

Performance Table

Topic	Unit	2022	2023	2024	2025
Labor practices					
Employees					
Total employees	Persons	13,141	11,448	19,698	18,855
Breakdown by gender					
Male	Persons	5,260	4,724	10,573	10,208
	%	40.00	41.00	54.00	54.14
Female	Persons	7,881	6,724	9,125	8,647
	%	60.00	59.00	46.00	45.86
Breakdown by age					
50 years old and above	Persons	1,084	924	1,927	1,827
30-50 years old	Persons	8,051	7,767	12,788	13,209
Below 30 years old	Persons	4,006	2,757	4,983	3,819
Breakdown by employee type					
Permanent					
Male	Persons	4,050	3,756	5,293	5,288
Female	Persons	4,898	4,579	5,454	5,420
Contract employee					
Male	Persons	1,210	968	5,280	4,920
Female	Persons	2,983	2,145	3,671	3,227
Diversity of governance bodies and employees					
Breakdown by employee positions					
Top Management					
Male	Persons	13	16	17	15
	%	86.67	94.12	89.47	78.95
Female	Persons	2	1	2	4
	%	13.33	5.88	10.53	21.05
Total Top Management	Persons	15	17	19	19
Senior Management					
Male	Persons	109	99	107	117
	%	62.29	57.89	59.12	61.90
Female	Persons	66	72	74	72
	%	37.71	42.11	40.88	38.10
Total Senior Management	Persons	175	171	181	189
Junior Management					
Male	Persons	1,924	1,821	2,211	2,298
	%	49.66	49.04	51.66	51.55
Female	Persons	1,950	1,892	2,069	2,160
	%	50.34	50.96	48.34	48.45
Junior Management	Persons	3,874	3,713	4,280	4,458
Operation Staffs					
Male	Persons	3,214	2,788	8,238	7,778
	%	35.41	36.94	54.13	54.82
Female	Persons	5,863	4,759	6,980	6,411
	%	64.59	63.06	45.87	45.18

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Total Operation Staffs	Persons	9,077	7,547	15,218	14,189
Proportion of employees by nationalities					
Thai	%	99.96	99.96	99.96	99.97
Singaporean	%	0.02	0.03	0.02	0.01
Cambodian	%	0.01	0.01	0.01	0.01
British	%	0	0	0	0
American	%	0	0	0	0
Malaysian	%	0	0	0	0
Dutch (Holland)	%	0.01	0.01	0.01	0.01
Poland	%	0	0	0.01	0.01
Australia	%	0	0	0.01	0.01
Proportion of management by nationalities					
Thai	% of executives	99.93	99.92	99.87	99.91
Singaporean	% of executives	0.05	0.05	0.07	0.0002
British	% of executives	0	0	0	0
American	% of executives	0	0	0	0
Malaysian	% of executives	0	0	0	0
Dutch (Holland)	% of executives	0.02	0.03	0.02	0.0002
Poland	% of executives	0	0	0.02	0.0002
Australia	% of executives	0	0	0.02	0.0002
Other employee diversity					
Employees with Disabilities	Persons	149	138	219	186
	%	1.1	1.2	1.1	1.0
Share of women (Breakdown by positions)					
Share of women in total workforce	%	59.97	58.74	46.32	45.86
Share of women in all management positions ¹	%	49.66	50.37	47.88	47.92
Share of women in junior management positions	%	50.34	50.96	48.34	48.45
Share of women in top management positions	%	13.33	5.88	10.53	21.05
Share of women in management positions in revenue-generating functions	%	52.40	47.10	50.80	43.52
Share of women in STEM-related positions ²	%	29.20	30.50	17.74	46.52
Training and Development					
Total Training Hours	Hours	374,737	272,753	360,245	551,039
Total Average Training	Hours/ Person	29	24	18	29
Breakdown by Gender					
Male	Hours/ Person	32	26	22	28
Female	Hours/ Person	27	22	19	29
Breakdown by age					
Below 30 years old	Hours/ Person	27	28	18	26
30-50 years old	Hours/ Person	29	25	22	29
50 years old and above	Hours/ Person	27	18	16	30
Breakdown by employee type					
Top management	Hours/ Person	24	26	13	19
Male	Hours/ Person	21	21	12	18
Female	Hours/ Person	30	33	14	22
Middle management	Hours/ Person	39	34	30	40

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Male	Hours/ Person	43	34	31	39
Female	Hours/ Person	36	33	30	40
Operation Staff	Hours/ Person	12	12	15	25
Male	Hours/ Person	16	17	14	25
Female	Hours/ Person	11	13	17	26
Total Costs of Training & Development	Mn. Baht	65.09	94.83	102.89	86.27
Total Costs of Training & Development	Baht/person	4,949	8,284	5,224	4,575
Human Capital Return on Investment (HCROI)	Times	4.90	4.80	4.50	5.58
Resignation					
Resignation	Persons	1,151	1,343	966	612
Total turnover rate	%	12.86	16.11	8.99	5.72
Total Voluntary turnover	Persons	1,043	837	798	386
Voluntary turnover rate	%	11.66	10.04	7.43	3.60
Gender Pay Gap (Male vs Female)					
Gender Pay Gap					
Mean gender pay gap	%	5.40	5.80	4.70	4.41
Median gender pay gap	%	4.80	5.40	3.05	2.91
Mean bonus pay gap	%	2.60	2.76	2.45	1.44
Median bonus pay gap	%	2.60	2.61	2.50	4.43

Remark:

¹ Female management in revenue-generating functions refers to female employees who are primarily working in sale function (e.g. direct sale manager, enterprise sale manager, head of units, engineering manager, etc.)

² STEM-related positions are, for instance, information technology manager, programming application manager, engineering manager, etc.