

IMPACT REPORT 2025

*Unlocking financial freedom
for Thailand's workforce - one employee at a time.*

Introduction

Financial stress remains one of the most pressing challenges facing the Thai workforce – and it directly impacts business performance and productivity. With the “household debt-to-GDP ratio likely to exceed the watchful level of 80%” (Bank of Thailand¹) and the continued use of informal lending, Thailand’s frontline workers often rely on high-cost credit options to manage daily expenses. This level of financial pressure places frontline employees - who make up the majority of Thailand’s labour market - under chronic stress.

The effects inside organisations are profound. Financially stressed workers are more likely to experience reduced concentration, higher absenteeism, and lower engagement. They are also more likely to consider leaving their job in search of better financial stability or benefits. As highlighted by the PwC Employee Financial Wellness Survey 2024 - “Employees who are financially stressed are twice as likely to be looking for a new job”. This global insight mirrors what we increasingly observe among Thai workers: financial insecurity is not only a personal challenge - it is a business risk.

Forward-thinking employers across Thailand are recognising financial health as a strategic priority. This year, Salary Hero recorded a +150% increase in enterprises with a “financial health” strategy. Companies that proactively invest in financial health solutions are seeing measurable returns through retention and productivity gains. Salary Hero supports this shift by equipping employees with a toolbox for sound financial management, helping employees regain control over their finances.

This report examines the state of workforce financial health in Thailand in 2025. It outlines the business implications of financial stress and highlights the measurable impact of companies providing a financial health solution for staff. The findings reinforce a simple truth: employee financial health is business health - and it is becoming a defining factor in workforce resilience and organisational performance.



Somjitra Dhanasobhon
Managing Director



Jonathan Nohr
Managing Director & Co-founder

Employee Perspective: The Realities Faced by Thailand's Frontline Workforce

Thailand's frontline workforce forms the backbone of the economy, powering industries such as retail, manufacturing, logistics, hospitality, and services. Yet this segment of workers faces some of the highest financial vulnerability in the country.

With over 30,000 respondents, Salary Hero's "Financial Health Check" survey (referenced in this report) provides key insights on employees and their current financial situation from across industries in Thailand.

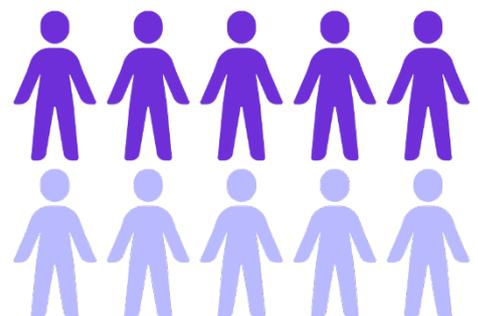
Daily financial pressures

Frontline employees often operate with little to no financial buffer. The combination of rising living costs and widespread reliance on informal lending creates a fragile financial environment. Some key realities include:

- **Minimal emergency funds:** Salary Hero's Financial Health Check survey shows that 49% of employees have no readily available funds to cover emergencies, making them extremely vulnerable to financial shocks.
- **Consistent savings:** Our survey results show that less than 25% of respondents consistently put away savings.

For many employees, even small unexpected expenses - such as medical bills, transportation repairs, or school fees - can trigger a financial crisis. This instability creates day-to-day stress that directly affects well-being, job performance, and long-term financial prospects.

49% of employees have no **readily available** funds to cover emergencies



What employees need to achieve financial stability

While structural challenges are significant, workers consistently express clarity about what they need to gain financial control. These needs include:

1. Better financial literacy

Many frontline employees lack basic financial knowledge. Salary Hero's survey show **36% of employees with "very-low" financial literacy category**, indicating large gaps in budgeting, savings, and debt management.

2. Practical and accessible learning formats

Employees benefit from both structured classroom learning and flexible self-paced modules. Participants report that classroom workshops help navigate real-life problems, while app-based learning provides ongoing reinforcement.

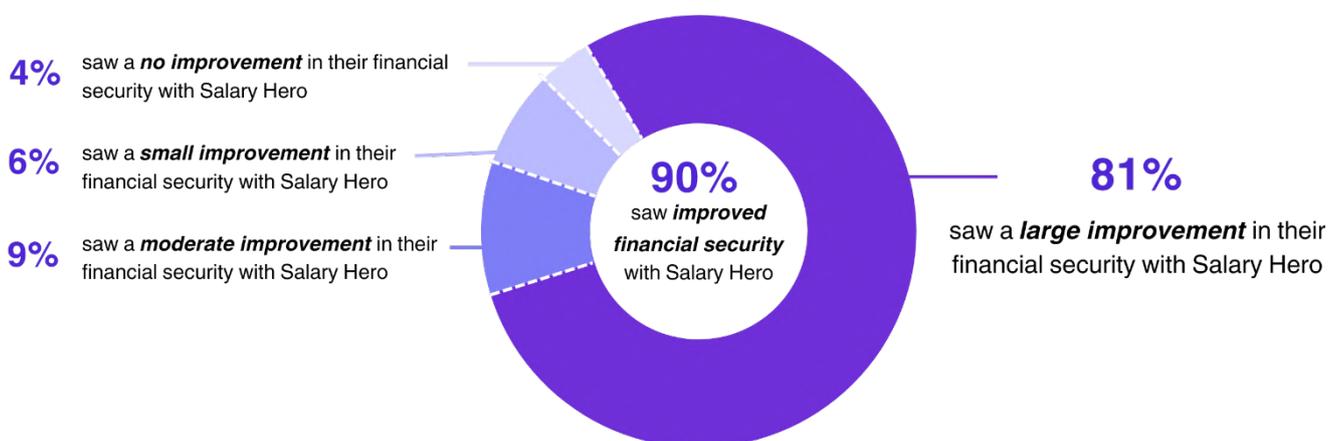
3. Effective digital budgeting tools

Accessible tools that help track expenses, set goals, and build healthier habits are essential. **61% of employees do not set budget targets**, and employees share that budgeting features improves setting and hitting savings targets.

4. Access to safe and affordable formal credit

Rather than relying on informal lenders, employees need transparent financing options. A recent study from the International Labour Organisation² (ILO) found that **64-85% of employees that made use of "Salary on Demand" (early access to salary earnings) improved their capacity to handle emergencies**.

Figure 1: Positive impact on employer value proposition from providing Salary Hero



The impact of employer-supported financial health solutions

Through employer-supported financial health solutions, many workers across Thailand are already experiencing meaningful improvements.

- **Greater sense of security:** Our internal survey results show that **81% of Salary Hero users report a “large” improvement in financial security** after gaining access to tools like “Salary on Demand” and educational resources. (Figure 1)
- **Improved financial habits:** **70% of employees do not do any financial planning, or fail to follow up on planning done.** Salary Hero’s classroom trainings on financial planning has led to significant improvements in budgeting understanding of participants - with sessions being rated 9.4/10 by participants.
- **Immediate support for daily needs:** Salary Hero’s “Salary on Demand” (early access to salary earnings) service provides workers an alternative to informal loans, to cover essential daily expenses. (Figure 2)

This impact is further supported by best-in-class users user satisfaction scores. With an **average satisfaction score of 9.3/10 (equivalent to a 72 Net Promoter Score)**, Salary Hero continues to be one of the most trusted and engaging financial and HR tools for frontline workers.

“Salary Hero’s Salary on Demand feature has been very helpful in reducing external debts. Many of us, including myself, rely only on our salary as our primary income. With Salary Hero, we can access the wages we’ve earned before payday, which helps ease financial strain. By reducing the need to borrow money from others, especially for urgent expenses like food, Salary Hero has become an essential tool for employees like us to make it through the month.”

Facilities Services Employee, Greater Bangkok Area

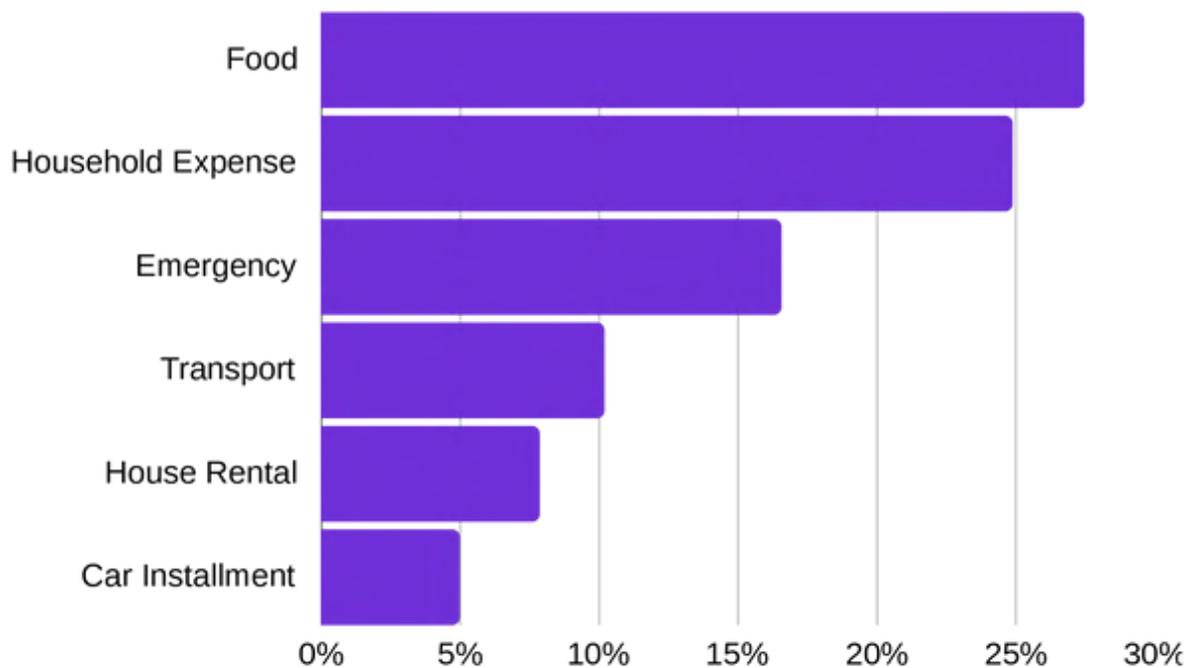
“Salary Hero’s app has been a lifesaver. After having already sent my end-of-month salary home to my family, my child was admitted to hospital. My mom who is my child’s primary caregiver, didn’t have money for the hospital or for gas to take a car there. By having access to my Salary Hero app, I was able to access my wages early to send her. I am very grateful to have this option in my life.”

Manufacturing employee, Greater Bangkok Area

Fostering financial health through “Salary on Demand”

Our survey findings paint a clear picture of how Salary Hero’s “Salary on Demand” product is helping employees manage their cash flow through their pay cycles. Specifically, “Salary on Demand” is used to cover key non-discretionary spending categories like food and household expenses (making up over 50% of all use cases). In addition, ~17% of “Salary on Demand” use cases cover emergencies, giving employees a safety net in times of distress for themselves and their families.

Figure 2: Employee use cases for flexible paychecks through “Salary on Demand” (Salary Hero 2025 data of +250,000 responses)



Elevating Workplace Dynamics: The Employer's Perspective

"Our employees' personal financial stress is the silent saboteur of our bottom line. When we invest in their financial well-being, we are not just offering a benefit; we are securing a direct, measurable return in business productivity and optimize human capital."

Chutima Sribumrungsart, Independent Board of Organization and Human Capital Sustainability, and former Chief HR Officer of Microsoft and Gulf Energy

Salary Hero's 2025 financial health survey found that across industries, 63% of employees feel financial stress either "constantly" or "often". The significant strain that financial stress is putting on a majority of everyday lives across employees, should be a major focus area for companies to solve.

Financial stress places a heavy burden on employees and translates directly into operational, cultural, and financial challenges for employers. In recent years, Thai organisations - particularly those with large frontline or shift-based workforces - have increasingly recognised that supporting employee financial health is no longer optional. It is now a fundamental part of workforce strategy.

Figure 3: Frequency of employees feeling stress from their personal financial situation



The Organisational Impact of Financial Stress

Financial instability among employees creates ripple effects that disrupt operations and reduce organisational performance. Employers frequently observe higher absenteeism, increased turnover, and lower workplace engagement when financial stress goes unaddressed.

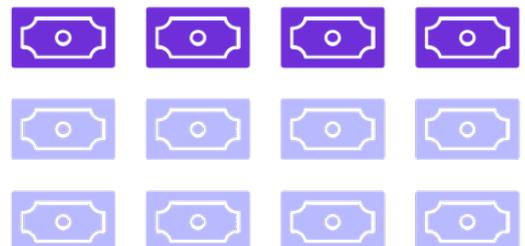
Several patterns have become increasingly clear:

- **Reduced productivity:** Financially stressed employees struggle to maintain focus, experiencing higher levels of distraction and fatigue. The International Labour Organisation's report on Earned Wage Access² found that [access to employer-linked financial support reduces stress in 39-75% of employees](#).
- **Higher turnover:** Workers facing financial stress are significantly more likely to change jobs in search of greater stability. In addition, financial health support provided by employers, is increasingly becoming a benefit that employees value and demand from their employer. The recent ILO Report² found that on average [45-70% of employees rated access to financial health tools as "extremely important" in choosing their workplace](#).
- **Costly replacement cycles:** Replacing employees can be extremely costly, with [turnover costing 3-4 months of salary](#) (SHRM, 2024³). This burden compounds when turnover becomes systemic in frontline staff, as increasing shift burdens lead to higher burnout amongst staff.

These dynamics have prompted many employers to re-evaluate how they support their teams with financial wellbeing. Especially as higher turnover costs become clearer and productivity impacts start to set in.

3-4 months

of salary is the expected cost of replacing and retraining employees



Rapid Growth in Employer Adoption

The shift in employer mindset is reflected in the sharp rise in financial health solution adoption across Thailand. In 2025, Salary Hero recorded a +150% increase in enterprises with a “financial health” strategy.

This growth is driven by two clear realities:

1. Employees increasingly expect financial health support
2. Employers benefit from the measurable return on investment delivered

Financial health solutions have moved beyond simply being seen as a perk. They now serve as a lever for business efficiency and as a competitive advantage.

1. Increased workforce engagement

Salary Hero’s financial health platform consistently achieves 25–60% employee engagement, demonstrating strong demand for tools that provide financial control, education, and safer access to liquidity.

2. Significant retention improvements

Salary Hero’s internal retention analysis show that employees who actively engage with Salary Hero are 15–40% more likely to remain with their employer. This retention uplift translates into lower recruitment costs, lower retraining costs, workforce continuity and better team performance.

3. Strengthened employer brand and trust

The recent ILO Report² found that 63-96% of financial health platform users saw an improved quality of life from access to financial health options. This in turn drives better employer branding and ability to attract talent.

4. Positive employer satisfaction with program outcomes

Salary Hero maintains a Net Promoter Score (NPS) of 68 amongst its partner employers, reflecting strong confidence in the platform’s impact on workforce stability, morale, and productivity.

15–40%

of employee who actively engage with Salary Hero are more likely to remain with their employer.



Measurable Business Impact

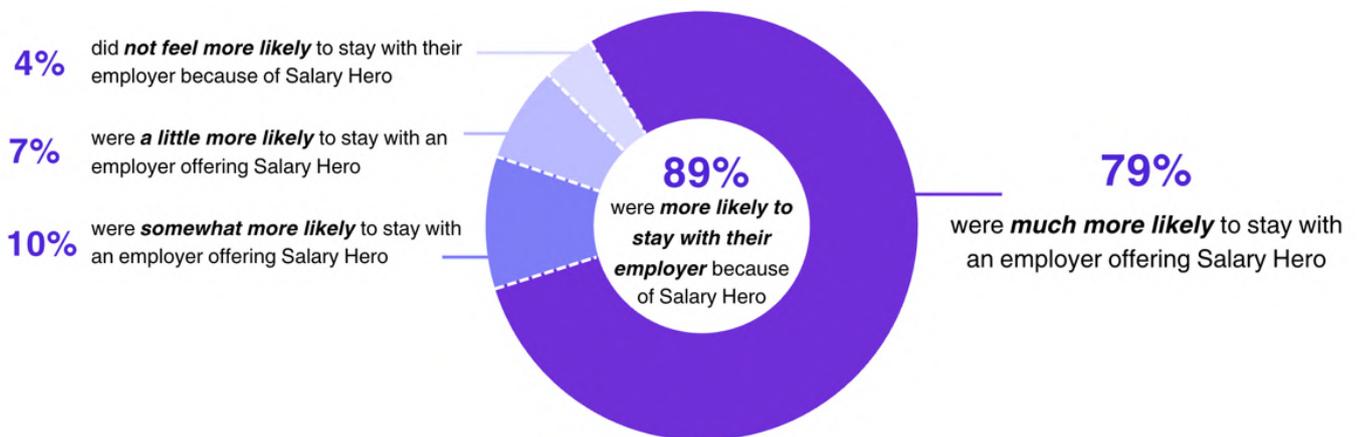
Measuring bottom line business impacts of introducing a financial health program can be difficult, with multiple exogenous factors impacting core KPIs like retention rates of staff over a time period.

However, in addition to quantitative data looking at retention over specific time periods, Salary Hero has also conducted multi-year surveys to detail staff intent.

In these surveys, an impressive 89% of employees expressed an increased likelihood of staying with employers after getting access to Salary Hero (Figure 4). Notably, 79% of those employees surveyed, associate Salary Hero with a “much more likely” long-term relationship with employers that provide them with access to Salary Hero.

This data supports the view of most HR experts – caring for employees is not just the right thing to do, it’s also good for business.

Figure 4: Impact on Financial Security of Employees with access to Salary Hero



1. <https://www.bot.or.th/en/financial-innovation/sustainable-finance/household-and-sme/household-debt.html>
2. <https://www.ilo.org/publications/earned-wage-access-global-study-benefits-and-risks>
3. <https://www.shrm.org/topics-tools/research/2024-talent-trends-report>

About Salary Hero

At Salary Hero, we're on a mission to revolutionize the way employees in Thailand manage their financial health. Our enterprise platform powers an industry-leading financial health solution, designed to support front-line workers and strengthen employer-employee relationships. By providing access to earned wages and literacy tools, we help employers provide better financial outcomes to their employees.

As our annual Financial Health Survey results demonstrate, the right Financial Health solution can deliver significant value to both employees and employers. When evaluating Financial Health providers, it's crucial to consider the following factors:

- Payroll Integrations & Data Security
- Product Suite
- Local Support Team

At Salary Hero, we are proud to partner with +100 enterprises and their +250,000 employees. We integrate with all major payroll systems and adhere to the highest data security standards, supported by our ISO 27001 Certification. Lastly, we provide comprehensive local Thai customer service and Thai language education resources to ensure both employers and employees can make the most of our service.

"We've designed Salary Hero to not only improve employees' financial lives but also deliver tangible business benefits to employers", Somjitra Dhanasobhon, Managing Director at Salary Hero.

For more information about Salary Hero, please visit www.salary-hero.com.

salary hero

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