Human Resources Performance

Disclosure	Performance		Unit	2021	2022	2023	2024
GRI 2-7	Employees	Full time employees: FTEs[1]	Persons	505	517	533	529
		Classified by type of employment — Permanent Contract	Persons	396	407	419	408
		Classified by type of employment — Temporary Contract	Persons	109	110	114	121
GRI 2-8		Outsourced workers	Persons	ND	ND	ND	268
GRI 405-1	Employees	Permanent Contract					
		Classified by country of operation — Thailand	Persons	209	217	219	219
		Classified by country of operation — Lao People's Democratic Republic	Persons	187	190	200	189
		Classified by gender — Male	Persons	271	279	286	275
		Classified by gender — Male	Percentage	68.43	68.55	68.26	67.40
		Classified by gender — Female	Persons	125	128	133	133
		Classified by gender — Female	Percentage	31.57	31.45	31.74	32.60
		Classified by age — Less than 30 years	Persons	77	69	68	57
		Classified by age — Less than 30 years	Percentage	19.44	16.95	16.23	13.97
		Classified by age — 30 to 50 years	Persons	291	309	321	323
		Classified by age — 30 to 50 years	Percentage	73.48	75.92	76.61	79.17
		Classified by age — Over 50 years	Persons	28	29	30	28
		Classified by age — Over 50 years	Percentage	7.07	7.13	7.16	6.86

Remark:
1   Full-time employees (FTEs) according to GRI Standard refer to the total number of permanent and temporary employees, excluding contract workers.
-   ND means No Data Avialable

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 405-1	Employees	Temporary contract[2]						
		Classified by country of operation	Thailand	Persons	7	7	7	9
			Lao People's Democratic Republic	Persons	102	103	107	112
		Classified by gender	Male	Persons	66	69	77	82
				Percentage	60.55	62.73	67.54	67.77
			Female	Persons	43	41	37	39
				Percentage	39.45	37.27	32.46	32.23
		Classified by age	Less than 30 years	Persons	43	43	41	41
				Percentage	39.45	39.09	35.96	33.88
			30 to 50 years	Persons	54	55	63	66
				Percentage	49.54	50.00	55.26	54.55
			Over 50 years	Persons	12	12	10	14
				Percentage	11.01	10.91	8.77	11.57
GRI 2-8	Employees	Outsourced workers[3]						
		Classified by gender	Male	Persons	ND	ND	ND	209
				Percentage	ND	ND	ND	77.99
			Female	Persons	ND	ND	ND	59
				Percentage	ND	ND	ND	22.01

Remark:
2 (GRI 2-7)
   CKower hires temporary and part-time employees due to workload, and short term period.
   CKPower defines full-time employees as employee who hire to work under the manpower framework. There is no significant fluctations in number of employees between reporting periods.
- ND means No Data Avialable

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 405-1 S&P Global	Employees	Classified by nationality	Permanent Contract					
			Thai	Persons	303	307	316	306
				Percentage	76.52	75.43	75.42	75.00
			Lao	Persons	85	91	94	94
				Percentage	21.46	22.36	22.43	23.04
			Indian	Persons	5	5	6	6
				Percentage	1.26	1.23	1.43	1.47
			German	Persons	2	2	2	2
				Percentage	0.51	0.49	0.48	0.49
			Costarican	Persons	0	1	0	0
				Percentage	0	0.25	0	0
			French	Persons	1	0	0	0
				Percentage	0.25	0.00	0.00	0
			Filipino	Persons	0	0	0	0
				Percentage	0	0	0	0
			Cambodian	Persons	0	1	1	0
				Percentage	0.00	0.25	0.24	0

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 405-1 S&P Global	Employees	Temporary contract[1]						
		Classified by nationality	Thai	Persons	7	7	7	11
				Percentage	6.42	6.36	6.14	9.09
			Lao	Persons	99	102	106	109
				Percentage	90.83	92.73	92.98	90.08
			Indian	Persons	1	0	0	0
				Percentage	0.92	0	0	0
			German	Persons	0	0	0	0
				Percentage	0	0	0	0
			Costarican	Persons	1	0	0	0
				Percentage	0.92	0	0	0
			French	Persons	0	0	0	0
				Percentage	0	0	0	0
			Filipino	Persons	1	1	1	1
				Percentage	0.92	0.91	0.88	0.83
			Cambodian	Persons	0	0	0	0
				Percentage	0	0	0	0
		Outsourced workers[3]						
		Classified by nationality	Thai	Persons	ND	ND	ND	70
				Percentage	ND	ND	ND	26.12
			Lao	Persons	ND	ND	ND	198
				Percentage	ND	ND	ND	73.88

Remark:

1   Full-time employees (FTEs) according to GRI Standard refer to the total number of permanent and temporary employees, excluding contract workers.

3 (GRI 2-8)

  - CKPower hires the following types of outsourced workers are
  - Professional Outsources who have the same work as employees 2. General Outsources who do not have the same work as employees such as Maid, Security Guard.
  - Outsourced workersw was start disclose on 2024 report
  - Report 2024 was separate Permanance and temporary data
  - Training data is only permanance worker, for temporary are included scope of contract agreement.
  - The average recruitment cost per head cannot be separated for permanent and temporary positions, as some expenses are pooled together.

-   ND means No Data Avialable

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Disclosure	Performance			Unit	2021	2022	2023	2024
	Permanent Contract							
GRI 405-1 S&P Global	Employees	Classified by race/ ethnicity	Thai	Persons	303	307	316	306
				Percentage	76.52	75.43	75.42	75.00
			Lao	Persons	85	91	94	94
				Percentage	21.46	22.36	22.43	23.04
			Indian	Persons	5	5	6	6
				Percentage	1.26	1.23	1.43	1.47
			German	Persons	2	2	2	2
				Percentage	0.51	0.49	0.48	0.49
			Costarican	Persons	0	1	0	0
				Percentage	0	0.25	0	0
			French	Persons	1	0	0	0
				Percentage	0.25	0	0	0
			Filipino	Persons	0	0	0	0
				Percentage	0	0	0	0
			Cambodian	Persons	0	1	1	0
				Percentage	0.00	0.25	0.24	0
		Classified by people with disability	People with disability	Persons	0	0	0	0
				Percentage	0	0	0	0
		Classified by elder	Elder employees	Persons	7	8	6	2
				Percentage	1.77	1.97	1.43	0.49

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 405-1 S&P Global	Temporary contract[1]							
	Employees	Classified by race/ ethnicity	Thai	Persons	7	7	7	11
				Percentage	6.42	6.36	6.14	9.09
			Lao	Persons	99	102	106	109
				Percentage	90.83	92.73	92.98	90.08
			Indian	Persons	1	0	0	0
				Percentage	0.92	0	0	0
			German	Persons	0	0	0	0
				Percentage	0	0	0	0
			Costarican	Persons	1	0	0	0
				Percentage	0.92	0	0	0
			French	Persons	0	0	0	0
				Percentage	0	0	0	0
			Filipino	Persons	1	1	1	1
				Percentage	0.92	0.91	0.88	0.83
			Cambodian	Persons	0	0	0	0
				Percentage	0	0	0	0
		Classified by people with disability	People with disability	Persons	0	0	0	0
				Percentage	0	0	0	0
		Classified by elder	Elder employees	Persons	6	6	6	9
				Percentage	5.50	5.45	5.26	7.44
	Outsourced workers[3]							
	Employees	Classified by race/ ethnicity	Thai	Persons	ND	ND	ND	70
				Percentage	ND	ND	ND	26.12
			Lao	Persons	ND	ND	ND	198
				Percentage	ND	ND	ND	73.88

Remark:
1   Full-time employees (FTEs) according to GRI Standard refer to the total number of permanent and temporary employees, excluding contract workers.
3 (GRI 2-8)
    - CKPower hires the following types of outsourced workers are
    - Professional Outsources who have the same work as employees 2. General Outsources who do not have the same work as employees such as Maid, Security Guard.
    - Outsourced workersw was start disclose on 2024 report
    - Report 2024 was separate Permanance and temporary data
    - Training data is only permanance worker, for temporary are included scope of contract agreement.
    - The average recruitment cost per head cannot be separated for permanent and temporary positions, as some expenses are pooled together.
-   ND means No Data Avialable

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 405-1 S&P Global	Employees	Permanent Contract						
		Top management		Persons	21	20	20	15
		Top management	Male	Persons	15	14	15	10
				Percentage	71.43	70.00	75.00	66.67
			Female	Persons	6	6	5	5
				Percentage	28.57	30.00	25.00	33.33
		Middle management		Persons	17	22	23	22
		Middle management	Male	Persons	8	13	14	13
				Percentage	47.06	59.09	60.87	59.09
			Female	Persons	9	9	9	9
				Percentage	52.94	40.91	39.13	40.91
		Junior management		Persons	62	64	65	73
		Junior management	Male	Persons	36	35	36	42
				Percentage	58.06	54.69	55.38	57.53
			Female	Persons	26	29	29	31
				Percentage	41.94	45.31	44.62	42.47
		Officer/ Non-management		Persons	296	301	311	298
		Officer/ Non-management	Male	Persons	212	217	221	210
				Percentage	71.62	72.09	71.06	70.47
			Female	Persons	84	84	90	88
				Percentage	28.38	27.91	28.94	29.53

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 405-1 S&P Global	Employees	Temporary contract[1]						
		Top management		Persons	0	0	0	4
		Top management	Male	Persons	0	0	0	4
				Percentage	0	0	0	100
			Female	Persons	0	0	0	0
				Percentage	0	0	0	0
		Middle management		Persons	2	0	0	0
		Middle management	Male	Persons	2	0	0	0
				Percentage	100	0	0	0
			Female	Persons	0	0	0	0
				Percentage	0	0	0	0
		Junior management		Persons	0	0	0	0
		Junior management	Male	Persons	0	0	0	0
				Percentage	0	0	0	0
			Female	Persons	0	0	0	0
				Percentage	0	0	0	0
		Officer/ Non-management		Persons	107	110	114	117
		Officer/ Non-management	Male	Persons	64	69	77	78
				Percentage	59.81	62.73	67.54	66.67
			Female	Persons	43	41	37	39
				Percentage	40.19	37.27	32.46	33.33

Remark:
1   Full-time employees (FTEs) according to GRI Standard refer to the total number of permanent and temporary employees, excluding contract workers.

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 405-1 S&P Global	จำนวนพนักงาน Employees	Permanent Contract						
		Management of revenue-generating functions		Persons	51	57	55	53
		Management of revenue-generating functions	Male	Persons	45	49	51	50
				Percentage	88.24	85.96	92.73	94.34
			Female	Persons	6	8	4	3
				Percentage	11.76	14.04	7.27	5.66
		Science, Technology, Engineering & Mathematics: STEM		Persons	223	224	239	233
		Science, Technology, Engineering & Mathematics: STEM	Male	Persons	209	211	221	216
				Percentage	93.72	94.20	92.47	92.70
			Female	Persons	14	13	18	17
				Percentage	6.28	5.80	7.53	7.30
GRI 401-1 S&P Global	New employees hire	New employee hires		Persons	34	39	59	26
				Percentage	71.62	57.50	56.35	46.67
		Cost per Hire		Baht/person	65,258	57,256	39,975	42,040
		Classified by gender	Male	Persons	20	29	39	19
			Female	Persons	14	10	20	7
		Classified by age	Less than 30 years	Persons	14	22	37	9
			30-50 years	Persons	10	11	34	17
			Over 50 years	Persons	0	1	0	0
		จำแนกตามระดับพนักงาน (Classified by position)	Top management	Persons	3	0	0	0
			Middle management	Persons	1	0	2	1
			Junior management	Persons	0	3	3	2
			Officer/ Non-management	Persons	30	36	54	23
	New employee hiring rate	New employee hiring rate		Percentage	8.59	9.58	14.08	6.37
		Classified by gender	Male	Percentage	58.82	74.36	66.10	73.08
			Female	Percentage	41.18	25.64	33.90	26.92
		Classified by age	Less than 30 years	Percentage	41.18	56.41	62.71	34.62
			30-50 years	Percentage	29.41	28.21	57.63	65.38
			Over 50 years	Percentage	0	2.56	0	0

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Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 405-1 S&P Global	Temporary contract	Temporary contract[1]						
		Management of revenue-generating functions		Persons	2	0	0	4
		Management of revenue-generating functions	Male	Persons	2	0	0	4
				Percentage	100	0	0	100
			Female	Persons	0	0	0	0
				Percentage	0	0	0	0
		Science, Technology, Engineering & Mathematics: STEM		Persons	13	12	16	10
		Science, Technology, Engineering & Mathematics: STEM	Male	Persons	13	12	16	10
				Percentage	100	100	100	100
			Female	Persons	0	0	0	0
				Percentage	0	0	0	0
GRI 401-1 S&P Global	New temporary contract hire	New temporary contract hire		Persons	2	9	12	14
				Percentage	1.83	8.18	10.53	11.57
		Cost per Hire		Baht/person				
		Classified by gender	Male	Persons	1	9	11	11
				Percentage	50.00	100.00	91.67	78.57
			Female	Persons	1	0	1	3
				Percentage	50.00	0.00	8.33	21.43
		Classified by age	Less than 30 years	Persons	0	6	6	8
			30-50 years	Persons	1	2	6	6
			Over 50 years	Persons	1	1	0	0
		Classified by position	Top management	Persons	0	0	0	0
			Middle management	Persons	0	0	0	0
			Junior management	Persons	0	0	0	0
			Officer/ Non-management	Persons	2	9	12	14
	New temporary contract hiring rate	New temporary contract hiring rate		Percentage	1.83	8.18	10.53	11.57
		Classified by gender	Male	Percentage	50.00	100.00	91.67	78.57
			Female	Percentage	50.00	0.00	8.33	21.43
		Classified by age	Less than 30 years	Percentage	0.00	66.67	50.00	57.14
			30-50 years	Percentage	50.00	22.22	50.00	42.86
			Over 50 years	Percentage	50.00	11.11	0	0

Remark:
1   Full-time employees (FTEs) according to GRI Standard refer to the total number of permanent and temporary employees, excluding contract workers.

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 401-1 S&P Global	Employee turnover	Permanent Contract						
		Employee turnover		Persons	12	48	30	21
		Classified by gender	Male	Persons	8	33	23	14
			Female	Persons	4	15	7	7
		Classified by age	Less than 30 years	Persons	4	9	4	5
			30-50 years	Persons	8	34	23	14
			Over 50 years	Persons		5	3	2
	Employee turnover rate	Employee turnover rate		Percentage	3.03	11.79	7.16	5.15
		Classified by gender	Male	Percentage	66.67	68.75	76.67	66.67
			Female	Percentage	33.33	31.25	23.33	33.33
		Classified by age	Less than 30 years	Percentage	33.33	18.75	13.33	23.81
			30-50 years	Percentage	66.67	70.83	76.67	66.67
			Over 50 years	Percentage	0.00	10.42	10.00	9.52
	Voluntary employee turnover	Voluntary employee turnover		Persons	12	46	30	19
		Classified by gender	Male	Persons	8	31	23	12
			Female	Persons	4	15	7	7
		Classified by age	Less than 30 years	Persons	4	9	4	5
			30-50 years	Persons	8	33	23	14
			Over 50 years	Persons	0	4	3	0
	Voluntary employee turnover rate	Voluntary employee turnover rate		Percentage	3.03	11.30	7.16	4.66
		Classified by gender	Male	Percentage	66.67	67.39	76.67	63.16
			Female	Percentage	33.33	32.61	23.33	36.84
		Classified by age	Less than 30 years	Percentage	33.33	19.57	13.33	26.32
			30-50 years	Percentage	66.67	71.74	76.67	73.68
			Over 50 years	Percentage	0	0.1	0.1	0

Disclosure	Performance		Unit	2021	2022	2023	2024
GRI 401-1 S&P Global	Temporary contract[1]						
	Employee turnover	Employee turnover	Persons	3	9	4	18
		Classified by gender — Male	Persons	2	4	3	15
		Classified by gender — Female	Persons	1	5	1	3
		Classified by age — Less than 30 years	Persons	1	2	1	4
		Classified by age — 30 to 50 years	Persons	1	4	2	13
		Classified by age — Over 50 years	Persons	1	3	1	1
	Employee turnover rate	Employee turnover rate	Percentage	2.75	8.18	3.51	14.88
		Classified by gender — Male	Percentage	66.67	44.44	75.00	83.33
		Classified by gender — Female	Percentage	33.33	55.56	25.00	16.67
		Classified by age — Less than 30 years	Percentage	33.33	22.22	25.00	22.22
		Classified by age — 30 to 50 years	Percentage	33.33	44.44	50.00	72.22
		Classified by age — Over 50 years	Percentage	33.33	33.33	25.00	5.56
	Voluntary employee turnover	Voluntary employee turnover	Persons	2	9	4	14
		Classified by gender — Male	Persons	1	4	3	11
		Classified by gender — Female	Persons	1	5	1	3
		Classified by age — Less than 30 years	Persons	1	2	1	3
		Classified by age — 30 to 50 years	Persons	1	4	2	11
		Classified by age — Over 50 years	Persons	0	3	1	0
	Voluntary employee turnover rate	Voluntary employee turnover rate	Percentage	1.83	8.18	3.51	11.57
		Classified by gender — Male	Percentage	50.00	44.44	75.00	78.57
		Classified by gender — Female	Percentage	50.00	55.56	25.00	21.43
		Classified by age — Less than 30 years	Percentage	50.00	22.22	25.00	21.43
		Classified by age — 30 to 50 years	Percentage	50.00	44.44	50.00	78.57
		Classified by age — Over 50 years	Percentage	0	33.33	25.00	0

Remark:
1   Full-time employees (FTEs) according to GRI Standard refer to the total number of permanent and temporary employees, excluding contract workers.

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 401-3 S&P Global	Parental leave	Permanent Contract						
		Parental leave		Persons	505	517	533	529
		Classified by gender	Male	Persons	337	348	363	357
			Female	Persons	168	169	170	172
		Employees that took parental leave		Persons	ND	12	9	8
		Classified by gender	Male	Persons	ND	6	3	3
			Female	Persons	ND	6	6	5
		Retention rate of employees that took parental leave		Persons	ND	12	9	8
		Classified by gender	Male	Persons	ND	6	3	3
			Female	Persons	ND	6	6	5
		Employees that took parental leave, returned to work after parental leave ended, and still employed 12 months after return to work		Persons	ND	12	9	8
		Classified by gender	Male	Persons	ND	6	3	3
			Female	Persons	ND	6	6	5
		Retention rate of employees that took parental leave		Percentage	ND	100	100	100
		Retention rate of employees that took parental leave		Percentage	ND	100	100	100
GRI 405-2	Equal pay assessment of female to male employees	Permanent Contract						
		Ratio of base salary and remuneration of female to male employees, classified by position	Top management Base salary	Ratio	0.86	0.91	0.87	0.84
			Middle management Base salary	Ratio	0.76	0.69	0.72	0.72
			Junior management Base salary	Ratio	0.90	0.91	0.94	0.95
			Officer/ Non-management Base salary	Ratio	1.23	1.19	1.07	1.15
	Equal pay assessment of female to male employees	Temporary contract[1]						
		Ratio of base salary and remuneration of female to male employees, classified by position	Top management Base salary	Ratio	ND	ND	ND	ND
			Middle management Base salary	Ratio	ND	ND	ND	ND
			Junior management Base salary	Ratio	ND	ND	ND	ND
			Officer/ Non-management Base salary	Ratio	0.83	0.69	0.73	0.81

Remark:
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- ND means No Data Avialable

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Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 404-1	Training hours	Training hours	Total training hours	Hours	16,737	17,173	14,759	21,140
		Total training hours	Training hours	Hours/ FTE	40	38	42	40
		Average training hours per FTE	Classified by gender / Male	Hours/ FTE	41	39	40	40
			Classified by gender / Female	Hours/ FTE	37	29	29	24
			Classified by position / Top management	Hours/ FTE	21	21	40	56
			Classified by position / Middle management	Hours/ FTE	51	34	77	63
			Classified by position / Junior management	Hours/ FTE	83	47	47	35
			Classified by position / Officer/ Non-management	Hours/ FTE	33	38	32	48
GRI 404-1 S&P Global	Training budget per FTE	Total training budget		Million THB	4.04	6.08	8.42	4.84
		Trainning budget per FTE		THB/ FTE	9,624	13,600	17,697	9,145
		Classified by gender	Male	THB/ FTE	10,089	12,635	15,176	5,933
			Female	THB/ FTE	8,643	13,258	11,497	8,936
		Classified by position	Top management	THB/ FTE	16,210	12,605	24,750	22,822
			Middle management	THB/ FTE	13,805	19,125	47,709	30,676
			Junior management	THB/ FTE	14,098	20,275	17,106	6,863
			Officer/ Non-management	THB/ FTE	8,364	12,190	11,073	8,728