

Employee Training and Development

Key Performances

HC ROI (CENTEL):



3.79

Revenue per Employee



Hotel Business:

2.8 million baht
(+9% YoY)



Food Business:

1.1 million baht
(+2% YoY)

Average Training Hours per Employee

Hotel Business:

60 hours/year

Food Business:

7 hours/year



Resource allocation for Employee Development Increased by

Hotel Business

20.56

Food Business:

13.56 compared to last year



Management Approach

Training and capability development play a crucial role in achieving both employee and organizational goals by expanding career opportunities, strengthening employee engagement and commitment, as well as helping reduce employee turnover and lowering the costs associated with external recruitment. Therefore, the Company places importance on developing the capabilities of all employee groups (permanent employees, contract employees, and part-time employees). Training needs are assessed to enhance employees' operational capabilities, and appropriate training programs are provided to continuously develop personnel potential, enabling employees to perform their duties effectively and create tangible shared value for the organization. At the same time, the Company has developed initiatives to close skill gaps in order to support current work requirements and prepare for future skill needs. These initiatives align with the changing business context and the growing demand for specialized expertise, while strengthening essential competencies in soft skills, hard skills, and reskilling. Key training initiatives include leadership development programs at all levels, language and cultural learning activities to broaden perspectives and promote effective collaboration, training programs to support employee adaptation and readiness during transitional periods, and programs aimed at enhancing digital skills and adaptability to technological change.



Employee Training and Development in Hotel Business

The Company conducts employee training and capability development through a blended learning approach, combined with experiential learning and knowledge transfer from experienced professionals. Training plans are developed based on the Centara Academy Roadmap, which is derived from the evaluation of Individual Career Development Plans (ICDP). Training programs are categorized and supported by Training Needs Analysis (TNA) to identify development needs and determine appropriate training periods that align with the personnel development plan and the organization's goals. In 2025, the hotel business maintained its target of an average of 60 training hours per employee per year (equivalent to 2.5 training days per person) and successfully achieved this target. However, when compared with the previous year, the average training hours declined due to a strategic shift toward a competency-based development approach, rather than focusing primarily on the total number of training hours. Overall, the learning format consisted of 20% online training and 80% offline training. The training programs cover both soft skills and hard skills development. Soft skills programs include communication, leadership, teamwork, cross-cultural understanding, language development, and mindset building to support career transitions and the organization's transition to the digital era. Hard skills programs focus on enhancing knowledge, understanding, and new skills necessary for job performance and the evolving business context.

Training Topic	Training Type	Number of Training Sessions	Number of Participants	Total Training Hours
On-the-Job		14,502	4,083	261,922
Coaching		1	1,057	8,448
Mentorship and Leadership		46	1,121	9,399
Compliance (Risk Management and PDPA)	Compulsory	1	4,083	4,083
Cultural Diversity		31	297	267
Climate Change related Topics	Compulsory	1	4,083	4,083
IT Cyber Security	Compulsory	1	4,083	4,083
OHS and related Safety Topics	Compulsory	36	5,980	19,787
Others, including onboarding programmes, language training and service excellence training		2	4,083	44,913

Evaluation of Key Training Programs in the Hotel Business

1) Leader as Coach is a program designed to develop employees' leadership capabilities, including providing constructive guidance to promote continuous learning and team development. The program also enhances leaders' ability to make effective business decisions that generate maximum value for the organization. Furthermore, improved work efficiency has contributed to an increase in Revenue per Employee, rising by approximately 9% compared with the previous year.

2) Individual Career Development Plan (ICDP) supports employees in setting goals and developing competencies that cover both core competencies and skills required to close identified skill gaps. In 2025, the ICDP completion rate reached 96%. This program serves as a key mechanism for developing high-quality personnel aligned with the Company's business direction and capable of continuously adapting to changes in the industry. It also helps strengthen the connection between employees and the organization, enabling them to grow together with the Company in the long term and contributing to a reduction in employee turnover. In addition, the organization monitors development progress to enhance workforce readiness through a Future-Ready Talent Pipeline.

Employee Training and Development in Food Business

Food business conducts training needs assessments through both Top-Down and Bottom-Up approaches to ensure that personnel development aligns with business strategies while also addressing employees' needs. The People Development team analyzes data from training needs surveys and allocates budgets appropriately to formulate the annual training plan. The Company has set a target for employees to receive an average of no less than 7 training hours per person per year, and the 2025 results met the established target. In addition, the Company has developed an E-Learning system to enhance accessibility and flexibility in learning with employees participated in 42% online training and 58% offline training.

In 2025, the business defined four key development areas: business solution capability enhancement, leadership development, workforce capability development, and future readiness. These initiatives aim to deliver measurable impact across three key dimensions: (1) Business performance; (2) Workforce readiness for multidimensional changes, including skills, technology, and new ways of working; and (3) The development of the Triple X Learning Platform, designed to effectively provide diverse and inclusive learning experiences linked to real-world work through Work-Integrated Learning.

Training Topic	Training Type	Number of Training Sessions	Number of Participants	Total Training Hours
On-the-Job		N/A	N/A	N/A
Coaching		3	5	40
Mentorship		1 (Mentor for Young Executive)	3	6
Leadership		13	750	7,368
Compliance (Risk Management and PDPA)	Compulsory	10	10,012	52,073
Cultural Diversity		N/A	N/A	N/A
Climate Change related Courses		3	3	39
IT Cyber Security	Compulsory	18	2,480	4,374
OHS and related Safety Topics		N/A	N/A	N/A
Others, including onboarding programmes, language training and service excellence training		1 (onboarding)	20	20

Evaluation of Key Training Programs in the Food Business

1) Area Manager Development Program (AMDP) is a capability development program designed for high-potential employees to prepare them for Area Manager positions. The program focuses on strengthening leadership competencies, managing multiple restaurant branches, and ensuring consistent operational standards in line with the Company's established standards. This program is considered an important prerequisite for promotion to the Area Manager level, helping build confidence in both business performance and personnel development.

2) Food Hygiene & Food Fraud is a training program designed to develop the capabilities of relevant personnel by enhancing their knowledge, understanding, and skills in food safety management and food fraud risk prevention. The program ensures that employees can perform their duties in compliance with the Food Safety System Certification (FSSC) standards and relevant legal requirements. In 2025, 100% of employees completed the training, and were able to perform their tasks in accordance with the required standards at every stage. This reflects the effectiveness of knowledge transfer and its successful application in actual operations.