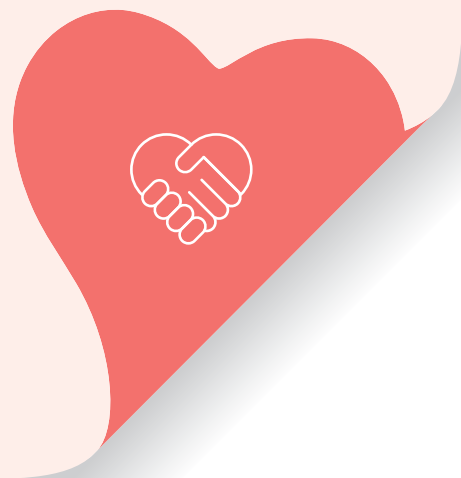


Mix the Similar, Mend the Different, Make Good and Talented Individuals, Mold to Unite a Force

All personnel in CP ALL family has been developed to become good and talent, with adaptive attitude ready for changes amidst digital era. They have new skills necessary to future growth. Even if everyone hails from different place, but all has a loving heart and trust in the Company. Everyone is ready to drive forth the efforts to build success for CP ALL together.





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



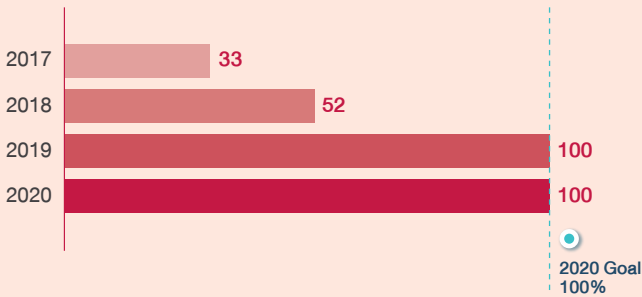
2020 Goal



Completion of sustainability development training for
100% of company leaders and employees.

Performance Against Goal

Leaders and employees completed sustainability development trainings (%)



Key Performance in 2020



100%
executives and employee at all levels in the office, distribution center, and operations have passed the training and were evaluated on the "Digital Mindset" course.



96%
store partners have passed the training and were evaluated on the "Digital Mindset" course.



98%
talents continue to work with the company.



26%
talents have been designated as successors.

Supporting the SDGs



SDG4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
4.4 substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship



SDG8 Promote sustained, inclusive and sustainable economic growth, full of productive employment and decent work for all
8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labor intensive sectors.
8.5 Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

Risk and Opportunity

Personnel is an essential resource in driving the Company towards its goals. Therefore, human resource management is a key performance indicator of the business's success. With the current COVID-19 pandemic serving as a catalyst for Digital Transformation in the business sector, personnel competency development has become paramount for competencies, such as Cloud Technology, Social Media, Online Entertainment, and Online Payment. Furthermore, data and information analytics have become significantly beneficial in boosting productivity, designing new essential job skills for the present (Re-skill) and for the future (Up-skill), and sharpening the competitive edge. CP ALL Plc. and its subsidiaries ("the Company") recognizes the importance of its personnel and has thus, developed a strategic framework in developing its personnel into "good and smart people" for the organization and society, increasing engagement, and retaining employees to thrive with the organization.

Management Approach

Since the Company recognizes the importance of personnel competency development, which is a key in driving the organization towards its goals and success, it aims to enhance competency and develop personnel. The Company has designed a personnel competency development framework to cover the entire process from recruitment, preparation before employment, and on the job training to welfare and opportunities for retiring employees. The framework adds value to the organization by developing competencies and providing advancement opportunities throughout an employee's career.

Progress in 2020



Adjusted personnel training and development via a Digital Platform and created a new learning experience through Virtual Learning.



Extended training and evaluation of the "Corporate Sustainable Development" course to managers and officers, including 7-Eleven store staff.



Extended training and evaluation of the "Digital Mindset" course to store partners via online platforms.



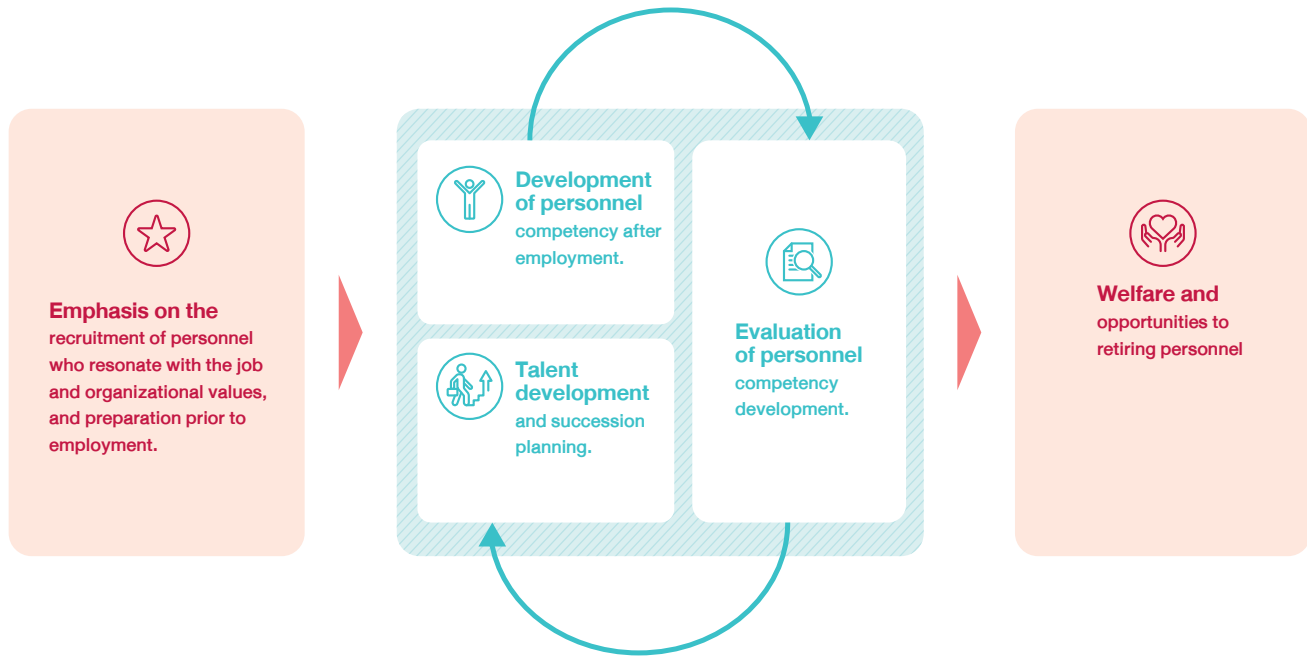
Extended the training and evaluation of the "Digital Mindset" course to executives and employees in store operations via online platforms.

Guidance on Mitigating and Preventing the Risk of COVID-19



The Coronavirus disease (COVID-19) pandemic has affected various operational processes, such as the communication of employee needs, personnel development, and recruitment. Thus, the Company set out to find a new approach and methods to support remote working as well as digital and online technology as a guideline for operations during the crisis.

Sustainable Skill Development and Professional Advancement Opportunities

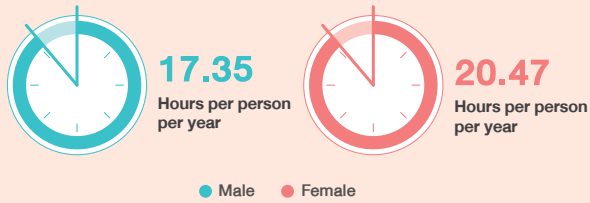


 Preparation Prior to Employment	 Talent Development and Evaluation	 Knowledge Retention and Experience Accumulation
<ul style="list-style-type: none"> • Emphasize on the recruitment of quality personnel who resonate with the job and organizational values. • Provide scholarships in the relevant curriculum that meets needs. • Develop curricula and modern learning paths which can be accessed anywhere, anytime and give importance to learning through real experiences and cross-functional learning. • Provide opportunities and prepare for learnings within and across job families on skills, career, culture, and work environment. 	<ul style="list-style-type: none"> • Long-term planning for 30-year corporate sustainability through CP ALL our way and 6 Values. • Promote teamwork under the “mixing the similar, merging the different” concept, respect differences and diversity, and create harmony as does a music band. • Give importance to all job positions, appreciate accomplishments, successes, and opinions from all channels. • Give the opportunity to grow through work and have a platform to showcase work accomplishments. • Evaluate work competencies to advise right and clear development directions. • Programs building and developing next generation leaders, such as the CP ALL Young Challenger program. 	<ul style="list-style-type: none"> • Benefits, health and good quality of life • Support personnel into “good and smart people” and encourage them to stay long-term with the organization. • Creating working environments that encourages teamwork and communication between departments. • Give opportunities and encourage employees to invest and do business with the company

Human Capital Development Dashboard

Average Training Hours

By Gender



By Level

	Male	Female
Top Management	83.29	85.88
Management	40.03	40.62
Junior Management	39.42	40.71
Officer	16.43	19.96

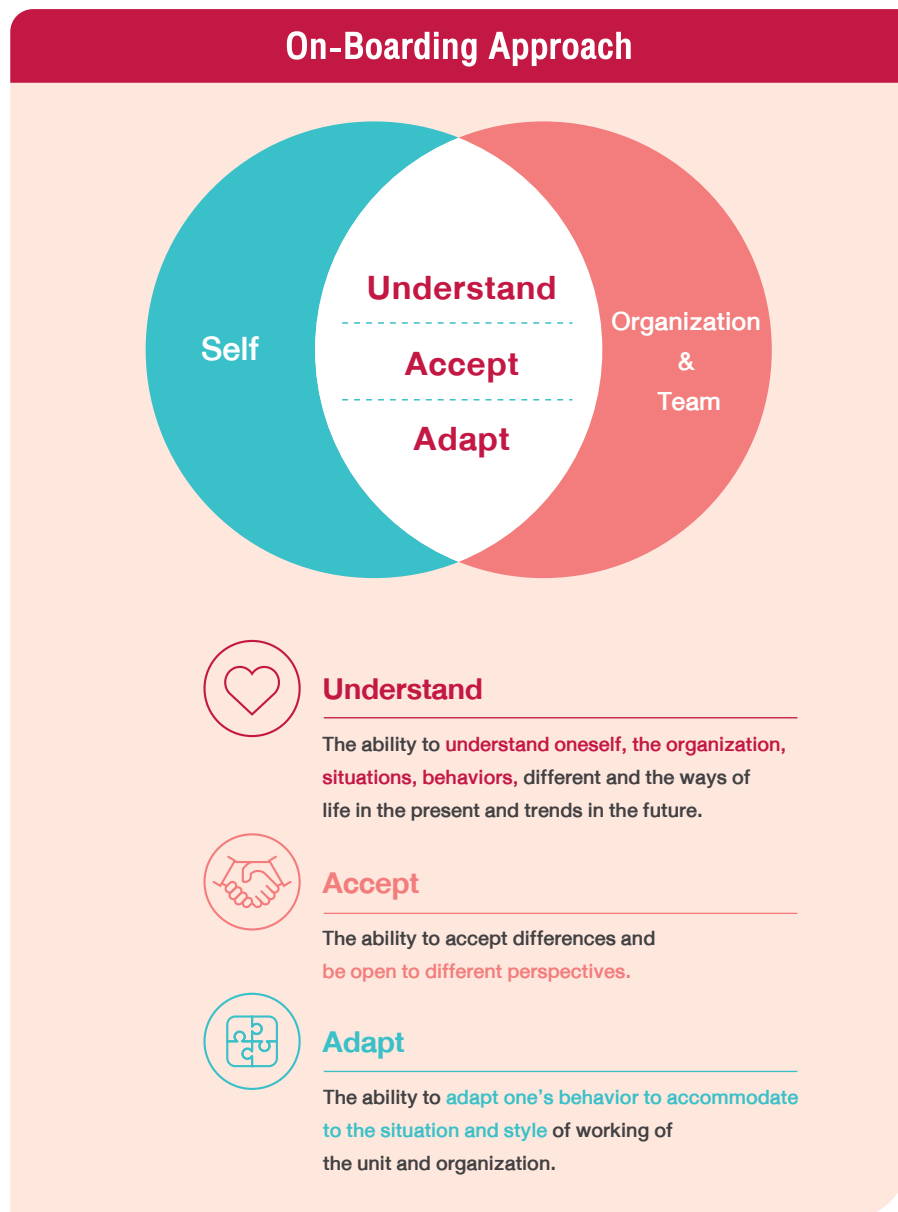
Participation in Leadership Development Programs



Preparation Prior to Employment

On-Boarding Program

The Company recognizes the importance of personnel management that accepts Diversity and Inclusion, such as differences in race, culture, and age. Likewise, the senior management team is concerned for employees of all levels, especially new employees, who are seen as young seedlings that will grow into new varieties of trees that will help the organization to grow sustainably. This dedication has brought forth 3 new approaches toward taking care of new employees, which are understanding, acceptance, and adaptation in aligning with 2 groups – the team & organization, and new employees – as illustrated below.



By continuously developing the on-boarding program for new employees of all levels in the organization to match the present situation, the program aims to enable new employees to learn and adapt to the corporate values and culture quickly. In the program, the new employee's unit is responsible for the new employee while the HR department and other affiliated departments provide support in learning and understanding the cultural foundation, organizational values, overall business, important policies and other necessary topics. Additionally, there is a policy for new employees of all levels in the office career path to complete their training in a 7-Eleven store so as to understand the organization's business context and recognize the significance of stores, which are the main source of income to the organization.

In 2020, the program was designed to accommodate more online forms and reduce the amount of time spent in classrooms in order to provide higher convenience and safety for employees of all units during the COVID-19 pandemic. From November 2020 with a total of 4 cohorts, the on-boarding program integrated with the "Life is Better with ALL" initiative, which focuses on creating experiences that will instill pride in being a part of the CP ALL family and thriving together. The efforts of the program have resulted in a better perspective towards work by employees, and faster adaption with the team, organization, and culture. Currently, new employees have rated an average satisfaction level of 91.30% towards the new work experience and care from supervisors, mentors, and teams during the first month of work.

Impacts and Benefits

The On-Boarding program was rated at an average employee satisfaction level of **93%** on job applicability.



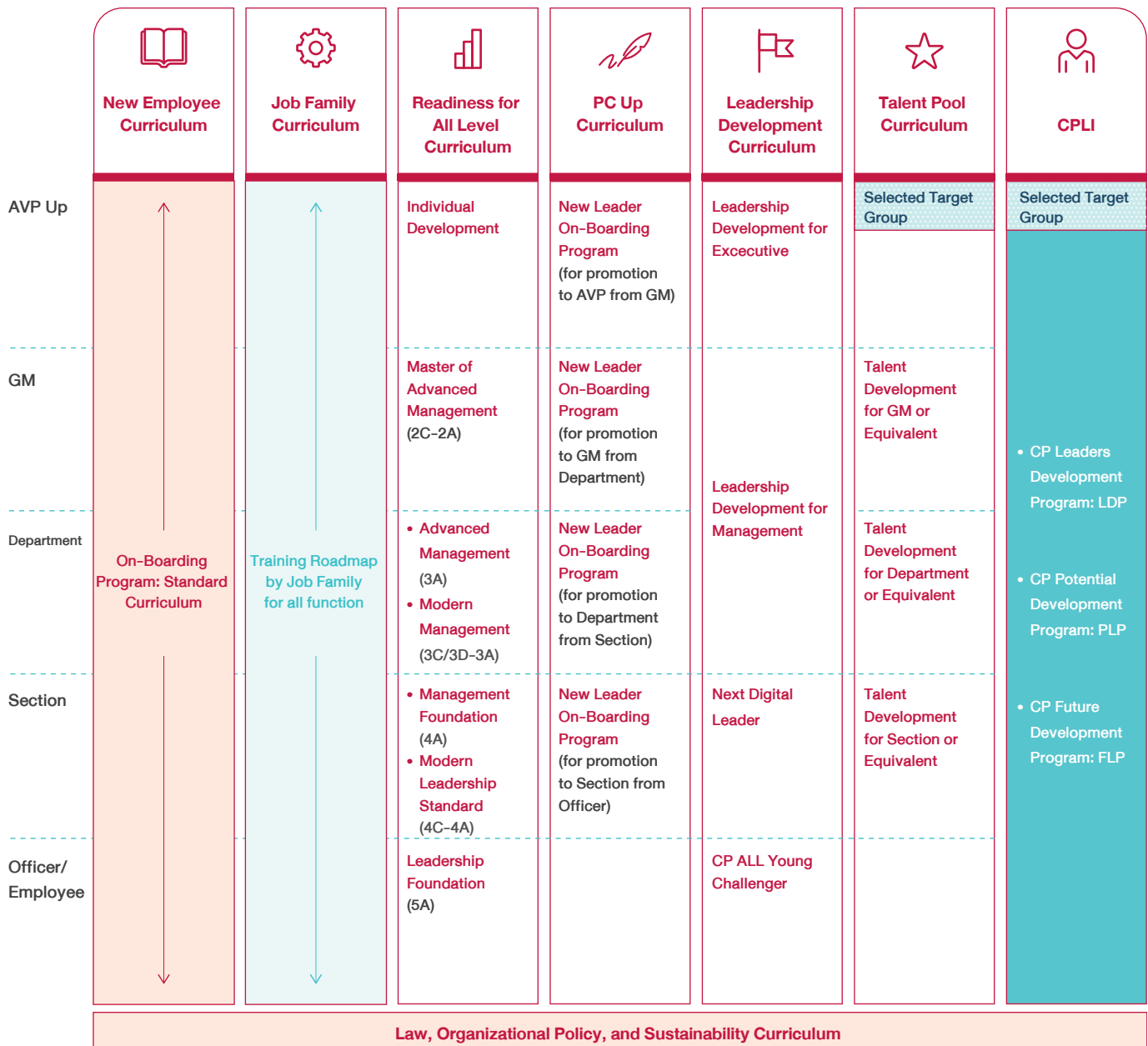
Personnel Competency Development

The Company operates under a concept and framework of personnel training and development with consideration to various factors, such as corporate vision, mission, goals, and human resource management policies of the Charoen Pokphand Group as follows.

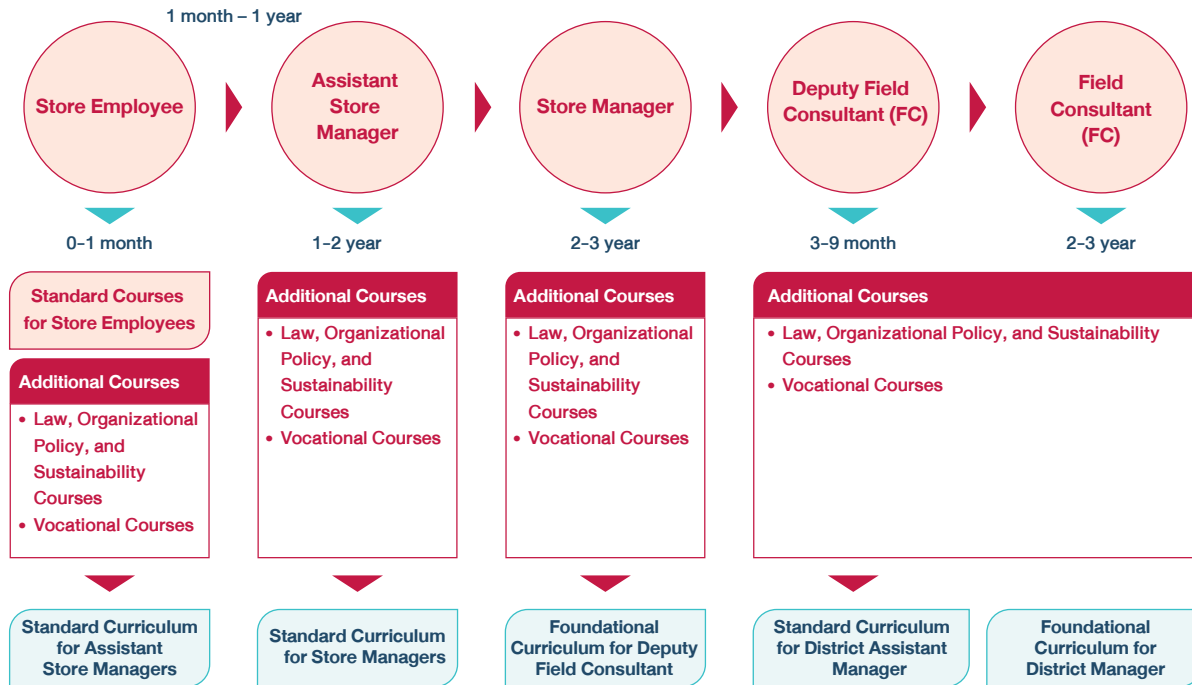
- Corporate business strategy.
- Essential job skills and future job skills.
- Evaluation of satisfaction and engagement from employees, customers, and suppliers.
- Employee development research and approach.
- Academic research and published articles from leading consultancy firms.

The Company has designed a development path for personnel in the office, operations, and distribution centers as follow.

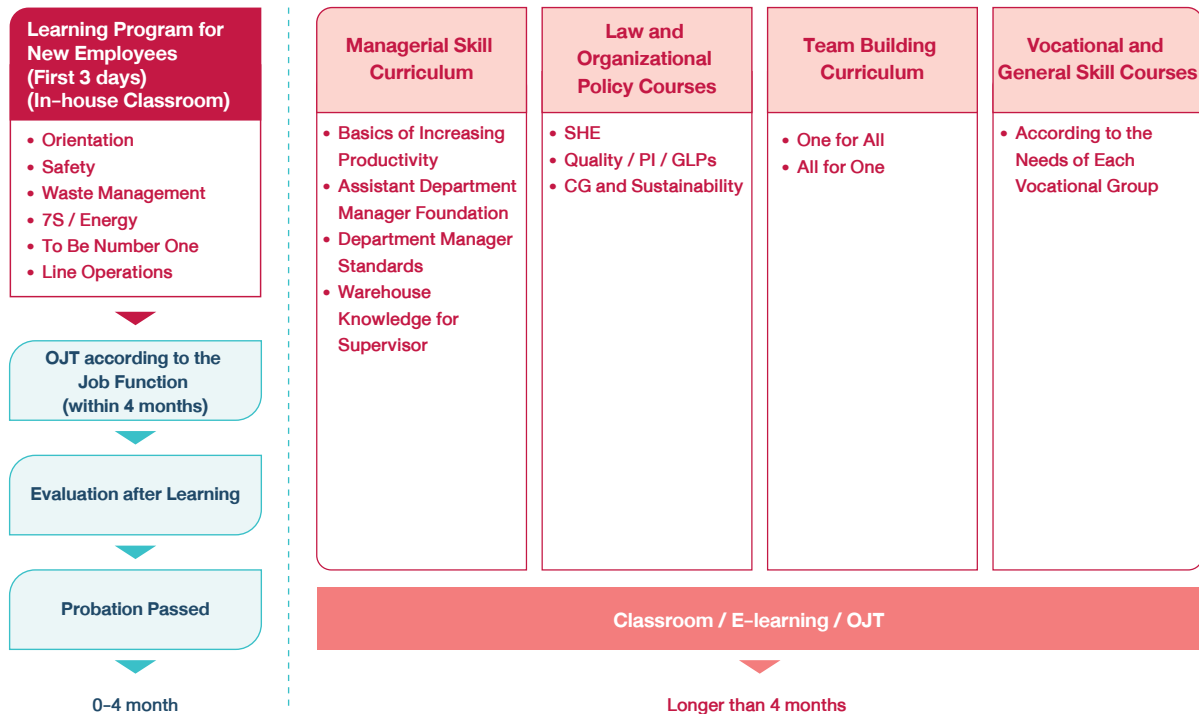
Development Path for Personnel in the Office



Development Path for Personnel in Operations



Development Path for Personnel in Distribution Centers

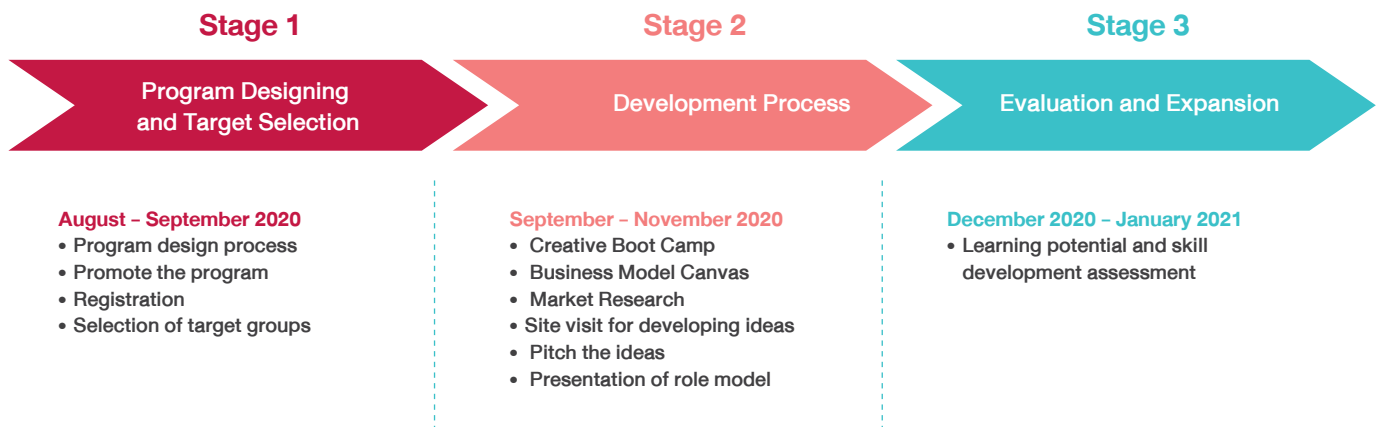


In 2020, the Company adjusted its personnel development process onto Digital Platforms, created new learning experiences through Virtual Learning, and created Online learning material. The objective of the adjustment is to provide employees with quick access to effective learning and a means to adapt to business changes and growth as well as development programs suitable to each target group.

The “CP ALL Young Challenger” Program for New Employees

Program Background

Fast changes in today’s digital technology and innovation have shifted the Company into the technology age and must be correspond by increasing the competitiveness of the business. In response, the Company has established the CP ALL 4.0 and Our Way policies which focus on developing the competency of next generation employees through hands-on experience. Furthermore, the policies encourage employees to dare to think, act, and showcase their abilities and initiatives for self-development and for driving the organization as a digital age leader.



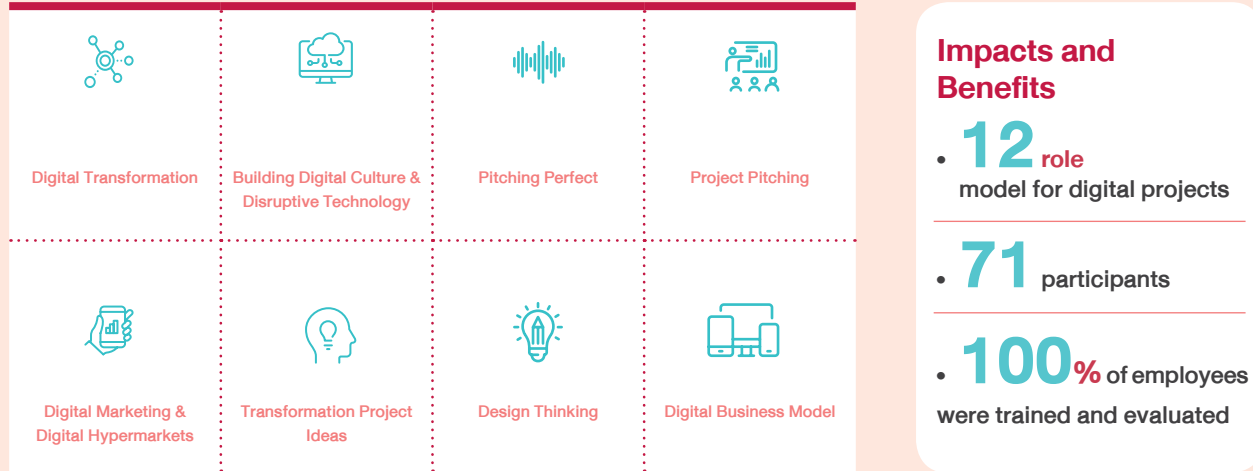
Impacts and Benefits

In 2020, there was 1 cohort with a total of 40 participants. From monitoring and assessing the potential of employees who took part in the program, the Company observed leadership development in terms of “Leadership Competency” and “Future Competency”. As for the results, the program manifested 8 model projects.

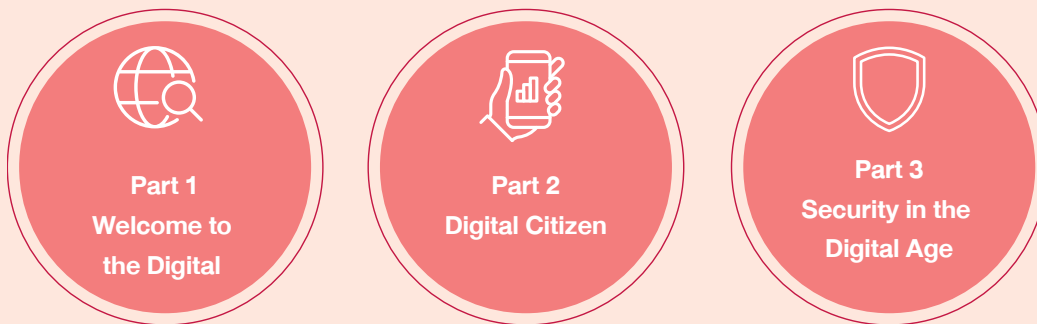


The “Next Digital Leaders” Program

From the global shift into the Digital Transformation age, the Company has had to change its business operations to become more modern and up-to-date with the latest technology. Therefore, the Company established this program to prepare talented leaders on the necessary knowledge, skills, and competencies needed in the future with the following curriculum. With advice from project development experts, the learning process was designed to focus on Action-based Learning and to instill an entrepreneurial mindset in developing and expanding the program in line with the corporate strategy.



Additionally, the Company has designated an online learning course on “Digital Mindset”, which has 3 parts with evaluation criteria for each parts. After finishing the course, there are assessments to evaluate an employee’s knowledge and understanding to ensure that the employee is ready to become a digital citizen.

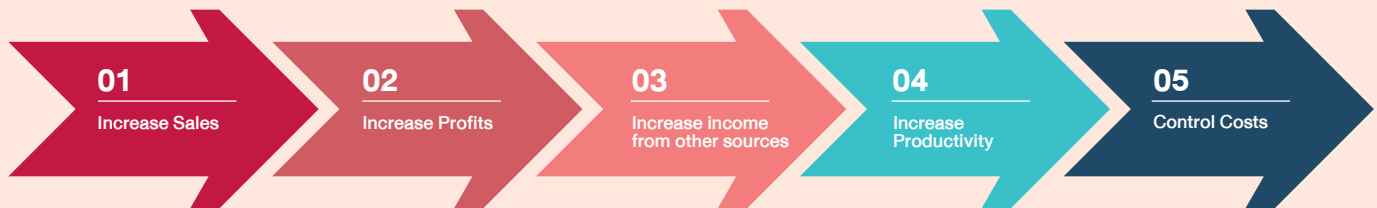


Sustainable Development Program

One of the Company’s goals is to sustainably develop the organization and thus, has established this program to develop necessary knowledge and competencies for employees, suppliers, and business partners. The organization is determined to be a leader in personnel competency development across the value chain and aims to develop a vision of sustainable business development for leaders through training for managers, officers, and staffs in operations and distribution centers. In 2020, there was a total of 57,529 participants who underwent training.

Productivity Improvement Program

This program was established to develop the competency of personnel on improvement mindset, productive workplace atmosphere, and management cost reduction. The program aims that employees at all levels in the organization must be ingrained with an improvement mindset through working in Cross Functional Teams. The 5 desired areas of effectiveness are as follows.



The improvement process of skills via different tools, including active learning, is achieved through the mentorship of a senior manager who will provide advice and techniques, track progress, and report results periodically. This method allows the employee to learn through practice so that the learnings can be applied to solve actual problems, create value, and add value to the organization in the future. Finally, productivity improvement is measured through 2 dimensions as follows.

1. Process Efficiency Increasing
2. Financial Value

Impacts and Benefits

Reduced cost

199.17 million Baht

Over **2.83** million Baht
increase in accumulated income.

11,869 participants

The Development Program for Food & Beverage

The Company established the program to train employees in competencies, knowledge, and skills on food and beverage product management, such as.

1. Product recommendation and preparation of ALL Café products to standardize product quality, increasing service skills, and in-store revenue management.
2. Product selection development methods to reduce costs and improve sales.



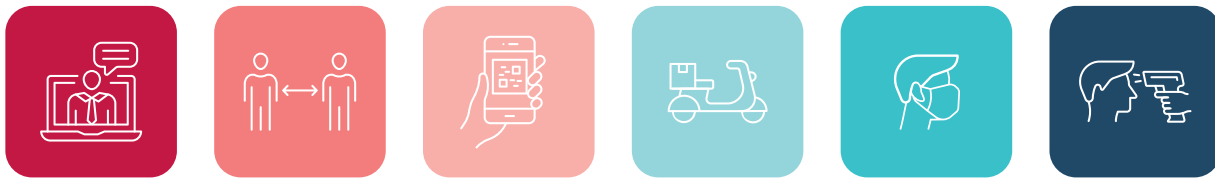
Generated an average sales of
2,367.71 Baht
per store per day

and hosted
33,031 participants.



Personnel Development Programs under the Coronavirus Disease (COVID-19) Pandemic

- The Company organized personnel development programs through increased online forms to reduce traveling and in-person contact as a suitable option to prevent the spread of COVID-19.
- The Company supported the development program for 7-Eleven store employees on safely serving food to consumers.
- The Company organized training on communication skills for 7-Eleven staffs to communicate store regulations with customers before there entering to the store, such as measuring body temperature and wearing face masks.



Performance Assessment on Personnel Competency Development

The Company assesses personnel competency development in order to review the approach to increasing the level of employee engagement and satisfaction toward the organization through various programs as follows.

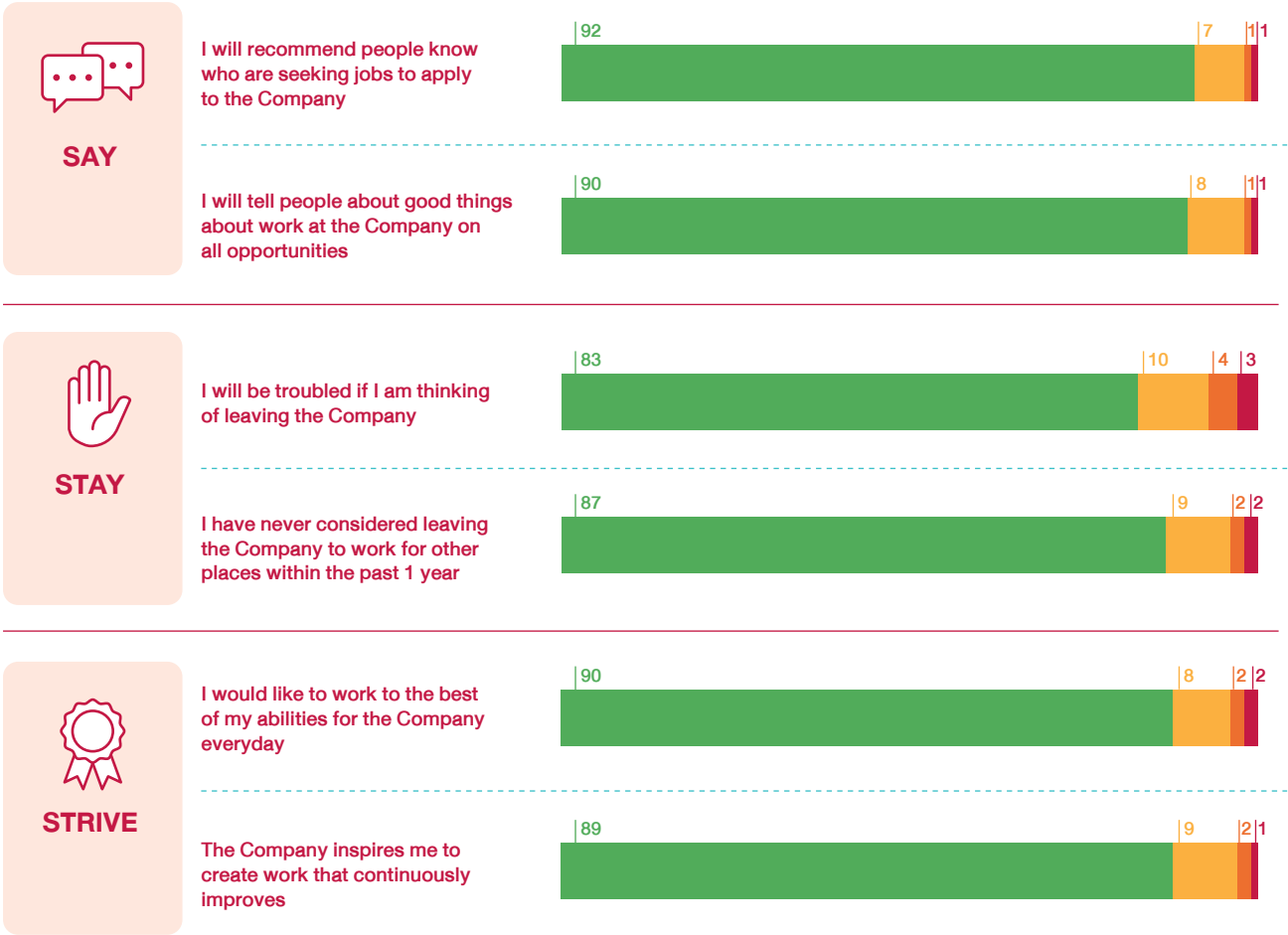
Employee Engagement Assessment

Employee engagement toward the organization changes on a daily basis. On some days, there may be high engagement while on other days, there may be low engagement. The Company sees the importance of these daily changes in employee feelings and has designed an employee engagement and satisfaction assessment toward the Company's operations in 2 forms as follows.

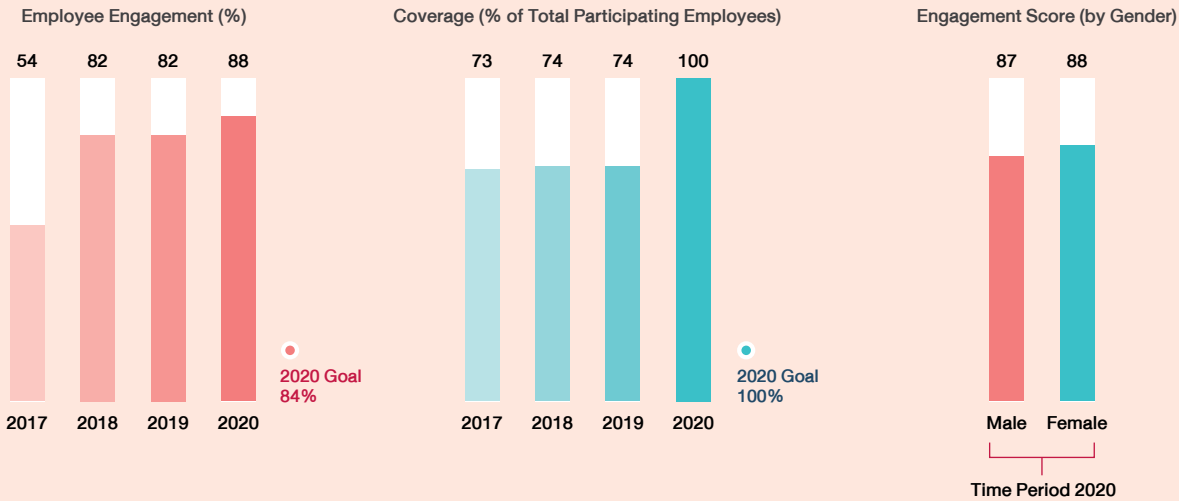
- Employee Engagement Full Surveys conducted every 2 years.
- Employee Engagement Pulse Surveys conducted once or twice every year in March and/or November

Despite the spread of COVID-19, the Company has continued to assess employee engagement. In 2020, the Company conducted the employee engagement assessment in the form of Pulse Surveys. Between 19–30 October 2020, the Company conducted the assessment through 6 questions in the following framework and compared it with the results from a different period of time in order to analyze and prepare actions to increase the level of employee engagement and participation in supporting the organizational goals. During this assessment, the target group were employees who have been working for more than 4 months. All employees were able to access online survey and exhibited a 100% Response Rate. The 2020 employee engagement and satisfaction assessment received a clear increase to 88% and exceeded the Company's target of 84%.

Agree and Agree Strongly Somewhat Disagree Somewhat Agree Disagree and Disagree Strongly



Overall Employee Engagement Survey Results



Improvement Program for the Performance Evaluation System

The program enables team leaders to change the form of management to an overall management strategy through communication with team leaders and team members to create a new working environment and culture. The evaluation results can be measured quantitatively and qualitatively within the ALL Perform system (SAP Success Factors). In 2020, the Company expanded the program to employees at all level and has conducted its annual evaluation with the following methods.

Type of Performance appraisal	Evaluated Employee	Total Workforce	%
Management by objectives	102,227	102,227	100
Multidimensional performance appraisal (e.g. 360 degree feedback)	17,426	102,227	17
Formal comparative ranking of employees within one employee category	102,227	102,227	100

Improvement Program for the Career Path System

The program is designed to give team leaders a means to communicate with team members on work directions and opportunities for future vertical and horizontal future career growth via job-rotation training under the Career Policy and 4-color Career Matrix as follows.

Career Matrix

Color	Definition	Competency	Other evaluation criteria, such as interviews	Experience	Certifying qualifications
	Movable within Family (Direct Job Family/Sub Job Family)	●			
	Possible to Move Across Job Family/Sub Job Family	●	●		
	Difficult to Move Across Job Family/Sub Job Family	●	●	●	
	Rarely to Move Across Job Family/Sub Job Family	●	●	●	●

Awards and Recognition Project

To promote employee engagement and to create an environment for fostering stronger relations between departments, colleagues, and team leaders, several projects were established, such as the Our Way Idol project, the Work Life Quality project, the Newcomers Meeting Executives (Seniors Meeting Juniors) project, the Full Gang, Thank Group project, the Happy Survey project, and the Hall of Fame project to honor personnel with merit. Furthermore, the Company has continuously strived toward employee compensation and welfare suitable to each and every level as well as annual salary adjustment policies in order to attract and retain quality personnel to the organization, which have resulted in higher employee engagement.



Talent Management and Succession Planning

Talent Management

The Company recognizes the importance of developing people into good and smart people and molding future managers who will grow the organization, create good, and drive sustainability. Accordingly, the Company prioritizes the management and continuous development of talented employees. Since talented employees seek challenges, self-development, new knowledge and skills for career advancement, the Company has prepared different criteria in selecting employees into high potential groups as follows.

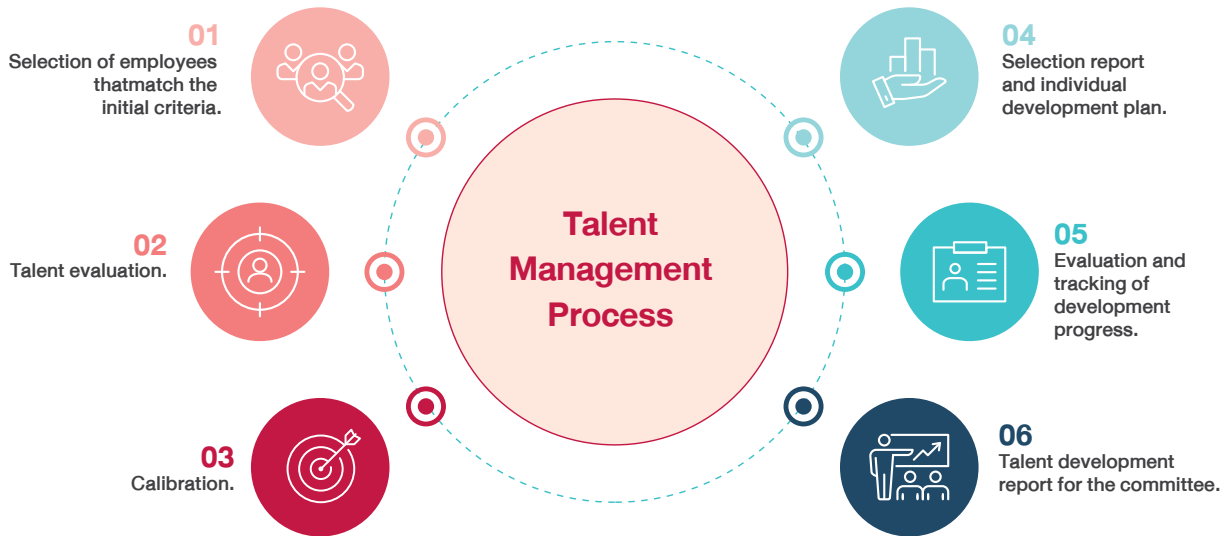
- Qualifications and work achievements
- Talent evaluation by line managers and assessment reports to senior managers
- 360 Degree Feedback

In parallel, committees of each job family calibrate the assessment results based on the Company's regulations and criteria. Candidates who have passed the selection will be introduced to the Talent Pool curriculum and CP Leadership Institute (CPLI).

Selection Criteria for Talented Employees



In 2019, the Company reviewed and selected talented employees. The selection is done every 2 years. There is planning for successions of every management position. In 2020, the Company selected 568 candidates to succeed 145 managers, which is 26% of the talent pool. The Company promoted 17 talents to managers, making up 12% of the succession candidate pool, retaining 559 talents, making up 98% of the talent pool.



Succession Planning

The Company has continuously developed the talent pool to plan the succession of senior management as follows.

Succession Planning Process



In 2020, the Company expanded this process to management level by selecting succession candidates from the talent who performing the important role.

Strategic roles

Roles that are related to the development of new business opportunities in line with the corporate direction in the future.



Key roles

Roles that are related to the management of current key businesses / customers / markets.



Roles of retiring positions.



In relation to developing the talent pool and succession plan, the talents and candidates receive their own evaluation results and must design their Individual Development Plan (IDP) to boost strengths and eliminate weaknesses that may be an obstacle to career growth. The Company complements the development with a program specifically tailored to this group using the 70:20:10 learning model as follows.

1. 70% Learning and developing through hands-on experience

- Perform within and across job families.
- Perform within the Charoen Pokphand Group under the Charoen Pokphand Group Leadership Development Program, which is categorized as follows.



SLP
Top Management



LDP
Management



PLP
Junior Management



FLP
Officer

- Act as Project Sponsor for the Company's projects.
- Learn by shadowing a line manager.
- Participate in Job Rotations within and across job families.

2. 20% Learning and developing from colleagues in other roles



Senior Manager



Direct Line Manager



Mentor



Colleague



Subject-Matter Expert

In addition to guidance from a direct line manager, a senior manager played a teaching role in various learning material, such as articles and VDOs.

3. 10% Learning and developing through training

The Company supports learning from both inside and outside of the organization through various institutes. Due to the COVID-19 pandemic in the past year, the learning process was adjusted to be as similar as possible to reality and included self-learning through various E-Learning courses, such as.

- Leader as Coach
- Management Finance for Business
- Digital Disruption Program



With the aforementioned training, the organization developed an information storage platform to ease online searching and to serve as a self-learning center.

Welfare and Opportunities for Retiring Personnel

Employee Pre-Retirement Preparation and Post-Retirement Programs



Under the Company's human resource development framework which aims to continuously enhance the competency of employees of all levels, personnel in every job family have come to possess various skills, knowledge, and expertise. The Company values these personnel who have invested time and effort, are loyal, and have grown with the organization over the long years. As thus, the Company has developed a program to prepare retiring employees of all levels that fit the criteria on retirement plans. The program provides online courses on retirement policies and rights as well as sessions for experts to share knowledge, such as planning, investments, and health. Additionally, the Company

allows employees who will retire to assess one's readiness for retirement in aspects on physical health, emotional health, financials, income and post-retirement careers, family, and relationships with other. The Company established the Alumni Club and provides opportunities for retirees to become consultants for the organization or become a "store partner" type 7-Eleven store owner according to the Company's conditions. In 2020, a total of 39 retirees were hired as consultants for the organization and a total of 4 retirees become 7-Eleven store owners. Furthermore, the Company prepares the successor to the retiree's position through the transfer of skills, knowledge, and accumulated work as follows.

Knowledge Transfer Process

