

Social Performance	Unit	2022	2023	2024	2025	2025 Target	GRI
Ensuring Safety for All							
Fatality							
Group's Fatality - Employee	Count	0	2	0	0	0	GRI 403-9
Fatality - Contractor in Asphalt Business in Thailand	Count	0	0	0	0		GRI 403-10
Asphalt Business in Thailand & Head Office - Employee	Count	NA	NA	0	0	0	
Asphalt Business in Thailand & Head Office - Contractor	Count	NA	NA	0	0		
Refinery Business in Malaysia - Employee	Count	NA	NA	0	0	0	
Refinery Business in Malaysia - Contractor	Count	NA	NA	0	0		
Marine Business - Employee	Count	NA	NA	0	0	0	
Fatality Rate							
Asphalt Business in Thailand & Head Office - Employee	(Fatality* 1,000,000)/ Workhour	NA	NA	0	0	0	GRI 403-9
Asphalt Business in Thailand & Head Office - Contractor		NA	NA	0	0		GRI 403-10
Refinery Business in Malaysia - Employee		NA	NA	0	0	0	
Refinery Business in Malaysia - Contractor		NA	NA	0	0		
Marine Business - Employee		NA	NA	0	0	0	
Lost Time Injury							
Asphalt Business in Thailand & Head Office - Employee	Count	NA	NA	1	2	0	GRI 403-9
Asphalt Business in Thailand & Head Office - Contractor	Count	NA	NA	1	0		
Refinery Business in Malaysia - Employee	Count	NA	NA	0	0	0	
Refinery Business in Malaysia - Contractor	Count	NA	NA	0	0		
Marine Business - Employee	Count	NA	NA	2	0	0	
Lost Time Injury Rate							
Group's Employee LTIR	(LTI*1,000,000) /Workhour	0.6	1.9	0.8	0.6	0	GRI 403-9
LTIR - Contractor Asphalt Business in Thailand		3.7	0.0	3.1	0.0		
Asphalt Business in Thailand & Head Office - Employee		NA	NA	0.79	1.63	0	
Asphalt Business in Thailand & Head Office - Contractor		NA	NA	3.11	0		
Refinery Business in Malaysia - Employee		NA	NA	0	0	0	
Refinery Business in Malaysia - Contractor		NA	NA	0	0		
Marine Business - Employee		NA	NA	2.97	0	0	

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Ill Health							
Asphalt Business in Thailand & Head Office - Employee	Count	NA	NA	0	0		GRI 403-10
Asphalt Business in Thailand & Head Office - Contractor	Count	NA	NA	0	0		
Refinery Business in Malaysia - Employee	Count	NA	NA	0	0		
Refinery Business in Malaysia - Contractor	Count	NA	NA	0	0		
Marine Business - Employee	Count	NA	NA	0	0		
Ill Health Rate							
Asphalt Business in Thailand & Head Office - Employee	(Ill Health* 1,000,000)/ Workhour	NA	NA	0	0		GRI 403-10
Asphalt Business in Thailand & Head Office - Contractor		NA	NA	0	0		
Refinery Business in Malaysia - Employee		NA	NA	0	0		
Refinery Business in Malaysia - Contractor		NA	NA	0	0		
Marine Business - Employee		NA	NA	0	0		
Worker under OHS System							
Asphalt Business in Thailand & Head Office - Employee	Count	NA	NA	520	470		GRI 403-8
Refinery Business in Malaysia - Employee	Count	NA	NA	189	185		
Refinery Business in Malaysia - Contractor	Count	NA	NA	51	50		
Marine Business - Employee	Count	NA	NA	186	180		
Worker under OHS System with Internal Audit							
Asphalt Business in Thailand & Head Office - Employee	Count	NA	NA	520	470		GRI 403-8
Refinery Business in Malaysia - Employee	Count	NA	NA	189	185		
Refinery Business in Malaysia - Contractor	Count	NA	NA	0	0		
Marine Business - Employee	Count	NA	NA	186	180		
Worker under OHS System with External Audit							
Asphalt Business in Thailand & Head Office - Employee	Count	NA	NA	520	470		GRI 403-8
Refinery Business in Malaysia - Employee	Count	NA	NA	189	185		
Refinery Business in Malaysia - Contractor	Count	NA	NA	0	0		
Marine Business - Employee	Count	NA	NA	186	180		

Social Performance	Unit	2022	2023	2024	2025	2025 Target	GRI
Employee Management and Development							
Hiring							
Total number of new employee hires	Count	287	225	201	206		GRI 401-1
- Male	Count	230	173	155	160		
- Female	Count	57	52	46	46		
New Employee Hires by Age Group							
Under 30 years	Count	123	97	87	76		GRI 401-1
- Male	Count	91	72	65	58		
- Female	Count	32	25	22	18		
30-50 years	Count	150	121	106	119		
- Male	Count	126	97	83	93		
- Female	Count	24	24	23	26		
Over 50 years	Count	14	7	8	11		
- Male	Count	13	4	7	9		
- Female	Count	1	3	1	2		
Junior Management	Count	7	14	17	12		
- Male	Count	7	10	15	11		
- Female	Count	0	4	2	1		
Middle Management	Count	4	4	6	4		
- Male	Count	2	1	6	3		
- Female	Count	2	3	0	1		
Top Management	Count	2	2	2	1		
- Male	Count	1	0	1	1		
- Female	Count	1	2	1	0		

Social Performance	Unit	2022	2023	2024	2025	2025 Target	GRI
New Employee Hires by Management Level							
Junior Management	%	0.55	0.84	1.17	0.58		GRI 401-1
- Male	%	0.59	0.62	1.31	0.76		
- Female	%	0.42	1.56	0.70	0.00		
Middle Management	%	0.40	0.58	0.45	0.35		
- Male	%	0.39	0.41	0.58	0.46		
- Female	%	0.42	1.12	0.00	0.00		
Top Management	%	0.20	0.16	12	10		
- Male	%	0.13	0.14	13	11		
- Female	%	0.42	0.22	9	7		
Percentage of open positions filled by internal candidates (internal	%	NA	NA	NA	11.17		
Average hiring cost per employee	THB	NA	NA	NA	12,372		
Employees with Disabilities							
Total employees and workers with disabilities (In compliance with the number required by law)	Count	1	1	8	10		
Employee Turnover Rate							
Total employee turnover rate	%	19	17	20	17		GRI 401-1
- Male	%	20	17	22	19		
- Female	%	16	19	16	14		
Voluntary employee turnover rate	%	14	12	12	10		
- Male	%	14	11	13	11		
- Female	%	13	13	9	7		
Employee Turnover by Age Group							
Under 30 years	%	6	4	5	4		GRI 401-1
- Male	%	6	4	5	4		
- Female	%	7	5	4	3		
30-50 years	%	10	10	11	10		
- Male	%	10	10	11	10		
- Female	%	7	10	8	10		

Social Performance	Unit	2022	2023	2024	2025	2025 Target	GRI
Over 50 years	%	3	3	5	4		GRI 401-1
- Male	%	3	3	6	4		
- Female	%	2	3	4	1		
Employee Turnover Coverage	%	100	100	100	100		
Training and Development							
Total employee training hours	Hour	NA	26,445.50	25,713.00	21,769.00		GRI 404-1
Average days per FTE of training and development	Day	NA	0.5	0.6	0.5		
Average hours per FTE of training and development	Hour	46	38.71	45.79	23.51		
Under 30 years	Hour	NA	NA	NA	27.97		
30 - 50 years	Hour	NA	NA	NA	60.39		
Over 50 years	Hour	NA	NA	NA	7.66		
Junior Management	Hour	NA	NA	NA	23.62		
Middle Management	Hour	NA	NA	NA	14.63		
Top Management	Hour	NA	NA	NA	6.30		
Average amount spent per FTE on training and development	THB	3,145.51	3,348.58	3,507.09	3,441.08		
Women in Workplace							
Female in the total workforce	%	23.83	28.31	21.78	22.40		GRI 405-1
Female in all management positions	%	33.00	29.73	27.86	27.78		
Female in junior management positions	%	36.60	34.48	28.33	29.46		
Female in top management positions	%	16.70	26.32	29.03	27.59		
Female in revenue-generating positions	%	15.38	10.71	12.31	17.74		
Femaile in STEM-related positions	%	25.77	21.43	11.06	13.27		
Coverage	%	< 50%	< 50%	< 50%	< 50%		

Social Performance	Unit	2022	2023	2024	2025	2025 Target	GRI
Nationality							
Total Workforce							
Thai	%	NA	NA	NA	5.44		
Lao	%	NA	NA	NA	1.77		
Cambodian	%	NA	NA	NA	58.29		
French	%	NA	NA	NA	0.32		
Spanish	%	NA	NA	NA	0.06		
German	%	NA	NA	NA	0.06		
Argentinian	%	NA	NA	NA	0.06		
English	%	NA	NA	NA	0.06		
Indian	%	NA	NA	NA	0.19		
Malaysian	%	NA	NA	NA	11.58		
Singaporean	%	NA	NA	NA	0.06		
Indonesian	%	NA	NA	NA	11.52		
Chinese	%	NA	NA	NA	1.84		
Vietnamese	%	NA	NA	NA	8.73		
All Management Positions							
Thai	%	NA	NA	NA	70.78		
Lao	%	NA	NA	NA	1.30		
Cambodian	%	NA	NA	NA	4.55		
French	%	NA	NA	NA	3.25		
Spanish	%	NA	NA	NA	0.65		
German	%	NA	NA	NA	0.65		
English	%	NA	NA	NA	0.65		
Indian	%	NA	NA	NA	0.65		
Malaysian	%	NA	NA	NA	1.30		
Singaporean	%	NA	NA	NA	0.65		
Indonesian	%	NA	NA	NA	11.69		
Chinese	%	NA	NA	NA	1.95		
Vietnamese	%	NA	NA	NA	1.95		
Nationality data coverage	%	NA	NA	NA	100		

Social Performance	Unit	2022	2023	2024	2025	2025 Target	GRI
Gender Pay Indicators							
Ratio female and male remuneration non-management level (base salary only)	THB	NA	NA	NA	0.94:1		
Freedom of Association *							
Number of employees representing the Welfare Committee and Safety Committee	Count	82	82	97	77		GRI 407-1
Employee represented by an independent trade union or covered by collective bargaining agreements	%	15.83	16.30	19.68	16.38		
Trend of Employee Wellbeing							
Employee engagement	%	83	77.50	77.50	77.50	80.00	
Employees who responded to the survey	%	100	86.57	86.57	86.57		
Employee Support Program							
Workplace stress management programs	Yes/No	NA	NA	NA	Yes		
Soport & health initiatives	Yes/No	NA	NA	NA	Yes		
Flexible working hours	Yes/No	NA	NA	NA	Yes		
Work-from-home arrangements	Yes/No	NA	NA	NA	No		
Part-time working options	Yes/No	NA	NA	NA	No		
Childcare facilities or contributions	Yes/No	NA	NA	NA	Yes		
Breast-feeding/lactation facilities or benefits	Yes/No	NA	NA	NA	Yes		
Paid parental leave for the primary caregiver	Week	NA	NA	NA	43		
Paid parental leave for the non-primary caregiver	Week	NA	NA	NA	4.14		
Annual Leave	Yes/No	NA	NA	NA	Yes		
Upholding of Human Rights							
Human Rights Assessment							
A. Total assessed in last three years							
- Own operation	%	NA	NA	NA	70.89		
- Contractors and Tier I Supplier	%	NA	NA	NA	NA		
- Join Ventures	%	NA	NA	NA	NA		
B. Total assessed (A.) where risks have been identified							
- Own operation	%	NA	NA	NA	0		
- Contractors and Tier I Supplier	%	NA	NA	NA	0		
- Join Ventures	%	NA	NA	NA	NA		

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C. Risks (B.) with mitigation actionstaken							
- Own operation	%	NA	NA	NA	0		
- Contractors and Tier I Supplier	%	NA	NA	NA	0		
- Join Ventures	%	NA	NA	NA	NA		
Human Rights Violations							
Incidents of human rights violations (including harassment)	Case	0	0	0	0		GRI 406-1 GRI 408-1 GRI 409-1
Participation in Community and Society Development							
Number of CSR Projects	Project	NA	124	114	90		
CSR project's satisfaction survey	%	92.7	94.09	93.13	94.62	90.00	
Total financial contribution to community/social development projects or activities	THB million	5.52	6.88	3.79	3.75		
Total amount of donations	THB million	3.74	3.37	1.28	1.22		
Dialogue with Stakeholders							
Customer sastisfaction rate	%	89.50	88.50	92.00	92.00	85.00	
Respondent and non-respondent customers surveyed out of total customers	%	98.70	96.80	96.60	97.80		
Complaints from the communities/competitors	Case	0	0	0	0		

Note

* Data for domestic asphalt production business and head office only, references from welfare committee under the Labour Protection Act B.E

NA = Not Available, no data collected