

Sustainable Performance – Information on Human Resources

Information on Employees

Data	Unit	2019*			2020*			2021*			2022**		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
GRI 2-7 (2021) Total Number of Employees													
Total number of employees by gender													
Total number of employees	Persons	5,988	1,953	7,941	5,670	1,910	7,580	5,473	1,849	7,322	5,666	2,538	8,204
	%	75.41	24.59	100	74.80	25.20	100	74.75	25.25	100	69.06	30.94	100
Total number of employees by employment contract													
Permanent employees	Persons	5,878	1,917	7,795	5,586	1,892	7,478	5,390	1,822	7,212	5,416	1,868	7,284
	%	74.02	24.14	98.16	73.69	24.96	98.65	73.61	24.88	98.50	66.02	22.77	88.79
Temporary employees	Persons	110	36	146	84	18	102	83	27	110	250	670	920
	%	1.39	0.45	1.84	1.11	0.24	1.35	1.13	0.37	1.50	3.05	8.17	11.21
Total number of employees by employment type													
Full-time employees	Persons	5,988	1,953	7,941	5,670	1,910	7,580	5,457	1,845	7,302	5,631	2,534	8,165
	%	75.41	24.59	100	74.80	25.20	100	74.53	25.20	99.73	68.64	30.89	99.52
Part-time employees	Persons	0	0	0	0	0	0	16	4	20	35	4	39
	%	0	0	0	0	0	0	0.22	0.05	0.27	0.43	0.05	0.48
Non-guaranteed hours employees	Persons	0	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0	0

Data	Unit	2019*			2020*			2021*			2022**		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
GRI 2-7 (2021) Total Number of Employees by Location													
Bangkok	Persons	453	483	936	338	479	817	293	447	305	499	804	
	%	5.71	6.08	11.79	4.46	6.32	10.78	4.00	6.10	3.72	6.08	9.80	
- Permanent employees	Persons	NA	NA	NA	NA	NA	NA	279	443	273	483	756	
- Temporary employees	Persons	NA	NA	NA	NA	NA	NA	14	4	32	16	48	
Other area	Persons	5,535	1,470	7,005	5,332	1,431	6,763	5,180	1,402	5,361	2,040	7,401	
	%	69.70	18.51	88.21	70.34	18.88	89.22	70.75	19.15	65.35	24.87	90.21	
- Permanent employees	Persons	NA	NA	NA	NA	NA	NA	5,120	1,393	5,143	1,386	6,529	
- Temporary employees	Persons	NA	NA	NA	NA	NA	NA	60	9	218	654	872	
Bangkok	Persons	453	483	936	338	479	817	289	447	292	480	772	
	%	5.71	6.08	11.79	4.46	6.32	10.78	3.95	6.10	3.56	5.85	9.41	
- Full-time employees	Persons	NA	NA	NA	NA	NA	NA	277	443	262	475	737	
- Part-time employees	Persons	NA	NA	NA	NA	NA	NA	12	4	30	5	35	
- Non-guaranteed hours employees	Persons	NA	NA	NA	NA	NA	NA	0	0	0	0	0	
Other area	Persons	5,535	1,470	7,005	5,332	1,431	6,763	5,184	1,402	5,318	2,022	7,340	
	%	69.70	18.51	88.21	70.34	18.88	89.22	70.80	19.15	64.82	24.65	89.47	
- Full-time employees	Persons	NA	NA	NA	NA	NA	NA	5,180	1,402	5,313	2,022	7,335	
- Part-time employees	Persons	NA	NA	NA	NA	NA	NA	4	0	5	0	5	

Data	Unit	2019*			2020*			2021*			2022**		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Middle management level	Persons	175	61	236	171	65	236	164	68	232	154	70	224
	%	74.15	25.85	100	72.46	27.54	100	70.69	29.31	100	68.75	31.25	100
Age > 50 years	Persons	63	15	78	61	16	77	61	16	77	70	17	87
	%	26.69	6.36	33.05	25.85	6.78	32.63	26.29	6.90	33.19	31.25	7.59	38.84
Age 30 - 50 years	Persons	112	46	158	110	49	159	103	52	155	83	53	136
	%	47.46	19.49	66.95	46.61	20.76	67.37	44.40	22.41	66.81	37.05	23.66	60.71
Age < 30 years	Persons	0	0	0	0	0	0	0	0	0	1	0	1
	%	0	0	0	0	0	0	0	0	0	0.45	0	0.45
Line managers	Persons	470	299	769	468	307	775	476	313	789	491	344	835
	Percent	61.12	38.88	100	60.39	39.61	100	60.33	39.67	100	58.80	41.20	100
Age > 50 years	Persons	97	21	118	91	23	114	87	25	112	83	35	118
	%	12.61	2.73	15.34	11.74	2.97	14.71	11.03	3.17	14.20	9.94	4.19	14.13
Age 30 - 50 years	Persons	371	276	647	372	281	653	387	286	673	404	305	709
	%	48.25	35.89	84.14	48.00	36.26	84.26	49.05	36.25	85.30	48.38	36.53	84.91
Age < 30 years	Persons	2	2	4	5	3	8	2	2	4	4	4	8
	%	0.26	0.26	0.52	0.65	0.38	1.03	0.25	0.25	0.50	0.48	0.48	0.96

Data	Unit	2019*			2020*			2021*			2022**		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Officers	Persons	2,093	933	3,026	2,123	925	3,048	2,131	925	3,056	2,220	937	3,157
	%	69.17	30.83	100	69.65	30.35	100	6.73	30.27	100	70.32	29.68	100
Age > 50 years	Persons	230	35	265	231	37	268	234	40	274	255	42	297
	%	7.60	1.16	8.76	7.58	1.21	8.79	7.66	1.31	8.97	8.08	1.33	9.41
Age 30 - 50 years	Persons	1,314	477	1,791	1,429	505	1,934	1,510	525	2,035	1,562	558	2,120
	%	43.42	15.76	59.19	46.88	16.57	63.45	49.41	17.18	66.59	49.48	17.68	67.15
Age < 30 years	Persons	549	421	970	463	383	846	387	360	747	403	337	740
	%	18.15	13.91	32.06	15.19	12.57	27.76	12.66	11.78	24.44	12.77	10.67	23.44
Operational level	Persons	1,886	326	2,212	1,718	316	2,034	1,586	276	1,862	1,532	227	1,759
	%	85.26	14.74	100	84.46	15.54	100	85.18	14.82	100	87.09	12.91	100
Age > 50 years	Persons	125	17	142	124	19	143	108	21	129	105	21	126
	%	5.65	0.77	6.42	6.10	0.93	7.03	5.80	1.13	6.93	5.97%	1.19	7.16
Age 30 - 50 years	Persons	981	181	1,162	935	199	1,134	896	182	1,078	806	151	957
	%	44.35	8.18	52.53	45.97	9.78	55.75	48.12	9.77	57.89	45.82	8.58	54.41
Age < 30 years	Persons	780	128	908	659	98	757	582	73	655	621	55	676
	%	35.26	5.79	41.05	32.40	4.82	37.22	31.26	3.92	35.18	35.30	3.13	38.43

Data	Unit	2019*			2020*			2021*			2022**		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees Breakdown Based on Nationality													
Thai	Persons	NA	NA	NA	NA	NA	NA	5,469	1,845	7,314	5,588	2,477	8,065
	% of total employee	NA	NA	NA	NA	NA	NA	74.69	25.20	99.89	69.23	30.69	99.91
American	Persons	NA	NA	NA	NA	NA	NA	1	0	1	1	0	1
	% of total employee	NA	NA	NA	NA	NA	NA	0.01	0	0.01	0.01	0	0.01
Pakistani	Persons	NA	NA	NA	NA	NA	NA	1	0	1	1	0	1
	% of total employee	NA	NA	NA	NA	NA	NA	0.01	0	0.01	0.01	0	0.01
Others	Persons	NA	NA	NA	NA	NA	NA	2	4	6 ^a	2	3	5 ^c
	% of total employee	NA	NA	NA	NA	NA	NA	0.03	0.05	0.08	0.02	0.04	0.07
Management Employees Breakdown Based on Nationality													
Thai	Persons	NA	NA	NA	NA	NA	NA	660	385	1,045	0	1,093	1,093
	% of total management employee	NA	NA	NA	NA	NA	NA	63.04	36.77	99.81	0.00	99.82	99.82

Data	Unit	2019*			2020*			2021*			2022**		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
American	Persons	NA	NA	NA	NA	NA	NA	0	0	0	0	0	0
	% of total management employee	NA	NA	NA	NA	NA	NA	0	0	0	0	0	0
Pakistani	Persons	NA	NA	NA	NA	NA	NA	1	0	1	1	0	1
	% of total management employee	NA	NA	NA	NA	NA	NA	0.09	0	0.09	0.09	0	0.09
Others	Persons	NA	NA	NA	NA	NA	NA	0	1	1 ^b	0	1	1 ^d
	% of total management employee	NA	NA	NA	NA	NA	NA	0.09	0	0.09	0.09	0	0.09
Women in All Management Positions													
Women in all management positions	% of total management employee		35.31			36.20			36.77			38.06	
Women in Management Positions in Revenue-generating Functions													
Women in management positions in revenue-generating functions	% of total management employee		24.00			25.00			36.39			17.84	

Data	Unit	2019*			2020*			2021*			2022**		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Women in Science, Technology, Engineering and Mathematics (STEM)–related Positions													
Women in science, technology, engineering and mathematics (STEM)–related positions	% of total STEM positions		NA			65.30			54.00			17.00	

Remark: * refer to data collected during 1 November of the previous year to 31 October of the reporting year.

** refer to data collected during 1 January – 31 December 2022.

The data was compiled from human resources database of Mitr Phol Group.

Employees categorized by level refer to monthly permanent employees from operational level to top level management.

NA refer to not available or no data was collected.

Data as of October 31, 2020

^a Other nationality includes Philippine, Chinese, Malaysian, Colombian, and French

^b Other nationality includes Philippine

^c Other nationality includes Philippine, Chinese, and Colombian

^d Other nationality includes Chinese

Information on New Employee Hires of Mitr Phol Group

Data	2019*		2020*		2021*		2022**	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
GRI 401-1 (2016) New Employee Hires								
Rate of new employee hires								
Male		3.53		1.83		5.22		11.49
Female		2.21		1.22		1.94		12.03
Total		5.73		3.05		7.16		23.53
By gender								
Male	275	61.52	137	60.09	382	72.90	943	48.86
Female	172	38.48	91	39.91	142	27.10	987	51.14
Total	447	100	228	100	524	100	1,930	100
By age								
> 50 years	3	0.67	1	0.44	20	3.82	26	1.35
30 - 50 years	87	19.46	70	30.70	124	23.66	656	33.99
< 30 years	357	79.87	157	68.86	380	72.52	1,248	64.66
Total	447	100	228	100	524	100	1,930	100

Data	2019*		2020*		2021*		2022**	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
By location								
Bangkok	115	25.73	80	35.09	101	19.27	186	9.64
Others	332	74.27	148	64.91	423	80.73	1,744	90.36
Total	447	100	228	100	524	100	1,930	100
By level								
Top level management	NA	NA	NA	NA	3	0.57	4	0.21
Middle level management	NA	NA	NA	NA	10	1.91	11	0.57
Line managers	NA	NA	NA	NA	16	3.05	60	3.11
Officers	NA	NA	NA	NA	147	28.05	308	15.96
Operational level	NA	NA	NA	NA	106	20.23	199	10.31
No level	NA	NA	NA	NA	242	46.19	1348	71.10
Total	NA	NA	NA	NA	524	100	1,930	100

Data	2019*		2020*		2021*		2022**	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
By Nationality								
Thai	NA	NA	NA	NA	522	99.62	1928	99.90
American	NA	NA	NA	NA	0	0	0	0
Others	NA	NA	NA	NA	2	0.38	2	0.1
Total	NA	NA	NA	NA	524	100	1,930	100
% of Open Positions Filled by Internal Candidates (Internal Hires)								
% of open positions filled by internal candidates		11.53		10.01		43.19		60.82

Remark: * refer to data collected during 1 November of the previous year to 31 October of the reporting year.

** refer to data collected during 1 January – 31 December 2022.

Other nationality includes Chinese.

Information on Employee Turnover of Mitr Phol Group

Data	2019*		2020*		2021*		2022**	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
GRI 401-1 (2016) Employee Turnover								
Rate of employee turnover								
Male		12.78		12.88		13.15		12.18
Female		13.30		12.74		12.80		11.46
Total		26.08		25.62		25.95		23.63
By gender								
Male	1,015	49.01	976	50.26	963	50.68	999	51.52
Female	1,056	50.99	966	49.74	937	49.32	940	48.48
Total	2,071	100	1,942	100	1,900	100	1,939	100
By age								
> 50 years	151	7.29	141	7.26	184	9.68	147	7.58
30 - 50 years	303	37.81	750	38.62	749	39.42	761	39.25
< 30 years	513	54.90	1,051	54.12	967	50.89	1,031	53.17
Total	2,071	100	1,942	100	1,900	100	1,939	100

Data	2019*		2020*		2021*		2022**	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
By location								
Bangkok	159	7.68	152	7.83	169	8.89	156	8.05
Others	1,912	92.32	1,790	92.17	1,731	91.11	1,783	91.95
Total	2,071	100	1,942	100	1,900	100	1,939	100
By Level								
Top management level	NA	NA	NA	NA	5	0.26	7	0.36
Middle management level	NA	NA	NA	NA	31	1.63	30	1.55
Line managers	NA	NA	NA	NA	65	3.42	75	3.87
Officers	NA	NA	NA	NA	314	16.53	298	15.37
Operational level	NA	NA	NA	NA	173	9.11	184	9.49
No level	NA	NA	NA	NA	1,312	69.05	1,345	69.37
Total	NA	NA	NA	NA	1,900	100	1939	100
By nationality								
Thai	NA	NA	NA	NA	1,894	99.68	1,936	99.85
American	NA	NA	NA	NA	2	0.11	0	0
Others	NA	NA	NA	NA	4	0.21	3	0.15

Data	2019*		2020*		2021*		2022**	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
Total	NA	NA	NA	NA	1,900	100	1939	100
By type of turnover								
Total employee turnover		26.08		25.62		25.95		23.63
Voluntary employee turnover		24.33		24.35		24.65		22.03

Remark: * refer to data collected during 1 November of the previous year to 31 October of the reporting year.

** refer to data collected during 1 January – 31 December 2022.

Other nationality includes British.

Voluntary employee turnover includes retirement, early retirement, end of contract, end of seasonal contract and resignation (including permanent and temporary employees)

Percentage of Employees Engaged in Negotiation (Labor Welfare Committee)

Data	2019*	2020*	2021*	2022**
GRI 2-30 (2021) Collective Bargaining Agreements				
Percentage of employees engaged in negotiation (Labor Welfare Committee)	100	100	100	100

Remark: * refer to data collected during 1 November of the previous year to 31 October of the reporting year.

** refer to data collected during 1 January – 31 December 2022.

Maternity Leave or Parental Leave of Mitr Phol Group's Employees

Data	Gender	2019*		2020*		2021*		2022**	
		Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
GRI 401-3 (2016) Maternity Leave or Parental Leave									
Employees that were entitled to maternity leave or parental leave	Male	0	0	0	0	0	0	0	0
	Female	1,953	100	1,910	100	1,822	100	2,517	
Employees that took maternity leave or parental leave	Male	0	0	0	0	0	0	0	0
	Female	93	4.76	80	4.19	80	4.39	64	2.54
Employees that returned to work in the reporting period after maternity leave or parental leave ended	Male	NR	NR	NR	NR	NR	NR	NR	NR
	Female	87	93.55	74	92.50	78	97.50	63	98.44
Employees that returned to work after maternity leave or parental leave ended that were still employed 12 months after their return to work	Male	NR	NR	NR	NR	NR	NR	NR	NR
	Female	60	100	83	95.40	67	80.72	87	70.11

Remark: * refer to data collected during 1 November of the previous year to 31 October of the reporting year.

** refer to data collected during 1 January – 31 December 2022.

NR (Not Relevant) refer to not relevant.

Employee Training and Development

Data		Unit	2019*	2020*	2021*	2022**
GRI 404-1 (2016) Average Hours of Training per Year per Employee						
Average training hours of employees in Mitr Phol Group		hours/person/year	20.63	20.33	19.93	19.23
Gender	Male	hours/person/year	19.58	18.99	18.99	18.18
	Female	hours/person/year	23.77	22.94	22.94	22.19
Level of Employee	Top management level	hours/person/year	34.55	16.38	16.38	17.46
	Middle management level	hours/person/year	35.70	30.99	30.99	20.20
	Line managers	hours/person/year	28.83	35.97	35.97	34.84
	Officers	hours/person/year	23.02	21.67	21.67	20.15
	Operational level	hours/person/year	12.64	8.88	8.88	10.46
Age	> 50 years	hours/person/year	-	-	51.17	34.36
	30 - 50 years	hours/person/year	-	-	16.06	17.36
	< 30 years	hours/person/year	-	-	18.49	18.66
Nationality	Thai	hours/person/year	-	-	19.93	19.23
Average amount spent on training per FTE		THB/person/year	6724.65	1,347.63	1,331.91	3,229.70

Data	Unit	2019*	2020*	2021*	2022**
Type of training					
Compliance type e.g. Safety, ISO, Corporate Governance	%	-	-	33	30
	hours/person/year	-	-	6.64	4.50
Functional type	%	-	-	22	32
	hours/person/year	-	-	4.39	3.72
Building leadership type	%	-	-	18	15
	hours/person/year	-	-	3.69	3.52
Other type of training to support Mitr Phol business operation	%	-	-	26	23
	hours/person/year	-	-	5.24	7.49

Remark: * refer to data collected during 1 November of the previous year to 31 October of the reporting year.

** refer to data collected during 1 January – 31 December 2022.

Human Capital Return on Investment

Data	Unit	2019	2020	2021	2022
Total revenue	Million THB	69,821.65	60,614.78	59,872.42	103,367.16
Total operating expenses	Million THB	47,106.82	43,237.23	45,437.86	70,941.98
Total employee-related expenses	Million THB	5,962.00	5,548.46	4,964.58	4,702.60
Human Capital Return on Investment	Million THB/ Million THB	4.81	4.13	3.91	7.90

Percentage of Employees Receiving Regular Performance and Career Development Reviews

Data	Unit	2019*			2020*			2021*			2022**		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
GRI 404-3 (2016) Percentage of Employees Receiving Regular Performance and Career Development Reviews by Gender and Level													
Top level management	Percent	100	100	100	100	100	100	100	100	100	100	100	100
Middle level management	Percent	100	100	100	100	100	100	100	100	100	100	100	100
Line managers	Percent	100	100	100	100	100	100	100	100	100	100	100	100
Officers	Percent	100	100	100	100	100	100	100	100	100	100	100	100
Operational level	Percent	100	100	100	100	100	100	100	100	100	100	100	100
Total	Percent	100	100	100	100	100	100	100	100	100	100	100	100

Remark: * refer to data collected during 1 November of the previous year to 31 October of the reporting year.

** refer to data collected during 1 January – 31 December 2022.

The annual KPIs of the Chief Executive Officer are set for long-term evaluation. They are aligned with the company's plans and budgets over a three-year period and are adjusted on an annual basis (rolling KPIs) to ensure suitability.

In 2022, the CEO's performance was evaluated based on the Economic Value Added (EVA) and Earnings before Taxes (EBT).

For the sugar business in Thailand, the energy business, and the wood substitute materials business, in addition to using the Economic Value Added, the Return on Asset (ROA) and Return on Invested Capital (ROIC) were also used.

Meanwhile, for the fertilizer business, the sugar business in the ASEAN region, the sugar business in Australia, and the sugar business in China, Earnings Before Taxes (EBT) were used as a KPI. The evaluation of the overall success takes into account whether businesses were able to deliver on their plans in line with growth ambitions as well as social and environmental responsibility. CEO is remunerated based on achievement of operational performance, e.g. % Completion of plan of key projects approved by Board, % Completion of successor development.

Remuneration Ratio (Female/Male)

Data	2022
Executive level (Base salary only)	0.84
Executive level (Base salary + other cash incentive)	0.84
Management level (Base salary only)	1.04
Management level (Base salary + other cash incentive)	1.04
Non-management level (Base salary only)	1.17

In 2022, the CEO's performance was evaluated based on the Economic Value Added (EVA), EBITDA, EBT, labor cost/ EBITDA, EBITDA margin and %revenue from the new business. The evaluation of the overall success takes into account whether businesses were able to deliver on their plans in line with growth ambitions as well as social and environmental responsibility. CEO is remunerated based on achievement of financial and operational performance, e.g. % Completion of plan of key projects approved by Board, % Completion of successor development.