



EMPOWERING ALL TOWARD  
INCLUSIVE GROWTH

## Talent Attraction and Retention

2022-2023



# **Type of Performance Appraisal**

# Type of Performance Appraisal



OR has prescribed key performance indicators (KPIs) as an operational guideline for employees to regularly monitor their performance throughout the year against targets in accordance with vision, mission, and business strategy.

## Method for Performance appraisal

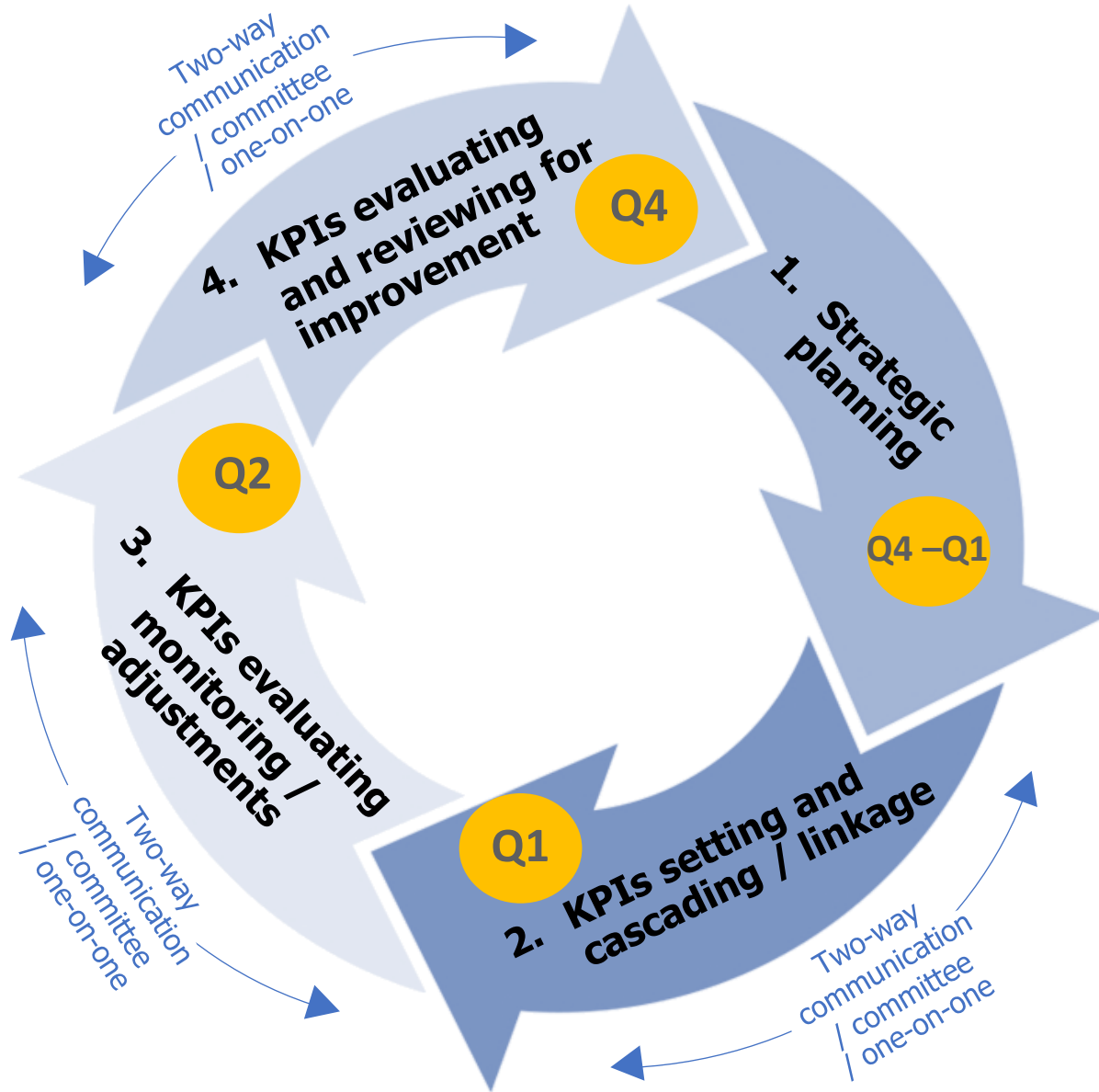
OR's business strategy plans set as corporate-level KPIs which cascaded from top to business unit, department / division, project or team-base, and individual-level KPIs respectively. The cascading creates a clear line of sight from top to bottom ensuring all employees are working towards the same objective and goal, which ultimately drive business success. Once those KPIs are in place, OR monitors, evaluates, adjustments made where necessary via COACH system at least twice a year – mid year performance appraisal and annual performance appraisal. Using two-way communication approach, line managers are assigned to support and give employees feedback on their work such as achievements, growth, skills, or lack thereof to ensure progress of their performance throughout the year. Comprehensive Assessment methods are implemented to measure employee's performance and results received serve as supplementary data for compensation review to justify pay increases and bonuses as well as identify areas of improvement.



## Type and Frequency of employee performance appraisals

Type of performance appraisal	Frequency
• <b>Management by objectives:</b> systematic use of agreed measurable targets by line superior	At least twice a year Assessment
• <b>Performance appraisal</b> (e.g. Corporate, Department, Team-based performance appraisal/Project achievement, individual KPI review)	At least twice a year Assessment
• <b>Multidimensional performance appraisal</b> (e.g. Two-way communication / committee, client's & related functions feedback (Employee satisfaction))	Quarterly review: Corporate KPI At least twice a year Assessment
• <b>Agile conversations</b> (i.e. regular one-on-one session)	At least twice a year Assessment

# Performance Management System



# KPIs cascading/linkage and Evaluation

**Mission**

**Vision**

**Core Value**

**business strategy plans**

**Corporate KPIs**

KPI setting

KPI Evaluating

**Business Unit KPIs**

KPI setting

KPI Evaluating

**Department / Division KPIs**

KPI setting

KPI Evaluating

**Project or Team-base KPIs**

KPI setting

KPI Evaluating

**Individual KPIs**

Individual development plan / Salary Increment

## **Long-Term Incentives for Employees**

# Long-Term Incentives for Employees



Playing a vital role in promoting OR's sustainable development, company's strategic direction applying the Triple Bottom Line in business operations has placed importance on people, planet, and performance. Therefore, OR 2030 Goals has been set to cover activities in three dimensions with specific performance linked to employee's long-term incentive:

## OR 2030 Goals



## Sustainability Performance

*With OR 2030 Goals that containing corporate's long-term programs with specific targets on sustainability aspects, the performances measured during multiple years will be considered on providing incentive to employees upon achievement of such targets, i.e.,*

- *Performance dimension (Economic prosperity) : The economic growth and wealth distribution to stakeholders*
- *People dimension (Living community) : The quality of life improvement and livable community creation, and the CSR champion*
- *Planet dimension (Healthy environment) : The consumable waste reduction, the clean energy utilization increasement, and the GHG emission reduction*

## Employees applies to the program

**Covering 100% of employees below Executive level (Level 16+) :**

- Middle management (Level 14-15)
- Junior Management (Level 11-13 and Level 9-10 who responsible as Manager)
- Senior Employee (Level 9-10 excluded Manager)
- Employee (Level 8 and below)

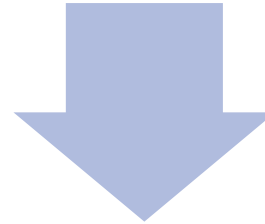
## Type of long-term incentive program

During multiple years of OR 2030 Goals implementations, long-term targets and KPIs will be measured and tied with the cash bonuses and the annual salary increase as progress payment paid to employees on average paid-out longer than 3 years. Thus, incentive is allotted according to progress against yearly targets, while company's heading toward its goal setting in 2023.

## **OR Employee Support Program**

## **Purpose**

The purpose of OR Employee Support Program is to help employee's personal issues that possibly affect their work and productivity. OR believes that happy and engaged employees work more efficiently.



Introduced various policies that enhance employees happiness and relaxation at work following:

1. The Casual Friday
2. Flexible Working Hours
3. Work from Home policies
4. Childcare Facilities
5. Breast-Feeding/Lactation Facilities
6. Paid Parental Leave
7. Paid Family Leave
8. OR HAPPY HEALTHY MIND
9. Sport & health initiatives



## **1. The Casual Friday**

OR has been searching ways to make offices a better workplace. We are allowing employees to wear casual attire – such as jeans or sneakers– in place of business wear.

## **2. Flexible Working Hours**

OR has adjusted the regulations to be more flexible to respond to the needs of employees across different generations by allowing employees to choose the start and end time for their workday.

## **3. Working-From-Home Policy (WFH)**

In accordance with the outbreak of the COVID-19 pandemic, OR has been aware of employees' health and safety. OR therefore encourages employees to work from home as much as possible. Currently, the Work from home policy (WFH) is OR's new way of working which helps employees better balance their personal and professional lives.

To ensure that WFH will not affect the productivities, OR has supported tools and infrastructure such as video conference, time attendance system, etc.



## **4. Childcare Facilities or Contributions**

On-Site Childcare Facility - called "Day care", hires local housewives and provides child-care for employees' children.

## **5. Breast-Feeding/Lactation Facilities or Benefits**

OR has prepared a Lactation Room which is a private place where breastfeeding female employees can pump breast milk during working hours.

## **6. Paid Parental Leave**

OR endorses the rights of employees to become parents, regardless of gender to fulfill their new parental duties as follows:

6.1 OR's Maternity leave for female employees or primary caregiver increases to 98 days, up from 90 days, and covers prenatal and postnatal leave. Employees will get full payment for their entitled 98-day maternity leave.

6.2 OR also provides Parental Pay and Leave for male employees or non-primary caregiver up to 15 days with full payment.

## **7. Paid family leave beyond parental leave**

In the event that an employee has to take care of his/her spouse, family, relative or other dependents for reasons of illness that requires close care, employees are entitled to 10 days of leave in addition to their annual holidays with paid, subject to approval from their supervisors.



**OR Lactation Room**

## 8. OR HAPPY HEALTHY MIND

OR cares about employees' mental health and wellbeing by providing mental health care program called "OR HAPPY HEALTHY MIND".

This program allows employees to discuss and to manage stress, depression and other mental-health problems with mental health professional without incurring out-of-costs.

## 9. Sport & health initiatives

OR provide flexible benefits which allows employees to personalize options that are most relevant to their wellness such as Fitness Club membership fee, Application fees for Sport Training, Hiring Personal Trainer, Stadium or Field rental fees, Sports Equipment, Exercise Equipment, etc.

In 2022, "OR Exercise Together for Better Health 2022" project is organized in the form of Virtual Exercise to encourage employees to exercise in a competitive way by competing to accumulate the highest number of calories burned during the project. OR also initiated Happy Workplace Project, which encouraged employees to improve the ergonomics in their work environment to reduce and prevent strain from work.



## Sport (Exercise) Initiatives



## Health (Ergonomics) Initiatives

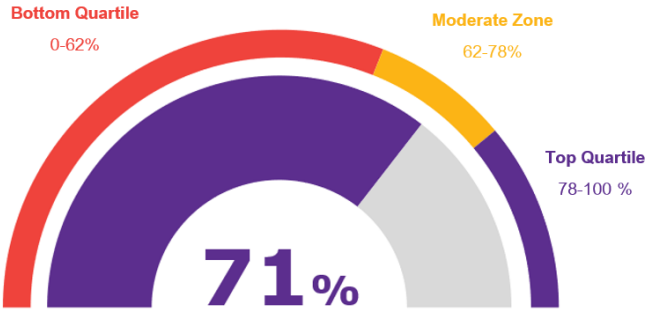
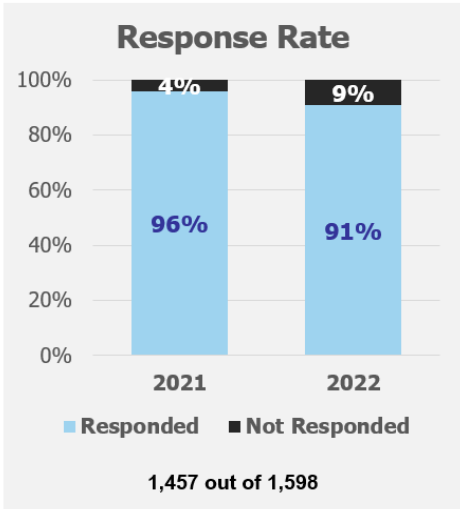
## **Trend of Employee Wellbeing**



**EMPLOYEE ENGAGEMENT** OR believes that when employees are happy and engaged to their work and company, it will make the employees’ work efficiency better. As a result, the company can run business more sustainable. The company listens to employees' opinions, suggestions, needs and expectations through annual employee engagement survey.

Survey Methodology

The survey results will be analyzed to understand the needs and expectations of employees in each group and dimension, and to develop HR policies and guidelines to improve employee engagement to be comparable to the leading organizations. In the Employee Engagement Survey for 2022, 91% of employees who responded to the survey, and it was found that 71% of the employees are committed to the organization. The 2022 employee engagement survey results and improvement plan were presented to the Human Resources Management Committee (HRMC) to acknowledge the survey results and endorse the improvement plan.



Scale used in the Survey

6-point scale:  
"strongly agree", "agree", "slightly agree", " slightly disagree",  
"disagree", "strongly disagree"

Measurement					
In a survey, employees evaluate their opinions on various factors. The levels of opinion are classified into six scales.					
1	2	3	4	5	6
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree



Employee Metrics:

Aspects in employee surveys	Questions
Job satisfaction	Overall, I am satisfied with my organization.
	I perceive the value of my work.
	This organization motivates me to contribute more than is normally required to complete my work
Purpose	This organization's mission provides meaningful direction to me
	Senior leadership provides clear direction for the future
	I am aware of the organization's direction/strategy/goals for 2030.
	I want to be part of the team that helps the organization achieve its goals.





Employee Metrics:

Aspects in employee surveys	Questions
Happiness	Given the opportunity, I tell others great things about working here
	I rarely think about leaving this organization to work somewhere else
	It would take a lot to get me to leave this organization
	We have a work environment that is accepting of diverse backgrounds and ways of thinking
Stress	The balance between my work and personal commitments is right for me
	My work-related stress is manageable for me



**EMPOWERING ALL TOWARD  
INCLUSIVE GROWTH**

*OR เติมเต็มโอกาส เพื่อทุกการเติบโต ร่วมกัน*

*Harnessing OR  
competencies to support,  
fulfill, and elevate*

*Sustainable growth  
with Living Community,  
Healthy Environment, and  
Economic Prosperity*

*Moving forward with  
strong determination and  
leaving no one behind*

*6 groups of  
OR stakeholders*