

HUMAN RESOURCES DEVELOPMENT

Key Performances

Training Hours per Employee

Hotel Business:



60 hours/person/year

(Target: 60 hours)

Training Hours per Employee

Food Business:



7 hours/person/year

(Target: 7 hours)

Internal Fill Rate for Vacant Positions

Hotel Business:



73.80%

Revenue Per Employee in Hotel Business increased by



9%
compared to last year

Challenges

- Changes in demographic structures at both national and global levels have made labor shortages a significant challenge and risk in human resource allocation, particularly in the service sector, which relies heavily on personnel as a key driver of operations. At the same time, rapid advancements in technology, data, and innovation, together with evolving customer expectations, may lead to a mismatch between employees' skills and competencies and the future business context. In addition, issues related to the fair treatment of employees have attracted increasing attention from stakeholders. These include the promotion of positive labor relations, occupational health and safety, appropriate working hours to support work-life balance, and equal and non-discriminatory treatment. These challenges require systematic management and the development of appropriate human resource strategies, as they directly affect employee satisfaction, workforce capability development, employee retention rates, the ability to attract personnel, and succession planning, among others. If not properly managed, these issues may impact the organization's competitiveness, business continuity, recruitment costs, and overall operational efficiency in the long term.

Opportunities

- Human resources are considered a critical human capital asset for the Company, as employees with the appropriate knowledge, capabilities, and skills serve as the key drivers of the organization. They play a vital role in advancing service innovation and creating long-term value and business opportunities. The Company therefore places importance on building a culture of continuous learning and self-development, alongside enhancing its human resource management systems, which encompass employee care, work motivation, and the application of digital technology and artificial intelligence to improve operational efficiency. In addition, the Company promotes open communication and knowledge sharing to strengthen participation, engagement, and unity within the organization. At the same time, the Company analyzes workforce data to support Strategic Workforce Planning, ensuring alignment with the organization's direction and goals. This approach helps mitigate risks arising from uncertainty while strengthening the Company's capability to advance toward sustainable leadership in the hospitality industry.

Management Approach

The Company recognizes the role and value of employees across all groups, each possessing unique potential that can support and align with the Company's business growth strategy. The Company is therefore committed to creating an organization where all employees have equal opportunities to grow, while promoting diversity and inclusion in all dimensions. This approach strengthens the effectiveness of human resource management and serves as a key foundation for enhancing organizational resilience. Such an approach enables the organization to systematically manage labor-related risks, including labor shortages resulting from demographic changes and evolving social and work culture; the risk of turnover among high-potential employees; skills gaps arising from the advancement of artificial intelligence and skills transitions within the service industry; as well as business operations under climate volatility. It also supports the continuity of critical positions. These factors directly affect service quality, stakeholder confidence, and long-term business continuity.

The Company therefore places importance on upskilling its employees and applies the concept of Competitive Intelligence in human resource management to better understand the competitive landscape of the hotel and food industries. This enables the development of human capital management strategies that align appropriately with the Company's business direction. Across the Company's two core business segments, there is a strong commitment to elevating the role of the Human Resources function from a supporting unit to a strategic partner that drives business performance and value creation (HR Business-Driven and Value Creation). The Company also aims to enhance value through Employer Branding and by building a great workplace for everyone (The Place To Be Best Workplace and Happy Workplace).

Human Resource Management Strategy in Hotel Business

1. Attract, Grow & Retain Talent

The Company places importance on learning and strengthening knowledge and future skills that can respond to market and industry demands, aligning with the organization's goals and each employee's career development path. Individual Career Development Plan (ICDP) and annual training plans are established based on training needs analysis, ensuring that development programs are appropriately designed and effectively address employees' needs.

2. Expand Processes Infrastructure, and Innovation

The Company is committed to transitioning its management systems to digital platforms. Employee data is managed through a centralized database, and employee and training data are analyzed using Power BI. In addition, the Company has developed CenApp, HR Chatbot, and HR SharePoint, which support comprehensive HR management and enable the linkage of performance evaluation results to employee development and compensation management in a transparent and efficient manner. Furthermore, HR services related to requests and approvals for employee benefits and welfare are integrated into a single platform.

3. Develop Future-ready Leaders

Building on the Attract, Grow & Retain Talent Strategy, the Company is able to cultivate a pipeline of future-ready leaders. Guidance and mentorship are provided by supervisors, along with succession planning to ensure effective business continuity.

4. Cost Efficiency, Reward and Governance

The Company promotes internal job mobility to enhance recruitment cost efficiency and retain quality personnel. At the same time, it seeks to improve the return on investment in human capital by applying innovation and technology in human resource management to simplify work processes and enhance employee productivity. The Company also ensures that compensation is fair and competitive, in accordance with the principles of good corporate governance and respect for human rights.

5. Uplift Employer Brand and Well-being

The Company is committed to developing and strengthening its employer brand as a well-governed organization that is recognized and valued by its employees. It places importance on the working environment, capability development, and work-life balance. The Company regularly conducts employee opinion and needs surveys (CHR Voice), alongside organizing engagement activities between executives and employees, such as Townhall meetings, outings, sports days, and annual creative activities. In addition, the Company continuously develops and updates its policies to better support a diverse workforce, while promoting flexible working arrangements to enhance employees' quality of life and overall well-being, including physical, mental, and financial stability.

Human Resource Management Strategy in Food Business

1. From Support Function to Strategic HR Partnership

The Company creates value and revenue through its human resource management capabilities by enhancing organizational expertise and linking people management with tangible business outcomes. This reflects that personnel-related decisions can genuinely generate value, improve efficiency, and strengthen the organization's competitive advantage.

A key initiative is "CAP-Xpert", a learning and consulting center established to elevate standards in the Thai restaurant business. The development program includes: 1. E-Learning & Training: courses covering food sanitation, restaurant management, service, human resource management, and leadership; 2. Consulting: professional advisory services for restaurant business operations; 3. Software Solutions: management support programs such as operations management systems and customer data analytics.

2. AI-Enabled People & Work Processes

The Company applies artificial intelligence (AI) and promotes its systematic adoption across the organization to reduce administrative workload (CRG HR System) and enable employees to focus more fully on enhancing the efficiency of their core responsibilities. AI also plays an important role in supporting more accurate decision-making, both in human resource management and in operational processes across various functions. At the same time, the Company prepares its workforce through AI Lab training programs and by building the appropriate mindset, enabling employees to work effectively and responsibly alongside technology.

3. Future-Ready Workforce & Leadership

The Company places importance on developing the capabilities of employees at all levels so they can adapt and grow alongside changes in the business environment. It establishes a continuous learning system that can be practically applied, while strengthening leadership capabilities in business acumen, people management, and future skills to serve as a key driving force in leading the organization toward sustainable success. The Company has also developed in-house programs, including the SMART Training system, which is used as the organization's employee performance evaluation system.

4. Agile and Effective Workforce Solution

The Company emphasizes proactive collaboration and integration with functional leaders in workforce planning, resource allocation, and timely responses to business needs. Workforce readiness is developed through multiple channels, including partnerships under dual education programs, cooperative education, and internship programs, which help strengthen capability development, shorten the onboarding and development period for new employees, and support internal job rotation. In addition, the Company has implemented a Staff Requisition System to facilitate efficient and streamlined workforce management and approval processes.

5. Future-Focused Employee Value Proposition

The Company focuses on developing and communicating its Employee Value Proposition (EVP) as a key mechanism for strengthening its employer brand and aligning it with the organization's future direction. This reflects the Company's commitment to comprehensively supporting employees, encompassing opportunities for growth, capability development, and meaningful work experiences. Such efforts aim to attract, retain, and strengthen engagement among new-generation personnel and high-potential employees over the long term.

Employee Recruitment Key Performances

Internal Fill Rate for Vacant Positions



Hotel Business:

73.8%

The Company places importance on comprehensively developing its recruitment processes, ensuring a balance between promoting internal career mobility to retain and develop the potential of existing employees and expand career advancement opportunities, while also recruiting external candidates with capabilities essential for business development, operational expansion, and strengthening the organization's capabilities. The Company's recruitment processes across both the hotel and food businesses adhere to the principles of fairness, transparency, and equality. The Company is committed to managing workforce diversity and preventing discrimination in all forms, regardless of race, nationality, religion, gender, age, cultural background, or any other status. Applicants are therefore evaluated based on potential, job suitability, qualifications, expertise, experience, and performance (Expertise and Performance-Based Approach) to ensure that the selection of both internal and external candidates reflects genuine capabilities and aligns with the values, image, and organizational culture upheld by the Company. In 2025, the company incurred employee recruitment costs totaling 3,627,265 Baht.

The hotel business focuses on enhancing the efficiency of its recruitment processes through appropriate workforce planning, while promoting internal mobility and employee development to manage costs effectively and retain quality personnel. Moreover, the Company builds partnerships with educational institutions and industry networks, and develops a variety of recruitment channels that communicate directly with target candidate groups. These include the Centara Career Website, E-Newsletter, JobsDB, LinkedIn, Facebook, as well as local media announcements.

Meanwhile, **the food business** has established recruitment strategies and selection processes aligned with its target applicant groups, covering: 1) Office employees; 2) Store management team employees; 3) Operational-level employees; 4) Students under dual education or cooperative education programs; 5) Employees with disabilities; 6) Senior employees; and 7) Migrant workers. The Company provides key recruitment channels through both offline and online platforms, as follows:

Offline



- Employee referral program and internal recruitment opportunities within the Company
- Recruitment Champion Program for university students to gain hands-on experience simulating real work environments
- Roadshows with educational institutions
- Participation in Job Fairs to recruit candidates from areas near branches with workforce needs
- Collaboration with external organizations, such as the Ministry of Labour and labor recruitment agencies

Online



- @NooYimCRG AI Chat-Bot platform
- Job board websites targeted to specific applicant groups
- The Company's online media channels, such as the CRG Jobs Facebook Fanpage