

Performance Table

Topic	Unit	2018	2019	2020	2021
Total employees	Persons	12,314	12,701	13,975	12,909
Employee Diversity					
Share of women in total workforce	%	59.0	60.0	60.0	60.5
Share of women in all management positions	%	50.3	52.7	50.4	50.1
Share of women in junior management positions	%	51.0	53.0	51.0	50.9
Share of women in top management positions	%	26.7	18.8	19.0	20.0
Share of women in management positions in revenue-generating functions	%	-	47.0	47.1	50.6
Share of women in STEM-related positions	%	-	-	6.8	29.6
People with disability	%	1.0	0.9	1.4	1.1
Breakdown by Age					
Under 30 years old	%	43.1	38.0	35.5	30.4
30-50 years old	%	53.3	57.9	59.7	62.1
Over 50 years old	%	3.6	4.1	4.8	7.5
Breakdown by Nationality					
Thailand	%	99.98	99.97	99.96	99.96
Singapore	%	0.02	0.02	0.01	0.01
Cambodia	%	0	0	0.01	0.01
United Kingdom	%	0	0.01	0.01	0.01
United States of America	%	0	0	0.01	0.00
Malaysia	%	0	0	0.01	0.01
Breakdown by Nationality					
Thailand	% of total management	-	-	99.9	98.4
Singapore	% of total management	-	-	0.05	0.82
Cambodia	% of total management	-	-	0	0
United Kingdom	% of total management	-	-	0.02	0
United States of America	% of total management	-	-	0.02	0.41
Malaysia	% of total management	-	-	0	0.41
Gender Pay Indicators					
Mean gender pay gap	%	-	-	10.8	8.6
Median gender pay gap	%	-	-	5.8	11.2
Mean bonus gap	%	-	-	12.3	11.8
Median bonus gap	%	-	-	9.8	9.4
New Employee Hires					
Total number of new employee hires	Persons	2,912	2,441	1,826	2,651
Positions filled by internal candidates (internal hires)	%	-	19.6	16.1	11
Average Hiring Cost/FTE	Baht	3,198	3,969	7,643	3,056

Breakdown by Gender					
Male	%	35.2	32.3	29.7	29.8
Female	%	64.8	67.7	70.3	70.2
Breakdown by Age					
Under 30 years old	%	85.5	83.6	78.8	78.7
30-50 years old	%	14.4	16.3	21.0	21.1
Over 50 years old	%	0.1	0.1	0.2	0.2
Breakdown by Level					
Top management	%	0.03	0.04	0.11	0.11
Senior management	%	0.10	0.41	0.27	0.23
Junior management	%	2.82	3.40	4.60	6.0
Operational staffs	%	-	25.5	16.5	11.1
Turnover					
Total Turnover rate	%	8.39	9.03	6.12	9.15
Total Voluntary turnover rate	%	7.96	8.64	5.07	8.32
Breakdown by Gender					
Male	%	7.6	8.4	6.1	8.6
Female	%	9.1	9.5	6.1	9.6
Breakdown by Age					
Under 30 years old	%	4	4.0	2.3	15.4
30-50 years old	%	4.2	4.7	3.0	7.1
Over 50 years old	%	0.2	0.4	0.8	6.3
Breakdown by Level					
Top management	%	0	6.3	18.8	26.7
Senior management	%	5.1	7.0	12.4	10.4
Junior management	%	4.5	3.5	4.1	5.8
Operational staffs	%	6.4	7.9	3.9	6.6
Human Capital Return on Investment (HCROI)	Times	5.4	4.8	4.8	4.9
Training and Development					
Average hours of training	Hours	106	49	37	32
Breakdown by Gender					
Male	Hours	-	45	32	35
Female	Hours	-	52	40	30
Breakdown by Age					
Under 30 years old	Hours	-	58	49	31
30-50 years old	Hours	-	42	31	35
Over 50 years old	Hours	-	44	24	24

Remarks:

1. Women in management positions in revenue-generating functions refer to female employee are primarily working in sale function (e.g. direct sale manager, enterprise sale manager, head of unit, engineering manager, etc.)
2. STEM related positions are, for instance, information technology manager, programming application manager, engineering manager, etc.