

Human Resource Development for Sustainability (HROD for ESG)

Crown Seal Public Company Limited places great importance on the continuous development of employee potential by promoting learning opportunities and enhancing essential skills at all organizational levels. The company is committed to improving work efficiency, product quality, and strengthening its long-term competitive capability in a sustainable manner.

In 2025, the Company implemented the “Training Roadmap 2025” as part of its human resource development initiative. The program covers Core Value, Core Competency, Managerial Competency, and Functional Competency to enhance employees’ knowledge and capabilities, while preparing them to adapt effectively to future business and technological changes.

Training Roadmap 2025



P1	Core Value (CQES)	Focuses on developing employees in alignment with the organization's core values to support the business direction, consisting of: C: Customer First Q: Quality First E: Employee Value S: Social Responsibility
P2	Core Competency (ICARE)	Focuses on developing employees based on the organization's Core Competencies (CC), consisting of: I: Innovation Thinking C: Customer Value A: Awareness Quality R: Responsibility & Integrity E: Employee Development
P3	Managerial Competency (Expert)	Focuses on developing managerial competencies (MC) for effective management, consisting of: Ex: Execute Openness P: Problem Solving & Decision-Making E: Empathy & Relationship R: Real Communication T: Team Management
P4	Functional Competency	Focuses on developing specific technical skills through CSC School and functional competencies according to employees' positions and competency levels.
P5	Standard & Others	Focuses on mandatory, policy-related, or newly introduced topics that are not yet included in the Training Roadmap program, consisting of: - Orientation - Quality Management System - Safety Occupational Health and Environmental - Energy System - Technical Skills - General CSC HAPPY - Annual Training Need Survey

Talent Pool A-Player

A group of high-potential employees who may not yet have clearly defined successor positions but are recognized by the organization and continuously developed.

Successor A-Player

A group of employees identified as future successors for key positions within the organization and prepared through various development programs under the Succession Plan.

Human Resources and Organization Development Department

Information on Employee Development

Training and Employee Development



The employee development plan is part of the annual employee performance evaluation.



Yes



Yes



Yes



Average training hours per employee (hours / person / year)



Training expense for employee development (THB)



4,440,502.00

3,788,790.00

4,724,715.00



Percentage of training and development expense to total expense (%)



Percentage of training and development expense to total revenue (%)



Note:

(*) Total revenue and total expense from financial statements.



Average Training Hours



บริษัท ฝาจิ๊บ จำกัด (มหาชน)
Crown Seal Public Company Limited

Category	Average Training		Average Training Budget (Baht/Person/Year)
Female	22.40	Hours/Person	4,911
Male	28.79	Hours/Person	
Average Training Hours	51.19	Hours/Person	
Training Days per Person	3.67	Days/Person	
TOTAL TIME AT A COMPANY	55.27	Hours	



Employee Development Performance

Types of Training

Training Type	Average Training Hours (Hours/Person/Year)	Average Training Budget (Baht/Person/Year)
Technical	8.42	855.20
Leadership	12.15	1,420.75
Occupational Health and Safety	18.50	2,890.40
Business Support	10.20	1,650.15
Others	6	450.30

Human Resources and Organization Development Department

Crafting Strategy for the Future

Instructor: Assoc.Prof.Dr.Kulachet Mongkol

19,21 June 2025 Novotel Bangkok Future Park Rangsit

(Department manager and above)

Participation Rate: 3.16%

Program Overview

This curriculum emphasizes the development of knowledge in strategic thinking, mastery of critical tools, and future-oriented forecasting methods.

Format

Lecture & Hands-On Practice

Program Type

Course developed from the organization's annual training needs assessment.

Expected Outcomes

This curriculum focuses on developing knowledge in strategic thinking, the use of key strategic tools, and future forecasting methods to help the organization build competitive advantage and adapt effectively to a rapidly changing, complex business environment.



Human Resources & Organizational Development Department

RISK MANAGEMENT AND CRISIS MANAGEMENT FOR SUSTAINABLE BUSINESS OPERATIONS

 5 May 2026 | Crown Seal Public Company Limited



COURSE OVERVIEW

This course enhances employees' knowledge and skills in risk analysis, assessment, and management as well as crisis management in systematic ways. It helps organizations reduce potential impacts, maintain business continuity, and create long-term value.



COURSE FORMAT

Lectures and Hands-on Workshops



COURSE TYPE

Need Assessment-Based Training



WHO SHOULD ATTEND

All employees and relevant personnel at all levels



EXPECTED OUTCOMES



Improved ability to identify, analyze, and assess risks effectively.



Stronger preparedness for crises and ability to respond systematically.



Minimized business disruptions and enhanced operational efficiency.



Stronger organizational resilience and sustainable business growth.



KEY LEARNING AREAS



RISK AWARENESS AND CONCEPTS

Understanding the fundamentals of risk and its impact on business operations.



RISK ANALYSIS AND ASSESSMENT

Learning tools and techniques to analyze and assess risks effectively.



RISK RESPONSE AND MITIGATION PLANNING

Developing strategies and action plans to reduce potential risks.



CRISIS MANAGEMENT AND BUSINESS CONTINUITY

Preparing for crises and ensuring business continuity in critical situations.



INTERACTIVE LEARNING

Engaging workshops and practical activities.



PRACTICAL APPLICATION

Apply real-world tools to workplace challenges.



EXPERIENCED FACILITATOR

Learn from experienced professionals and subject matter experts.



PARTICIPANT SATISFACTION

3.37 out of 5





BUILDING RESILIENCE AGAINST FRAUD AND CORRUPTION FOR SUSTAINABLE ORGANIZATIONS

21 OCTOBER 2025 | CROWN SEAL PUBLIC COMPANY LIMITED



COURSE OVERVIEW

This course enhances employees' knowledge and understanding of social and environmental impacts of corruption and the importance of conducting business with transparency and accountability. It equips participants with practical skills and approaches to strengthen ethical operations and drive sustainable organizational development.

Aligned with ESG (Environmental, Social, Governance) principles, the course fosters responsibility toward society.

The curriculum emphasizes ethics, transparency, and building a culture of integrity to prevent fraud and corruption in a sustainable manner.

PROGRAM HIGHLIGHTS



INTERACTIVE WORKSHOPS & PRACTICAL EXERCISES

Engaging activities to encourage participation and real-world practice.



GROUP DISCUSSIONS & IDEA SHARING

Exchange ideas and experiences to deepen understanding and create shared solutions.



REAL-WORLD APPLICATIONS FOR STRATEGIC PLANNING

Apply learnings to organizational challenges and develop practical strategies for implementation.

COURSE FORMAT

Lectures and Hands-on Workshops

COURSE TYPE

Need Assessment-Based Training

PARTICIPANT SATISFACTION

3.68 out of 5

TOTAL PARTICIPANTS

3.68%

KEY TAKEAWAYS



Improved understanding of the impacts of corruption on organizations and society.



Stronger ethical awareness and commitment to transparent business practices.



Practical approaches to prevent corruption and strengthen internal integrity.



Enhanced organizational sustainability and stakeholder trust.