

# Human Capital Development

## Targets in 2023



Average number of hours for employee training

**25 hours/person/year.**



The work efficiency of employees at all levels in the organization creates returns for S&P in the medium and long term, the growth rate of

**8,416.26 baht per person** in 2025.

## Operational performance against targets



Average number of hours for employee training

**25 hours/person/year.**



The work efficiency of employees at all levels in the organization creates returns for S&P with the growth rate of

**8,527.77 baht per person** in 2023.

## Background and relevance

S&P believes that the key to our continuous success and growth over the past 50 years is the “personnel.” The management’s vision understanding that the S&P’s personnel, regardless of their position, are valuable assets that must be continuously developed to drive progress in their careers. Developing personnel is a critical factor that helps the organization drive development and growth amid rapid challenges and changes.

## Commitment

Personnel management and development is crucial in building a sustainable business by creating satisfaction and trust among customers, which is a fundamental basis for building a strong customer base.

S&P recognizes the value of employee development and thus undertakes initiatives to enhance the capabilities of employees at all levels through various skill development programs. These programs include professional skills

training, learning new work methods (Upskill/Reskill), and digital skills training to enable employees to keep pace with the changes in the era of Digital Disruption and adapt their working methods rapidly to evolving environment.

The employee development, therefore, helps to enhance expertise among employees, enabling them to adapt to market demands and new technologies. Moreover, it creates an environment filled with challenges that fosters continuous learning, promoting business development and sustainable progress in the long term.

## Operational approaches

In an era where change is constant and the demand for new skills continues to increase, employee development is not just a strategy to enhance efficiency and job satisfaction but also a crucial factor that helps organizations maintain their competitive edge. Employee development is therefore one of the key missions of the Human Resources (HR) department, which does not only involves sourcing and selecting talented individuals for the organization but also entails nurturing and developing every employee to grow alongside the organization.



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S&P operates in employee development from effective employee selection to ongoing development. The objectives include:



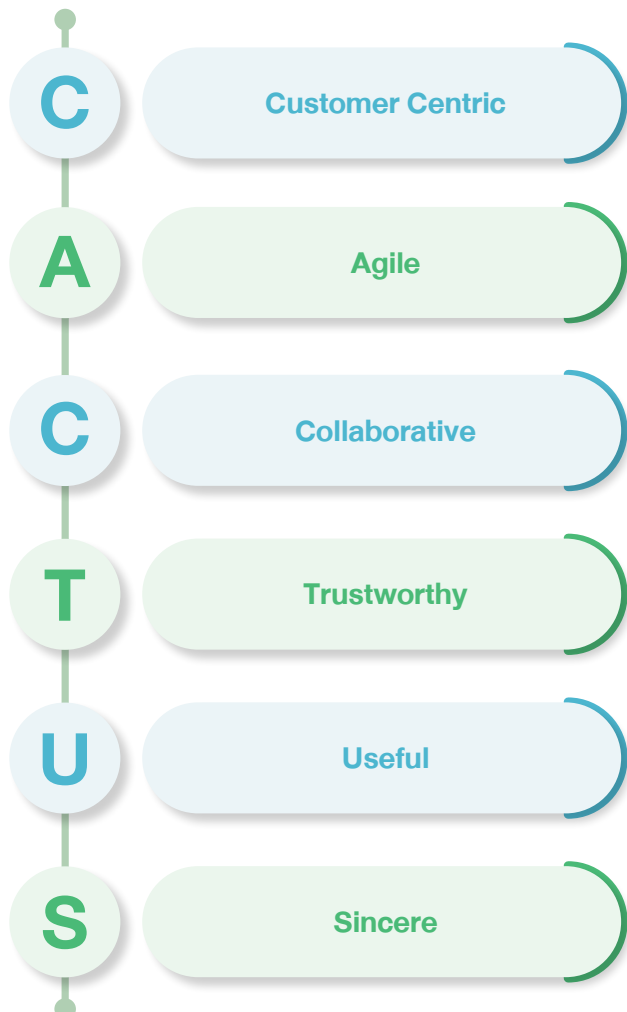
In addition, S&P has training approaches tailored to the necessary skills for each position, including foundational skills for all employees, job-specific skills, and fostering a sustainable mindset to develop personnel in both work skills and sustainable life strategies. The operational approaches include:

#### 1. Adaptation to Market Conditions and New Technologies

S&P has implemented a new training program focusing on mindset development and acquiring new skills (Reskilling). This program includes continuous mentoring and coaching systems throughout the training period to ensure effective personnel development. Additionally, it involves the redesign of work processes and ongoing organizational structural adjustments to respond to changing job demands and to empower new generations of employees, enhancing organizational potential and meeting the needs of modern consumers.

#### 2. Establishing a contemporary and efficient organizational culture

An organizational culture is a crucial factor in driving effective change. It supports collaborative work in new formats, facilitates organizational adaptation, and promotes the “Winning Culture” (CACTUS) to endorse the organization’s vision and mission. This culture serves as an inspirational tool that stimulates belief in new values, fostering teamwork and driving organizational efficiency.



### 3. Enhancing Productivity and Efficiency in Operations

S&P is the leading Thai food business in Thailand, aiming to maintain the reputation and sustained success. As the year 2023 marked S&P's 50<sup>th</sup> anniversary, we are dedicated to developing knowledge, expertise, skills, and showcasing our potential in Thai cuisine expertise through various projects both within and outside the organization.

### 4. Building organizational strength and capability enhancement by continuously seeking, attracting, and leading talented individuals into the organization

We aim to strengthen and enhance the organization's potential. Hiring new employees with diverse abilities, new skills, and experiences has been a driving force in efficiently adapting the organization to changing circumstances. In 2023, S&P welcomed many new executives to drive us forward in various key positions.

### 5. Focusing on Efficient and Continuous Workforce Development

The efforts are directed towards developing the workforce efficiently and continuously, aiming to enhance skills, leadership abilities for managers, and learning at all levels of employees. Technology is integrated into learning, combining theoretical knowledge with practical applications. Workforce development begins with strategizing to align with business plans, including developing workforce

development plans, implementing operations, and closely monitoring success through the development of various key programs.

### 6. Establishing Sustainable Organization through the “Meaningful Workplace, Engaged Workforce” Program

The workplace holds significance and importance for every employee by fostering an environment connected to work goals and personal objectives. It provides opportunities for knowledge and skill development to progress and excel in job responsibilities, stimulating employees' motivation, dedication, and commitment to consistently produce quality work. This fosters a sense of commitment to the organization, improves business performance, and boosts motivation in the workplace. S&P conducts an Employee Engagement Survey at all levels to gather feedback for development and improvement of the work environment, recognition, and appreciation of employees' work, aiming to instill pride and involvement among all employees.



## Summary of operational performance in 2023

### Average annual hours of employee training and development

#### Classified by gender



**21**  
Average  
hours/person



**34**  
Average  
hours/person

#### Classified by position



Directors and senior executives  
(C-Level)

**37 Average**  
hours/person



Executives  
(Department Manager to Vice President)

**154 Average**  
hours/person



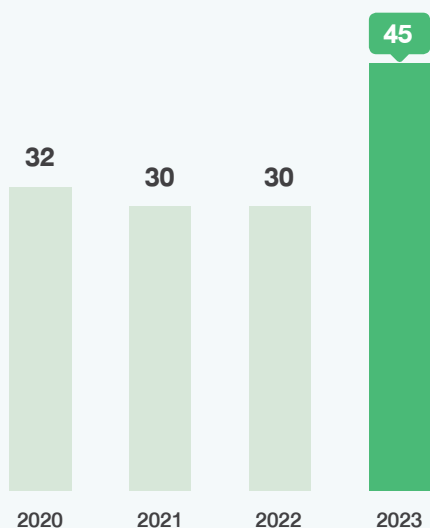
Employees

**25 Average**  
hours/person

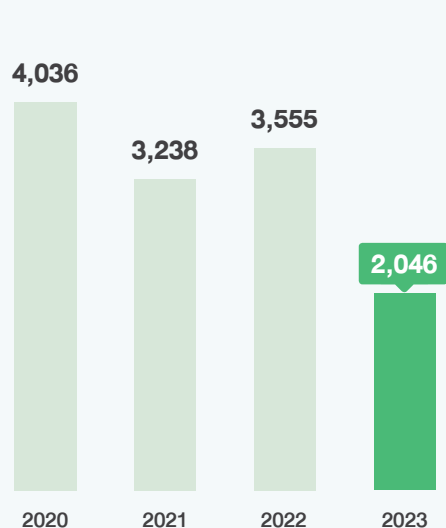
### Training budget



**Budget**  
(million baht)



**Average training**  
(baht/person/year)





## Highlight projects of 2023

### Procurement of S&P Super Chef



S&P undertakes the Super Chef program to elevate customer satisfaction and enhance long-term competitiveness. This initiative aims to promote the knowledge and skills of kitchen staff in Thai cuisine preparation, thus raising the standard of Thai food. Through the establishment of Super Chef prototypes in various locations nationwide, the program serves as inspiration and a model for other kitchen staff. Additionally, it prepares the workforce to support S&P's future expansion.



#### Results



**382 employees** participated in the project.



**50 winners** receive prize money, certificates, and opportunities for advancement in job positions.

### Outward Mindset for Executives Program

S&P has organized training to develop the Outward Mindset concept for senior executives from every line of work because S&P believes that having an Outward Mindset will help executives solve problems and plan work in a truly appropriate and efficient way. The focus is on creating the appropriate mindset and encouraging leadership that is attentive to the needs of the surrounding people. This includes all involved parties to create a perspective that emphasizes the successful results of teamwork.



#### Results



**51** senior executives from every line of work participated in the project.



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## Leadership Development Program for Manufacturing Leaders

To develop leadership skills in the manufacturing sector, starting from the supervisor level up to department managers with leadership potential, in order to prepare personnel capable of achieving the goals of bakery and food production facilities, the blended learning approach is utilized to enhance learning efficiency, including training, project assignments, and coaching from experts. The focus is on developing skills to become effective leaders, including confident and team-building work skills, effective communication and teaching skills, and time and team management skills at the supervisory level. Emphasis is placed on developing skills appropriate to the role, including those necessary for leadership positions, effective communication skills, and team development skills.



### Results



Employees from supervisor level to department manager in the production line, totaling **46 people**, participated in the project.



Employees develop effective communication and teaching skills and skills in time and team management.





## Cake Master Program



To develop the skills of sales staff to reach the level of “Cake Master,” true experts in cake, through rigorous training and meticulous selection, enabling them to deeply understand customer needs, and efficiently present products and services to meet those needs.

The Cake Master program begins with testing basic knowledge, sales presentation skills, personal development, and work standards. Intensive skills assessment is conducted by a team of experts to ensure that all sales staff are knowledgeable and capable, ready to provide the best customer experience.



## Results



**97 employees**  
participated in the project.



Able to reduce customer  
complaints by up to **59%**  
in 2023 compared to 2022.



**63%** of employees who  
participated in the knowledge  
test passed the criteria.



Customer satisfaction evaluation  
results in 2023 were at the level of  
**89%**



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## Service Master Program

To develop service skills to meet international standards, respond to customer needs, and maximize customer satisfaction, while also creating opportunities for career advancement and ensuring employees are proficient in service delivery.

The Service Master Program requires trainees to undergo training and skills assessment in the 5-step service process, aiming to cultivate a culture of Service Excellence by prioritizing customer needs. This includes focusing on product or service quality, speed of service, attentiveness, empathy, and friendliness of employees.



## Results



**584 employees**  
participated in the project.



Able to reduce customer  
complaints by up to **28%**  
in 2023 compared to 2022.



**55%** of employees who  
participated in the knowledge  
test passed the criteria.



Customer satisfaction evaluation  
results in 2023 were at the level of  
**89%**

