

## ข้อมูลผลการดำเนินงานด้านการบริหารจัดการบุคลากร

<u>ର</u>					[	Data Collect	ion Period	l .			
GRI Standards	Required Data	Unit	2020		2021		2022		2023		
			Male	Female	Male	Female	Male	Female	Male	Female	
GRI: 2-7, 405	Workforce										
	45	Persons	4,4	-96	4,5	64	5,1	73	5,3	63	
2-7	Total Workforce <sup>(1)</sup>	Persons	3,007	1,469	3,048	1,516	3,515	1,658	3,616	1,747	
	Staff by Nationality	1				I		II			
	Thai	Persons	2,060	1,126	2,094	1,191	2,388	1,257	2,680	1,387	
			7	1	7:	2	7	1	70	3	
	Thai (Share in total workforce)	as % of total workforce	46	25	46	26	46	25	50	26	
	Thai (Share in all management positions, including	as % of total	8	1	7	6	7	2	8	)	
	junior, middle and senior management)	management workforce	57	24	51	25	51	21	59	21	
	Burmese	Persons	334	127	319	115	488	188	358	160	
			1	1	g	,	1	3	1(	)	
	Burmese (Share in total workforce)	as % of total workforce	8	3	7	2	9	4	7	3	
	Burmese (Share in all management positions, including	as % of total	8	3	6	;	1	3	8		
2-7	junior, middle and senior management)	management workforce	6	2	5	1	10	3	6	2	
	Malaysian	Persons	507	180	548	177	560	177	516	189	
	Malaysian (Share in total workforce)	as % of total workforce -	1	5	1	6	1	4	1:	3	
			11	4	12	4	11	3	10	4	
	Malaysian (Share in all management positions, including	as % of total		1	1	D	1	0	g		
	junior, middle and senior management)	management workforce	1	0	10	0	10	0	9	0	
	Others	Persons	106	56	87	33	79	36	62	11	
	Others (Share in total workforce)	as % of total workforce	3	3	3	3	2	2	1		
			2	1	2	1	1	1	1	0	
	Others (Share in all management positions, including	as % of total	1	0	6	;	Ę	5	3		
	unior, middle and senior management)	management workforce	8	2	5	1	4	1	2	1	
	Staff by age group										
	<30 years	Persons	285	145	245	134	229	132	233	177	
	30 - 50 years	Persons	2,157	1,158	2,297	1,230	2,657	1,3422	2,606	1,340	
	>50 years	Persons	565	186	506	152	629	184	777	230	
	Age distribution										
405-1	Baby boomer	%	6.	.1	4.3		2.9		2.1		
100 1	Generation X	%	41	.5	40.8		41.9		40.5		
	Generation Y	%	51	.7	53	.7	53.5		53.8		
	Generation Z	%	0.	.7	1.	2	1.	.7	3.	6	
	Minorities: Vulnerable Groups										
	Pregnant Women	Persons	5	3	5	3	5	5	4	5	
		% of total employees	1.	18	1.1	16	1.06		0.8	34	
	Staff by employment type										
	Permanent	Persons	1,746	929	1,715	908	1,822	937	1,832	929	
	Permanent <sup>(2)</sup> - Directly hired by PTTEP	Persons	1,338		1,304	709	1,281	697	1,282	698	
2-7	Permanent <sup>(3)</sup> - Hired by PTTEP subsidiaries	Persons	408		411	199	541	240	550	231	
	Temporary <sup>(4)</sup>	Persons	1,261	560	1,333	608	1,693	721	1,784	818	
	Temporary <sup>(4)</sup> - Guaranteed hours	Persons	1,261	560	1,333	608	1,693	721	1,784	818	
	Temporary <sup>(4)</sup> - Non-guaranteed hours	Persons	0	0	0	0	0	0	0	0	



GRI			Data Collection Period									
Standards	Required Data	Unit	202		202			22				
	Staff by employee category		Male	Female	Male	Female	Male	Female	Male	Female		
	Executives	Persons	31	11	30	12	29	14	34	14		
405-1	Middle Management	Persons	82	30	76	29	73	26	91	28		
	Senior	Persons	1,278	406	1,304	445	1,587	516	1,673	570		
	Employee	Persons	1,616	1,042	1,638	1,030	1,826	1,102	1,818	1,135		
GRI: 2	Local Employment Breakdown by Region											
	Total staff in PTTEP operating assets (Thailand)	Persons	3,4	69	3,2	85	3,6	666	3,82	23		
	Portion of local senior management (Thailand)	% of local staff in managerial and supervisory positions	10	0	99	)	1(	00	100			
	Portion of local staff (Thailand)	% of local staff against total staff	99	)	99	9	1(	00	99	)		
	Total staff in PTTEP operating assets (Malaysia)	Persons	68	7	72	5	73	39	14 34   26 91   16 1,673   02 1,818   3,823   100   999   833   72   84   617   83   617   83   90   83   90   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100   100	3		
	Portion of local senior management (Malaysia)	% of local staff in managerial and supervisory positions	75	5	58	58 65		65		72		
2-7	Portion of local staff (Malaysia)	% of local staff against total staff	84	1	89	9	8	9	102 1,818   3,823   100   99   833   72   84   617   50   83   90   83   90   83   90   100   100   100   100   100   100   100   100   100   100   100   100   100	ļ		
	Total staff in PTTEP operating assets (Myanmar)	Persons	46	1	434		678		3 617			
	Portion of local senior management (Myanmar)	% of local staff in managerial and supervisory positions	14	1	19		51		1 50			
	Portion of local staff (Myanmar)	% of local staff against total staff	71	l	73		80		83			
	Total staff in PTTEP operating assets (Others)	Persons	NA	4	NA		NA		90			
	Portion of local senior management (Others)	% of local staff in managerial and supervisory positions	NA	Ą	N	4	NA		9			
	Portion of local staff (Others)	% of local staff against total staff	NA	Ą	N	4	NA		16			
GRI: 404	Training and Development											
404-1	Employees entitled to training and development	% of all employees globally	10	0	10	0	1(	00	10	0		
404-1 (11-10, 11-11)	Average hours spent per FTE on training and development											
404-1 (11-10, 11-11)	Total Workforce <sup>(1)</sup>	Hours/ person/ year	40	)	48	3	5	7	56	6		
404-1 (11-10, 11-11)	Total Workforce <sup>(1)</sup> by gender	Hours/ person/ year	44	32	52	42	60	50	61	46		
404-1	Average amount spent per FTE on training and development (Total Workforce)	USD/ FTE	1,19	93	954		1,3	353	191	7		
404-1	Percentage of open positions filled by internal candidates (Permanent <sup>(2)</sup> )	%	98	3	96		1(	00	10	0		
-	Effectiveness of Digital training using Kirkpatrick model	% ROI	96		194		112		15	7		
201-1	Human Capital Return on Investment (HCROI) (according to DJSI definition)	HCROI	21.	15	27.	27.28 25.16		.16	20.8	38		
GRI: 404	Performance Review											
404-3	Performance appraisal Management by objectives	% of all employees globally	10	0	10	0	9	3	99	)		



			Data Collection Period								
GRI Standards	Required Data	Unit	202	20	202		202	2	2023	3	
Stanuarus			Male	Female	Male	Female	Male	Female	Male	Female	
	360 degree feedback	% of all employees globally	100		100		99	)	99		
	Comparative ranking	% of all employees 100 100 globally		93	93		1				
-	The average competency of employee	% increased	4.7	'4	5.45	5	5.9	4	6.24	4	
-	Employee Engagement										
	Employee engagement (5)	%	77	7	77		74		74		
	By gender	%	79	74	79	75	75	72	75	72	
	By age group										
	20-24 Years	%	56	6	56		67	,	67		
	25-34 Years	%	71	1	71		55	5	55		
	35-44 Years	%	79	9	79		75	5	75		
	45-54 Years	%	80	)	80		81		81		
	55 Years or more	%	85	5	85		89	)	89		
-	By employee category										
	Executives	%	81	1	81		97	,	97		
	Middle Management	%	81	1	81		86	6	86		
	Senior	%	77	7	77		74	-	74		
	Employee	%	78	3	78		73	3	73		
	Employee engagement participant	% of employees who participated in the employee engagement survey out of the total number of employee	95	5	95		97				
	Target of Employee engagement	%	68	3	68		62		62		
GRI: 405	Composition of Governance Bodies							1			
	Board of directors	Persons	13	2	13	2	12	2	10	3	
	Executives	Persons	31	11	30	12	29	14	34	14	
405-1	Middle management	Persons	82	30	76	29	73	26	91	28	
	Senior	Persons	1,278	406	1,304	445	1,587	516	1,673	570	
	Employee	Persons	1,616	1,042	1,638	1,030	1,826	1,102	1,818	1,135	
GRI: 401	New Employee Hire by Age Group and Region								<u> </u>		
	Total new employee hire	Persons	159	67	238	130	668	220	266	178	
	By age group										
	< 30 years	Persons	36	20	32	33	52	40	53	76	
	30 - 50 years	Persons	99	46	182	93	488	160	190	98	
401-1	> 50 years	Persons	24	1	24	4	128	20	23	4	
(11-10)	By region										
	Thailand	Persons	NA	NA	NA	NA	NA	NA	156	131	
	Malaysia	Persons	NA	NA	NA	NA	NA	NA	102	44	
	Myanmar	Persons	NA	NA	NA	NA	NA	NA	6	3	
	Others	Persons	NA	NA	NA	NA	NA	NA	2	0	
	New hire rate	% of total employees	3.5	1.5	5.2	2.8	12.9	4.3	5.0	3.3	
	Average Hiring Cost	USD	5,16	65	2,57	7	2,19	98	2,14	.3	
GRI: 401	Employee Turnover by Age Group and Region										
	Total employee turnover	Persons	98	34	117	67	159	100	148	72	
401-1	By age group										
									······		



GRI					[	Data Collec	tion Period	d		
Standards	Required Data	Unit	202		202			22	202	
	20 50 vezr	Persons	Male	Female	Male 49	Female 36	Male 85	Female 64	Male 93	Female
	30 - 50 years	Persons	43	16		19	62		43	50 17
		Feisons	44	10	59	19	02	24	43	17
	By region	Damaga		NA	NA	NIA	NA	NA	01	
	Thailand	Persons	NA			NA			81	55
	Malaysia	Persons	NA	NA	NA	NA	NA		42	10
	Myanmar	Persons	NA	NA	NA	NA	NA	NA	20	7
	Others	Persons	NA	NA	NA	NA	NA	NA	5	0
	By type									
	Voluntary resignation <sup>(6)</sup>	Persons	52	24	70	51	91	68	114	60
	Dismissal	Persons	7	0	16	3	33	25	6	1
	Retirement	Persons	32	10	29	13	33	7	27	11
	Death - not related to work	Persons	2	0	2	0	2	0	1	0
	Turnover rate	% of total employees	2.1	0.8	2.6	1.5	3.1	1.9	2.8	1.3
	Total Permanent <sup>(2)</sup>	Persons	29	19	32	24	38	19	27	19
	Turnover rate (consolidated) <sup>(6)</sup>	% of total employees	2.3	32	2.7	78	2.	88	2.3	2
	Voluntary employee turnover rate (consolidated) <sup>(6)</sup>	% of total employees	0.9	97	1.1	19	1.	67	1.2	6
GRI: 401	Parental Leave									
	Number of Employees taken parental leave	Persons	67	53	93	53	74	55	81	45
401-3	Total Number of employees that were entitled to parental leave	Persons	3,007	1,489	3,048	1,516	3,515	1,658	3,616	1,747
(11-10,	Total number of employees that returned to work after parental	Duran	07	50		50	74		01	45
11-11)	leave ended	Persons	67	53	93	53	74	55	81	45
	Employee returned to work after parental leave	% of total employees taken parental leave	100	100	100	100	100	100	100	100
GRI: 412	Integrity									
	Training hours concerning human rights, anti-bribery, and corruption	Hours	646	622	652	181	499	847	542	358
GRI: 201, 405	Gender Diversity and Equal Remuneration									
201-1	Total employee related expenses (7)	USD	226,37	1,240	245,54	5,738	353,9	84,830	394,06	4,534
	Ratio basic salary women/men	Ratio	0.8	36	0.7	78	0.	82	8.0	3
405-2	Thailand (or other significant location of operations)	Ratio	0.9	94	0.9	96	0.	97	0 100 17 542 394,06 0.8 0.9 1.0 0.6	8
	Myanmar (or other significant location of operations)	Ratio	1.2	26	1.2	24	0.	99	1.0	0
	Malaysia (or other significant location of operations)	Ratio	0.6	68	0.5	51	0.	59	0.6	6
	Average salary and Ratio <sup>(8)</sup>									
	Non-management level (base salary only)	USD	44,629	45,967	42,441	43,472	41,634	42,991	44,269	45,128
	Ratio women/men	Ratio	1.0		1.(			03	1.0	
	Management level (base salary only)	USD	96,258	89,048		80,287	85,079	· ·	86,969	80,544
	Ratio women/men	Ratio	0.9	93	0.9	92		93	0.9	13
	Management level (base salary+other cash incentives)	USD	144,386	133,572		130,467	149,036		148,615	138,827
405-2	Ratio women/men	Ratio	0.9		0.9			93	0.9	
	Executive level (base salary only)	USD	236,622	212,069		199,474	203,373		218,904	195,729
	Executive level (base salary + other cash incentives)	USD	354,934	318,103		324,145	355,928		373,285	323,504
	Ratio women/men	Ratio	0.9	90	0.9	93	0.	94	8.0	57
	Mean gender pay gap	Difference men to women (%)	6.	5	4.	4	3.4		5.	1
	Median gender pay gap	Difference men to women (%)	0.:	5	1.	0	0	.6	(0.	1)



GRI			Data Collection Period								
	Required Data	Unit	20:	2023							
Standards			Male	Female	Male Female	Male Female	Male Female				
	Mean bonus gap	Difference men to women (%)	6.	6.5 4.4		3.6	5.3				
	Median bonus gap	Difference men to women (%)	0.	5	1.0	1.0	0.9				
	Average pay-out period of long-term incentive related to sustainability for employees	Years	3	3	3	3	3				
-	Employee covered in long-term incentive related to	% of all employees	10	00	100	100	100				
	sustainability Gender Diversity	(except management)									
		Persons		1,489	1,516	1,658	1,74				
	Women in workforce (Total Workforce <sup>(1)</sup> )	%		33	33	32	33				
	Target	%		23	23	23	23				
		Persons		1,042	1,051	1,102	1,13				
405-1	Women in professional positions	%		39	36	38	3				
100 1		Persons		406	426	516	570				
	Women in management positions	%		24	28	25	25				
		Persons		41	39	40	42				
	Women in senior leadership positions	%		27	28	28	2!				
		Persons		730	709	697	698				
	Women in workforce (Total Permanent <sup>(2)</sup> )	%		35	35	35	3				
	Women in non-management position	Persons		634	601	581	58				
		% of total non- management positions		37	36	35	36				
	Women in Junior-management position	Persons		60	72	76	7				
		% of total management									
		junior management positions		28	33	33	33				
	Target	%		22	22	22	22				
	Women in management positions in revenue-generating	Persons		10	14	11	2				
	functions (excluding support function)	% of all such managers		13	17	13	1:				
405-1	Target	%		13	13	13	1:				
		Persons		10	10	13	14				
	Women in Executive (top management positions, i.e.	% of total top									
	maximum two levels away from CEO)	management positions		27	29	33	3				
	Target	%		18	18	18	18				
	Wamon in all monogramment positions, including junior	Persons		96	108	119	138				
	Women in all management positions, including junior, middle and senior management	% of total management workforce		28	31	30	2!				
	Target	%		20	20	20	20				
		Persons		845	825	903	949				
	Women in STEM positions (Science, Technology, Engineering and Mathematics)	% of total STEM		37	34	23	24				
		positions									
-	Target	%		34	34	34	34				
GRI: 2	CEO and Executive Compensation										
	Longest performance period covered by CEO compensation plan	year	5	5	5	5	5				
	Longest time vesting for CEO bonus (variable compensation)	year	8	3	8	8	8				
	Percentage of CEO bonus deferred in terms of share	%	10	00	100	100	100				
-	Stock ownership requirement for CEO	Times of annual base salary	1		1	1	1				



GRI			Data Collection Period								
GRI	Required Data	Unit	2020		2021		2022		2023		
Standards			Male	Female	Male	Female	Male	Female	Male	Female	
	Shares held by CEO	Multiple of base salary	0.6	62	0.	50	0.	67	0.0	60	
	Mean annual compensation of all employees except CEO	USD	82,6	63	85,102		91,331		93,2	217	
	Ratio between total annual compensation of CEO and mean of employee compensation	USD	9.3	9.30		36	6.77		7.:	32	
	Median annual compensation of all employees except CEO	USD	69,735		73,022		77,468		80,638		
	Ratio between total annual compensation of CEO and median of employee compensation	USD	11.0241		7.9994		7.98		8.4	47	
	Total annual compensation of CEO	USD	766,241.22		687,472.17		643,111.35		711,005.11		
2-21	Salary	USD	490,669.35		446,814.25		353,261.26		399,632.43		
	Bonus	USD	245,334.71		234,640.39		264,945.95		283,072.97		
	Provident Fund	USD	30,237.15		6,017.54		24,904.14		28,299.71		
	Total annual compensation of Executives	USD	4,070,516.34		3,663,596.56		3,824,250.92		4,356,649.50		
	Salary	USD	2,480,827.10		2,050,754.58		2,008,424.72		2,332,704.52		
	Bonus	USD	1,236,1	1,236,157.44		1,335,326.97		244.80	1,685,150.98		
	Provident Fund	USD	353,531.81		277,515.02		290,581.40		338,794.00		
-	Stock ownership requirement for Executive members	Times of annual base salary	1		1		1		1		
	Average shares held across executives	Multiple of base salary	0.6	67	1.00		1.26		1.14		

## 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.

(3) 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 2021, 2023

<sup>(6)</sup> Mutual Seperation Program (MSP) implemented in 2021, 2023

<sup>(7)</sup> Total employee related expenses (salaries + benefits+ Learning & Development Expense) in 2020-2021 amount calculated from permanent and in 2022-2023 amount calculated from total workforce

<sup>(8)</sup> Permanent employment under PTT Exploration and Production Public Company Limited only

NA: Not Applicable