

Employee

Talent Attraction and Retention & Diversity and Equal Opportunities

To attract new talents and retain our people for long-term sustainable business growth, we have implemented a number of activities, including utilizing digital platforms to increase effectiveness of recruitment process, surveying our employees to gain their feedback so that we can improve their experience at BJC, and providing incentives for our people.

Ideally, talented employees progress and take on more responsibility and leadership throughout their career development. However, this trajectory is commonly broken, creating a challenge for the Company. To address this, BJC established a Diversity Policy to provide opportunities for recruiting personnel from diverse backgrounds despite their age, gender, disability, race or culture. This creates an all-round and diversified experience pool of employees. Additionally, BJC supports the government's policy as well as United Nations' Sustainable Development Goals to provide equal opportunities for all by increasing employment of the youth, the elderly and people with disabilities.

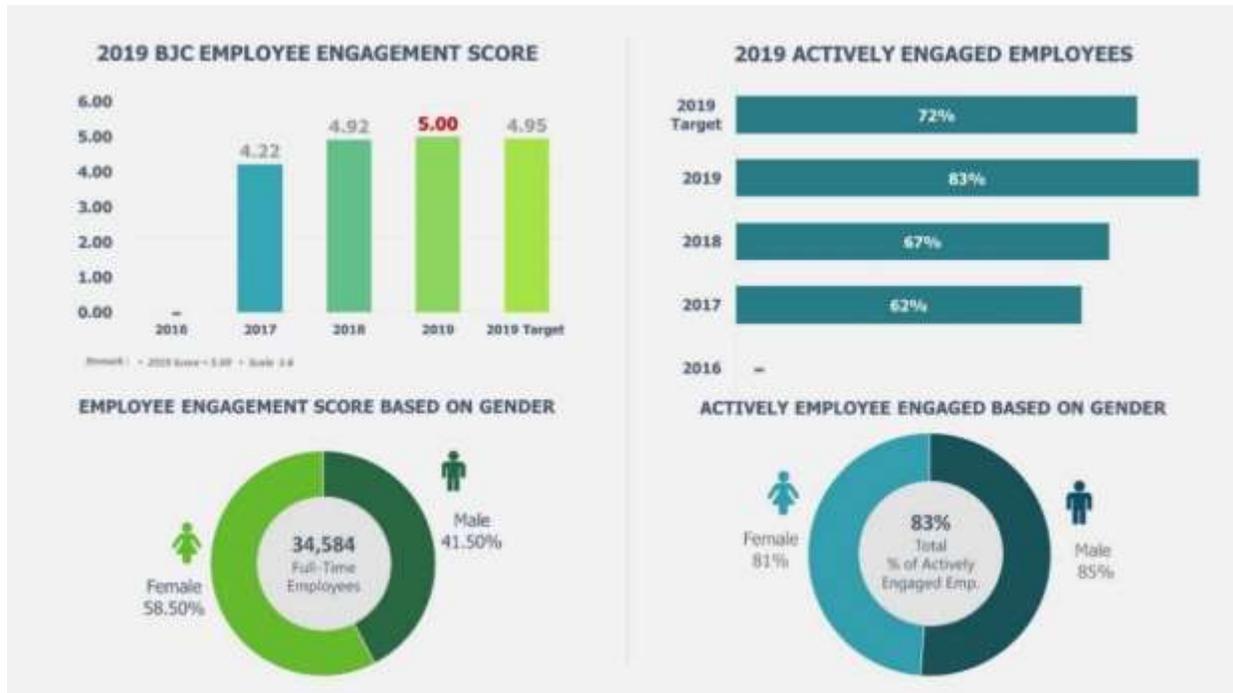
In summary, BJC has clearly set its commitment and strategy for management of talent attraction and retention as well as diversity. This includes:

- 👤 To integrate an effective approach for workforces' acquisition;
- 👤 To enhance a strategic workforce management program for employee experience and engagement. Such that it contributes to organization success; and
- 👤 To create a great environment and place to work for multiple generations and diversities, as well as to provide equal opportunities.



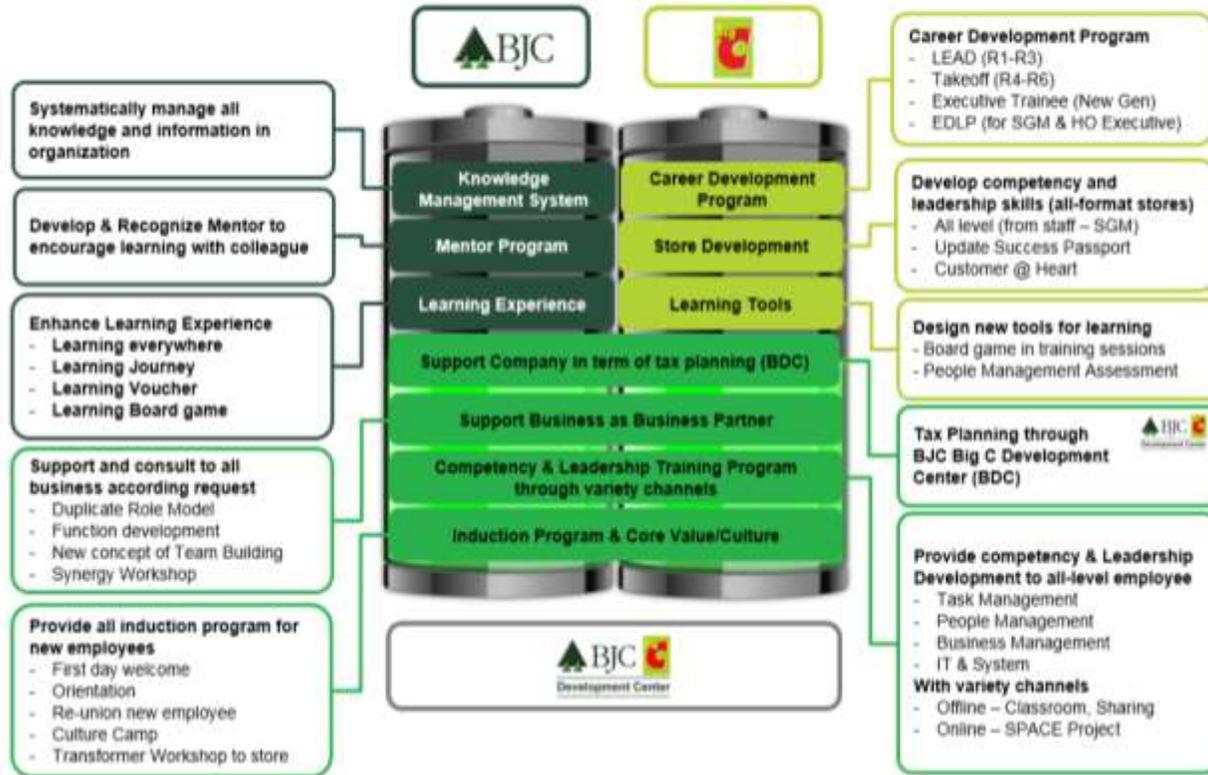
Human Capital Development

In order to have deeper understanding of employee's feedback towards their jobs and the Company, BJC conducts a twelve-question employee engagement survey covering all essential aspects including basic needs, management support, teamwork and personal growth. Results from this contributes to the root-cause analysis of employee turn-over rates, hence retaining our talented employees.



BJC supports building readiness and the ability to adapt for business competition both within and outside the country. Hence, the Company created the Learning & Development Activity Roadmap, in which focuses on learning through work experience and learning from various experts as well as web-based or online learning on HR application to achieve learning and development.

To ensure that BJC achieves our determination to develop our employees together with the Company, BJC established a BJC-Big C Learning and Capability Development Strategy. The Strategy outlines the training and development programs available for each employee level. To equip them with knowledge and competency to advance their career with BJC. Each program has been carefully designed to each stage of an employee's career, to achieve maximum benefits and sustainable growth.



BJC’s Human Capital Development Strategic Response and Targets for 2020-2025

BJC recognizes and values the importance of human capital development in enhancing knowledge and competencies, as well as inspires and motivates its employees to improve their capabilities and performances. We fully support employees’ capacity in caring for societies, communities, and the environment- subsequently driving the Company towards sustainability. Thus, the Company focuses on building a Knowledge-based Society in order to build leadership and develop employees into ethical and talented professionals with readiness for lifelong learning.

Challenges

Developing employees’ capabilities and capacities to support BJC’s continuous growth.

Strategic Response for 2020-2025

BJC has prescribed required qualifications, including specialization and leadership skills, for each job position and level based on our core values (CDSH) and Corporate Culture (WINNING). The Company has also provided capacity development trainings which correspond to employees' career path planning as well as the Company's business strategies.

Occupational Health and Safety

Operations throughout BJC adhere to and exceed occupational health and safety (OHS) requirements of local regulations. This is achieved by implementing a management system in accordance with international standards. The system overarches requirements to conduct hazards assessment, trainings, and establishment of responsible persons. We also implement health promotion programs. All of these actions lead to the enhancement of employees' safety, good health, and well-being.

BJC places great importance on OHS such that the Company has formulated a fundamental policy to promote health and safety practices in the workplace. This is to ensure that legal requirements are fulfilled, and OHS hazards are eliminated, as employees' health is the foundation for our business operation. This policy has been enforced and cascaded onto executives, employees, suppliers, contractors, communities and other related personnel in order to layout the groundwork for sustainable growth.

BJC'S OCCUPATIONAL HEALTH AND SAFETY POLICY



It is the Company's responsibility to ensure a safe working environment and protect the occupational health of our employees



The Company will develop an action plan such that the Safety, Occupational Health and Environment Committee can effectively manage and is in compliance with local regulations



It is the Company's first priority to consider the safety of employees prior to starting work



The Company will effectively manage such that accident rates and impacts on employees are as low as possible or at zero



The Company will assign responsible personnel to ensure adherence against developed health and safety procedures