

Good Corporate Governance

Human Resource Development Policy

BSG provides the process to support the development of knowledge, skills and capabilities for directors, executives and employees as needed in work both in the present and in the future since BSG realizes that human resources are the most valuable assets in business operation therefore the concept of human resource development is suitable for long-term investment. BSG has developed human resources according to the policies and current situations with the knowledge and skills development and job features needed for employees through using the tools of human resources development which are coaching, knowledge sharing and project assignment in order to direct the employees to apply the knowledge in work and strengthen the organization as well as support the business growth accordingly.

BSG commits to developing and arranging the human resources development for the group of key persons through the method of consideration and selection the qualified employees who expertise in responsible tasks with the good personality and mindful behaviors including the good attitudes at work as well as the organization. The department of Human Resources and Administration has cooperated with original departments to conduct the Individual Development Plan (IDP) with the variety of learning concepts, for example, coaching, knowledge sharing, project assignment and internal and external training to acknowledge the precise data of human resource development through conducting the individual evaluation assessed by supervisors and/or the related persons and also following the performance results with supervisors 2 times/year.

BSG prioritizes the development and preparation of human resources in order to support the business expansion therefore Individual Development Plan (IDP) and High Potential Development is determined through the selection of key persons in each department. The selected employees will have opportunities for learning and self-potential development, for example, learning work from different department in the organization (Rotation), etc. Furthermore, BSG supports the stage to show the abilities for employees as well by assigning the challenging projects such as innovation development to respond the business operation and productions to society. The chosen projects will be supported by BSG to apply the innovations created by employees in the real work practices in order to generate the benefits for the organization indeed.

The guidelines on human resource development of BSG are described as follows:

- **Training to expand knowledge**

Each year, every department has budget for additional trainings for all staff members in order to expand their professional knowledge including the training within the company or having an external expert.

- **The Cooperation with external organizations for staff development**

With cooperation of Department of Skill Development, staffs are entitled to develop their skills in order to be above standard so that they receive the salary adjustment based on the minimum rates according to the Department of Skill Development.

- **Scholarships**

The company will provide scholarships for staff members in higher education and graduate studies. Thus, the staff must use their knowledge to work for the company under the condition of tuition reimbursement.

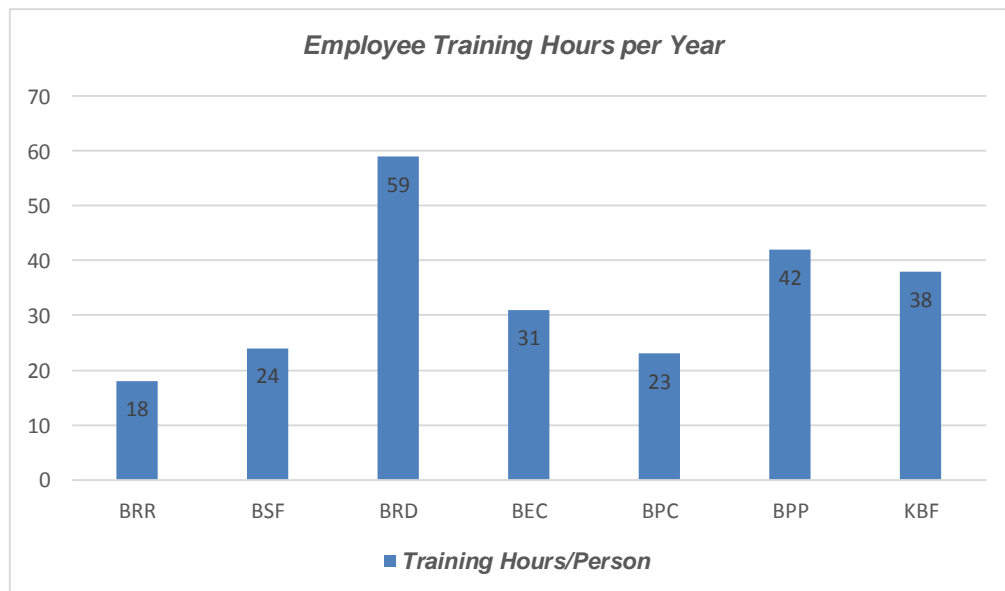
Training in 2017, Buriram Sugar Group (“BSG”) conducted training plans according to the principles of quality management of ISO 9001:2015 as the basic guideline for staff development. The plans will be specified for office, factory and various stakeholders to achieve constant improvement including arrange the training course within the organization. This can be done by improving skills of all level of employees, management, and operations in several fields of knowledge such as production, maintenance and the provision of technological knowledge on the sugar industry and other relevant energy business. The key of the training and development is to track and measure the results including the instruction for related people by the development guideline of 10/20/70. 10% of knowledge and skills are from training, 20% from mentors’ suggestion/teaching, and 70% learning from experience by applying the knowledge, exchanging that and new skills with others.

Example of human resource development for staffs of raw material and farming department aim to improve the production and educate sugarcane farmers by planning and arranging the Best Practice for Knowledge Sharing within the organization and the dissemination of success. This can be seen through the new technology to improve the growing of sugarcane to more than 100%, soil adjustment and improvement for sugarcanes, the use of hormones to increase the growth, and weed-controlling technology for new sugarcane and sugarcane ratoon, and equipment for high crop yield and so on. BSG

has arranged the training for technician and mechanics by cooperating with the Department of Skill Development, Buriram Rajabhat University, Khu Mueang Technical College and business partners in order to improve understanding uses of machines, tools, lubrications used in the factory, and maintenance.

According to **the guidelines for the development of the organization**, BSG has always provided supports for staffs by providing scholarships in Bachelor's degree and Master's degree, encourage to do job shadows in leading organizations in the same industry according to the summary in Human Resource Development and relevant training courses which is expected to help improve proficiency of staffs.

Employee Training Hours/ Year (2017)



Types of Training Course, Number of Participants and Employee Training Hours of

Buriram Sugar Public Company Limited in 2017

Types of Training Course	Number of Participants	Training Hours	Total Training Hours
Environment	218	156	3,738
Occupational Health and Safety	487	144	3,204
Quality Control	145	132	1,716
Good Governance and Ethics/ Laws/ Anti-Corruption	402	174	4,452
Knowledge and Skill Development in Work/ Leadership Skill/ Communication Skill and Others	906	826	13,564
Total	2,158	1,432	26,674

Example of Internal and External Training Courses in 2017

Executive Level

- Leaders for Transformation
- Update COSO Enterprise Risk Management with Strategy and Performance
- Enterprise Risk Management on Accounting and Finance System
- The Professional Tax Planning Strategies
- Innovative Efficiency Improvement and Maintenance in Power Plant
- Core Value Creation, Organizational Culture, and Actual Practices
- Positive Leadership with Coaching Skills

Management Level

- Advanced Leadership for Excellent Organization
- Excellent Management and Planning
- BRR Team Core Values Boost Up
- Risk Analysis and Sustainability Issues

- Leadership for Leader
- Readiness for Sugarcane Crushing for the 2017/18 Crop Year
- Update Water and Air Pollution Law Which Is Currently Effective and the Future

Operation Level

- Code of Conduct and Guidelines
- Successful Communication
- Excellent Teamwork for Organization
- Introduce & Awareness for ISO 9001:2015
- Safety for Using Chemicals in Workplace
- SAP Utilization
- Technological Operations on Agri-Chemical for Sugarcane Plantations

For the activity in 2017, BSG has arranged the project “**Cross Functional Team**” under the training course named “CFT Excellent Planning and Management”, held on August 16-18, 2017. This was the collaboration within the BSG with the purpose of enhancing the effectiveness of management to recognize and understand the mutual goals. This course also included the business level’s operational planning to improve communications, instill the awareness of teamwork based on Cross Functional Team, integrate the management system, and move forward to the same business direction. Hence, problems would be solved, and good actual guidelines would be taken. The subjects of such issues are as follows:

1. How to manage sugarcane crushing for 3 million tons in the 2017/18 crop year
2. Use of energy with the most benefit
3. Sugar yield in the 2017/18 crop year and so on



The Human Resource Development Plan for 2018

The Human Resource Development plan of BSG in 2018 aims for quality systematic development according to ISO 9001, ISO 14000, ISO 18000, GMP, and HACCP, the pest management and the security such as fire evacuation, fire drills, first aids, steam boiler control, occupational health and safety course, as well as group development plan, CFT (Cross Functional Team) in line with based project and policies. Moreover, the plan also includes the process to make awareness of working, organizational mindset, risk management, good corporate governance, code of conduct, skills development courses for each department as deem necessary, and in-house trainings and external trainings.