

Human Resource Performance

GRI	Indicators	Unit	Performance Result ¹			
			2018	2019	2020	2021
403-9	Total full time employees: FTEs					
	Total Number	Person	362	457	509	505
	Classified by gender					
	- Male	Person	223	295	340	337
	- Female	Person	139	162	169	168
	Classified by age					
	- Less than 30	Person	90	128	148	120
	- 30 to 50	Person	244	296	328	345
	- Over 50	Person	28	33	33	40
	Classified by nationality					
	- Thai	Person	268	299	314	310
	- Lao	Person	87	149	184	184
	- Indian	Person	2	3	5	6
	- German	Person	2	2	2	2
	- Costarican	Person	1	1	1	1
	- French	Person	1	1	1	1
	- Filipino	Person	0	1	1	1
	- Swedish	Person	1	1	1	0
	Classified by position					
	Manager level	Person	19	18	22	21
- Male	Person	15	15	18	15	
- Female	Person	4	3	4	6	

Remark: ¹ Report includes XPCL

Human Resource Performance (continued)

GRI	Indicators	Unit	Performance Result ¹			
			2018	2019	2020	2021
	Middle management	Person	17	19	13	19
	- Male	Person	13	14	10	10
	- Female	Person	4	5	3	9
	Junior management	Person	65	69	68	62
	- Male	Person	36	38	37	36
	- Female	Person	29	31	31	26
	Officer	Person	261	351	406	403
	- Male	Person	159	228	275	276
	- Female	Person	102	123	131	127
	Revenue-generating functions of all such managers	Person	160	195	224	225
	- Male	Person	143	180	208	208
	- Female	Person	17	15	16	17
	Science, Technology, Engineering & Mathematics: STEM	Person	160	198	228	236
	- Male	Person	151	187	216	222
	- Female	Person	9	11	12	14
	Type of Employment	Person	362	457	509	505
	- Permanent	Person	324	373	392	396
	- Contract	Person	38	84	117	109
	Classify by Country					
	- Thailand	Person	208	216	217	216
	- The Lao People's Democratic Republic	Person	154	241	292	289

Remark: ¹ Report includes XPCL

Human Resource Performance (continued)

GRI	Indicators	Unit	Performance Result ¹			
			2018	2019	2020	2021
401-1	New hiring employees	Person	62	107	82	24
	Classified by gender					
	- Male	Person	42	75	63	17
	- Female	Person	20	32	19	7
	Classified by age					
	- Less than 30	Person	31	57	45	14
	- 30 to 50	Person	30	47	32	10
	- Over 50	Person	1	3	5	0
	Open positions filled by internal candidates (internal hires)	Percentage	36.23%	39.74%	30.51%	71.62%
	Average hiring cost/FTE	Baht	13,994	11,997	20,490	71,445
	Total number of resigned employees	Person	21	30	29	15
	Classified by gender					
	- Male	Person	13	18	20	10
	- Female	Person	8	12	9	5
	Classified by age					
	- Less than 30	Person	11	9	11	5
	- 30 to 50	Person	9	19	16	9
	- Over 50	Person	1	2	2	1
	Total number of voluntary Turnover	Person	19	28	23	14
	Classified by gender					
- Male	Person	11	17	15	9	
- Female	Person	8	11	8	5	

Remark: ¹ Report includes XPCL

Human Resource Performance (continued)

GRI	Indicators	Unit	Performance Result ¹			
			2018	2019	2020	2021
	Classified by age					
	- Less than 30	Person	11	9	8	5
	- 30 to 50	Person	8	18	13	9
	- Over 50	Person	0	1	2	0
404-1	Training hours					
	Total training hours	Hour	10,796	9,788	10,939	16,737
	Average training hour/ FTE/ year	Hour/FTE	48	33	32	40
	- Male	Hour/FTE	48	33	30	41
	- Female	Hour/FTE	49	35	37	37
	Classified by position					
	- Manager level	Hour/FTE	35	28	26	21
	- Middle management	Hour/FTE	28	16	65	51
	- Junior management	Hour/FTE	52	44	62	83
	- Officer	Hour/FTE	49	32	24	33
-	Training budge					
	Total training budget per year	Million Baht	3.89	4.96	4.20	4.04
	Training budget of FTE per person per year	Hour/FTE	17,369	16,861	12,402	9,624
	- Male	Hour/FTE	17,750	15,659	11,594	10,089
	- Female	Hour/FTE	16,790	19,264	14,017	8,643
	Classified by position					
	- Manager level	Hour/FTE	34,744	22,527	34,192	16,210
	- Middle management	Hour/FTE	10,060	11,112	31,875	13,805
	- Junior management	Hour/FTE	17,453	23,615	27,679	14,098
	- Officer	Hour/FTE	16,792	15,046	6,874	8,364

Remark: ¹ Report includes XPCL

Human Resource Performance (continued)

GRI	Indicators	Unit	Performance Result ¹	
405-2	Equal Pay Assessment Ratio of Female to Male Employees		2021	
	Salary and Basic Remuneration of Male and Female Employee		Male	Female
	- Base salary for Top Management Level	Percentage	1	0.89
	- Base Salary + Other cash incentive for Top Management Level	Percentage	1	0.64
	- Base salary for Manager level	Percentage	1	0.80
	- Base salary + other cash incentives for Manager level	Percentage	1	0.71
	- Base salary Staff	Percentage	1	1.06

Remark: ¹ Report includes XPCL