

People and Culture

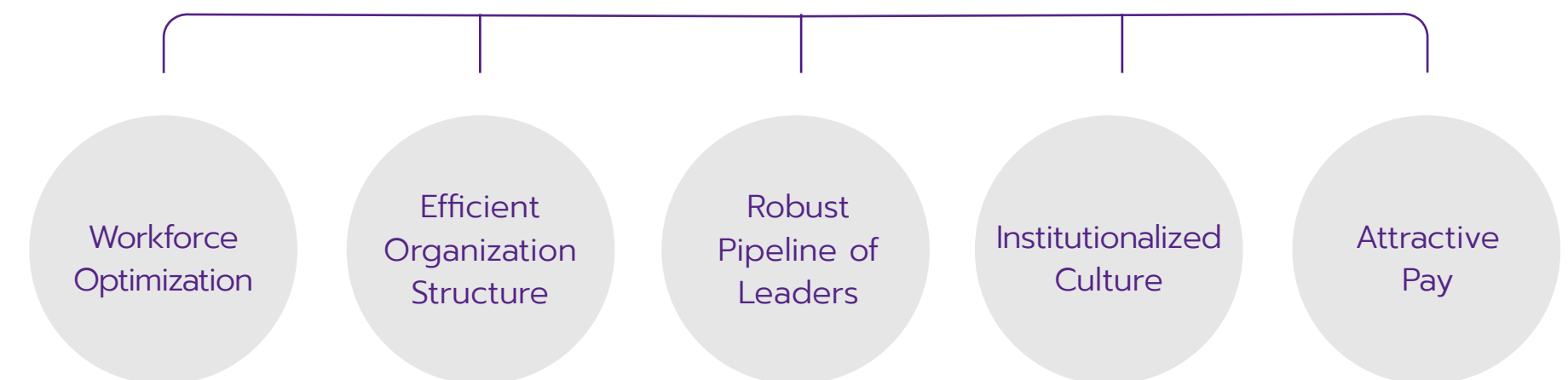
“People and culture” are at the heart of business success. That is why the Bank strives to promote workforce diversity, equality, and engagement to facilitate continuous improvement, as well as encouraging employees to adopt and practice the Bank’s core values.

Our Commitments

The Bank’s workforce vision is to best uplift employees’ and organizations’ capabilities to achieve its objectives within the resource constraint in conjunction with building good and strong leaders to become the bank of the future through 5 key approaches.



People and Culture





2023 Target



At least 50% of management positions are female by 2023



At least 85% of employees are actively engaged with the Bank

2021 Performance

56% of management positions are female

89% of employees are actively engaged with the Bank



Workforce Optimization

The Bank places importance on workforce management, assigning each employee an appropriate task while uplifting their career mobility. This is done in parallel with the implementation of work processes automation which will lead to cost efficiency, and the transformation of the Bank into an agile and digital organization.



Efficient Organization Structure

The Bank seeks to redesign its organizational structure to foster integrated work skills by adopting the “Productivity Index” concept, as well as People Analytics to strategically design workforce monitored by real-time dashboards. These practices enable executives to information, assess, and accurately make data-driven decisions related to human resource management.



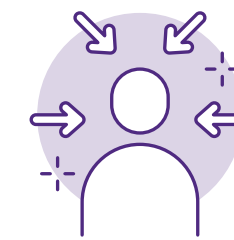
Robust Pipeline of Leaders

Talent management and succession planning are identified as the Bank’s strategies in creating career path for employees to grow with the organization. The Bank has subsequently assessed key positions and built leadership readiness for executives and future leaders. This is to ensure that the Bank has ready workforce for critical positions succession and able to respond to future challenge.



Institutionalized Culture

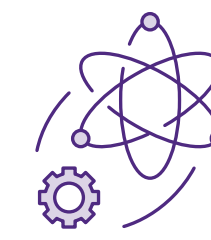
The 4 core values are fostered and embedded into the way of work, including, Customer Centricity, Risk Culture, Innovation, and Speed. The Work from Anywhere arrangement has also been playing a significant role in fostering these core values and building a ‘listening’ culture, collaborating for success at both personal and organizational levels to deliver new values to customers and society.



Customer Centric



Risk Culture



Innovation



Speed



Attractive Pay

To manage and encourage employees to support the organization’s goals and for the Bank to become a “High-Performance Organization”, the Bank has in place a policy and system for pay equity based on fair and competitive considerations upon each type of work, as well as assigned role and responsibility. Job evaluation and annual self-evaluation are performed, including 360-degree feedback before assessment by supervisor and calibration at function level.

Key Performance/ Initiatives in 2021

01

Heading towards Digital HR



In order to take on challenge and grow along with the waves of digital disruption, strategic shifts in business direction to become a 'Digital Organization' with the Work From Anywhere (WFA) arrangement have led the Bank to review its approaches to human resources management to keep up with the changing business context. The Bank recognizes the importance of utilizing technology and data analytics in organizational planning, which does not only bring about an organizational digital capability, but also foster digital mindset and culture through the use of tools, programs, and digital technologies, resulting in improved overall organizational management, efficiency, and employee performance. Accordingly, all employees in People Office received training and skill development in using technology and data analytics to effectively perform human resources-related tasks.

Recruiting and fostering STEM Skills

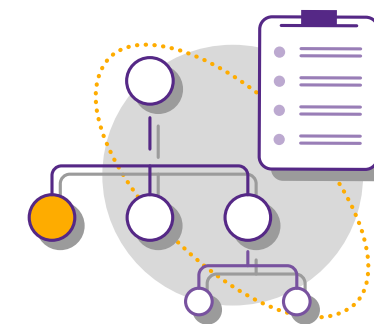
To prepare and ready the Bank for entrenchment of digital technology, improve work processes, and build readiness of employees to respond to the changing customer's needs, SCB continues to increase employees' knowledge, capability, and performance through implementation of different development programs in parallel with recruiting talents with STEM capability, specifically, on technology and data, as well as fostering a digital mindset and culture in the organization.

Developing Data Mart

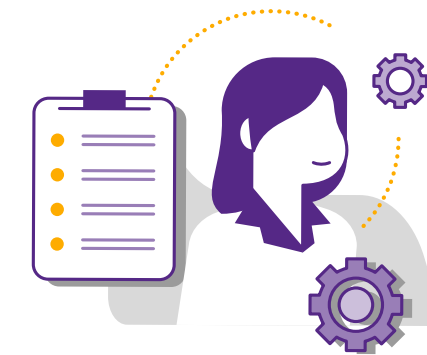
Due to the amount of data which can come from different sources, the Bank, therefore, emphasizes on development of data architecture and data mart to create a single source of information, which is being constantly updated and equipped for application and use in different platforms in terms of raw data and Power BI Dashboard. Here, employee control access is specified based on accessibility and the need to utilized such data.

People Analytics

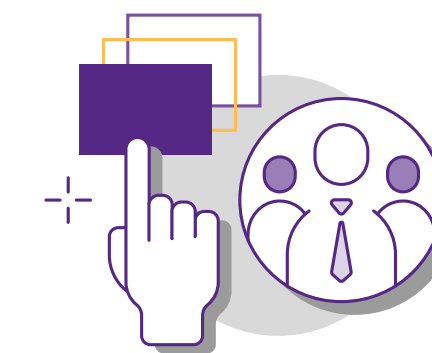
The Bank continuously develops people analytics capabilities by implementing big data and technology to serve as a foundation for management, business decision-making, and strategy planning related to human resources. Such approach ranges from cleaning and collecting data, adopting tools and technologies in operations, and developing models under different scenarios for predictive values and human resources purposes while maintaining real-time dashboards.



Organizational Network Analysis



Measuring Employee Performance



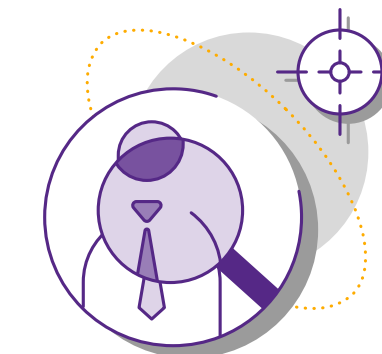
Strategic Workforce Planning



Competitive Intelligence



Retaining Talent



Recruiting & Hiring

SCB's People Analytics



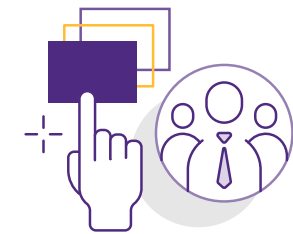
Measuring Employee Performance

For general business units, and those providing direct service and taking care of customers such as Customer Center, Branch Network.



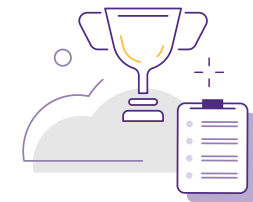
Retaining Talent

By developing predictive models to assess and prevent potential regrettable loss, and to identify employees with right skills to support the Bank's strategy.



Strategic Workforce Planning

To be aligned with the Bank's strategic direction through both bottom-up and top-down approaches covering both general and specific skills.



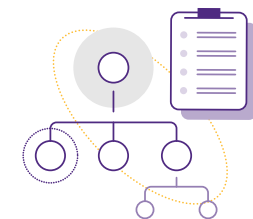
Competitive Intelligence

Systematically and comprehensively sort and assess information from different data sources to understand the business context, risk, and opportunity for organizational improvement.



Recruiting & Hiring

Recruit and hire talents with skills to support the Bank's direction, while assessing the effectiveness of each recruitment channel and its success rate.



Organizational Network Analysis

For capability assessment of internal organizational networks that contribute to improved work efficiency and productivity.

Data-Driven Strategic Workforce Planning

Through Power BI, a business analytics service by Microsoft, SCB utilizes People Analytics for its human resources data management which is a key component to uplift the Bank's capabilities to make data-driven decision. The approach covers both Top-Down and Bottom-Up strategic workforce planning, such as:

- Headcount Movement
- Peer Benchmarking Comparison
- Span of Control
- New Hire
- Resignation Attention
- Learning and Development
- Vacation Balance
- Employee Engagement.
- Compensation and Benefits Data Mart
- Holistic Recruitment
- Organization Efficiency in terms of job position structure, number of position, number of employee per work type including per job family and sub-job family
- Covid and other pandemic dashboard

Real-time dashboards are developed and maintained for management to access at any time. This practice increases the Bank's effectiveness in analyzing and assessing workforce-related risks, identifying, and classifying talents with desired skills to strategic workforce planning supporting the Bank's goals.

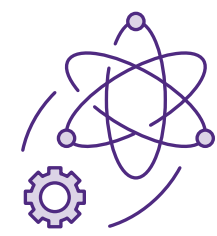
Automatic Process and Operations

The Bank seeks to create values and delivers distinguished employee experience by adopting technologies to automate work processes, ensuring agility and organizational adjustment in becoming a digital organization with online process and work approach.

Since 2017, the Bank has been utilizing a global Human Resources Management System (HRMS) to comprehensively accommodate internal human resources management, while attaining flexibility of implementation. This system is a crucial platform for data collection and analytics for human resources decision-making which is being continuously maintained and improved to meet the needs of users and organizations.

Single Source of Truth: Employee Data for Executive Dashboard

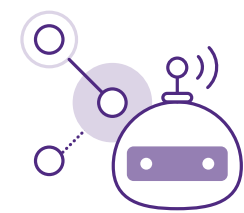




Improve Automated Workflows

Such as medical expenses, scholarship applications, tax services, or employee ID card requests. These processes have been automated and standardized to deliver better employee experience.

Moreover, the Bank also adopted KHIME, an analytic platform that was ranked by Gartner in data science and machine learning leader to improve performance efficiency and decrease manual work process. However, the important processes are still maintained for effective audit.



Apply Robotic Process Automation

As part of basic work processes such as using robotic technology in entering, modifying and reviewing employees' non-confidential data.

This automatic process contributes to **68%** reduction in cost saving, and to **56%** increase in productivity per transaction.



HR on Mobile

Bringing human resources services on mobile to facilitate convenience to employee since 2020. New features are being continually added to the platform in 2021.

Request and approve leave days



Set up goals and KPIs



View salary slip



Search employee directory



Search internal openings



Update personal information and identify changes in positions

99%

of employee use HR on Mobile

People & Culture

Governance, Risk Management and Compliance

Creating Experience for Employee Engagement

Working in digital era and with full effect of Work From Anywhere arrangement have brought about changes in approach towards maintaining employee engagement which needs to be subsequently adjusted. The Bank has then designed and developed an online platform aiming to foster 'Appreciation Culture' for long-term engagement. In 2021, 'Wan-La-Nid' platform was leveraged by using gamification techniques in promoting employee engagement through electronic devices both computer and mobile phone. Engagement activities on the platform ranging from learning, internal activities, engagement activities, and general management. Nevertheless, the Bank is in the process of comprehensively reviewing and initiating activities through the platform to effectively promote long-term employee engagement.



'Wan-La-Nid'

A Positive Space for Everyday's Fun

3 Simple Steps



Participating in

- Quiz
- Bank's activities
- Different training courses



Collect Point

Badge and experience point



Reward redemption

02

Promoting Engagement

... Building bonds



Believing that employee engagement, as part of organizational management, is one of the key factors in promoting work-related wellness and connected to success in life, the Bank therefore continues to conduct organizational health assessment and employee engagement to identify improvements on processes and human resources management approach aligned with the needs and expectations of employees from different professional level, area of work, age, and gender.

In 2021, the Bank conducted employee engagement survey through SCB Employee Survey, which adopted the assessment system based on the Bank’s current operational strength and readiness to encounter changes in the future. SCB Employee Survey also places importance on the assessments of SCB Cultures, Engagement and Work Model, and Organizational Health; all are contributing to organizational capabilities.

Moreover, seeking to understand an aligned organization’s goal, capabilities in adopting SCB core values, and overall work satisfaction, this year’s survey also added questions on Work From Anywhere (WFA) arrangement to listen to employee’s opinions on the policy which has been in full effect since August 2010.

2021 employee engagement result has illustrated improvement with satisfaction, particularly the Work From Anywhere arrangement, in which 80% of employees are satisfied with this new arrangement. In addition, the Bank is committed to improving the management approach to keep up with the changing context by emphasizing productivity and efficiency, while responding to the needs and employee’s lifestyles.



89%

of employees are actively engaged with the Bank

People & Culture

Governance, Risk Management and Compliance

Performance Indicators	2018	2019	2020	2021	2021 target
Percentage of actively engaged employee	85	83	83	89	85
Response Rate	98	99	99	98	

At the same time, the Bank allows employees to join labor unions with the Employee Relations Committee, established to actively listen to problems, concerns, and suggestions, while acting as a liaison between employees and union members on behalf of the Bank. By the end of 2021, the Bank’s labor unions represented 63 percent of all employees.



In 2022, SCB was ranked as among 50 best leading workplaces in Thailand as voted by the new generation of employees.

An online survey by Work Venture, a leading brand consultant for top enterprises in Thailand and jobs finder platform service provider, revealed the Bank’s outstanding people management capability that provides work flexibility and freedom to the employees through Work From Anywhere arrangement, as well as adopting technologies to assist in working and creating work-life balance. Subsequently, the Bank stepped up as the 14th best workplace in Thailand by 2022; improved from the rank in 2021.

03

Promoting Well-being ... Anywhere, Anytime



A change from working on-premises to Work From Anywhere (WFA) does not prevent the Bank to take care of and ensure employees' well-being, nonetheless, this arrangement has provided an opportunity for the Bank to adopt technology in leveraging and expanding employee well-being programs for both physical and psychological wellness. This approach corresponds to a new way of work in the digital era and among the spread of COVID-19.



SCB We Share

Digital community to exchange, learn, and share knowledge in the areas of employees' interests. The Bank categorized learnings into Work and Knowledge, Money, Financials, and Benefits, and Inspiration, Health, and Fun. Throughout 2021, over 8,800 employees participated in over 130 sessions.



Work and knowledge

Share work-related knowledge and techniques for increased effectiveness.



Money, financials, and benefits

Discuss employee benefits or perspectives toward money management which will help employee build and maintain financial well-being.



Inspiration, health, and fun

Share inspirations and tips for happiness in work and in life.

Selected Initiatives in 2021



SCB Telecare

Remote nursing services on the app “Line @scbtelecare.” This app provides real-time medical services on video calls which include appointment and prescription delivery services without charge.

SCB Call for Care

Monitoring and providing care services for both physical and psychological wellness of employees who were infected by COVID-19, and isolated themselves at home. With this initiative, professional nurse stationed at the Bank’s care room will monitor employees’ conditions and provide medical recommendations until they are back to full recovery.



Good Doctor

Health consultant application for employee to chat and interact with doctors conveniently, and quickly without having to commute to hospitals.



CoolKith

Consultant service by external and licensed platform to perform under professional conduct of psychologists who will listen and identify solutions for employee.

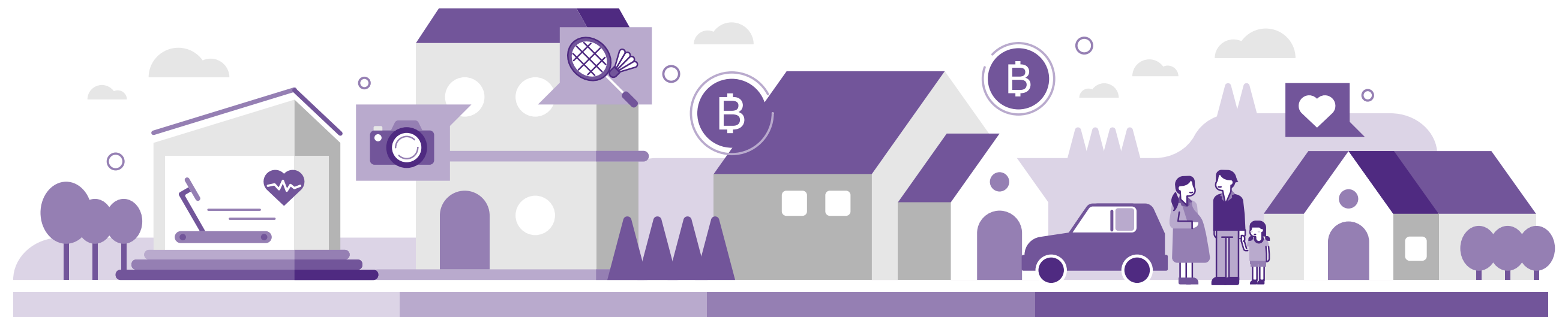
Apart from new initiatives, the Bank continues to maintain existing programs and activities to promote well-being of all employees.

Daycare Center for employees

98-day paid maternity leave which is beyond the statutory benefits

5-day paid paternity leave which is still not legally required

2,332 scholarships for children of employees from elementary school to bachelor’s degree level

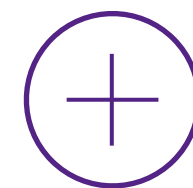


Fitness and exercise facility

Organized clubs, e.g., photography club, meditation club, badminton club

SCB Staff Saving Co-operative Ltd. to promote savings and provide financial assistance

Financial benefits such as special interest rate on refinancing loans to address debt problem



SCB Good Health

Online and offline activities/ seminars on health topics of employee’s interest, such as COVID-19 Prevention and Health tips, Office Syndrome Prevention, and Care, which drawn more than 4,400 participants in 2021.

Occupational Health and Safety at Workplace

The Bank is strict with the implementation of policies and measures to take care of employee, customer, and contractor, who frequently uses the Bank’s premises. In 2021, the Bank focused the efforts on preventing the spread of COVID-19, strictly complying with measures enforced by governmental agencies which are in alignment with the World Health Organization (WHO), while communicating and sharing tips to employees to take care of their physical and psychological health. In addition, the Bank provided Antigen Test Kit and alternative vaccines as well as coordinating for medical facilities and hospitals for employees or their family members who were affected by COVID-19.



Occupational Health and Safety Performance

Performance	Unit	2018	2019	2020	2021
Basic safety and occupational health orientation	Hour	2,682	2,080	223	2,215
SCB Safety First e-Learning	Hour	23,717	40,819	64,305	29,256
Work-related injuries	Incidents per million work hour	0.32	0.23	0.23	0
Work-related illnesses	Case	0	0	0	0



Unplanned Absenteeism

Performance	Unit	2018	2019	2020	2021	2021 Target
Absenteeism rate (including sickness and injuries leave)	%	0.90	0.87	0.72	0.80	1.00



2021 Workplace Environmental Assessment Summary for Ratchayothin Head Office

Indoor Air Quality¹

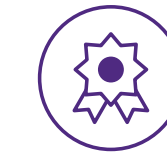
- Total airborne bacteria: At 206.1 (cfu/m³) which met the standard (standard < 500 cfu/m³)
- Carbon dioxide: at 647 ppm which met the standard (standard < 1,000 ppm)

Workplace Light Intensity²

At 499 lux which met the standard (standard > 400 lux)

Indoor Temperature²

At 26.8° C (standard is 24 - 26° C)



Safety Awards



BSA Building Safety Award 2021 from the Building Inspectors Association

Platinum level for head office building, Plaza East building and Plaza West building. This reflects the Bank's success in adopting national standards of building safety and management as well as occupational health, safety, fire prevention and the spread of COVID-19.



Zero Accident Award, Gold Label from Ministry of Labor

with cumulative hours of no lost time injury up to 46 million hours.



Operational Risk Management Award amid the spread of COVID-19 pandemic from Asian Leadership Awards 2021

including Best COVID-19 Solution for Workforce Management Award, Best COVID-19 Remote Monitoring Solution Award, and Most Innovative Solution for COVID-19 Award. These recognitions reflect SCB's outstanding corporate management during the COVID-19 crisis, enabling operations following the Bank's highly resilient and effective business continuity plan.

1 Based on Singapore Standard SS 554: 2009 (Code of Practice for Indoor Air Quality for Air-conditioned Buildings incorporating Erratum No.1, November 2009)

2 Ministry of Labour Regulation on Standards for Administration and Management of Occupational Safety, Health, and Environment in Relation to Heat, Light and Noise B.E. 2559, Department of Labour Protection and Welfare Notification on Standards for Light Intensity B.E. 2561