

Operating Guidelines

Social Dimension

3.1 Human Rights Due Diligence (HRDD) and Fair Labor Practices

Management Approach and Policy

The Company recognizes that respecting human rights is the foundational basis of sustainable business conduct, and a primary factor in building trust with all stakeholder groups throughout the value chain. The Board of Directors has accordingly established a Human Rights Policy as a governance framework for directors, executives, and employees at all levels as well as for suppliers and stakeholders involved in the Company's business operations throughout the value chain to ensure consistent implementation, grounded in good governance and the equitable treatment of all persons with respect for human dignity, rights, and freedoms, free from discrimination in all forms.

To ensure that business operations are transparent, socially responsible, and aligned with international standards, the Company has integrated key principles from the Universal Declaration of Human Rights (UDHR), the UN Guiding Principles on Business and Human Rights (UNGPs), and the International Labour Organization (ILO) labor rights standards into its organizational management processes as a mechanism for the systematic and highly effective prevention and management of human rights risks.

a) Governance and Management Structure

The Company has established a clear, systematic, and verifiable human rights governance structure to ensure that human rights policy implementation is appropriately integrated at every level of the organization from policy and strategic oversight to operational practice with clearly defined roles, responsibilities, and reporting lines, as follows:

- **Board of Directors:** Oversees human rights policy and provides resource support and implementation guidance.
- **Audit Committee:** Monitors and reviews the Company's human rights operations for compliance with defined standards.
- **Risk Management Committee:** Analyzes and manages human rights risks, and considers corrective approaches where issues arise.
- **Management:** Oversees the compliance of all business unit operations with the Human Rights Policy and supports employees in adhering to defined practices.
- **Responsible Business Unit:** Conducts regular inspection, monitoring, evaluation, and reporting of human rights performance, and continuously develops and improves preventive and corrective measures. The Company has

assigned the **Human Resources Director** to provide functional oversight, with human rights responsibilities clearly defined in the Job Description to ensure that there is a designated, resource-allocated responsible person for the daily monitoring, tracking, and reporting of performance outcomes.

- **All Employees:** Comply with the Company's human rights guidelines and participate in whistleblowing if conduct that may constitute a human rights violation is observed, through the Company's provided channels without retaliation or adverse consequences.

b) Human Rights Due Diligence (HRDD) Process

The Company has defined a Human Rights Due Diligence (HRDD) process throughout the value chain, integrated as a standard operating procedure in business operations to ensure that impact assessment and mitigation are ongoing, alongside continuous monitoring, review, and performance evaluation every 3 years. The process comprises 5 key operational steps:



1. Policy Commitment The Company has announced its Human Rights Policy and published it on the Company website for all employees at every level, suppliers, contractors, and stakeholders involved in the Company's business operations throughout the value chain to acknowledge and use as the basis for consistent implementation. The current policy has been effective since 26 February 2025.

2. Human Rights Risk Assessment The Company requires a Human Rights Risk Assessment as part of the HRDD process covering actual and potential negative impacts that may arise from the Company's business operations throughout the value chain.

Recognizing that the Company's business involves coordination with clients, contractors, and subcontractors in environments with safety risks and time pressures which may give rise to human rights risks, particularly relating to labor rights, working hours, workplace safety, and fair compensation, both for employees and in collaboration with business partners throughout the value chain.

The Company places importance on stakeholder consultation, particularly with employees, through opinion surveys to identify risks and warning signals that may lead to human rights impacts in the dimensions of working conditions, equity, and human dignity.

From the employee survey results, the dimension of compensation and benefits showed a satisfaction level of 72.47% lower than other dimensions (82.55–84.52%). The Company has therefore identified this as a material labor rights and fair compensation risk one with significant implications for employee engagement as it may reflect inequity or a mismatch between workload/working hours and remuneration. While supervisor fairness and working conditions satisfaction were rated highly, the Company continues to maintain preventive measures and safe reporting channels so that employees can raise concerns without fear of retaliation and to continuously protect employee rights and dignity. The Company has translated these findings into the following operational approaches:

Summary of Employee Opinions, Human Rights Risks, and Action Plans

Survey Topic & Score	Human Rights Risks	Action Plans	KPIs
 <p>Compensation & Benefits 72.47%</p>	<ul style="list-style-type: none"> Unfair compensation Pay inequality / wage gap Pressure to work OT 	<ul style="list-style-type: none"> Transparent salary structure Pay Equity Audit Market benchmarking Review OT necessity 	<ul style="list-style-type: none"> Pay Gap Average OT / month Compensation complaint ratio
 <p>Fair Supervisor 83.92%</p>	<ul style="list-style-type: none"> Unfair treatment Harassment / bullying Abuse of authority 	<ul style="list-style-type: none"> Transparent appraisal system Train supervisors on feedback & conflict mgmt. Multi-channel complaint mechanism + SLA 	<ul style="list-style-type: none"> Number of complaints Case closure time Process confidence score
 <p>Suitable Work 83.51%</p>	<ul style="list-style-type: none"> Work burden / stress Skills mismatch / role risk 	<ul style="list-style-type: none"> Clear JD / Competency Matrix Workload assessment to prevent overload Buddy / mentoring system 	<ul style="list-style-type: none"> Probation turnover rate Skills mismatch complaints Average OT per team
 <p>Challenging & Development 84.52%</p>	<ul style="list-style-type: none"> Unequal access to opportunities Pressure to exceed capacity 	<ul style="list-style-type: none"> Transparent IDP (Individual Dev. Plan) Equitable training allocation Voluntary job rotation system 	<ul style="list-style-type: none"> Training ratio by group Internal Mobility rate Stress assessment results
 <p>Safe Workplace 82.55%</p>	<ul style="list-style-type: none"> Occupational health & safety (OHS) Environment not suitable for vulnerable groups 	<ul style="list-style-type: none"> Regular OHS risk assessments Prepare PPE & emergency info Accessibility for vulnerable groups Mental safety & wellbeing support 	<ul style="list-style-type: none"> Number of incidents Injury-related absence days Audit / assessment results

Based on the human rights risk assessment of employees, the Company used Employee Engagement Survey and organizational satisfaction results as Outcome Indicators to reflect employees' perceptions of fair treatment, organizational pride, and intent to remain which are significant factors related to human rights risk in the dimension of equitable treatment and human dignity.

Survey results indicate that employees have a good level of organizational engagement particularly in organizational pride, commitment to the organization's success, and intention to continue working with the organization long-term. The Company uses these outcomes to assess that human rights violation risks related to employees are at a Low Risk level, and accordingly defines a management approach focused on continuously maintaining existing measures and activities.

The Company applies these survey results as Outcome-based Monitoring Information for tracking human rights risk trends related to employees not as mandatory KPIs to be used as supporting data for reviewing and deciding whether to maintain, improve, or develop human rights measures appropriate to the organizational context.

In the future, the Company will use survey results for comparative analysis to monitor differences in employee perception across groups such as age, length of service, and job level as a preventive approach to avoid discrimination risks and continuously promote fair treatment.

3. Integrate Findings and Take Appropriate Action Following the identification and assessment of human rights risks, the Company integrates findings to define appropriate control and Mitigation Measures for both existing and potential future risks with a focus on developing preventive measures to minimize the Likelihood and Severity of impacts on stakeholders. The Company also places importance on assessing Residual Risk after preventive and corrective measures have been implemented, to review whether the Company's human rights management mechanisms are sufficiently effective in genuinely controlling and mitigating negative impacts throughout the value chain.

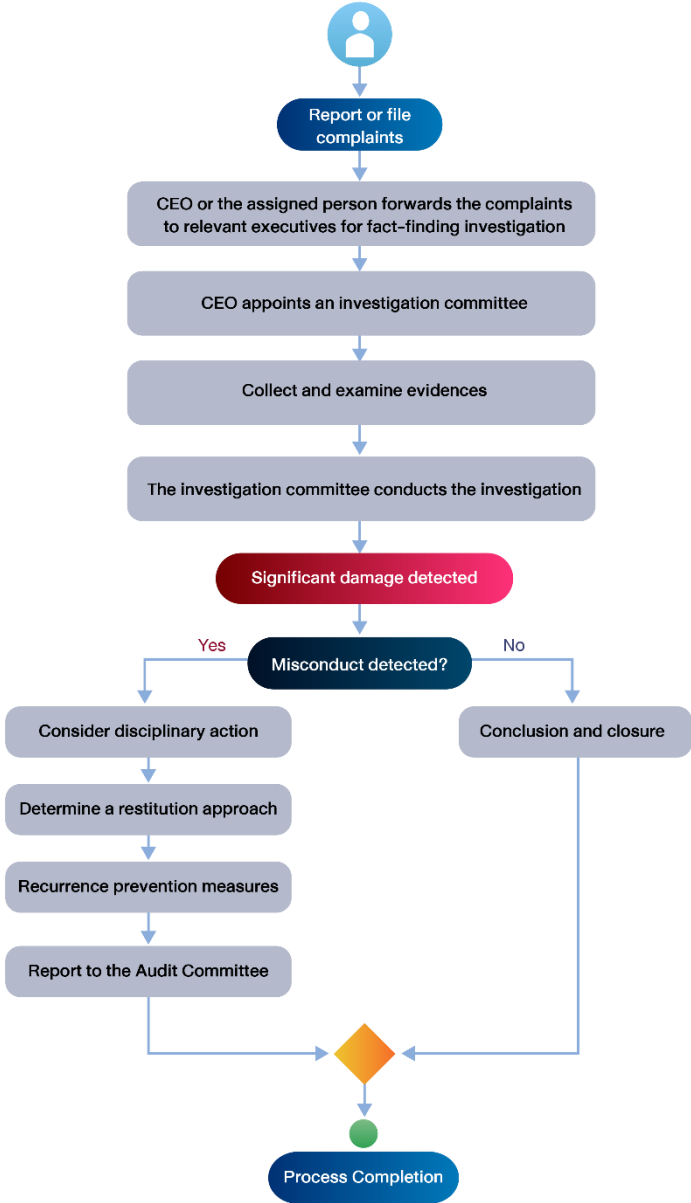
4. Track and Communicate Performance The Company requires continuous monitoring and review of human rights violation management within the defined scope, risk issues, and action plans including defined KPIs with assigned business units responsible for reporting outcomes to the Audit Committee, Risk Management Committee, and Executive Management. This ensures that all employees in the Company place importance on human rights risk issues and have comprehensive, systematic risk management plans in place when incidents occur.

5. Remediate Adverse Impacts The Company provides channels for stakeholders to file complaints and processes for remediation of persons adversely affected by human rights impacts from the Company's business activities through the complaints and whistleblowing channels as specified in the Company's Whistleblowing and Complaints

Policy. There are systematic investigation and remediation processes for human rights violation complaints. The Company has a structured complaint review process, fact-finding investigation, and corrective/remediation approach with consideration for the appropriateness of measures, fairness to all parties, protection of complainants, and prevention of recurrence.

If an investigation confirms that a violation has occurred, the Company has a process for determining appropriate penalties based on the severity level ranging from written warnings to legal proceedings while committing to remediate affected persons to appropriately and fairly address harm in accordance with defined criteria.

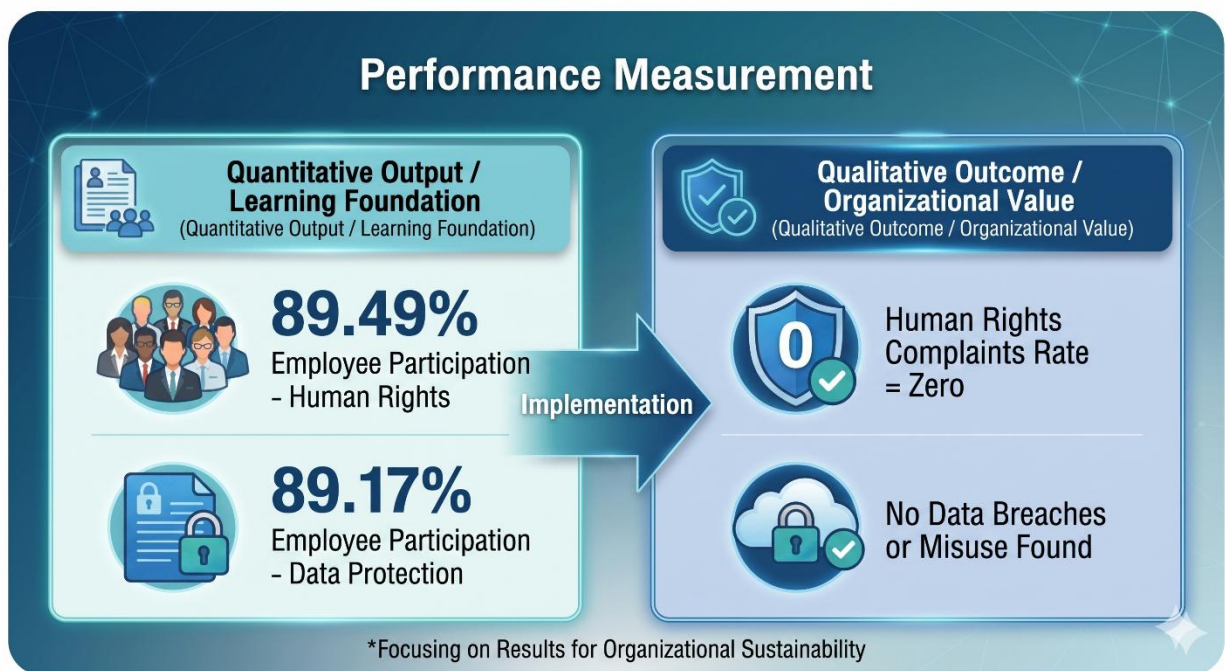
Investigation and Remediation Process for Human Rights Violations



c) Annual Human Rights and Data Protection Capacity Building Report 2025

The Human Rights Policy covers all levels of Company employees, and promotes suppliers, contractors, and stakeholders involved in the Company's business operations throughout the value chain to operate consistently with the policy. The Company therefore not only emphasizes respect for human rights within the Company, but also promotes suppliers, contractors, and stakeholders throughout the value chain to conduct business with respect for human rights in accordance with the Company's policy and Supplier Code of Conduct to jointly prevent human rights violations.

The Company does not merely focus on ensuring quantitative employee access to training the Company places importance on tangible outcomes, integrating knowledge from human rights training into the HRDD process to reduce the risk of rights violations across all organizational activities. This is reflected in employee satisfaction survey results on equitable treatment, and in the maintenance of a personal data security (PDPA) standard that recorded zero complaints in the past year.



3.2 Employee Capability and Skills Development

3.2.1 Employee Development and Career Advancement

The Company is committed to addressing key issues in employee development, recognizing that human resources are the primary asset in a consulting business. The Company's operational success depends on employees with knowledge and expertise. A shortage of adequately skilled employees directly affects the Company's ability to

continuously deliver consulting services, impacting revenue, competitiveness, and Client trust. The Company therefore places strong importance on continuous employee capability development under the responsibility of the Human Resources Department. Employee development is also aligned with the United Nations Sustainable Development Goal 4: Quality Education which promotes equitable, quality education. The Company focuses on strengthening employee skills and capabilities through comprehensive training programs encompassing professional knowledge, specialized skills, and work performance development. Continuous investment in employee development not only helps reduce educational gaps and promotes lifelong learning, but also enables employees to adapt to industry changes while strengthening the Company's capacity for sustainable business growth, supporting expansion, and enhancing global competitiveness.

Recognizing the importance of employee development, the Company has designated it as the highest-priority sustainability issue. The Company focuses on developing employees with diverse knowledge, capabilities, and skills to perform their duties effectively and serve as key contributor to the Company's continued success through the following employee development concepts:

- 1) Committed to making the Company a Learning Organization, supporting employees at all levels to access learning anytime, anywhere through both E-Learning and offline training seminars.
- 2) Creating Career Path opportunities for employees through training programs and initiatives that help employees envision and plan their own development pathways for role elevation and career growth.
- 3) Creating opportunities for internal transfers or role adjustments appropriate to employee potential and Company strategy.

3.2.2 Employee Training and Development

The employee development and training plan is formulated based on the Company's strategic direction, core values, work plans, job roles, legal and regulatory requirements, and issues arising in the previous year to strengthen knowledge and capabilities, and to instill organizational culture and ethics among employees at all levels. This supports and develops employee potential, responds to business needs, and prepares the Company for both domestic and international business expansion. The Company targets not less than 25 training hours per person per year to ensure continuous employee development aligned with Company needs. In 2025, the Company also planned to increase the proportion of courses focusing on governance, anti-corruption, and digital technology skills to ensure employees uphold professional ethics, respect human rights, and can adapt to industry and business trend changes.

Employee Training Hours Targets

2025 Target	Short-Term 2026	Long-Term 2030
25 hours/person/year	25 hours/person/year	Not less than 30 hours/person/year

Action Plan

The Company develops and delivers training plans for employee skills, knowledge, and capabilities at all levels on an ongoing basis aligned with organizational strategy and business direction using multiple development tools including In-House Training, Outside Training, On-The-Job Training, Site Visits, Self-Learning, Communities of Practice (CoPs), and online training via Microsoft Teams, while retaining classroom-based formats for practical courses. In 2025, training was delivered to build professional knowledge, develop work competencies, and raise employee awareness of workplace safety, energy, governance, and anti-corruption, with examples as follows:

Course Type	Sample Courses	Target Group
New Employees	- New Employee Orientation	New employees
Capability and Competency Development	- Effective Business Presentation Skill / Coaching for Higher Performance	Employees at each level
Legal Requirements	- Occupational Health, Safety, and Working Environment - Energy Conservation Awareness	Executives and employees
Management	- Executive Leadership Development Program	Executives
Self-development, Wellbeing, and Work Motivation	- Corporate Governance and Anti-Corruption Training - Enterprise Risk Management / Basic Life Support (BLS)	Executives and employees

The Company has defined competencies for executives and the Project Manager group to serve as a capability development framework. Based on competency assessment results, the Company defined multiple development approaches — one of which is the development of coaching skills, as this competency scored below the expected level and may affect team effectiveness, work quality, and talent retention.

In 2025, the Company delivered the "Coaching for Higher Performance" program to strengthen coaching, delegation, work follow-up, and guidance skills applicable to the

characteristics of employees under each manager's responsibility enabling more effective team management. Post-training assessments were conducted from both trainees and their subordinates, reflecting the following outcomes:

Benefits to Trainees:

1. Average increase in knowledge and understanding of 51.7%
2. 97.37% of trainees reported a high level of practical applicability
3. 83% of subordinates perceived behavioral changes in coaching practices
4. Improved capability in systematic task delegation and follow-up
5. Ability to adapt coaching approaches to the personality and characteristics of individual subordinates, resulting in more effective team performance

Benefits to the Company:

1. More systematic coaching and guidance approaches
2. Clearer task delegation and follow-up, positively affecting project work quality
3. Reduction in operational errors
4. Elevated coaching competency
5. Reduced risks related to work quality and employee retention

Performance Results

In addition to team management competency development, the Company promoted digital skills and technology application in work another significant outcome of organizational employee development.

In 2025, the Company supported and encouraged employees and executives to continuously attend training from both internal units and external institutions, resulting in total company training hours of 27,492 hours and an average of 31.75 hours per person per year. One key outcome demonstrating knowledge application is employees' ability to apply Artificial Intelligence (AI) to improve work efficiency with 142 AI application projects proposed in 2025 from multiple departments, involving over 660 employees. ROI from AI application projects reached 3,080%, reflecting the elevation of employees' digital skills and technology application to improve organizational operational efficiency.

For 2026, the Company plans to expand employee learning opportunities with a target of 25 hours per person per year while developing e-learning courses and increasing site visit training to enrich diverse learning experiences. The Company will conduct training needs analysis alongside knowledge promotion and project development aligned with

employee potential, to ensure effective skills development, support the Company's growth targets, and promote stable career advancement.

Year	Training Target	Training Performance
2023	25 hrs/person/year	24.79 hrs/person/year
2024	25 hrs/person/year	31.53 hrs/person/year
2025	25 hrs/person/year	31.75 hrs/person/year

By Gender:

Gender	Training Hours
Male	31.31 hrs/person/year
Female	32.63 hrs/person/year

By Position Level:

Position Level	Training Hours
Middle Management	40.29 hrs/person/year
Operational Staff	31.46 hrs/person/year

By Course Type:

Course Type	Training Hours
General courses	25.38 hrs/person/year
technical courses	6.33 hrs/person/year

3.3 Talent Attraction and Retention

The Company recognizes that human resources are the most valuable asset and a critical factor in driving the organization toward sustainable success. The Company therefore focuses on creating a working environment that supports growth in capability, career advancement, and quality of life alongside the development of a fair, transparent, and market-competitive human resource management system. The Company places particular importance on building employee engagement so that employee take pride in the organization, are motivated to perform, and are prepared to grow alongside the organization over the long term.

3.3.1 Employee Engagement

The Company places importance on employee engagement as a key factor affecting work performance, talent retention, and the Company’s sustainable growth. The Company therefore includes employee engagement assessment as one of its key human resource management processes and conducts regular surveys to gather employee perspectives on the working environment, work systems, relationships with supervisors, development opportunities, and confidence in the Company. The results are used to enhance employee satisfaction going forward.

Operational Targets

2025 Target	Short-Term 2026	Long-Term 2030
<ul style="list-style-type: none"> Employee Engagement level \geq 70% 	<ul style="list-style-type: none"> Employee Engagement level > 70% 	<ul style="list-style-type: none"> Employee Engagement level > 75%

Action Plan

The Company conducts employee engagement surveys using questionnaires covering employees at all levels. The results are analyzed in aggregate and compiled into a summary report for management use in defining management approaches, improving the working environment, work processes, training and development, supervisor-employee relationships, and welfare and policies to better respond to employee needs. The 2025 employee engagement survey result was 82.59%, with details as follows:

Number of employees	1,236 persons
Employee Engagement Survey Response Rate	70.95%
Employee Engagement score	82.59%

In 2025, 143 employees voluntarily resigned a voluntary turnover rate of 11.35% of total employees, similar to the prior year (10.90%). The Company continuously monitors and manages the turnover rate to maintain employee continuity and strengthen employee engagement.

The Company places importance on understanding the causes of resignation all voluntarily resigning employees participate in an Exit Interview conducted by the Human Resources Department in accordance with organizational standards, to gather feedback and suggestions on their working experience across dimensions including: nature of work and career development opportunities, leadership and management, compensation and benefits, and working environment and organizational culture.

Exit Interview data is collected, analyzed, and compiled into statistical reports to identify trends and key factors contributing to employee turnover. The Human Resources Department presents analysis results to management and relevant departments for use in defining improvement measures. Turnover statistics by group are as follows:

All Employees			
Year	Total Employees	Voluntary Resignations	Voluntary Turnover Rate
2023	1,286	159	12.36%
2024	1,303	141	10.82%
2025	1,261	143	11.34%

Examining by level: C-Level executives have a very low turnover rate; middle management turnover in 2025 decreased from 2023 and 2024; while operational staff have the highest turnover rate. Although the operational staff voluntary turnover rate in 2025 (12.43%) increased slightly from 2024 (11.99%), the number of operational staff resignations in both 2024 and 2025 was 126 showing no absolute increase, reflecting improvement efforts. The primary resignation causes in this group relate to the nature of work or personal reasons of employees.

C-Level Executives			
Year	Total	Voluntary Resignations	Rate
2023	7	0	0.00%
2024	9	0	0.00%
2025	9	0	0.00%

Senior Executives			
Year	Total	Voluntary Resignations	Rate
2023	7	1	14.29%
2024	7	0	0.00%
2025	11	1	9.09%

Middle Management			
Year	Total	Voluntary Resignations	Rate
2023	50	3	6.00%
2024	38	4	10.53%
2025	34	1	2.94%

Operational Staff			
Year	Total	Voluntary Resignations	Rate
2023	1,030	140	13.59%
2024	1,051	126	11.99%
2025	1,014	126	12.43%

Officer-Level Employees			
Year	Total	Voluntary Resignations	Rate
2023	192	15	7.81%
2024	198	11	5.56%
2025	193	15	7.77%

For high-potential employees (Talent) in 2025, the Company had a total of 220 Talent employees, with 15 voluntary resignations a turnover rate of 6.82%, lower than the overall voluntary turnover average reflecting the effectiveness of the Company's Talent management and development approach.

Year	Total Talent	Talent Voluntary Resignations	Rate
2023	152	7	4.61%
2024	101	5	4.95%
2025	220	15	6.82%

Performance Results

A total of 875 employees participated in the employee engagement survey a response rate of 70.95% with an employee engagement score of 82.59%, exceeding the defined target. Results reflected that overall employee engagement is at a good level, demonstrating employee confidence in the Company and management approach

Year	Target	Performance
2024	Employee Engagement level \geq 70%	Employee Engagement level 77.55%
2025	Employee Engagement level \geq 70%	Employee Engagement level 82.59%

The Company communicated the survey results to employees via email. Employees also provided additional suggestions, particularly regarding internal communication on policies and operational guidelines, to enhance understanding and management transparency.

The Company applied survey results and employee suggestions to analyze and inform the review of the human resource management approach to better align with employee needs and strengthen engagement and work effectiveness, through the following approaches:

1. Promote career development and advancement through training and capability development.
2. Review compensation to ensure appropriateness with job roles, responsibilities, and market-competitiveness alongside developing health and quality of life benefits to better respond to employee needs.

3. Strengthen supervisor roles and leadership, emphasizing communication, feedback, and participation in management.
4. Develop modern technology, equipment, and work systems to support operational efficiency alongside improving the working environment to enhance employee quality of life.
5. Promote organizational culture and teamwork to build collaboration and a positive working atmosphere within the Company.

3.4 Occupational Health, Safety, and Working Environment (Head Office)

The Company has consistently placed importance on the health, safety, and quality of life of employees and suppliers working on Company premises believing that employees are the most critical resource in driving the organization toward sustainable growth. Occupational Health, Safety, and Working Environment management is therefore embedded as part of the policy and management processes at every organizational level. The Board of Directors plays a role in overseeing operations, reviewing and approving the Occupational Health, Safety, and Working Environment Policy, and periodically monitoring performance against this policy to ensure that operations comply with applicable laws and relevant standards and are aligned with the organization's sustainable development goals including promoting ongoing health and safety activities, as follows:

(Reference: TEAM Consulting Engineering and Management Public Company Limited Announcement No. 25/2022 Occupational Health, Safety, and Working Environment Policy)

(1) Work-Related Health Care

5S Activity

In 2025, the Company organized a 5S competition across all departments, to encourage all employees to adopt 5S work habits (Sort–Set in Order–Shine–Standardize–Sustain) with the objectives of improving and maintaining an orderly, hygienic, and safe working environment; improving organizational work efficiency by reducing losses and accident risks; and providing opportunities for everyone to express creativity and collaboration in improving the working environment. A 5S Working Group was established to oversee and track implementation in each department, define competition criteria, promote the program, and evaluate results. Outcomes include all employees participating in organizing and maintaining workplace cleanliness a more convenient and safer environment with reduced accident risks and greater work confidence as well as an organizational culture that continuously promotes hygiene and safety, and recognition for award-winning employees.

Annual Health Check-up

The Company places continuous importance on employee health, providing annual health check-ups to assess occupational health risks and monitor employee health on a preventive basis (Preventive Health) covering standard examination items required by law, additional examinations based on occupational health risks for each job group (such as hearing and vision checks), and physician consultations with individual health recommendations. Health data obtained from check-ups is recorded and used to analyze trends for long-term health planning, alongside health promotion activities such as exercise promotion and disease prevention education to ensure employees receive comprehensive health care and have clear insight into their own health status, reducing the likelihood of chronic disease and work-related accidents.

Influenza Infection Risk Reduction

To reduce infection risk with a focus on preventing transmission, reducing illness likelihood, and building awareness of personal hygiene and health care in relation to seasonal influenza, the Company arranges for healthcare providers to deliver vaccination services to employees on Company premises, and provides discounted vaccination services for employees' family members on an annual basis.

(2) Occupational Health and Safety Participation and Communication

The Company promotes employee participation and builds awareness of occupational health and safety through multiple channels publishing safety and occupational health policies through the Company's Intranet and website, sending promotional emails to employees about disease prevention measures during influenza season, and installing bulletin boards providing guidance on workplace health care and safety.

The Company also provides channels for employees to submit suggestions or report safety issues, and provides guidance on safe practices to employees and suppliers, to build a safe and health-friendly working environment.

(3) Employee Occupational Health and Safety Training

The Company places importance on building occupational health and safety knowledge, understanding, and skills among employees to prevent work accidents, reduce potential risks, and promote a safe and appropriate working environment through continuous delivery of relevant training courses for both existing and new employees. Key performance results are summarized as follows:

Basic Life Support (BLS) Training

To ensure employees have knowledge and understanding of first aid and Basic Life Support enabling them to assist colleagues or others who are injured or acutely ill

correctly and safely, and to reduce the risk of pre-hospital death the Company delivered the Basic Life Support training program to strengthen basic life-saving skills and enhance workplace safety. 56 employees completed the training.

Supervisor-Level Safety Officer Training

To develop knowledge and understanding of the duties of supervisor-level safety officers, the key provisions of workplace safety laws, and methods for preventing work-related hazards — 20 employees completed this program, enhancing capabilities for supervising and preventing workplace hazards at the department level.

Occupational Safety, Health, and Working Environment Training for General Employees and New Employees under the Occupational Safety and Health Act B.E. 2554 (2011)

To develop knowledge and understanding of occupational safety, health, and working environment standards, compliance requirements, and key provisions of relevant laws 42 employees completed this training, promoting correct work practices and reducing accident and occupational illness risks.

Specialized Safety Training for Employees and Contractors at Work Sites:

- Work accident prevention including Work at Height, Lifting Safety, Hot Work, and Electrical Safety
- Emergency preparedness including fire evacuation drills and fire extinguisher use
- Delivered to all employee levels including management teams and contractors

Occupational Health and Safety Training Course	Number of Participants
Basic Life Support (BLS)	56 persons
Supervisor-Level Safety Officer	20 persons
Occupational Safety, Health, and Working Environment for General and New Employees OHS Act B.E. 2554	42 persons

These activities are part of the Company's Occupational Health and Safety management system, to ensure efficient operations in compliance with applicable laws.

(4) Employee Health Promotion

The Company places importance on promoting physical and mental health conducting employee health risk assessments and running ongoing exercise programs and activities to support employee wellbeing, reduce work-related health risks, and create a work-life balance.

Exercise for Health Activity

The Company supports 50% of exercise-related costs for interested employees, with the objectives of promoting physical and mental health, reducing stress, and creating work-life balance. Activities include yoga, aerobics, badminton, and futsal helping employees improve physical fitness, reduce work-related stress, increase energy and enthusiasm, and build positive employee relationships through shared activities.

Organizational Fitness Facility

In 2026, the Company established a Fitness Facility for employees within the office building, demonstrating its commitment to preventive health promotion and creating a working environment that supports holistic wellbeing both in the short and long term.

The Company targets providing employees with convenient and equitable access to exercise within the workplace reducing time and commuting constraints and supporting continuous health behavior development. This initiative aims to reduce long-term health risks, enhance work readiness, and support work-life balance. The Company has allocated appropriate space within the building, equipped with basic exercise equipment meeting diverse usage needs, with clear usage guidelines and safety measures, alongside communication and promotion to encourage employee participation. Utilization is continuously monitored and evaluated for data-informed management improvement.

Free Health Check-up Activity for Suppliers

The Company's commitment extends beyond employee health it also cares for the health and wellbeing of suppliers who play an important role in organizational operations. The Company provides free health check-up services for suppliers working with the Company, to support their capacity to work effectively and safely. This activity aims to reduce health risks that may arise during operations, support suppliers' health readiness, build good relations between the Company and its suppliers, and promote a safe and health-friendly working environment for all parties.

Accident and Hazard Prevention

The Company places the highest priority on employee safety and health defining stringent accident and hazard prevention measures for the workplace and elevating safety standards in accordance with legal requirements and international best practices. In 2025, the Company conducted regular safety inspections and assessments within the building by

safety specialists covering key areas including fire escape staircases, restroom corridor walkways, indoor air systems, and road surfaces at building entrances and exits and implemented corrective measures including: organizing and prohibiting obstruction of fire escape routes; improving entrance/exit road surfaces with level differences; requiring personnel working at height to use standardized Personal Protective Equipment (PPE); and maintaining walking surfaces such as reinforced concrete floors in smooth, safe condition to reduce slip and fall risks and improve accessibility for all users. Warning signs were installed in high-risk areas such as staircases, slippery floors, and construction or maintenance zones within the building. Electrical systems, office equipment, furniture, and air system grilles were continuously inspected to ensure all equipment is in ready-to-use and safe condition for employees.

Emergency Preparedness

The Company has established emergency preparedness guidelines, conducting annual fire evacuation drills with clearly visible emergency exit signs to enable safe employee evacuation in the event of an incident. The Company also inspected and maintained the Fire Pump system to ensure full operational readiness in emergencies conducted to safety standards and verified by specialists. Firefighting equipment such as fire extinguishers and smoke detection systems are maintained in ready-to-use condition at all times. Elevator systems are regularly inspected to safety standards to ensure safe and efficient operation for employees and users in all situations, including emergencies. CCTV cameras and building alarm systems have been installed to enhance security for employees and Company assets.

Health and Safety Performance Monitoring and Management

The Company continuously collects, analyzes, and monitors health and safety performance data including work accident data, occupational illness statistics, safety inspection results, occupational health and safety activity participation, and Exercise for Health activity outcomes for comparison against defined targets and use in reviewing and improving safety measures to be appropriate and aligned with actual working conditions.

Participation tracking data is analyzed for employee health and wellbeing trends, for use in planning health promotion activities and working environment improvements supporting long-term health risk reduction and fostering a culture of health care alongside safe working practices within the organization.

Performance vs. Targets

In 2025, 1 employee experienced a non-lost-time work accident at an off-site work location from a slip and fall during a site inspection. The Company implemented measures to enhance employee safety awareness and improved work practices to prevent recurrence. In addition, 4 lost-time injury cases were reported from motorcycle accidents and electric

shock and no contractor lost-time injuries or fatalities were found. The Lost Time Injury Frequency Rate (LTIFR) for employees was 0.33 higher than 2024, but with no fatalities or permanent disabilities from work accidents (Major Accidents), in accordance with defined targets.

	2023	2024	2025
3-Year Lost-time injuries from work (cases)	0	0	4
LTIFR — Employees			
• Employee work fatalities	0	0	0.33
• LTIFR — Contractors in Company premises	0	0	0
Major Accident rate — Employees	0	0	0
Major Accident rate — Contractors in Company premises			
• Non-serious injuries (employees) (cases)	0	0	0
• Occupational illness (employees) (cases)	0	0	0
Lost-time injuries from work (cases)	0	3	1
LTIFR — Employees	0	0	0

Note: 2025 LTIFR calculated from 4 LTI cases / 2,449,440 working hours (1,261 employees × 8 hours × working days as defined by the Company).

(5) Employee Health and Safety Performance and Targets

	Long-Term Target 2027	2024 Performance	2025 Performance
Fatality rate (Zero Accident)	0	0	0
LTIFR	0	0.33	0.33

(1) Three-Year Last Time Injury (LIT) framework Records (cases)

Year	Total Employees	Fatalities	Rate per 1,000
2023	1,286	0	0.00
2024	1,303	0	0.00
2025	1,261	0	0.00

Following the Company's continuous implementation of workplace safety measures, 5 work accident cases were identified in 2025, 4 LTI cases and 1 non-lost-time case primarily from motorcycle accidents, slip and fall during site inspection, and electric shock. This corresponds to a Lost Time Injury rate of 0.33, which represents an increase compared to 2024. All cases underwent Root Cause Investigation and close follow-up of impacts on affected employees including inquiries about medical treatment access, investigation of lost-time injury causes, and preparation of more stringent preventive measures. All fact-finding investigations found no errors in the service access process, and all employees involved in work accidents were properly coordinated, referred, and received medical treatment in full accordance with defined procedures and in compliance with relevant safety standards.

The Company targets continuously reducing the work-related lost-time injury rate, with a goal of reaching **0 by 2027**, while maintaining a work fatality target of 0 cases through elevated risk control measures and proactive prevention, including: review of safety measures for high-risk work, safety training for employees and contractors, pre-work site inspection and risk assessment, and the definition of recurrence prevention measures working toward zero work accidents in the future.

3.5 Occupational Health, Safety, and Working Environment (Project Sites)

The Company translates its organizational-level safety governance policy and structure (Sections 3.1–3.4) into practical implementation at the project level in a systematic manner, defining specific measures for employees and contractors working on project sites covering safety, occupational health, and environmental management, as follows:

(1) Health and Safety

3.5.1 Policy and Governance

- **Board-level Governance:** The Company designates safety as a core mission under Board-level oversight, emphasizing a Proactive Culture and Holistic Well-being for employees both physical and mental. See Section 3.4 for further details.
- **Monitoring Structure:** Elevated through the Risk Management and Sustainability Committee, with quarterly monitoring and reporting of serious incidents to the Board within 24 hours.

3.5.2 Risk Management and Outcomes

- **Leading Indicators:** Transitioning measurement from accident statistics (Lagging) to preventive indicators. 2026 is the first year for formal Near Miss data collection, with a target to increase reporting by 50% per year.
- **Training:** Applying Kirkpatrick's Training Evaluation model to measure on-site behavioral outcomes covering high-risk work such as Confined Space and Work at Height.

3.5.3 2025 Performance

- **Actual statistics:** 5 work accident cases, 4 LTI and 1 non-lost-time. Primary causes: motorcycle accidents, slip and fall during site inspection, and electric shock.
- **Analysis:** Root Cause Investigation conducted for all cases, with close follow-up on impacts to affected persons for use in improving proactive preventive measures.

Key Performance Indicators (KPIs)

KPI	Unit (OSHA)	2023	2024	2025	Target (2027)
Total working hours (employees)	Hours	130,800	384,064	2,449,440	—
Fatalities	Cases	0	0	0	0
LTIFR	Per 200,000 hrs	0	0	0.33	0 (Zero Harm)
LTI (Lost Time Injury)	Cases	0	0	4	0
TRIR (Total Recordable Incident)	Per 200,000 hrs	0*	0*	0.41	< 0.10
Severity Rate (days lost)	Days/200,000 hrs	0*	0*	3.35	Continuously decreasing
Non-serious injuries (Medical Treatment)	Cases	0	3	1	Continuously decreasing
Post-training pass rate	%	85*	92*	100	100%

- $LTIFR\ 2025: 4\ LTI / 2,449,440\ hrs \times 200,000 = 0.33$ (OSHA standard, 200,000-hr base)
- $*TRIR: 5\ total\ recordable\ incidents\ (LTI\ 4 +\ Medical\ 1) / 2,449,440\ hrs \times 200,000 = 0.41$
- $Severity\ Rate: 41\ lost\ days / 2,449,440\ hrs \times 200,000 = 3.35$
- *2023–2024 values marked (*) are estimates during system development. From 2025 onwards, values are actual, verified by the Safety Department.*
- Working hours calculated from 1,260 employees × 8 hrs × Company-defined working days.

3.5.4 Corrective Action Plan

Based on Root Cause Analysis of all 4 accident cases, the Company has defined systemic corrective measures as follows:

Issue	Measure	Action Details	Timeline
Travel (motorcycle)	Safe Riding Policy	Mandatory safe riding training for all employees; define safe routes and travel times	Q2/2026
Slip and Fall	Anti-slip Prevention	Install anti-slip measures in all high-risk project areas; weekly Safety Walk; EN ISO 20345 safety footwear	Implemented
Electrical Shock	LOTO + Electrical Safety	Review Lock Out/Tag Out for all projects; Electrical Safety training for employees and contractors; monthly inspections	Implemented
Monitoring	Board-level Review	Risk Management Committee quarterly monitoring; LTIFR target = 0 by 2027	Ongoing

2026 Safety Roadmap

Following the LTIFR increase in 2025, the Company defines a preventive safety system elevation plan with the primary goal of developing Safety Culture through the first formal Near Miss Reporting system.

Key Measure: Near Miss Reporting System (Baseline Year 2026)

Action	Details
Launch formal Near Miss reporting system	Develop digital reporting system (replacing paper) for employees and contractors across all projects. Designate 2026 as the Baseline Year for this indicator.
Target setting	Target 50% increase in Near Miss reports per year to reflect a strengthening Proactive Safety Culture.
Root Cause and Lessons Learned	All reported Near Misses must undergo Root Cause Analysis with Lessons Learned disseminated to all projects.

Action	Details
Board reporting	Near Miss statistics included in Risk Management and Sustainability Committee meeting agenda every quarter from Q3/2026.

3-Year Targets (2026–2028):

- 2026: Launch system, collect baseline data, define Baseline.
- 2027: Increase reporting by 50% from baseline; reduce LTIFR back to zero.
- 2028: Report Near Miss data to FTSE Russell for the first time with 3-year complete data.

(2) Environmental Management

3.5.5 Risk-based Environmental Policy

- High Risk Zone: Manage pollution (dust, noise, wastewater, waste) based on risk levels. Projects within 500 meters of sensitive areas (communities/hospitals) must apply measures more stringent than legally required.
- Beyond Compliance: Define proactive targets exceeding legal requirements, referencing WHO air quality guidelines for high-risk projects.

3.5.6 Resource and Waste Management

- **BIM and LCA:** Apply BIM technology to calculate material quantities to reduce construction waste at source, and use Life Cycle Assessment (LCA) in selecting low-carbon materials.
- **Quantitative targets:** Developing a waste quantity (tonnes) and recycling ratio data collection system for all projects. Expected to commence formal reporting from 2026.

3.5.7 Climate and Engagement

- **Carbon Quantification:** Committed to reporting greenhouse gas emission reductions in tCO₂e in accordance with international standards. LCA-based data is currently being collected and verified expected to commence formal reporting in 2026.

Key Air Quality Indicators

Indicator	Unit	2023 (Base)	2024	2025	Proactive Target
Carbon monoxide (CO)	ppm	Below standard	0.002	0.002	< 26 (WHO)
Sulphur dioxide (SO ₂)	ppm	Below standard	0.003	0.003	< 0.014 (WHO)
Nitrogen dioxide (NO ₂)	ppm	Below standard	0.032	0.032	< 0.013 (WHO)
PM10 dust	mg/m ³	Below standard	0.033	0.033	Decrease 10% from 2025 base
PM2.5 dust	mg/m ³	Below standard	0.044	0.044	Decrease 10% from 2025 base

*Waste management data (volume in tonnes, recycling ratio, number of CWMPs) is under data collection system development. Expected to commence reporting from fiscal year 2026.

3.6 Equality and Diversity

(1) Fair and Non-discriminatory Human Resource Management

The Company places importance on equality and the fair treatment of all personnel with no discrimination on the basis of gender, age, ethnicity, status, disability, or any other difference. Male and female employees performing similar work receive compensation consideration and advancement opportunities using the same criteria based on educational qualifications, experience, knowledge, capabilities, and work-relevant competencies. Throughout 2025, the Company reported no discrimination complaints of any form, and continues to promote an organizational culture grounded in mutual respect with continuous care for the wellbeing of personnel at all levels.

(2) Protection of Human Rights and Compliance with Child Labor Laws

The Company strictly complies with the Labor Protection Act B.E. 2541 (1998) and universal human rights principles with a defined applicant age verification and qualification screening process prior to commencing employment, to prevent child labor or unlawful employment.

In 2025, Company employees ranged in age from 21 to 68 years, and no human rights violations, child labor, or forced labor incidents were identified. The Company conducts annual human rights risk assessments and focuses on verifying that suppliers and contractors in the supply chain adhere to the same standards.

(3) Fair, Transparent, and Industry-Competitive Compensation Policy

The Company has a compensation policy that is fair, transparent, and aligned with employee job responsibilities and performance designing the compensation system in accordance with the Company's internal salary structure and competitive with the labor market, to ensure employees receive total compensation at an appropriate level sufficient for livelihood and in compliance with labor law requirements. The Company's compensation system covers salary, overtime pay, annual bonus, allowances, and various benefits based on principles of equity and non-discrimination regardless of work location, department, age, or gender in strict compliance with labor law requirements. Market data, economic conditions, Company growth, performance, and competency are all considered to ensure fair and appropriate compensation aligned with employee potential and job roles.

Operational Targets

2025 Target	Short-Term 2026	Long-Term 2030
<ul style="list-style-type: none"> 100% of employees receive basic wages not less than the legally required minimum total compensation under principles of fairness, transparency, and non-discrimination — within the Company's internal salary structure 	<ul style="list-style-type: none"> Monitor appropriateness of compensation system referencing labor market data use Performance and Competency as compensation factors 	<ul style="list-style-type: none"> Develop compensation to be appropriate, fair, and supportive of Company growth in compliance with labor laws

Action Plan

The Company manages compensation through comparison of internal employee compensation, the Company internal salary structure, and labor market data from reliable external sources to inform overall compensation appropriateness reviews. Employee compensation data is monitored annually, broken down by position level and gender, to support fair and non-discriminatory compensation. Performance and Competency assessment results are used as inputs in compensation determination to ensure appropriateness and alignment with employee job roles.

Performance Results

In 2025, the Company paid basic wages to 100% of employees at not less than the legally required minimum, and delivered total compensation in accordance with defined policies and criteria. The Company paid a total of approximately 961 Million Baht in

employee compensation comprising salary, annual bonus, overtime pay, allowances, provident fund contributions, and other remuneration demonstrating compensation aligned with defined targets. Compensation data is monitored annually as a basis for setting targets and defining approaches for the following year.

Employee Compensation Summary 2025

Level	Male	Female
Senior Executives		
Number of employees	5	2
Total compensation (Baht)	27,116,956.00	5,323,305.00
Average compensation ratio (Male : Female)	2.04	1.00
Middle Management		
Number of employees	21	6
Total compensation (Baht)	61,132,382.00	15,995,846.00
Average compensation ratio (Male : Female)	1.09	1.00
Operational Staff		
Number of employees	719	313
Total compensation (Baht)	559,909,977.00	196,530,326.00
Average compensation ratio (Male : Female)	1.24	1.00
Officer-Level Employees		
Number of employees	35	160
Total compensation (Baht)	14,131,120.00	80,679,147.00
Average compensation ratio (Male : Female)	0.80	1.00
Total		
Number of employees	780	481
Total compensation (Baht)	662,290,435.00	298,528,624.00
Average compensation ratio (Male : Female)	1.37	1.00

Analysis of employee compensation data by position level in 2025 shows that average compensation differences between genders are related to workforce structure and employee distribution across career tracks particularly in engineering functions where male employees constitute a higher proportion at operational and management levels, while female employees represent a higher proportion in certain position groups such as officer-level roles.

The Company affirms that compensation determination adheres to the principle of "Equal Pay for Work of Equal Value" with no gender-based compensation differentials for equivalent job roles. Differences observed reflect factors relating to job structure, experience, and career advancement pathways, rather than gender discrimination. To promote long-term balance and equity, the Company focuses on continuous Diversity, Equity and Inclusion (DEI) work placing importance on:

- Increasing development and advancement opportunities for female employees in engineering and related functions.
- Supporting equitable access to management positions for employees of all genders.
- Regularly monitoring and reviewing compensation equity indicators.

In 2026, the Company plans to apply this analytical data to review the compensation structure for appropriateness, transparency, and alignment with good governance principles, applicable labor laws, and relevant international standards.

Compensation Performance

Year	Compensation Target	Compensation Performance
2025	100% of employees receive basic wages not less than legally required, and total compensation per defined policies and criteria	100% of employees received basic wages not less than legally required, and received total compensation per defined policies and criteria

(4) Employee Benefits

The Company provides statutory benefits as required by law, and additional benefits beyond statutory requirements to all employees equitably without discrimination, responsive to employee needs, cost-effective relative to organizational budget, and communicated clearly to employees. Employees are given opportunities to participate in defining appropriate benefits through employee representatives through the Welfare Committee established under Section 96 of the Labour Protection Act B.E. 2541 (1998), with responsibilities including:

1. Joint discussion with management on the provision of employee benefits.
2. Providing consultation and recommendations to the Company on employee benefit arrangements.

3. Inspecting, controlling, and monitoring Company-provided employee benefits.
4. Proposing ideas and guidelines for beneficial employee welfare to the Welfare and Labour Committee.

Statutory benefits provided include social security fund and compensation fund contributions as required by law. Additional benefits beyond statutory requirements include:

1. Group health insurance, life insurance, and personal accident insurance
2. Annual health check-ups
3. Funeral assistance and employee death benefits
4. Provident fund
5. Birth gift
6. Service length awards
7. Annual vaccination
8. Access to low-interest loans through MOU arrangements with financial institutions as an employee benefit
9. 50% exercise expense subsidy (aerobics, yoga, badminton, futsal) and Fitness Facility within the building
10. Illness visits

In addition, the Company provides benefits in accordance with Thai labor law and Company employment policies employees with at least 120 days of service are entitled to severance pay upon termination or upon reaching retirement age at legally defined rates, and long-term benefits including awards for employees completing 5, 10, 15, 20, and 25 years of service.

(5) Performance Evaluation

The Company has defined performance evaluation criteria and methods covering both Performance and Competency dimensions to ensure that employee work evaluation is clear and that employees develop capabilities appropriate and aligned with their roles.

This evaluation supports fairness in compensation determination, work motivation, and overall employee capability development.

Operational Targets

2025 Target	Short-Term 2026	Long-Term 2030
<ul style="list-style-type: none"> ● Performance evaluation 2 times/year ● Competency evaluation 1 time/year ● 100% of employees at all levels evaluated per defined schedule 	<ul style="list-style-type: none"> ● Maintain standard and consistency of performance and competency evaluation covering all employees at all levels and in all departments 	<ul style="list-style-type: none"> ● Maintain standard and consistency of performance and competency evaluation covering all employees at all levels and in all departments

Action Plan

The Company conducts employee performance evaluations twice per year (Round 1: January to May 2025 / Round 2: June to October 2025) and a competency evaluation once per year (January to September 2025). Supervisors and employees jointly discuss performance to continuously improve work effectiveness.

In 2025, the Company conducted performance evaluations for executives and employees at all level, using individual evaluation results to determine annual compensation to align with employee performance and create work motivation and to analyze results for planning development programs and training courses for further employee capability development.

Performance Results

In 2025, the Company completed all performance and competency evaluations as planned with all employees at all levels evaluated per the defined schedule. Results were used as data for employee capability development, career advancement consideration, and appropriate compensation determination, consistent with employee roles and responsibilities.

Year	Target	Performance
2025	<ul style="list-style-type: none">• Performance evaluation 2×/year• Competency evaluation 1×/year• 100% of employees at all levels evaluated within the defined schedule	<ul style="list-style-type: none">• Performance evaluations conducted:<ul style="list-style-type: none">- Round 1: January–May 2025- Round 2: June–October 2025• Competency evaluation conducted<ul style="list-style-type: none">- January–May 2025• 100% of employees at all levels evaluated

(6) Employee Health Care

The Company places importance on employee health and wellbeing providing annual health check-ups with necessary screening, as well as free annual influenza vaccination services with special discounts for employees' family members to strengthen immunity and continuously promote the health of employees and their families. The Company is committed to developing health benefits and improving quality of life for all employees.

Beyond preventive health care, the Company places importance on supporting employees in unforeseen situations through Employee Crisis Support promptly reaching out to check on employee wellbeing when crises occur such as natural disasters, floods, residential emergencies, or situations affecting employee safety and wellbeing, and providing assistance as needed such as information on emergency contact services, initial

assistance, or work arrangement facilitation such as temporary flexible work arrangements to enable employees to appropriately care for themselves and their families.

These actions reflect the Company's commitment to employee wellbeing both physically and mentally including organizational support for employees during critical times to ensure they can safely navigate events with appropriate organizational care.

(7) Leave and Return-to-Work Management

The Company places importance on Work-Life Balance to promote employee quality of life providing opportunities for employees to appropriately exercise statutory leave rights in accordance with labor law requirements. The Company has established leave management and return-to-work guidelines to help employees smoothly transition back to work after leave. In 2025, employees used their annual leave entitlement at an average of 74.13% of total employees. The Company continuously monitors and evaluates employee leave utilization to develop policies and benefits aligned with employee needs, helping employees maintain work-life balance.

(8) Systematic Working Hours Management in Compliance with Labor Laws

The Company manages employee working hours in compliance with labor law criteria allocating workloads appropriately to the nature of engineering projects and workplace safety requirements, with clearly defined overtime approval processes and legally correct overtime pay rates. Working hour data is regularly monitored to reduce health and fatigue risks among personnel particularly employees working on field and site projects, which have more demanding and different working environments compared to regular office work.

(9) Complaints System and Zero Retaliation Complainant Protection Policy

The Company promotes the reporting of inappropriate conduct or actions that may violate laws and ethics with employees able to file complaints through designated channels including online systems, complaint boxes, employee representatives, and direct Human Resources contact. The Company strictly enforces a "Zero Retaliation" policy prohibiting any form of retaliation or discrimination against complainants in all cases. All complaints are investigated by an independently assigned working group to ensure impartial, verifiable outcomes that can be reported directly to senior management.

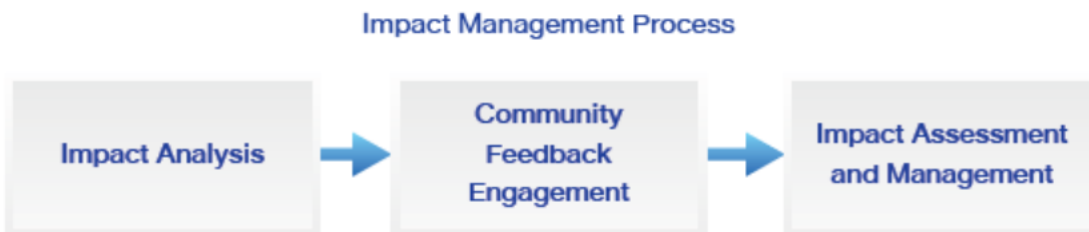
3.7 Community Development and Social Relations

The Company places importance on communities and society as a foundational pillar of sustainability particularly in its role as a consulting and construction supervision firm that operates in close proximity to community areas. The Company therefore focuses on integrated impact management to reduce negative factors such as pollution and traffic disruption, while creating positive factors to elevate local quality of life and economies so that business and society grow together in a stable and sustainable manner.

3.7.1 Proactive Impact Management

To ensure effective management, the Company employs a systematic impact management approach as follows:

- **Assessment and Monitoring:** Environmental and social impact assessments are conducted, with systematic waste management measures defined.
- **Feedback Mechanism:** Feedback and complaint channels are established throughout the project lifecycle to prevent legal disputes and protect corporate reputation.
- **Accountability Structure:** The Corporate Communications Department is assigned to oversee overall engagement, while Project Managers serve as the primary on-site responsible persons inspecting and resolving issues within defined timeframes.



Based on Social Impact Assessments (SIA) and economic, social, and environmental analyses including community health and quality of life factors gathered through questionnaires and consultation with community leaders and representatives, the Company has summarized the impacts and defined appropriate mitigation measures as follows:

Community Impact	Mitigation Measures
Impacts on community housing and land	<ul style="list-style-type: none"> • Adjust construction plans in response to community requirements — such as repositioning certain project components to reduce residential impact. • Develop sustainable infrastructure — such as designing railway stations accessible to all passenger groups including persons with disabilities, and developing connecting routes to facilitate public access.
Impacts on local water sources and environment	<ul style="list-style-type: none"> • Educate the public through training on construction safety standards and the use of environmentally friendly technologies. • Plant trees to restore areas around construction sites. • Apply smart systems in project management — such as BIM (Building Information Modeling) — to improve efficiency and reduce waste in construction processes.

Community Impact	Mitigation Measures
	<ul style="list-style-type: none"> Establish construction site wastewater management guidelines. Provide community assistance during emergency events such as flood relief.
Changes to local traffic conditions and public mobility	<ul style="list-style-type: none"> Establish appropriate transport arrangements by designing diversions and temporary traffic routes to minimize impacts on public travel.
Noise, dust, and pollution from construction processes	<ul style="list-style-type: none"> Install dust and noise barriers to reduce impacts on communities residing near construction sites. Deploy water sprinkler vehicles along the full construction route to suppress dust in the construction area.

Performance Results

Beyond implementing the impact management approach, the Company also gives importance to community needs and expectations for local development categorized into three dimensions: quality of life, community economy, and knowledge promotion and transfer. The Company has accordingly defined measures to reduce impacts and respond to community needs within these expectations, as follows:



To respond to community needs and expectations and build good social relations, the Company is committed to implementing its community and social impact management approach to ensure that operations are conducted responsibly and can balance organizational growth with potential societal impacts. In 2025, the Company implemented the following defined strategies:

Quality of Life Development

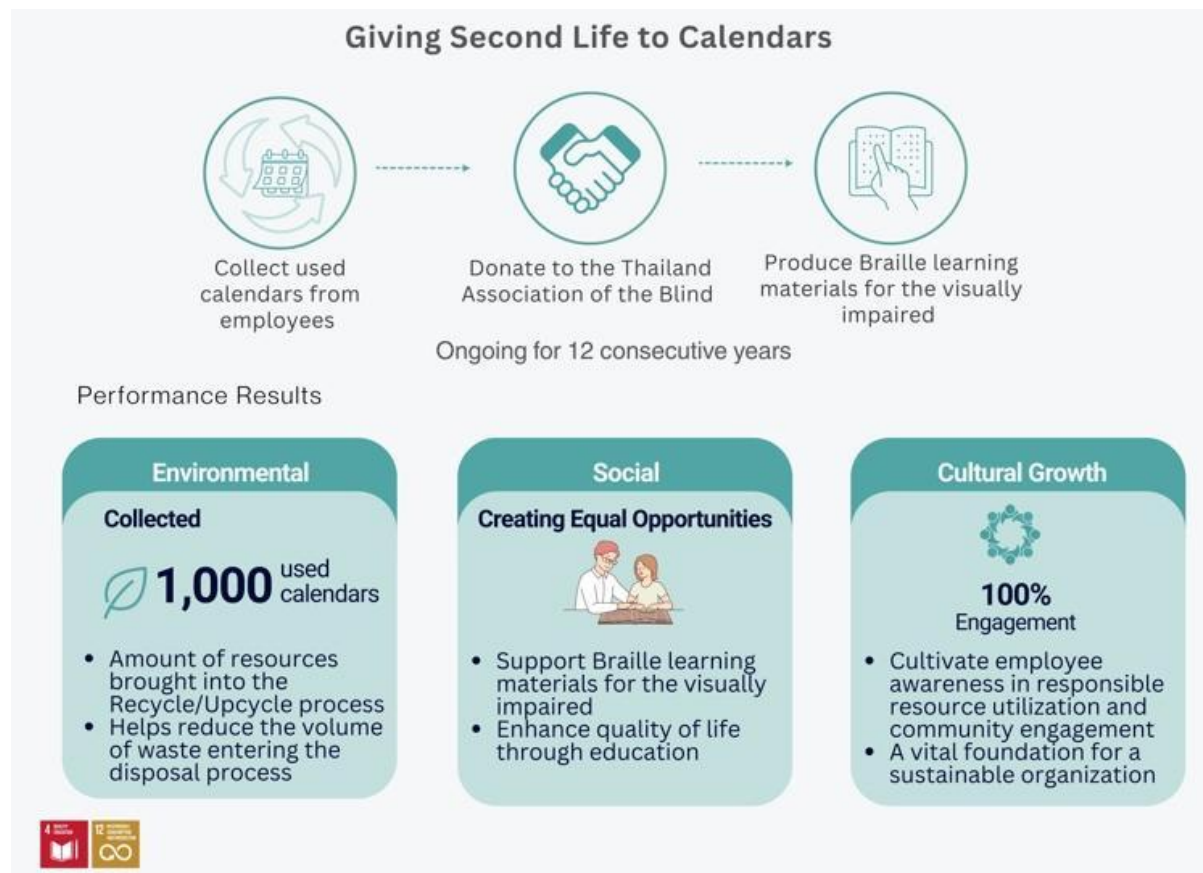
1. Community Health and Quality of Life Care

(1) The Company considers the health and quality of life impacts on community members arising from its construction operations, and therefore develops various projects to support the convenience of local residents and service users primarily the local public through sustainability-conscious infrastructure design such as designing railway stations accessible to persons with disabilities, and developing connecting routes to facilitate public access.

(2) Training is provided to communities on safe construction standards and project management, enabling communities to apply knowledge in further development.

2. Cash and In-kind Donations

The Company recognizes and places importance on maximizing the value of resource reuse (Circular Economy) alongside promoting the quality of life of disadvantaged groups in society. One of its continuously running activities now in its **12th year** reflects the organization's unwavering social responsibility policy: the **desk calendar donation program**. In 2025, more than 1,000 used calendars were collected from employees, transforming office waste into valuable resources reducing the volume of office waste entering the disposal system, and promoting learning in the production of Braille materials to sustainably improve the quality of life of disadvantaged persons.



3. Volunteer Activities for Society

The Company places importance on contributing to social development through volunteer activities supporting flood victims, improving the quality of life of disadvantaged groups, and promoting environmental conservation.

In 2025, the Company carried out volunteer projects through collaboration mechanisms with both public and private sectors as follows:

Urgent social assistance: Donated a total of 240,780 Baht to flood victims in critical areas.

Area-based disaster relief and recovery: Donated financial assistance to flood victims in Nan Province and Hat Yai District, and to those affected by the Thai-Cambodia border situation to help alleviate basic hardship and enable community members to resume normal life more rapidly (Community Resilience).

Restoration of educational opportunities: Provided budget support for the repair and restoration of Darunwittaya School, Nan City Municipality (Ban Suan Tan) damaged by floods to urgently restore the school to normal conditions, enabling students to return to the education system in time and reducing the risk of dropout due to economic and disaster impacts.

- **Blood donation project — 34th consecutive year:** More than 189 executives and employees across the Group companies representing 15% of total employees donated 85,050 cc (189 units) of blood to the Thai Red Cross Society. The Company organizes this activity every 3 months. The blood collected helps replenish the reserve blood bank and can be used in medical treatment and life-saving for more than 560 patients in emergency cases (averaging 3 lives saved per unit).

- **Ecosystem conservation and climate change mitigation:** More than 100 executives and employees across the Group representing 8% of total employees jointly constructed 10 check dams and planted 100 trees at the Khao Krao area in collaboration with the Tha Khlo Sub-district Administrative Organization (SAO), Saraburi Province to slow water flow, increase topsoil moisture, and prevent riverbank erosion during the flood season, enhancing the surrounding ecosystem. The Company also collaborated with the Royal Thai Army Nature Study Center at Bang Pu, Samut Prakan Province, to plant 1,000 mangrove trees to strengthen the coastal ecosystem, filter pollution before it flows into the sea, serve as an important aquatic nursery for the community, and function as a highly efficient carbon sink (Blue Carbon). This project is estimated to sequester approximately 9.4–13.4 tCO₂e per year (based on a study on CO₂ sequestration by *Rhizophora spp.* in mangrove plantation areas in Thailand).

3.7.2 Knowledge Output Enhancement

As an integrated engineering consulting firm with expertise spanning civil engineering, rail systems, infrastructure, project management, environment, water resource management, and energy the Company places importance on developing community and societal potential through various projects under the concept of knowledge transfer to communities and society to promote learning and build understanding in engineering and environmental impacts. Projects promoting education in engineering and infrastructure development, climate change, and environmental issues focus on sharing knowledge with youth, investors, business sectors, and the general public, as follows:

1. Engineering Learning Site Study Program

The Company aims to give youth an understanding of engineering work processes and career guidance now in its 11th consecutive year. In 2025, 50 Mathayom 5–6 students from Nakhon Sawan School who are interested in engineering careers were brought to observe the Lopburi–Pak Nam Pho Double-Track Railway construction project. In prior years, 113 students who participated in the program subsequently gained admission to engineering faculties. The Company has also employed program graduates in engineer positions, helping create career stability for local youth and returning highly skilled labor to society, while addressing the Company's long-term engineering personnel shortage.

2. Scholarship Program

In collaboration with the TEAM GROUP Foundation, the Company has provided scholarships, educational materials, lunches, and clothing now in its 19th consecutive year with the aim of assisting underprivileged children and easing the financial burden on low-income parents.

In 2025, the Company supported 400 scholarships valued at 727,000 Baht in Nakhon Sawan, Nakhon Nayok, Chiang Mai, and Bangkok helping reduce dropout rates due to financial hardship, promoting educational equity, and achieving a 100% primary-to-secondary school continuation rate (Continuation Rate) among scholarship recipients while providing tangible relief to low-income families.

3. Expert Knowledge Seminars for the Public

As an integrated engineering and environmental consulting firm with expertise across multiple engineering disciplines, the Company focuses on supporting communities and society through its business processes by transferring the knowledge and experience of the Company's specialists to the public, so that it can be applied to planning, decision-making, and knowledge advancement to address situations that may impact communities, society, and the environment.

3.7.3 2025 Operational Strategy

- **Presentations to securities firms and institutional investors** including TISCO Securities Co., Ltd. and Bangkok Securities Public Company Limited with more than 130 financial institutions attending briefings on sustainability crisis topics such as Climate Change, El Niño-La Niña phenomena, and earthquake impact analysis to support analysts and fund managers in accurately assessing business sector risks.
- **Media interviews through television, online, and leading newspapers** including Thai PBS, Tan Lok with Trader KP, DB Sua Thao 2, TV3, TV5, TNN16, Prachachat Thurakij, and others totaling more than 90 appearances providing in-depth information on crisis topics such as the "Hat Yai Flood" and climate crises. Total Reach exceeded 1,000,000 views. A sample survey found that more than 42% of stakeholders continuously follow the information building confidence and adaptive capacity (Resilience) among the business and public sectors, and enabling informed decision-making to reduce flood and earthquake losses effectively.



- **Production of "Talk to TEAM" program** through the Company's social media channels covering topics such as "Rain Bomb in the Chao Phraya Basin," "Relocating the Capital What Should We Do?," and "AI Disruption The New Game of the Working World" with total viewership across all channels exceeding 50,000 viewers.

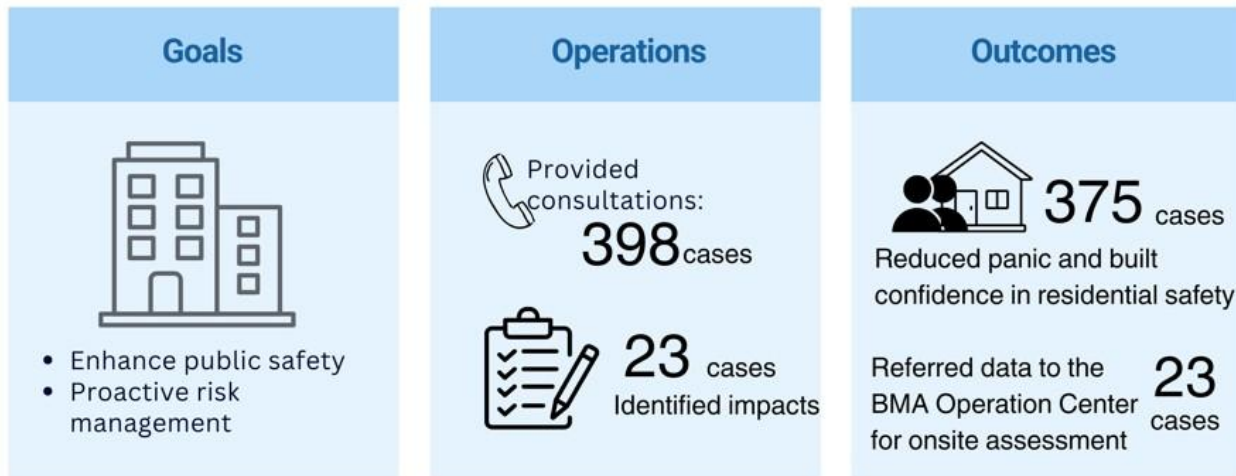


- **Establishment of a preliminary consulting center for earthquake-affected buildings** supporting government agencies and alleviating public concern (Public Assistance) through preliminary engineering consultations with emphasis on identifying structural risks to prevent loss of life and property in a timely manner. The Company's engineering team provided consultation to 398 members of the public, identified structural risks, and coordinated referrals of 23 critical cases to government agencies for public safety.

3.7.4 Impact and Outcomes

- **Reach:** Total views from television, online, and leading newspaper interviews exceeded 1,000,000, with social media viewers exceeding 50,000.
- **Awareness:** A sample survey found that more than 42% of stakeholders continuously follow the information building confidence and adaptive capacity (Resilience) among the business and public sectors, and enabling effective decision-making to reduce flood and earthquake losses.
- Establishment of a preliminary consulting center for earthquake-affected buildings.

Establishing a Preliminary Consultation Center for Buildings Affected by Earthquakes



3.7.5 Khlong Prem Prachakon Drainage Tunnel Project — Bang Bua Canal to the Chao Phraya River

Building on its track record, the Company remains committed to development and impact reduction for communities and society in line with its defined project strategies. The Company served as construction supervision consultant and project manager for the Khlong Prem Prachakon Drainage Tunnel Project from Bang Bua Canal directly to the Chao Phraya

River enabling drainage faster than the conventional canal network during the rainy season, to prevent and resolve flooding in Bangkok by improving the capital's drainage system efficiency. The project also has the capability to pump water from the Chao Phraya River back through the tunnel to dilute wastewater in Khlong Prem Prachakon, Khlong Bang Khen, Khlong Lak Si, and Khlong Bang Bua contributing to water quality improvement during the dry season. The project covers approximately 109 square kilometers, with direct beneficiary areas including Don Mueang, Sai Mai, Lak Si, Bang Khen, and Chatuchak districts consistent with Bangkok's Flood Prevention and Resolution Master Plan. Project scope includes: construction of 1 pumping station and drainage structure with a capacity of 60 m³/second (at Pak Khlong Sung), construction of 4 water intake structures (Bang Bua Canal intake: max. 60 m³/s; Khlong Prem Prachakon at Wat Lak Si: max. 40 m³/s; Khlong Prem Prachakon at Khlong Bang Khen: max. 40 m³/s; Khlong Prem Prachakon at Ratchada Road: max. 20 m³/s), and construction of a drainage tunnel of 5.7 m diameter and 13.60 km length.

In addition to the drainage tunnel, the broader Khlong Prem Prachakon comprehensive development project encompasses retaining wall construction, canal dredging to improve drainage capacity, flood prevention, wastewater treatment, and housing development — including resettlement and new land use planning alongside infrastructure development and the addition of green space along the canal. Three primary communities were affected by the water intake structure and retaining wall construction: Ruam Jai Phatthana Community, Sit Luang Pu Khao Community, and Wat Thewasunthon Community. The project collaborated with the Bangkok Metropolitan Administration (BMA) through negotiation to request voluntary relocation of canal-encroaching residences for retaining wall construction and landscape improvement, with housing provided under the Baan Mankong (Secure Housing) Program by the Community Organizations Development Institute (CODI), Ministry of Social Development and Human Security.

Community participation was built into this project by creating an atmosphere of dialogue and collaborative problem-solving with community needs at the center and by actively engaging communities in addressing the issues and impacts arising, with a focus on development that minimizes community impacts to the greatest extent possible.

Beyond reducing Bangkok's flooding problems, this project demonstrates the Company's ability to conduct business effectively while building good relations between the Company and communities promoting local economic and social development. The social and economic benefits can be summarized as follows:

Benefits to Communities	Benefits to the Company
<ul style="list-style-type: none"> • Continuous public relations ensure communities are consistently informed of project news and updates. • Local labor employment is created, reducing unemployment rates. • Local workers receive skills development and training, opening future employment opportunities in other projects. • Surrounding communities receive project information through multiple public relations channels — building awareness of future project benefits and maintaining continuous cooperation. • Community members in the project area develop a positive attitude toward the project, generating fewer complaints. 	<ul style="list-style-type: none"> • A complaints center/point enables the project to manage and resolve issues promptly when complaints arise. • Reduced cost of hiring new labor from outside the area, and improved community cooperation enabling projects to proceed smoothly. • Environmental impacts from construction are communicated in advance to surrounding communities. • Air and water quality in the project area is measured and maintained within standards, with continuous environmental quality monitoring measures that build community confidence. • Timely resolution of community issues results in zero or reduced community complaints. • Skills training and workforce development gives the Company access to specialized tradespeople within the local community. • Reduced personnel development costs. • Highly skilled and specialized teams and workforce result in error-free delivery of structures meeting engineering specifications. • The Company effectively manages project operations — able to mobilize and proceed according to plan.