



Performance Summary: People

People															
GRI	Required Data	Unit	OR Performance												
			2022			2023			2024			2025			
			Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Target
GRI 2-7 (2021)	Employees														
	Total employee	Manpower	1,628	1,044	584	1,783	1,104	679	1,858	1,129	729	1,877	1,135	742	-
	- Bangkok	Manpower	1,203	670	533	1,335	715	620	1,401	739	662	1,408	739	669	-
	- Other Provinces ^[3]	Manpower	401	352	49	425	369	56	439	374	65	449	379	70	-
	- International	Manpower	24	22	2	23	20	3	18	16	2	20	17	3	-
	Percentage of women employees in workforce	% of Total workforce	100.00	64.13	35.87	100.00	61.92	38.08	100.00	60.76	39.24	100	60.47	39.53	45
	Employees breakdown by region and gender														
	Permanent employees ^[1]	Manpower	1,628	1,044	584	1,783	1,104	679	1,858	1,129	729	1,877	1,135	742	-
	- Bangkok	Manpower	1,203	670	533	1,335	715	620	1,401	739	662	1,408	739	669	-
	- Other Provinces ^[3]	Manpower	401	352	49	425	369	56	439	374	65	449	379	70	-
	- International	Manpower	24	22	2	23	20	3	18	16	2	20	17	3	-
	Temporary employees	Manpower	0	0	0	0	0	0	0	0	0	-	-	-	-
	- Bangkok	Manpower	0	0	0	0	0	0	0	0	0	-	-	-	-
	- Other Provinces ^[3]	Manpower	0	0	0	0	0	0	0	0	0	-	-	-	-
	- International	Manpower	0	0	0	0	0	0	0	0	0	-	-	-	-
	Non-guaranteed hours employees	Manpower	0	0	0	0	0	0	0	0	0	-	-	-	-
	- Bangkok	Manpower	0	0	0	0	0	0	0	0	0	-	-	-	-
	- Other Provinces ^[3]	Manpower	0	0	0	0	0	0	0	0	0	-	-	-	-
	- International	Manpower	0	0	0	0	0	0	0	0	0	-	-	-	-
	Full-time employees	Manpower	1,628	1,044	584	1,783	1,104	679	1,858	1,129	729	1,877	1,135	742	-
	- Bangkok	Manpower	1203	670	533	1,335	715	620	1,401	739	662	1,408	739	669	-
	- Other Provinces ^[3]	Manpower	401	352	49	425	369	56	439	374	65	449	379	70	-
	- International	Manpower	24	22	2	23	20	3	18	16	2	20	17	3	-
Part-time employees	Manpower	0	0	0	0	0	0	0	0	0	0	0	0	-	
- Bangkok	Manpower	0	0	0	0	0	0	0	0	0	-	-	-	-	
- Other Provinces ^[3]	Manpower	0	0	0	0	0	0	0	0	0	-	-	-	-	
- International	Manpower	0	0	0	0	0	0	0	0	0	-	-	-	-	
GRI 2-8 (2021)	Workers Who are not Employees														
	Outsourced workers ^[2]	Manpower	1664	1035	629	1,740	1060	680	1,883	1,097	786	1,883	1,094	789	-
GRI 405-1 (2016)	Diversity of Employees														
Diversity of employees breakdown by age															
	Employees with age under 30 years	Manpower	334	171	163	374	189	185	342	171	171	286	144	142	-
	% of Total workforce		20.52	10.50	10.01	20.98	10.60	10.38	18.41	9.20	9.20	15.24	7.67	7.57	-
	Employees with age between 30-50 years	Manpower	1095	715	380	1206	757	449	1,275	769	506	1349	803	546	-

GRI	Required Data	Unit	OR Performance												
			2022			2023			2024			2025			
			Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Target
		% of Total workforce	67.26	43.92	23.34	67.64	42.46	25.18	68.62	41.39	27.23	71.87	42.78	29.09	-
	Employees with age over 50 years	Manpower	199	158	41	203	158	45	241	189	52	242	188	54	-
		% of Total workforce	12.22	9.71	2.52	11.39	8.86	2.52	12.97	10.17	2.80	12.89	10.02	2.88	-
Diversity of employees breakdown by nationality															
	Share in total workforce - Thai	Manpower	1,628	1044	584	1783	1104	679	1,858	1,129	729	1,877	1,135	742	-
		% of Total workforce	100	64.13	35.87	100	61.92	38.08	100	60.76	39.24	100.00	60.47	39.53	-
	Share in all management positions, including junior, middle and senior management - Thai	% of Total workforce	21.62	13.87	7.76	21.14	13.09	8.05	20.61	23.91	15.50	20.88	12.63	8.26	-
Diversity of employees breakdown by religion															
	Share in total workforce - Religious (Buddhism)	Manpower	N/A			N/A			983	495	488	1178	614	564	-
		% of Total workforce	N/A			N/A			52.91	43.84	66.94	62.76	54.10	76.01	-
	Share in all management positions, including junior, middle and senior management - Religious (Buddhism)	Manpower	N/A			N/A			105	62	43	133	76	57	-
		% of Total management	N/A			N/A			27	23	38	33.93	27.94	47.50	-
	Share in total workforce - Religious (Muslim)	Manpower	N/A			N/A			14	8	6	15	9	6	-
		% of Total workforce	N/A			N/A			0.75	0.71	0.82	0.80	0.79	0.81	-
	Share in all management positions, including junior, middle and senior management - Religious (Muslim)	% of Total workforce	N/A			N/A			0	0	0	0.00	0.00	0.00	-
			N/A			N/A			-	-	-	0.00	0.00	0.00	-
	Share in total workforce - Religious (Christian)	Manpower	N/A			N/A			28	15	13	43	22	21	-
		% of Total workforce	N/A			N/A			1.51	0.81	0.70	2.29	1.94	2.83	-
	Share in all management positions, including junior, middle and senior management - Religious (Christian)	% of Total workforce	N/A			N/A			9	5	4	0	0	0	-
			N/A			N/A			0.84	0.79	0.90	0.00	0.00	0.00	-
	Share in total workforce - Religious (Others)	Manpower	N/A			N/A			450	341	109	641	490	151	-
		% of Total workforce	N/A			N/A			24.22	30.20	14.95	34.15	43.17	20.35	-
	Share in all management positions, including junior, middle and senior management - Religious (Other)	% of Total workforce	N/A			N/A			269	203.00	66.00	226.00	170.00	56.00	-
			N/A			N/A			70.23	75.19	58.41	57.65	62.50	46.67	-
Diversity of Employees Breakdown by Other Categories (Disability)															
	Number of people with disability	Manpower	0			0			0			0			-
	Share in total workforce - People with disability	% of Total workforce	0			0			0			0			-
Diversity of employees breakdown Employees by level^[4]															
	Executive (Level 16-19)	Manpower	11	10	1	10	8	2	11	8	3	12	9	3	-
		% of Total workforce	0.68	0.61	0.06	0.56	0.45	0.11	0.59	0.43	0.16	0.64	0.48	0.16	-
	Middle management (Level 14-15)	Manpower	55	39	16	57	40	17	59	44	15	56	41	15	-
		% of Total workforce	3.38	2.40	0.98	3.20	2.24	0.95	3.18	2.37	0.81	2.98	2.18	0.80	-
	Junior Management (Level 11-13 and Level 9-10 who responsible as Manager)	Manpower	286	216	70	310	224	86	313	218	95	324	222	102	-
		% of Total workforce	17.57	13.27	4.30	17.39	12.56	4.82	16.85	11.73	5.11	17.26	11.83	5.43	-
	Senior Employee (Level 9-10 excluded Manager)	Manpower	355	209	146	361	206	155	400	229	171	405	227	178	-

GRI	Required Data	Unit	OR Performance												
			2022			2023			2024			2025			
			Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Target
		% of Total workforce	21.81	12.84	8.97	20.25	11.55	8.69	21.53	12.33	9.20	21.58	12.09	9.48	-
	Employee (Level 8 and below)	Manpower	921	570	351	1,045	626	419	1,075	630	445	1080	636	444	-
		% of Total workforce	56.57	35.01	21.56	58.61	35.11	23.50	57.86	33.91	23.95	57.54	33.88	23.65	-
Workforce breakdown by region (rural/urban) of Thailand origin (Cultural background)															
	Southern	Total workforce	91	75	16	105	80	25	110	80	30	37	33	4	-
		% of total workforce	5.59			5.89			5.92			1.97			-
		Management workforce	16			19			18			17			-
		% of total management	4.55			5.04			4.70			4.44			-
	Northern	Total workforce	98	68	30	109	74	35	103	67	36	20	20	0	-
		% of total workforce	6.02			6.11			5.54			1.07			-
		Management workforce	16			20			17			11			-
		% of total management	4.55			5.31			4.44			2.87			-
	Central	Total workforce	1,353	838	515	1,477	886	591	1,376	784	592	1434	815	619	-
		% of total workforce	83.11			82.84			74.06			76.40			-
		Management workforce	305			401			333			319			-
		% of total management	86.65			106.37			86.95			83.29			-
	Northeastern	Total workforce	86	63	23	92	64	28	92	64	28	11	10	1	-
		% of total workforce	5.28			5.16			4.95			0.59			-
		Management workforce	15			17			15			8			-
		% of total management	4.26			4.51			3.92			2.09			-
GRI 405-1 (2016)	Share Position in total workforce														
	Share of workforce by all management positions (i.e. Junior, Middle and Top level management.)	Manpower	352	265	87	377	272	105	383	270	113	664	392	272	-
		% (as % of Total management workforce)	100.00	75.28	24.72	100.00	72.15	27.85	100.00	70.50	29.50	100.00	59.04	40.96	36.00
	Share of workforce in junior management positions, i.e. first level of management	Manpower	286	216	70	310	224	86	313	218	95	426	324	102	-
		% (as % of Total junior management positions)	100.00	75.52	24.48	100.00	72.26	27.74	100.00	69.65	30.35	100.00	76.06	23.94	36.00
	Share of workforce in middle management positions, i.e. managers who head specific departments (such as accounting, marketing, production) or business units, or who serve as project managers in flat organizations.	Manpower	55	39	16	57	40	17	59	44	15	56	41	15	-
		% (as % of Total middle management positions)	100.00	70.91	29.09	100.00	70.18	29.82	100.00	74.58	25.42	100.00	73.21	26.79	30.00
	Share of workforce in top management positions, i.e. maximum two levels away from the CEO or comparable positions	Manpower	11	10	1	10	8	2	11	8	3	12	9	3	-
		% (as % of Total top management positions)	100.00	90.91	9.09	100.00	80.00	20.00	100.00	72.73	27.27	100.00	75.00	25.00	30.00
	Share of workforce in management positions in revenue-generating functions (e.g. sales)	Manpower	264	224	40	190	152	38	199	154	45	198	151	47	-
		% (as % of All such managers)	100.00	84.85	15.15	100.00	80.00	20.00	100.00	77.39	22.61	100.00	76.26	23.74	30.00

GRI	Required Data	Unit	OR Performance												
			2022			2023			2024			2025			
			Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Target
	Share of workforce in positions related to Science-Technology-Engineering-Mathematics Area (STEM-related)	Manpower	937	760	177	979	773	206	994	777	217	968	737	231	-
		% (as % of Total STEM positions)	100.00	81.11	18.89	100.00	78.96		100.00	78.17	21.83	100.00	76.14	23.86	30.00
GRI 404-1 (2016)	Average Hours of Employee Training : 1. Organization-wide employee development programs aligned with core competencies, starting from onboarding (OR Orientation), as well as programs tailored to different job levels, covering Leadership Development and Business Mindset. 2. Functional competency development programs aligned with respective job functions. 2.1 Programs supporting the transition to digital systems (Digital Transition Programs), including AI Fundamental, AI Business Development, and Driving Customer-Centric Business with Data, among others. 2.2 Programs aimed at expanding business opportunities, including foundational and advanced knowledge of electric vehicles (EV), and basic steam boiler plant system design, among others. 2.3 Programs to enhance productivity and operational efficiency, including Lean Process Management and Agile Mindset & Project Management, among others. 3. QSHE (Quality, Security, Safety, Health, and Environment) development programs, categorized into three groups as follows: 3.1 Programs required by laws, regulations, and licensing requirements, such as Basic Firefighting Training and Safety Officer (Supervisor Level) Training. 3.2 Programs aligned with OR's policies and strategies, such as Defensive Driving. 3.3 Programs aimed at raising awareness and enhancing skills, such as Oil Spill Response Training and Basic First Aid Training.														
	Employee Training hour	Hour	35,605.90	23,519.91	12,085.99	78,990.18	48,688.52	30,301.66	83,293	49,849	33,444	60,525	36,449	24,115	-
	Average hours per FTE of training and development of employee ^[5]	Average Hour per Employee	21.87	22.53	20.70	44.30	44.10	44.63	44.83	44.15	45.88	32.25	32.11	32.50	-
	Average days per FTE of training and development of employee ^[5]	Average Day per Employee	5,934	3,920	2,014	13,165	8,115	5,050	13,882	8,308	5,574	10,087	6,075	4,019	-
	Amount spending on employee training and development	THB	19,183,869.00	N/A	N/A	25,170,228.91	N/A	N/A	43,166,974	N/A	N/A	32,950,616	N/A	N/A	-
	Average amount spent per FTE on training and development	THB	11,783.70	N/A	N/A	13,198.86	N/A	N/A	23,233	N/A	N/A	17,555	N/A	N/A	-
	Average Hours of Employee Training breakdown by Employees by level^[4]														
	Employee Training hour- Executive (Level 16-19)	Hour	91.33			562.98			608			359.84			-
	Average Hours of Employee Training - Executive (Level 16-19)	Average Hour per Employee	8.30			56.30			55.28			29.99			-
	Employee Training hour- Middle management (Level 14-15)	Hour	459.73			1,875.82			1,493			1,141.72			-
	Average Hours of Employee Training - Middle management (Level 14-15)	Average Hour per Employee	8.36			32.91			25.31			20.39			-
	Employee Training hour- Junior Management (Level 11-13 and Level 9-10 who responsible as Manager)	Hour	3,532.25			13,053.21			12,602			7,513.87			-
	Average Hours of Employee Training - Junior Management (Level 11-13 and Level 9-10 who responsible as Manager)	Average Hour per Employee	12.35			42.11			40.26			23.19			-
	Employee Training hour - Senior Employee (Level 9-10)	Hour	11,905.58			13,083.30			16,337			15,829.94			-
	Average Hours of Employee Training - Senior Employee (Level 9-10)	Average Hour per Employee	33.54			36.24			40.84			39.09			-
	Employee Training hour- Employee (Level 8 and below)	Hour	19,617.01			50,414.87			52,253			35,718.46			-

GRI	Required Data	Unit	OR Performance												
			2022			2023			2024			2025			
			Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Target
	Average Hours of Employee Training - Employee (Level 8 and below)	Average Hour per Employee	21.30			48.24			48.61			33.07			
Average Hours of Employee Training breakdown by age															
	Employee Training hour- Employees below 30 years old	Hour	6,481.77			39252.02			40,128.47			25,076.70			
	Average Hours of Employee Training - Employees below 30 years old	Average Hour per Employee	19.41			104.95			117.33			87.68			
	Employee Training hour - Employees 30-50 years old	Hour	23,756.28			27918.62			32,135.67			27,385.19			
	Average Hours of Employee Training - Employees 30-50 years old	Average Hour per Employee	21.70			23.15			25.20			20.30			
	Employee Training hour - Employees over 50 years old	Hour	5,367.86			11819.54			11,028.98			8,101.94			
	Average Hours of Employee Training - Employees over 50 years old	Average Hour per Employee	26.97			58.22			45.76			33.48			
Average Hours of Employee Training breakdown by nationality															
	Employee Training hour - Thai	Hour	35,605.90			78990.18			83,293.12			60,524.57			
	Average Hours of Employee Training- Thai	Average Hour per Employee	21.87			44.30			44.83			32.25			
Average Hours of Employee Training breakdown by type of training															
	Employee Training hour for Compliance Training	Hour	33,398.55			45216.79			47,702.41			34,186.48			
	Average Hours of Employee for Compliance Training	Average Hour per Employee	20.52			25.36			25.67			18.21			
	Employee Training hour for IT Training	Hour	2,083.11			1848.69			4,604.49			4,222.96			
	Average Hours of Employee for IT Training	Average Hour per Employee	1.28			1.04			2.48			2.25			
	Employee Training hour for OHS Training	Hour	124.24			31924.7			30,986.22			21,544.75			
	Average Hours of Employee for OHS Training	Average Hour per Employee	0.08			17.91			16.68			11.48			
GRI 401-1 (2016)	New Employee Hires														
	Total new employees hires	Manpower	158	69	89	210	96	114	135	59	76	70	43	27	
		% Employees	9.71	4.24	5.47	11.78	5.38	6.39	7.27	3.18	4.09	3.73	2.29	1.44	
	Average hiring cost/FTE	THB	254,450	No Data	No Data	254,897	No Data	No Data	262,177.29	No Data	No Data	278,954.37	No Data	No Data	
	Percentage of open positions filled by internal candidates (internal hires)	Manpower	66	36	30	76	45	31	30	19	11	31	19	12	
		% of total number of vacancies in the company in the	29.46%	16.07%	13.39%	26.57%	15.73%	10.84%	18.18%	11.52%	6.67%	30.7%	18.8%	11.9%	
New employees hires breakdown by region															
	New employees hires in Bangkok	Manpower	142	57	85	182	76	106	119	48	71	63	38	25	
		% Employees	8.72	3.50	5.22	10.21	4.26	5.95	6.40	2.58	3.82	3.36	2.02	1.33	

GRI	Required Data	Unit	OR Performance												
			2022			2023			2024			2025			
			Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Target
		% Employees	0	0	0	0	0	0	0	0	0	0	0	0	-
Employee turnover breakdown by age															
	Employee turnover age below 30 years old	Manpower	21	10	11	12	5	7	11	5	6	13	10	3	-
		% Employees	1.29	0.61	0.68	0.67	0.28	0.39	0.59	0.27	0.32	0.69	0.53	0.16	-
	Employee turnover from age 30-50 years old	Manpower	23	7	16	18	8	10	23	9	14	21	13	8	-
		% Employees	1.41	0.43	0.98	1.01	0.45	0.56	1.24	0.48	0.75	1.12	0.69	0.43	-
	Employee turnover age over 50 years old	Manpower	1	1	0	0	0	0	1	1	0	0	0	0	-
		% Employees	0.06	0.06	0.00	0	0	0	0.05	0.05	0	0	0	0	-
Employee turnover breakdown by nationality															
	Employee turnover - Thai	Manpower	45	18	27	30	13	17	35	15	20	34	23	11	-
		% Employees	2.76	1.11	1.66	1.68	0.73	0.95	1.88	0.81	1.08	1.81	1.23	0.59	-
Employee turnover breakdown by Management Level															
	Employee turnover - Executive (Level 16-19)	Manpower	0	0	0	0	0	0	0	0	0	0	0	0	-
		% Employees	0	0	0	0	0	0	0	0	0	0	0	0	-
	Employee turnover - Middle management (Level 14-15)	Manpower	0	0	0	0	0	0	0	0	0	0	0	0	-
		% Employees	0	0	0	0	0	0	0	0	0	0	0	0	-
	Employee turnover - Junior Management (Level 11-13 and Level 9-10 who responsible as Manager)	Manpower	3	1	2	0	0	0	1	0	1	2	2	0	-
		% Employees	0.18	0.06	0.12	0	0	0	0.05	0.00	0.05	0.11	0.11	0.00	-
	Employee turnover - Senior Employee (Level 9-10 excluded Manager)	Manpower	9	1	8	3	2	1	5	1	4	8	6	2	-
		% Employees	0.55	0.06	0.49	0.17	0.11	0.06	0.27	0.05	0.22	0.43	0.32	0.11	-
	Employee turnover - Employee (Level 8 and below)	Manpower	33	16	17	27	11	16	29	14	15	24	15	9	-
		% Employees	2.03	0.98	1.04	1.51	0.62	0.90	1.56	0.75	0.81	1.28	0.80	0.48	-
GRI 401-3 (2016)	Parental leave														
	Number of employees entitled to parental leave	Manpower	1,628	1,044	584	1,783	1,104	679	1,858	1,129	729	1,877	1,135	742	-
	Share in total workforce - employees entitled to parental leave	% of FTEs	100	100	100	100	100	100	100	100	100	100	100	100	-
	Number of employees taking parental leave	Manpower	33	19	14	33	24	9	40	24	16	23	16	7	-
	Number of employees returning to work after parental leave	Manpower	33	19	14	33	24	9	40	24	16	23	16	7	-
	Return to work rate	% Employees	100	100	100	100	100	100	100	100	100	100	100	100	-
	Number of employees returning to work after parental leave who are still employed for the next 12 months	Manpower	37	26	11	33	19	14	33	24	9	39	23	16	-
	Retention rate	% Employees	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	97.50	95.83	100.00	-
GRI 404-3 (2016)	Employees receiving regular performance and career development reviews														
	Employee who received a regular performance and career development review during the reporting period	Manpower	1,628	1,044	584	1,783	1,104	679	1,858	1,129	729	1,877	1,135	742	-
		% Employees	100.00	64.13	35.87	100	61.92	38.08	100	60.76	39.24	100	60.47	39.53	-
	Employees receiving regular performance breakdown by Employees by level^[4]														
	Executive (Level 16-19)	Manpower	11	10	1	10	8	2	11	8	3	12	9	3	-

GRI	Required Data	Unit	OR Performance												
			2022			2023			2024			2025			
			Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Target
	% Employees	% Employees	0.68	0.61	0.06	0.56	0.45	0.11	0.59	0.43	0.16	0.64	0.48	0.16	-
	Middle management (Level 14-15)	Manpower	55	39	16	57	40	17	59	44.00	15.00	56	41	15	-
		% Employees	3.38	2.40	0.98	3.20	2.24	0.95	3.18	2.37	0.81	2.98	2.18	0.80	-
	Junior Management (Level 11-13 and Level 9-10 who responsible as Manager)	Manpower	286	216	70	310	224	86	313	218	95	324	222	102	-
		% Employees	17.57	13.27	4.30	17.39	12.56	4.82	16.85	11.73	5.11	17.26	11.83	5.43	-
	Senior Employee (Level 9-10)	Manpower	355	209	146	361	206	155	400	229	171	405	227	178	-
		% Employees	21.81	12.84	8.97	20.25	11.55	8.69	21.53	12.33	9.20	21.58	12.09	9.48	-
	Employee (Level 8 and below)	Manpower	921	570	351	1045	626	419	1075	630	445	1080	636	444	-
		% Employees	56.57	35.01	21.56	58.61	35.11	23.50	57.86	33.91	23.95	57.54	33.88	23.65	-
-	Performance appraisal														
	Management by objectives: systematic use of agreed	% Employees	100	100	100	100	100	100	100	100	100	100	100	100	-
	Multidimensional performance appraisal (e.g. 360 degree	% Employees	100	100	100	100	100	100	100	100	100	100	100	100	-
	Formal comparative ranking of employees within one	% Employees	100	100	100	100	100	100	100	100	100	100	100	100	-
	Team-based performance appraisal	% Employees	100	100	100	100	100	100	100	100	100	100	100	100	-
	Agile conversations	% Employees	100	100	100	100	100	100	100	100	100	100	100	100	-
GRI 405-2 (2016)	Basic salary and remuneration														
	Average basic salary and remuneration of women to men														
	Executive level 16+ (base salary only)	THB		5,872,349.00	5,057,160.00		7,018,973.75	5,072,235.00		5,540,261.25	5,287,653.33		5,439,766.67	5,705,920.00	-
	Executive level 16+ (base salary + Bonus)	THB		9,581,255.62	8,323,242.50		11,776,590.44	8,515,464.25		7,802,730.44	7,510,939.16		8,624,648.78	9,067,562.33	-
	Middle Management Level 11-15 and Junior Management Level 9-10 (base salary only)	THB		2,002,793.85	2,120,793.45		2,039,377.46	2,058,512.60		2,178,014.64	2,157,835.73		2,399,053.73	2,268,122.65	-
	Middle Management Level 11-15 and Junior Management Level 9-10 (base salary + Bonus)	THB		3,251,596.38	3,431,240.31		3,392,102.81	3,445,512.81		3,076,639.48	3,045,570.02		3,764,196.75	3,586,368.07	-
	Non-management level 10- (base salary only) Level 9-10 excluded Manager	THB		658,127.41	591,327.49		646,648.97	583,108.52		669,458.66	615,135.32		721,094.48	678,631.98	-
	Non-management level 10- (base salary + Bonus) Level 9-10 excluded Manager	THB		1,067,431.85	953,892.14		1,075,077.00	969,142.07		946,674.34	868,697.31		1,137,098.71	1,073,014.83	-
	Ratio of basic salary and remuneration of women to men														
	Women/men for executive level 16+ (base salary only)	Ratio		0.86		0.72		0.95		0.95					-
	Women/men for executive level 16+ (base salary + Bonus)	Ratio		0.87		0.72		0.96		0.95					-
	Women/men for Middle Management Level 11-15 and Junior Management Level 9-10 (base salary only)	Ratio		1.06		1.01		0.99		1.06					-
	Women/men for Middle Management Level 11-15 and Junior Management Level 9-10 (base salary + Bonus)	Ratio		1.06		1.02		0.99		1.05					-

GRI	Required Data	Unit	OR Performance												
			2022			2023			2024			2025			
			Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Target
	Women/men for Non-management level 10- (base salary only) Level 9-10 excluded Manager	Ratio	0.90			0.90			0.92			1.06			-
	Women/men for Non-management level 10- (base salary only + Bonus) Level 9-10 excluded Manager	Ratio	0.89			0.90			0.92			1.06			-
-	Employee Engagement														
	Employee Engagement Score	% of employees with top level of engagement	71	77	59	71	77	62	69	75	59	69	75	61	-
	Data Coverage	% of employees who responded to the survey	91	93	87	90	92	88	90	91	88	94	94	95	-
	Employee Engagement Score breakdown by Gen (Age Distribution)														
	Baby Boomer	% Employees	90	88	100	94	97	80	--	--	--	-	-	-	-
	Gen X	% Employees	83	84	77	84	85	78	80	82	72	84	85	78	-
	Gen Y	% Employees	65	73	54	66	72	58	65	72	56	65	71	58	-
	Gen Z	% Employees	--	--	--	71	72	69	71	79	63	71	74	67	-
	Employee Engagement Score breakdown by Management level														
	Executive (Level 16-19)	% Employees	71	66	85	75	86	--	88	100	--	100	100	-	-
	Middle management (Level 14-15)	% Employees	77	82	63	86	82	93	73	77	58	82	82	83	-
	Junior Management (Level 11-13 and Level 9-10 who	% Employees	79	85	58	78	82	63	76	80	68	77	81	70	-
	Senior Employee (Level 9-10)	% Employees	66	67	65	65	70	58	60	67	50	65	70	57	-
	Employee (Level 8 and below)	% Employees	70	79	54	71	77	61	70	76	60	62	66	58	-
GRI 2-30 (2021)	Freedom of Association / Collective Bargaining Agreements														
	Number of employees covered by collective bargaining agreements	Number of Employees	1,628			1,783			1,858			1877.00			-
	Percentage of employees represented by an independent trade union or covered by collective bargaining agreements	% Employee	100.00			100.00			100.00			100.00			-
GRI 102-3 (2025)	Coverage of Living Wage Assessment														
	Own operations/ Employees ^[7]	% FTEs	100.00			100.00			100.00			100.00			-
-	Living Wage Employees														
	Living Wage														
	Living Wage Employees in Thailand	THB	14,202			14,235			14,324			15,292			-
	Percentage of FTEs														
	Percentage of FTEs based in Thailand out of total FTEs	% FTEs	98.53	62.78	35.75	98.71	60.80	37.91	99.03	59.90	39.13	98.93	59.56	39.37	-
	Percentage of FTEs based in Cambodia	% FTEs	0.43	0.37	0.06	0.39	0.34	0.06	0.38	0.32	0.05	0.53	0.43	0.11	-
	Percentage of FTEs based in China	% FTEs	0.25	0.25	0	0.22	0.22	0	0.00	0.00	0.00	0.00	0.00	0.00	-
	Percentage of FTEs based in Myanmar	% FTEs	0.12	0.12	0	0.06	0.06	0	0.05	0.05	0.00	0.05	0.05	0.00	-
	Percentage of FTEs based in Philippines	% FTEs	0.31	0.25	0.06	0.28	0.17	0.11	0.27	0.27	0.00	0.21	0.21	0.00	-

GRI	Required Data	Unit	OR Performance												
			2022			2023			2024			2025			
			Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Target
	Percentage of FTEs based in Lao PDR	% FTEs	0.25	0.25	0	0.22	0.22	0	0.22	0.16	0.05	0.21	0.16	0.05	-
	Percentage of FTEs based in Vietnam	% FTEs	0.12	0.12	0	0.11	0.11	0	0.05	0.05	0.00	0.05	0.05	0.00	-
	Provident Fund														
	Number of employees participating in the	-	1531	1000	531	1,683	1050	633	1,774	1,075	699	1,815	1,084	731	-
	Employee attendance ratio	-	94.0%	95.8%	90.9%	94.3%	95.0%	93.2%	95.4%	95.2%	95.9%	96.7%	95.5%	98.5%	-

Remarks:

N/A (Not Applicable): There is no relevant to the operations of OR.

No Data: There is no data in the reporting year.

[1] Refer to all employees under the OR's employment contract including Secondment-out agreement (excluding Secondment-in under the Personnel Secondment Agreement and Chief Executive Officer (CEO))

[2] Outsourced workers refers to contractors who deliver tasks specified in the annual TOR and do not include short-term outsourced workers during the year e.g. sub-contractors, consultants, housekeepers, etc. (BSA, BPS, HNS with the large contract and only count the actual employee only, excluding hold service points, during recruitment, etc.)

[3] Other refers to other provinces outside Bangkok where OR's offices are situated.

[4] Employee level numbering is adjusted in 2016 in order to standardize throughout PTT Group.

[5] Hours of training and further study are included in the average hours of training per year per employee.

[6] Management positions are included junior, middle, and senior levels.

[7] OR's Employees in Thailand

[8] The Data on the employee is as of 31 December 2025