

## Sustainable Performance – Information on Human Resources

Data	Unit	2020*			2021*			2022**			2023**		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>GRI 2-7 (2021) Total Number of Employees</b>													
Total number of employees by gender													
Total number of employees	Persons	5,670	1,910	<b>7,580</b>	5,473	1,849	<b>7,322</b>	5,666	2,538	<b>8,204</b>	5,770	2,637	<b>8,407</b>
	%	74.80	25.20	<b>100</b>	74.75	25.25	<b>100</b>	69.06	30.94	<b>100</b>	68.63	31.37 <sup>a</sup>	<b>100</b>
Total number of employees by employment contract													
Permanent employees	Persons	5,586	1,892	<b>7,478</b>	5,390	1,822	<b>7,212</b>	5,416	1,868	<b>7,284</b>	5,564	1,954	<b>7,518</b>
	%	73.69	24.96	<b>98.65</b>	73.61	24.88	<b>98.50</b>	66.02	22.77	<b>88.79</b>	66.18	23.24	<b>89.43</b>
Temporary employees	Persons	84	18	<b>102</b>	83	27	<b>110</b>	250	670	<b>920</b>	206	683	<b>889</b>
	%	1.11	0.24	<b>1.35</b>	1.13	0.37	<b>1.50</b>	3.05	8.17	<b>11.21</b>	2.45	8.12	<b>10.57</b>
Total number of employees by employment type													
Full-time employees	Persons	5,670	1,910	<b>7,580</b>	5,457	1,845	<b>7,302</b>	5,631	2,534	<b>8,165</b>	5,770	2,637	<b>8,407</b>
	%	74.80	25.20	<b>100</b>	74.53	25.20	<b>99.73</b>	68.64	30.89	<b>99.52</b>	68.63	31.37	<b>100</b>
Part-time employees	Persons	0	0	<b>0</b>	16	4	<b>20</b>	35	4	<b>39</b>	0	0	<b>0</b>
	%	0	0	<b>0</b>	0.22	0.05	<b>0.27</b>	0.43	0.05	<b>0.48</b>	0	0	<b>0</b>
Non-guaranteed hours employees	Persons	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>
	%	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>

<sup>a</sup> 2024 Target for share of women in total workforce is equal to 34%

Data	Unit	2020*			2021*			2022**			2023**		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>GRI 2-7 (2021) Total Number of Employees by Location</b>													
<b>Bangkok</b>	<b>Persons</b>	936	338	<b>479</b>	817	293	<b>447</b>	305	499	<b>804</b>	436	551	<b>987</b>
	<b>%</b>	11.79	4.46	<b>6.32</b>	10.78	4.00	<b>6.10</b>	3.72	6.08	<b>9.80</b>	5.19	6.55	<b>11.74</b>
- Permanent employees	Persons	NA	NA	<b>NA</b>	NA	279	<b>443</b>	273	483	<b>756</b>	427	531	<b>958</b>
- Temporary employees	Persons	NA	NA	<b>NA</b>	NA	14	<b>4</b>	32	16	<b>48</b>	9	20	<b>29</b>
<b>Other area</b>	<b>Persons</b>	7,005	5,332	<b>1,431</b>	6,763	5,180	<b>1,402</b>	5,361	2,040	<b>7,401</b>	5,293	2,069	<b>7,362</b>
	<b>%</b>	88.21	70.34	<b>18.88</b>	89.22	70.75	<b>19.15</b>	65.35	24.87	<b>90.21</b>	62.96	24.61	<b>87.57</b>
- Permanent employees	Persons	NA	NA	<b>NA</b>	NA	5,120	<b>1,393</b>	5,143	1,386	<b>6,529</b>	5,096	1,404	<b>6,500</b>
- Temporary employees	Persons	NA	NA	<b>NA</b>	NA	60	<b>9</b>	218	654	<b>872</b>	197	665	<b>862</b>
<b>Bangkok</b>	<b>Persons</b>	936	338	<b>479</b>	817	289	<b>447</b>	292	480	<b>772</b>	436	551	<b>987</b>
	<b>%</b>	11.79	4.46	<b>6.32</b>	10.78	3.95	<b>6.10</b>	3.56	5.85	<b>9.41</b>	5.19	6.55	<b>11.74</b>
- Full-time employees	Persons	NA	NA	<b>NA</b>	NA	277	<b>443</b>	262	475	<b>737</b>	436	551	<b>987</b>
- Part-time employees	Persons	NA	NA	<b>NA</b>	NA	12	<b>4</b>	30	5	<b>35</b>	0	0	<b>0</b>
- Non-guaranteed hours employees	Persons	NA	NA	<b>NA</b>	NA	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>
<b>Other area</b>	<b>Persons</b>	7,005	5,332	<b>1,431</b>	6,763	5,184	<b>1,402</b>	5,318	2,022	<b>7,340</b>	5,293	2,069	<b>7,362</b>
	<b>%</b>	88.21	70.34	<b>18.88</b>	89.22	70.80	<b>19.15</b>	64.82	24.65	<b>89.47</b>	62.96	24.61	<b>87.57</b>
- Full-time employees	Persons	NA	NA	<b>NA</b>	NA	5,180	<b>1,402</b>	5,313	2,022	<b>7,335</b>	5,293	2,069	<b>7,362</b>
- Part-time employees	Persons	NA	NA	<b>NA</b>	NA	4	<b>0</b>	5	0	<b>5</b>	0	0	<b>0</b>

Data	Unit	2020*			2021*			2022**			2023**		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
- Non-guaranteed hours employees	Persons	NA	NA	<b>NA</b>	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>
<b>GRI 2-8 (2021) Workers Who Are Not Employees</b>													
<b>Total of workers who are not employees</b>	Persons	NA	NA	<b>NA</b>	16,855	1,907	<b>18,762</b>	175	97	<b>272</b>	4	0	<b>4</b>
- Interns	Persons	NA	NA	<b>NA</b>	144	70	<b>214</b>	171	97	<b>268</b>	0	0	<b>0</b>
- Contractors	Persons	NA	NA	<b>NA</b>	16,712	1,837	<b>18,549</b>	4	0	<b>4</b>	4	0	<b>4</b>
<b>GRI 405-1 (2016) Diversity of Employees</b>													
Top management level	Persons	22	3	<b>25</b>	22	4	<b>26</b>	32	2	<b>34</b>	27	2	<b>29</b>
	%	88.00	12.00	<b>100</b>	84.62	15.38	<b>100</b>	94.12	5.88	<b>100</b>	93.10	6.90	<b>100</b>
Age > 50 years	Persons	18	1	<b>19</b>	19	2	<b>21</b>	26	2	<b>28</b>	18	2	<b>20</b>
	%	72.00	4.00	<b>76.00</b>	73.08	7.69	<b>80.77</b>	76.47	5.88	<b>82.35</b>	62.07	6.9	<b>68.97</b>
Age 30 - 50 years	Persons	4	2	<b>6</b>	3	2	<b>5</b>	6	0	<b>6</b>	9	0	<b>9</b>
	%	16.00	8.00	<b>24.00</b>	11.54	7.69	<b>19.23</b>	17.65	0.00	<b>17.65</b>	31.03	0.00	<b>31.03</b>
Age < 30 years	Persons	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>
	%	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>

Data	Unit	2020*			2021*			2022**			2023**		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Middle management level	Persons	171	65	<b>236</b>	164	68	<b>232</b>	154	70	<b>224</b>	168	77	<b>245</b>
	%	72.46	27.54	<b>100</b>	70.69	29.31	<b>100</b>	68.75	31.25	<b>100</b>	68.57	31.43	<b>100</b>
Age > 50 years	Persons	61	16	<b>77</b>	61	16	<b>77</b>	70	17	<b>87</b>	64	20	<b>84</b>
	%	25.85	6.78	<b>32.63</b>	26.29	6.90	<b>33.19</b>	31.25	7.59	<b>38.84</b>	26.12	8.16	<b>34.29</b>
Age 30 - 50 years	Persons	110	49	<b>159</b>	103	52	<b>155</b>	83	53	<b>136</b>	103	57	<b>160</b>
	%	46.61	20.76	<b>67.37</b>	44.40	22.41	<b>66.81</b>	37.05	23.66	<b>60.71</b>	42.04	23.27	<b>65.31</b>
Age < 30 years	Persons	0	0	<b>0</b>	0	0	<b>0</b>	1	0	<b>1</b>	1	0	<b>1</b>
	%	0	0	<b>0</b>	0	0	<b>0</b>	0.45	0	<b>0.45</b>	0.41	0.00	<b>0.41</b>
Line managers	Persons	468	307	<b>775</b>	476	313	<b>789</b>	491	344	<b>835</b>	520	388	<b>908</b>
	Percent	60.39	39.61	<b>100</b>	60.33	39.67	<b>100</b>	58.80	41.20	<b>100</b>	57.27	42.73	<b>100</b>
Age > 50 years	Persons	91	23	<b>114</b>	87	25	<b>112</b>	83	35	<b>118</b>	81	38	<b>119</b>
	%	11.74	2.97	<b>14.71</b>	11.03	3.17	<b>14.20</b>	9.94	4.19	<b>14.13</b>	8.92	4.19	<b>13.11</b>
Age 30 - 50 years	Persons	372	281	<b>653</b>	387	286	<b>673</b>	404	305	<b>709</b>	438	345	<b>783</b>
	%	48.00	36.26	<b>84.26</b>	49.05	36.25	<b>85.30</b>	48.38	36.53	<b>84.91</b>	48.24	38.00	<b>86.23</b>
Age < 30 years	Persons	5	3	<b>8</b>	2	2	<b>4</b>	4	4	<b>8</b>	1	5	<b>6</b>
	%	0.65	0.38	<b>1.03</b>	0.25	0.25	<b>0.50</b>	0.48	0.48	<b>0.96</b>	0.11	0.55	<b>0.66</b>

Data	Unit	2020*			2021*			2022**			2023**		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Officers	Persons	2,123	925	<b>3,048</b>	2,131	925	<b>3,056</b>	2,220	937	<b>3,157</b>	2,461	1,071	<b>3,532</b>
	%	69.65	30.35	<b>100</b>	6.73	30.27	<b>100</b>	70.32	29.68	<b>100</b>	69.68	30.32	<b>100</b>
Age > 50 years	Persons	231	37	268	234	40	274	255	42	297	258	44	302
	%	7.58	1.21	8.79	7.66	1.31	8.97	8.08	1.33	9.41	7.30	1.25	8.55
Age 30 - 50 years	Persons	1,429	505	1,934	1,510	525	2,035	1,562	558	2,120	1,749	658	2,407
	%	46.88	16.57	63.45	49.41	17.18	66.59	49.48	17.68	67.15	49.52	18.63	68.15
Age < 30 years	Persons	463	383	846	387	360	747	403	337	740	454	369	823
	%	15.19	12.57	27.76	12.66	11.78	24.44	12.77	10.67	23.44	12.85	10.45	23.30
Operational level	Persons	1,718	316	<b>2,034</b>	1,586	276	<b>1,862</b>	1,532	227	<b>1,759</b>	1,864	287	<b>2,151</b>
	%	84.46	15.54	<b>100</b>	85.18	14.82	<b>100</b>	87.09	12.91	<b>100</b>	86.66	13.34	<b>100</b>
Age > 50 years	Persons	124	19	143	108	21	129	105	21	126	134	26	160
	%	6.10	0.93	7.03	5.80	1.13	6.93	5.97%	1.19	7.16	6.23	1.21	7.44
Age 30 - 50 years	Persons	935	199	1,134	896	182	1,078	806	151	957	907	201	1,108
	%	45.97	9.78	55.75	48.12	9.77	57.89	45.82	8.58	54.41	42.17	9.34	51.51
Age < 30 years	Persons	659	98	757	582	73	655	621	55	676	823	60	883
	%	32.40	4.82	37.22	31.26	3.92	35.18	35.30	3.13	38.43	38.26	2.79	41.05

Data	Unit	2020*			2021*			2022**			2023**		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>Total Employees Based on Nationality</b>													
Thai	Persons	NA	NA	<b>NA</b>	5,469	1,845	<b>7,314</b>	5,588	2,477	<b>8,065</b>	5,765	2,635	<b>8,400</b>
	% of total employee	NA	NA	<b>NA</b>	74.69	25.20	<b>99.89</b>	69.23	30.69	<b>99.91</b>	68.57	31.34	<b>99.92</b>
American	Persons	NA	NA	<b>NA</b>	1	0	<b>1</b>	1	0	<b>1</b>	1	0	<b>1</b>
	% of total employee	NA	NA	<b>NA</b>	0.01	0	<b>0.01</b>	0.01	0	<b>0.01</b>	0.01	0	<b>0.01</b>
Pakistani	Persons	NA	NA	<b>NA</b>	1	0	<b>1</b>	1	0	<b>1</b>	1	0	<b>1</b>
	% of total employee	NA	NA	<b>NA</b>	0.01	0	<b>0.01</b>	0.01	0	<b>0.01</b>	0.01	0	<b>0.01</b>
Others	Persons	NA	NA	<b>NA</b>	2	4	<b>6<sup>a</sup></b>	2	3	<b>5<sup>c</sup></b>	3	2	<b>5<sup>c</sup></b>
	% of total employee	NA	NA	<b>NA</b>	0.03	0.05	<b>0.08</b>	0.02	0.04	<b>0.07</b>	0.04	0.02	<b>0.06</b>
<b>Management Employees Based on Nationality</b>													
Thai	Persons	NA	NA	<b>NA</b>	660	385	<b>1,045</b>	0	1,093	<b>1,093</b>	708	460	<b>1,168</b>
	% of total management employee	NA	NA	<b>NA</b>	63.04	36.77	<b>99.81</b>	0.00	99.82	<b>99.82</b>	60.46	39.28	<b>99.74</b>

Data	Unit	2020*			2021*			2022**			2023**		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
American	Persons	NA	NA	<b>NA</b>	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>
	% of total management employee	NA	NA	<b>NA</b>	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>
Pakistani	Persons	NA	NA	<b>NA</b>	1	0	<b>1</b>	1	0	<b>1</b>	1	0	<b>1</b>
	% of total management employee	NA	NA	<b>NA</b>	0.09	0	<b>0.09</b>	0.09	0	<b>0.09</b>	0	0.085	<b>0.085</b>
Others	Persons	NA	NA	<b>NA</b>	0	1	<b>1<sup>b</sup></b>	0	1	<b>1<sup>d</sup></b>	1	1	<b>2<sup>e</sup></b>
	% of total management employee	NA	NA	<b>NA</b>	0.09	0	<b>0.09</b>	0.09	0	<b>0.09</b>	0.085	0.085	<b>0.17</b>
<b>Women in All Management Positions</b>													
Women in all management positions	% of total management employee		36.20			36.77			38.06			39.51	
<b>Women in Management Positions in Revenue-generating Functions</b>													
Women in management positions in revenue-generating functions	% of total management employee		25.00			36.39			17.84			25.11	

Data	Unit	2020*			2021*			2022**			2023**		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>Women in Science, Technology, Engineering and Mathematics (STEM)-related Positions</b>													
Women in science, technology, engineering and mathematics (STEM)-related positions	% of total STEM positions		65.30			54.00			17.00			27.40	

Remark: \* refer to data collected during 1 November of the previous year to 31 October of the reporting year.

\*\* refer to data collected during 1 January - 31 December of the reporting year.

The data was compiled from human resources database of Mitr Phol Group.

Employees categorized by level refer to monthly permanent employees from operational level to top level management.

NA refer to not available or no data was collected.

Data as of October 31, 2020

<sup>a</sup> Other nationality includes Philippine, Chinese, Malaysian, Colombian, and French

<sup>b</sup> Other nationality includes Philippine

<sup>c</sup> Other nationality includes Philippine, Chinese, and Colombian

<sup>d</sup> Other nationality includes Chinese

<sup>e</sup> Other nationality includes Chinese and Colombian



### Information on New Employee Hires

Data	2020*		2021*		2022**		2023**	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
<b>GRI 401-1 (2016) New Employee Hires</b>								
Rate of new employee hires								
Male		1.83		5.22		11.49		7.22
Female		1.22		1.94		12.03		3.25
<b>Total</b>		<b>3.05</b>		<b>7.16</b>		<b>23.53</b>		<b>10.47</b>
By gender								
Male	137	60.09	382	72.90	943	48.86	607	68.98
Female	91	39.91	142	27.10	987	51.14	273	31.02
<b>Total</b>	<b>228</b>	<b>100</b>	<b>524</b>	<b>100</b>	<b>1,930</b>	<b>100</b>	<b>880</b>	<b>100</b>
By age								
> 50 years	1	0.44	20	3.82	26	1.35	6	0.68
30 - 50 years	70	30.70	124	23.66	656	33.99	271	30.80
< 30 years	157	68.86	380	72.52	1,248	64.66	603	68.52
<b>Total</b>	<b>228</b>	<b>100</b>	<b>524</b>	<b>100</b>	<b>1,930</b>	<b>100</b>	<b>880</b>	<b>100</b>

Data	2020*		2021*		2022**		2023**	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
By location								
Bangkok	80	35.09	101	19.27	186	9.64	174	19.77
Others	148	64.91	423	80.73	1,744	90.36	706	80.23
<b>Total</b>	<b>228</b>	<b>100</b>	<b>524</b>	<b>100</b>	<b>1,930</b>	<b>100</b>	<b>880</b>	<b>100</b>
By level								
Top level management	NA	NA	3	0.57	4	0.21	6	0.68
Middle level management	NA	NA	10	1.91	11	0.57	14	1.59
Line managers	NA	NA	16	3.05	60	3.11	53	6.02
Officers	NA	NA	147	28.05	308	15.96	355	40.34
Operational level	NA	NA	106	20.23	199	10.31	452	51.36
No level	NA	NA	242	46.19	1348	71.10	0	0
<b>Total</b>	<b>NA</b>	<b>NA</b>	<b>524</b>	<b>100</b>	<b>1,930</b>	<b>100</b>	<b>880</b>	<b>100</b>

Data	2020*		2021*		2022**		2023**	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
By Nationality								
Thai	NA	NA	522	99.62	1928	99.90	880	100
American	NA	NA	0	0	0	0	0	0
Others	NA	NA	2	0.38	2	0.1	0	0
<b>Total</b>	<b>NA</b>	<b>NA</b>	<b>524</b>	<b>100</b>	<b>1,930</b>	<b>100</b>	<b>880</b>	<b>100</b>
<b>% of Open Positions Filled by Internal Candidates (Internal Hires)</b>								
% of open positions filled by internal candidates		10.01		43.19		60.82		34.84

Remark: \* refer to data collected during 1 November of the previous year to 31 October of the reporting year.

\*\* refer to data collected during 1 January - 31 December of the reporting year.

Other nationality includes Chinese.

**Information on Employee Turnover**

Data	2020*		2021*		2022**		2023**	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
<b>GRI 401-1 (2016) Employee Turnover</b>								
Rate of employee turnover								
Male		12.88		13.15		12.18		9.09
Female		12.74		12.80		11.46		11.28
<b>Total</b>		<b>25.62</b>		<b>25.95</b>		<b>23.63</b>		<b>20.36</b>
By gender								
Male	976	50.26	963	50.68	999	51.52	764	44.63
Female	966	49.74	937	49.32	940	48.48	948	55.37
<b>Total</b>	<b>1,942</b>	<b>100</b>	<b>1,900</b>	<b>100</b>	<b>1,939</b>	<b>100</b>	<b>1,712</b>	<b>100</b>
By age								
> 50 years	141	7.26	184	9.68	147	7.58	72	4.21
30 - 50 years	750	38.62	749	39.42	761	39.25	761	44.45
< 30 years	1,051	54.12	967	50.89	1,031	53.17	879	51.34
<b>Total</b>	<b>1,942</b>	<b>100</b>	<b>1,900</b>	<b>100</b>	<b>1,939</b>	<b>100</b>	<b>1,712</b>	<b>100</b>

Data	2020*		2021*		2022**		2023**	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
By location								
Bangkok	152	7.83	169	8.89	156	8.05	168	9.81
Others	1,790	92.17	1,731	91.11	1,783	91.95	1,544	90.19
<b>Total</b>	<b>1,942</b>	<b>100</b>	<b>1,900</b>	<b>100</b>	<b>1,939</b>	<b>100</b>	<b>1,712</b>	<b>100</b>
By Level								
Top management level	NA	NA	5	0.26	7	0.36	1	0.06
Middle management level	NA	NA	31	1.63	30	1.55	17	0.99
Line managers	NA	NA	65	3.42	75	3.87	65	3.80
Officers	NA	NA	314	16.53	298	15.37	275	16.06
Operational level	NA	NA	173	9.11	184	9.49	147	8.59
No level	NA	NA	1,312	69.05	1,345	69.37	1,207	70.50
<b>Total</b>	<b>NA</b>	<b>NA</b>	<b>1,900</b>	<b>100</b>	<b>1939</b>	<b>100</b>	<b>1,712</b>	<b>100</b>
By nationality								
Thai	NA	NA	1,894	99.68	1,936	99.85	1,711	99.94
American	NA	NA	2	0.11	0	0	0	0
Others	NA	NA	4 <sup>a</sup>	0.21	3 <sup>a</sup>	0.15	1 <sup>b</sup>	0.06

Data	2020*		2021*		2022**		2023**	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
<b>Total</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>1,900</b>	<b>100</b>	<b>1939</b>	<b>100</b>
<b>By type of turnover</b>								
Total employee turnover		25.62		25.95		23.63		20.36
Voluntary employee turnover		24.35		24.65		22.03		18.48

Remark: \* refer to data collected during 1 November of the previous year to 31 October of the reporting year.

\*\* refer to data collected during 1 January - 31 December of the reporting year.

<sup>a</sup> Other nationality includes British.

<sup>b</sup> Other nationality includes Chinese.

Voluntary employee turnover includes retirement, early retirement, end of contract, end of seasonal contract and resignation (including permanent and temporary employees)

#### Percentage of Employees Engaged in Negotiation (Labor Welfare Committee)

Data	2020*	2021*	2022**	2023**
<b>GRI 2-30 (2021) Collective Bargaining Agreements</b>				
Percentage of employees engaged in negotiation (Labor Welfare Committee)	100	100	100	100

Remark: \* refer to data collected during 1 November of the previous year to 31 October of the reporting year.

\*\* refer to data collected during 1 January - 31 December of the reporting year.

### Maternity Leave or Parental Leave

Data	Gender	2020*		2021*		2022**		2023**	
		Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
<b>GRI 401-3 (2016) Maternity Leave or Parental Leave</b>									
Employees that were entitled to maternity leave or parental leave	Male	0	0	0	0	0	0	0	0
	Female	1,910	100	1,822	100	2,517	100	2,637	100
Employees that took maternity leave or parental leave	Male	0	0	0	0	0	0	0	0
	Female	80	4.19	80	4.39	64	2.54	52	1.97
Employees that returned to work in the reporting period after maternity leave or parental leave ended	Male	NR	NR	NR	NR	NR	NR	0	0
	Female	74	92.50	78	97.50	63	98.44	52	100
Employees that returned to work after maternity leave or parental leave ended that were still employed 12 months after their return to work	Male	NR	NR	NR	NR	NR	NR	NR	NR
	Female	83	95.40	67	80.72	87	70.11	59	92.18

Remark: \* refer to data collected during 1 November of the previous year to 31 October of the reporting year.

\*\* refer to data collected during 1 January - 31 December of the reporting year.

NR (Not Relevant) refer to not relevant.

## Employee Training and Development

Data		Unit	2020*	2021*	2022**	2023**
<b>GRI 404-1 (2016) Average Hours of Training per Year per Employee</b>						
Average training hours of employees in Mitr Phol Group		hours/person/year	20.33	19.93	19.23	18.36
Gender	Male	hours/person/year	18.99	18.99	18.18	19.36
	Female	hours/person/year	22.94	22.94	22.19	15.48
Level of Employee	Top management level	hours/person/year	16.38	16.38	17.46	18.79
	Middle management level	hours/person/year	30.99	30.99	20.20	9.33
	Line managers	hours/person/year	35.97	35.97	34.84	24.27
	Officers	hours/person/year	21.67	21.67	20.15	14.81
	Operational level	hours/person/year	8.88	8.88	10.46	22.64
Age	> 50 years	hours/person/year	-	51.17	34.36	17.80
	30 - 50 years	hours/person/year	-	16.06	17.36	16.85
	< 30 years	hours/person/year	-	18.49	18.66	22.74
Nationality	Thai	hours/person/year	-	19.93	19.23	18.36
Average amount spent on training per FTE		THB/person/year	1,347.63	1,331.91	3,229.70	5,483.70



Data	Unit	2020*	2021*	2022**	2023**
<b>Type of training</b>					
Compliance type e.g. Safety, ISO, Corporate	%	-	33	30	8
Governance	hours/person/year	-	6.64	4.50	1.75
Functional type	%	-	22	32	28
	hours/person/year	-	4.39	3.72	6.45
Building leadership type	%	-	18	15	45
	hours/person/year	-	3.69	3.52	5.76
Other type of training to support Mitr Phol business operation	%	-	26	23	19
	hours/person/year	-	5.24	7.49	4.40

Remark: \* refer to data collected during 1 November of the previous year to 31 October of the reporting year.

\*\* refer to data collected during 1 January - 31 December of the reporting year.

### Human Capital Return on Investment

Data	Unit	2020	2021	2022	2023
Total revenue	Million THB	60,614.78	59,872.42	103,367.16	147,402.21
Total operating expenses	Million THB	43,237.23	45,437.86	70,941.98	107,766.40
Total employee-related expenses	Million THB	5,548.46	4,964.58	4,702.60	4,529.81
Human Capital Return on Investment	-	4.13	3.91	7.90	7.75

### Percentage of Employees Receiving Regular Performance and Career Development Reviews

Data	Unit	2020*			2021*			2022**			2023**		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>GRI 404-3 (2016) Percentage of Employees Receiving Regular Performance and Career Development Reviews by Gender and Level</b>													
Top level management	Percent	100	100	<b>100</b>	100	100	<b>100</b>	100	100	<b>100</b>	100	100	<b>100</b>
Middle level management	Percent	100	100	<b>100</b>	100	100	<b>100</b>	100	100	<b>100</b>	100	100	<b>100</b>
Line managers	Percent	100	100	<b>100</b>	100	100	<b>100</b>	100	100	<b>100</b>	100	100	<b>100</b>
Officers	Percent	100	100	<b>100</b>	100	100	<b>100</b>	100	100	<b>100</b>	100	100	<b>100</b>
Operational level	Percent	100	100	<b>100</b>	100	100	<b>100</b>	100	100	<b>100</b>	100	100	<b>100</b>
Total	Percent	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

Remark: \* refer to data collected during 1 November of the previous year to 31 October of the reporting year.

\*\* refer to data collected during 1 January – 31 December of the reporting year.

The annual KPIs of the Chief Executive Officer are set for long-term evaluation. They are aligned with the company's plans and budgets over a three-year period and are adjusted on an annual basis (rolling KPIs) to ensure suitability.

In 2022, the CEO's performance was evaluated based on the Economic Value Added (EVA) and Earnings before Taxes (EBT).

For the sugar business in Thailand, the energy business, and the wood substitute materials business, in addition to using the Economic Value Added, the Return on Asset (ROA) and Return on Invested Capital (ROIC) were also used.

Meanwhile, for the fertilizer business, the sugar business in the ASEAN region, the sugar business in Australia, and the sugar business in China, Earnings Before Taxes (EBT) were used as a KPI. The evaluation of the overall success takes into account whether businesses were able to deliver on their plans in line with growth ambitions as well as social and environmental responsibility. CEO is remunerated based on achievement of operational performance, e.g. % Completion of plan of key projects approved by Board, % Completion of successor development.

**Remuneration Ratio (Female/Male)**

Data	Ratio Female/Male
Executive level (Base salary only)	1.42
Executive level (Base salary + other cash incentive)	1.42
Management level (Base salary only)	0.95
Management level (Base salary + other cash incentive)	0.95
Non-management level (Base salary only)	1.32

In 2023, the CEO's performance was evaluated based on the Economic Value Added (EVA), EBITDA, EBT, labor cost/ EBITDA, EBITDA margin and %revenue from the new business. The evaluation of the overall success takes into account whether businesses were able to deliver on their plans in line with growth ambitions as well as social and environmental responsibility. CEO is remunerated based on achievement of financial and operational performance, e.g. % Completion of plan of key projects approved by Board, % Completion of successor development.