



GRI

Content Index

TREATMENT

MEDICAL

MEDICINE
HEALTH
TREATMENT
DOCTOR
SURVEY
RECIPE

MEDICINE

Contrary to popular belief, Lorem Ipsum is not simply random text. It has roots in a piece of classical Latin literature from 45 BC, making it over 2000 years old. Richard McClintock, a Latin professor at Hampden-Sydney College in Virginia, looked up one of the more obscure Latin words, consectetur, from a Lorem Ipsum passage, and going through the glossary of the volume found it. The words



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SURVEY
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Contrary to popular belief, Lorem Ipsum is not simply random text. It has roots in classical Latin literature from as far back as 45 BC, making it over 2000 years old. Richard McClintock, a Latin professor at Hampden-Sydney College in Virginia, looked up one of the more obscure references in Lorem Ipsum passage, and identified the source of the classical literature, discovered the undoubtable source.

HS

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OH

MEDICINE
HEALTH
TREATMENT
DOCTOR
SURVEY
RECIPE

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Economic						
GRI	Indicator	Unit	2022	2023	2024	2025
Direct Economic Value Generated						
201-1	Total revenues	Million Baht	5,711.25	5,851.93	6,092.95	6,087.97
	Total operating income	Million Baht	1,328.48	1,161.60	869.12	979.70
	total assets	Million Baht	8,818.21	9,246.45	9,619.83	9,557.29
	Total liabilities	Million Baht	1,919.82	1,800.92	1,879.08	1,650.29
	Total equity	Million Baht	6,898.39	7,445.53	7,740.75	7,907.00
	Total operating expenses	Million Baht	4,382.77	4,690.33	5,223.83	5,108.27
Financial assistance received from government						
201-4	Total monetary value of financial assistance received by the organization from any government	Million Baht	0	0	0	0
Market Presence						
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Baht/Day	832.1	768.9	896.91	917.5
202-2	Percentage of top management at significant locations of operation that are hired from the local community.	%	100	100	100	100
Procurement Practices						
204-1	Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation	%	100	100	100	100
Economic Value Distributed						
201-1	Employee wages	Million Baht	686.87	727.39	849.3	875.56
	Employee benefits	Million Baht	22.69	28.32	30.91	32.88
	Operating cost	Million Baht	3,926.97	4,192.12	4,664.77	4,505.01
	Payments to government: Gross taxes	Million Baht	239.20	218.13	163.71	181.88

Economic						
GRI	Indicator	Unit	2022	2023	2024	2025
	Payments to providers of capital: Dividend payments	Million Baht	411.57	349.83	370.41	409.80
	Community investments	Million Baht	1.00	1.64	1.00	1.00
	Economic value retained	Million Baht	-	-	-	-
Financial implications and other risks and opportunities due to climate change						
201-2	Costs of actions taken to manage the climate change-related risk or opportunity	Million Baht	0	5.99	0	0

Corporate Governance						
GRI	Indicator	Unit	2022	2023	2024	2025
Board Structure						
2-9	Total number of board members	Person	15	15	15	15
	Number of executive directors	Person	6	6	6	6
	Number of non-executive directors (excl. independent directors)	Person	3	3	3	3
	Number of independent directors	Person	6	6	6	6
Non-executive Chairman/Lead Director						
2-11	Number of years that company adopt approach the "Chairman is non-executive and independent"	Year	8	9	10	11
Board Gender Diversity						
2-9	Female board member	Person	0	0	0	0
	Male board member	Person	15	15	15	15
Board Effectiveness						
	Average board meeting attendance	%	100	100	100	100
	Minimum of attendance for all members required	%	66.67	66.67	66.67	66.67
2-15	Number of non-executive/ independent directors with 4 or less other mandates	Person	15	15	14	14
	Number of other mandates for non-executive/independent directors restricted to	Company	5	5	5	5

Corporate Governance						
GRI	Indicator	Unit	2022	2023	2024	2025
2-18	Result from board performance review: Regular self assessment	%	-	98.77	99.25	99.52
	Result from board performance review: regular independent assessment	%	-	96.94	98.12	98.35
Board Average Tenure						
2-9	Average tenure of board members	Year	12.20	13.20	14.20	15.20
Board Industry Experience						
	Number of board members that have relevant working experience in company's sector according to GICS level 1 sector classification	Person	15	15	15	15

Compliance & Codes of Conduct						
GRI	Indicator	Unit	2022	2023	2024	2025
Anti-corruption						
205-1	Operations assessed for risk related to corruption					
	Total number of operations	Operation	3.00	3.00	3.00	3.00
	Percentage of total operations	%	100.00	100.00	100.00	100.00
<u>Communication about anti-corruption policies and procedures and CoC to governance body</u>						
205-2	Total number and percentage of governance body members that the organisation's anti-corruption policies and procedures and CoC have been communicated to	Person	15.00	15.00	15.00	15.00
		%	100.00	100.00	100.00	100.00
	Total number and performance of governance body members that the organisation's anti-corruption policies and procedures and CoC have been communicated to, by country					
	Thailand	Person	15.00	15.00	15.00	15.00
		%	100.00	100.00	100.00	100.00
<u>Communication about anti-corruption policies and procedures and CoC to employee</u>						
205-2	Employees that anti-corruption policies and procedures and CoC have been communicated to	Person	2,694	2,946	3,173	3,156
		%	100.00	100.00	100.00	100.00

Compliance & Codes of Conduct						
GRI	Indicator	Unit	2022	2023	2024	2025
Communication about anti-corruption policies and procedures and CoC to <u>employee</u>						
	Total number and percentage of employees that anti-corruption policies and procedures and CoC have been communicated to, by employee category					
	Top management (CEO-1, CEO-2 : COO, EVP or SVP)	Person	22	17	19	21
		%	100.00	100.00	100.00	100.00
	Middle management (CEO-3, CEO-4 : SVP, VP or AVP)	Person	70	74	80	78
		%	100.00	100.00	100.00	100.00
	Management (CEO-5, CEO-6 : AVP, GM or DM)	Person	125	125	129	130
		%	100.00	100.00	100.00	100.00
	Officer (CEO-7, CEO-8 : SM, Officer, Staff)	Person	2,477	2,730	2,945	2,927
		%	100.00	100.00	100.00	100.00
	Total number and percentage of employees that anti-corruption policies and procedures and CoC have been communicated to, by country					
	Thailand	Person	2,694	2,946	3,173	3,156
		%	100.00	100.00	100.00	100.00
Communication about anti-corruption policies and procedures and CoC to <u>contractors, subsidiaries and business partners</u>						
205-2	Contractors, subsidiaries and business partners that anti-corruption policies and procedures and CoC have been communicated to	Entity	297	327	312	292
		%	100.00	100.00	100.00	100.00
	Total number and percentage of contractors subsidiaries and business partners that anti-corruption policies and procedures and CoC have been communicated to, by country					
	Thailand	Person	297	327	312	292
		%	100.00	100.00	100.00	100.00
Communication about anti-corruption policies and procedures and CoC to <u>JVs</u>						
205-2	JVs that anti-corruption policies and procedures and CoC have been communicated to	Entity	-	-	-	-
		%	-	-	-	-
	Total number and percentage of JVs that anti-corruption policies and procedures and CoC have been communicated to, by country					
	Thailand	Entity	-	-	-	-
		%	-	-	-	-
Training about anti-corruption policies and procedures and CoC to <u>governance body</u>						
205-2	Total number and performance of governance body members that the organisation's anti-corruption policies and procedures and CoC have been trained to, by country					
	Thailand	Person	15	15	15	15
		%	100.00	100.00	100.00	100.00
Training about anti-corruption policies and procedures and CoC to <u>employee</u>						
205-2		Person	2,694	2,946	3,173	3,156

Compliance & Codes of Conduct						
GRI	Indicator	Unit	2022	2023	2024	2025
Training about anti-corruption policies and procedures and CoC to <u>employee</u>						
	Employees that anti-corruption policies and procedures and CoC have been trained to	%	100.00	100.00	100.00	100.00
	Total number and percentage of employees that anti-corruption policies and procedures and CoC have been trained to, by employee category					
	Top management (CEO-1, CEO-2 : COO, EVP or SVP)	Person	22	17	19	21
		%	100.00	100.00	100.00	100.00
	Middle management (CEO-3, CEO-4 : SVP, VP or AVP)	Person	70	74	80	78
		%	100.00	100.00	100.00	100.00
	Management (CEO-5, CEO-6 : AVP, GM or DM)	Person	125	125	129	130
		%	100.00	100.00	100.00	100.00
	Officer (CEO-7, CEO-8 : SM, Officer, Staff)	Person	2,477	2,730	2,945	2,927
		%	100.00	100.00	100.00	100.00
	Total number and percentage of employees that anti-corruption policies and procedures and CoC have been trained to, by country					
	Thailand	Person	2,694	2,946	3,173	3,156
		%	100.00	100.00	100.00	100.00
Training about anti-corruption policies and procedures and CoC to <u>contractors, subsidiaries and business partners</u>						
205-2	Contractors, subsidiaries and business partners that anti-corruption policies and procedures and CoC have been trained to	Entity	297	327	312	292
		%	100.00	100.00	100.00	100.00
	Total number and percentage of contractors, subsidiaries and business partners that anti-corruption policies and procedures and CoC have been trained to, by country					
	Thailand	Person	297	327	312	292
		%	100.00	100.00	100.00	100.00
Number of breaches against code of conduct reported						
	Code of Conduct Complaint					
2-27	Corruption / Fraud / bribery	Case	0.00	0.00	0.00	0.00
205-3	Conflict of interest	Case	0.00	0.00	0.00	0.00
206-1	Regulatory compliance	Case	0.00	0.00	0.00	0.00
406-1	Antitrust / Anticompetitive	Case	0.00	0.00	0.00	0.00
416-2	Discrimination and Harassment	Case	0.00	0.00	0.00	0.00
418-1	Other Complaint					
	Social and Community	Case	0.00	0.00	0.00	0.00
	Environment	Case	0.00	0.00	0.00	0.00
	Products and Packages	Case	0.00	0.00	0.00	0.00

Compliance & Codes of Conduct						
GRI	Indicator	Unit	2022	2023	2024	2025
Number of breaches against code of conduct reported						
	Human Rights	Case	0.00	0.00	0.00	0.00
	Occupational Health and Safety	Case	0.00	0.00	0.00	0.00
	Data Privacy / data breach	Case	0.00	0.00	0.00	0.00
Number of substantiated cases						
205-3	Code of Conduct Complaint					
206-1	Corruption / Fraud / bribery	Case	0.00	0.00	0.00	0.00
406-1	Conflict of interest	Case	0.00	0.00	0.00	0.00
416-2	Regulatory compliance	Case	0.00	0.00	0.00	0.00
418-1	Antitrust / Anticompetitive	Case	0.00	0.00	0.00	0.00
	Discrimination and Harassment	Case	0.00	0.00	0.00	0.00
	Other Complaint					
	Social and Community	Case	0.00	0.00	0.00	0.00
	Environment	Case	0.00	0.00	0.00	0.00
	Products and Packages	Case	0.00	0.00	0.00	0.00
	Human Rights	Case	0.00	0.00	0.00	0.00
	Occupational Health and Safety	Case	0.00	0.00	0.00	0.00
	Data Privacy / data breach	Case	0.00	0.00	0.00	0.00
Number of cases under investigation						
	Code of Conduct Complaint					
	Corruption / Fraud / bribery	Case	0.00	0.00	0.00	0.00
	Conflict of interest	Case	0.00	0.00	0.00	0.00
	Regulatory compliance	Case	0.00	0.00	0.00	0.00
	Antitrust / Anticompetitive	Case	0.00	0.00	0.00	0.00
	Discrimination and Harassment	Case	0.00	0.00	0.00	0.00
	Other Complaint					
	Social and Community	Case	0.00	0.00	0.00	0.00
	Environment	Case	0.00	0.00	0.00	0.00
	Products and Packages	Case	0.00	0.00	0.00	0.00
	Human Rights	Case	0.00	0.00	0.00	0.00
	Occupational Health and Safety	Case	0.00	0.00	0.00	0.00
	Data Privacy / data breach	Case	0.00	0.00	0.00	0.00
Compliance with Laws and Regulations						
2-27	Total fines for non-compliance with laws and regulations, by category	Baht	0.00	0.00	0.00	0.00
206-1	Code of Conduct Complaint					
	Corruption / Fraud / bribery	Case	0.00	0.00	0.00	0.00
	Conflict of interest	Case	0.00	0.00	0.00	0.00
	Regulatory compliance	Case	0.00	0.00	0.00	0.00
	Antitrust / Anticompetitive	Case	0.00	0.00	0.00	0.00

Compliance & Codes of Conduct						
GRI	Indicator	Unit	2022	2023	2024	2025
Compliance with Laws and Regulations						
	Discrimination and Harassment	Case	0.00	0.00	0.00	0.00
	Other Complaint					
	Social and Community	Case	0.00	0.00	0.00	0.00
	Environment	Case	0.00	0.00	0.00	0.00
	Products and Packages	Case	0.00	0.00	0.00	0.00
	Human Rights	Case	0.00	0.00	0.00	0.00
	Occupational Health and Safety	Case	0.00	0.00	0.00	0.00
	Data Privacy / data breach	Case	0.00	0.00	0.00	0.00
Number of patient treated						
	Total number of patient treated	Male Patient	607,789	597,594	638,491	632,510
		Female Patient	766,806	751,260	812,146	804,726

Policy Influence						
GRI	Indicator	Unit	2022	2023	2024	2025
Political contribution and other spending						
415-1	Contribution made to lobbying, interest representation or similar	Baht	0	0	0	0
	Contribution made to Local, regional or national political campaigns / organizations / candidates	Baht	0	0	0	0
	Contribution made to Trade associations or tax-exempt groups (e.g. think tanks)	Baht	0	0	0	0
	contribution made to Other (e.g. spending related to ballot measures or referendums)	Baht	0	0	0	0

Supply Chain Management						
GRI	Indicator	Unit	2022	2023	2024	2025
Supply Chain Management						
308-1	Total number of suppliers	Entity	863	914	960	973
414-1	Total number of tier-1 suppliers	Entity	863	914	960	973
	Total number of critical tier-1 supplier	Entity	55	58	70	71
	Total number non tier-1 supplier	Entity	0	0	0	0
	Total number of critical non tier-1 supplier	Entity	0	0	0	0
204-1	Proportion of spending on local suppliers in Thailand	%	100	100	100	100

Supply Chain Management						
GRI	Indicator	Unit	2022	2023	2024	2025
Supply Chain Management						
308-1	Number and percentage of new suppliers that were screened using environmental criteria	%	-	-	100	100
414-1	Number and percentage of new suppliers that were screened using social criteria	%	-	-	100	100
Supplier risk assessment						
308-2 414-2	<u>Tier-1 suppliers</u> assessed in the last 3 years	Entity	316	331	316	294
	<u>Critical non tier-1 suppliers</u> assessed in the last 3 years	Entity	0	0	0	0
	<u>Tier-1 suppliers</u> classified as high-sustainability risk	Entity	0	0	0	0
	<u>Critical non tier-1 suppliers</u> classified as high-sustainability risk	Entity	0	0	0	0
Systematic supplier risk assessment						
308-2 414-2	Critical supplier (tier-1 and non tier-1) assessed <u>annually</u>	Entity	0	0	0	0
	Critical supplier (tier-1 and non tier-1) assessed <u>every 3 years</u>	Entity	0	0	0	0
	High-sustainability risk supplier assessed <u>annually</u>	Entity	0	0	0	0
	High-sustainability risk supplier assessed <u>every 3 years</u>	Entity	0	0	0	0
	current suppliers with high sustainability risk where gaps have been identified have corrective action plans.	%	0	0	0	0
	Percentage of current suppliers with corrective action plans that have improved their ESG performance within 12 months of the plan's launch	%	0	0	0	0
Information Security/Cybersecurity						
GRI	Indicator	Unit	2022	2023	2024	2025
System certification						
	IT System Certified	%	100	100	100	100

Environmental						
GRI	Indicator	Unit	2022	2023	2024	2025
Energy Consumption						
	Energy consumption ¹	KWh	12,193,736	13,150,000	16,500,163	16,604,271
	Energy consumption ¹	Million Baht	38,384.35	63,065.63	70,878.08	68,164.94
<p>Remark ¹: In 2024, SKR expanded the scope of data collection as follows: In 2022 and 2023 the energy consumption data came from Sikarin PLC.</p> <p>In 2024, the energy consumption data came from Sikarin PLC, Sikarin Samut Prakan, 4 clinics (Bang Pli, Tai Baan, Sukawat, and Sinsakorn), and Paholyothin office In 2025, there were no changes in the scope of data collection.</p>						
	Volume of oil and fuel consumption ²	Litre	65,915	84,276	413,464	402,236
	Energy and fuel expenses ²	Million Baht	1,308.40	1,777.17	7,293.46	7,583.11
<p>Remark ²: In 2024, SKR expanded the scope of data collection as follows: In 2022 and 2023, the volume of oil and fuel consumption was recorded and displayed for the generators (3 buildings) at Sikarin Hospital, Bangkok. Meanwhile, in 2024, the volume of oil and fuel consumption was expanded to include data from Sikarin Hospital, Bangkok, and Sikarin Hospital, Samut Prakan, with data collection covering the following categories:</p> <ol style="list-style-type: none"> 1. Diesel consumption for Fire Pump and Generator 2. Fuel consumption for company vehicles <ul style="list-style-type: none"> • Fuel for company vehicles paid via Fleet Card • Fuel for company vehicles paid in cash (No Fleet Card) • Fuel for company motorcycles • Fuel for company boats used for transportation 3. LPG 48 kg cylinders <p>In 2025, there were no changes in the scope of data collection.</p>						
Greenhouse Gas Emission						
305-1	Direct GHG Emission	Ton CO ₂ e	-	-	4,322	3,829
305-2	Indirect GHG Emission	Ton CO ₂ e	-	-	8,249	7,888
305-3	Other Indirect GHG Emission	Ton CO ₂ e	-	-	2,236	3,089
Waste						
	Total Waste and Waste Volume: Non-hazardous ³	Kilogram	18,612	53,432	-	564,853
	Total Waste and Waste Volume: Hazardous ³	Kilogram	5,220	7,240	7,250	6,220
	Total Infectious Waste Volume ³	Kilogram	-	-	228,002	225,302
	Total Recyclable Waste Volume ³	Kilogram	-	-	63,588	88,299
<p>Remark 3: In 2025, the data collection of waste we categorized according to types of waste for better clarification.</p>						

Environmental						
GRI	Indicator	Unit	2022	2023	2024	2025
Water and Effluents						
303-3	Water consumption ⁴	Cubic Meters	232,488	226,065	296,476	280,398
	Water consumption ⁴	Million Baht	3,978.50	4,057.42	5,094.90	4,730.32
Remark 4: In 2024, SKR expanded the scope of data collection as follows: In 2022 and 2023 the energy consumption data came from Sikarin PLC. In 2024, the energy consumption data came from Sikarin PLC, Sikarin Samut Prakan, 4 clinics (Bang Pli, Tai Baan, Sukawat, and Sinsakorn), and Paholyothin office In 2025, there were no changes in the scope of data collection.						

Social										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Workforce										
2-7	Total number of workforce	Person	497	2,494	544	2,729	562	2,923	555	2,884
		% of total workforce	16.62%	83.38%	16.62%	83.38%	16.13%	83.87%	16.14%	83.86%
	Total employee	Person	425	2,269	461	2,485	483	2,690	482	2,674
		% of total workforce	15.78%	84.22%	15.65%	84.35%	15.22%	84.78%	15.27%	84.73%
	Total part-time employee	Person	11	21	11	17	13	24	8	22
		% of total workforce	34.38%	65.63%	39.29%	60.71%	35.14%	64.86%	26.67%	73.33%
Total employee by location										
2-7	Thailand	Person	425	2,269	461	2,485	483	2,690	482	2,674
		% of total workforce	15.78%	84.22%	15.65%	84.35%	15.22%	84.78%	15.27%	84.73%
Total Employee by level										
405-1	Top management	Person	16	6	11	6	12	7	14	7
		% of total workforce	0.59%	0.22%	0.37%	0.20%	0.38%	0.22%	0.44%	0.22%
	Middle management	Person	17	53	20	54	21	59	19	59
		% of total workforce	0.63%	1.97%	0.68%	1.83%	0.66%	1.86%	0.60%	1.87%
	Management	Person	17	108	17	108	21	108	24	106
		% of total workforce	0.63%	4.01%	0.58%	3.67%	0.66%	3.40%	0.76%	3.36%
	Employee	Person	375	2,102	413	2,317	429	2,516	425	2,502
		% of total workforce	13.92%	78.03%	14.02%	78.65%	13.52%	79.29%	13.47%	79.28%

Social										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Total Employee by age group										
405-1	<30 years	Person	149	1,157	172	1,292	172	1,383	166	1304
		% of total workforce	5.53%	42.95%	5.84%	43.86%	5.42%	43.59%	5.26%	41.32%
	30-50 years	Person	216	965	234	1,036	252	1,128	254	1197
		% of total workforce	8.02%	35.82%	7.94%	35.17%	7.94%	35.55%	8.05%	37.93%
	>50 years	Person	60	147	55	157	59	179	62	173
		% of total workforce	2.23%	5.46%	1.87%	5.33%	1.86%	5.64%	1.96%	5.48%
Total employee by nationality										
405-1	Thai	Person	421	2,261	457	2,473	479	2,676	478	2663
		% of total workforce	15.63%	83.93%	15.51%	83.94%	15.10%	84.34%	15.15%	84.38%
	Chinese	Person	-	-	-	-	-	-	1	0
		% of total workforce	-	-	-	-	-	-	0.03%	0.00%
	Others	Person	4	8	4	12	4	14	3	11
		% of total workforce	0.15%	0.30%	0.14%	0.41%	0.13%	0.44%	0.10%	0.35%
Total employee of other minorities										
405-1	People with disability	Person	5	6	5	5	4	5	5	5
		% of total workforce	0.19%	0.22%	0.17%	0.17%	0.13%	0.16%	0.16%	0.16%
Doctors										
	Full-time doctor	Person	83	91	78	90	98	102	95	103
		% of total workforce	3.08%	3.38%	2.65%	3.05%	3.09%	3.21%	3.01%	3.26%
	<30 years	Person	2	9	0	10	3	9	1	6
		% of total workforce	0.07%	0.33%	0.00%	0.34%	0.09%	0.28%	0.03%	0.19%
	30-50 years	Person	60	76	58	74	69	85	70	87
		% of total workforce	2.23%	2.82%	1.97%	2.51%	2.17%	2.68%	2.22%	2.76%
	>50 years	Person	21	6	20	6	26	8	24	10
		% of total workforce	0.78%	0.22%	0.68%	0.20%	0.82%	0.25%	0.76%	0.32%
	Part-time doctor	Person	320	230	275	207	295	220	334	281
		% of total workforce	11.88%	8.54%	9.33%	7.03%	9.30%	6.93%	10.58%	8.90%

Social										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Doctors										
	<30 years	Person	53	34	26	15	28	8	14	18
		% of total workforce	1.97%	1.26%	0.88%	0.51%	0.88%	0.25%	0.44%	0.57%
	30-50 years	Person	211	172	198	167	211	183	249	228
		% of total workforce	7.83%	6.38%	6.72%	5.67%	6.65%	5.77%	7.89%	7.22%
	>50 years	Person	56	24	51	25	56	29	71	35
		% of total workforce	2.08%	0.89%	1.73%	0.85%	1.76%	0.91%	2.25%	1.11%
Full-time employee by work category										
	Clinical Staff (excluding doctors) (e.g. nurses, pharmacists, physical therapists, radiologic technologists and medical scientists)	Person	126	1,490	142	1,650	156	1,808	156	1,794
		% of total workforce	4.68%	55.31%	4.82%	56.00%	4.92%	56.98%	4.94%	56.84%
	<30 years	Person	72	848	82	954	92	1,037	90	992
		% of total workforce	2.67%	31.48%	2.78%	32.38%	2.90%	32.68%	2.85%	31.43%
	30-50 years	Person	43	588	49	634	54	691	55	726
		% of total workforce	1.60%	21.83%	1.66%	21.52%	1.70%	21.78%	1.74%	23.00%
	>50 years	Person	11	54	11	62	10	80	11	76
		% of total workforce	0.41%	2.00%	0.37%	2.10%	0.32%	2.52%	0.35%	2.41%
	Support staff	Person	299	779	319	835	327	882	326	880
		% of total workforce	11.10%	32.92%	10.83%	28.34%	10.31%	27.80%	10.33%	27.88%
	<30 years	Person	77	309	90	338	80	346	76	311
		% of total workforce	2.86%	11.47%	3.05%	11.47%	2.52%	10.90%	2.41%	9.85%
	30-50 years	Person	178	387	186	409	198	437	192	464
		% of total workforce	6.61%	14.37%	6.31%	13.88%	6.24%	13.77%	6.08%	14.70%
	>50 years	Person	44	83	43	88	49	99	58	105
		% of total workforce	1.63%	3.08%	1.46%	2.99%	1.54%	3.12%	1.84%	3.33%

Social										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Part-time employee by work category										
Re		Person	3	14	3	11	3	15	2	17
	Clinical Staff (excluding doctors) (e.g. nurses, pharmacists, physical therapists, radiologic technologists and medical scientists)	% of total workforce	0.11%	0.52%	0.10%	0.37%	0.09%	0.47%	0.06%	0.54%
	<30 years	Person	0	2	1	1	1	1	0	5
		% of total workforce	0.00%	0.07%	0.03%	0.03%	0.09%	0.47%	0.06%	0.54%
	30-50 years	Person	3	9	2	7	1	9	1	9
		% of total workforce	0.11%	0.33%	0.07%	0.24%	0.03%	0.28%	0.03%	0.29%
	>50 years	Person	0	3	0	3	1	4	1	3
		% of total workforce	0.00%	0.11%	0.00%	0.10%	0.03%	0.13%	0.03%	0.10%
	Support staff	Person	8	7	8	6	10	90	6	5
		% of total workforce	0.30%	0.26%	0.27%	0.20%	0.32%	0.28%	0.19%	0.16%
	<30 years	Person	0	3	0	0	0	0	0	1
		% of total workforce	0.00%	0.11%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%
	30-50 years	Person	1	0	1	1	2	0	2	1
		% of total workforce	0.04%	0.00%	0.07%	0.03%	0.06%	0.00%	0.06%	0.03%
	>50 years	Person	7	4	6	5	8	9	4	3
		% of total workforce	0.26%	0.15%	0.20%	0.17%	0.25%	0.28%	0.13%	0.10%
Gender Diversity										
	Number of employee in management positions in revenue-generating functions	Person	8	79	7	83	6	82	9	73
		% of total workforce	0.30%	2.93%	0.24%	2.82%	0.19%	2.58%	2.29%	2.31%
		Person	1	0	3	0	6	1	5	1

Social										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Gender Diversity										
	Number of employee in STEM-related functions	% of total workforce	0.04%	0.00%	0.10%	0.00%	0.19%	0.03%	0.16%	0.03%

Hiring										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
New Employee										
401-1(a)	New employee hired	Person	95	639	127	770	89	680	60	481
New Employee by level										
	Top management	Person	0	1	0	0	1	2	0	0
		% of total workforce	0.00%	0.04%	0.00%	0.00%	0.03%	0.06%	0.00%	0.00%
	Middle management	Person	5	1	1	1	2	2	1	0
		% of total workforce	0.19%	0.04%	0.03%	0.03%	0.06%	0.06%	0.03%	0.00%
	Management	Person	1	3	1	2	0	2	0	2
		% of total workforce	0.04%	0.11%	0.03%	0.07%	0.00%	0.06%	0.00%	0.06%
	Employee	Person	89	634	125	767	85	675	59	479
		% of total workforce	3.30%	23.53%	4.24%	26.04%	2.68%	21.27%	1.87%	15.18%
New Employee by age group										
	<30 years	Person	67	520	94	658	65	586	50	409
		% of total workforce	2.49%	19.30%	3.19%	22.34%	2.05%	18.47%	1.58%	12.96%
	30-50 years	Person	26	118	29	109	20	92	10	71
		% of total workforce	0.97%	4.38%	0.98%	3.70%	0.63%	2.90%	0.32%	2.25%
	>50 years	Person	2	1	4	3	4	2	0	1
		% of total workforce	0.07%	0.04%	0.14%	0.10%	0.13%	0.06%	0.00%	0.03%
Hiring Cost										
	Total hiring cost	Baht	64,627.55	434,705.31	62,768.48	380,564.80	108,343.26	827,791.20	111,711.00	895,549.85
	Average hiring cost	Baht/FTE	680.29	680.29	494.24	494.24	1,217.34	1,217.34	1,861.85	1,861.85

Turnover										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Employee Turnover										
401-1(b)	Employee Turnover	Person	79	470	87	534	64	478	71	505
		% of total workforce	15.37%	84.63%	13.76%	86.24%	2.02%	15.06%	2.25%	16.00%
Employee turnover by level										
	Top management	Person	2	2	3	0	0	0	1	0
		% of total workforce	0.07%	0.07%	0.10%	0.00%	0.00%	0.00%	0.03%	0.00%
	Middle management	Person	4	1	1	2	2	0	0	1
		% of total workforce	0.15%	0.04%	0.03%	0.07%	0.06%	0.00%	0.00%	0.03%
	Management	Person	0	6	2	6	0	3	2	9
		% of total workforce	0.00%	0.22%	0.07%	0.20%	0.00%	0.09%	0.06%	0.29%
	Employee	Person	73	461	81	526	62	475	68	495
		% of total workforce	2.71%	17.11%	2.75%	17.85%	1.95%	14.97%	2.15%	15.68%
Employee turnover by age group										
	<30 years	Person	35	336	49	400	43	371	39	354
		% of total workforce	1.30%	12.47%	1.66%	13.58%	1.36%	11.69%	1.24%	11.22%
	30-50 years	Person	40	122	28	117	18	101	30	137
		% of total workforce	1.48%	4.53%	0.95%	3.97%	0.57%	3.18%	0.95%	4.34%
	>50 years	Person	4	12	10	17	3	6	2	14
		% of total workforce	0.15%	0.45%	0.34%	0.58%	0.09%	0.19%	0.06%	0.44%

Voluntary Turnover										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Voluntary turnover										
	Voluntary Employee Turnover	Person	57	384	60	438	50	394	52	426
		% of total workforce	1.80%	12.10%	1.89%	13.80%	1.58%	12.42%	1.65%	13.50%
Voluntary turnover by level										
	Top management	Person	2	0	2	0	0	0	1	0
		% of total workforce	0.07%	0.00%	0.07%	0.00%	0.00%	0.00%	0.03%	0.00%

Voluntary Turnover										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Voluntary turnover by level										
	Middle management	Person	2	1	0	0	2	0	0	1
		% of total workforce	0.07%	0.04%	0.00%	0.00%	0.06%	0.00%	0.00%	0.03%
	Management	Person	0	4	2	3	0	3	2	8
		% of total workforce	0.00%	0.15%	0.07%	0.10%	0.00%	0.09%	0.06%	0.25%
	Employee	Person	53	379	56	435	48	391	49	417
		% of total workforce	1.97%	14.07%	1.90%	14.77%	1.51%	12.32%	1.55%	13.21%
Voluntary turnover by age group										
	<30 years	Person	29	275	41	329	35	305	33	314
		% of total workforce	1.08%	10.21%	1.39%	11.17%	1.10%	9.61%	1.05%	9.95%
	30-50 years	Person	27	107	15	107	15	87	18	109
		% of total workforce	1.00%	3.97%	0.51%	3.63%	0.47%	2.74%	0.57%	3.45%
	>50 years	Person	1	2	4	2	0	2	3	1
		% of total workforce	0.04%	0.07%	0.14%	0.07%	0.00%	0.06%	0.10%	0.03%
Parental Leave										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Parental Leave										
401-3	Parental leave	Person	0	56	0	67	0	57	0	79
		% of total workforce	0.00%	2.08%	0.00%	2.27%	0.00%	1.80%	0.00%	2.50%
Collective Bargaining Agreement										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Collective Bargaining Agreement										
407-1		Person	425	2,269	461	2,485	483	2,690	482	2,674
	Total employee covered by an independent trade union or collective bargaining agreement	% of total workforce	15.78%	84.22%	15.65%	84.35%	15.22%	84.78%	15.27%	84.73%

Training and Development										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Training hours										
404-1	Total number of training hours	Hours	14,000.39	74,745.61	18,289.46	98,588.54	22,159.39	123,413.61	10,499.30	58,928.70
	Average training hours per FTE	Hours/FTE	5.20	27.75	6.21	33.47	6.98	38.89	3.33	18.67
Training hours by level										
	Top management	Person	527.04	197.64	436.37	238.02	550.56	321.16	309.46	154.70
		% of total workforce		0.20	0.07	0.15	0.08	0.17	0.10	0.10
	Middle management	Person	559.98	1,745.82	793.40	2,142.18	963.48	2,706.92	419.90	1,303.90
		% of total workforce		0.21	0.65	0.27	0.73	0.30	0.85	0.13
	Management	Person	559.98	3,557.52	674.39	4,284.36	963.48	4,955.04	530.40	2,342.60
		% of total workforce		0.21	1.32	0.23	1.45	0.30	1.56	0.17
	Employee	Person	12,352.50	69,239.88	16,383.71	91,915.39	19,682.52	115,434.08	9,392.50	55,294.20
		% of total workforce		4.59	25.70	5.56	31.20	6.20	36.38	2.93
Training hours by age group										
	<30 years	Person	4,908.06	38,111.58	6,823.24	51,253.64	7,891.36	63,452.04	3,668.60	28,818.40
		% of total workforce		1.82	14.15	2.32	17.40	2.49	20.00	1.16
	30-50 years	Person	7,115.04	31,787.10	9,282.78	41,098.12	11,561.76	51,752.64	5,613.40	26,453.70
		% of total workforce		2.64	11.80	3.15	13.95	3.64	16.31	1.73
	>50 years	Person	1,976.40	4,842.18	2,181.85	6,228.19	2,706.92	8,212.52	1,370.20	3,823.30
		% of total workforce		0.73	1.80	0.74	2.11	0.85	2.59	0.43
Training Investment										
404-1	Total amount spent in training and development	Baht	2,738,220.89	14,618,878.11	3,012,911.98	16,240,968.02	2,649,813.27	14,757,759.23	700,362.83	3,993,113.48
	Average amount spent on training and development	Baht/FTE	1,016.41	5,426.46	1,022.71	5,512.89	835.11	4,651.04	224.90	1,262.27

Training and Development										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Training cost by level										
	Top management	Baht	103,085.92	38,657.22	71,891.60	39,213.60	631,842.60	368,574.85	20,820.24	10,410.12
		Baht/FTE	38.27	14.35	24.40	13.31	199.13	116.16	6.63	2.84
	Middle management	Baht	109,528.79	341,472.11	130,712.00	352,922.40	1,105,724.55	3,106,559.45	28,256.04	87,742.44
		Baht/FTE	40.66	126.75	44.37	119.80	348.48	979.06	9.00	27.46
	Management	Baht	109,528.79	695,829.96	111,105.20	705,844.80	1,105,724.55	5,686,583.40	35,691.84	157,638.96
		Baht/FTE	40.66	258.29	37.71	239.59	348.48	1792.18	11.36	49.24
	Employee	Baht	2,416,076.25	13,542,912.74	2,699,202.80	15,142,985.20	786,996.21	4,615,576.84	632,043.00	3,720,874.32
		Baht/FTE	896.84	5,027.06	916.23	5,140.19	248.03	1,454.64	197.91	1,182.72
Training cost by age group										
	<30 years	Baht	959,987.63	7,454,400.59	1,124,123.20	8,443,995.20	943,619.52	7,587,359.28	246,868.56	1,939,256.64
		Baht/FTE	356.34	2767.04	381.58	2866.26	297.39	2391.23	78.60	616.93
	30-50 years	Baht	1,391,659.92	6,217,369.55	1,529,330.40	6,770,881.60	1,382,512.32	6,188,388.48	377,738.64	1,780,130.52
		Baht/FTE	516.58	2307.86	519.12	2298.33	435.71	1950.33	116.95	562.95
	>50 years	Baht	386,572.20	947,101.89	359,458.00	1,026,089.20	323,683.44	982,022.64	92,203.92	257,278.68
		Baht/FTE	143.49	351.56	122.02	348.30	102.01	309.49	29.35	82.38

Training and Development										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Individual Performance Appraisal										
404-3	Employee coverage under performance appraisal by Management by Objectives (MOB)	Person	393	2,178	431	2,360	478	2,579	457	2,554
		% of total workforce	14.59%	80.85%	14.63%	80.11%	15.06%	81.28%	14.48%	80.93%
Individual Performance Appraisal (MOB) by level										
	Top management	Person	11	8	12	6	14	8	14	6
		% of total workforce	0.41%	0.30%	0.41%	0.20%	0.44%	0.25%	0.44%	0.19%
	Middle management	Person	17	54	17	54	16	58	15	58
		% of total workforce	0.63%	2.00%	0.58%	1.83%	0.50%	1.83%	0.48%	1.84%
	Management	Person	14	111	17	112	21	107	23	103
		% of total workforce	0.52%	4.12%	0.58%	3.80%	0.66%	3.37%	0.73%	3.26%
	Employee	Person	351	2,005	385	2,188	427	2,406	405	2,387
		% of total workforce	13.03%	74.412%	13.07%	74.27%	13.46%	75.83%	12.83%	75.63%

Training and Development										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Individual Performance Appraisal (MOB) by age group										
	<30 years	Person	131	1,103	155	1,207	177	1,306	152	1,203
		% of total workforce	4.86%	40.94%	5.26%	40.97%	5.58%	41.16%	4.82%	38.12%
	30-50 years	Person	220	960	226	1,020	249	1,123	255	1,188
		% of total workforce	8.17%	35.63%	7.67%	34.62%	7.85%	35.39%	8.08%	37.64%
	>50 years	Person	42	115	50	133	52	150	166	47
		% of total workforce	1.56%	4.27%	1.70%	4.51%	1.64%	4.73%	5.26%	1.49%

Training and Development										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Employee Engagement										
	Employee engagement survey	% of actively engaged employees	0.99	0.99	86.00	86.50	86.00	86.50	84.59	86.90
		Person	236	1,231	196	1,217	196	1,217	351	2,297
	Target of employee engagement survey	% of actively engaged employees	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00
Employee engagement result by level										
	Top management	% of actively engaged employees	-	-	89.40	89.10	89.40	89.10	85.50	88.60
		Person	-	-	1	3	1	3	2	3
	Middle management	% of actively engaged employees	99.00	99.00	86.60	86.50	86.60	86.50	85.10	86.40
		Person	5	30	5	28	5	28	19	30
	Management	% of actively engaged employees	99.00	99.00	86.10	86.50	86.10	86.50	83.43	85.47
		Person	12	65	11	63	11	63	18	80

Training and Development										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Ration of remuneration of women to men										
	+ other case incentives									
	Management - Average monthly base salary only	Baht	49,379	48,048	53,844	49,107	63,959	51,359	44,032.71	55,055.93
	Management - Average monthly base salary + other case incentives	Baht	49,943	49,013	55,103	49,930	65,973	52,239	45,092.58	55,962.23
	Non-management - Average monthly base salary only	Baht	16,312	17,013	17,339	18,369	17,933	18,853	45,092.58	55,962.23
	Non-management - Average monthly base salary + other case incentives	Baht	16,834	17,594	17,899	19,129	18,528	19,759	18,889.69	20,011.53

Human Rights							
GRI	Indicator	Unit	2022	2023	2024	2025	
Human Rights Assessment							
Total Human Rights assessed in last three years							
412-1	Own operations						
	Total number of own operations	Company	3	3	3	3	
	Number of Own operations assessed	Company	2	2	2	2	
	Percentage of Own operations assessed	% of total company	67%	67%	67%	67%	
	Contractor and tier 1 suppliers						
	Total number of Contractor and tier 1 suppliers	Company	863	914	960	973	

Human Rights						
GRI	Indicator	Unit	2022	2023	2024	2025
Human Rights Assessment						
	Number of Contractor and tier 1 suppliers assessed	Company	316	331	316	294
	Percentage of Contractor and tier 1 suppliers assessed	% of total contractor company	37%	36%	33%	30%
Joint ventures						
	Total number of Joint ventures	Company	-	-	-	-
	Number of Joint ventures assessed	Company	-	-	-	-
	Percentage of Joint ventures assessed	% of total joint venture company	-	-	-	-
Total assessed <u>in last three years with risks have been identified</u>						
Own operations						
	Number of Own operations assessed with risk identified	Company assessed with risk identified	0	0	0	0
	Percentage of Own operations assessed with risk identified	% of company assessed	0	0	0	0
Contractor and tier 1 suppliers						
	Number of Contractor and tier 1 suppliers assessed with risk identified	Company assessed with risk identified	0	0	0	0
	Percentage of Contractor and tier 1 suppliers assessed with risk identified	% of contractor company assessed	0	0	0	0
Joint ventures						
	Number of Joint ventures assessed with risk identified	Company assessed with risk identified	-	-	-	-
	Percentage of Joint ventures assessed with risk identified	% of joint venture company assessed	-	-	-	-
Total assessed <u>in last three years with risks have been identified and risk mitigation or remediation process had been implemented</u> in the last 12 months						
Own operations						
	Number of Own operations	Company assessed with risk identified and mitigation	0	0	0	0

Human Rights						
GRI	Indicator	Unit	2022	2023	2024	2025
Total assessed in last three years <u>with risks have been identified and risk mitigation or remediation process had been implemented</u> in the last 12 months						
		or remediation implemented				
	Percentage of Own operations	% of company assessed with risk identified	0	0	0	0
Contractor and tier 1 suppliers						
	Number of Contractor and tier 1 suppliers	Company assessed with risk identified and mitigation or remediation implemented	0	0	0	0
	Percentage of Contractor and tier 1 suppliers	% of company assessed with risk identified	0	0	0	0
Joint ventures						
	Number of Joint ventures	Company assessed with risk identified and mitigation or remediation implemented	-	-	-	-
	Percentage of Joint ventures	% of company assessed with risk identified	-	-	-	-

Human Rights						
GRI	Indicator	Unit	2022	2023	2024	2025
Corporate Social Responsibility						
201-1	Total contribution	Million Baht	1.00	1.64	1.00	1.00
	Charitable donation	Million Baht	0.00	0.00	0.00	0.00
	Percentage of Charitable donation	% of Total contribution	0%	0%	0%	0%
	Community investment	Million Baht	1.00	1.64	1.00	1.00
	Percentage of Community investment	% of Total contribution	100%	100%	100%	100%
	Commercial initiatives	Million Baht	0.00	0.00	0.00	0.00
	Percentage of Commercial initiatives	% of Total contribution	0%	0%	0%	0%
Local community						
413-1	Total operation	Site	3	3	3	3
	Number of operations with implemented local community engagement, impact assessments, and/or development programs	Site	3	3	3	3
	Percentage of operations with implemented local community engagement, impact assessments, and/or development programs	% of total site	100%	100%	100%	100%

