



noble

Sustainability Data Performance 2025

Noble Development Public Company Limited

Noble Development Public Company Limited

Sustainability Performance Data

GRI Standards	Detail	Unit	2021	2022	2023	2024	2025
Economic and Governance							
Economic Performance							
201-1	Total Revenue	THB Million	7,430	8,678	9,978	11,568	7,591
	Net Profit		932	455	910	432	593
	Employee Wages and Benefits		430	506	533	704	812
	Taxes Paid		727	492	486	500	425
	Dividends Paid		1,164	110	385	552	142
203-1	Community Investment		1.00	0.00	1.00	1.00	1.30
Corporate Governance							
2-29	Total Directors	People	10	10	10	11	11
	Executive Directors		4	4	4	4	4
	Non-Executive Directors	People	6	6	6	7	7
	Independent Directors		5	5	5	5	5
	Independent Director Ratio	%	50	50	50	45	45
	Executive Committees	People	7	7	7	9	8
405-1	Board Diversity						
	Directors by Gender						
	Male Directors	People	9	9	9	10	9
	Female Directors	People	1	1	1	1	2
	Female Representation on the Board	%	10	10	10	9	18
	Female Representation in Management	%	14	14	14	33	38
	Average Board Age	Years	N/A	51	52	54	55
	Average Board Age by Gender						
	Average Board Age by Male	Years	N/A	50	51	53	54
	Average Board Age by Female	Years	N/A	63	64	65	58
	Average Board Tenure						
	Average Board Tenure	Years	2.75	3.44	4.44	5.00	5.55
2-9	Leadership Structure						
	Separation between the Chairperson and Chief Executive Officer	Yes/No	Yes	Yes	Yes	Yes	Yes
	Chairperson is an Executive Director	Yes/No	Yes	Yes	Yes	Yes	Yes
	Separation between the Chairperson and Non-Executive Director	Yes/No	Yes	Yes	Yes	Yes	Yes
	Number of Non-Executive or Independent Directors holding more than 4 listed company directorships	People	5	5	5	5	5

Noble Development Public Company Limited

Sustainability Performance Data

GRI Standards	Detail	Unit	2021	2022	2023	2024	2025
Corporate Governance Assessment							
Annual Corporate Governance Assessment Result (CGR)		Level	Excellent (5 Stars)	Excellent (5 Stars)	Excellent (5 Stars)	Excellent (5 Stars)	Excellent (5 Stars)
Anti-Corruption and Business Ethics							
205-2	Anti-Corruption Training Participation Rate	%	100	100	100	100	100
205-3	Confirmed Incidents of Corruption or Violations of Business Ethics	Cases	0	0	0	0	0
206-1	Incidents of Anti-Competitive Behavior	Cases	0	0	0	0	0
206-1	Violations of Competition and Antitrust Laws	Cases	0	0	0	0	0
Remarks: The Company has no incidents of corruption, violations of business ethics, complaints, or legal actions related to material environmental, social, and governance issues during the reporting period.							
Customer Relationship Management and Development							
Customer Satisfaction Score		%	84	87	92	84	84
	Satisfaction with Sales Experience and Project Information		94	90	95	97	94
	Satisfaction with Contracting Process Experience		91	89	98	93	98
	Satisfaction with Installment Payment Experience		-	-	-	-	97
	Satisfaction with Pre-Transfer Experience	%	-	-	-	-	73
	Satisfaction with Property Transfer Experience		77	85	88	70	70
	Satisfaction with After-Sales Residential Experience		73	82	88	75	74
Customer Complaints and Data Privacy Protection							
416-2	Complaints Concerning Health and Safety Impacts of Products and Services		0	0	0	0	0
417-3	Incidents of Non-compliance Concerning Marketing Communications		0	0	0	0	0
418-1	Substantiated Complaints Concerning Breaches of Customer Privacy	Cases	0	0	0	0	0
418-1	Customer Data Leakage or Loss Incidents		0	0	0	0	0
419-1	Incidents of Non-compliance with Laws and Regulations		0	0	0	0	0
Remarks: The Company revised its customer satisfaction assessment framework from four dimensions to six dimensions in 2025 by adding "Property Transfer Experience" and "After-Sales Residential Experience" to better cover the customer journey and reflect customer experience more comprehensively.							
Supply Chain Management							
308-1, 414-1	Total Suppliers / Vendors	Suppliers		564	706	1,029	882
	Total Direct Suppliers	Suppliers		N/A	690	1,009	783
	Critical Tier 1 Suppliers	Suppliers		N/A	16	20	99
	Suppliers with High ESG Risk	Suppliers	N/A	N/A	7	0	0
	Critical Suppliers and Suppliers with ESG Risks	Suppliers		N/A	7	0	0
	Critical Non-Tier 1 Suppliers	Suppliers		N/A	N/A	N/A	N/A
	Number of Suppliers Assessed for ESG	Suppliers		N/A	7	0	0

Noble Development Public Company Limited

Sustainability Performance Data

GRI Standards	Detail	Unit	2021	2022	2023	2024	2025
Social							
Human Management & Development							
2-7	Employment						
	Total Number of Employees	Person	466	522	706	864	972
	Permanent Employees	Person	460	506	696	850	933
	Contract Employees	Person	6	16	10	14	39
	Percentage of Contract Employees	%	1.3	3.2	1.4	1.6	4.2
405-1	Diversity of Employees						
	Employees by Gender						
	Male Employees	Person	184	206	303	389	454
	Female Employees	Person	282	316	403	475	518
	Percentage of Male Employees	%	39.48	39.46	42.92	45.02	46.71
	Percentage of Female Employees	%	60.52	60.54	57.08	54.98	53.29
405-1	Employees by Employment Category						
	Support Function Employees	People	253	268	294	403	361
	Operational Employees	People	213	254	405	452	602
	Senior Management	People	7	7	7	9	9
405-1	Employees by Work Location						
	Head Office Employees	People	256	262	368	475	534
	Project-Based Employees	People	210	260	338	389	438
405-1	Employees by Age Group						
	Employees Aged Under 30 Years	People	158	175	234	255	279
	Employees Aged 30–50 Years	People	278	320	440	566	639
	Employees Aged Over 50 Years	People	30	27	32	43	54
2-7	Employee Working Time						
	Total Working Days per Year	Days/Year	238	237	244	243	241
	Working Hours per Year	Hours/Employee/Year	1,904	1,896	1,952	1,944	1,928
	Total Employee Working Hours per Year	Hours/Year	887,264	989,712	1,378,112	1,679,616	1,874,016
401-1	New Employee Hires	People	131	145	375	364	353
	New Employee Hires by Gender						
	Male New Hires	People	54	44	162	165	179
	Female New Hires	People	77	101	213	199	174
	New Employee Hires by Age Group						
	New Hires Aged Under 30	People	56	58	135	149	160

Noble Development Public Company Limited

Sustainability Performance Data

GRI Standards	Detail	Unit	2021	2022	2023	2024	2025
	New Hires Aged 30–50	People	72	87	240	208	185
	New Hires Aged Over 50	People	3	–	–	7	8
	New Hire Rate	%	28.1	27.8	53.1	42.1	36.3
401–1 (b)	Employee Turnover						
	Total Employee Turnover	People	98	141	188	255	256
	Voluntary Employee Turnover	People	75	113	153	231	241
	Employee Turnover by Gender						
	Male Employee Turnover	People	27	38	67	103	113
	Female Employee Turnover	People	71	103	121	152	143
	Employee Turnover by Age Group						
	Employees Aged Under 30	People	49	70	73	88	103
	Employees Aged 30–50	People	47	68	111	157	146
	Employees Aged Over 50	People	2	3	4	10	7
	Employee Turnover Rate						
	Employee Turnover Rate	%	21.03	27.01	26.63	29.51	26.34
	Voluntary Turnover Rate	%	16.09	21.65	21.67	26.74	24.79
Employee Engagement							
	Employee Engagement Score*	%	N/A	76	N/A	76	N/A
	Employee Engagement by Gender						
	Male Employee Engagement Score	%	N/A	78	N/A	78	N/A
	Female Employee Engagement Score			75		74	
	Employee Engagement by Job Level						
	C-Level Executives			N/A		82	
	Senior Management (EVP, VP)			78		75	
	Middle Management (AVP, SAVP)	%	N/A	73	N/A	74	N/A
	Managers (DM, SDM)			75		66	
	Operational Employees (ADM, Officer, Staff)			76		69	
	Employee Engagement by Work Location						
	Head Office			77		71	
	Project Sites	%	N/A	76	N/A	71	N/A
	Survey Response Rate			97		97	
401–3	Parental Leave and Return to Work						
401–3(a)	Employees Eligible for Parental Leave	People	282	316	403	864	972
401–3(b)	Employees Taking Parental Leave	People	N/A	1	1	2	5
401–3(b)	Male Employees Taking Paternity Leave	People	N/A	N/A	N/A	389	454

Noble Development Public Company Limited

Sustainability Performance Data

GRI Standards	Detail	Unit	2021	2022	2023	2024	2025
401-3(c)	Employees Returning to Work after Parental Leave	People	N/A	1	1	2	5
401-3(d)	Return-to-Work Rate after Parental Leave	%	N/A	100	100	100	100
401-3(e)	Retention Rate after Returning from Parental Leave	%	N/A	100	100	100	100
Remark: *The Employee Engagement Survey is conducted biennially (once every two years).							
Training and Development							
404-1	Number of Employees Receiving Training	People	307	454	398	561	788
	Percentage of Employees Receiving Training	%	66	87	56	65	81
	Employee Development Expenditure	THB	5,156,715	8,904,848	7,215,596	3,858,661	3,220,015
	Average Training Hours per Employee	Hours/Employee/Year	9.62	15.60	10.99	12.48	11.32
	Total Training Hours	Hours	4,427	8,004	7,652	10,783	8,922
Training Hours by Gender							
	Total Training Hours for Male Employees	Hours/Year	1,339	3,062	2,402	10,783	3,832
	Total Training Hours for Female Employees	Hours/Year	3,088	4,942	5,250	6,179	5,090
Training Hours by Employee Category							
	C-Level Executives	Hours/Year	3	6	505	N/A	N/A
	Senior Management (EVP, VP)	Hours/Year	24	264	42	N/A	N/A
	Middle Management (AVP, SAVP)	Hours/Year	215	529	444	N/A	N/A
	Managers (DM, SDM)	Hours/Year	1,875	2,845	1,797	N/A	N/A
	Operational Employees (ADM, Officer, Staff)	Hours/Year	2,311	4,360	4,840	N/A	N/A
Diversity and Remuneration							
405-2	Total Employee Compensation	THB	362,139,630	434,348,246	610,437,221	691,784,752	501,171,685
Total Employee Compensation by Gender							
	Total Compensation for Male Employees	THB	140,437,591	171,409,461	244,174,888	276,713,901	300,703,011
	Total Compensation for Female Employees	THB	221,702,039	262,938,785	366,262,333	415,070,851	200,468,674
Gender Pay Gap							
	Average Compensation Ratio per Male Employees	THB/Person/Year	763,248	832,085	805,858	711,347	662,341
	Average Compensation Ratio per Female Employees	THB/Person/Year	786,177	832,085	908,840	873,833	387,005
	Average Compensation Ratio (Female to Male)	%	1.03	1.00	1.13	1.23	0.58
	Mean Gender Pay Gap	%	(3.00)	0.00	(12.78)	(22.84)	41.57
Provident Fund							
	Eligible Employees for Provident Fund Participation	People	466	506	696	850	583
	Employees Enrolled in the Provident Fund	People	285	318	377	399	391
	Provident Fund Participation Rate (% of Total Employees)	%	61.16	60.92	53.40	46.18	40.23
	Provident Fund Enrollment Rate (% of Eligible Employees)	%	61.16	62.85	54.17	46.94	67.07
	Employer Contributions to the Provident Fund	THB	N/A	15,380,162	N/A	20,950,136	23,128,246

Noble Development Public Company Limited

Sustainability Performance Data

GRI Standards	Detail	Unit	2021	2022	2023	2024	2025
Inclusive Employment and Diversity							
GRI 405-1 (2016)	Total Employees with Disabilities	People	-	-	-	7	6
	Employees with Disabilities by Gender						
	- Male	People	-	-	-	5	3
	- Female	People	-	-	-	2	3
	Percentage of Employees with Disabilities	%	-	-	-	0.81	0.62
Labour-Related Grievances							
	Total Labour-Related Grievances Reported	Cases	0	0	0	0	0
	Resolved Labour-Related Grievances	Cases	0	0	0	0	0
	Pending Labour-Related Grievances	Cases	0	0	0	0	0
Occupational Health and Safety							
403-8(a)	Percentage of Employees Represented in Health and Safety Committees	%	0	0	0	0	0
403-9(a)	Occupational Injuries (Employees)						
	Work-related Fatalities	Cases	0	0	0	0	0
	High-consequence Work-related Injuries (excluding fatalities)	Cases	0	0	0	0	0
	Recordable Work-related Injuries	Cases	0	0	0	0	0
	Lost Time Injury Frequency Rate (LTIFR)	Rate	0	0	1	2	1
	Total Hours Worked	Hours	887,264	989,712	1,378,112	1,679,616	1,874,016
Fatality Rate							
	Number of Fatalities per 200,000 Hours Worked.	Cases	0	0	0	0	0
	Number of Fatalities per 100,000 Hours Worked.		0	0	0	0	0
High-Consequence Injury Rate (Excluding Fatalities)							
	High-Consequence Work-Related Injury Rate per 200,000 Hours Worked	Cases	0	0	0	0	0
	High-Consequence Work-Related Injury Rate per 100,000 Hours Worked		0	0	0	0	0
Total Recordable Work-Related Injury Rate							
	Recordable Injury Rate per 200,000 Hours Worked	Cases	-	0.2	0.15	0.12	0.11
	Recordable Injury Rate per 100,000 Hours Worked		-	0.1	0.07	0.06	0.05
Lost-Time Injury Frequency Rate (LTIFR)							
	Work-Related Injury Rate Resulting in Lost Workdays per 200,000 Working Hours	Cases	-	0.2	0.15	0.12	0.11
	Work-Related Injury Rate Resulting in Lost Workdays per 100,000 Working Hours		-	0.1	0.07	0.06	0.05
403-9 (b)-2018	Occupational Injuries of Contractors						
	Work-related Fatalities		N/A	N/A	N/A	N/A	N/A
	High-consequence Work-related Injuries (excluding fatalities)		N/A	N/A	N/A	N/A	N/A
	Recordable Work-related Injuries	Cases	N/A	N/A	N/A	N/A	N/A
	Lost Time Injuries (LTIFR)		N/A	N/A	N/A	N/A	N/A
	Total Hours Worked	Hours	N/A	N/A	N/A	N/A	N/A

Noble Development Public Company Limited

Sustainability Performance Data

GRI Standards	Detail	Unit	2021	2022	2023	2024	2025
Environment							
Energy Management							
302-1	Energy Consumption within the Organization						
302-1(a)	Fuel Consumption within the Organization	Liters	N/A	12,468	38,641	39,214	40,353
	Diesel Fuel	Liters	N/A	5,294	12,897	8,778	6,810
	Gasoline/Gasohol	Liters	N/A	7,174	25,744	30,435	33,543
	Liquefied Petroleum Gas (LPG)	kg	0	0	0	0	0
302-1 (b)	Purchased Electricity Consumption	kWh	294,841	318,812	375,077	379,840	347,704
	Electricity Purchased from the National Grid (MEA and PEA)	kWh	294,841	318,812	375,077	379,840	347,704
	- Ploenchit Office	kWh	270,103	282,546	307,756	319,885	299,092
	- Noble Remix Office	kWh	24,738	36,266	67,321	59,955	48,612
	Renewable Electricity Purchased through Power Purchase Agreements (PPAs)	kWh	0	0	0	0	0
302-1(e)	Energy Consumption	kWh	294,841	318,812	375,077	379,840	347,704
	Non-Renewable Energy Consumption (Fuel and Grid Electricity)	kWh	294,841	318,812	375,077	379,840	347,704
	Renewable Energy Consumption (Solar Energy)	kWh	-	-	-	-	-
302-3	Energy Intensity						
	Electricity Consumption per Floor Area	kWh/m ²	107	87	103	102	93
	Electricity Consumption per Employee	kWh/employee	1,121	1,250	1,008	880	589
Water Management							
303-5 (2018)	Water Consumption	m ³	1,079	1,147	1,535	2,052	1,464
	Water Consumption by Location						
	Head Office (Ploenchit)	m ³	1,079	1,070	1,415	1,664	1,329
	Noble Remix Office	m ³	-	77	120	131	135
	Serve Furniture Office	m ³	-	-	-	250	-
	Total Water Consumption per Total Number of Employees	m ³ /Employee/Year	2.35	2.27	2.21	2.41	1.57
	Water Consumption per Employee	m ³ /Employee	4.10	4.50	4.13	5.88	4.07
	Water Consumption in Water-Stressed Areas ^(W1)	m ³	1,079	1,147	1,535	2,052	1,464
	Water Consumption in Non-Water-Stressed Areas	m ³	-	-	-	-	-
	Water Consumption Intensity	m ³ /m ²	0.39	0.31	0.42	0.55	0.39
303-3	Water Withdrawal	m ³	1,079	1,147	1,535	2,052	1,464
	Water Withdrawal by Source						

Noble Development Public Company Limited

Sustainability Performance Data

GRI Standards	Detail	Unit	2021	2022	2023	2024	2025
	Surface Water (including water from wetlands, rivers, lakes, and oceans)	m ³	-	-	-	-	-
	Groundwater	m ³	-	-	-	-	-
	Produced Water	m ³	-	-	-	-	-
	Third-Party Water (Municipal Water Supply)	m ³	0	0	0	0	0
	Reclaimed Water	m ³	-	-	-	-	-
	Harvested Rainwater	m ³	-	-	-	-	-
	Seawater	m ³	-	-	-	-	-
303-4	Water Discharge		863	918	1,228	1,642	1,171
	Total Water Discharge by Destination ^(W2)	m ³					
	Water Discharged to the Sea	m ³	-	-	-	-	-
	Water Discharged to Surface Water	m ³	-	-	-	-	-
	Water Discharged to Groundwater	m ³	-	-	-	-	-
	Water Discharged to Third Parties	m ³	863	918	1,228	1,642	1,171
	Water Reused by Another Organization	m ³	-	-	-	-	-
GRI 303-5 (2018)	Water Consumption in Water-Stressed Areas						
	Percentage of Water Consumption in Water-Stressed Areas	%	100	100	100	100	100
	Water Consumption in Water-Stressed Areas	m ³	1,079	1,147	1,535	2,052	1,464

Remark:

(W1) Water-stressed areas are determined based on the WRI Aqueduct Water Risk Atlas.

(W2) All wastewater generated from the Company's operations is directed to wastewater treatment systems operated by building management or authorized external service providers. No direct discharge of wastewater into natural water bodies occurs from the Company's operations

Biodiversity							
304-3	Green Area Ratio in New Development Projects	%	N/A	16	12	14	21
304-2	Operational Sites Located in or Adjacent to Protected Areas or Areas of High Biodiversity Value	Sites / Rai	0	0	0	0	0
304-1	Operations with Significant Impacts on Biodiversity	Cases	0	0	0	0	0
Greenhouse Gas Emissions							
305	Total Greenhouse Gas Emissions	tCO₂e	N/A	N/A	711	1,351	8,943
305-1	Direct Greenhouse Gas Emissions : Scope 1	tCO₂e	N/A	N/A	155	114	164
	Fuel Combustion				-		-
	Mobile Combustion	tCO ₂ e	N/A	N/A	94	90	132
	Fugitive Emissions				61	24	32
305-2	Indirect Greenhouse Gas Emissions : Scope 2	tCO₂e	N/A	N/A	556	1,237	972
	Location-based	tCO ₂ e	N/A	N/A	556	1,237	972
	Market-based				-	-	-

Noble Development Public Company Limited

Sustainability Performance Data

GRI Standards	Detail	Unit	2021	2022	2023	2024	2025
305-3	Indirect Greenhouse Gas Emissions : Scope 3	tCO₂e	N/A	N/A	N/A	N/A	7,797
	Category 1: Purchased Goods and Services						6,385
	Category 3: Fuel and Energy-Related Activities (not included in Scope 1 or 2)						185
	Category 5: Waste Generated in Operations	tCO ₂ e	N/A	N/A	N/A	N/A	235
	Category 7: Employee Commuting						945
	Category 13: Downstream leased assets						48
	Indirect Greenhouse Gas Emissions : Others	tCO₂e	N/A	N/A	N/A	N/A	10
	Others	tCO ₂ e	N/A	N/A	N/A	N/A	10
305-4	GHG Emission Intensity						
	Scope 1 Direct Emissions per Revenue				0.02	0.01	0.02
	Scope 2 Indirect Emissions per Revenue				0.06	0.11	0.13
	Scope 3 Other Indirect Emissions per Revenue	tCO ₂ e/THB million	N/A	N/A	N/A	N/A	1.03
	Scope 1 & 2 Emissions per Revenue				0.07	0.12	0.15
	Scope 1 , 2 & 3 Emissions per Revenue				0.07	0.12	1.18
Waste Management							
306-3 (2020)	Total Waste Generated	tonnes	124	139	193	235	262
	Hazardous Waste (excluding electronic waste and infectious waste)	tonnes	-	-	-	-	-
	Electronic Waste (E-Waste)	tonnes	-	-	0.80	0.75	-
	Non-Hazardous Waste	tonnes	-	-	-	-	-
	- Recyclable Waste (plastic, paper, metal, cans and glass)	tonnes	-	1.56	2.71	3.19	11.52
	- Food and Organic Waste	tonnes	-	-	0.31	0.09	-
	- General Waste for Disposal		124	137	189	231	251
306-4 (2020)	Total Waste Diverted from Disposal	tonnes	N/A	478	160	4	12
	Hazardous Waste Diverted from Disposal						
	- Waste Returned to Suppliers or Reused (Hazardous Waste and E-Waste)	tonnes	N/A	-	0.80	0.75	-
	Non-Hazardous Waste Diverted from Disposal						
	- Reused/Recycled Waste	tonnes	N/A	1.56	2.71	3.19	11.52
	- Composted Waste (Food and Organic Waste)	tonnes	N/A	-	0.31	0.09	-
	- Construction Waste Recycled	tonnes	N/A	476	156	-	-
	Waste Reused/Recycled Ratio (excluding construction waste)	%	-	1.12	1.98	1.71	4.39
Environmental Compliance							
2-27	Environmental Non-Compliance						
	Incidents of Non-Compliance with Environmental Laws and Regulations	Cases	0	0	0	0	0
	Monetary Fines and Penalties	THB Million	0	0	0	0	0
	Non-Monetary Sanctions	Cases	0	0	0	0	0
	Environmental Cases Subject to Litigation, Arbitration, or Dispute Resolution	Cases	0	0	0	0	0