

# Diversity & Inclusion Demography 2022

as of December 31, 2022 Energy Absolute and its subsidiaries have 2,039 permanent employees included the employees in special projects (excluded board of committees and advisors)

Gender	No. of staff	Percentage
Male	1558	76%
Female	481	24%
<b>Total</b>	<b>2039</b>	<b>100%</b>

Religion	No. of staff	Percentage
Buddhism	1976	97%
Protestantism	16	1%
Muslimism	15	1%
Not specified	32	2%
<b>Total</b>	<b>2039</b>	<b>100%</b>

Generations	No. of staff	Percentage
Baby Boomer	47	2%
Generation X	1026	50%
Generation Y	613	30%
Generation Z	353	17%
<b>Total</b>	<b>2039</b>	<b>100%</b>

## People Diversity

Breakdown based on ethnic and racial minorities	Share in total workforce (as % of total workforce)	Share in all management positions, including junior, middle and senior management (as % of total management workforce)
Thais	96.96%	92.31%
Chinese	2.21%	5.27%
Taiwanese	0.78%	2.28%
Burmese	0.05%	0.14%
<b>Total of Asian</b>	<b>100%</b>	<b>100%</b>

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STEM or NON-STEM	No. of staff	Percentage
STEM	223	11%
NON-STEM	1820	89%
<b>Total</b>	<b>2039</b>	<b>100%</b>
Gender in STEM	No. of staff	Percentage
Male	167	75%
Female	56	25%
<b>Total</b>	<b>223</b>	<b>100%</b>

## Management Level

Senior management	No. of staff	Percentage
Male	11	92%
Female	1	8%
<b>Total</b>	<b>12</b>	<b>100%</b>
Middle management	No. of staff	Percentage
Male	117	74%
Female	42	26%
<b>Total</b>	<b>159</b>	<b>100%</b>
Junior management	No. of staff	Percentage
Male	319	60%
Female	212	40%
<b>Total</b>	<b>531</b>	<b>100%</b>
Non-management	No. of staff	Percentage
Male	1111	83%
Female	226	17%
<b>Total</b>	<b>1337</b>	<b>100%</b>

## Resignation

Voluntary resigned	No. of staff	Percentage
Male	257	72%
Female	102	28%
<b>Total</b>	<b>359</b>	<b>100%</b>

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Voluntary resigned	No. of staff	Percentage
Age between 30-50 years	195	54%
Age below 30 years	155	43%
Age over 50 years	9	3%
<b>Total</b>	<b>359</b>	<b>100%</b>

	Voluntary		Involuntary		Voluntary & Involuntary	
All Level	359	21%	226	12.91%	585	33.41%
Level 2-3 (Operator)	183	10.45%	211	12.05%	394	22.50%
Level 4 up (Officer & up)	176	10.05%	15	0.86%	191	10.90%

## Performance of employee management

Total number of new employee hires	No. of staff	Percentage
Male	1285	77.64%
Female	370	22.36%
<b>Total</b>	<b>1655</b>	<b>100%</b>

Total number of new employee hires	No. of staff	Percentage
Age between 30-50 years	878	53%
Age below 30 years	763	46%
Age over 50 years	14	1%
<b>Total</b>	<b>1655</b>	<b>100%</b>

## Career Path Development

	2021	2022
The number of new hiring	644	1,655
Employee transfer	14	39
Change in job position	25	93
Percentage of open positions filled by internal candidates (internal hires)	6.05%	7.97%
Average hiring cost/	4,226	2,268

## Diversity & Inclusion Demography 2022

Share of women in management positions in revenue-generating functions (e.g. sales)	No. of staff	Percentage
Male	12	55%
Female	10	45%
<b>Total</b>	<b>22</b>	<b>100%</b>

# Diversity & Inclusion Demography 2022

Diversity Indicator	Year 2022	
	Percentage	Target Year 2023
Share of women in total workforce	23.59%	24
Share of women in all management positions, including junior, middle and top	36.32%	41
Share of women in junior management positions, i.e. first level of management	39.92%	43
Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions	8.33%	8
Share of women in management positions in revenue-generating functions (e.g. sales)	2.28%	3
Share of women in STEM-related positions	25.11%	26

Parental Leave	No. of staff	Percentage
Male	28	80.00%
Female	7	20.00%
<b>Total</b>	<b>35</b>	<b>100%</b>

Disability	No. of staff	Percentage
Male	7	78%
Female	2	22%
<b>Total</b>	<b>9</b>	<b>100%</b>

## Gender Pay Indicator

	2021		2022	
Employee Level	AVG. Women	AVG. Men	AVG. Women	AVG. Men
Executive Level (Base salary)	86,225	1,037,920	1,945,820	4,040,547
Executive Level (Base salary+Other cash incentive)	115,850	1,799,305	3,474,840	22,452,406
Management (Base salary)	106,702	76,087	514,292	850,123
Management (Base salary+Other cash incentive)	120,304	123,161	567,176	1,024,808
Non-management level (base salary only)	16,858	23,191	114,334	107,135

## Freedom of association

The Company established a welfare committee in the workplace to engage with employers in joint labor welfare management, discuss working conditions with employees, and improve the quality of life of employees in the workplace that affects their lives. The Welfare Committee is made up of 9 employee representatives who are elected by the Company's employees and has the following powers and duties:

- Consult with employers about providing employee benefits.
- Consult with and advise employers on the provision of employee welfare.
- Oversee, control, and supervise the employee welfare arrangements provided by employers.
- Present to the Labor Welfare Committee their thoughts and guidelines for providing employee benefits.

Operating Results (For example)

1. Set up the Safety Center Information for reporting unsafe conditions in work

### **Engagement Survey**

Employee commitment survey was conducted by institutes accepted by leading organizations in the country and foreign countries. Employee commitment outcome in 2022 was 54% while the target of employee commitment was set at 56%. In 2022, the company implemented employee commitment through development and learning provided to employees. Channels, patterns, and courses of training were added more. Information system was improved to meet usage demands to ensure it is fast and easily accessible. Moreover, a channel to listen to employees' comment was opened through the training activity "Because we care, please share with us" and the project "Process Restructuring". Based on both 2 projects, approval –seeking processes to be faster were improved. Purchasing system was developed to be convenient for users, including disbursement procedures that are more explicit, convenient, and faster for users. The purpose of the improvement and development of internal management process is organizational sustainability.

Employee metrics to track employee engagement are consists of the following dimension below :

1. Job satisfaction (external motivation, e.g. I am satisfied with my job) : Work Task 67%, Career Development 65%
2. Purpose (internal motivation, e.g., my work has a clear sense of purpose) : Performance Management 61%, Empowerment/Autonomy 58%