



Training and People Development

	2021 KPI 1: Average hours per FTE	2021 KPI 2: Average amount spent per FTE
Management Level	<ul style="list-style-type: none"> · Level 10-14: Executive up: 54 Hrs. · Level 5-9: Manager up: 25 Hrs. · Level 1-4: Practitioner: 22 Hrs. 	<ul style="list-style-type: none"> · Level 10-14: Executive up: 30,000 THB · Level 5-9: Manager up: 8,000 THB · Level 1-4: Practitioner: 3,000 THB
Type of Training	Hard Skills: 11 Hrs. Soft Skills: 17 Hrs.	Hard Skills: 5,000 THB Soft Skills: 3,000 THB

Training & Development Inputs	FY 2021
Average hours per FTE of training and development	27.99 hours
Average amount spent per FTE of training and development	14,447.45 THB

Employee development (training hours / person / year)	FY2018	FY2019	FY2020	FY2021
Total training hour	57,487	56,448	28,650	30,896
Total average training hour	45.88	45.12	23.29	27.99
By gender				
· Male	43.07	42.82	21.05	29.03
· Female	52.65	50.35	28.18	25.69
By level				
· Level 10-14: Executive up	56.66	52.33	45.15	53.66
· Level 5-9: Manager up	58.09	56.35	24.03	24.87
· Level 1-4: Practitioner	22.34	22.48	12.53	21.46
By business category				
· President & Chief Executive Officer (PS)	104.29	56.45	38.45	31.84
· Corporate Strategic Planning and Sustainability Development Group (CG)	73.56	102.23	46.99	-
· Corporate Management and Organization Development Group (MD)	73.22	71.68	37.00	23.47
· Accounting and Finance Group (AF)	71.06	67.65	18.85	27.00
· Marketing Business Group (MKBG)	43.83	44.35	15.58	29.56
· Refinery Business Group (RFBG)	30.47	30.63	21.82	28.09
· Natural Resource (NT)	86.00	-	-	-

