



EMPOWERING ALL TOWARD
INCLUSIVE GROWTH

Living Wage Summary

2024



Living Wage Commitment

***All employees shall
earn a living wage
by 2024***

***In 2023, all employees
earn a living wage based
on the Living Wage
Reference Value for 2023***

Fair compensation demonstrate our measurable public commitment toward OR long-term sustainability and our employee a living wage. Delivering fair compensation to our employees, OR structure framework for fair compensation based on 4 principles as follows

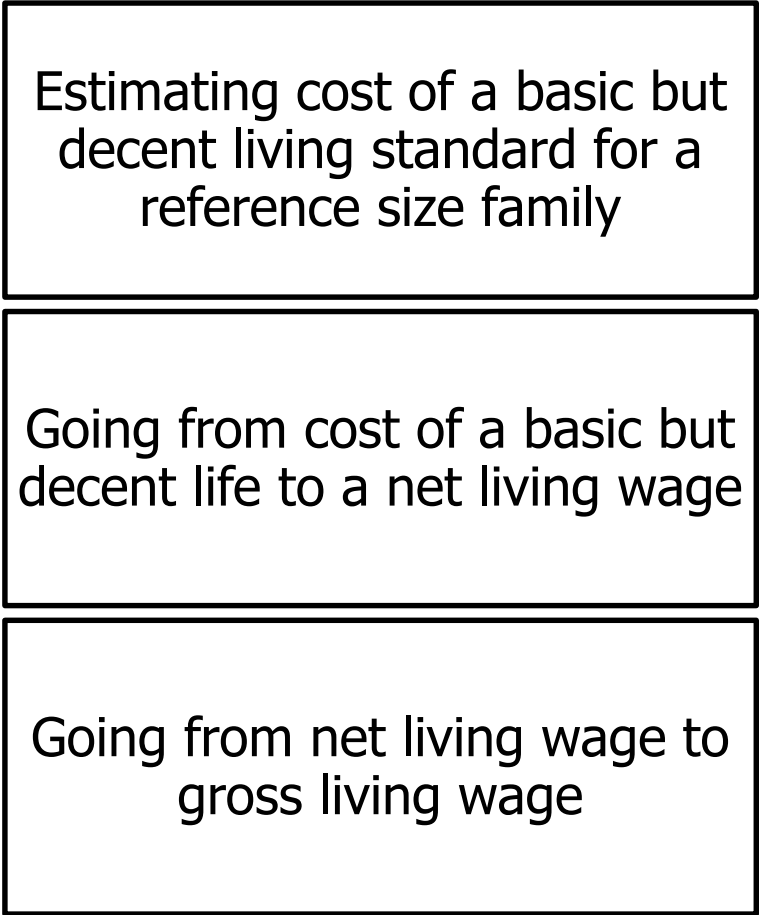
OR principle	Fair Compensation delivery
Internal equity	<ul style="list-style-type: none">• Coherence in OR compensation and employees' responsibility & accountability• Equal pay for equal work with no discrimination
External competitiveness	<ul style="list-style-type: none">• Minimum fixed cash amount paid by OR exceed legal minimum standard• Competitive and fairly pay reflecting an employee's skill, education and experience comparing to market within the same industry.• Review OR compensation regularly
Employee contribution	<ul style="list-style-type: none">• Performance base pay
Livable compensation	<ul style="list-style-type: none">• Fixed cash amount paid by OR cover employees' basic needs – Food, Cloth, Accommodation without need to work excessive hours (ie. overtime), or bonus

OR has set time-bound targets, ensuring that all employees shall earn a living wage by 2024. As of 2023, every employee successfully earned a living wage.

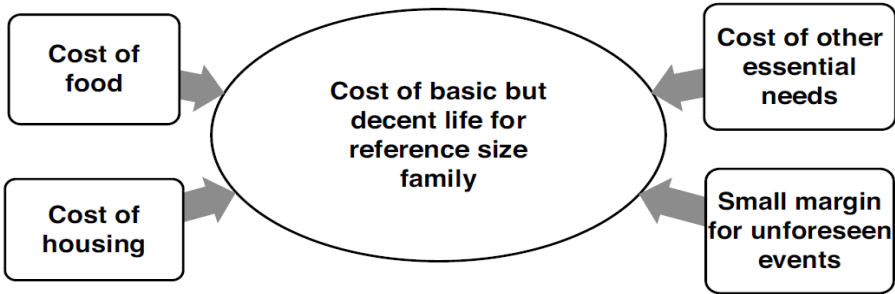
Living Wage Methodology

OR conducts the living wage calculation following the **Anker Methodology - BSCI standard audits**. The threshold of this methodology will be used as the standard threshold of OR Living Wage Calculation. We understand the living wage is a human rights. Thus, we ensure that the wage of our employees will be able to serve their decent lives and support their families, and more importantly give their children better lives. Elements of a decent standard of living include food, water, housing, education, health care, transport, clothing, and other essential needs, including provision for unexpected events. The Anker Living Wage Reference Value for 2023 for urban Thailand is THB **14,235 (USD 406)** per month. This has changed from the amount of THB 14,202 per month from last year in 2022 due to the inflation rate of Thailand being 0.23% between mid-2022 to mid-2023. The living wage allows workers in urban Thailand to afford sufficient living standard.

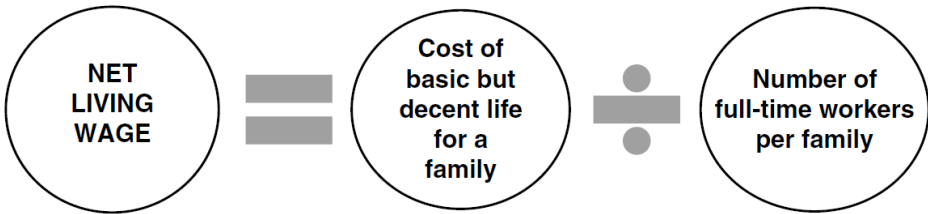
Coverage of Living Wage Assessment: 100% of FTEs (only OR employee)



Cost of a basic but decent life for a family



From cost of basic but decent life to net living wage



From net living wage to gross living wage





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INCLUSIVE GROWTH**

OR เติมเต็มโอกาส เพื่อทุกการเติบโต ร่วมกัน

*Harnessing OR
competencies to support,
fulfill, and elevate*

*Sustainable growth
with Living Community,
Healthy Environment, and
Economic Prosperity*

*Moving forward with
strong determination and
leaving no one behind*

*6 groups of
OR stakeholders*