



Social Performance Data

Employees

Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total employees ¹	Persons	6,408	12,683	19,091	6,258	12,447	18,705	6,302	12,614	18,916	6,269	12,662	18,931
	%	33.6	66.4	100	33	67	100	33.3	66.7	100	33.1	66.9	100
Employees by location													
Head office	Persons	3,084	4,698	7,782	3,122	4,807	7,929	3,232	5,078	8,310	3,313	5,223	8,536
Metropolitan	Persons	1,267	3,700	4,967	1,252	3,563	4,815	1,258	3,522	4,780	1,242	3,471	4,713
Other provinces	Persons	2,057	4,285	6,342	1,884	4,077	5,961	1,812	4,014	5,826	1,714	3,968	5,682
Employees by type of employment													
Permanent employees ²	Persons	6,297	12,572	18,869	6,147	12,310	18,457	6,155	12,420	18,575	6,138	12,480	18,618
Temporary employees ³	Persons	111	111	222	111	137	248	147	194	341	131	182	313
Employees by nationality													
Thai	Persons			19,041			18,650			18,861			18,871
Japanese	Persons			28			30			29			27
English	Persons			6			6			4			4
Chinese	Persons			3			3			5			6
Australian	Persons			2			2			2			2
Other nationalities	Persons			11			14			15			21



Employees (continued)

Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees by age													
Total employees													
Aged over 50 years	Persons	2,658	2,685	5,343	2,527	2,677	5,204	2,412	2,594	5,006	2,235	2,502	4,737
Aged 30-50 years	Persons	3,039	8,238	11,277	2,907	8,019	10,926	2,890	7,989	10,879	2,933	8,002	10,935
Aged under 30 years	Persons	711	1,760	2,471	824	1,751	2,575	1,000	2,031	3,031	1,101	2,158	3,259
Permanent employees													
Aged over 50 years	Persons							2,352	2,548	4,900	2,186	2,473	4,659
Aged 30-50 years	Persons							2,855	7,949	10,804	2,896	7,957	10,853
Aged under 30 years	Persons							948	1,923	2,871	1,056	2,050	3,106
Temporary employees													
Aged over 50 years	Persons							60	46	106	49	29	78
Aged 30-50 years	Persons							35	40	75	37	45	82
Aged under 30 years	Persons							52	108	160	45	108	153



Employees (continued)

Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees by level ⁴													
Total management	Persons	693	826	1,519	691	845	1,536	693	857	1,550	719	891	1,610
	%	45.6	54.4	100	45	55	100	44.7	55.3	100	44.7	55.3	100
Thai	Persons	661	822	1,483	656	841	1,497	659	853	1,512	685	885	1,570
Japanese	Persons	26	0	26	28	0	28	27	0	27	25	1	26
English	Persons	2	0	2	2	0	2	2	0	2	2	0	2
Chinese	Persons	0	3	3	0	3	3	0	3	3	0	3	3
Other nationalities	Persons	4	1	5	5	1	6	5	1	6	7	2	9
Top management	Persons	35	25	60	39	23	62	40	23	63	40	23	63
	%	58.3	41.7	100	63	37	100	63.5	36.5	100	63.5	36.5	100
Middle management	Persons	250	260	510	240	273	513	245	275	520	248	293	541
	%	49.0	51.0	100	47	53	100	47.1	52.9	100	45.8	54.2	100
Junior management	Persons	408	541	949	412	549	961	408	559	967	431	575	1,006
	%	43.0	57.0	100	43	57	100	42.2	57.8	100	42.8	57.2	100
Staff	Persons	5,604	11,746	17,350	5,456	11,465	16,921	5,462	11,563	17,025	5,419	11,589	17,008
Management (Temporary employees)	Persons	39	8	47	33	11	44	34	10	44	30	8	38
Staff (Temporary employees)	Persons	72	103	175	78	126	204	113	184	297	101	174	275



Employees (continued)

Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Share of women in management positions in revenue-generating functions	% of all such management			53.7			54.2			53.5			53.6
Share of women in STEM-related positions	% of total STEM positions			47.4			47.2			48.1			46.2
Number of employees who are labor union members	Persons			9,198			9,121			9,238			9,238
	%			48.18			48.76			48.84			50.34
Number of employees under supervision of the labor unions	%			100			100			100			100



New Employees

Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
New employees hired	Persons	447	701	1,148	571	967	1,538	645	1,235	1,880	508	883	1,391
	%	7.0	5.5	6.0	9.1	7.8	8.2	10.2	9.8	9.9	8.1	7.0	7.3
Average hiring cost	THB/FTE	5,185			6,175			5,239			6,265		
New employees by location													
Head office	Persons	353	504	857	401	619	1,020	438	731	1,169	353	508	861
Metropolitan	Persons	79	159	238	143	243	386	136	288	424	111	203	314
Other provinces	Persons	15	38	53	27	105	132	71	216	287	44	172	216
New employees by nationality													
Thai	Persons	1,139			1,529			1,866			1,381		
Other	Persons	9			9			14			10		
New employees by level													
Top management	Persons	0	0	0	2	0	2	0	0	0	2	0	2
Middle management	Persons	5	4	9	3	5	8	7	6	13	1	7	8
Junior management	Persons	13	6	19	11	11	22	18	4	22	13	4	17
Staff	Persons	384	607	991	511	843	1,354	528	1,037	1,565	462	773	1,235
Management (Temporary employees)	Persons	8	0	8	3	6	9	8	4	12	2	1	3
Staff (Temporary employees)	Persons	37	84	121	41	102	143	84	184	268	28	98	126

**New Employees (continued)**

Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
New employees by age													
Aged over 50 years	Persons	11	9	20	9	10	19	43	64	107	10	12	22
Aged 30-50 years	Persons	115	174	289	112	159	271	109	187	296	87	144	231
Aged under 30 years	Persons	321	518	839	450	798	1,248	493	984	1,477	411	727	1,138
Internal hires													
Percentage of open positions filled by internal candidates	%			51.00			60.00			53.00			67.00

Employee Turnover

Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employee turnover ⁵	Persons	822	1,721	2,543	712	1,191	1,903	594	1,050	1,644	539	825	1,364
	%	12.8	13.6	13.3	11.4	9.6	10.2	9.4	8.3	8.7	8.6	6.5	7.2
Employee voluntary turnover ⁶	Persons	778	1,658	2,436	657	1,142	1,799	526	953	1,479	476	750	1,226
	%	12.1	13.1	12.8	10.5	9.2	9.6	8.3	7.6	7.8	7.6	5.9	6.5
Employee turnover by nationality													
Thai	Persons			2,534			1,898			1,630			1,359
Other nationalities	Persons			9			5			14			5



Employee Turnover (continued)

Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employee turnover by level													
Top management	Persons	4	1	5	0	3	3	3	2	5	2	0	2
Middle management	Persons	18	14	32	22	9	31	16	15	31	5	7	12
Junior management	Persons	33	34	67	20	28	48	26	23	49	19	17	36
Staff	Persons	728	1,580	2,308	626	1,072	1,698	493	881	1,374	467	692	1,159
Management (Temporary employees)	Persons	10	4	14	9	3	12	7	5	12	6	3	9
Staff (Temporary employees)	Persons	29	88	117	35	76	111	49	124	173	40	106	146
Employee turnover by age													
Aged over 50 years	Persons	312	305	617	292	213	505	245	248	493	243	186	429
Aged 30-50 years	Persons	260	828	1,088	215	583	798	155	386	541	107	261	368
Aged under 30 years	Persons	250	588	838	205	395	600	194	416	610	189	378	567

Maternity Leave and Parental Leave

Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees taking maternity/parental leave	Persons	59	139	198	65	139	204	49	53	102	54	41	95
Number of employees returning to work after maternity/parental leave	Persons	59	138	197	65	139	204	49	52	101	54	41	95

**Maternity Leave and Parental Leave (continued)**

Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees returning to work after maternity/parental leave and continuing to work for the next 12 months	Persons	59	138	197	60	128	188	48	49	97	53	38	91
Return to work rate of employees taking maternity/parental leave	%	100	99.3	99.5	100	100	100	100	98.1	99.0	100	100	100
Retention rate of employees returning from maternity/parental leave	%	100	100	100	92.0	92.0	92.0	98.0	94.2	96.0	98.1	92.7	95.8

Basic Salary and Remuneration

Data	Unit	2022	2023	2024	2025
Base salary					
Executive level	Male to female ratio	1 : 0.61	1 : 0.59	1 : 0.57	1 : 0.60
Management level		1 : 0.89	1 : 0.90	1 : 0.92	1 : 0.94
Non-management level		1 : 0.90	1 : 0.89	1 : 0.91	1 : 0.92
Base salary and other financial rewards ⁷					
Executive level	Male to female ratio	1 : 0.61	1 : 0.58	1 : 0.56	1:0.59
Management level		1 : 0.89	1 : 0.90	1 : 0.93	1:0.94
Non-management level		1 : 0.88	1 : 0.89	1 : 0.91	1:0.92



Employee Training and Development

Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Average training hours	Hours/FTE	30.31	40.70	37.21	33.29	39.98	37.74	40.87	47.14	45.05	45.14	53.79	50.93
Average training days	Days/FTE										6.02	7.17	6.79
Average training hours by level													
Top management	Hours/FTE	7.41	9.59	8.38	7.23	66.17	25.05	26.48	49.13	34.71	50.57	45.26	48.43
Middle management	Hours/FTE	21.69	22.36	22.02	26.77	34.52	30.85	35.18	38.38	36.90	28.83	26.89	27.79
Junior management	Hours/FTE	29.80	32.99	31.60	41.98	35.58	38.34	44.11	46.27	45.36	39.84	41.68	40.90
Staff	Hours/FTE	29.68	36.91	34.69	33.67	38.11	36.74	41.96	45.43	44.35	47.10	52.97	51.16
Average training hours by age													
Aged over 50 years	Hours/FTE	18.42	25.79	22.33	20.39	23.77	22.22	25.73	29.71	27.91	30.58	36.91	34.08
Aged 30-50 years	Hours/FTE	35.60	41.15	39.69	38.51	39.18	39.01	44.28	44.44	44.40	47.92	51.62	50.64
Aged under 30 years	Hours/FTE	35.67	31.30	32.56	49.73	51.42	50.88	62.15	62.85	62.62	61.43	64.30	63.35
Average training hours by type of training													
Mandatory training	Hours/FTE	7.95	8.39	8.25	7.15	7.08	7.10	9.33	10.28	9.96	7.53	7.74	7.67
Non-mandatory training	Hours/FTE	22.21	32.16	28.82	26.46	31.26	29.72	31.55	36.86	35.09	37.60	46.06	43.26
Average amount spent on training and development	THB/FTE			3,480			4,339			4,836			6,031



Occupational Health and Safety

Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees having occupational diseases	Persons	0	0	0	0	0	0	0	0	0	0	0	0
Occupational disease rate (ODR) ⁸	Persons per 1,000,000 working days	0	0	0	0	0	0	0	0	0	0	0	0
Number of lost days from work-related injuries	Days	0	17	17	0	0	0	0	50	50	0	101	101
Lost day injury rate (LDIR) ⁹	Days per 1,000,000 working days	0	0.49	0.49	0	0	0	0	2.02	1.35	0	4.84	3.30
Number of employees with recorded work injuries	Persons	1	2	3	0	0	0	0	4	4	0	1	1
Work injury rate (IR)	Persons per 1,000,000 working days	0.03	0.05	0.08	0	0	0	0	0.16	0.11	0	0.05	0.03
Number of work-related fatalities	Persons	0	0	0	0	0	0	0	0	0	0	0	0
Work-related fatalities rate	%	0	0	0	0	0	0	0	0	0	0	0	0
Absentee rate ¹⁰	%	1.66			1.31			1.28			1.30		

Note:

¹ The scope of data covers employees working in Thailand only. Foreign employees and employees working in branches outside Thailand are not included.

² Permanent employees refer to employees of Bangkok Bank Public Company Limited with permanent contracts.

³ Temporary employees refer to employees of Bangkok Bank Public Company Limited with temporary contracts.

⁴ Employees are classified into 4 groups as follows:

- Top management level consists of Executive Vice President, Senior Executive Vice President, President, Member of Executive Board, and Chairman of Executive Board
- Middle management level consists of Senior Vice President and Vice President
- Junior management level consists of Assistant Vice President
- Staff/Officer Level

⁵ Employee turnover includes retirement, early retirement, deceased, failure to fulfill probation conditions, contract rejection, no show on start date, completion of contract terms, voluntary resignation, and all other termination circumstances.

⁶ Voluntary turnover includes retirement, early retirement, decline job offer, no show on start date, and voluntary resignation.

⁷ Other financial rewards consist of bonus pay, special bonus pay, excluding any compensation or benefit relating to provided welfare such as maternity benefit to cover the cost of child delivery at a hospital, and children allowance.

⁸ Occupational disease rate (ODR) = number of employees having occupational diseases / total working hours) x 1,000,000

⁹ Lost day injury rate (LDIR) = number of lost days from work-related injuries / total working hours) x 1,000,000

¹⁰ Absentee rate = (number of absentee days / total scheduled workdays) x 100

Absentee days include sick leave, work-related accidental leave and taking personal leave during the day. Total scheduled workdays = total working days – total days of leave entitlement (annual holiday leave, personal leave, maternity leave, paternity leave, sterilization leave, and ordination leave).