

## ผลการดำเนินงานด้านการบริหารจัดการบุคลากร

GRI Standards	Required Data	Unit	Data Collection Period								
			2018		2019		2020		2021		
			Male	Female	Male	Female	Male	Female	Male	Female	
GRI: 102, 405	Workforce										
102-8	Total Workforce <sup>(1)</sup>	Persons	3,861		4,449		4,496		4,564		
		Persons	2,582	1,279	2,980	1,469	3,007	1,489	3,048	1,516	
102-8	Staff by Nationality										
	Thai	Persons	1,986	1,062	2,035	1,109	2,060	1,126	2,094	1,191	
	Thai (Share in total workforce)	as % of total workforce	79		71		71		72		
			51	28	46	25	46	25	46	26	
	Thai (Share in all management positions, including junior, middle and senior management)	as % of total management workforce	79		82		81		76		
			55	24	60	22	57	24	51	25	
	Burmese	Persons	371	138	346	132	334	127	319	115	
	Burmese (Share in total workforce)	as % of total workforce	13		11		11		9		
			10	3	8	3	8	3	7	2	
	Burmese (Share in all management positions, including junior, middle and senior management)	as % of total management workforce	11		10		8		6		
			9	2	8	2	6	2	5	1	
	Malaysian	Persons	ND	ND	477	172	507	180	548	177	
	Malaysian (Share in total workforce)	as % of total workforce	ND		14		15		16		
			ND	ND	10	4	11	4	12	4	
	Malaysian (Share in all management positions, including junior, middle and senior management)	as % of total management workforce	ND		0		1		10		
			ND	ND	0	0	1	0	10	0	
Others	Persons	225	79	122	56	106	56	87	33		
Others (Share in total workforce)	as % of total workforce	8		4		3		3			
		6	2	3	1	2	1	2	1		
Others (Share in all management positions, including junior, middle and senior management)	as % of total management workforce	10		8		10		6			
		8	2	7	1	8	2	5	1		
405-1	Staff by age group										
	<30 years	Persons	343	182	327	173	285	145	245	134	
	30 - 50 years	Persons	1,842	986	2,189	1,148	2,157	1,158	2,297	1,230	
	>50 years	Persons	397	111	464	148	565	186	506	152	
	Age distribution										
	Baby boomer	%	ND		6.9		6.1		4.3		
	Generation X	%	ND		42.2		41.5		40.8		
	Generation Y	%	ND		49.3		51.7		53.7		
	Generation Z	%	ND		1.3		0.7		1.2		
	Minorities: Vulnerable Groups										
	Pregnant Women	Persons	44		56		53		53		
		% of total employees	1.13		1.26		1.18		1.16		
Disability	Persons	1		1		1		1			
	% of total employees	0.03		0.02		0.02		0.02			
102-8	Staff by employment type										
	Permanent	Persons	1,562	799	1,770	932	1,746	929	1,715	908	
	Permanent <sup>(2)</sup> - Directly hired by PTTEP	Persons	1,344	720	1,334	726	1,338	730	1,304	709	

GRI Standards	Required Data	Unit	Data Collection Period							
			2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
	Permanent <sup>(3)</sup> - Hired by PTTEP subsidiaries	Persons	218	79	436	206	408	199	411	199
	Temporary <sup>(4)</sup>	Persons	1,020	480	1,210	537	1,261	560	1,333	608
405-1	Staff by employee category									
	Executives	Persons	28	11	32	10	31	11	30	12
	Middle Management	Persons	86	22	98	30	82	30	76	29
	Senior	Persons	814	230	1,224	360	1,278	406	1,304	445
	Employee	Persons	1,654	1,016	1,626	1,069	1,616	1,042	1,638	1,030
<b>GRI: 102 Local Employment Breakdown by Country</b>										
102-8	Total staff in PTTEP operating assets (Thailand)	Persons	ND		3,491		3,469		3,285	
	Portion of local senior management (Thailand)	% of local staff in managerial and supervisory positions	ND		99		100		99	
	Portion of local staff (Thailand)	% of local staff against total staff	ND		98		99		99	
	Total staff in PTTEP operating assets (Malaysia)	Persons	ND		649		687		725	
	Portion of local senior management (Malaysia)	% of local staff in managerial and supervisory positions	ND		65		75		58	
	Portion of local staff (Malaysia)	% of local staff against total staff	ND		86		84		89	
	Total staff in PTTEP operating assets (Myanmar)	Persons	ND		478		461		434	
	Portion of local senior management (Myanmar)	% of local staff in managerial and supervisory positions	ND		13		14		19	
	Portion of local staff (Myanmar)	% of local staff against total staff	ND		63		71		73	
	Total staff in PTTEP operating assets (Australia)	Persons	ND		3		2		2	
	Portion of local senior management (Australia)	% of local staff in managerial and supervisory positions	ND		100		100		100	
	Portion of local staff (Australia)	% of local staff against total staff	ND		100		100		100	
	Total staff in PTTEP operating assets (Algeria)	Persons	ND		52		52		61	
	Portion of local senior management (Algeria)	% of local staff in managerial and supervisory positions	ND		25		25		23	
	Portion of local staff (Algeria)	% of local staff against total staff	ND		27		38		33	
	Total staff in PTTEP operating assets (Canada)	Persons	ND		5		5		5	
	Portion of local senior management (Canada)	% of local staff in managerial and supervisory positions	ND		100		100		100	
Portion of local staff (Canada)	% of local staff against total staff	ND		100		100		100		
<b>GRI: 404 Training and Development</b>										
404-1	Employees entitled to training and development	% of all employees globally	50		100		100		100	
404-1	Average all employees (Total Workforce <sup>(1)</sup> ) of training and development	Hours/ person/ year	60	44	46	36	44	32	52	42
404-1	Average all employees (Permanent <sup>(2)</sup> ) of training and development	Hours/ person/ year	46		80		73		86	
404-1	Average amount spent per FTE on training and development	USD/ FTE	2,183		1,965		1,193		954	

GRI Standards	Required Data	Unit	Data Collection Period							
			2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
404-1	Percentage of open positions filled by internal candidates (Permanent <sup>(2)</sup> )	%	96		95		98		96	
-	Effectiveness of Digital training using Kirkpatrick model	% ROI	45		50		96		194	
201-1	Human Capital Return on Investment (HCROI) (according to DJSI definition)	HCROI	22.76		23.48		21.15		27.28	
<b>GRI: 404 Performance Review</b>										
404-3	Performance appraisal									
	Management by objectives	% of all employees globally	100		100		100		100	
	360 degree feedback	% of all employees globally	100		100		100		100	
	Comparative ranking	% of all employees globally	100		100		100		100	
-	The average competency of employee	% increased	ND		4.15		4.74		5.45	
<b>- Employee Engagement</b>										
-	Employee engagement <sup>(5)</sup>									
	By gender	%	70	57	70	57	79	74	79	74
	By age group									
	20-24 Years	%	56		56		56		56	
	25-34 Years	%	54		54		71		71	
	35-44 Years	%	68		68		79		79	
	45-54 Years	%	76		76		80		80	
	55 Years or more	%	82		82		85		85	
	By employee category									
	Executives	%	95		95		81		81	
	Middle Management	%	80		80		81		81	
	Senior	%	64		64		77		77	
	Employee	%	65		65		78		78	
	Employee engagement participant	% of employees who participated in the employee engagement survey out of the total number of employee		96		96		95		95
	Target of Employee engagement	%	63		63		68		68	
<b>GRI: 405 Composition of Governance Bodies</b>										
405-1	Board of directors	Persons	12	2	13	2	13	2	13	2
	Executives	Persons	28	11	32	10	31	11	30	12
	Middle management	Persons	86	22	98	30	82	30	76	29
	Senior	Persons	814	230	1,224 <sup>(6)</sup>	360 <sup>(6)</sup>	1,278	406	1,304	445
	Employee	Persons	1,654	1,016	1,626 <sup>(6)</sup>	1,069 <sup>(6)</sup>	1,616	1,042	1,638	1,030
<b>GRI: 401 New Employee Hire by Age Group</b>										
401-1	< 30 years	Persons	81	48	75	36	36	20	32	33
	30 - 50 years	Persons	58	33	94	51	99	46	182	93
	> 50 years	Persons	24	3	13	1	24	1	24	4
	Total	Persons	163	84	182	88	159	67	238	130
	New hire rate	% of total employees	4.2	2.2	4.1	2.0	3.5	1.5	5.2	2.8

GRI Standards	Required Data	Unit	Data Collection Period							
			2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
	Average Hiring Cost	USD	8,604		5,604		5,165		2,577	
GRI: 401	Turnover by Age Group									
401-1	< 30 years	Persons	12 <sup>(6)</sup>	13 <sup>(6)</sup>	16	17	6	3	9	12
	30 - 50 years	Persons	38 <sup>(6)</sup>	46 <sup>(6)</sup>	50	23	43	16	49	36
	> 50 years	Persons	37 <sup>(6)</sup>	9 <sup>(6)</sup>	19	3	44	15	59	19
	Total Workforce <sup>(1)</sup>	Persons	87 <sup>(6)</sup>	68 <sup>(6)</sup>	85	43	98	34	117	67
	Turnover rate	% of total employees	2.3 <sup>(6)</sup>	1.8 <sup>(6)</sup>	1.9	1.0	2.1	0.8	2.6	1.5
	Total Permanent <sup>(2)</sup>	Persons	ND	ND	ND	ND	29	19	32	24
	Turnover rate (consolidated) <sup>(7)</sup>	% of total employees	3.30		1.64		2.32		2.78	
	Voluntary employee turnover rate (consolidated) <sup>(7)</sup>	% of total employees	1.90		1.35		0.97		1.19	
GRI: 401	Turnover by Type									
401-1	Voluntary resignation <sup>(7)</sup>	Persons	61	57	67	43	52	24	70	51
	Dismissal	Persons	2 <sup>(6)</sup>	3 <sup>(6)</sup>	9	0	7	0	16	3
	Retirement	Persons	20	8	5	0	32	10	29	13
	Death - not related to work	Persons	4	0	4	0	2	0	2	0
GRI: 401	Parental Leave									
401-3	Number of Employees taken parental leave	Persons	34	44	94	56	67	53	93	53
	Total Number of employees that were entitled to parental leave	Persons	2,582	1,279	2,980	1,469	3,007	1,489	3,048	1,516
	Employee returned to work after parental leave	% of total employees taken parental leave	100	97.4	100	100	100	100	100	100
GRI: 412	Integrity									
412-2	Training hours concerning human rights, anti-bribery, and corruption	Hours	1,223	1,702	689	661	646	622	652	181
GRI: 201, 405	Gender Diversity and Equal Remuneration									
201-1	Total employee related expenses (salaries + benefits) (Permanent <sup>(2)</sup> )	Million USD	221,209,000		251,843,000		226,371,240		245,545,738	
405-2	Ratio basic salary women/men	Ratio	0.78		0.83		0.86		0.78	
	Thailand (or other significant location of operations)	Ratio	0.93		0.93		0.94		0.96	
	Myanmar (or other significant location of operations)	Ratio	1.25		1.30		1.26		1.24	
405-2	Average salary and Ratio									
	Non-management level (base salary only)	USD	38,808	39,344	42,753	44,008	44,629	45,967	42,441	43,472
	Ratio women/men	Ratio	1.01381		1.02935		1.02998		1.02428	
	Management level (base salary only)	USD	89,460	81,787	93,273	84,417	96,258	89,048	87,296	80,287
	Ratio women/men	Ratio	0.91423		0.90505		0.92510		0.91972	
	Management level (base salary+other cash incentives)	USD	141,645	129,496	155,455	140,695	144,386	133,572	141,856	130,467
	Ratio women/men	Ratio	0.91423		0.90505		0.92510		0.91972	
	Executive level (base salary only)	USD	215,117	196,834	225,993	199,009	236,622	212,069	213,378	199,474
	Executive level (base salary + other cash incentives)	USD	ND	ND	ND	ND	354,934	318,103	346,739	324,145
	Ratio women/men	Ratio	0.91501		0.88060		0.89623		0.93484	
	Mean gender pay gap	Difference men to women (%)	ND		ND		6.5		4.4	
	Median gender pay gap	Difference men to women (%)	ND		ND		0.5		1.0	
	Mean bonus gap	Difference men to women (%)	ND		ND		6.5		4.4	
	Median bonus gap	Difference men to women (%)	ND		ND		0.5		1.0	

GRI Standards	Required Data	Unit	Data Collection Period							
			2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
-	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	
<b>GRI: 405 Gender Diversity</b>										
405-1	Women in workforce (Total Workforce <sup>(1)</sup> )	Persons		1,279		1,469		1,489		1,516
		%		33		33		33		33
	Target	%		ND		ND		23		23
	Women in professional positions	Persons		1,016		1,069		1,042		1,051
		%		38		40		39		36
	Women in management positions	Persons		230		360		406		426
%			22		23		24		28	
Women in senior leadership positions	Persons		33		40		41		39	
	%		22		24		27		28	
405-1	Women in workforce (Total Permanent <sup>(2)</sup> )	Persons		ND		ND		730		709
		%		ND		ND		35		35
	Women in non-management position	Persons		ND		ND		634		601
		% of total non-management positions		ND		ND		37		36
	Women in Junior-management position	Persons		ND		ND		60		72
		% of total management junior management positions		ND		ND		28		33
	Target	%		ND		ND		22		22
	Women in management positions in revenue-generating functions (excluding support function)	Persons		ND		ND		10		14
		% of all such managers		ND		ND		13		17
	Target	%		ND		ND		13		13
	Women in Executive (top management positions, i.e. maximum two levels away from CEO)	Persons		ND		ND		10		10
		% of total top management positions		ND		ND		27		29
	Target	%		ND		ND		18		18
	Women in all management positions, including junior, middle and senior management	Persons		ND		ND		96		108
		% of total management workforce		ND		ND		28		31
	Target	%		ND		ND		20		20
	Women in STEM positions (Science, Technology, Engineering and Mathematics)	Persons		ND		ND		845		825
		% of total STEM Positions		ND		ND		37		34
Target	%		ND		ND		34		34	
<b>GRI: 102 CEO and Executive Compensation</b>										
102-38	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	%	10		100		100		100	
-	Stock ownership requirement for CEO	times of annual base salary	0		1		1		1	
	Shares held by CEO	multiple of base salary	0.88		0.94		0.62		0.50	

GRI Standards	Required Data	Unit	Data Collection Period							
			2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
102-38	Mean annual compensation of all employees except CEO	USD	76,549		88,468		82,663		85,102	
	Ratio between total annual compensation of CEO and mean of employee compensation	USD	7.64890		8.56880		9.30012		6.86391	
	Median annual compensation of all employees except CEO	USD	61,807		73,329		69,735		73,022	
	Ratio between total annual compensation of CEO and median of employee compensation	USD	9.4733		10.3379		11.0241		7.9994	
	Total annual compensation of Executives	USD	ND		ND		4,836,757.56		4,351,068.73	
	Salary	USD	ND		ND		2,971,496.45		2,497,568.82	
	Bonus	USD	ND		ND		1,481,492.15		1,569,967.35	
	Provident Fund	USD	ND		ND		383,768.96		283,532.56	
-	Stock ownership requirement for Executive members	times of annual base salary	0		1		1		1	
	Average shares held across executives	multiple of base salary	1.20		0.77		0.67		1.00	

**Remarks:**

- <sup>(1)</sup> 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.
- <sup>(2)</sup> Permanent means employment contracts with indeterminate period made with PTTEP excluding PTTEP Services which is manpower agency of PTTEP.
- <sup>(3)</sup> Permanent means employment contracts with indeterminate period made with PTTEP subsidiaries excluding PTTEP Services which is manpower agency of PTTEP.
- <sup>(4)</sup> Temporary means employment contracts with or without specific employment period made through manpower agencies e.g. PTTEP Services, etc.
- <sup>(5)</sup> Employee Engagement was not conducted in 2019, 2021.
- <sup>(6)</sup> Restatement is made to be the same methodology with other years.
- <sup>(7)</sup> Mutual Separation Program (MSP) implemented in 2021.

N/A: Not Applicable

ND: No Data