

People Performance During 2017-2020

Workforce										
GRI Standards	Performance	Unit	2017		2018		2019		2020	
			Male	Female	Male	Female	Male	Female	Male	Female
GRI 102-8	Total Workforce	Person	109,091		134,239		139,239		147,198	
			63,903	45,188	78,966	55,273	80,179	59,060	85,115	62,083
	Thailand	Person	69,690		72,319		73,738		71,318	
			33,874	35,816	34,481	37,838	35,281	38,457	34,141	37,177
	Overseas	Person	39,401		61,920		65,501		75,880	
			30,029	9,372	44,485	17,435	44,898	20,603	50,974	24,906
	Percent	58.58	41.42	58.82	41.18	57.58	42.42	57.82	42.18	

Employee Diversity

Thailand Operations

GRI 405-1	By level		2017		2018		2019		2020	
		Unit	Male	Female	Male	Female	Male	Female	Male	Female
	- Top management	Person	364	79	60	4	62	4	351	99
		Percent	0.52	0.11	0.08	0.01	0.08	0.01	0.49	0.14
	- Middle management	Person	1,399	574	301	71	767	257	1,379	616
		Percent	2.01	0.83	0.42	0.10	1.04	0.35	1.93	0.86
	- Entry-level Management	Person	2,151	1,145	3,596	1,818	3,233	1,761	2,337	1,417
		Percent	3.09	1.64	4.97	2.51	4.39	2.39	3.28	1.99
	- Staff	Person	8,487	6,586	8,553	6,770	8,631	6,935	8,863	7,179
		Percent	12.18	9.45	11.83	9.36	11.71	9.40	12.43	10.07
	- Worker	Person	21,473	27,432	21,971	29,175	22,588	29,500	21,211	27,866
		Percent	30.81	39.36	30.38	40.34	30.63	40.00	29.74	39.07
By age										
	- Under 30 years old	Person	12,362	11,966	12,729	13,209	13,057	13,700	12,097	12,727
		Percent	17.74	17.17	17.60	18.27	17.71	18.58	16.96	17.85
	- 30-50 years old	Person	19,306	21,005	19,398	21,610	19,780	21,658	19,532	21,302
		Percent	27.70	30.14	26.82	29.88	26.83	29.37	27.39	29.87
	- Over 50 years old	Person	2,206	2,845	2,354	3,019	2,444	3,099	2,512	3,148
		Percent	3.17	4.08	3.26	4.17	3.31	4.20	3.52	4.41
Others										
	- Employees with disability	Person	744		757		774		755	
		Percent	1.07		1.05		1.05		1.06	

Overseas Operations

GRI 405-1	By level		2017		2018		2019		2020	
		Unit	Male	Female	Male	Female	Male	Female	Male	Female
	- Top management	Person	331	49	344	47	420	56	364	52
		Percent	0.84	0.12	0.56	0.08	0.64	0.09	0.48	0.07
	- Middle management	Person	760	159	861	185	1,112	240	1,136	243
		Percent	1.93	0.40	1.39	0.30	1.70	0.37	1.50	0.32
	- Entry-level Management	Person	2,355	616	3,331	876	2,776	767	3,063	851
		Percent	5.98	1.56	5.38	1.41	4.24	1.17	4.04	1.12
	- Staff	Person	14,786	3,457	21,558	5,742	20,130	6,872	24,046	8,008
		Percent	37.53	8.77	34.82	9.27	30.73	10.49	31.69	10.55
	- Worker	Person	11,797	5,091	18,391	10,585	20,460	12,668	22,365	15,752
		Percent	29.94	12.92	29.70	17.09	31.24	19.34	29.47	20.76

People Performance During 2017-2020

GRI Standards	Performance	Unit	2017		2018		2019		2020	
			Male	Female	Male	Female	Male	Female	Male	Female
Employee Diversity										
Overseas Operations										
GRI 405-1	By age									
	- Under 30 years old	Person	8,790	2,526	16,060	6,589	19,443	8,827	20,139	9,077
		Percent	22.31	6.41	25.94	10.64	29.68	13.48	26.54	11.96
	- 30-50 years old	Person	14,577	5,602	21,407	9,220	19,610	10,092	25,671	13,602
		Percent	37.00	14.22	34.57	14.89	29.94	15.41	33.83	17.93
	- Over 50 years old	Person	2,700	1,158	3,537	1,522	3,775	1,632	5,156	2,235
		Percent	6.85	2.94	5.71	2.46	5.76	2.49	6.79	2.95
	Others									
	- Employees with disability	Person	130		122		125		122	
		Percent	0.33		0.20		0.19		0.16	
Hiring										
Thailand Operations										
GRI 401-1	Employee									
	Number of new hires	Person	1,835		1,425		1,576		1,570	
			1,001	834	803	622	885	691	869	701
	Rate of new hires	Percent	8.83		6.73		7.28		7.06	
			4.82	4.01	3.79	2.94	4.09	3.19	3.91	3.15
	By age									
	- Under 30 years old	Person	765	707	629	535	671	559	665	580
		Percent	3.68	3.40	2.97	2.53	3.10	2.58	2.99	2.61
	- 30-50 years old	Person	160	94	147	81	188	124	192	114
		Percent	0.77	0.45	0.69	0.38	0.87	0.57	0.86	0.51
- Over 50 years old	Person	76	33	27	6	26	8	12	7	
	Percent	0.37	0.16	0.13	0.03	0.12	0.04	0.06	0.03	
By nationality										
- Thai	Person	998	834	797	620	883	690	867	701	
	Percent	4.80	4.01	3.76	2.93	4.08	3.19	3.90	3.15	
- Foreigner	Person	3	0	6	2	2	1	2	0	
	Percent	0.02	0.00	0.03	0.01	0.01	0.00	0.01	0.00	
By level										
- Top management	Person	0	2	0	4	4	5	8	8	
	Percent	0.00	0.01	0.00	0.02	0.02	0.02	0.04	0.04	
- Middle management	Person	9	8	8	7	16	16	26	29	
	Percent	0.04	0.04	0.04	0.03	0.07	0.07	0.12	0.13	
- Entry-level Management	Person	30	17	28	24	34	17	19	25	
	Percent	0.15	0.08	0.13	0.12	0.16	0.08	0.08	0.11	
- Staff	Person	962	807	767	587	831	653	816	639	
	Percent	4.63	3.88	3.62	2.77	3.84	3.02	3.67	2.87	
Others										
- Employees with disability	Person	0	0	0	0	0	0	0	0	
	Percent	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
GRI 401-1	Worker									
	Number of new hires	Person	26,639		16,136		15,743		11,998	
			12,296	14,343	7,247	8,889	7,579	8,164	5,519	6,479
	Rate of new hires	Percent	54.47		31.55		30.22		24.45	
			25.14	29.33	14.17	17.38	14.55	15.67	11.25	13.20

People Performance During 2017-2020

GRI Standards	Performance	Unit	2017		2018		2019		2020		
			Male	Female	Male	Female	Male	Female	Male	Female	
Hiring											
Thailand Operations											
GRI 401-1	Worker										
	By age										
	- Under 30 years old	Person	8,568	9,438	4,719	5,332	4,833	4,888	3,607	3,907	
		Percent	17.52	19.30	9.23	10.43	9.28	9.38	7.35	7.96	
	- 30-50 years old	Person	3,598	4,667	2,449	3,421	2,660	3,117	1,879	2,532	
		Percent	7.36	9.54	4.79	6.69	5.11	5.98	3.83	5.16	
	- Over 50 years old	Person	130	238	79	136	86	159	33	40	
		Percent	0.26	0.49	0.15	0.27	0.16	0.31	0.07	0.08	
	By nationality										
	- Thai	Person	7,162	8,326	5,243	5,975	5,468	5,819	5,251	6,216	
		Percent	14.64	17.03	10.25	11.68	10.50	11.17	10.70	12.66	
	- Foreigners	Person	5,134	6,017	2,004	2,914	2,111	2,345	268	263	
		Percent	10.50	12.30	3.92	5.70	4.05	4.50	0.55	0.54	
	Others										
	- Employees with disability	Person	ND	ND	ND	ND	ND	ND	110	54	
		Percent	ND	ND	ND	ND	ND	ND	0.22	0.11	
	Overseas Operations										
	GRI 401-1	Employee									
		Number of new hires	Person	2,630		7,906		10,473		14,666	
				2,107	523	5,653	2,253	7,257	3,216	10,043	4,623
Rate of new hires		Percent	11.68		24.00		32.35		38.84		
			9.36	2.32	17.16	6.84	22.42	9.93	26.59	12.24	
By age											
- Under 30 years old		Person	1,398	325	3,346	1,192	3,902	1,303	6,411	2,631	
		Percent	6.21	1.44	10.16	3.62	12.05	4.02	16.98	6.97	
- 30-50 years old		Person	652	172	2,055	917	3,048	1,694	3,361	1,817	
		Percent	2.90	0.76	6.24	2.78	9.42	5.23	8.90	4.81	
- Over 50 years old		Person	46	13	220	124	295	213	271	175	
		Percent	0.20	0.06	0.67	0.38	0.91	0.66	0.72	0.46	
GRI 401-1		Worker									
		Number of new hires	Person	5,049		10,299		11,827		11,108	
				3,322	1,727	6,630	3,669	7,496	4,331	6,729	4,379
		Rate of new hires	Percent	22.43		31.26		36.53		29.42	
				14.76	7.67	20.13	11.14	23.16	13.38	17.82	11.60
		By age									
		- Under 30 years old	Person	1,808	713	3,420	1,773	3,490	1,758	3,104	1,296
			Percent	8.03	3.17	10.38	5.38	10.78	5.43	8.22	3.43
	- 30-50 years old	Person	1,284	888	2,759	1,639	3,475	2,259	3,075	2,805	
		Percent	5.70	3.94	8.37	4.98	10.73	6.98	8.14	7.43	
	- Over 50 years old	Person	230	126	451	257	531	314	550	278	
		Percent	1.02	0.56	1.37	0.78	1.64	0.97	1.46	0.74	

People Performance During 2017-2020

GRI Standards	Performance	Unit	2017		2018		2019		2020	
			Male	Female	Male	Female	Male	Female	Male	Female
Total Turnover										
Thailand Operations										
GRI 401-1	Employee									
	Number of turnover	Person	1,627		1,786		1,716		1,469	
			910	717	1,038	748	958	758	843	626
	Rate of turnover	Percent	7.83		8.44		7.93		6.60	
			4.38	3.45	4.90	3.53	4.42	3.50	3.79	2.81
By age										
	- Under 30 years old	Person	369	376	423	379	427	422	423	372
		Percent	1.78	1.81	2.00	1.79	1.97	1.95	1.90	1.67
	- 30-50 years old	Person	370	258	365	257	357	252	315	213
		Percent	1.78	1.24	1.73	1.21	1.65	1.17	1.42	0.96
	- Over 50 years old	Person	171	83	250	112	174	84	105	41
		Percent	0.82	0.40	1.18	0.53	0.80	0.39	0.47	0.18
By nationality										
	- Thai	Person	ND	ND	ND	ND	ND	ND	838	625
		Percent	ND	ND	ND	ND	ND	ND	3.76	2.81
	- Foreigners	Person	ND	ND	ND	ND	ND	ND	5	1
		Percent	ND	ND	ND	ND	ND	ND	0.02	0.01
By level										
	- Top management	Person	ND	ND	ND	ND	ND	ND	24	2
		Percent	ND	ND	ND	ND	ND	ND	0.11	0.01
	- Middle management	Person	ND	ND	ND	ND	ND	ND	53	27
		Percent	ND	ND	ND	ND	ND	ND	0.24	0.12
	- Entry-level Management	Person	ND	ND	ND	ND	ND	ND	62	42
		Percent	ND	ND	ND	ND	ND	ND	0.28	0.19
	- Staff	Person	ND	ND	ND	ND	ND	ND	704	555
		Percent	ND	ND	ND	ND	ND	ND	3.16	2.49
Others										
	- Employees with disability	Person	ND	ND	ND	ND	ND	ND	0	0
		Percent	ND	ND	ND	ND	ND	ND	0.00	0.00
GRI 401-1	Worker									
	Number of turnover	Person	12,521		14,620		25,194		20,793	
			5,439	7,082	6,582	8,038	11,624	13,570	9,418	11,375
	Rate of turnover	Percent	25.60		28.58		48.37		42.37	
			11.12	14.48	12.87	15.72	22.32	26.05	19.19	23.18
By age										
	- Under 30 years old	Person	3,561	4,397	4,012	4,793	7,537	8,209	5,934	6,781
		Percent	7.28	8.99	7.84	9.37	14.47	15.76	12.09	13.82
	- 30-50 years old	Person	1,737	2,264	2,365	2,664	3,838	4,828	3,410	4,385
		Percent	3.55	4.63	4.62	5.21	7.37	9.27	6.95	8.93
	- Over 50 years old	Person	141	421	205	581	249	533	74	209
		Percent	0.29	0.86	0.40	1.14	0.48	1.02	0.15	0.43
By nationality										
	- Thai	Person	ND	ND	ND	ND	ND	ND	7,397	9,051
		Percent	ND	ND	ND	ND	ND	ND	15.07	18.44
	- Foreigners	Person	ND	ND	ND	ND	ND	ND	2,021	2,324
		Percent	ND	ND	ND	ND	ND	ND	4.12	4.74

People Performance During 2017-2020

GRI Standards	Performance	Unit	2017		2018		2019		2020	
			Male	Female	Male	Female	Male	Female	Male	Female
Total Turnover										
Thailand Operations										
GRI 401-1	Worker									
	Others									
	- Employees with disability	Person	ND	ND	ND	ND	ND	ND	53	23
		Percent	ND	ND	ND	ND	ND	ND	0.11	0.05
Thailand and Overseas Operations										
GRI 401-1	Employee									
	Number of turnover	Person	4,484		8,423		7,242		7,402	
			3,381	1,103	6,010	2,413	5,531	1,711	5,423	1,979
	Rate of turnover	Percent	10.36		15.56		13.41		12.34	
			7.81	2.55	11.11	4.46	10.24	3.17	9.04	3.30
By age										
	- Under 30 years old	Person	1,522	552	3,266	1,375	2,899	924	2,781	982
		Percent	3.52	1.27	6.04	2.54	5.37	1.71	4.63	1.64
	- 30-50 years old	Person	1,599	453	2,283	852	2,323	661	2,343	811
		Percent	3.70	1.05	4.22	1.57	4.30	1.22	3.90	1.35
	- Over 50 years old	Person	258	97	455	182	298	123	299	186
		Percent	0.60	0.22	0.84	0.34	0.55	0.23	0.50	0.31
GRI 401-1	Worker									
	Number of turnover	Person	16,675		23,512		38,720		34,863	
			8,193	8,482	12,357	11,155	20,431	18,289	18,101	16,762
	Rate of turnover	Percent	25.34		29.35		45.44		39.98	
			12.45	12.89	15.42	13.92	23.98	21.46	20.76	19.22
By age										
	- Under 30 years old	Person	4,972	4,950	6,934	6,165	13,070	10,740	8,065	7,680
		Percent	7.56	7.52	8.65	7.69	15.34	12.60	9.25	8.81
	- 30-50 years old	Person	2,835	2,946	4,840	4,140	6,637	6,657	9,438	7,517
		Percent	4.31	4.48	6.04	5.17	7.79	7.81	10.82	8.62
	- Over 50 years old	Person	375	567	555	453	702	863	598	590
		Percent	0.57	0.86	0.69	0.57	0.82	1.01	0.69	0.68
Voluntary Turnover										
Thailand Operations										
Employee										
	Number of turnover	Person	1,767		2,520		1,984		1,157	
			ND	ND	ND	ND	ND	ND	632	525
	Rate of turnover	Percent	7.85		7.65		6.13		5.20	
			ND	ND	ND	ND	ND	ND	2.84	2.36
By age										
	- Under 30 years old	Person	ND	ND	ND	ND	ND	ND	391	347
		Percent	ND	ND	ND	ND	ND	ND	1.76	1.56
	- 30-50 years old	Person	ND	ND	ND	ND	ND	ND	232	178
		Percent	ND	ND	ND	ND	ND	ND	1.04	0.80
	- Over 50 years old	Person	ND	ND	ND	ND	ND	ND	9	0
		Percent	ND	ND	ND	ND	ND	ND	0.04	0.00

People Performance During 2017-2020

GRI Standards	Performance	Unit	2017		2018		2019		2020	
			Male	Female	Male	Female	Male	Female	Male	Female
Voluntary Turnover										
Thailand Operations										
Employee										
By nationality										
	- Thai	Person	ND	ND	ND	ND	ND	ND	628	525
		Percent	ND	ND	ND	ND	ND	ND	2.82	2.36
	- Foreigners	Person	ND	ND	ND	ND	ND	ND	4	0
		Percent	ND	ND	ND	ND	ND	ND	0.02	0.00
By level										
	- Top management	Person	ND	ND	ND	ND	ND	ND	3	0
		Percent	ND	ND	ND	ND	ND	ND	0.01	0.00
	- Middle management	Person	ND	ND	ND	ND	ND	ND	13	10
		Percent	ND	ND	ND	ND	ND	ND	0.06	0.05
	- Entry-level Management	Person	ND	ND	ND	ND	ND	ND	37	36
		Percent	ND	ND	ND	ND	ND	ND	0.17	0.16
	- Staff	Person	ND	ND	ND	ND	ND	ND	579	479
		Percent	ND	ND	ND	ND	ND	ND	2.60	2.15
Others										
	- Employees with disability	Person	0	0	0	0	0	0	0	0
		Percent	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Worker										
	Number of turnover	Person	ND	ND	ND	ND	ND	ND	10,211	
			ND	ND	ND	ND	ND	ND	4,856	5,355
	Rate of turnover	Percent	ND	ND	ND	ND	ND	ND	20.81	
			ND	ND	ND	ND	ND	ND	9.89	10.91
By age										
	- Under 30 years old	Person	ND	ND	ND	ND	ND	ND	2,978	3,161
		Percent	ND	ND	ND	ND	ND	ND	6.07	6.44
	- 30-50 years old	Person	ND	ND	ND	ND	ND	ND	1,837	2,142
		Percent	ND	ND	ND	ND	ND	ND	3.74	4.37
	- Over 50 years old	Person	ND	ND	ND	ND	ND	ND	41	52
		Percent	ND	ND	ND	ND	ND	ND	0.08	0.11
By nationality										
	- Thai	Person	ND	ND	ND	ND	ND	ND	4,157	4,783
		Percent	ND	ND	ND	ND	ND	ND	8.47	9.75
	- Foreigners	Person	ND	ND	ND	ND	ND	ND	699	572
		Percent	ND	ND	ND	ND	ND	ND	1.42	1.17
Others										
	- Employees with disability	Person	ND	ND	ND	ND	ND	ND	48	19
		Percent	ND	ND	ND	ND	ND	ND	0.10	0.04
Thailand and Overseas Operations										
Employee										
	Number of turnover	Person	4,077		5,450		5,370		5,991	
			1,999	311	2,445	485	2,773	613	4,384	1,607
	Rate of turnover	Percent	9.42		10.07		9.94		9.98	
			4.62	0.72	4.52	0.90	5.13	1.13	7.31	2.68

People Performance During 2017-2020

GRI Standards	Performance	Unit	2017		2018		2019		2020	
			Male	Female	Male	Female	Male	Female	Male	Female
Voluntary Turnover										
Thailand and Overseas Operations										
Employee										
By age										
- Under 30 years old	Person		913	154	1,266	266	1,295	283	1,952	756
	Percent		2.11	0.36	2.34	0.49	2.40	0.52	3.25	1.26
- 30-50 years old	Person		1,036	147	1,099	200	1,418	308	1,520	535
	Percent		2.39	0.34	2.03	0.37	2.62	0.57	2.53	0.89
- Over 50 years old	Person		50	10	80	19	60	22	74	30
	Percent		0.12	0.02	0.15	0.04	0.11	0.04	0.12	0.05
Worker										
Number of turnover	Person		3,150		3,321		3,778		22,755	
			2,172	978	2,252	1,069	2,561	1,217	12,571	10,184
Rate of turnover	Percent		4.79		4.14		4.43		26.10	
			3.30	1.49	2.81	1.33	3.01	1.43	14.42	11.68
By age										
- Under 30 years old	Person		1,054	327	1,062	402	1,186	440	4,162	3,594
	Percent		1.60	0.50	1.33	0.50	1.39	0.52	4.77	4.12
- 30-50 years old	Person		891	508	966	525	1,122	615	3,128	3,064
	Percent		1.35	0.77	1.21	0.66	1.32	0.72	3.59	3.51
- Over 50 years old	Person		227	143	224	142	253	162	348	279
	Percent		0.35	0.22	0.28	0.18	0.30	0.19	0.40	0.32

Open Positions Filled by Internal Candidates

Thailand Operations

Number of total open positions filled by internal candidates	Person		ND		2,213		1,578		3,667	
			ND	ND	ND	ND	ND	ND	2,288	1,379
Rate of total open positions filled by internal candidates	Percent		35.20		30.93		19.16		55.78	
			ND	ND	ND	ND	ND	ND	34.80	20.98
By age										
- Under 30 years old	Person		ND	ND	ND	ND	ND	ND	636	436
	Percent		ND	ND	ND	ND	ND	ND	9.67	6.63
- 30-50 years old	Person		ND	ND	ND	ND	ND	ND	1,486	873
	Percent		ND	ND	ND	ND	ND	ND	22.60	13.28
- Over 50 years old	Person		ND	ND	ND	ND	ND	ND	166	70
	Percent		ND	ND	ND	ND	ND	ND	2.53	1.07
By nationality										
- Thai	Person		ND	ND	ND	ND	ND	ND	2,287	1,379
	Percent		ND	ND	ND	ND	ND	ND	34.79	20.98
- Foreigners	Person		ND	ND	ND	ND	ND	ND	1	0
	Percent		ND	ND	ND	ND	ND	ND	0.01	0.00
By level										
- Top management	Person		ND	ND	ND	ND	ND	ND	0	0
	Percent		ND	ND	ND	ND	ND	ND	0.00	0.00
- Middle management	Person		ND	ND	ND	ND	ND	ND	191	48
	Percent		ND	ND	ND	ND	ND	ND	2.90	0.73

People Performance During 2017-2020

GRI Standards	Performance	Unit	2017		2018		2019		2020	
			Male	Female	Male	Female	Male	Female	Male	Female
Open Positions Filled by Internal Candidates										
Thailand Operations										
By level										
- Entry-level Management	Person		ND	ND	ND	ND	ND	ND	441	116
	Percent		ND	ND	ND	ND	ND	ND	6.71	1.77
- Staff	Person		ND	ND	ND	ND	ND	ND	1,656	1,215
	Percent		ND	ND	ND	ND	ND	ND	25.19	18.48
Others										
- Employees with disability	Person		ND	ND	ND	ND	ND	ND	3	0
	Percent		ND	ND	ND	ND	ND	ND	0.05	0.00
Average Hiring Cost										
Average Hiring Cost	Baht/ person/ year		1,953		1,997		2,285		6,155	

Human Capital Development

Thailand Operations										
GRI 404-1	Employee Training and Development Hours									
Average hours of training for all employees	Hour/ person/ year		44.09		47.11		39.40		39.33	
			34.55	53.64	41.97	52.26	35.79	43.01	35.10	43.22
By Type										
Average hours of mandatory training	Hour/ person/ year		43.18		40.29		30.51		30.61	
			33.46	52.89	33.50	47.09	24.64	36.38	24.93	36.30
Average hours of non-mandatory training	Hour/ person/ year		0.92		6.82		8.89		8.55	
			1.08	0.75	8.47	5.17	11.15	6.64	10.17	6.92
By age										
- Under 30 years old	Hour/ person/ year		42.53		45.16		34.94		36.85	
			37.55	47.50	43.32	47.00	33.77	36.12	34.63	38.95
- 30-50 years old	Hour/ person/ year		43.77		48.62		42.02		40.20	
			32.10	55.44	42.35	54.89	37.08	46.97	34.77	45.18
- Over 50 years old	Hour/ person/ year		41.42		43.99		41.01		43.98	
			22.30	60.55	31.56	56.42	36.17	45.86	39.96	47.18
By level										
- Top Management	Hour/ person/ year		5.74		176.50		621.03		95.34	
			7.52	3.95	144.87	208.13	393.79	848.28	101.74	72.65
- Middle Management	Hour/ person/ year		5.86		266.88		113.48		44.80	
			5.50	6.22	199.85	333.92	102.84	124.12	49.79	33.63
- Entry-level Management	Hour/ person/ year		11.88		26.37		31.68		32.56	
			9.86	13.90	23.66	29.07	27.63	35.74	29.98	36.82
- Staff	Hour/ person/ year		47.71		56.42		54.42		45.36	
			36.87	58.54	51.33	61.51	48.24	60.61	41.23	50.45
- Worker	Hour/ person/ year		46.85		44.86		33.72		37.15	
			38.45	55.26	38.88	50.85	28.94	38.50	31.05	41.79

People Performance During 2017-2020

GRI Standards	Performance	Unit	2017		2018		2019		2020	
			Male	Female	Male	Female	Male	Female	Male	Female
Human Capital Development										
Thailand and Overseas Operations										
GRI 404-1	Employee Training and Development Hours									
	Average hours of FTEs Globally	Hour/ person/ year	34.95		43.36		34.43		24	
			23.78	46.13	36.95	49.77	32.29	36.57	19	29
By age										
	- Under 30 years old		30.6		26.2		18.3		22.4	
			24.1	40.2	21.4	33.3	15.2	22.7	20.2	25.6
	- 30-50 years old	Hour/ person/ year	29.7		28.2		25.0		25.2	
			18.6	44.0	20.3	38.6	19.1	32.3	23.1	27.9
	- Over 50 years old		24.9		23.5		21.1		22.3	
			10.0	43.0	12.6	37.5	14.2	30.0	18.5	27.6
By level										
	- Top Management		5.2		24.5		83.4		52.2	
			5.6	2.8	25.3	18.2	55.4	59.9	49.9	49.2
	- Middle Management		6.0		63.3		42.2		29.7	
			5.9	6.4	55.8	97.5	45.6	67.2	27.3	26.5
	- Entry-level Management	Hour/ person/ year	8.3		16.2		18.8		21.0	
			7.3	10.8	14.3	21.0	18.3	27.8	13.0	26.5
	- Staff		24.0		22.2		22.7		20.1	
			16.8	40.7	16.8	35.2	19.1	33.3	11.1	26.9
	- Worker		36.6		30.1		22.1		23.1	
			26.1	47.3	22.3	38.0	16.1	27.4	17.7	28.5

Employee Training and Development Average Amount Spent During 2020

DJSI 3.4.1	FTEs Globally	Baht/ person/ year							18,045
	Male Employee								17,140
	Female Employee								19,285
By level (Data from more than 75% of FTEs Globally)									
	- Top Management								34,297
	- Middle Management	Baht/ person/ year							8,715
	- Entry-level Management								6,290
	- Staff								11,357
	- Worker								421

Workforce Breakdown during 2020

Thailand Operations									
DJSI 3.2.2	Share of women in management positions in revenue-generating functions (e.g. sales) of total management positions								27
Workforce Breakdown: Gender	Share of women in STEM-related positions of total STEM positions								35
Thailand Operations									
Share in Total Workforce									
DJSI 3.2.3	Thai								87.17
Workforce Breakdown: Nationality	Cambodian								7.83
	Burmese								4.97
	Chinese								0.01
	Others								0.02

People Performance During 2017-2020

Workforce Breakdown during 2020			
Thailand Operations			
Share in All Management Positions			
DJSI 3.2.3	Workforce	Thai	99.77
	Breakdown:	Cambodian	0
	Nationality	Burmese	0.02
		Chinese	0.10
		Others	0.11

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)
- The Company has improved its training and development data collection for Thailand operation.
- The Company has no data for employees with disability of China operations (exclude Taiwan operations).
- The Company has no data for employee voluntary turnover of India, Taiwan, Philippines and Poland operations and by age of Vietnam operations.
- In 2018-2019, the Company changed its definition of employees by level for Thailand operation.
- In 2017, the Company has no data for Vietnam operation. In 2017-2018, the Company has no data for some part of India and Philippines operations.
- In 2017-2019, the Company has no data for employee turnover by age of some part of the USA operations.