



HUMAN RESOURCE PERFORMANCE

Human Resource

Disclosure	Performance	Unit	Year			
			2019	2020	2021	2022
GRI 2-7	Full time employees: FTEs					
	Total numbers of full time employees	Persons	457	509	505	517
GRI 2-7	Classified by type of employment					
	- Permanent	Persons	373	392	396	407
	- Contract	Persons	84	117	109	110
	Classified by country of operation					
	- Thailand	Persons	216	217	216	227
	- Lao People's Democratic Republic	Persons	241	292	289	290
GRI 405-1	Classified by gender					
	- Male	Persons	295	340	337	348
		Percentage	65	67	67	67
	- Female	Persons	162	169	168	169
		Percentage	35	33	33	33
	Classified by age					
- Less than 30 years	Persons	128	148	120	112	
	Percentage	28	29	24	22	
- 30 to 50 years	Persons	296	328	345	364	
	Percentage	65	64	68	70	
- Over 50 years	Persons	33	33	40	41	
	Percentage	7	6	8	8	

Remarks:

The Company's data coverage for human resource indicators include 100% of all employees. The Company's workforce consists only of full time employees (including both permanent and contract) and does not consist of any part time employees.



Disclosure	Performance	Unit	Year			
			2019	2020	2021	2022
Classified by nationality						
S&P Global	- Thai	Persons	299	314	310	313
		Percentage	65.43	61.69	61.39	60.54
	- Lao	Persons	149	184	184	193
		Percentage	32.60	36.15	36.44	37.33
	- Indian	Persons	3	5	6	5
		Percentage	0.66	0.98	1.19	0.97
	- German	Persons	2	2	2	2
		Percentage	0.44	0.39	0.40	0.39
	- Costarican	Persons	1	1	1	1
		Percentage	0.22	0.20	0.20	0.19
	- French	Persons	1	1	1	1
		Percentage	0.22	0.20	0.20	0.19
	- Filipino	Persons	1	1	1	1
		Percentage	0.22	0.20	0.20	0.19
	- Cambodian	Persons	1	1	0	1
		Percentage	0.22	0.20	0.00	0.19

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Disclosure	Performance	Unit	Year			
			2019	2020	2021	2022
Classified by race/ ethnicity						
S&P Global	- Thai	Persons	299	314	310	313
		Percentage	65.43	61.69	61.39	60.54
	- Lao	Persons	149	184	184	193
		Percentage	32.60	36.15	36.44	37.33
	- Indian	Persons	3	5	6	5
		Percentage	0.66	0.98	1.19	0.97
	- German	Persons	2	2	2	2
		Percentage	0.44	0.39	0.40	0.39
	- Costarican	Persons	1	1	1	1
		Percentage	0.22	0.20	0.20	0.19
	- French	Persons	1	1	1	1
		Percentage	0.22	0.20	0.20	0.19
	- Filipino	Persons	1	1	1	1
		Percentage	0.22	0.20	0.20	0.19
	- Cambodian	Persons	1	1	0	1
		Percentage	0.22	0.20	0.00	0.19
Classified by people with disability						
S&P Global	- People with disability	Persons	0	0	0	0
		Percentage	0	0	0	0

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Disclosure	Performance	Unit	Year			
			2019	2020	2021	2022
	Classified by position					
	Top management	Persons	18	22	21	20
	- Male	Persons	15	18	15	14
		Percentage	83	82	71	70
	- Female	Persons	3	4	6	6
		Percentage	17	18	29	30
	Middle management	Persons	19	13	19	22
	- Male	Persons	14	10	10	13
		Percentage	74	77	53	59
	- Female	Persons	5	3	9	9
		Percentage	26	23	47	41
	Junior management	Persons	69	68	62	64
	- Male	Persons	38	37	36	35
		Percentage	55	54	58	55
	- Female	Persons	31	31	26	29
		Percentage	45	46	42	45
	Officer/ Non-management	Person	351	406	403	411
	- Male	Persons	228	275	276	286
		Percentage	65	68	68	70
	- Female	Persons	123	131	127	125
		Percentage	35	32	32	30

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Disclosure	Performance	Unit	Year			
			2019	2020	2021	2022
	Management of revenue-generating functions	Persons	51	54	53	59
	- Male	Persons	48	50	47	50
		Percentage	94	93	89	85
	- Female	Persons	3	4	6	9
		Percentage	6	7	11	15
	Science, Technology, Engineering & Mathematics: STEM	Persons	198	228	236	236
	- Male	Persons	187	216	222	223
		Percentage	94	95	94	94
	- Female	Persons	11	12	14	13
		Percentage	6	5	6	6
GRI 401-1	New employee hires	Person	107	82	24	34
	Classified by gender					
	- Male	Persons	75	63	17	26
	- Female	Persons	32	19	7	8
	Classified by age					
	- Less than 30 years	Persons	57	45	14	22
	- 30 to 50 years	Persons	47	32	10	11
	- Over 50 years	Persons	3	5	0	1
	New employee hiring rate	Percentage	23	16	5	7
	Classified by gender					
- Male		70	77	71	76	
- Female	Percentage	30	23	29	24	

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Disclosure	Performance	Unit	Year			
			2019	2020	2021	2022
	Classified by age					
	- Less than 30 years		53	55	58	65
	- 30 to 50 years	Percentage	44	39	42	32
	- Over 50 years		3	6	0	3
S&P Global	Open positions filled by internal candidates/ internal hires	Percentage	39.74	30.51	71.62	57.50
	Average hiring cost per FTE	THB/ FTE	11,997	20,490	65,258	57,526
	Employee turnover	Persons	30	29	15	56
	Classified by gender					
	- Male		18	20	10	37
	- Female	Persons	12	9	5	19
	Classified by age					
	- Less than 30 years		9	11	5	11
	- 30 to 50 years	Persons	19	16	9	37
	- Over 50 years		2	2	1	8
GRI 401-1	Employee turnover rate	Percentage	7	6	3	11
	Classified by gender					
	- Male		60	69	67	66
	- Female	Percentage	40	31	33	34
	Classified by age					
	- Less than 30 years		30	38	33	20
	- 30 to 50 years	Percentage	63	55	60	66
	- Over 50 years		7	7	7	14

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Disclosure	Performance	Unit	Year			
			2019	2020	2021	2022
S&P Global	Voluntary employee turnover	Persons	28	23	14	54
	Classified by gender					
	- Male	Persons	17	15	9	35
	- Female		11	8	5	19
	Classified by age					
	- Less than 30 years	Persons	9	8	5	11
	- 30 to 50 years		18	13	9	36
	- Over 50 years		1	2	0	7
	Voluntary employee turnover rate	Percentage	6	5	3	10
	Classified by gender					
	- Male	Percentage	61	65	64	65
	- Female		39	35	36	35
	Classified by age					
	- Less than 30 years	Percentage	32	35	36	20
- 30 to 50 years	64		57	64	67	
- Over 50 years	4		9	0	13	

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Disclosure	Performance	Unit	Year			
			2019	2020	2021	2022
GRI 401-3	Parental leave					
	Employees entitled to parental leave	Persons	457	509	505	517
	Classified by gender					
	- Male	Persons	295	340	337	169
	- Female		162	169	168	348
	Employees that took parental leave	Persons	ND	ND	ND	12
	Classified by gender					
	- Male	Persons	ND	ND	ND	6
	- Female		ND	ND	ND	6
	Employees that took parental leave and returned to work after parental leave ended	Persons	ND	ND	ND	12
	Classified by gender					
	- Male	Persons	ND	ND	ND	6
	- Female		ND	ND	ND	6
	Employees that took parental leave, returned to work after parental leave ended, and still employed 12 months after return to work	Persons	ND	ND	ND	12
	Classified by gender					
	- Male	Persons	ND	ND	ND	6
- Female		ND	ND	ND	6	
Return to work rate of employees that took parental leave	Percentage	ND	ND	ND	100	
Retention rate of employees that took parental leave	Percentage	ND	ND	ND	100	

Remarks:

- ND means No Data Available

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Disclosure	Performance	Unit	Year			
			2019	2020	2021	2022
GRI 405-2	Equal pay assessment of female to male employees					
	Ratio of base salary and remuneration of female to male employees, classified by position					
	Top management					
	- Base salary	Ratio	ND	ND	0.86	0.68
	Middle management					
	- Base salary	Ratio	ND	ND	0.62	0.68
	Junior management					
	- Base salary	Ratio	ND	ND	0.90	0.91
	Officer/ Non-management					
	- Base salary	Ratio	ND	ND	1.07	1.04
GRI 404-1	Training hours					
	Total training hours	Hours	9,788	10,939	16,737	17,173
	Average training hours per FTE	Hours/ FTE	33	32	40	38
	Classified by gender					
	- Male	Hours/ FTE	33	30	41	39
	- Female		35	37	37	29
	Classified by position					
	- Top management	Hours/ FTE	28	26	21	21
- Middle management	16		65	51	34	
- Junior management	44		62	83	47	
- Officer/ Non-management	32		24	33	38	

Remarks:

- ND means No Data Available

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Disclosure	Performance	Unit	Year			
			2019	2020	2021	2022
	Training budget					
	Total training budget	Million THB	4.96	4.20	4.04	6.08
	Training budget per FTE	THB/ FTE	16,861	12,402	9,624	13,600
	Classified by gender					
	- Male		15,659	11,594	10,089	12,635
	- Female	THB/ FTE	19,264	14,017	8,643	13,258
S&P Global	Classified by position					
	- Top management		22,527	34,192	16,210	12,605
	- Middle management		11,112	31,875	13,805	19,125
	- Junior management	THB/ FTE	23,615	27,679	14,098	20,275
	- Officer/ Non-management		15,046	6,874	8,364	12,190

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