapts them to the organization, underneath the thinking framework and system of human development as follows
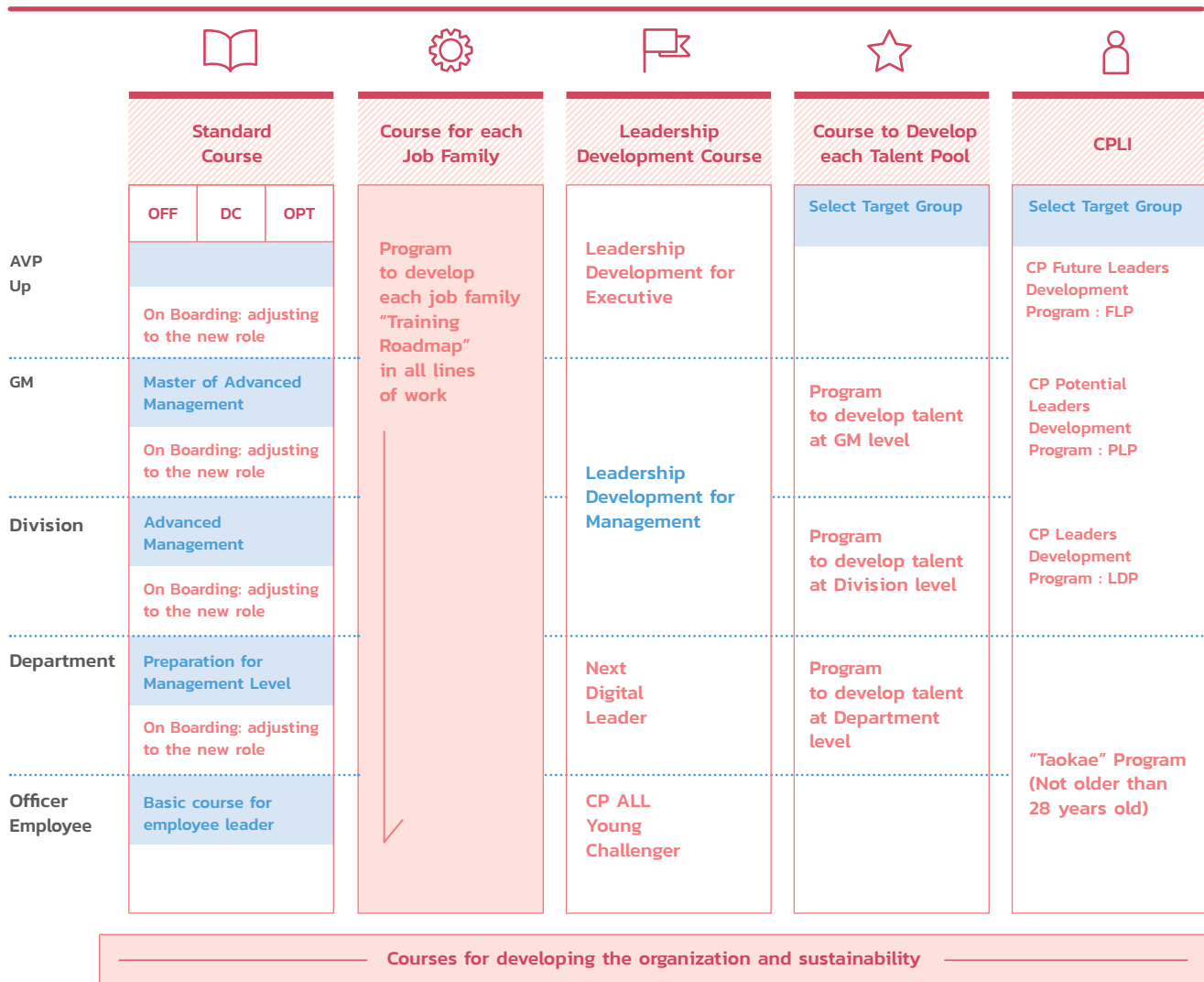
Thinking Framework in Human Development for CP ALL

Challenges	Changes in the Digital Age	Requirements	Choices	Evaluation
• Creating sustainable learning towards a learning organization creating good people and smart people (People 4.0) • Developing talent for future leaders	• Developing people to cater to the digital age • Changing the leaning system • Experiences in learning • Professional Certification	• Quality of Training • Professional Certification • Effective learning process • Human Capital Return of Investment (HCROI)	Learning by Blending Working 70:20:10 Framework **70% Experiences** • On the job training • Assigning challenging work • Communal working without gaps **20% Interactions** • Giving consultations from trusted leaders (solutions) • Coaching by team leaders (feedback) • Communication linking within the same group (reflecting) • Learning from experts (shadowing, tracking) **10% Formal Learning** • Training syllabus • Modelling problem solving situations • Learning by mobile • Learning and teaching through electronic media • Standardization	**Visible Aspects** • Knowledge • Ability • Behavior Evaluation Tool • Measuring ability of employees • Evaluation Center • Comprehensive Examination **Invisible Aspects** • Attitude • Values • Personality Evaluation Tool • Quiz • Executive Potential • Evaluation Form • Personality Test

INPUT

- Vision
- Mission
- Goals

- Business Strategy
- Strategy Map
- Sustainabillity Development Policy

- 6 Values
- 5 Principles / 7 Values / 11 Leadership
- Leadership Competencies
- Strategic Competencies
- Functional Competencies (Job / Functional Description)

- C.P. Group HRD Policy
- HR Strategy
- Employee engagement Results
- Customer engagement Results

- TRM (Career Development)
- Performance Gaps (PMS)
- Future Competencies
- Individual Gaps (IDP)

PROCESS

TN Framwork

Training & Development Needs Analysis

PDCA

Review — Design — Implement — Evaluation & Follow up

HRD : Human Resource Development
- Leadership Development
- Career Development
- Training Development
- Dual Vocational Education Program
- Service Quality
- Productivity Based
- Whisdom & Spiritual Development
- Knowledge Transfer

IMPLEMENTATION (70 : 20 : 10 Framework)
70 : Experiential Learning / Action-Learning
20 : Coaching & Feedback
10 : Formal Training

Kirk Patrick's 5 Levels
- ROI
- Results
- Behavior
- Learning
- Reaction

OUTPUT

Performance Excellence

Competency Development

Potential Enhancing

Enhance Workforce Capability

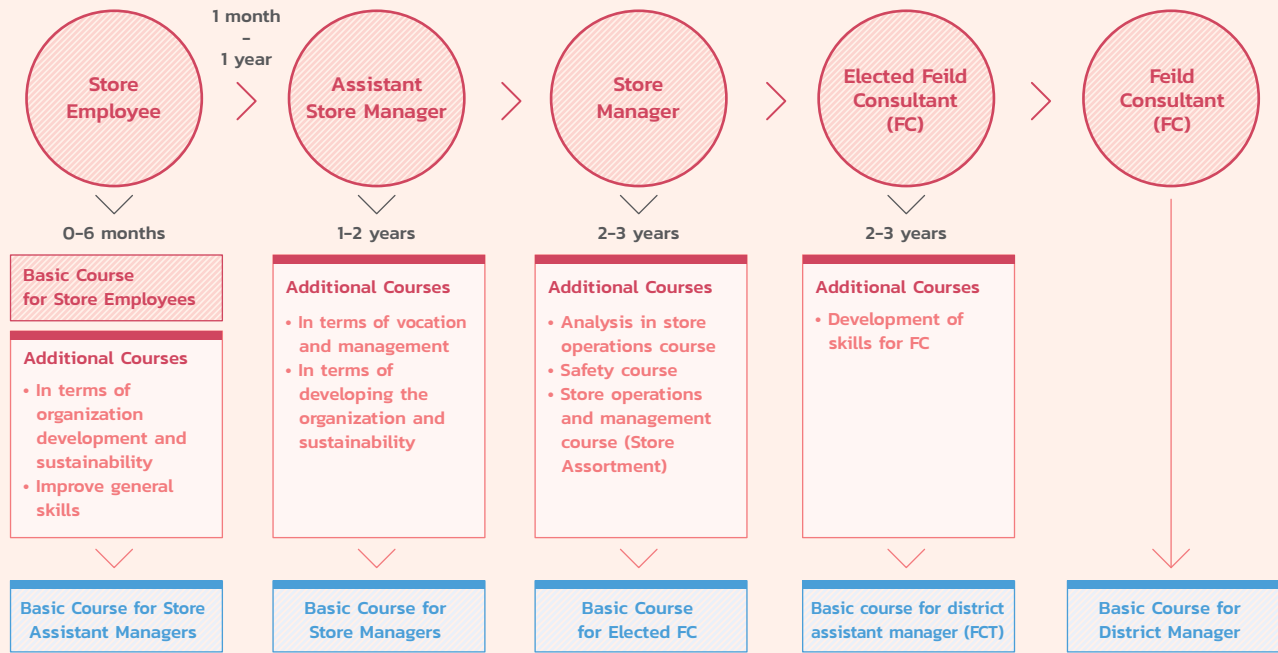- Workforce Readiness
- Employee Engagement

The Company assesses training and development needs by considering from the following factors: vision, mission, organization goals, business strategy, human resources policy of the Charoen Pokphand (C.P.) Group. Other factors include necessary and future skills, satisfaction survey results, customer and employee loyalty and analysis results for human resources development for designing a suitable program and content for all employee levels. The standard programs are divided by the nature of the work which consists of office-based, operation-based and distributions divisions. Additionally, the Company capacitates employees based on professional groups, such as in the case of construction management group, following its Development Roadmap, and certified 19 employees as "CM Champion" in the real estate cluster. The Company also conducted trainings and seminars to develop skills, such as the "Creative Communication Skills to Promote Corporate Image", including having organized "Location" professional knowledge assessment at the supervisory level to improve their professional knowledge.

Development Path of Office

	Standard Course			Course for each Job Family	Leadership Development Course	Course to Develop each Talent Pool	CPLI
	OFF	DC	OPT			Select Target Group	Select Target Group
AVP Up				Program to develop each job family "Training Roadmap" in all lines of work	Leadership Development for Executive		CP Future Leaders Development Program : FLP
	On Boarding: adjusting to the new role						
GM	Master of Advanced Management					Program to develop talent at GM level	CP Potential Leaders Development Program : PLP
	On Boarding: adjusting to the new role				Leadership Development for Management		
Division	Advanced Management					Program to develop talent at Division level	CP Leaders Development Program : LDP
	On Boarding: adjusting to the new role						
Department	Preparation for Management Level				Next Digital Leader	Program to develop talent at Department level	
	On Boarding: adjusting to the new role						"Taokae" Program (Not older than 28 years old)
Officer Employee	Basic course for employee leader				CP ALL Young Challenger		

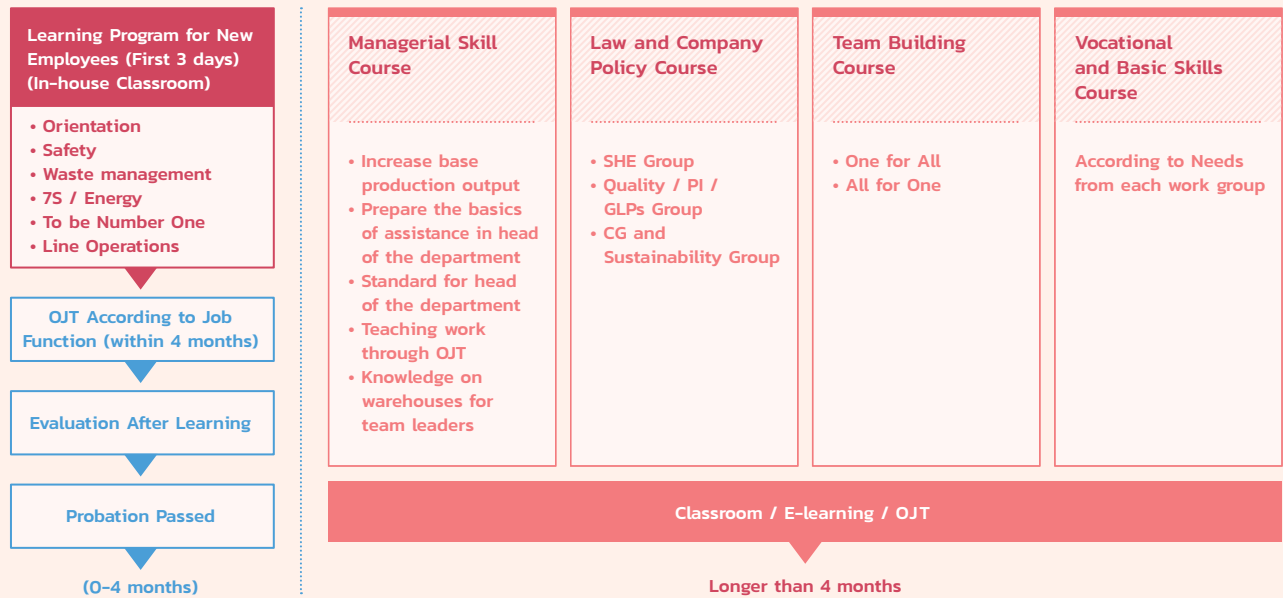**Courses for developing the organization and sustainability**

- Standard Course for preparation for employees in each level, to help adjust employees in their new roles
- Professional Courses aimed for developing from each Work Function or Job Family
- Leadership Development Course aimed to develop leaders required by the organization and crucial transformations
- Talent Course developing talented individuals by screened selections
- CPLI Course is a program aimed to develop leaders assigned by C.P. Group
- Corporate Sustainable Development Course, a program following the policy in which employees must be aware of and understand

Development Path of Operation

| Store Employee | → (1 month – 1 year) | Assistant Store Manager | > | Store Manager | > | Elected Feild Consultant (FC) | > | Feild Consultant (FC) |

0–6 months

Basic Course for Store Employees

Additional Courses
- In terms of organization development and sustainability
- Improve general skills

↓

Basic Course for Store Assistant Managers

1–2 years

Additional Courses
- In terms of vocation and management
- In terms of developing the organization and sustainability

↓

Basic Course for Store Managers

2–3 years

Additional Courses
- Analysis in store operations course
- Safety course
- Store operations and management course (Store Assortment)

↓

Basic Course for Elected FC

2–3 years

Additional Courses
- Development of skills for FC

↓

Basic course for district assistant manager (FCT)

↓

Basic Course for District Manager

Development Path of Distribution Center

Learning Program for New Employees (First 3 days) (In-house Classroom)
- Orientation
- Safety
- Waste management
- 7S / Energy
- To be Number One
- Line Operations

↓

OJT According to Job Function (within 4 months)

↓

Evaluation After Learning

↓

Probation Passed

(0–4 months)

Managerial Skill Course

- Increase base production output
- Prepare the basics of assistance in head of the department
- Standard for head of the department
- Teaching work through OJT
- Knowledge on warehouses for team leaders

Law and Company Policy Course

- SHE Group
- Quality / PI / GLPs Group
- CG and Sustainability Group

Team Building Course

- One for All
- All for One

Vocational and Basic Skills Course

According to Needs from each work group

Classroom / E-learning / OJT

Longer than 4 months

Sustainable Skill Development, Granting Opportunity and Professional Advancement

Preparation Prior to Employment

- Provide scholarships in the relevant curriculum that meets needs

- Develop curriculum and modern learning paths, focusing on human development 4.0 by which can be accessed anywhere, anytime and giving importance to learning through real experiences and cross-functional learning

- Provide trainings on work skills, career, culture and workplace culture

Talent Development and Evaluation

- CP ALL our way, long-term planning for the Company towards sustainability in 30 years

- Respect differences and diversity, endorse working collectively underneath the principle of "Mixing the similar, merging the different, creating harmony like a musical band" (Harmony)

- Give importance to all job positions, appreciate accomplishments and successes, and opinions from all channels

- Give the opportunity to grow through work and have a platform to showcase work accomplishments

- Evaluate and advise clear directions at work as well as help develop skills

- Programs building and developing new generation such as the "CP ALL Young Challenger" and "Next Digital Leader" program

Maintaining Knowledge and Experience Accumulation for the Benefit of the Company

- Benefits, health and good quality of life

- Promote talent and good employees to stay long-term with the organization

- Create working environments encouraging teamwork and communication between departments

- Give opportunities and encourage employees to invest and do business with the company

For 2019, the Company's human capital development performance is as follows
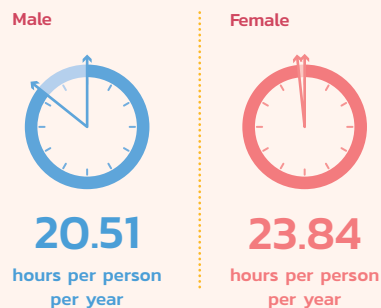
Average Training Hours of Employees

Top Management

69.41 hours per person per year

70.81 hours per person per year

Management

45.14 hours per person per year

45.42 hours per person per year

Junior Management

46.07 hours per person per year

46.25 hours per person per year

Officer

18.72 hours per person per year
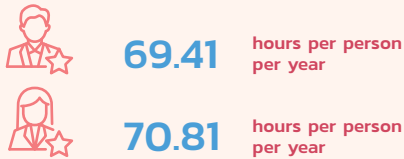
22.75 hours per person per year

Average Training Hour by Gender

Male

20.51 hours per person per year
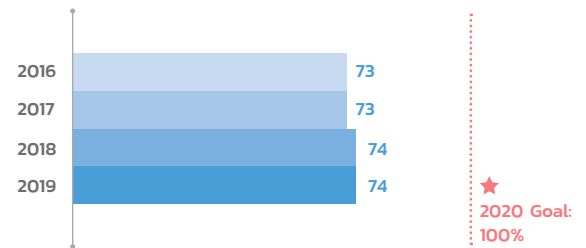
Female

23.84 hours per person per year

The Company strongly believes that the development of skills and potential of personnel at all levels including increasing opportunities and giving future advancement to personnel in every working period as part of creating relationships between employees and the organization. This reflects from the continuous increase in scores from the survey results on engagement and satisfaction of employees. In 2019, employees' engagement score was at 82 % which exceeds the expected target the organization set at 62 %. The overall trend is clearly increasing as follows

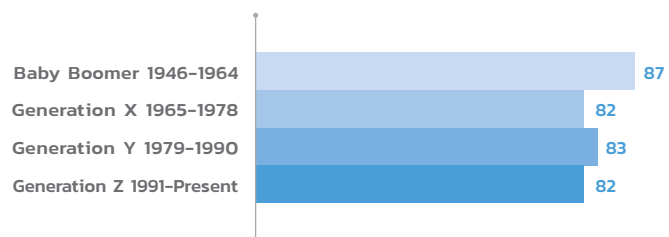## Overall Employee Engagement Survey Results

Employee Engagement (%)

Year	Score
2016	54
2017	54
2018	82
2019	82

★ 2020 Goal: 84%
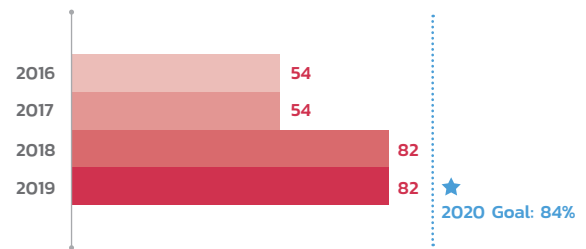
Coverage (% of Total Participating Employees)

Year	Score
2016	73
2017	73
2018	74
2019	74

★ 2020 Goal: 100%

Engagement Score by Gender (2018–2019)

Gender	Score
Male	79
Female	83

Engagement Score by Generation (2018–2019)

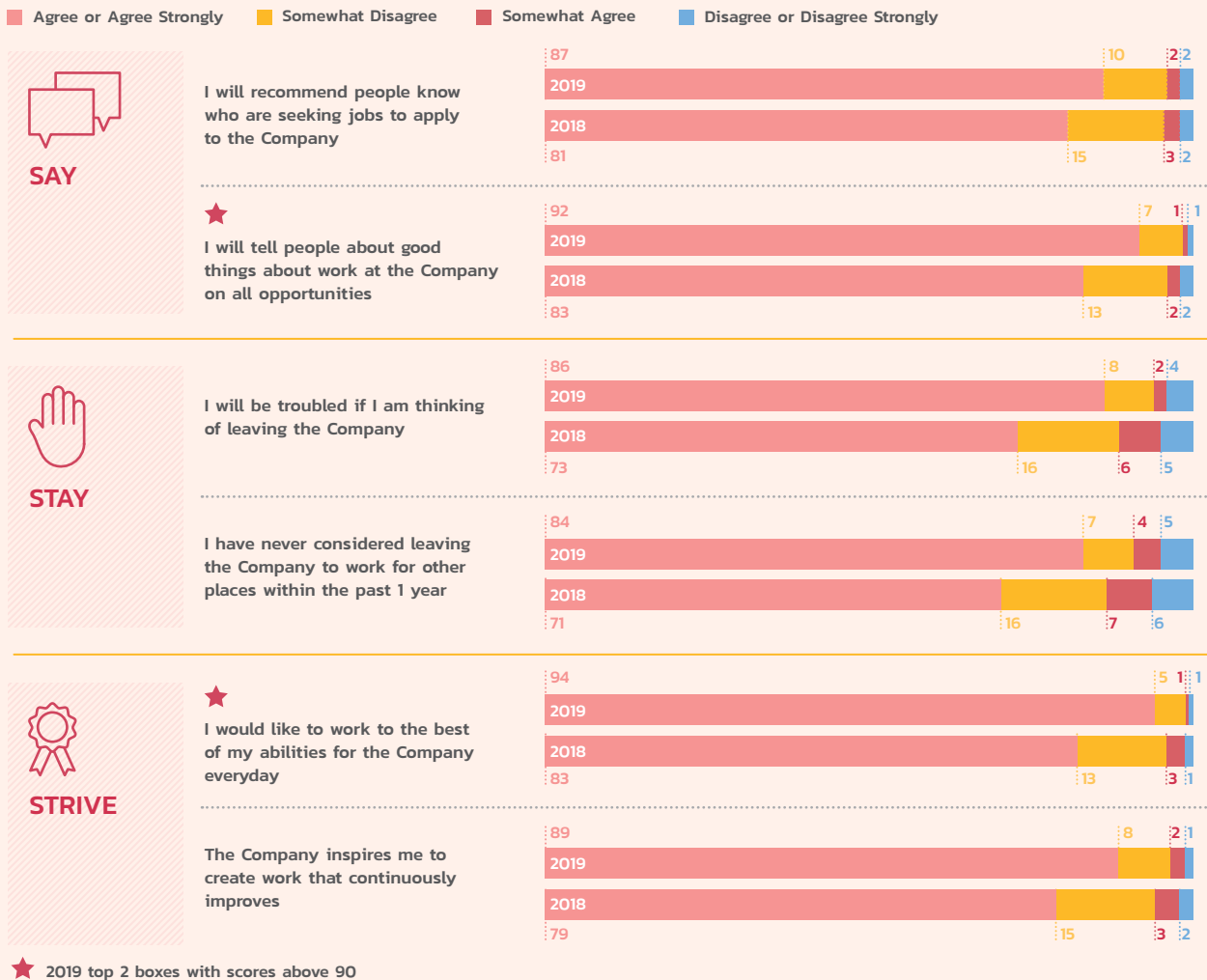| Generation	Score
Baby Boomer 1946–1964	87
Generation X 1965–1978	82
Generation Y 1979–1990	83
Generation Z 1991–Present	82

The Company recognizes that employee engagement with the organization is a feeling that occurs with each individual employee, which they may have a feeling of attachment on some days and feel no attachment on the next day. Therefore, the evaluation of employee engagement once a year in the same format may not be enough to bring the results to improve engagement in order to improve employee engagement in helping the organization reach its target goals. Therefore, the Company established surveys on engagement and satisfaction of employees who have been in the organization into two categories, which are 1) Full surveys (Employee Engagement Full 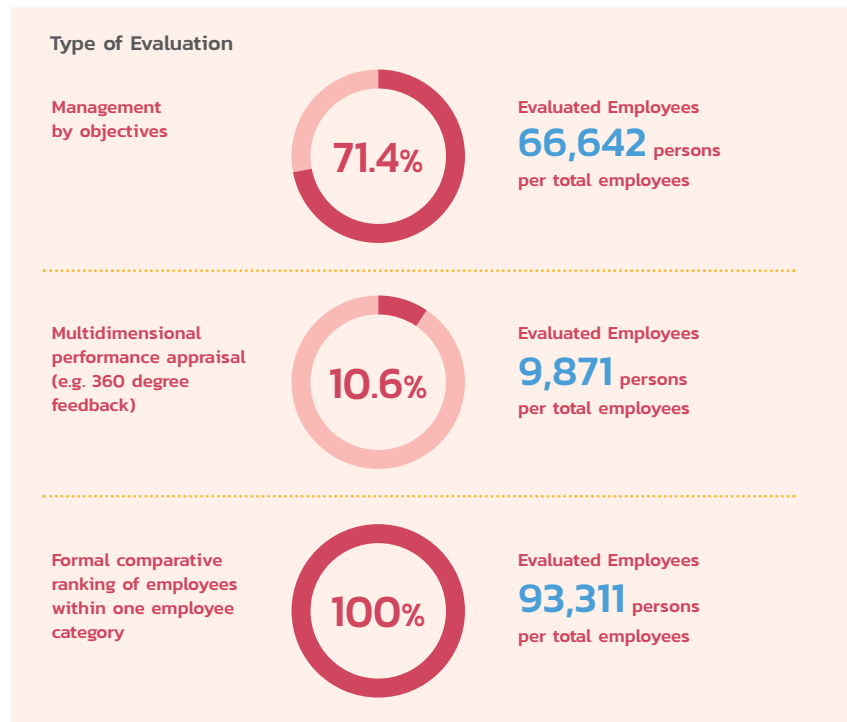Surveys) which are set to be given at a frequency of every 2 years 2) Partial surveys (Employee Engagement Pulse Surveys) given twice a year (every March and November in that year) with 6 questions to explore the satisfaction and aims of the organization's employees. The results could be compared to the different times and act as a warning to aid the organization's information to be up-to-date and situation status. This could lead to analysis and countermeasure preparation which are on-time, which supports decision-making regarding improving talent. The results of the survey in 2019 (partial surveys) scored better in all topics which the proportion of employees who responded to the engagement survey (Response Rate) was 98%.

Legend: Agree or Agree Strongly | Somewhat Disagree | Somewhat Agree | Disagree or Disagree Strongly

SAY

I will recommend people know who are seeking jobs to apply to the Company
- 2019: 87, 10, 2, 2
- 2018: 81, 15, 3, 2

★ I will tell people about good things about work at the Company on all opportunities
- 2019: 92, 7, 1, 1
- 2018: 83, 13, 2, 2

STAY

I will be troubled if I am thinking of leaving the Company
- 2019: 86, 8, 2, 4
- 2018: 73, 16, 6, 5

I have never considered leaving the Company to work for other places within the past 1 year
- 2019: 84, 7, 4, 5
- 2018: 71, 16, 7, 6

STRIVE

★ I would like to work to the best of my abilities for the Company everyday
- 2019: 94, 5, 1, 1
- 2018: 83, 13, 3, 1

The Company inspires me to create work that continuously improves
- 2019: 89, 8, 2, 1
- 2018: 79, 15, 3, 2

★ 2019 top 2 boxes with scores above 90

The results from the surveys will be analyzed in case of adjusting the methods for engagement improvement. The process resulted from the teamwork between the Human Resources committee and the head of each line of work in order to facilitate building relationships and employee satisfaction in the organization through the 3 projects as follows

1 Improving of Performance Management System Project

The program enables team leaders to change the form of management to overall management through communicating with team leaders and team members to create a new working environment and culture. The evaluation results could be measured quantitatively and qualitatively within the system called "ALL Perform Success Factor" where in 2019, starting with junior level executives and above, with plans to expand the results to all employees in 2020. Employees are evaluated annually in different ways as follows

Type of Evaluation

Management by objectives

71.4%

Evaluated Employees
66,642 persons
per total employees

Multidimensional performance appraisal (e.g. 360 degree feedback)

10.6%

Evaluated Employees
9,871 persons
per total employees

Formal comparative ranking of employees within one employee category

100%

Evaluated Employees
93,311 persons
per total employees

2 Improvement of Career Path Project

The project will enable team leaders with opportunities to communicate to team members to plan career paths including ways and both vertical and horizontal future growth underneath the "Career Policy" turning over knowledge by the Career Matrix in 4 colors as illustrated;

Career Matrix

Color	Meaning	Competency	Other evaluation criteria such as interviews	Experience	Certifying Qualifications
(green)	Movable within the direct Job Family/Sub Job Family	▲			
(yellow)	Possible to Move Across Job Family/Sub Job Family	▲	▲		
(orange)	Difficult to Move Across Job Family/Sub Job Family	▲	▲	▲	
(red)	Difficult to Move / Rare to Move across Job Family/Sub Job Family	▲	▲	▲	▲

3   **Awards and Recognition Project**

The project creates good work environment and culture between team leaders and team members by various activities to ameliorate employee engagement, create good relationships between units, colleagues, and team leaders during working hours and outside working hours for greater closeness. The project will open opportunities for relaxation after dedicating much to work such as the "Our Way Idol" project and the "Work Life Quality" project aids immunity, gives knowledge, methodology, and way of taking care of health. The Newcomers Meeting Executives (Seniors Meeting Juniors) project, "Full Gang Thank Group" project, "Happy Survey" project, where the survey on workplace happiness from QR Code is possible for employees to scan and insert opinions about their daily work lives as a start. Furthermore,

the Company continuously focuses on the compensation and welfare management of employees by designing, reviewing, and developing the compensation policies. It also focuses in annually participating in a Salary Survey with external and global consultants to be able to compare the competitive compensations in the general industry, suitable for business operations to attract and retain quality personnel to the organization. Furthermore, the Company established an annual salary adjustment policy for personnel, considering the individual performance evaluation results, which results in improved work performance of the employees as well as being able to create more employee engagement with the organization, based on the results of previous employee engagement assessments.

At the same time, the company focuses on creating good people and talented people continuously through various programs under the organization's operations to enable employees to adapt and learn about the corporate culture, creating the work environment that can make the operation more efficient through the following programs

Productivity Improvement Program

he program aims to create an understanding of how to increase work efficiency, enhance the working atmosphere to increase productivity, reduce cost and expenses in management through the cultivation of ideas, attitudes, skills and techniques to the application and create the development of innovations that could be the tools to solve problems. This creates value for the organization. The program was designed for employees at all levels in the Company and creates a working environment that facilitates Cross Functional Teams to improve the quality of work in 5 aspects, which are through learning methods by implementing real work practice from the project and with senior

management acting as a mentor to give advice closely. Progress measured checked and results are reported periodically. Collaborative learning is fostered during the project and could be applied to different divisions of the organization.

In 2019, the Company had performed a valuation on the business operations of the organization by considering the reduction in capital costs and the increasingly higher cumulative revenue of greater than **53** million baht from a total of **15,220** participants.

01 Increase Production	02 Increase Sales	03 Increase Profit	04 Increase External Revenue	05 Cost and Expense Control

Development Program for Food and Beverage Strategy

The program develops a variety of skills, knowledge, and abilities of employees regarding food and beverage product management, such as

1 Product recommendations and how to make products from ALL Café to standardize the product, increase service skills, and in-store revenue management

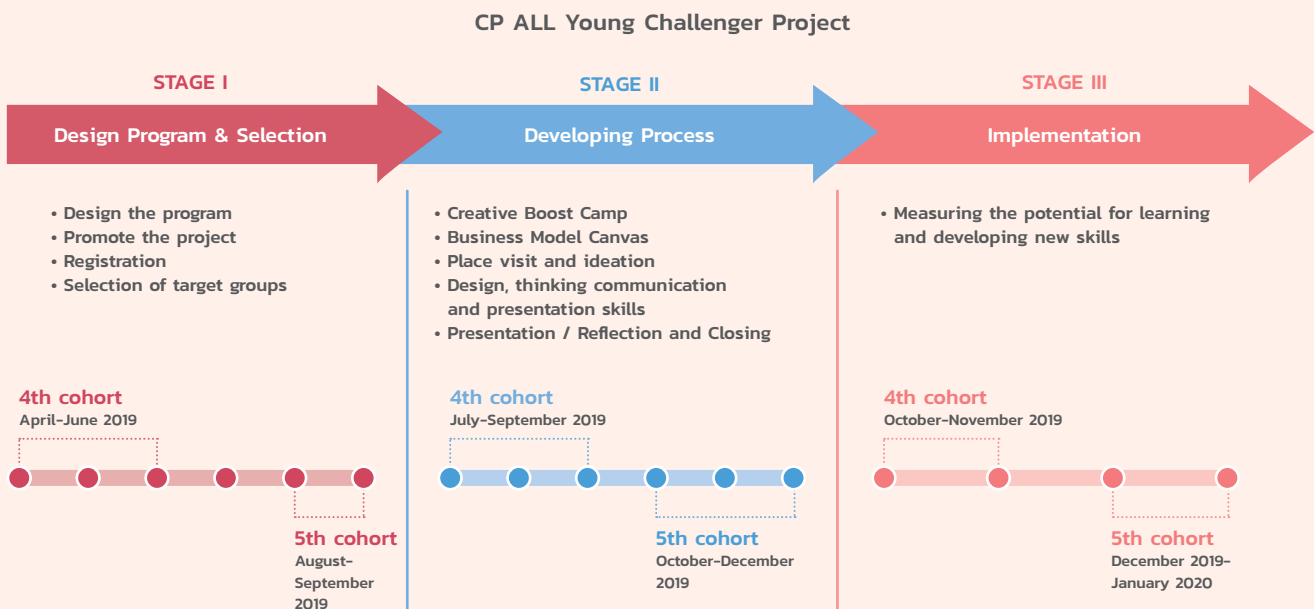**2** Development of product selection methods to reduce costs and improve sales

In 2019, the Company aims to support this program which is valued more than

6,462 million baht **by a total of**

10,425 participants.

CP ALL Young Challenger Project for new employees (Gen Y)

Project Background

Changes in digital technology and present-day innovation increasingly affects the competitiveness of today's businesses. Therefore, the Company focuses on the development of new generation employees to have various competencies by hands-on work and promotes a culture of employees whom dare to think and do in order to self-develop and showcase their talents and abilities underneath the "CP ALL 4.0" Policy and "Our Way".

CP ALL Young Challenger Project

STAGE I	STAGE II	STAGE III
Design Program & Selection	**Developing Process**	**Implementation**

- Design the program
- Promote the project
- Registration
- Selection of target groups

- Creative Boost Camp
- Business Model Canvas
- Place visit and ideation
- Design, thinking communication and presentation skills
- Presentation / Reflection and Closing

- Measuring the potential for learning and developing new skills

4th cohort
April–June 2019

5th cohort
August–September 2019

4th cohort
July–September 2019

5th cohort
October–December 2019

4th cohort
October–November 2019

5th cohort
December 2019–January 2020

Performance

The 2019 performance fulfilled its objectives with a total of 61 participants through 2 cohorts. Furthermore, the Company monitored and surveyed the behaviors of employees that took part in the project and found leadership development that are connected to "Leadership Competency" and "Future Competency". From a project perspective, the survey also discovered 12 projects conceived as a manifestation.

Pre-Retirement Preparation and Post-Retirement Age of Employees Programs

Project Background

The program to develop human resources of the organization aims to continuously elevate the abilities of all employee levels. This contributes to employees and staffs in different work areas to obtain knowledge, ability and expertise with various skills. The Company values the importance of hardworking employees who have grown for a long time alongside the organization until retirement age, endorsing and giving importance to employees upon retirement by the Pre-Retirement Preparation Program for all employee levels and ages. The program focuses on building awareness and various key knowledge in different stages of aging such as personal finance management and retirement planning from distinguished guest speakers. Furthermore, the Company provides opportunities for retired employees to share their knowledge to different target groups allocated by the Company. The content of this knowledge sharing activity contains information on given benefits, post-retirement care and will include creating and giving opportunities through organizing communities. Retirees of the organization underneath this policy gives great value to the organization. Moreover, the Company offers opportunities to become consultants for the organization and opportunities to be owners of Seven Eleven stores. In order to have a better quality of life for retired employees at all levels, group health insurance is available. An optional Annual Medical Checkup Program is given with the same existing benefits and employees will receive hospital treatment payments in case of inpatient admittance, death benefit payments, store ownership of Seven Eleven stores as store partners on certain terms and conditions, the right to utilize the organization's medical room and participation in activities hosted by the organization. In addition to preparing employees for retirement, the Company gives both skills and knowledge for the job for successors of the retired employees by the following ways as shown in the image:

Performance

In 2019, the number of retirees given opportunities to own a 7-Eleven store were

2 persons

while some were given opportunities to become the organization's consultants were

45 persons.

01 Prepare List of Names of Retirees at Least 2-3 Years

02 Select Candidates with Expertise that the Organization Desires or Critical Knowledge

03 Define the Target Group for Knowledge Recipients

04 Define Tools to Transfer Knowledge Suitable for the Expertise

05 Evaluate the Knowledge Transfer Results with Knowledge Recipients

The "Next Digital Leaders" Program

- Strategic Visioning
- Inspring and Motivating Others
- Change Leadership
- Building Talent
- Drive Results
- Collaboration
- Resillience
- Creativity and Innovation
- Digital Technology
- Digital Security
- Digital Communication
- Data and Analytics
- Design Thinking

The program inspires employees in the organization to comprehend and be aware of changes in digital transformation within the organization towards an increasingly digital technology-based system. The program's purpose is to develop department-level leaders to obtain skills to become digital leaders, through learning on the job. This is to create knowledge and understanding the effects of digitization for the organization's operations, way of thinking, and working culture to be able to coincide with the challenges of global change underneath the following guidelines:

In 2019, the supervisor pass development with a total **2** cohorts sum **61** participants

There are **12** digital prototype projects.

Each part is evaluated and all employees at all levels must pass at **100%**

Furthermore, the Company requires online learning on the topic of "Digital Mindset", including having knowledge assessments and understanding to ensure that employees are ready to become digital citizens. The content is divided into 3 parts which are Part 1: Opening the Digital World, Part 2: Digital Citizen, and Part 3: Digital Security, with post-test in the end of each parts.

Leader Training Program on Corporate Sustainable Development

The training program for leaders to develop the organization on sustainability is one of the sustainable development goals of the organization consisting of necessary knowledge and skills development for employees, development of leaders to have management vision to support sustainable businesses, development of knowledge and necessary skills for partners and relationships in the business supporting sustainable businesses underneath the organization's goals. For leaders in human resources development throughout the value chain to be ready, knowledgeable, skilled in operations with the concept of sustainable businesses in mind. In 2020, the Company extended the training results to junior management, where the total persons trained are 518 persons.

Talent Management

The Company is aware of how prepare people. Developing talent for future successors who are ready to lead the organization in the future, ready to lead the organization towards growth, create innovations and create sustainability in the organization is important. The employees with high talent require challenging work, continuous development, continuous learning, learning new skills, and skills for self-improvement consistently for their career growth. So, continuous importance is placed on developing selection and high talent management. This is to make sure that the talent obtained are high quality for development, which the organization sets up

a selection process for employees with talent which considers the various selection criteria as follows 1) qualifications and performance 2) skills evaluation by lead assessors and presenting the evaluation for consideration 3) Evaluation by "360 Degree Feedback" where the evaluations are sent to the supervisor simultaneously to compare the performance underneath different requirements and criteria of the organization. Those selected from the high talent pool will enter process of talent development of the organization with the course in development for the talent pool group and the content from the CP Leadership Institute (CPLI)

Example of Selection Criteria for Talented Employees

Qualifications and Work Achievements — Work Age — Work Achievements Under 2 Years

Talent Evaluation — Ability — Leadership Skills

360 Degree Feedback — Leadership Skills — Abilities for the Future

Comparison of Results — High Talent — High Leadership Skills

In 2019, the Company reviewed and selected high-potential employees (talent), which it normally does every 2 years. Last year, the Company identified a total of 487 high "talents", 157 of whom (32%) have been designated as "successors". In 2017 and 2018, there have been 81 persons or 106% of all employees with high talents with successor potential. The Company has been successful in retaining a total of 487 employees in the high potential cluster, or 100% of those classified in this category.

Talent Management Process

01 Initial Incoming Employee Selection
02 Talent Assessment
03 Conclusion
04 Reporting Progress of Development to the Board
05 Assessment and Follow-up of Progress
06 Talent Development

Succession Planning

The Company continuously has selected and improve workers with high potential (Talent Management) in order to prepare them for top management positions in the future (Succession Planning) through the following Succession Planning Process.

Succession Planning Process

01 Review the Business Direction of the Organization

02 Identify Important Positions

03 Determine the Potential of those Inheriting Important Positions

04 Evaluate Applicants Inheriting the Position

05 Confirm the List of Applicants Inheriting the Position

06 Design the Individual Development Plan: IDP

07 Examine and Evaluate the Individual Development Plan: IDP

08 Evaluate and Report on the Process of Succession Planning

In 2017-2018, the Company has 521 employees with high potential (talent), with 76 of whom (71%) were identified for management succession, where 13 of whom (25%) have been promoted to top management. The Company has also been able to retain 481 employees (92%) of all those in this category. With respect to developing those with high potential (Talent) and those identified as "Successors", they will receive their own-assessment results and develop an Individual Development Plan (IDP) in order to build on their Strength and improve their Weakness—increasing their professional growth. The Company has also designed a Talent and Successor Development Roadmap, through the following 3 development processes:

1 Development through Structured Course: a combination of internal and external courses through an e-learning platform, which delivered the following course in the past year:

1 Grow Your Strength Course

The objective of the course is for participants to reflect on outstanding and potential strength behaviors that will enable greater effectiveness and self-development by using a Self-Finder assessment tool, and connecting their results to their Individual Development Plan (IDP) and their role as future leaders of the organization

Conducted with 6 cohorts and with 224 participants

2 Business Executive's Image for Success Course

The objective of the course is to promote the creation of a good Corporate Image, increase capacity in professional communication in order to grow the business and foster acceptance from those within and outside the organization

Conducted with 2 cohorts and with 60 participants

3 Leader as Coach Course

The course aims to create an understanding of leaders in building team capacities and in retaining high potential group employees of the organization; increase leadership potential and management skills through Coaching techniques and methods; and develop the communication skills to effectively use coaching techniques learned in real situations

Conducted with 1 cohort and with 30 participants

2 Development through Others through learning from Managers Executive Coaching, or from One-on-One Coaching

3 Development through Experience in the following forms:

3.1 Project Assignment/Agile Project in internal projects within the project and also projects involving multiple units

3.2 Participation in the CP Group Leadership Development, a program in which high-potential employees have take work leave for 6 months to take part in business operations is divided into following 4 groups for "Talent" and "Successor" groups

       3.2.1 CP Senior Leaders Program (SLP)

       3.2.2 CP Leaders Development Program (LDP)

       3.2.3 CP Potential Leaders Development Program (PLP)

       3.2.4 CP Future Leaders Development Program (FLP)

            Total participation included 32 employees or 9.6% of all employees classified in the high-potential cluster.

3.3 Job Shadowing, in preparation for holding the actual positions

3.4 Job Rotation both within and outside the work scope

On-Boarding Program

The New Employee Retention Program aims to enable new employees to learn and quickly adapt into the organizational culture and the culture within each unit by assigning each responsible unit to supervise the employee. This also includes setting policies for new employees to receive training in 7-Eleven stores in order foster an understanding of the operational context of the organization and awareness on the importance of branch stores, which are a major income source for the organization. The New Employee Retention Program results demonstrated that it is able to help new employees adapt quickly and reduce turnover rates of workers within their first 6 months.

In 2019, the New Employee Retention Program received a

96.36%
satisfaction rating from new employees.

Sustainability Performance Data 2019 : Human Resources

GRI Standard	Required Data	2016		2017		2018		2019	
		Person	%	Person	%	Person	%	Person	%
102-8	**Total Employees**								
	By Gender								
	Male	24,349	34.26	25,942	34.21	33,110	35.72	48,159	39.19
	Female	46,723	65.74	49,900	65.79	59,582	64.28	74,735	60.81
	By Employment Contract								
	Permanent Employees								
	Male	24,349	34.26	25,942	34.21	28,330	33.88	30,670	32.87
	Female	46,723	65.74	49,900	65.79	55,279	66.12	62,641	67.13
	Workers/Contractors								
	Male	N/A	N/A	N/A	N/A	4,780	52.63	17,489	59.12
	Female	N/A	N/A	N/A	N/A	4,303	47.37	12,094	40.88
405-1	**Employee Diversity**								
	By Level								
	Top Management								
	Male	14	77.78	14	77.78	55	69.62	41	66.13
	Female	4	22.22	4	22.22	24	30.38	21	33.87
	Management								
	Male	1,066	46.35	1,106	45.38	1,151	43.91	937	43.48
	Female	1,234	53.65	1,331	54.62	1,470	56.08	1,218	56.52
	Junior Management								
	Male	N/A	N/A	N/A	N/A	856	42.82	610	41.27
	Female	N/A	N/A	N/A	N/A	1,143	57.18	868	58.73
	Officer								
	Male	23,269	33.84	24,822	33.82	27,124	33.52	29,692	32.59
	Female	45,485	66.16	48,565	66.18	53,785	66.48	61,402	67.41
	By Age								
	Under 30 years old								
	Male	13,036	33.12	13,917	33.31	15,170	32.80	16,875	32.10
	Female	26,328	66.88	27,860	66.69	31,082	67.20	35,700	67.90
	30-50 years old								
	Male	10,996	35.62	11,667	35.24	12,699	35.05	13,224	33.79
	Female	19,872	64.38	21,438	64.76	23,535	64.95	25,907	66.21
	Over 50 years old								
	Male	318	37.86	358	37.29	461	41.05	571	35.58
	Female	522	62.14	602	62.71	662	58.95	1,034	64.42
	By Religion								
	Buddhist	67,426	94.87	73,296	96.64	77,174	92.30	87,989	94.30
	Christian	399	0.56	461	0.61	475	0.57	532	0.57
	Islamic	3,150	4.43	2,980	3.93	4,123	4.93	4,725	5.06

GRI Standard	Required Data	2016		2017		2018		2019	
		Person	%	Person	%	Person	%	Person	%
401-1	New Hires								
	By Gender								
	Male	33,926	N/A	34,123	N/A	16,637	36.98	16,827	35.25
	Female					28,356	63.02	30,911	64.75
	New hire rate		47.73		44.99		53.81		51.16
	By Age								
	Under 30 years old	27,292	80.45	27,505	80.61	37,013	82.26	38,852	81.39
	30-50 years old	6,603	19.46	6,587	19.30	7,945	17.66	8,772	18.37
	Over 50 years old	31	0.09	31	0.09	35	0.08	114	0.24
401-1	Turnover								
	By Gender								
	Male	32,737	N/A	33,502	N/A	13,470	38.31	14,902	38.29
	Female					21,690	61.69	24,019	61.71
	Turnover rate		46.06		44.17		42.05		41.71
	By Age								
	Under 30 years old	25,973	79.34	26,327	78.58	27,324	77.71	30,012	77.11
	30-50 years old	6,694	20.45	7,078	21.13	7,691	21.88	8,753	22.49
	Over 50 years old	70	0.21	97	0.29	145	0.41	156	0.40
401-3	Parental Leave								
	Number of employees taking parental leave	N/A	N/A	N/A	N/A	N/A	N/A	2,959	3.17
	Number of employees returning to work afterparental leave	N/A	N/A	N/A	N/A	N/A	N/A	2,615	2.80
102-41	Collective Bargaining Agreements								
	Employee Representative under welfare committee	50,006	99.24	52,795	99.55	56,722	99.29	64,115	100

GRI Standard	Required Data	2016	2017	2018	2019
		Hour/Person/Year	Hour/Person/Year	Hour/Person/Year	Hour/Person/Year
404-1	Training and Development				
	Average hours of training	N/A	N/A	25.47	22.18
	By Gender				
	Male	N/A	N/A	26.57	20.51
	Female	N/A	N/A	24.37	23.84
	By Level				
	Top Management				
	Male	N/A	N/A	88.67	69.41
	Female	N/A	N/A	20.50	70.81
	Management				
	Male	53.99	54.44	65.28	45.14
	Female			57.13	45.42
	Junior Management				
	Male	N/A	N/A	42.40	46.07
	Female	N/A	N/A	42.08	46.25
	Officer				
	Male	37.43	81.98	25.55	18.72
	Female			23.78	22.75

Note
- N/A = Not Available
- Reporting based on GRI Standard, version 2016
- In 2019, Include contractors data of CPRAM Co., Ltd.
- The welfare committee representatives data cover CP ALL Public Company Limited only