



## Human Capital Management

### 1) Type of Performance Appraisal

#### Management by Objective

Thai Union implements a Performance Management Plan (PMP) for Thai Union people globally. At the start of the year, everyone is required to set goals to align with the Enterprise Objectives of the year and function expectation. We encourage the use of the SMART method for goal-setting. Aside from the business goals, employees are also required to set individual goals aimed at personal growth and self-improvement within the year.

In the middle of the year, the line manager and team review the progress of each goal to ensure they remain valid. During this period, we assess whether goals need to be added, replaced or removed. It is also an opportunity for our people to update and realign their business and individual goals with the current situation. This alignment not only drives business performance but also ensures fairness in evaluating individual performance, especially when the business direction changes.

Frequency: Twice a year

#### **Multidimensional performance appraisal** (e.g. Multi-rater feedback for Executives and Senior Management, 360 degree feedback)

Thai Union promotes a multidimensional performance appraisal through peer review, a professional feedback process where colleagues provide insights on each other's skills, competencies, and behaviors. This peer feedback is based on the assessment of specific attributes and expectations, closely tied to the Thai Union leadership model and individual's roles. The process highlights consistently demonstrated strengths and identifies areas for improvement or visible gaps, impacting teams and the organization.



Peer review is fully integrated into annual performance evaluations for executives and senior management and is also a key component of the annual performance reviews for managers. Additionally, this tool is employed on a case-by-case basis within individual development plans to target specific development areas for each person over the next 2-3 years.

Frequency: Annually

### **Team-based performance appraisal**

We place great emphasis on team performance. Our executives and BU leaders actively cascade the ultimate targets and achievements to all team members, creating a clear and collective vision of success. Everyone contributes to driving this success, and these team-based goals are transformed into individual responsibilities, ensuring everyone understands their role and is committed to pushing the team forward, ensuring the achievement of our ambitious objectives together.

For example, the production team has common KPIs such as conversion cost, right first time (RFTV), and operation fill and cap, which are cascaded to each team member.

Frequency: Ongoing

### **Agile conversations**

At Thai Union, we encourage our team members to engage in regular and ongoing conversations with each other and with their line managers. These discussions are informal and not mandatory, but we believe that frequent dialogue increases our opportunities for success. These conversations provide opportunities for sharing informal feedback, fostering familiarity within the team, and ensuring mutual understanding and alignment on both team and business goals. Additionally, ongoing conversations allow us to stay attuned to



the current business situation and outlook, enabling us to adapt and respond effectively. This approach helps us achieve success in meeting our business and individual targets.

Frequency: Ongoing

## **2) Long-Term Incentives**

Our Company's long-term incentive plan is strategically designed to align with the goals of our shareholders, ensuring mutual success through shared objectives. By incentivizing sustained growth and profitability over the long term, we drive continuous improvement and stability in our performance. The plan includes granting long-term incentives to our key leaders, aimed at attracting top-tier external talent. Our long-term incentives are typically paid out after 3 years. Equally important, it fosters loyalty among our existing team members, retaining invaluable talent in crucial positions essential to our ongoing success. This comprehensive approach strengthens our market position and reinforces our commitment to sustained growth and shareholder value.

## **3) Career and Development**

**Self- Paced Learning and Development:** We encourage everyone to engage in self-development and nurture new ideas and a passion for achievement. Recognizing that one of the most effective methods of adult learning is self-directed, we enable individuals to manage their learning paths and schedules. To facilitate this, we have implemented online learning platforms that offer a wide range of content from global sources. These platforms empower our employees to enhance their skills and knowledge at their own convenience.



**Global Career Opportunities:** We ensure that the right individuals are assigned to suitable positions and actively encourage everyone to advance their careers at Thai Union. Our global operations embrace the practice of Internal Job Rotation, allowing employees to broaden their horizons and gain valuable experiences by working in different locations. This initiative promotes career advancement opportunities and facilitates the acquisition of diverse skill sets. Additionally, we have implemented a Voluntary Internal Job Rotation scheme, which invites employees with suitable experience and qualifications to apply for job rotations, enabling them to explore new roles within the organization.

**Global Talent Development:** On a global corporate level, our “Thai Union Academy” focuses on executive leadership development and future skills. This function also supports regional L&D teams with programs to provide a consistent learning experience and develop successors in critical roles.

To foster the growth and development of our leaders from within, Thai Union has launched leadership programs:

**3.1) LeadTUGrow** is a strategic leadership acceleration program designed to prepare high-potential senior managers to assume executive-level roles within the next five years. The objective of the program is to strengthen Thai Union’s leadership pipeline by equipping future leaders with the capabilities needed to drive transformation, lead with impact, and support sustainable business growth across global operations.

This intensive six-month journey focuses on three core development pillars:

- Strategic mindset and execution
- Leading Oneself
- Leading Teams and communities

Launched in July 2021 for local corporate office leaders, LeadTUGrow expanded to include global participants from 2022 to 2024, reinforcing cross-regional collaboration and knowledge sharing. Participants are carefully selected based



on their leadership potential and readiness to take on expanded responsibilities.

As part of the program, each participant develops and implements a CEO-validated strategic project aligned with Thai Union's priorities. In parallel, they build a personal development plan to monitor their growth and leadership effectiveness in key competencies identified for executive readiness.

**Target participant:** Thai Union Senior Manager Level

**2024 participants** = 17 people

### **Benefits of the program**

- Since, 2021, the LeadTUGrow program has developed 43 future leaders for Thai Union. These senior leaders are part of the Thai Union leadership team who manage the big picture of operations and impact the overall business.
- In 2024, LeadTUGrow participants achieved promotion in their roles or positions.
- The overall operating profit in 2024 saw an 4.6% year-on-year increase, attributed to the contributions of LeadTUGrow leaders.

**3.2) "FLY" Program (Future Leader (is) You):** The Future Leader is You program aims to empower the next generation of leaders by enriching their professional growth, equipping them with tools and insights to excel individually, elevate their teams, and expand networking within and across affiliates to foster a culture of collaboration and unity. The main objectives of the FLY (Future Leader is You) Program are to develop future-ready leadership capabilities by developing high-potential talents through strategic thinking, problem-solving, teamwork, and business acumen. The program also aims to foster cross-functional collaboration and innovation within Thai Union.



**Target participant:** Supervisor to Mid-Level Managers

**2023 participants** = 24 people

### **Benefits of the program**

- Develop high-potential employees of Thai Union.
- Foster a strong culture of teamwork and cross-functional collaboration.
- Enhance participants' business knowledge and professional competencies.
- Provide opportunities for participants to showcase their capabilities through impactful projects and direct mentoring from senior leaders.

### **Qualitative Learning Outcomes:**

- Average satisfaction rate: 81.67%
- Knowledge application rate: 80.40% (Increase from Pre-Learning 49.44%)

### **Quantitative Business Results:**

- Shrimp Popcorn: New product developed using shrimp by-products, projected ROI 5.26%.
- Customer Complaint App: Reduced handling time from 1 hour to 10 minutes, improving service efficiency.
- Truck Center Management: Saved 10 days/month and 1.5 million THB/year in operational costs.
- Tuna Co-Product Line: Increased productivity by 50%; ROI reached 138% in Year 1 and 4,836% in Year 2.

**3.3) "Management Associate Program" or MA:** The Management Associate (MA) Program aims to recruit and develop high-potential individuals to become future leaders of Thai Union. Participants engage in cross-functional job rotations both domestically and internationally. The program offers challenging assignments and opportunities to work with diverse teams, guided by mentoring from senior leaders and executives.

**Target participant:** External talents in supervisor level



## Benefits of the program

- Cultivates a pipeline of high-potential leaders with strong business acumen.
- Promotes leadership continuity and internal talent growth.
- Provides global exposure and cross-functional business experience for future-ready leadership.
- In 2024, MA participants led and implemented impactful business projects that enhanced operational efficiency, reduced costs, and promoted sustainability. Key highlights include:

### Improved resource efficiency and cost savings

- Labor cost reduction of 180,000 THB/year by redesigning Co-Product line processes
- Utilities cost reduction by 35.65% through Co-Product water reuse
- Packaging material redesign, saving 1,439,000 THB/year

### Streamlined reporting process

- Reduced report preparation time from 24 hours to 3 hours
- Reduced the number of slides from 75 to 5 and cut manpower time by over 50%

### Enhanced production efficiency

- Boiler efficiency project saved 7.4 million THB/year from reduced heat loss
- Improved tuna production yield and reduced rework, with an estimated savings of 725,000 THB/year
- Yield increases by 10%

**3.4) “Total Productive Maintenance Program (TPM)”** The TPM Program aims to build a culture of continuous improvement and operational excellence by equipping all employees with the knowledge, tools, and mindset needed to identify and resolve process inefficiencies. Participants gain hands-on experience in applying TPM principles, enhancing their ownership, innovation, and cross-functional collaboration capabilities.



**Target participant:** All Thai Union employees in Thailand

**Total participants** = 241 people

### **Benefits of the program**

- Builds technical, problem-solving, and process improvement skills at scale.
- Enhances cross-functional teamwork and employee ownership of operational efficiency.
- Improves equipment reliability and reduces production losses.
- Supports company-wide productivity through structured continuous improvement culture.

### **Qualitative Learning Outcomes:**

- TPM helps employees be more knowledgeable and work processes more efficient 87.5%
- Employee seen more improvements in efficiency and diversity in work processes 87.5%
- Management team clearly explained the objective and guidelines for achieving the TPM Goals 86.2%

### **Quantitative Business Results:**

- Workplace Safety Improved: The number of Lost Time Accident (LTA) cases decreased from 7.14% reduction. This highlights the effectiveness of ongoing safety initiatives and increased awareness on the shop floor.
- Productivity Enhanced: Overall Equipment Efficiency (OEE) 5.21% rose from the previous year. This indicates better utilization of equipment and a more reliable production process.

### **3.5) Leadership Development Program (Future Ready Leader Leadership**

**Program : FRLP)** is a program with the objective to develop creative and adaptive leaders across the company of Thai Union, equipped to thrive in complexity and drive sustainable business success through continuous learning and development.



**Target participant:** Separated program by group Senior Executives, Mid-level Managers, First-line Supervisors, Individual Contributors

**2024 Participants** = 50 people

### **Benefits of the program**

- Strengthened leadership pipeline across business units
- Enhanced readiness of leaders to support Thai Union's global expansion
- Reinforced a culture of learning and continuous development within the organization

### **Qualitative Learning Outcomes:**

- Average satisfaction rate: 91%
- Knowledge application rate: 95% (Increase from Pre-Learning 37.33%)

**3.6) Thai Union's Digital Living program** is an employee-led initiative to drive digital adoption across the Company. It empowers employees to leverage technology to enhance productivity, streamline processes, and make informed decisions. By fostering a continuous learning and development culture, the program equips employees with the digital skills and knowledge needed to thrive in the digital age.

Through a structured four-step learning journey, participants are encouraged to identify relevant digital tools and features, undergo self-paced online training, participate in knowledge transfer sessions, and apply what they have learned to accelerate technology adoption within their respective areas. The program uses various digital tools and applications to address various business needs, including Power BI, RPA, Power Apps, and Microsoft Forms.

Some key features of the program include:

- **Overtime & Service Support Report:** Real-time tracking of overtime hours against targets, improving workforce management and production planning.



- **Finished Goods & Scrap Report:** Optimizes resource utilization and minimizes waste by providing insights into raw material usage, production output, and scrap generation.
- **Utility Report:** Monitoring and analyzing electricity, water, and coal consumption, enabling energy optimization and cost reduction.
- **Truck Incentive & Efficiency Report:** Streamlines document transfer, enhances data transparency, and ensures accurate incentive calculations for truck drivers.
- **Work Permit Report:** Digitizes the work permit approval process, reducing paperwork, improving efficiency, and enhancing safety for contractors and engineers.
- **Preparing Employees for the AI Era: CoPilot and Beyond:** As part of our Digital Living evolution, Thai Union has introduced new learning modules and best-practice sharing sessions to help employees harness the power of AI in their daily work. This includes focused training on Microsoft CoPilot, providing:
  - **Tips & Tricks for Using CoPilot:** Interactive sessions and guides to help employees generate content, automate routine tasks, summarize documents, and analyze data using AI-powered prompts.
  - **Use Case Demos:** Showcasing real-life CoPilot applications in operations, HR, marketing, and more.
  - **AI Ethics & Responsible Use Awareness:** Ensuring employees understand data privacy and responsible AI practices.

By actively involving employees in the digital transformation journey, Thai Union's Digital Living program drives productivity improvements and fosters a culture of innovation and continuous improvement. The program's success is evident in its implementation of over 100 digital projects and the active participation of more than 500 employees in the past two years. As the program continues to evolve, it promises to empower Thai Union's workforce further and solidify the Company's position as a leader in the digital age.

### **3.7) Internal Networking and Learning Hub Platforms (Viva Engage)**

Thai Union supports a culture of continuous learning and collaboration across functions and regions. One of our key enablers is Viva Engage, our internal



social platform designed to foster connection, knowledge sharing, and community building among employees globally. Viva allows employees to:

- Engage in cross-functional conversations and community groups beyond their immediate roles.
- Share and access curated learning content, success stories, and best practices.
- Participate in knowledge forums and interactive campaigns to promote personal and professional development.

Through Viva networks, Thai Union encourages employees to learn from and with one another, promoting an inclusive and growth-oriented culture, cross-role collaboration and development communities.

### **3.8) Culture Development and Inclusion Programs**

At Thai Union, we are deeply committed to fostering a strong organizational culture that reflects our 6 Values, while advancing Diversity, Equity, and Inclusion (DEI) and Justice, Equity, Diversity, and Inclusion (JEDI) across our global workforce.

Our Culture Development Program is designed to embed these principles into every stage of the employee experience and ensure that our people not only understand but live our values every day.

Key Program Components:

- **6 Values Culture Program:** A structured initiative that helps employees understand and embody Thai Union's 6 Values. This includes:
  - Onboarding modules to introduce new employees to our values and expected behaviors from day one.



- E-learning courses accessible to all employees globally, offering flexible and interactive ways to engage with our culture.
- Workshops and team sessions that encourage open dialogue, reflection, and real-life application of the values in daily work.
- **DEI & JEDI Awareness and Capability Building**
  - Ongoing online training raise awareness and strengthen understanding of inclusion, equity, and unconscious bias.
  - Internal campaigns and learning materials featured on our company website and platforms to support continuous learning.
- **Engagement Through Digital Platforms**
  - Our Viva Engage platform serves as a central space where employees across regions can connect, share stories, participate in culture-building activities, and access learning content related to values, DEI, and JEDI.

### **3.9) Life-Long Learning Commitment**

Thai Union is committed to fostering a culture of continuous learning across all employee groups. Participation is open to all employees, including contractual and part-time workers, to ensure inclusivity and equal access to development opportunities.

We offer live-only learning sessions designed to develop critical skills aligned with our long-term strategy of building a future-ready, values-driven workforce through live session learning format.

Training topics cover a wide range of personal and professional development areas, such as:

- **Boosting Productivity with Generative AI** - This program equips employees with the skills and confidence to use generative AI tools effectively, enhancing productivity and supporting Thai Union's digital transformation journey.



- Mindful Support After Disaster: Healing Self and Others - This program focuses on emotional resilience and psychological first aid in the aftermath of natural or human-made disasters.
- Never Stop Growing with Life-Long Learning - This program promotes a mindset of continuous personal and professional development in a rapidly changing world.

These initiatives reinforce our commitment to empowering every employee to grow and thrive, regardless of employment type.

#### **4) Employee Well-being Programs**

As part of its ongoing commitment to employee well-being and sustainability, Thai Union Group introduced a range of holistic programs in 2024 that support the physical, mental, and social well-being of its employees. These initiatives align with Thai Union's ESG strategy and contribute to a resilient, inclusive, and engaged workforce.

##### **Life-Stage Support Programs**

###### **Mother's Class: Empowering Expectant Employees**

This initiative provides pregnant employees with essential resources for a healthy and confident transition into motherhood, while reinforcing Thai Union's culture of care and support.

###### **Key Outcomes:**

- Health & Childbirth Preparedness: Sessions cover nutrition, wellness, and risk prevention to help ensure a healthy pregnancy and prepare for early parenthood.
- Workplace Entitlements Clarity: Detailed information on maternity leave and medical reimbursement procedures to reduce confusion and support proactive planning.
- Emotional Well-being: Psychological resilience and reduced stress through a nurturing community, reinforcing a strong sense of belonging.
- Happy Workplace Contribution: Empowers expectant mothers, fostering positivity and loyalty among employees.



## **Happy Retirement – Supporting the Next Chapter**

A comprehensive program to prepare long-serving employees for a fulfilling and secure life after retirement.

### **Key Outcomes:**

- **Financial Literacy & Entitlements:** Guidance on managing pensions, social security, healthcare, and avoiding financial risks.
- **Emotional Preparation:** Encourages mindset shifts, emotional readiness, and post-retirement goal setting.
- **New Skills & Career Exploration:** Promotes hobbies and secondary career paths such as cooking or artisan work.
- **Recognition & Respect:** Provides a dignified and appreciative transition, reinforcing Thai Union's culture of long-term support.

### **Culture and Community Engagement Activities**

In addition to life-stage programs, Thai Union implemented multiple well-being initiatives throughout 2024 that promoted emotional resilience, inclusion, and a joyful work culture.

- **Valentine's Day Celebration:** Encouraged kindness, team bonding, and appreciation through simple gestures and themed activities.
- **Thai Union Suk Songkran 2024:** Celebrated Thai heritage and intergenerational respect, building unity and cultural pride.
- **Pride Month 2024:** Supported LGBTQ+ inclusion and awareness through educational campaigns and symbolic actions promoting equal opportunity.
- **New Year Party 2024:** Offered a space for celebration, reflection, and employee recognition, reinforcing team spirit and shared values.

By supporting employees from pregnancy to retirement and creating a workplace that celebrates culture, diversity, and human connection, Thai Union continues to cultivate a Happy Workplace that empowers its people throughout our journey.



## **5) Strategic Communication and Learning for Global Alignment**

To ensure consistent understanding and alignment with Thai Union's long-term direction, the Global Corporate Communication team has implemented strategic initiatives to strengthen internal awareness and employee engagement. These efforts are designed to embed Thai Union's Strategy 2030 and SeaChange® 2030 sustainability framework into the daily mindset and actions of employees worldwide. Two key learning tools were launched to support this mission:

### **SeaChange® 2030 e-Learning Module**

Thai Union's SeaChange® 2030 e-Learning is a globally promoted, accessible, interactive training designed to build employee awareness and ownership of the company's sustainability roadmap, SeaChange® 2030 strategy.

The learning module helps employees understand how their daily roles contribute to Thai Union's long-term environmental and social impact goals. The program also aims to train and reskill employees to increase awareness of social responsibility and climate change, integrating these considerations into their daily work. It promotes understanding of how to mitigate the environmental and climate-related impacts of operations, aligning with efforts to manage the potential negative effects of industrial or climate transition changes. By fostering shared accountability and a deeper sense of purpose, the program ensures every team member is empowered to support SeaChange® 2030 and drive meaningful progress across the business.

### **Thai Union Strategy 2030 Learning File (via Cornerstone)**

A concise and visually engaging digital learning resource that outlines the company's strategic roadmap toward 2030. Hosted on the Cornerstone learning platform, the file enables employees to explore Thai Union's vision, business priorities, and performance targets, helping them understand how their individual contributions support the company's overall success.

Through these initiatives, Thai Union ensures that all employees, regardless of role or location are equipped with the knowledge and clarity needed to move in the same direction, fostering a globally aligned, purpose-driven workforce prepared to deliver on our strategic and sustainability goals.