

HUMAN RESOURCE PERFORMANCE DATA

GRI Standards	Required Data	Unit	Data Collection Period							
			2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
GRI: 2-7, Workforce 405										
2-7	Total Workforce ⁽¹⁾	Persons	4,449		4,496		4,564		5,173	
		Persons	2,980	1,469	3,007	1,469	3,048	1,516	3,515	1,658
2-7	Staff by Nationality									
	Thai	Persons	2,035	1,109	2,060	1,126	2,094	1,191	2,388	1,257
	Thai (Share in total workforce)	as % of total workforce	71		71		72		71	
			46	25	46	25	46	26	46	25
	Thai (Share in all management positions, including junior, middle and senior management)	as % of total management workforce	82		81		76		72	
			60	22	57	24	51	25	51	21
	Burmese	Persons	346	132	334	127	319	115	488	188
	Burmese (Share in total workforce)	as % of total workforce	11		11		9		13	
			8	3	8	3	7	2	9	4
	Burmese (Share in all management positions, including junior, middle and senior management)	as % of total management workforce	10		8		6		13	
			8	2	6	2	5	1	10	3
	Malaysian	Persons	477	172	507	180	548	177	560	177
	Malaysian (Share in total workforce)	as % of total workforce	14		15		16		14	
			10	4	11	4	12	4	11	3
	Malaysian (Share in all management positions, including junior, middle and senior management)	as % of total management workforce	0		1		10		10	
			0	0	1	0	10	0	10	0
Others	Persons	122	56	106	56	87	33	79	36	
Others (Share in total workforce)	as % of total workforce	4		3		3		2		
		3	1	2	1	2	1	1	1	
Others (Share in all management positions, including junior, middle and senior management)	as % of total management workforce	8		10		6		5		
		7	1	8	2	5	1	4	1	
405-1	Staff by age group									
	<30 years	Persons	327	173	285	145	245	134	229	132
	30 - 50 years	Persons	2,189	1,148	2,157	1,158	2,297	1,230	2,657	1,342
	>50 years	Persons	464	148	565	186	506	152	629	184
	Age distribution									
	Baby boomer	%	6.9		6.1		4.3		2.9	
	Generation X	%	42.2		41.5		40.8		41.9	
	Generation Y	%	49.3		51.7		53.7		53.5	
	Generation Z	%	1.3		0.7		1.2		1.7	
	Minorities: Vulnerable Groups									
Pregnant Women	Persons	56		53		53		55		
	% of total employees	1.26		1.18		1.16		1.06		
2-7	Staff by employment type									
	Permanent	Persons	1,770	932	1,746	929	1,715	908	1,822	937
	Permanent ⁽²⁾ - Directly hired by PTTEP	Persons	1,334	726	1,338	730	1,304	709	1,281	697
	Permanent ⁽³⁾ - Hired by PTTEP subsidiaries	Persons	436	206	408	199	411	199	541	240
Temporary ⁽⁴⁾	Persons	1,210	537	1,261	560	1,333	608	1,693	721	

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			2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
	Temporary ⁽⁴⁾ - Guaranteed hours	Persons	1,210	537	1,261	560	1,333	608	1,693	721
	Temporary ⁽⁴⁾ - Non-guaranteed hours	Persons	0	0	0	0	0	0	0	0
405-1	Staff by employee category									
	Executives	Persons	32	10	31	11	30	12	29	14
	Middle Management	Persons	98	30	82	30	76	29	73	26
	Senior	Persons	1,224	360	1,278	406	1,304	445	1,587	516
	Employee	Persons	1,626	1,069	1,616	1,042	1,638	1,030	1,826	1,102
GRI: 2 Local Employment Breakdown by Country										
2-7	Total staff in PTTEP operating assets (Thailand)	Persons	3,491		3,469		3,285		3,666	
	Portion of local senior management (Thailand)	% of local staff in managerial and supervisory positions	99		100		99		100	
	Portion of local staff (Thailand)	% of local staff against total staff	98		99		99		100	
	Total staff in PTTEP operating assets (Malaysia)	Persons	649		687		725		739	
	Portion of local senior management (Malaysia)	% of local staff in managerial and supervisory positions	65		75		58		65	
	Portion of local staff (Malaysia)	% of local staff against total staff	86		84		89		89	
	Total staff in PTTEP operating assets (Myanmar)	Persons	478		461		434		678	
	Portion of local senior management (Myanmar)	% of local staff in managerial and supervisory positions	13		14		19		51	
	Portion of local staff (Myanmar)	% of local staff against total staff	63		71		73		80	
	Total staff in PTTEP operating assets (Australia)	Persons	3		2		2		4	
	Portion of local senior management (Australia)	% of local staff in managerial and supervisory positions	100		100		100		100	
	Portion of local staff (Australia)	% of local staff against total staff	100		100		100		100	
GRI: 404 Training and Development										
404-1	Employees entitled to training and development	% of all employees globally	100		100		100		100	
404-1	Average hours spent per FTE on training and development									
404-1	Total Workforce ⁽¹⁾	Hours/ person/ year	43		40		48		57	
404-1	Total Workforce ⁽¹⁾ by gender	Hours/ person/ year	46	36	44	32	52	42	60	50
404-1	Permanent ⁽²⁾ - Directly hired by PTTEP	Hours/ person/ year	64		55		61		69	
404-1	Permanent ⁽²⁾ - Directly hired by PTTEP by gender	Hours/ person/ year	69	55	62	41	61	62	69	70
404-1	Average amount spent per FTE on training and development (Total Workforce)	USD/ FTE	1,965		1,193		954		1,353	
404-1	Percentage of open positions filled by internal candidates (Permanent ⁽²⁾)	%	95		98		96		100	
-	Effectiveness of Digital training using Kirkpatrick model	% ROI	50		96		194		112	

GRI Standards	Required Data	Unit	Data Collection Period								
			2019		2020		2021		2022		
			Male	Female	Male	Female	Male	Female	Male	Female	
201-1	Human Capital Return on Investment (HCROI) (according to DJSI definition)	HCROI	23.48		21.15		27.28		25.16		
GRI: 404 Performance Review											
404-3	Performance appraisal										
	Management by objectives	% of all employees globally	100		100		100		93		
	360 degree feedback	% of all employees globally	100		100		100		99		
	Comparative ranking	% of all employees globally	100		100		100		93		
-	The average competency of employee	% increased	4.15		4.74		5.45		5.94		
- Employee Engagement											
-	Employee engagement ⁽⁵⁾	%	66		77		77		74		
	By gender	%	70	57	79	74	79	74	75	72	
	By age group										
	20-24 Years	%	56		56		56		67		
	25-34 Years	%	54		71		71		55		
	35-44 Years	%	68		79		79		75		
	45-54 Years	%	76		80		80		81		
	55 Years or more	%	82		85		85		89		
	By employee category										
	Executives	%	95		81		81		97		
	Middle Management	%	80		81		81		86		
	Senior	%	64		77		77		74		
	Employee	%	65		78		78		73		
	Employee engagement participant	% of employees who participated in the employee engagement survey out of the total number of employee		96		95		95		97	
		Target of Employee engagement	%	63		68		68		62	
GRI: 405 Composition of Governance Bodies											
405-1	Board of directors	Persons	13	2	13	2	13	2	12	2	
	Executives	Persons	32	10	31	11	30	12	29	14	
	Middle management	Persons	98	30	82	30	76	29	73	26	
	Senior	Persons	1,224 ⁽⁶⁾	360 ⁽⁶⁾	1,278	406	1,304	445	1,587	516	
	Employee	Persons	1,626 ⁽⁶⁾	1,069 ⁽⁶⁾	1,616	1,042	1,638	1,030	1,826	1,102	
GRI: 401 New Employee Hire by Age Group											
401-1	< 30 years	Persons	75	36	36	20	32	33	52	40	
	30 - 50 years	Persons	94	51	99	46	182	93	488	160	
	> 50 years	Persons	13	1	24	1	24	4	128	20	
	Total	Persons	182	88	159	67	238	130	668	220	
	New hire rate	% of total employees	4.1	2.0	3.5	1.5	5.2	2.8	12.9	4.3	
	Average Hiring Cost	USD	5,604		5,165		2,577		2,198		

GRI Standards	Required Data	Unit	Data Collection Period							
			2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
GRI: 401 Turnover by Age Group										
401-1	< 30 years	Persons	16	17	6	3	9	12	12	12
	30 - 50 years	Persons	50	23	43	16	49	36	85	64
	> 50 years	Persons	19	3	44	15	59	19	62	24
	Total Workforce ⁽¹⁾	Persons	85	43	98	34	117	67	159	100
	Turnover rate	% of total employees	1.9	1.0	2.1	0.8	2.6	1.5	3.1	1.9
	Total Permanent ⁽²⁾	Persons	ND	ND	29	19	32	24	38	19
	Turnover rate (consolidated) ⁽⁷⁾	% of total employees	1.64		2.32		2.78		2.88	
	Voluntary employee turnover rate (consolidated) ⁽⁷⁾	% of total employees	1.35		0.97		1.19		1.67	
GRI: 401 Turnover by Type										
401-1	Voluntary resignation ⁽⁷⁾	Persons	67	43	52	24	70	51	91	68
	Dismissal	Persons	9	0	7	0	16	3	33	25
	Retirement	Persons	5	0	32	10	29	13	33	7
	Death - not related to work	Persons	4	0	2	0	2	0	2	0
GRI: 401 Parental Leave										
401-3	Number of Employees taken parental leave	Persons	94	56	67	53	93	53	74	55
	Total Number of employees that were entitled to parental leave	Persons	2,980	1,469	3,007	1,489	3,048	1,516	3,515	1,658
	Employee returned to work after parental leave	% of total employees taken parental leave	100	100	100	100	100	100	100	100
GRI: 412 Integrity										
412-2	Training hours concerning human rights, anti-bribery, and corruption	Hours	689	661	646	622	652	181	499	847
GRI: 201, 405 Gender Diversity and Equal Remuneration										
201-1	Total employee related expenses (salaries + benefits) (Permanent ⁽²⁾)	Million USD	251,843,000		226,371,240		245,545,738		353,984,830	
405-2	Ratio basic salary women/men	Ratio	0.83		0.86		0.78		0.82	
	Thailand (or other significant location of operations)	Ratio	0.93		0.94		0.96		0.97	
	Myanmar (or other significant location of operations)	Ratio	1.30		1.26		1.24		0.99	
	Malaysia (or other significant location of operations)	Ratio	0.65		0.68		0.51		0.59	
405-2	Average salary and Ratio									
	Non-management level (base salary only)	USD	42,753	44,008	44,629	45,967	42,441	43,472	41,634	42,991
	Ratio women/men	Ratio	1.03		1.03		1.02		1.03	
	Management level (base salary only)	USD	93,273	84,417	96,258	89,048	87,296	80,287	85,079	79,248
	Ratio women/men	Ratio	0.91		0.93		0.92		0.93	
	Management level (base salary+other cash incentives)	USD	155,455	140,695	144,386	133,572	141,856	130,467	149,036	138,800
	Ratio women/men	Ratio	0.91		0.93		0.92		0.93	
	Executive level (base salary only)	USD	225,993	199,009	236,622	212,069	213,378	199,474	203,373	193,120
	Executive level (base salary + other cash incentives)	USD	ND	ND	354,934	318,103	346,739	324,145	355,928	336,045
	Ratio women/men	Ratio	0.88		0.90		0.93		0.94	
	Mean gender pay gap	Difference men to women (%)	ND		6.5		4.4		3.4	
	Median gender pay gap	Difference men to women (%)	ND		0.5		1.0		0.6	
	Mean bonus gap	Difference men to women (%)	ND		6.5		4.4		3.6	

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			2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
	Median bonus gap	Difference men to women (%)	ND		0.5		1.0		1.0	
	Average pay-out period of long-term incentive related to sustainability for employees	Years	3		3		3		3	
	Employee covered in long-term incentive related to sustainability	% of all employees (except management)	100		100		100		100	
GRI: 405 Gender Diversity										
405-1	Women in workforce (Total Workforce ⁽¹⁾)	Persons		1,469		1,489		1,516		1,658
		%		33		33		33		32
	Target	%		ND		23		23		23
	Women in professional positions	Persons		1,069		1,042		1,051		1,102
		%		40		39		36		38
	Women in management positions	Persons		360		406		426		516
		%		23		24		28		25
	Women in senior leadership positions	Persons		40		41		39		40
%			24		27		28		28	
405-1	Women in workforce (Total Permanent ⁽²⁾)	Persons		ND		730		709		697
		%		ND		35		35		35
	Women in non-management position	Persons		ND		634		601		581
		% of total non-management positions		ND		37		36		35
	Women in Junior-management position	Persons		ND		60		72		76
		% of total management junior management positions		ND		28		33		33
	Target	%		ND		22		22		22
	Women in management positions in revenue-generating functions (excluding support function)	Persons		ND		10		14		11
		% of all such managers		ND		13		17		13
	Target	%		ND		13		13		13
	Women in Executive (top management positions, i.e. maximum two levels away from CEO)	Persons		ND		10		10		13
		% of total top management positions		ND		27		29		33
	Target	%		ND		18		18		18
	Women in all management positions, including junior, middle and senior management	Persons		ND		96		108		119
		% of total management workforce		ND		28		31		30
	Target	%		ND		20		20		20
	Women in STEM positions (Science, Technology, Engineering and Mathematics)	Persons		ND		845		825		903
		% of total STEM Positions		ND		37		34		23
	Target	%		ND		34		34		34
	GRI: 2 CEO and Executive Compensation									
2-21	Longest performance period covered by CEO compensation plan	year	5		5		5		5	
	Longest time vesting for CEO bonus (variable compensation)	year	8		8		8		8	
	Percentage of CEO bonus deferred in terms of share	%	100		100		100		100	

GRI Standards	Required Data	Unit	Data Collection Period							
			2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
-	Stock ownership requirement for CEO	times of annual base salary	1		1		1		1	
	Shares held by CEO	multiple of base salary	0.94		0.62		0.50		0.67	
2-21	Mean annual compensation of all employees except CEO	USD	88,468		82,663		85,102		91,331	
	Ratio between total annual compensation of CEO and mean of employee compensation	USD	8.57		9.30		6.86		6.77	
	Median annual compensation of all employees except CEO	USD	73,329		69,735		73,022		77,468	
	Ratio between total annual compensation of CEO and median of employee compensation	USD	10.3379		11.0241		7.9994		7.98	
	Total annual compensation of Executives	USD	ND		4,836,757.56		4,351,068.73		4,467,362.27	
	Salary	USD	ND		2,971,496.45		2,497,568.82		2,361,685.98	
	Bonus	USD	ND		1,481,492.15		1,569,967.35		1,790,190.75	
	Provident Fund	USD	ND		383,768.96		283,532.56		315,485.54	
-	Stock ownership requirement for Executive members	times of annual base salary	1		1		1		1	
	Average shares held across executives	multiple of base salary	0.77		0.67		1.00		1.26	

Remarks:

- ⁽¹⁾ Total workforce is the total number of employees involved in core activities of PTTEP's and subsidiaries'. This does not include workers and supervised workers performing non-core activities in the company e.g. maids, gardeners and drivers, etc.
- ⁽²⁾ Permanent means employment contracts with indeterminate period made with PTTEP excluding PTTEP Services which is manpower agency of PTTEP.
- ⁽³⁾ Permanent means employment contracts with indeterminate period made with PTTEP subsidiaries excluding PTTEP Services which is manpower agency of PTTEP.
- ⁽⁴⁾ Temporary means employment contracts with or without specific employment period made through manpower agencies e.g. PTTEP Services, etc.
- ⁽⁵⁾ Employee Engagement was not conducted in 2019, 2021.
- ⁽⁶⁾ Restatement is made to be the same methodology with other years.
- ⁽⁷⁾ Mutual Separation Program (MSP) implemented in 2021.

N/A: Not Applicable

ND: No Data