



Workforce										
GRI Standards	Performance	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
GRI 102-8	Total Workforce	Person	139,239		147,198		128,548		135,284	
			80,179	59,060	85,115	62,083	71,401	57,147	75,003	60,281
	Percent	57.58	42.42	57.82	42.18	55.54	44.46	55.44	44.56	
	Thailand	Person	73,738		71,318		66,350		69,618	
			35,281	38,457	34,141	37,177	32,074	34,276	33,361	36,257
	Percent	47.85	52.15	47.87	52.13	48.34	51.66	47.92	52.08	
Overseas	Person	65,501		75,880		62,198		65,666		
		44,898	20,603	50,974	24,906	39,327	22,871	41,642	24,024	
Percent	68.55	31.45	67.18	32.82	63.23	36.77	63.41	36.59		

**Employee Diversity**  
**Thailand Operations**

GRI 405-1	By level								
- Top management	Person	62	4	351	99	356	103	323	111
	Percent	0.08	0.01	0.49	0.14	0.54	0.16	0.46	0.16
- Middle management	Person	767	257	1,379	616	1,352	625	1,388	685
	Percent	1.04	0.35	1.93	0.86	2.04	0.94	1.99	0.98
- Entry-level Management	Person	3,233	1,761	2,337	1,417	2,292	1,357	2,251	1,429
	Percent	4.39	2.39	3.28	1.99	3.45	2.05	3.23	2.05
- Staff	Person	8,631	6,935	8,863	7,179	8,354	6,694	8,273	6,923
	Percent	11.71	9.40	12.43	10.07	12.59	10.09	11.88	9.94
- Worker	Person	22,588	29,500	21,211	27,866	19,720	25,497	21,126	27,109
	Percent	30.63	40.00	29.74	39.07	29.72	38.43	30.35	38.94
By age									
- Under 30 years old	Person	13,057	13,700	12,097	12,727	10,426	10,757	11,263	12,126
	Percent	17.71	18.58	16.96	17.85	15.71	16.21	16.18	17.42
- 30-50 years old	Person	19,780	21,658	19,532	21,302	18,960	20,249	19,410	20,774
	Percent	26.83	29.37	27.39	29.87	28.58	30.52	27.88	29.84
- Over 50 years old	Person	2,444	3,099	2,512	3,148	2,688	3,270	2,688	3,357
	Percent	3.31	4.20	3.52	4.41	4.05	4.93	3.86	4.82
Others									
- Employees with disability	Person	774		755		726		671	
	Percent	1.05		1.06		1.09		0.96	

**Thailand and Overseas Operations**

GRI 405-1	By level								
- Top management	Person	482	60	715	151	680	157	610	160
	Percent	0.35	0.04	0.48	0.10	0.53	0.12	0.45	0.12
- Middle management	Person	1,879	497	2,515	859	2,596	949	2,617	1,050
	Percent	1.35	0.36	1.71	0.59	2.02	0.74	1.93	0.78
- Entry-level Management	Person	6,009	2,528	5,400	2,268	4,183	2,012	4,156	2,129
	Percent	4.31	1.82	3.67	1.54	3.25	1.57	3.07	1.57
- Staff	Person	28,761	13,807	32,909	15,187	24,884	13,556	25,675	14,541
	Percent	20.65	9.92	22.36	10.32	19.36	10.55	18.98	10.75
- Worker	Person	43,048	42,168	43,576	43,618	39,058	40,473	41,945	42,401
	Percent	30.92	30.28	29.60	29.63	30.38	31.48	31.01	31.34



GRI Standards	Performance	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
<b>Employee Diversity</b>										
<b>Thailand and Overseas Operations</b>										
<b>GRI 405-1</b>	<b>By age</b>									
	- Under 30 years old	Person	32,500	22,527	32,236	21,804	24,862	17,653	26,253	19,611
		Percent	23.34	16.18	21.90	14.81	19.34	13.73	19.41	14.50
	- 30-50 years old	Person	39,390	31,750	45,203	34,904	39,944	33,854	41,869	34,852
		Percent	28.29	22.80	30.71	23.71	31.07	26.34	30.95	25.76
	- Over 50 years old	Person	6,219	4,731	7,668	5,383	6,595	5,640	6,881	5,818
		Percent	4.47	3.40	5.21	3.66	5.13	4.39	5.09	4.30
	<b>Others</b>									
	- Employees with disability	Person	899		877		905		939	
		Percent	0.65		0.60		0.70		1.43	

<b>Hiring</b>										
<b>Thailand Operations</b>										
<b>GRI 401-1</b>	<b>Employee</b>									
	<b>Number of new hires</b>	Person	1,576		1,570		1,652		2,609	
			885	691	869	701	816	836	1,274	1,335
	<b>Rate of new hires</b>	Percent	7.28		7.06		7.82		12.20	
			4.09	3.19	3.91	3.15	3.86	3.96	5.96	6.24
	<b>By age</b>									
	- Under 30 years old	Person	671	559	665	580	614	652	924	1,022
		Percent	3.10	2.58	2.99	2.61	2.91	3.09	4.32	4.78
	- 30-50 years old	Person	188	124	192	114	154	160	342	312
		Percent	0.87	0.57	0.86	0.51	0.73	0.76	1.60	1.46
	- Over 50 years old	Person	26	8	12	7	48	24	8	1
		Percent	0.12	0.04	0.06	0.03	0.23	0.11	0.04	0.005
	<b>By nationality</b>									
	- Thai	Person	883	690	867	701	815	836	1,273	1,335
		Percent	4.08	3.19	3.90	3.15	3.85	3.96	5.95	6.24
	- Foreigner	Person	2	1	2	0	1	0	1	0
		Percent	0.01	0.005	0.01	0.00	0.01	0	0.005	0
	<b>By level</b>									
	- Top management	Person	4	5	8	8	11	9	10	4
		Percent	0.02	0.02	0.04	0.04	0.05	0.04	0.05	0.02
	- Middle management	Person	16	16	26	29	40	57	47	56
		Percent	0.07	0.07	0.12	0.13	0.19	0.27	0.22	0.26
	- Entry-level Management	Person	34	17	19	25	39	57	87	149
		Percent	0.16	0.08	0.08	0.11	0.18	0.27	0.41	0.70
	- Staff	Person	831	653	816	639	726	713	1,130	1,126
		Percent	3.84	3.02	3.67	2.87	3.44	3.38	5.28	5.27
	<b>Others</b>									
	- Employees with disability	Person	0	0	0	0	1	0	0	0
		Percent	0.00	0.00	0.00	0.00	0.01	0	0.00	0

<b>GRI 401-1</b>	<b>Worker</b>									
	<b>Number of new hires</b>	Person	15,743		11,998		19,981		26,766	
			7,579	8,164	5,519	6,479	9,040	10,941	12,053	14,713
	<b>Rate of new hires</b>	Percent	30.22		24.45		44.19		55.49	
			14.55	15.67	11.25	13.20	19.99	24.20	24.99	30.50



GRI Standards	Performance	Unit	2019		2020		2021		2022		
			Male	Female	Male	Female	Male	Female	Male	Female	
<b>Hiring</b>											
<b>Thailand Operations</b>											
GRI 401-1	<b>Worker</b>										
	<b>by age</b>										
	- Under 30 years old	Person	4,833	4,888	3,607	3,907	5,890	6,642	7,586	8,854	
		Percent	9.28	9.38	7.35	7.96	13.02	14.69	15.73	18.36	
	- 30-50 years old	Person	2,660	3,117	1,879	2,532	3,051	3,997	4,388	5,729	
		Percent	5.11	5.98	3.83	5.16	6.75	8.84	9.10	11.88	
	- Over 50 years old	Person	86	159	33	40	99	302	79	130	
		Percent	0.16	0.31	0.07	0.08	0.22	0.67	0.16	0.27	
	<b>By nationality</b>										
	- Thai	Person	5,468	5,819	5,251	6,216	8,309	10,377	9,528	12,067	
		Percent	10.50	11.17	10.70	12.66	18.37	22.95	19.75	25.02	
	- Foreigners	Person	2,111	2,345	268	263	731	564	2,525	2,646	
		Percent	4.05	4.50	0.55	0.54	1.62	1.25	5.23	5.49	
	<b>Others</b>										
	- Employees with disability	Person	ND	ND	110	54	230	128	134	70	
		Percent	ND	ND	0.22	0.11	0.51	0.28	0.28	0.15	
	<b>Overseas Operations</b>										
GRI 401-1	<b>Employee</b>										
	<b>Number of new hires</b>	Person	10,473		14,666		4,983		5,820		
			7,257	3,216	10,043	4,623	3,296	1,687	3,809	2,011	
	<b>Rate of new hires</b>	Percent	32.35		38.84		10.17		19.69		
			22.42	9.93	26.59	12.24	6.72	3.44	12.89	6.80	
	<b>By age</b>										
	- Under 30 years old	Person	3,902	1,303	6,411	2,631	2,125	1,049	2,651	1,408	
		Percent	12.05	4.02	16.98	6.97	4.34	3.71	8.97	4.76	
	- 30-50 years old	Person	3,048	1,694	3,361	1,817	1,046	585	1,071	557	
		Percent	9.42	5.23	8.90	4.81	2.13	1.19	3.62	1.88	
	- Over 50 years old	Person	295	213	271	175	125	53	87	46	
		Percent	0.91	0.66	0.72	0.46	0.26	0.11	0.29	0.16	
	<b>By level</b>										
	- Top management	Person	ND	ND	ND	ND	13	5	7	0	
		Percent	ND	ND	ND	ND	0.03	0.01	0.02	0.00	
	- Middle management	Person	ND	ND	ND	ND	80	34	55	17	
		Percent	ND	ND	ND	ND	0.16	0.07	0.19	0.06	
	- Entry-level Management	Person	ND	ND	ND	ND	154	70	119	49	
		Percent	ND	ND	ND	ND	0.31	0.14	0.40	0.17	
	- Staff	Person	ND	ND	ND	ND	3,049	1,578	3,628	1,945	
		Percent	ND	ND	ND	ND	6.22	3.22	12.28	6.58	
	GRI 401-1	<b>Worker</b>									
		<b>Number of new hires</b>	Person	11,827		11,108		10,787		19,748	
			7,496	4,331	6,729	4,379	6,540	4,247	12,210	7,538	
<b>Rate of new hires</b>		Percent	35.70		29.42		13.56		23.41		
			22.63	13.07	17.65	11.49	8.22	5.34	14.48	8.94	
<b>By age</b>											
- Under 30 years old		Person	3,490	1,758	3,104	1,296	3,425	1,758	6,523	3,494	
		Percent	10.53	5.31	8.14	3.40	4.31	5.19	7.73	4.14	
- 30-50 years old		Person	3,475	2,259	3,075	2,805	2,721	2,277	5,083	3,697	
		Percent	10.49	6.82	8.07	7.36	3.42	2.86	6.03	4.38	
- Over 50 years old		Person	531	314	550	278	394	212	604	347	
		Percent	1.60	0.95	1.44	0.73	0.50	0.27	0.72	0.41	



GRI Standards	Performance	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
<b>Total Turnover</b>										
<b>Thailand Operations</b>										
<b>GRI 401-1</b>	<b>Employee</b>									
	<b>Number of turnover</b>	Person	1,716		1,469		2,239		2,654	
			958	758	843	626	1,053	1,186	1,475	1,179
	<b>Rate of turnover</b>	Percent	7.93		6.60		10.59		12.41	
			4.42	3.50	3.79	2.81	4.98	5.61	6.90	5.51
<b>By age</b>										
	- Under 30 years old	Person	427	422	423	372	574	632	628	661
		Percent	1.97	1.95	1.90	1.67	2.71	2.99	2.94	3.09
	- 30-50 years old	Person	357	252	315	213	420	524	543	372
		Percent	1.65	1.17	1.42	0.96	1.99	2.48	2.54	1.74
	- Over 50 years old	Person	174	84	105	41	59	30	304	146
		Percent	0.80	0.39	0.47	0.18	0.28	0.14	1.42	0.68
<b>By nationality</b>										
	- Thai	Person	ND	ND	838	625	1,053	1,186	1,473	1,179
		Percent	ND	ND	3.76	2.81	4.98	5.61	6.89	5.51
	- Foreigners	Person	ND	ND	5	1	0	0	2	0
		Percent	ND	ND	0.02	0.01	0	0	0.01	0.00
<b>By level</b>										
	- Top management	Person	ND	ND	24	2	10	5	36	10
		Percent	ND	ND	0.11	0.01	0.05	0.02	0.17	0.05
	- Middle management	Person	ND	ND	53	27	53	40	119	73
		Percent	ND	ND	0.24	0.12	0.25	0.19	0.56	0.34
	- Entry-level Management	Person	ND	ND	62	42	87	67	188	130
		Percent	ND	ND	0.28	0.19	0.41	0.32	0.88	0.61
	- Staff	Person	ND	ND	704	555	903	1,074	1,132	966
		Percent	ND	ND	3.16	2.49	4.27	5.08	5.29	4.52
<b>Others</b>										
	- Employees with disability	Person	ND	ND	0	0	1	0	1	1
		Percent	ND	ND	0.00	0.00	0.01	0	0.005	0.005
<b>GRI 401-1</b>	<b>Worker</b>									
	<b>Number of turnover</b>	Person	25,194		20,793		22,700		23,043	
			11,624	13,570	9,418	11,375	9,920	12,780	10,266	12,777
	<b>Rate of turnover</b>	Percent	48.37		42.37		50.20		47.77	
			22.32	26.05	19.19	23.18	21.94	28.26	21.28	26.49
<b>By age</b>										
	- Under 30 years old	Person	7,537	8,209	5,934	6,781	6,287	7,545	6,186	7,186
		Percent	14.47	15.76	12.09	13.82	13.90	16.69	12.82	14.90
	- 30-50 years old	Person	3,838	4,828	3,410	4,385	3,540	4,872	3,772	4,806
		Percent	7.37	9.27	6.95	8.93	7.83	10.77	7.82	9.96
	- Over 50 years old	Person	249	533	74	209	93	363	308	785
		Percent	0.48	1.02	0.15	0.43	0.21	0.80	0.64	1.63
<b>By nationality</b>										
	- Thai	Person	ND	ND	7,397	9,051	8,598	11,301	9,285	11,784
		Percent	ND	ND	15.07	18.44	19.02	24.99	19.25	24.43
	- Foreigners	Person	ND	ND	2,021	2,324	1,322	1,479	981	993
		Percent	ND	ND	4.12	4.74	2.92	3.27	2.03	2.06



GRI Standards	Performance	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
<b>Total Turnover</b>										
<b>Thailand Operations</b>										
GRI 401-1	<b>Worker</b>									
	<b>Others</b>									
	- Employees with disability	Person	ND	ND	53	23	38	24	237	113
		Percent	ND	ND	0.11	0.05	0.08	0.05	0.49	0.23
<b>Thailand and Overseas Operations</b>										
GRI 401-1	<b>Employee</b>									
	<b>Number of turnover</b>	Person	7,242		7,402		6,510		7,944	
			5,531	1,711	5,423	1,979	4,084	2,426	5,206	2,738
	<b>Rate of turnover</b>	Percent	13.41		12.34		13.28		15.60	
			10.24	3.17	9.04	3.30	8.33	4.95	10.22	5.38
<b>By age</b>										
	- Under 30 years old	Person	2,899	924	2,781	982	2,056	1,253	2,648	1,495
		Percent	5.37	1.71	4.63	1.64	4.20	2.56	5.20	2.93
	- 30-50 years old	Person	2,323	661	2,343	811	1,830	1,093	2,095	1,019
		Percent	4.30	1.22	3.90	1.35	3.73	2.23	4.11	2.00
	- Over 50 years old	Person	298	123	299	186	198	80	463	224
		Percent	0.55	0.23	0.50	0.31	0.40	0.16	0.91	0.44
<b>By level</b>										
	- Top management	Person	ND	ND	ND	ND	31	9	69	16
		Percent	ND	ND	ND	ND	0.06	0.02	0.14	0.03
	- Middle management	Person	ND	ND	ND	ND	152	70	203	105
		Percent	ND	ND	ND	ND	0.31	0.14	0.40	0.21
	- Entry-level Management	Person	ND	ND	ND	ND	294	128	380	179
		Percent	ND	ND	ND	ND	0.60	0.26	0.75	0.35
	- Staff	Person	ND	ND	ND	ND	3,607	2,219	4,554	2,438
		Percent	ND	ND	ND	ND	7.36	4.53	8.94	4.79
GRI 401-1	<b>Worker</b>									
	<b>Number of turnover</b>	Person	38,720		34,863		36,365		42,105	
			20,431	18,289	18,101	16,762	18,091	18,274	21,733	20,372
	<b>Rate of turnover</b>	Percent	45.44		39.98		45.72		45.72	
			23.98	21.46	20.76	19.22	22.75	22.98	16.39	15.37
<b>By age</b>										
	- Under 30 years old	Person	13,070	10,740	8,065	7,680	10,447	9,647	12,112	10,337
		Percent	15.34	12.60	9.25	8.81	13.14	12.13	9.14	7.80
	- 30-50 years old	Person	6,637	6,657	9,438	7,517	6,968	7,847	8,625	8,750
		Percent	7.79	7.81	10.82	8.62	8.76	9.87	6.51	6.60
	- Over 50 years old	Person	702	863	598	590	676	780	996	1,285
		Percent	0.82	1.01	0.69	0.68	0.86	0.98	0.75	0.97
<b>Voluntary Turnover</b>										
<b>Thailand Operations</b>										
<b>Employee</b>										
	<b>Number of turnover</b>	Person	1,984		1,157		1,972		2,014	
			ND	ND	632	525	878	1,094	1,045	969
	<b>Rate of turnover</b>	Percent	6.13		5.20		9.33		9.42	
			ND	ND	2.84	2.36	4.15	5.18	4.89	4.53
<b>By age</b>										
	- Under 30 years old	Person	ND	ND	391	347	517	589	595	632
		Percent	ND	ND	1.76	1.56	2.45	2.79	2.78	2.96
	- 30-50 years old	Person	ND	ND	232	178	352	501	439	333
		Percent	ND	ND	1.04	0.80	1.66	2.37	2.05	1.56
	- Over 50 years old	Person	ND	ND	9	0	9	4	11	4
		Percent	ND	ND	0.04	0.00	0.04	0.02	0.05	0.02



GRI Standards	Performance	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
<b>Voluntary Turnover</b>										
<b>Thailand Operations</b>										
<b>Employee</b>										
<b>By nationality</b>										
- Thai	Person	ND	ND	628	525	878	1,094	1,044	969	
	Percent	ND	ND	2.82	2.36	4.15	5.18	4.88	4.53	
- Foreigners	Person	ND	ND	4	0	0	0	1	0	
	Percent	ND	ND	0.02	0.00	0	0	0.005	0	
<b>By level</b>										
- Top management	Person	ND	ND	3	0	4	4	8	3	
	Percent	ND	ND	0.01	0.00	0.02	0.02	0.04	0.01	
- Middle management	Person	ND	ND	13	10	29	25	42	39	
	Percent	ND	ND	0.06	0.05	0.14	0.12	0.20	0.18	
- Entry-level Management	Person	ND	ND	37	36	69	59	115	110	
	Percent	ND	ND	0.17	0.16	0.32	0.28	0.54	0.51	
- Staff	Person	ND	ND	579	479	776	1,006	880	817	
	Percent	ND	ND	2.60	2.15	3.67	4.76	4.12	3.82	
<b>Others</b>										
- Employees with disability	Person	0	0	0	0	0	0	0	0	
	Percent	0	0	0	0	0	0	0	0	
<b>Worker</b>										
<b>Number of turnover</b>	Person	ND	ND	10,211		14,372		13,303		
		ND	ND	4,856	5,355	6,278	8,094	6,066	7,237	
<b>Rate of turnover</b>	Percent	ND	ND	20.81		31.78		27.58		
		ND	ND	9.89	10.91	13.88	17.90	12.58	15.00	
<b>By age</b>										
- Under 30 years old	Person	ND	ND	2,978	3,161	3,933	4,909	3,779	4,312	
	Percent	ND	ND	6.07	6.44	8.70	10.86	7.83	8.94	
- 30-50 years old	Person	ND	ND	1,837	2,142	2,296	3,013	2,242	2,804	
	Percent	ND	ND	3.74	4.37	5.07	6.66	4.65	5.81	
- Over 50 years old	Person	ND	ND	41	52	49	172	45	121	
	Percent	ND	ND	0.08	0.11	0.11	0.38	0.09	0.25	
<b>By nationality</b>										
- Thai	Person	ND	ND	4,157	4,783	5,539	7,396	5,661	6,843	
	Percent	ND	ND	8.47	9.75	12.25	16.36	11.74	14.19	
- Foreigners	Person	ND	ND	699	572	739	698	405	394	
	Percent	ND	ND	1.42	1.17	1.63	1.54	0.84	0.82	
<b>Others</b>										
- Employees with disability	Person	ND	ND	67		49		36	6	
	Percent	ND	ND	0.14		0.11		0.07	0.01	
<b>Thailand and Overseas Operations</b>										
<b>Employee</b>										
<b>Number of turnover</b>	Person		5,370		5,991		6,041		7,155	
		2,773	613	4,384	1,607	3,764	2,277	4,670	2,485	
<b>Rate of turnover</b>	Percent		9.94		9.98		12.32		14.05	
		5.13	1.13	7.31	2.68	7.68	4.65	9.17	4.88	



GRI Standards	Performance	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
<b>Voluntary Turnover</b>										
<b>Thailand and Overseas Operations</b>										
<b>Employee</b>										
<b>By age</b>										
- Under 30 years old	Person		1,295	283	1,952	756	1,979	1,193	2,602	1,456
	Percent		2.40	0.52	3.25	1.26	4.00	2.41	5.11	2.86
- 30-50 years old	Person		1,418	308	1,520	535	1,658	1,037	1,928	957
	Percent		2.62	0.57	2.53	0.89	3.38	2.12	3.78	1.88
- Over 50 years old	Person		60	22	74	30	127	47	140	72
	Percent		0.11	0.04	0.12	0.05	0.26	0.10	0.27	0.14
<b>By level</b>										
- Top management	Person		ND	ND	ND	ND	19	8	30	6
	Percent		ND	ND	ND	ND	0.04	0.02	0.06	0.01
- Middle management	Person		ND	ND	ND	ND	107	52	116	69
	Percent		ND	ND	ND	ND	0.22	0.11	0.23	0.14
- Entry-level Management	Person		ND	ND	ND	ND	262	120	293	158
	Percent		ND	ND	ND	ND	0.53	0.24	0.58	0.31
- Staff	Person		ND	ND	ND	ND	3,376	2,097	4,231	2,252
	Percent		ND	ND	ND	ND	6.89	4.24	8.31	4.42
<b>Worker</b>										
<b>Number of turnover</b>	Person		3,778		22,755		27,658		31,756	
			2,561	1,217	12,571	10,184	14,213	13,445	17,132	14,624
<b>Rate of turnover</b>	Percent		4.43		26.10		34.78		37.65	
			3.01	1.43	14.42	11.68	17.87	16.91	20.31	17.34
<b>By age</b>										
- Under 30 years old	Person		1,186	440	4,162	3,594	7,998	6,959	9,501	7,379
	Percent		1.39	0.52	4.77	4.12	10.11	8.75	7.17	5.57
- 30-50 years old	Person		1,122	615	3,128	3,064	5,620	5,921	6,944	6,635
	Percent		1.32	0.72	3.59	3.51	7.07	7.44	5.24	5.00
- Over 50 years old	Person		253	162	348	279	595	565	687	610
	Percent		0.30	0.19	0.40	0.32	0.75	0.72	0.52	0.46

<b>Open Positions Filled by Internal Candidates</b>										
<b>Thailand Operations</b>										
<b>Hiring</b>	<b>Number of total open positions</b>	Person	1,578		3,667		3,431		2,759	
	<b>filled by internal candidates</b>		ND	ND	2,288	1,379	2,144	1,287	1,596	1,163
	<b>Rate of total open positions</b>	Percent	19.16		55.78		65.44		44.77	
	<b>filled by internal candidates</b>		ND	ND	34.80	20.98	40.89	24.55	25.90	18.87
<b>By age</b>										
- Under 30 years old	Person		ND	ND	636	436	671	596	523	646
	Percent		ND	ND	9.67	6.63	12.80	11.37	8.49	10.48
- 30-50 years old	Person		ND	ND	1,486	873	1,310	629	913	482
	Percent		ND	ND	22.60	13.28	24.99	12.00	14.81	7.82
- Over 50 years old	Person		ND	ND	166	70	163	62	160	35
	Percent		ND	ND	2.53	1.06	3.11	1.18	3.05	0.67
<b>By nationality</b>										
- Thai	Person		ND	ND	2,287	1,379	2,141	1,287	1,596	1,163
	Percent		ND	ND	34.79	20.98	40.83	24.55	25.90	18.87
- Foreigners	Person		ND	ND	1	0	3	0	0	0
	Percent		ND	ND	0.01	0.00	0.06	0.00	0.00	0.00
<b>By level</b>										
- Top management	Person		ND	ND	0	0	42	3	42	8
	Percent		ND	ND	0.00	0.00	0.80	0.06	0.68	0.13
- Middle management	Person		ND	ND	191	48	221	48	195	37
	Percent		ND	ND	2.90	0.73	4.21	0.92	3.16	0.60



GRI Standards	Performance	หน่วย	2562		2563		2564		2565	
			ชาย	หญิง	ชาย	หญิง	ชาย	หญิง	ชาย	หญิง
<b>Open Positions Filled by Internal Candidates</b>										
<b>Thailand Operations</b>										
<b>By level</b>										
- Entry-level Management	Person		ND	ND	441	116	454	126	344	141
	Percent		ND	ND	6.71	1.77	8.66	2.40	5.58	2.29
- Staff	Person		ND	ND	1,656	1,215	1,427	1,110	1,015	977
	Percent		ND	ND	25.19	18.48	27.22	21.17	16.47	15.85
<b>Others</b>										
- Employees with disability	Person		ND		3		1		1	
	Percent		ND		0.05		0.02		0.02	
<b>Average Hiring Cost</b>										
		Baht/								
<b>Average Hiring Cost</b>		person/			2,285		6,155		2,412	
		year								2,635

<b>Human Capital Development</b>										
<b>Thailand Operations</b>										
<b>GRI 404-1</b>	<b>Employee Training and Development Hours</b>									
Average hours of training for all employees	Hour/		39.40		39.33		14.37		22.32	
	person/									
	year		35.79	43.01	35.10	43.22	16.16	12.69	23.15	21.55
<b>By type</b>										
Average hours of mandatory training	Hour/		30.51		30.61		4.75		1.75	
	person/									
	year		24.64	36.38	24.93	36.30	5.71	3.86	2.03	1.49
Average hours of non-mandatory training	Hour/		8.89		8.55		9.61		20.56	
	person/									
	year		11.15	6.64	10.17	6.92	10.45	8.83	21.11	20.06
<b>By age</b>										
- Under 30 years old	Hour/		34.94		36.85		11.13		17.31	
	person/									
	year		33.77	36.12	34.63	38.95	11.42	10.85	16.84	17.74
- 30-50 years old	Hour/		42.02		40.20		15.43		25.32	
	person/									
	year		37.08	46.97	34.77	45.18	17.70	13.29	27.39	23.39
- Over 50 years old	Hour/		41.01		43.98		18.89		21.71	
	person/									
	year		36.17	45.86	39.96	47.18	23.66	14.97	18.94	23.92
<b>By level</b>										
- Top Management	Hour/		621.03		95.34		60.61		57.32	
	person/									
	year		393.79	848.28	101.74	72.65	62.86	52.83	59.71	50.34
- Middle Management	Hour/		113.48		44.80		38.94		52.52	
	person/									
	year		102.84	124.12	49.79	33.63	38.32	40.30	41.87	74.10
- Entry-level Management	Hour/		31.68		32.56		36.34		60.03	
	person/									
	year		27.63	35.74	29.98	36.82	35.86	37.16	58.35	62.66
- Staff	Hour/		54.42		45.36		30.88		47.67	
	person/									
	year		48.24	60.61	41.23	50.45	30.94	30.81	43.75	52.36
- Worker	Hour/		33.72		37.15		5.55		9.84	
	person/									
	year		28.94	38.50	31.05	41.79	5.25	5.79	9.54	10.07





GRI Standards	Performance	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
<b>Human Capital Development</b>										
<b>Thailand and Overseas Operations</b>										
<b>GRI 404-1</b>	<b>Employee Training and Development Hours</b>									
	<b>Average hours of FTEs Globally</b>	Hour/ person/ year	34.43		24		10.34		13.22	
	<b>By age</b>		18.3		22.4		5.94		6.70	
	- Under 30 years old	Hour/	15.2	22.7	20.2	25.6	5.90	5.98	6.02	7.51
	- 30-50 years old	person/ year	25.0		25.2		7.15		9.83	
	- Over 50 years old		19.1	32.3	23.1	27.9	7.75	6.51	10.03	9.62
			21.1		22.3		7.97		8.49	
			14.2	30.0	18.5	27.6	9.02	6.88	7.21	9.82
	<b>By level</b>		83.4		52.2		23.57		37.07	
	- Top Management		55.4	59.9	49.9	49.2	23.70	23.07	36.44	39.48
	- Middle Management	Hour/	42.2		29.7		15.91		32.67	
	- Entry-level Management	person/ year	45.6	67.2	27.3	26.5	15.25	17.55	25.25	51.17
	- Staff		18.8		21.0		16.40		38.58	
			18.3	27.8	13.0	26.5	15.87	17.41	35.19	45.18
	- Worker		22.7		20.1		11.79		20.80	
			19.1	33.3	11.1	26.9	11.00	13.07	16.70	28.04
			22.1		23.1		3.38		6.47	
			16.1	27.4	17.7	28.5	3.32	3.43	5.86	7.06

**Employee Training and Development Average Amount Spent During 2020 - 2022**

<b>Training &amp; Development Inputs</b>	<b>FTEs Globally</b>	Baht/ person/ year		18,045		1,380		1,773
	<b>By level</b>							
	- Top Management			34,297		6,348		31,463
	- Middle Management	Baht/		8,715		2,214		11,489
	- Entry-level Management	person/		6,290		1,837		7,499
	- Staff	year		11,357		1,069		2,305
	- Worker			421		182		399

**Workforce Breakdown during 2021 - 2022**

<b>Workforce Breakdown:</b>	<b>Thailand Operations</b>		<b>2020 Target</b>	<b>2021</b>	<b>2022</b>
<b>Gender</b>	Share of women in all management positions, including junior, middle and top management, of total management position	Percent	37	34.26	35.96
	Share of women in junior management positions of total junior management positions	Percent	40	37.19	38.83
	Share of women in top management positions of total top management positions	Percent	25	22.44	25.58



Workforce Breakdown during 2021 - 2022					
Workforce	Thailand Operations		2030 Target	2021	2022
<b>Breakdown:</b>	Share of women in management positions in revenue-generating functions (e.g. sales) of total management positions				
<b>Gender</b>		Percent	27	24.80	30.89
	Share of women in STEMrelated positions of total STEM positions				
		Percent	37	34.58	37.54
Workforce	Thailand + Overseas Operations				
<b>Breakdown:</b>	Share in Total Workforce				
<b>Nationality</b>	Thai			47.04	44.64
	Vietnamese			22.17	22.65
	Chinese	Percent		7.64	6.56
	Cambodian			4.65	6.35
	Others			18.50	19.80

Workforce Breakdown during 2021 - 2022					
Workforce	Thailand + Overseas Operations				
<b>Breakdown:</b>	Share in All Management Positions				
<b>Nationality</b>	Thai			67.32	62.14
	Vietnamese			12.22	14.92
	Chinese	Percent		3.55	8.28
	Cambodian			1.30	1.08
	Others			15.61	13.58

**Remark:**

- ND = No Data
- The Company has no part-time employees, no temporary employees, no seasonal variations in the data of employee, and the data have been compiled from the Company's HR data base. (GRI 102-8)
- Worker means a person who performs work at the Company's plants, farms or retail stores.
- Average hours of training and development, and average amount spent on training and development neither include the Master's and Doctoral Education supported by the Company, nor the training courses that continue during 2017-2020. (GRI 404-1)
- In 2018-2019, the Company changed its definition of employees by level for Thailand operation.
- In 2018, the Company has no data for some part of India and Philippines operations.
- In 2018-2019, the Company has no data for employee turnover by age of some part of the USA operations.
- In 2021, the Company has no data for employee training and development hours by age in Germany.