Human Resource Performance Data
ข้อมูลผลการดำเนินงานด้านการบริหารจัดการบุคลากร

GRI Standard	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
GRI: 2-7, 405	Workforce									
2-7	Total Workforce[1]	Persons		5,173		5,363		5,592		6,059
		Persons	3,515	1,658	3,616	1,747	3,738	1,854	4,148	1,911
	Staff by Nationality									
	Thai	Persons	2,388	1,257	2,680	1,387	2,733	1,467	2,971	1,464
	Thai (Share in Total Workforce)	As % of Total Workforce		71		76		75		73
			46	25	50	26	49	26	49	24
	Thai (Share in All Management Positions, Including Junior, Middle and Senior Management)	As % of Total Workforce		72		80		76		70
			51	21	59	21	55	22	49	21
	Myanmar	Persons	488	188	358	160	374	164	462	182
	Burmese (Share in Total Workforce)	As % of Total Workforce		13		10		10		11
			9	4	7	3	7	3	8	3
	Burmese (Share in All Management Positions, Including Junior, Middle and Senior Management)	As % of Total Workforce		13		8		8		9
			10	3	6	2	6	2	7	2
	Malaysian	Persons	560	177	516	189	570	213	640	241
	Malaysian (Share in Total Workforce)	As % of Total Workforce		14		13		14		15
			11	3	10	3	10	4	11	4
	Malaysian (Share in All Management Positions, Including Junior, Middle and Senior Management)	As % of Total Management Workforce		10		9		15		16
			10	0	9	0	12	3	13	3
	Others	Persons	79	36	62	11	61	10	75	24
	Others (Share in Total Workforce)	As % of Total Workforce[2]		2		1		1		1
			1	1	1	0	1	0	1	0
	Others (Share in All Management Positions, Including Junior, Middle and Senior Management)	As % of Total Workforce		5		3		1		5
			4	1	2	1	1	0	4	1
405-1	Staff by Age Group									
	<30 Years	Persons	229	132	233	177	237	218	245	216
	30 - 50 Years	Persons	2,657	1,342	2,606	1,340	2,687	1,410	3,108	1,484
	>50 Years	Persons	629	184	777	230	814	226	795	211
	Age Distribution									
	Baby Boomer	%	2.9		2.1		1.1		0.4	
	Generation X	%	41.9		40.5		38.7		36.9	
	Generation Y	%	53.5		53.8		55.2		56.6	
	Generation Z	%	1.7		3.6		5.0		6.1	
	Minorities: Vulnerable Groups									
	Pregnant Women	Persons	55		45		40		39	
		% of Total Employees	1.06		0.84		0.72		0.64	
2-7	Staff by Employment Type									
	Permanent	Persons	1,822	937	1,832	929	2,322	1,105	2,431	1,166
	Permanent[3] - Directly Hired by PTTEP	Persons	1,281	697	1,282	698	1,331	736	1,393	790
	Permanent[4] - Hired by PTTEP Subsidiaries	Persons	541	240	550	231	991	369	1,038	376
	Temporary[5]	Persons	1,693	721	1,784	818	1,416	749	1,717	745
	Temporary[5] - Guaranteed Hours	Persons	1,693	721	1,784	818	1,416	749	1,717	745
	Temporary[5] - Non-guaranteed Hours	Persons	0	0	0	0	0	0	0	0
405-1	Staff by Employee Category									
	Executives	Persons	29	14	34	14	35	14	33	16
	Middle Management	Persons	73	26	91	28	91	28	99	32

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GRI Standard	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
	Senior	Persons	1,587	516	1,673	570	1,731	614	1,763	650
	Employee	Persons	1,826	1,102	1,818	1,135	1,881	1,198	2,253	1,213
GRI: 2-7	**Local Employment Breakdown by Region**									
2-7	Total Staff in PTTEP Operating Assets (Thailand)	Persons	3,666		3,823		3,978		4,435	
	Portion of Local Senior Management (Thailand)	% of Local Staff In Managerial and Supervisory Positions	100		100		99		99	
	Portion of Local Staff (Thailand)	% of Local Staff Against Total Staff	100		99		99		99	
	Total Staff in PTTEP Operating Assets (Malaysia)	Persons	739		833		865		881	
	Portion of Local Senior Management (Malaysia)	% of Local Staff In Managerial and Supervisory Positions	65		72		74		67	
	Portion of Local Staff (Malaysia)	% of Local Staff Against Total Staff	89		84		89		89	
	Total Staff in PTTEP Operating Assets (Myanmar)	Persons	678		617		625		644	
	Portion of Local Senior Management (Myanmar)	% of Local Staff In Managerial and Supervisory Positions	51		50		62		45	
	Portion of Local Staff (Myanmar)	% of Local Staff Against Total Staff	80		83		84		86	
	Total Staff in PTTEP Operating Assets (Other Assets)	Persons	NA		90		124		99	
	Portion of Local Senior Management (Other Assets)	% of Local Staff In Managerial and Supervisory Positions	NA		9		6		3	
	Portion of Local Staff (Other Asset)	% of Local Staff Against Total Staff	NA		16		17		11	
GRI: 404	**Training and Development**									
	Employees Entitled to Training and Development	% of All Employees Globally	100		100		100		100	
	Average Hours Spent per FTE on Training and Development									
	Total Workforce[1]	Hours / Person / Year	57		56		53		55	
404-1 (11.10.6, 11.11.4)	Total Workforce[1] by Gender	Hours / Person / Year	60	50	61	46	57	45	56	51
	Permanent[3] - Directly Hired by PTTEP	Hours / Person / Year	69		58		57		67	
	Permanent[3] - Directly Hired by PTTEP by Gender	Hours / Person / Year	69	70	59	56	58	55	65	70
	Average Amount Spent per FTE on Training and Development (Total Workforce)	USD / FTE	1,353		1,917		1,851		1,961	
	Percentage of Open Positions Filled by Internal Candidates (Permanent[3])	%	100		100		100		100	
-	Effectiveness of Digital Training Using Kirkpatrick Model	% ROI	112		157		366		25	
201-1	Human Capital Return on Investment (HCROI) (According to DJSI Definition)	HCROI	25.16		20.88		19.35		15.72	
GRI: 404	**Performance Review**									
	Performance Appraisal									
	Management by Objectives	% of All Employees Globally	93		99		100		100	

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GRI Standard	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
404-3	360 Degree Feedback	% of All Employees Globally		99		99		100		100
	Comparative Ranking	% of All Employees Globally		93		99		100		100
-	The Average Competency of Employee	% Increased		5.94		6.24		6.04		6.06
-	**Employee Engagement**									
	Employee Engagement [6]	%		74		74		75		75
	By Gender	%	75	72	75	72	78	71	78	71
	By Age Group									
	20-24 Years	%		67		67		68		68
	25-34 Years	%		55		55		55		55
	35-44 Years	%		75		75		74		74
	45-54 Years	%		81		81		82		82
	55 Years or more	%		89		89		89		89
-	By Employee Category									
	Executives	%		97		97		90		90
	Middle Management	%		86		86		89		89
	Senior	%		74		74		71		71
	Employee	%		73		73		79		79
	Employee Engagement Participant	% of Employees Who Participated in Employee Engagement Survey out of Total Number of Employee		97		97		99		99
	Target of Employee Engagement	%		62		62		70		70
GRI: 405	**Composition of Governance Bodies**									
405-1	Board of Directors	Persons	12	2	10	3	13	2	11	3
	Executives	Persons	29	14	34	14	35	14	33	16
	Middle Management	Persons	73	26	91	28	91	28	99	32
	Senior	Persons	1,587	516	1,673	570	1,731	614	1,763	650
	Employee	Persons	1,826	1,102	1,818	1,135	1,881	1,198	2,253	1,213
GRI: 401	**New Employee Hire by Age Group and Regions**									
	Total New Employee by Hire	Persons	668	220	266	178	281	181	629	131
	By Age Group									
	< 30 Years	Persons	52	40	53	76	58	73	65	42
	30 - 50 Years	Persons	488	160	190	98	198	104	497	86
	> 50 Years	Persons	128	20	23	4	25	4	67	3
401-1	By Regions									
(11.10.2)	Thailand	Persons	NA	NA	156	131	148	129	481	84
	Malaysia	Persons	NA	NA	102	44	94	37	112	35
	Myanmar	Persons	NA	NA	6	3	38	14	36	12
	Others	Persons	NA	NA	2	0	1	1	0	0
	New Hire Rate	% of Total Employees	12.9	4.3	5.0	3.3	5.0	3.2	10.4	2.2
	Average Hiring Cost	USD		2,198		2,143		2,515		1,565
-	**Employee Turnover by Age Group and Region**									
	Total Employee Turnover Persons	Persons	159	100	148	72	171	80	152	60
	By Age Group									
	< 30 Years	Persons	12	12	12	9	14	6	8	9
	30 - 50 Years	Persons	85	64	93	50	71	41	66	34
	> 50 Years	Persons	62	24	43	17	86	33	78	17
	By Regions									
	Thailand	Persons	NA	NA	81	55	98	54	81	35
	Malaysia	Persons	NA	NA	42	10	49	15	53	15

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GRI Standard	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
401-1 (11.10.2)	Myanmar	Persons	NA	NA	20	7	24	10	16	10
	Others	Persons	NA	NA	5	0	0	1	2	0
	By Type									
	Voluntary Resignation[7]	Persons	91	68	114	60	131	71	93	43
	Dismissal	Persons	33	25	6	1	13	3	15	5
	Retirement	Persons	33	7	27	11	25	6	42	11
	Death - not Related to Work	Persons	2	0	1	0	2	0	2	1
	Turnover Rate	% of Total Employees	3.1	1.9	2.8	1.3	3.1	1.4	2.5	1
	Total Permanent[3]	Persons	38	19	27	19	53	33	32	10
	Turnover Rate (consolidated)[10]	% of Total Employees		2.88		2.32		4.17		3.50
	Voluntary Employee Turnover Rate (Consolidated)[10]	% of Total Employees		1.67		1.26		3.25		2.24
GRI: 401	**Parental Leave**									
401-3 (11.10.4, 11.11.3)	Number of Employees Taken Parental Leave	Persons	74	55	81	45	89	40	93	39
	Total Number of Employees that Were Entitled to Parental Leave	Persons	3,515	1,658	3,616	1,747	3,738	1,854	4,148	1,911
	Total Number of Employees that Returned to Work after Parental Leave Ended	Persons	74	55	81	45	89	40	93	39
	Employee Returned to Work after Parental Leave	% of Total Employees Taken Parental Leave	100	100	100	100	100	100	100	100
-	**Integrity**									
-	Training Hours Concerning Human Rights, Anti-bribery, and Corruption[8]	Hours	499	847	542	358	194	107	2,527	993
GRI: 201, 405	**Gender Diversity and Equal Remuneration**									
201-1 (11.14.2)	Total Employee Related Expenses[9]	Million USD		353,984,830		394,064,534		428,977,916		505,260,007
405-2 (11.11.6)	Ratio Basic Salary Women / Men	Ratio		0.82		0.83		0.81		0.90
	Thailand (or Other Significant Location of Operations)	Ratio		0.97		0.98		0.98		0.98
	Myanmar (or Other Significant Location of Operations)	Ratio		0.99		1.00		0.97		0.96
	Malaysia (or Other Significant Location of Operations)	Ratio		0.59		0.66		0.63		0.68
	Average salary and ratio[9]									
	Non-management Level (Base Salary Only)	USD	41,634	42,991	44,269	45,128	44,970	45,476	48,569	50,527
	Ratio Women / Men	Ratio		1.03		1.02		1.01		1.04
	Management Level (Base Salary Only)	USD	85,079	79,248	86,969	80,544	86,446	79,663	94,160	88,552
	Ratio Women / Men	Ratio		0.93		0.93		0.92		0.94
	Management lLevel (Base Salary + Other Cash Incentives)	USD	149,036	138,800	148,615	138,827	148,603	136,722	164,471	155,737
	Ratio Women / Men	Ratio		0.93		0.93		0.92		0.95
	Executive Level (Base Salary Only)	USD	203,373	193,120	218,904	195,729	225,702	207,611	241,402	238,835
	Executive Level (Base Salary + Other Cash Incentives)	USD	355,928	336,045	373,285	323,504	384,210	359,501	425,187	426,574
	Ratio Women / Men	Ratio		0.94		0.87		0.94		1.00
	Mean Gender Pay Gap	Difference Men to Women (%)		3.4		5.1		5.1		4.3
	Median Gender Pay Gap	Difference Men to Women (%)		0.6		(0.1)		1.5		3.2

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GRI Standard	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
	Mean Bonus Gap	Difference Men to Women (%)		3.6		5.3		6.0		4.5
	Median Bonus Gap	Difference Men to Women (%)		1.0		0.9		1.6		2.2
-	Average pay-out period of long-term incentive related to sustainability for employees	Years		3		3		3		3
	Employee Covered in Long-term Incentive Related to Sustainability	% of All Employees (Except Management)		100		100		100		100
GRI 405	**Gender Diversity**									
405-1 (11.11.5)	Women in Workforce (Total Workforce[1])	Persons		1,658		1,747		1,854		1,911
		%		32		33		33		32
	Target (Year 2025, 2030)	%		23		35, 36		35, 36		35, 36
	Women in Professional Positions	Persons		1,102		1,135		1,198		1,213
		%		38		38		39		35
	Women in Management Positions	Persons		516		570		614		650
		%		25		25		26		27
	Women in Senior Leadership Positions	Persons		40		42		42		48
		%		28		25		25		27
	Women in Workforce (Total Permanent[3])	Persons		697		698		736		787
		%		35		35		36		36
	Women in Non-management Position	Persons		581		582		613		656
		% of Total Non-Management Positions		35		36		37		38
	Women in Junior-management Position	Persons		76		77		83		89
		% of Total Management Junior Management Positions		33		33		34		31
	Target (Year 2025, 2030)	%		22		35, 36		35, 36		35, 36
	Women in Management Positions in Revenue-generating Functions (Excluding Support Function)	Persons		11		20		26		14
		% of All Such Managers		13		13		15		9
	Target (Year 2025, 2030)	%		13		16, 20		16, 20		16, 20
	Women in Executive (Top Management Positions, i.e. Maximum Two Levels Away from CEO)	Persons		13		14		14		16
		% of Total Top Management Positions		33		30		30		31
	Target (Year 2025, 2030)	%		18		35, 36		35, 36		35, 36
	Women in All Management Positions, Including Junior, Middle and Senior Management	Persons		119		138		159		161
		% of Total Management Workforce		30		25		27		26
	Target (Year 2025, 2030)	%		20		29, 33		29, 33		29, 33
	Women in STEM Positions (Science, Technology, Engineering and Mathematics)	Persons		903		949		981		1,019
		% of Total Stem Positions		23		24		23		22
	Target (Year 2025, 2030)	%		34		28, 32		28, 32		28, 32
GRI 2	**CEO and Executive Compensation**									
-	Longest Performance Period Covered by CEO Compensation Plan	Year		5		5		5		5
	Longest Time Vesting for CEO Bonus (Variable Compensation)	Year		8		8		8		8
	Percentage of CEO Bonus Deferred in Terms of Share	%		100		100		100		100
	Stock Ownership Requirement for CEO	Times of Annual Base Salary		1		1		1		1
	Shares Held by CEO	Multiple of Base Salary		0.67		0.60		0.47		0.31

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GRI Standard	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
2-21	Mean Annual Compensation of All Employees Except CEO	USD		91,331		93,217		93,313		106,337
	Ratio between Total Annual Compensation of CEO and Mean of Employee Compensation	USD		6.77		7.32		9		10
	Median Annual Compensation of All Employees Except CEO	USD		77,468		80,638		82,279		93,622
	Ratio between Total Annual Compensation of CEO and Median of Employee Compensation	USD		7.98		8.82		10		11
	Total Annual Compensation of CEO	USD		643,111		711,005		789,324		1,023,363
	Salary	USD		353,261		399,632		459,208		536,875
	Bonus	USD		264,946		283,073		306,573		486,489
	Provident Fund	USD		24,904		28,300		23,543		0
	Total Annual Compensation of Executives	USD		3,824,251		4,356,650		4,930,618		5,237,264
	Salary	USD		2,008,425		2,332,705		2,679,297		2,719,549
	Bonus	USD		1,525,245		1,685,151		1,862,889		2,133,724
	Provident Fund	USD		290,581		338,794		388,432		383,991
-	Stock Ownership Requirement for Executive Members	Times of Annual Base Salary		1		1		1		1
	Average Shares Held across Executives	Multiple of Base Salary		1.26		1.14		1.08		0.31

Remarks:

(1) 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.

(2) Value 0 as round down percentage calculation. However, there are existing employees in this category as stated in persons.

(3) Permanent means employment contracts with indeterminate period made with PTTEP excluding PTTEP Services which is manpower agency of PTTEP.

(4) Permanent means employment contracts with indeterminate period made with PTTEP subsidiaries excluding PTTEP Services which is manpower agency of PTTEP.

(5) Temporary means employment contracts with or without specific employment period made through manpower agencies e.g. PTTEP Services, etc.

(6) Employee Engagement was not conducted in 2021 and 2023

(7) Mutual Separation Program (MSP) implemented in 2021 and 2023

(8) Several Human Rights courses were conducted in Malaysia Asset and reclassified in alignment with Corporate Guideline

(9) Total employee related expenses (salaries + benefits+ Learning & Development Expense) in 2021 amount calculated from permanent, which are employment contracts with indeterminate period made with PTTEP excluding PTTEP Services which is manpower agency of PTTEP, and in 2022-2024 amount calculated from total workforce

(10) Permanent employment under PTT Exploration and Production Public Company Limited only

NA: Not Applicable