

BEM SUSTAINABILITY PERFORMANCE DATA

	GRI	INDICATORS	UNIT	PERFORMANCE				2025 TARGET
				2022	2023	2024	2025	
CORPORATE GOVERNANCE AND ECONOMIC DIMENSION								
Business Ethics	-	Total confirmed breaches of business ethics	Cases	0	0	0	0	0
	205-3	Corruption	Cases	0	0	0	0	0
		Corruption in which employees were dismissed or disciplined	Cases	0	0	0	0	0
		Corruption in which contracts with business partners were terminated or not renewed	Cases	0	0	0	0	0
		Public legal cases regarding corruption brought against the organization or its employees	Cases	0	0	0	0	0
		-	Discrimination and All types of harassment	Cases	0	0	0	0
	418-1	Breaches to customer privacy data	Cases	0	0	0	0	0
		External Organizations' Complaints	Cases	0	0	0	0	0
		Governance Agencies' Complaints	Cases	0	0	0	0	0
		Identified leaks, thefts, or losses of customer privacy data	Cases	0	0	0	0	0
	-	Conflict of interest	Cases	0	0	0	0	0
		Money laundering and Insider trading	Cases	0	0	0	0	0
	2-27	Significant cases of non-compliance with laws and regulations	Cases	0	0	0	0	0
		Significant cases for which fines were incurred	Cases	0	0	0	0	0
		Significant cases for which non-monetary sanctions were incurred	Cases	0	0	0	0	0
		Total cases of non-compliance with laws and regulations	Cases	0	0	0	0	0
		Total cases for which fines were incurred	Cases	0	0	0	0	0
		THB	0	0	0	0	0	
Policy Influence	-	Total Contributions and other spendings in Policy Influence	THB	0	0	0	0	0
		Lobbying, Interest representation, or similar	THB	0	0	0	0	0
		Local, regional or national political campaigns / organizations / candidates	THB	0	0	0	0	0
		Trade associations	MTHB	2.03	2.06	2.45	2.52	NA
		Others	THB	0	0	0	0	0
Cybersecurity	-	Total breaches to cybersecurity	Cases	0	3	2	1	0
		Note: Three cases of cyber attacks were detected in 2023 and two cases of cyber attacks were detected in 2024, and one case was detected in 2025. However, the company was able to contain them effectively, with no impact on service delivery or the leakage of personal data.						
		Total clients, customers and employees affected by the breaches	People	0	0	0	0	0
Customer Relationship Management	2-29	Customer Satisfaction	%	99.88	96.63	95.98	96.81	≥98
		Data coverage	%	38	100	100	100	100
Supply Chain Management	-	Supplier identification and screening						
		Total tier-1 suppliers	Numbers	798	782	774	793	NA
		Total significant suppliers in tier-1 and non tier-1	Numbers	14	15	11	9	NA
		Significant suppliers in tier-1	Numbers	12	12	11	9	NA
		Percentage of total spend on significant suppliers in tier-1	%	69	46	63	32	NA
		Significant suppliers in non tier-1	Numbers	2	3	0	0	NA
	308-1	Percentage of new suppliers that were screened using environmental criteria	%	0	100	100	100	NA
	-	Supplier assessment						
		Total number of suppliers assessed via desk assessments/on-site assessments	Numbers	12	463	660	751	NA
		Percentage of significant suppliers assessed	%	100	100	100	100	100
		Number of suppliers with substantial actual/potential negative impacts	Numbers	0	0	0	0	0
		Percentage of suppliers with substantial actual/potential negative impacts with agreed corrective action plan	%	0	0	0	0	0
		Number of suppliers with substantial actual/potential negative impacts that were terminated	Numbers	0	0	1	0	0
		Supplier development						
		Number of suppliers supported in corrective action plan implementation	Numbers	0	0	0	0	NA
		Percentage of suppliers with substantial actual/potential negative impacts with agreed corrective action plan	%	0	0	0	0	NA
		Number of suppliers in sustainability capacity building programs	Numbers	ND	42	72	87	NA
Percentage of significant suppliers in sustainability capacity building programs		%	0	0	100	100	NA	

	GRI	INDICATORS	UNIT	PERFORMANCE				2025 TARGET
				2022	2023	2024	2025	
ENVIRONMENTAL DIMENSION								
Environmental Management System	-	Return on environmental investments						
		Environmental investment expenses	MTHB	22.87	15.70	30.98	46.14	NA
		Violations to environmental laws and regulations	Cases	0	0	0	0	0
		Fines/penalties paid for violations to environmental laws and regulations	THB	0.00	0.00	0.00	0.00	0.00
		Environmental liability accrued at year-end	THB	0.00	0.00	0.00	0.00	0.00
Energy	302-1	Total energy consumption within organization	MWh	218,782.39	233,900.76	239,822.20	232,541.83	207,695.99
		Total non-renewable energy consumption	MWh	218,295.06	233,263.17	239,168.21	231,157.96	214,602.11
		Total Fuel consumption	MWh	8,885.27	7,506.65	7,509.61	6,523.43	6,906.12
		Stationary combustion	MWh	33.61	423.88	379.21	348.24	NA
		Classified by types of fuel						
		Natural gas	MWh	0.00	0.00	0.00	0.00	NA
			GJ	0.00	0.00	0.00	0.00	
			kg	0.00	0.00	0.00	0.00	
		Diesel	MWh	ND	373.73	333.31	299.51	
			GJ	ND	1,345.44	1,199.90	1,078.24	
			Liter	ND	36,942.00	32,960.00	29,622.00	
		Diesel B7	MWh	ND	0.00	0.00	0.00	
			GJ	ND	0.00	0.00	0.00	
			Liter	ND	0.00	0.00	0.00	
		Liquefied petroleum gas: LPG	MWh	33.61	50.14	45.90	48.73	
			GJ	121.00	180.52	165.25	175.41	
			kg	2,454.00	3,661.00	3,352.00	3,558.00	
		Mobile combustion	MWh	8,851.66	7,082.77	7,130.40	6,175.20	NA
		Classified by types of fuel						
		Diesel	MWh	7,925.00	6,708.23	6,860.61	6,035.06	NA
			GJ	28,530.00	24,149.64	24,698.00	21,726.05	
			Liter	783,370.00	663,081.00	678,169.00	596,869.61	
		Diesel B7	MWh	0.00	0.00	58.48	0.00	
			GJ	0.00	0.00	210.51	0.00	
			Liter	0.00	0.00	5,780.02	0.00	
		Gasoline	MWh	926.66	374.54	211.31	140.13	
			GJ	3,336.00	1,348.38	760.70	504.47	
			Liter	105,979.00	42,836.00	24,164.46	14,837.40	
		Natural gas for vehicles: NGV	MWh	0.00	0.00	0.00	0.00	
			GJ	0.00	0.00	0.00	0.00	
			kg	0.00	0.00	0.00	0.00	
		Liquefied petroleum gas: LPG	MWh	0.00	0.00	0.00	0.00	
			GJ	0.00	0.00	0.00	0.00	
			kg	0.00	0.00	0.00	0.00	
		Non-renewable electricity generation and consumption within the organization						
		Non-renewable electricity generation and consumption within the organization	MWh	0.00	0.00	0.00	0.00	NA
			GJ	0.00	0.00	0.00	0.00	
		Electricity purchased from outside the organization						
		Electricity purchased from outside the organization	MWh	209,409.79	225,756.51	231,658.60	224,634.52	207,695.99
			GJ	753,875.00	812,723.04	833,970.97	808,684.28	NA
			MTHB	821.06	964.99	932.35	836.63	NA
		Total renewable energy consumption	MWh	487.33	637.59	653.99	1,383.87	NA
		Classified by types of renewable energy						
		Solar energy	MWh	487.33	637.59	653.99	1,383.87	NA
			GJ	1,754.39	2,295.32	2,354.35	4,981.90	
		Wind energy	MWh	0.00	0.00	0.00	0.00	
			GJ	0.00	0.00	0.00	0.00	
		Hydropower	MWh	0.00	0.00	0.00	0.00	
			GJ	0.00	0.00	0.00	0.00	
		Other	MWh	0.00	0.00	0.00	0.00	
			GJ	0.00	0.00	0.00	0.00	
	302-3	Energy intensity	MWh /	0.000191	0.000138	0.000161	0.000126	NA
		Note: Only for Rail business, because the average distance of Expressway users cannot be calculated.	passenger-km					

	GRI	INDICATORS	UNIT	PERFORMANCE				2025 TARGET
				2022	2023	2024	2025	
ENVIRONMENTAL DIMENSION								
GHG	305-1	Total GHG emissions scope 1	tCO2e	2,396.00	8,059.00	4,048.73	2,901.15	7,414.28
		Stationary combustion	tCO2e	8.00	111.33	98.32	87.17	NA
		Classified by types of fuel						
		Natural gas	tCO2e	0.00	0.00	0.00	0.00	NA
		Diesel	tCO2e	ND	100.03	89.25	81.91	
		Diesel B7	tCO2e	0.00	0.00	0.00	0.00	
		Liquefied petroleum gas: LPG	tCO2e	8.00	11.30	9.07	5.26	
		Mobile combustion	tCO2e	2,388.00	1,911.09	1,884.78	1,658.05	NA
		Classified by types of fuel						
		Diesel	tCO2e	2,147.00	1,813.77	1,794.00	1,632.70	NA
		Diesel B7	tCO2e	0.00	0.00	0.00	0.00	
		Gasoline	tCO2e	241.00	97.32	90.78	25.36	
		Natural gas for vehicles: NGV	tCO2e	0.00	0.00	0.00	0.00	
		Liquefied petroleum gas: LPG	tCO2e	0.00	0.00	0.00	0.00	
		Refrigerants	tCO2e	ND	1,280.82	651.66	820.69	NA
		Refrigerant R134a	tCO2e	ND	717.14	217.73	324.35	NA
			kg	ND	640.30	194.40	289.60	
		Refrigerant R32	tCO2e	ND	34.53	57.89	13.54	
			kg	ND	51.00	85.50	20.00	
		Refrigerant R410a	tCO2e	ND	529.15	376.04	482.80	
			kg	ND	275.10	195.50	251.00	
		Refrigerant R407C	tCO2e	ND	0.00	0.00	0.00	
			kg	ND	0.00	0.00	0.00	
		Sulfur hexafluoride: SF6	tCO2e	ND	4582.5	1175	17.86	NA
			kg	ND	195	50	0.76	NA
		Methane (CH4) from septic tank	tCO2e	ND	166.92	238.37	312.60	NA
			kg	ND	5961.27	8609.5	11,164.24	NA
		CO2 fire extinguisher (training)	tCO2e	ND	6.15	0.61	4.78	NA
			kg	ND	6146.18	610	4,783.50	NA
		Biogenic emissions	tCO2e	0.00	0.00	0.00	0.00	NA
		Stationary combustion: Diesel B7	tCO2e	0.00	0.00	0.00	0.00	NA
		Mobile combustion: Diesel B7	tCO2e	0.00	0.00	0.00	0.00	
		Data coverage	%	ND	ND	99	99	100
	305-2	Total GHG emissions scope 2: Location-based	tCO2e	104,684.00	106,364.00	108,781.17	105,182.66	97,854.88
		Total GHG emissions scope 2: Market-based	tCO2e	0	0	0	0	0
		Data coverage	%	ND	ND	99	99	100
	305-3	Total GHG emissions scope 3	tCO2e	ND	29,411.00	28,722.24	27,706.28	28,235
		Category 1 Purchased goods and services	tCO2e	ND	646.95	859.89	603.13	NA
		Category 2 Capital goods	tCO2e	ND	0.00	0.00	0.00	0.00
		Category 3 Fuel- and energy-related activities	tCO2e	ND	21,000.43	21,701.42	20,956.89	NA
		Category 4 Upstream transportation and distribution	tCO2e	ND	0.00	0.00	0.00	0.00
		Category 5 Waste generated in operations	tCO2e	ND	2,255.92	800.40	927.89	NA
		Category 6 Business travel	tCO2e	ND	0.00	0.00	0.00	0.00
		Category 7 Employee commuting	tCO2e	ND	4,019.54	3,937.87	3,784.47	NA
		Category 8 Upstream leased assets	tCO2e	ND	0.00	0.00	0.00	0.00
		Category 9 Downstream transportation and distribution	tCO2e	ND	0.00	0.00	0.00	0.00
		Category 10 Processing of sold products	tCO2e	ND	0.00	0.00	0.00	0.00
Category 11 Use of sold products		tCO2e	ND	0.00	0.00	0.00	0.00	
Category 12 End of life treatment of sold products		tCO2e	ND	0.00	0.00	0.00	0.00	
Category 13 Downstream leased assets		tCO2e	ND	1,487.34	1,422.65	1,433.90	NA	
Category 14 Franchises		tCO2e	ND	0.00	0.00	0.00	0.00	
Category 15 Investments		tCO2e	ND	0.00	0.00	0.00	0.00	
Data coverage		%	ND	ND	99	99	100	

	GRI	INDICATORS	UNIT	PERFORMANCE				2025 TARGET	
				2022	2023	2024	2025		
ENVIRONMENTAL DIMENSION									
	305-4	GHG emissions intensity							
		Rail business	tCO2e / passenger-km	ND	0.000092	0.000103	0.000086	NA	
		Rail business	tCO2e of the electric train propulsion system / passenger-km	0.000034	0.000024	0.000028	0.000207		
		Expressway and Rail businesses	tCO2e / trip	ND	0.00026	0.00024	0.00023		
		Percentage of electric rail fleet	%	100	100	100	100	100	
	305-5	Avoided GHG emissions	tCO2e	291	3,082	3,082	3,082	NA	
		Avoided GHG emissions by renewable energy generation	MWh	486.00	454.00	654.00	226.64	NA	
		Grid emission factor	tCO2e / MWh	0.5986	0.4999	0.4999	0.4999		
	305-6	Refrigerant R22	tCO2e	0.00	4,476.38	3,459.56	1,661.09	NA	
			kg	0.00	2,543.40	1,965.66	943.80		
	305-7	Other air emissions							
		Nitrogen Oxide: NOx	ppm	0.00	0.00	0.02	0.015	≤0.17	
		Sulfur Oxide: SOx	ppm	0.00	0.00	0.00	0.00	NA	
		Carbon monoxide: CO	ppm	ND	ND	0.70	0.70	≤9	
		Persistent organic pollutants: POP	kg	0.00	0.00	0.00	0.00	NA	
		Volatile organic compounds: VOC	kg	0.00	0.00	0.00	0.00	NA	
		Hazardous pollutants: HAP	kg	0.00	0.00	0.00	0.00	NA	
		Particulate matter: PM	ppm	0.00	0.00	0.02	0.021	≤0.12	
		Total Suspended Particulate : TSP	ppm	ND	ND	0.04	0.040	≤0.33	
		Data coverage	%	ND	ND	99	99	100	
	Water	303-3	Total water withdrawal from all areas	Million cubic meters	0.58	0.65	0.79	0.66	0.65
				Million liters	577.95	653.16	794.58	656.33	653.16
			Classified by sources						
			Surface water	Million cubic meters	0.00	0.00	0.00	0.00	NA
				Million liters	0.00	0.00	0.00	0.00	
			Ground water	Million cubic meters	ND	ND	ND	0.00	NA
				Million liters	ND	ND	ND	0.00	
Recycled/Reused water			Million cubic meters	0.00	0.0056	0.0067	0.0057	≥0.0056	
			Million liters	0.00	5.61	6.70	5.74	≥5.61	
Recyled water treatment expense			THB	0.00	0.00	0.00	0.00	NA	
Third-party water/Municipal water supplies			Million cubic meters	0.58	0.65	0.79	0.66	0.00	
			Million liters	577.95	653.16	794.58	656.33		
Total water withdrawal from areas with water stress			Million cubic meters	0.00	0.00	0.00	0.00	0.00	
			Million liters	0.00	0.00	0.00	0.00		
Classified by sources									
Surface water			Million cubic meters	0.00	0.00	0.00	0.00	0.00	
			Million liters	0.00	0.00	0.00	0.00		
Ground water			Million cubic meters	0.00	0.00	0.00	0.00		
			Million liters	0.00	0.00	0.00	0.00		
Recycled/Reused water			Million cubic meters	0.00	0.00	0.00	0.00		
			Million liters	0.00	0.00	0.00	0.00		
Third-party water/Municipal water supplies			Million cubic meters	0.00	0.00	0.00	0.00		
			Million liters	0.00	0.00	0.00	0.00		

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ENVIRONMENTAL DIMENSION									
	303-4	Total water discharge to all areas	Million cubic meters	0.58	0.65	0.79	0.66	≤0.653	
		Remark: Assumed to be 80% of water withdrawal and has TDS of less than or equal to 1,000 mg/L in accordance with buildings and industrial standards	Million liters	577.95	653.16	794.58	656.33	≤653	
		Classified by destination							
		Surface water	Million cubic meters	0.03	0.05	0.05	0.05	NA	
			Million liters	31.69	49.78	49.41	52.78		
		Ground water	Million cubic meters	0.00	0.00	0.00	0.00		
			Million liters	0.00	0.00	0.00	0.00		
		Ocean	Million cubic meters	0.00	0.00	0.00	0.00		
			Million liters	0.00	0.00	0.00	0.00		
		Third-party water/Municipal water supplies	Million cubic meters	0.55	0.82	0.75	0.60		
			Million liters	546.26	817.15	745.18	603.55		
		To the same source of extraction at similar or higher quality as raw water extracted	Million cubic meters	0.00	0.00	0.00	0.00	NA	
			Million liters	0.00	0.00	0.00	0.00	NA	
		Total water discharge to areas with water stress	Million cubic meters	0.00	0.00	0.00	0.00	0.00	
			Million liters	0.00	0.00	0.00	0.00	0.00	
		Classified by sources							
		Surface water	Million cubic meters	0.00	0.00	0.00	0.00	0.00	
			Million liters	0.00	0.00	0.00	0.00		
		Ground water	Million cubic meters	0.00	0.00	0.00	0.00		
			Million liters	0.00	0.00	0.00	0.00		
		Ocean	Million cubic meters	0.00	0.00	0.00	0.00		
			Million liters	0.00	0.00	0.00	0.00		
		Third-party water/Municipal water supplies	Million cubic meters	0.00	0.00	0.00	0.00		
			Million liters	0.00	0.00	0.00	0.00		
	303-5	Total water consumption from all areas	Million cubic meters	0.58	0.65	0.79	0.60	0.65	
			Million liters	577.95	653.16	794.58	656.33	653.16	
		Total water consumption from all areas with water stress	Million cubic meters	0.00	0.00	0.00	0.00	0.00	
			Million liters	0.00	0.00	0.00	0.00	0.00	
	Waste	306-3	Total waste generated	Metric tons	389.40	833.60	1,059.80	1,165.28	748.78
			Hazardous waste generated	Metric tons	72.00	75.00	73.00	98.48	≤75
			Non-hazardous waste generated	Metric tons	317.37	758.60	986.80	1,066.80	≤726
		306-4	Total waste diverted from disposal	Metric tons	ND	44.35	123.99	115.74	NA
Hazardous waste diverted from disposal			Metric tons	ND	12.40	91.52	68.56	NA	
Hazardous waste diverted from disposal on-site			Metric tons	ND	0.00	0.00	0.00	NA	
Preparation for reuse			Metric tons	ND	0.00	0.00	0.00	NA	
Recycling			Metric tons	ND	0.00	0.00	0.00		
Other recovery operations			Metric tons	ND	0.00	0.00	0.00		
Hazardous waste diverted from disposal off-site			Metric tons	ND	12.40	91.52	68.56	NA	
Preparation for reuse			Metric tons	ND	0.00	0.00	0.00	NA	
Recycling			Metric tons	ND	12.40	0.00	68.56		
Other recovery operations			Metric tons	ND	0.00	91.52	0.00		
Non-hazardous waste diverted from disposal			Metric tons	ND	31.95	32.47	47.18	≥32	
Non-hazardous waste diverted from disposal on-site			Metric tons	ND	12.24	13.58	23.33	NA	

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ENVIRONMENTAL DIMENSION								
		Preparation for reuse	Metric tons	ND	0.00	0.00	19.37	NA
		Recycling	Metric tons	ND	0.00	0.00	0.00	
		Other recovery operations	Metric tons	ND	12.24	13.58	3.96	
		Non-hazardous waste diverted from disposal off-site	Metric tons	ND	19.71	18.89	23.85	NA
		Preparation for reuse	Metric tons	ND	0.00	0.00	0.00	NA
		Recycling	Metric tons	ND	19.71	18.89	23.85	
	Other recovery operations	Metric tons	ND	0.00	0.00	0.00		
	306-5	Total waste directed to disposal	Metric tons	ND	748.79	976.28	1,042.17	NA
		Hazardous waste directed to disposal	Metric tons	ND	22.14	4.94	29.92	≤22
		Hazardous waste waiting for disposal off-site	Metric tons	ND	40.47	17.00	0.00	NA
		Hazardous waste directed to disposal on-site	Metric tons	ND	0.00	0.00	0.00	0.00
		Incineration with energy recovery	Metric tons	ND	0.00	0.00	0.00	0.00
		Incineration without energy recovery	Metric tons	ND	0.00	0.00	0.00	
		Landfilling	Metric tons	ND	0.00	0.00	0.00	
		Other disposal operations	Metric tons	ND	0.00	0.00	0.00	
		Hazardous waste directed to disposal off-site	Metric tons	ND	22.14	4.94	29.92	NA
		Incineration with energy recovery	Metric tons	ND	0.00	4.94	29.92	NA
		Incineration without energy recovery	Metric tons	ND	0.00	0.00	0.00	
		Landfilling	Metric tons	ND	22.14	0.00	0.00	
		Other disposal operations	Metric tons	ND	0.00	0.00	0.00	
		Non-hazardous waste directed to disposal	Metric tons	ND	726.65	954.34	1,012.24	≤726
		Non-hazardous waste directed to disposal on-site	Metric tons	0.00	0.00	0.00	0.00	0.00
		Incineration with energy recovery	Metric tons	0.00	0.00	0.00	0.00	0.00
		Incineration without energy recovery	Metric tons	0.00	0.00	0.00	0.00	
		Landfilling	Metric tons	0.00	0.00	0.00	0.00	
		Other disposal operations	Metric tons	0.00	0.00	0.00	0.00	
		Non-hazardous waste directed to disposal off-site	Metric tons	ND	726.65	954.34	1,012.24	NA
		Incineration with energy recovery	Metric tons	ND	0.00	0.00	17.53	NA
		Incineration without energy recovery	Metric tons	ND	0.00	0.00	0.00	
		Landfilling	Metric tons	ND	726.65	954.34	994.71	
		Other disposal operations	Metric tons	ND	0.00	0.00	0.00	

	GRI	INDICATORS	UNIT	PERFORMANCE				2025 TARGET	
				2022	2023	2024	2025		
SOCIAL DIMENSION									
Employees	2-7	Total number of employees	FTEs	3,948	4,106	4,136	4,221	NA	
		Male	FTEs	2,303	2,418	2,449	2,489	NA	
			%	58.33	58.89	59.21	58.97		
		Female	FTEs	1,645	1,688	1,687	1,732	NA	
			%	41.67	41.11	40.79	41.03		
		Bangkok Metropolitan Region	FTEs	3,588	3,896	3,925	4,007	NA	
			%	90.88	94.89	94.90	94.93		
		The North	FTEs	14	15	13	14	NA	
			%	0.35	0.37	0.31	0.33		
		The Central region	FTEs	59	68	69	74	NA	
			%	1.49	1.66	1.67	1.75		
		The North East	FTEs	36	64	67	67	NA	
			%	0.91	1.56	1.62	1.59		
		The South	FTEs	5	16	18	18	NA	
			%	0.13	0.39	0.44	0.43		
		The East	FTEs	18	25	25	23	NA	
			%	0.46	0.61	0.60	0.54		
		The West	FTEs	15	22	19	18	NA	
			%	0.38	0.54	0.46	0.43		
		Total number of employees - Classified by type of hiring		FTEs	3,948	4,106	4,136	4,221	NA
		Permanent employees		FTEs	3,944	4,103	4,127	4,201	NA
		Male	FTEs	2,300	2,416	2,446	2,481	NA	
			%	58.32	58.88	59.27	59.06		
		Female	FTEs	1,644	1,687	1,681	1,720	NA	
			%	41.68	41.12	40.73	40.94		
		Bangkok Metropolitan Region	FTEs	3,584	3,893	3,917	3,988	NA	
			%	90.87	94.88	94.71	94.93		
		The North	FTEs	14	15	13	14	NA	
			%	0.35	0.37	0.31	0.33		
		The Central region	FTEs	59	68	69	73	NA	
			%	1.50	1.66	1.67	1.74		
		The North East	FTEs	36	64	67	67	NA	
			%	0.91	1.56	1.62	1.59		
		The South	FTEs	5	16	18	18	NA	
			%	0.13	0.39	0.44	0.43		
		The East	FTEs	18	25	24	23	NA	
			%	0.46	0.61	0.58	0.55		
		The West	FTEs	15	22	19	18	NA	
			%	0.38	0.54	0.46	0.43		
		Temporary employees		FTEs	4	3	8	20	NA
		Male	FTEs	3	2	2	7	NA	
			%	75.00	66.67	25.00	35.00		
		Female	FTEs	1	1	6	13	NA	
			%	25.00	33.33	75.00	65.00		
		Bangkok Metropolitan Region	FTEs	4	3	7	19	NA	
			%	100.00	100.00	87.50	95.00		
		The North	FTEs	0	0	0	0	NA	
			%	0.00	0.00	0.00	0.00		
		The Central region	FTEs	0	0	0	1	NA	
			%	0.00	0.00	0.00	5.00		
		The North East	FTEs	0	0	0	0	NA	
			%	0.00	0.00	0.00	0.00		
		The South	FTEs	0	0	0	0	NA	
			%	0.00	0.00	0.00	0.00		
		The East	FTEs	0	0	1	0	NA	
			%	0.00	0.00	12.50	0.00		
		The West	FTEs	0	0	0	0	NA	
			%	0.00	0.00	0.00	0.00		

	GRI	INDICATORS	UNIT	PERFORMANCE				2025 TARGET	
				2022	2023	2024	2025		
SOCIAL DIMENSION									
		Non-guaranteed hours employees	FTEs	0	0	1	2	NA	
		Male	FTEs	0	0	1	1	NA	
		%	0.00	0.00	100.00	50.00			
		Female	FTEs	0	0	0	1		
		%	0.00	0.00	0.00	50.00			
		Bangkok Metropolitan Region	FTEs	0	0	1	2	NA	
		%	0.00	0.00	100.00	100.00			
		The North	FTEs	0	0	0	0		
		%	0.00	0.00	0.00	0.00			
		The Central region	FTEs	0	0	0	0		
		%	0.00	0.00	0.00	0.00			
		The North East	FTEs	0	0	0	0		
		%	0.00	0.00	0.00	0.00			
		The South	FTEs	0	0	0	0		
		%	0.00	0.00	0.00	0.00			
		The East	FTEs	0	0	0	0		
		%	0.00	0.00	0.00	0.00			
		The West	FTEs	0	0	0	0		
		%	0.00	0.00	0.00	0.00			
		Total number of employees - Classified by working hours		3,948	4,106	4,136	4,221		NA
		Full-time employees	FTEs	3,948	4,106	4,128	4,211		NA
		Male	FTEs	2,303	2,418	2,446	2,485	NA	
		%	58.33	58.89	59.25	59.01			
		Female	FTEs	1,645	1,688	1,682	1,726		
		%	41.67	41.11	40.75	40.99			
		Bangkok Metropolitan Region	FTEs	3,588	3,896	3,918	3,998	NA	
		%	90.88	94.89	94.91	94.94			
		The North	FTEs	14	15	13	14		
		%	0.35	0.37	0.31	0.33			
		The Central region	FTEs	59	68	69	73		
		%	1.49	1.66	1.67	1.73			
		The North East	FTEs	36	64	67	67		
		%	0.91	1.56	1.62	1.59			
		The South	FTEs	5	16	18	18		
		%	0.13	0.39	0.44	0.43			
		The East	FTEs	18	25	24	23		
		%	0.46	0.61	0.58	0.55			
		The West	FTEs	15	22	19	18		
		%	0.38	0.54	0.46	0.43			
		Part-time employees	FTEs	0	0	1	10		NA
		Male	FTEs	0	0	0	4		NA
		%	0.00	0.00	0.00	40.00			
		Female	FTEs	0	0	1	6		
		%	0.00	0.00	100.00	60.00			
		Bangkok Metropolitan Region	FTEs	0	0	1	9	NA	
		%	0.00	0.00	100.00	90.00			
		The North	FTEs	0	0	0	0		
		%	0.00	0.00	0.00	0.00			
		The Central region	FTEs	0	0	0	1		
		%	0.00	0.00	0.00	10.00			
		The North East	FTEs	0	0	0	0		
		%	0.00	0.00	0.00	0.00			
		The South	FTEs	0	0	0	0		
		%	0.00	0.00	0.00	0.00			
		The East	FTEs	0	0	0	0		
		%	0.00	0.00	0.00	0.00			
		The West	FTEs	0	0	0	0		
		%	0.00	0.00	0.00	0.00			

	GRI	INDICATORS	UNIT	PERFORMANCE				2025 TARGET
				2022	2023	2024	2025	
SOCIAL DIMENSION								
	405-1	Total number of employees - Classified by employee positions		3,948	4,106	4,136	4,221	NA
		Top management	FTEs	51	51	51	51	NA
		Male	FTEs	34	33	34	31	NA
		%	66.67	64.71	66.67	60.78		
		Female	FTEs	18	18	17	20	
		%	35.29	35.29	33.33	39.22		
		Middle management	FTEs	110	110	102	100	NA
		Male	FTEs	74	72	66	64	NA
		%	67.27	65.45	64.71	64.00		
		Female	FTEs	36	38	36	36	
		%	32.73	34.55	35.29	36.00		
		Junior management	FTEs	471	480	478	473	NA
		Male	FTEs	267	269	264	256	NA
		%	56.69	56.04	55.23	54.12		
		Female	FTEs	204	211	214	217	
		%	43.31	43.96	44.77	45.88		
		All management	FTEs	632	641	631	624	NA
		Male	FTEs	375	374	364	351	NA
		%	59.34	58.35	57.69	56.25		
		Female	FTEs	257	267	267	273	
		%	40.66	41.65	42.31	43.75		
		Staff/ Non-management	FTEs	3,316	3,465	3,505	3,597	NA
		Male	FTEs	1,928	2,044	2,085	2,138	NA
		%	58.14	58.99	59.49	59.44		
		Female	FTEs	1,388	1,421	1,420	1,459	
		%	41.86	41.01	40.51	40.56		
		Management in revenue-generating functions	FTEs	488	489	483	474	NA
		Male	FTEs	321	324	317	306	NA
		%	65.78	66.26	65.63	64.56		
		Female	FTEs	167	165	166	168	
		%	34.22	33.74	34.37	35.44		
		Science, Technology, Engineering & Mathematics: STEM	FTEs	679	837	861	897	NA
		Male	FTEs	431	557	572	597	NA
		%	63.48	66.55	66.43	66.56		
		Female	FTEs	248	280	289	300	
		%	36.52	33.45	33.57	33.44		
	405-1	Total number of employees - Classified by age group	FTEs	3,948	4,106	4,136	4,221	NA
		Less than 30 years	FTEs	925	885	738	689	NA
		%	23.43	21.55	17.84	16.32		
		30-50 years	FTEs	2,753	2,905	3,026	3,101	
%		69.73	70.75	73.16	73.47			
Over 50 years		FTEs	270	316	372	431	NA	
%		6.84	7.70	9.00	10.21			
Top management - Classified by age group		FTEs	51	51	51	51	NA	
Less than 30 years		FTEs	0	0	0	0	NA	
%		0.00	0.00	0.00	0.00			
30-50 years		FTEs	24	25	23	18		
%		47.06	49.02	45.10	35.29			
Over 50 years		FTEs	27	26	28	33	NA	
%		52.94	50.98	54.90	64.71			
Middle management - Classified by age group		FTEs	110	110	102	100	NA	
Less than 30 years		FTEs	0	0	0	0	NA	
%	0.00	0.00	0.00	0.00				
30-50 years	FTEs	80	75	61	59			
%	72.73	68.18	59.80	59.00				
Over 50 years	FTEs	30	35	41	41	NA		
%	27.27	31.82	40.20	41.00				

				PERFORMANCE				
	GRI	INDICATORS	UNIT	2022	2023	2024	2025	2025 TARGET
SOCIAL DIMENSION								
		Junior management - Classified by age group	FTEs	471	480	478	473	NA
		Less than 30 years	FTEs	3	2	3	2	NA
			%	0.64	0.42	0.63	0.42	
		30-50 years	FTEs	412	412	384	356	
			%	87.47	85.83	80.33	75.26	
		Over 50 years	FTEs	56	66	91	115	NA
			%	11.89	13.75	19.04	24.31	
		All management - Classified by age group	FTEs	632	641	631	624	NA
		Less than 30 years	FTEs	3	2	3	2	NA
			%	0.47	0.31	0.47	0.32	
		30-50 years	FTEs	516	512	468	434	
			%	81.65	79.88	74.17	69.55	
		Over 50 years	FTEs	113	127	160	188	NA
			%	17.88	19.81	25.36	30.13	
		Staff/Non-management - Classified by age group	FTEs	3,316	3,465	3,505	3,597	NA
		Less than 30 years	FTEs	922	883	735	687	NA
			%	27.80	25.48	20.97	19.10	
		30-50 years	FTEs	2,237	2,393	2,558	2,667	
			%	67.46	69.06	72.98	74.15	
		Over 50 years	FTEs	157	189	212	243	NA
			%	4.73	5.45	6.05	6.76	
	405-1	Total number of employees - Classified by nationality	FTEs	3,948	4,104	4,136	4,221	NA
		Thai	FTEs	3,946	4,102	4,128	4,212	NA
			%	99.95	99.95	99.80	99.79	
		Singaporean	FTEs	0	2	2	2	
			%	0.00	0.05	0.05	0.05	
		Japanese	FTEs	1	1	1	1	
			%	0.03	0.02	0.025	0.02	
		American	FTEs	1	1	1	1	
			%	0.03	0.02	0.025	0.02	
		China	FTEs	0	0	1	1	
			%	0.00	0.00	0.025	0.02	
		German	FTEs	0	0	1	1	NA
			%	0.00	0.00	0.025	0.02	
		England	FTEs	0	0	2	2	
			%	0.00	0.00	0.05	0.05	
		Other nationalities	FTEs	0	0	0	1	NA
			%	0.00	0.00	0.00	0.02	
		Top management - Classified by nationality	FTEs	51	51	51	51	NA
		Thai	FTEs	50	50	50	50	NA
			%	98.04	98.04	98.04	98.04	
		Singaporean	FTEs	0	0	0	0	
			%	0.00	0.00	0.00	0.00	
		Japanese	FTEs	0	0	0	0	
			%	0.00	0.00	0.00	0.00	
		American	FTEs	1	1	1	1	NA
			%	1.96	1.96	1.96	1.96	
		Other nationalities	FTEs	0	0	0	0	
			%	0.00	0.00	0.00	0.00	
		Middle management - Classified by nationality	FTEs	110	110	102	100	NA
		Thai	FTEs	110	110	102	100	NA
			%	100	100	100	100	
		Singaporean	FTEs	0	0	0	0	
			%	0.00	0.00	0.00	0.00	
		Japanese	FTEs	0	0	0	0	
			%	0.00	0.00	0.00	0.00	
		American	FTEs	0	0	0	0	NA
			%	0.00	0.00	0.00	0.00	
		Other nationalities	FTEs	0	0	0	0	NA
			%	0.00	0.00	0.00	0.00	

	GRI	INDICATORS	UNIT	PERFORMANCE				2025 TARGET
				2022	2023	2024	2025	
SOCIAL DIMENSION								
		Junior management - Classified by nationality	FTEs	471	480	478	473	NA
		Thai	FTEs	471	480	478	473	NA
		%	100	100	100	100		
		Singaporean	FTEs	0	0	0	0	
		%	0.00	0.00	0.00	0.00		
		Japanese	FTEs	0	0	0	0	
		%	0.00	0.00	0.00	0.00		
		American	FTEs	0	0	0	0	
		%	0.00	0.00	0.00	0.00		
		Other nationalities	FTEs	0	0	0	0	
		%	0.00	0.00	0.00	0.00		
		All management positions - Classified by nationality	FTEs	632	641	631	624	NA
		Thai	FTEs	631	640	630	623	NA
		%	99.84	99.84	99.84	99.84		
		Singaporean	FTEs	0	0	0	0	
		%	0.00	0.00	0.00	0.00		
		Japanese	FTEs	0	0	0	0	
		%	0.00	0.00	0.00	0.00		
		American	FTEs	1	1	1	1	
		%	0.16	0.16	0.16	0.16		
		Other nationalities	FTEs	0	0	0	0	
		%	0.00	0.00	0.00	0.00		
		Staff/Non-management - Classified by nationality	FTEs	3,316	3,465	3,505	3,597	NA
		Thai	FTEs	3,315	3,462	3,498	3,589	NA
		%	99.97	99.91	99.80	99.78		
		Singaporean	FTEs	0	0	2	2	
		%	0.00	0.00	0.06	0.06		
		Japanese	FTEs	1	1	1	1	
		%	0.03	0.03	0.028	0.03		
		American	FTEs	0	0	0	0	
		%	0.00	0.00	0.00	0.00		
		China	FTEs	0	0	1	1	
		%	0.00	0.00	0.028	0.03		
		German	FTEs	0	0	1	1	
		%	0.00	0.00	0.028	0.03		
		England	FTEs	0	0	2	2	
		%	0.00	0.00	0.06	0.06		
		Other nationalities	FTEs	0	2	0	1	
		%	0.00	0.06	0.00	0.03		
Gender Pay Ratio	405-2	Ratio of female to male employees						
		Executive level - base salary only	Ratio female to male	ND	ND	ND	ND	NA
		Executive level - base salary and other cash incentives	Ratio female to male	ND	ND	ND	ND	
		Management level - base salary only	Ratio female to male	1 : 1.22	1 : 1.29	1 : 1.44	1 : 1.45	
		Management level - base salary and other cash incentives	Ratio female to male	1 : 1.24	1 : 1.25	1 : 1.22	1 : 1.45	
		Non-management level -base salary only	Ratio female to male	1 : 1.57	1 : 1.30	1 : 1.42	1 : 1.58	
Contractors Freedom of Association and Collective Bargaining Hiring	2-8	Total number of contractors/non-employees whose work is controlled by the organization	FTEs	4,012	4,083	4,437	2,812	NA
	S&P Global	Percentage of employees represented by welfare committee in the workplace	%	100	100	100	100	NA
	401-1	Numbers and rate of new employee hires	FTEs	277	451	266	291	NA
		% of total employees		7.02	10.98	6.43	6.89	NA
		Classified by gender						
		Male	FTEs	147	244	147	171	NA
		% of total employees		3.72	5.94	3.55	4.05	
		Female	FTEs	130	207	119	120	
		% of total employees		3.29	5.04	2.88	2.84	

	GRI	INDICATORS	UNIT	PERFORMANCE				2025 TARGET
				2022	2023	2024	2025	
SOCIAL DIMENSION								
		Classified by region						
		Bangkok Metropolitan Region	FTEs	130	262	133	126	NA
			%	46.93	58.09	50.00	43.30	
		The North	FTEs	5	21	12	17	
			%	1.81	4.66	4.51	5.84	
		The Central region	FTEs	29	56	35	53	
			%	10.47	12.42	13.16	18.21	
		The North East	FTEs	27	63	46	55	
			%	9.75	13.97	17.29	18.90	
		The South	FTEs	10	24	22	28	
			%	3.61	5.32	8.27	9.62	
		The East	FTEs	12	11	8	3	
			%	4.33	2.44	3.01	1.03	
		The West	FTEs	5	14	10	9	
			%	1.81	3.10	3.76	3.09	
		Classified by age group						
		Less than 30 years	FTEs	226	339	201	230	NA
			% of total employees	5.72	8.26	4.86	5.45	
	30-50 years	FTEs	50	111	63	59		
		% of total employees	1.27	2.70	1.52	1.40		
	Over 50 years	FTEs	1	1	2	2		
		% of total employees	0.03	0.02	0.05	0.05		
	S&P Global	Numbers and rate of internal hires/open positions filled by internal candidates	FTEs	ND	235	39	62	NA
			%	ND	5.72	0.94	1.47	NA
			% of total employees	ND	52.11	14.66	21.31	NA
	Turnover	401-1	Numbers and rate of employee turnover	FTEs	417	316	247	182
			% of total employees	10.56	7.70	5.97	4.31	NA
Classified by gender								
Male			FTEs	226	141	124	116	NA
			% of total employees	5.72	3.43	3.00	2.75	
Female			FTEs	191	175	123	66	
			% of total employees	4.84	4.26	2.97	1.56	
Classified by region								
Bangkok Metropolitan Region			FTEs	305	248	194	143	NA
			%	73.14	78.48	78.54	78.57	
The North			FTEs	5	16	7	8	
			%	1.20	5.06	2.83	4.40	
The Central region			FTEs	12	19	11	10	
			%	2.88	6.01	4.46	5.49	
The North East			FTEs	20	21	20	13	
			%	4.80	6.65	8.10	7.14	
The South			FTEs	9	6	11	5	
			%	2.16	1.90	4.46	2.75	
The East			FTEs	8	3	3	2	
			%	1.92	0.95	1.21	1.10	
The West			FTEs	9	3	1	1	NA
			%	2.16	0.95	0.40	0.55	
Classified by age group								
Less than 30 years			FTEs	187	136	111	66	NA
			% of total employees	4.74	3.31	2.68	1.56	

	GRI	INDICATORS	UNIT	PERFORMANCE				2025 TARGET	
				2022	2023	2024	2025		
SOCIAL DIMENSION									
		30-50 years	FTEs	207	153	116	86	NA	
		% of total employees	5.24	3.73	2.81	2.04			
		Over 50 years	FTEs	23	27	20	30		
		% of total employees	0.58	0.66	0.48	0.71			
	S&P Global	Numbers and rate of voluntary employee turnover	FTEs	381	276	202	138	NA	
			%	91.37	87.34	81.78	75.82	NA	
			% of total employees	9.65	6.72	4.88	3.27	NA	
	Parental Leave	401-3	Total number of employees entitled to parental leave	FTEs	1,555	1,580	1,687	4,221	NA
			Male	FTEs	0	0	0	2,489	NA
Female			FTEs	1,555	1,580	1,687	1,732		
Total number of employees that took parental leave			FTEs	71	62	45	52	NA	
Male			FTEs	0	0	0	6	NA	
Female			FTEs	71	62	45	46		
Total number of employees that returned to work after parental leave ended			FTEs	69	61	44	52	NA	
Male			FTEs	0	0	0	6	NA	
Female			FTEs	69	61	44	46		
Total number of employees that are still working 12 months after parental leave ended			FTEs	61	57	41	51	NA	
Male			FTEs	0	0	0	6	NA	
Female			FTEs	61	57	41	45		
Return to work rate of employees that took parental leave			%	97	88	98	100	NA	
Male			%	0	0	0	100	NA	
Female			%	97	98	98	100		
Retention rate of employees that took parental leave			%	88	92	91	99	NA	
Male			%	0	0	0	100	NA	
Female			%	88	92	91	98		
S&P Global		Duration of parental leave offered to the majority of employees		14	14	14	19	NA	
		Mothers and primary caregivers	Weeks	14	14	14	2	NA	
		Fathers and non-primary caregivers	Weeks	0	0	0	17		
Training	S&P Global	Average hours of training and development for employees	Hours/FTE	42.93	42.85	41.40	61.40	NA	
		Classified by gender						NA	
		Male	Hours/FTE	45.53	46.34	44.29	68.87		
		Female	Hours/FTE	39.30	37.84	37.26	65.44		
		Classified by position level						NA	
		Top management	Hours/FTE	18.08	9.11	8.55	3.53		
		Middle management	Hours/FTE	15.71	19.43	38.27	5.76		
		Junior management	Hours/FTE	40.02	30.82	39.84	66.76		
		Officer/ Non-management	Hours/FTE	44.31	45.12	42.18	62.98		
		Average amount spent on training and development for employees	THB/FTE	657.46	2,093.03	1,362.57	1,737.25	NA	
		Classified by gender						NA	
		Male	THB/FTE	563.15	1,805.72	1,362.57	1,737.25		
		Female	THB/FTE	789.50	2,504.59	1,362.57	1,737.25		
		Classified by position level						NA	
		Top management	THB/FTE	7,898.65	7,266.62	6,818.18	9,803.92		
		Middle management	THB/FTE	2,345.36	1,535.99	6,382.98	5,434.78		
		Junior management	THB/FTE	537.14	413.60	1,327.43	1,569.51		
		Officer/ Non-management	THB/FTE	265.96	1,157.67	1,185.56	1,603.77		
		Human Capital Return on Investment: HCROI	-	3.18	3.49	3.63	3.53	NA	
Employee Engagement	S&P Global	Employee engagement							
		Percentage of actively engaged employees from total employees	%	86.27	92.96	93.70	85.71	100	
Customer Safety	-	Fatalities for passengers	Cases	0	0	0	0	0	
		High-consequence injuries for passengers	Cases	0	0	0	0	0	
			Cases/1 million passengers	0	0	0	0	<0.01	

	GRI	INDICATORS	UNIT	PERFORMANCE				2025 TARGET
				2022	2023	2024	2025	
SOCIAL DIMENSION								
Occupational Health and Safety	403-8	Occupational health and safety management system						
		Employees covered by the company's OHS management system	%	100	100	100	100	100
		Internal audit of the employees covered by the company's OHS management system	%	100	100	100	100	100
		Third-party audit of the employees covered by the company's OHS management system	%	100	100	100	100	100
		Contractors covered by the company's OHS management system	%	100	100	100	100	100
		Internal audit of the employees covered by the company's OHS management system	%	100	100	100	100	100
		Third-party audit of the employees covered by the company's OHS management system	%	100	100	100	100	100
		403-9	Total hours worked					
	Employees		Hours worked	7,420,794.00	7,528,845.00	8,114,284.00	8,024,226.00	NA
	Contractors		Hours worked	6,816,899.30	6,898,989.00	7,270,699.00	7,183,583.00	NA
	Work-related fatalities							
	Employees		Cases	0	0	0	0	0
			Cases/1 million hours worked	0	0	0	0	0
	Contractors		Cases	0	0	1	0	0
			Cases/1 million hours worked	0	0	0.14	0.00	0
	High-consequence work-related injuries							
	Note: Workers cannot fully recover within 6 months.							
	Employees		Cases	1	0	0	0	0
			Cases/1 million hours worked	0.13	0	0	0	0
	Contractors		Cases	0	0	0	0	0
			Cases/1 million hours worked	0	0	0	0	0
	Recordable work-related injuries							
	Employees		Cases	5	4	5	4	0
			Cases/1 million hours worked	0.67	0.53	0.62	0.50	0
	Contractors		Cases	9	8	7	3	0
			Cases/1 million hours worked	1.32	1.16	0.96	0.42	0
	Loss-time injury frequency rate: LTIFR							
	Employees		Cases	2	2	5	4	0
			Cases/1 million hours worked	0.27	0.27	0.62	0.50	0
	Contractors		Cases	1	1	7	3	0
			Cases/1 million hours worked	0.15	0.14	0.96	0.42	0
	403-10	Work-related ill health fatalities						
Employees		case	0	0	0	0	0	
Contractors		case	0	0	0	0	0	
Recordable work-related ill health								
Employees		case	0	0	0	0	0	
Contractors		case	0	1	0	0	0	
SASB	Total recordable incident rate: TRIR							
	Employees	Cases	8	21	13	6	0	
		Cases/1 million hours worked	1.08	2.79	1.60	0.75	0	
	Contractors	Cases	19	17	29	7	0	
Cases/1 million hours worked		2.79	2.46	3.99	0.97	0		

	GRI	INDICATORS	UNIT	PERFORMANCE				2025 TARGET
				2022	2023	2024	2025	
SOCIAL DIMENSION								
		Near miss frequency rate: NMFR						
		Employees	Cases	5	18	9	5	0
			Cases/1 million hours worked	0.67	2.39	1.11	0.62	0
		Contractors	Cases	13	11	29	29	0
			Cases/1 million hours worked	1.91	1.59	3.99	4.04	0
	-	Data coverage						
		Employees	%	100	100	100	100	100
Contractors		%	100	100	100	100	100	

Remark : GRI = Global Reporting Initiative
SASB = Sustainability Accounting Standards Board
S&P Global = Global credit rating agency

NA = Not available

ND = No data available

0 = Data collected shows zero or targets set zero

GHG = Greenhouse Gases

TDS = Total dissolved solids

A lost time incident = A work-related injury that results in an employee being unable to perform their regular duties for at least one full day or shift after the day of the incident

For Corporate Governance and Economic Dimension

Year 2022: Data for Customer Relationship Management from Rail business

Year 2022-2025: Data for Supply Chain Management from Expressway business and Rail business

Year 2023-2025: Data from Expressway business, Rail business, and Commercial Development business

For Environment Dimension

Year 2022: Data from Expressway business and Rail business

Year 2023-2025: Data from Expressway business, Rail business, and Commercial Development business

For Social Dimension

Year 2022: Data from Expressway business, Rail business, and Commercial Development business (except classified by region)

Year 2023-2025: Data from Expressway business, Rail business, and Commercial Development business

FTEs = Number of Full Time Employees