Training and People Development

	2022 KPI 1: Average hours per FTE	2022 KPI 2: Average amount spent per FTE
Management Level	· Level 10-14: Executive up: 25 Hrs. · Level 5-9: Manager up: 27 Hrs. · Level 1-4: Practitioner: 35 Hrs.	· Level 10-14: Executive up: 50,000 THB · Level 5-9: Manager up: 15,000 THB · Level 1-4: Practitioner: 8,000 THB
Type of Training	Hard Skills: 20 Hrs. Soft Skills: 15 Hrs.	Hard Skills: 10,000 THB Soft Skills: 15,000 THB

Training & Development Inputs	FY 2022
Average hours per FTE of training and development	29.08 hours
Average amount spent per FTE of training and development	15,930.68 THB

Employee development (training hours / person / year)	FY2019	FY2020	FY2021	FY 2022
Total training hour	56,448	28,650	30,896	31,931
Total average training hour	45.12	23.29	27.99	29.08
By gender				
· Male	42.82	21.05	29.03	31.97
· Female	50.35	28.18	25.69	22.80
By level				
· Level 10-14: Executive up	52.33	45.15	53.66	25.08
· Level 5-9: Manager up	56.35	24.03	24.87	27.11
· Level 1-4: Practitioner	22.48	12.53	21.46	35.36
By business category				
· President & Chief Executive Officer (PS)	56.45	38.45	31.84	26.18
· Corporate Sustainability Development and Strategic Synergy (CSBU)	102.23	46.99	-	14.55
· Corporate Management and Organization Development Group (MDBU)	71.68	37.00	23.47	25.23
· Accounting and Finance (AFBU)	67.65	18.85	27.00	46.10
· Marketing Business Group (MKBG)	44.35	15.58	29.56	13.05
· Refinery Business Group (RFBG)	30.63	21.82	28.09	37.22
Training category				
Trainings for all employees on discrimination and harassment in the workplace	-	-	Yes	Yes

Training and People Development

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Human Capital Return on Investment	FY2019	FY2020	FY2021	FY 2022
Total employee-related expenses (salaries + benefits) **Currency (Baht)**	2,130,576,372	1,796,270,554	2,066,886,200	2,466,797,429
Resulting HC ROI	5.80231	3.40953	12.45325	19.75657

Employee Development Programs

Project Name	Objective	Business Benefits
Digital Contest Project	Participants of this project have been consulted by IT staff on utilizing Low code Platforms, such as Power BI RPA and Power App, to increase their work efficiency. Participants can choose which work process needs to be improved and then create the Mockup Program with support from IT staff. This project has been conducted continuously for 2 phases, with a 3-4 month duration for each phase.	- The overall impacts of the previous 2 phases - Employees of around 150 persons develop into Citizen Developers. - 14 IT employees have developed the potential for communication and presentation skills. - Developed 52 Applications. - The cost saved around 8.4 million baht from hiring IT Vendors and external experts.

Training and People Development

Project Name	Objective	Business Benefits
RFBG The Next Creator	1. improve critical thinking process in a particular way 2. Reinforce Cross-functional work in personnel at all levels. 3. Train on pitching skills for project approval	The total benefit is around 164 million baht. (from 34 projects)