

Talent Attraction and Retention



Performance Data	FY2019	FY2020	FY2021	FY2022
Number of Employee (Person)	1,251	1,230	1,103	1,098
· Female	383	376	344	346
· Male	868	854	759	752
Employee Separated by level:				
· Level 10-14: Executive up	158	161	158	169
· Level 8-9: Senior Officer	235	234	231	243
· Level 5-7: Officer	462	454	390	382
· Level 1-4: Operator	396	381	324	304
Employee Separated by age:				
· Less than 30 years	287	205	154	126
· Between 30-50 years	827	875	809	804
· More than 50 years	137	150	140	168
Hiring:				
· Total number of new employee hires	74	30	43	57
· Percentage of open position filled by internal candidates (internal hires)	9.33	10.11	11.11	10.71
· Average hiring cost/ FTE Currency: THB - Baht	34,780	122,955	42,812	41,000
Trend of Employee Engagement:				
· Employee engagement (% of total engaged employees)	62	63	70	75
· Data coverage (% of total employees)	99	97	89	98
Employee Turnover Rate:				
· Total employee turnover rate	6.19	4.13	5.76	5.05
· Voluntary employee turnover rate	5.63	3.16	5.13	4.50
· Data coverage (as % of total globally)	100	100	100	100



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Parental leave				
· Parental leave (person/percentage)	7 / 0.56	4 / 0.33	8 / 0.73	4/1.16
· Parental leave (weeks)	16	16	16	16
· Paternity leave (weeks)	2	2	2	2
· Breast-feeding room	✓	✓	✓	✓

Flexible Working Hours

The company recognizes the importance of enhancing work efficiency by increasing flexibility for employees to manage their time during work and private time. Bangchak has launched a flexible working hours scheme for daytime employees to encourage job productivity and quality of life in working-personal time management. There is a set of core work times, a lunchtime break, and flexible start and finish times. Employees can select when to start and finish work to facilitate managing their work time and personal time.

Metrics in Employees' Engagement Surveys

In tracking Employee metric, the following aspects are addressed in Employee Engagement Questionnaires

Job Satisfaction metric refers to questionnaires as follows;

- Bangchak has been a part of motivating me to do excellent work.
- Bangchak has been a part of motivating me to do excellent work beyond performing normal duties.

Purpose metric refers to a questionnaire as follows;

- Executives provide a clear direction for Bangchak's future operations.

Happiness metric refers to a questionnaire as follows;

- I feel happy and enjoy working every day.

Stress metric refers to 12 open-end questions, which top 5 of which were chosen to be concern issues for improvement in order to relieve employees' stress.

- 12 Aspects of open-end questionnaires: Pay & Benefit, Performance Management, Work Process, Work environment, Communication, Career Development, Empowerment, Manager, Co-worker, Policies & Direction, Diversity & Inclusion, Others