SANSIRI

MADE FOR BETTER

CONTENT

CEO Message

Consistent with the major impact on Thailand and the rest of the world wrought by the COVID-19 pandemic, 2020 will number as one of the most challenging years in the history of Sansiri. Nevertheless, I'm pleased to announce the company was able to rise to the challenge through the implementation of effective speed-to-market and cash flow management strategies, as a result of which we ended the year better prepared for greater social and economic sustainability.

Focusing beyond our own adversities, Sansiri was in a fortunate enough position to lend Thailand a helping hand during this time of crisis. The "Sansiri Care for All" programme was implemented specifically to assist society in conjunction with the government's initiatives. Lest the COVID-19 pandemic should last longer than a year, Sansiri also enhanced its after-sales services, promoted social distancing at projects, and redesigned products to meet the needs of "The New Normal for Sansiri Living." This involved significant changes to property management and services, living technology, waste management, property development and security.

In 2020, Sansiri elevated the Sansiri Green Mission, consisting of Economic, Social and Environmental features, to the Sansiri Sustainability Mission. This included a commitment to ensure good ethics and transparency should be observed throughout the organisation, as a result of which Sansiri joined the Thailand Institute of Directors' "Thai Private Sector Collective Action Against Corruption (CAC)". We also established a new risk management system, with an emphasis on sustainability risk factors, and introduced new technologies at our Siri Campus head office to reduce energy consumption and waste, such as adhering to the "Agile" work approach for greater flexibility.

In addition, the Sansiri Family programme employs a customer-centric approach to create quality aftersales residential services that meet the needs and lifestyle demands of customers in a more sustainable manner.

Sansiri's concern for its employees, the communities in which it operates, and society at large has led to the implementation of Social Change initiatives with a combined budget totalling 46.3 Million Baht. These include Sansiri Care for All,

AsaPaClean LodLokeLer and Run4U. Furthermore, all suppliers and business partners are required to sign a code-of-conduct agreement with strict provisions against the use of child labour.

Sansiri's environmental management systems apply to every aspect of the business, encompassing the company's offices, precast factories, high-rise and low-rise projects, the Habito Mall and hotels. The systems include Environmental Impact Assessment reports and 100% waste segregation, with the company aiming to transition to zero waste within 3 years. We are also constantly exploring new ways to reduce energy through more efficient building design and the use of green technology, such as solar roofs, solar streetlights and smart metres. The Sansiri Backyard scheme involves converting unused space in residential projects to self-sustaining organic farms; the resulting produce is then shared among employees, Sansiri Family members, nearby communities and underprivileged children. Sansiri has also teamed up with Coca-Cola for the "Coke Collects X Sansiri Waste to Worth" project, which involves segregating waste and increasing recycling, in order to reduce the amount of material which eventually ends up in landfills.

Despite the many challenges of the past year and as Thailand's recognised leader in the real-estate industry, our missions and initiatives demonstrate Sansiri's continual commitment to being at the forefront of operating the business sustainably and in full alignment with the Sustainable Development Goals defined by the United Nations, in order to reflect transparent management and create an evolution in development for the country and the whole society.

Mr. Apichart Chutrakul
Chairman and
Chief Executive Office

Vision

To be a leading Thai property developer, providing complete products and services reachable by everyone, with sustainable benefits to all the stakeholders.

Mission

- Create quality residential products that cover every segment

- Provide integrated living solution for our customers

- Understand and balance the needs of all the stakeholders (4 pillars: customer, society, staff, and shareholder)

- Apply sustainability philosophy in our products, services, and work processes

AWARDS & RECOGNITION

THAILAND SUSTAINABILITY INVESTMENT

As a result of the company's firm commitment to sustainability, Sansiri was recognised by THAILAND SUSTAINABILITY INVESTMENT (THSI) 2020 as a listed business that operates sustainably with respect to Environmental, Social and Governance factors.

THE MOST POWERFUL REAL ESTATE BRAND

Sansiri's marketing strategy takes into consideration the needs of all types of customers and the importance of continually improving quality of living. The company was awarded by Terra BKK for being The Most Powerful Real Estate Brand for the second year in a row, reflecting Sansiri's firm position as Thailand's leader in residential living. Achieved a total Brand Power Score of 12.4 which was recognised for providing excellence in design, quality, innovation and service.

MARKETEER NO.1 BRAND THAILAND 2019-2020

Sansiri held on to its leading position in the residential real-estate market, receiving the Marketeer No. 1 Brand Thailand 2019–2020 award for being the most popular real-estate business in the Condominium category. With the aim of improving the quality of life of all Sansiri homeowners and residents, "Made For Life" the company continues to build on its facilitation of diverse lifestyle options. Sansiri's success reflects its profound understanding of the needs of people and society as a Top of Mind brand.

INTERNATONAL COOPERATION AND CERTIFICATIONS

Over the past 10 years, Sansiri has worked closely with UNCIEF Thailand on 17 projects, including Iodine Please, Best Start, and The Good Space. The company is honoured to have been selected as UNICEF's first official partner in Thailand.

Sansiri signed the United Nations MOU on Global Standards of Conduct for Business to reduce inequality and discrimination against LGTBI community members.

Sansiri is a private sector member of Thai Private Sector Collective Action Against Corruption (CAC).

Sansiri's Precast Factory is officially certified by ISO 9001:2015, with standards ensured by the company's Quality Management System (QMS).

Sansiri's Precast Factory is certified by ISO 14001:2015, which is the result of the company's Environmental Management System and prioritisation of environmental concerns.

The Siri Campus project has been given a 3-star rating by Fitwel, the world's leading certification system operated by the Center for Active Design (CfAD), USA. This was the highest rating in Asia for 2020 in the category supporting the physical, mental, and social health of occupants.

Sansiri also received an "Excellent" rating for its 2020 assessment in Thailand's Corporate Governance Report (CGR).

Sansiri's 2020 Sustainability Highlights

NET PROFIT

Net profit
THB 1.673 Billion

Total revenue
THB 35.447 Billion

TOTAL REVENUE

Net profit margin 4.72%

New projects 12

Rated 'Excellent' in Corporate Governance Report of Thai listed companies

excellent
excellent
excellent

Procurement cost reduction of more than THB 656.40 Million

Waste recycling resulting in reduction of CO_2 equivalent to 7,577kg

Resolved all environmental complaints

Electricity generation from renewable sources of over 717 mWh per year

No fatalities in Sansiri operational areas

HOME

fitwel

Sansiri received Asia's highest Fitwel score of 3 stars

Sansiri donations to UNICEF continue more than THB 326 Million

More than 9,000 children participated in Sansiri Academy with funding of THB 82 Million

Sansiri Sustainable Development

Sansiri operates business with commitments to good cooperate governance focuses in business ethics, transparency and corporate social responsibility while considering the benefits for all stakeholders. Sansiri has a goal of developing quality projects that can best respond to changing global trends and customer expectations, develops of Thailand's real estate industry to meet international standards and comply with sustainable development guidelines which covers the Economic, Social and Environmental aspects and align with the global trends and sustainability context in real estate industry.

Sustainable Economy

Sansiri commits to operate real estate business with ethics and transparency under the framework of good corporate governance. Sansiri continuously focuses on the development of products and services quality, including the research and develop innovations that support the products and services that meets the expectations of all customers. Sansiri also implement risk management system to support the company to achieve its goals.

Social Change

Sansiri aware in building a sustainable society by giving importance to society, communities and all stakeholders fair and equal. There is no discrimination against race, skin color, region, age, gender, nationality and civil rights. Sansiri also promote the development of children and youth as they are the foundation of good society and the promotes and develop the society and other public benefits to increase the level of society's well-being.

Green Mission

Sansiri focuses on operating an environmentally friendly business including sustainable energy management by using the resources efficiently, promotes the waste management to cover all business process systematically. Sansiri also raises basic awareness in using resources efficiently for the people in society and communities in order to minimize the long-term and short-term environmental impacts.

Stakeholder Engagement

Treatment of Stakeholder

Sansiri, its affiliated companies and joint venture companies believe that ethical and responsible business practices lead to successful and sustainable business. In alignment with Sansiri's Sustainable Development Policy, the company gives importance to driving business while creating shared values with stakeholders.

In this regard, Sansiri has defined Stakeholder Engagement guidelines, including material topic identification, classification, analysis, prioritisation and planning as well as stakeholder expectations, response process, communication with stakeholders, risk management and result measurement.

Sansiri has designated a specific individual in charge of each department the responsibility of managing stakeholder engagement, using company-wide communications to create awareness and share regular status updates.

Sansiri has defined the process of engaging with all 7 internal and external stakeholder groups

which is considered an important factor in determining the direction of operations for sustainable development. Sansiri has analysed the company's operations in order to identify the stakeholder groups that are affected, informed stakeholders of material topics that area of interest to each stakeholder group. Stakeholder feedback is then integrated into the Company's decision making and business planning.

Stakeholder	Stakeholder Engagement Approach	Stakeholder Expectations
1 Investor and Shareholder	• Annual General Meeting and Extraordinary General Meeting	• Business performance
2 Executive and Employee	• Quarterly employee meetings to clarify and respond to feedback (e.g. PSD Talk and Town Hall) • Annual visits to employees at factories or development projects	• Business direction and policy • Career opportunities • Remuneration and benefits • Employee development • Safe working environment
3 Customer, Tenant, and Resident	• Customer satisfaction survey throughout operations, before and after the hand-over of the unit • Home Service Application, available 24 hours • Call Center 1685Call Center 1685	• Product and service quality before and after the transfer of ownership • Safety projects
4 Community and Society	• Public hearings with communities for projects that fall into the scope of Environmental Impact Assessments	• Operations do not cause adverse impacts to community well-being
5 Supplier and Contractor	• Monthly business partner meetings	• Business performance • Fair market competition • Transparency and responsibility
6 Government and Regulator	• Submittal of the Environmental Impact Assessment (EIA) report to the Office of Natural Resources and Environmental Policy (ONEP) prior to project commencement • Submittal of the Environmental Quality Monitoring Report according to measures defined in the EIA report to ONEP every 6 months, prior to project commencement	• Social inclusiveness • Legal compliance • Transparency and responsibility • Completeness of EIA reports
7 Market Competitor	• Fair competition	• Fair market competition

For more information please refer to Sansiri's Treatment of Stakeholder Policy at www.sansiri.com

SIRI CAMPUS

Solar Roof

Building A

Fitness Room
Shower Rooms

Lactation room
Muslim Prayer
Room

Building B

Canteen and
Co-Kitchen space

Building C

Building D   Building E   Parking
Building

Bicycle
Parking Stands

Co-working
space

Library

Café

Wind Turbine

Gender
Neutral
Restroom

Rehabilitation
Area &
Equipment

Garden
between
Building

Theater

Bus Stop

First Aid Room

Pet Zone

Waste Room

Sansiri Backyard

Sansiri believes that our employees are the most important part in driving the business to grow sustainably. Sansiri gives great importance to the well-being of our employees and aims at becoming a "High Performance organisation", an efficient and effective organisation emphasising skill and knowledge development, as well as providing a suitable and safe working environment. Our employees feel contentment, as Sansiri promotes a sense of value, good welfare and fosters a culture of equality through honest communication, thereby retaining talent that will grow with the organisation sustainably over the long term. In 2020, Sansiri created a new head office, known as Siri Campus, built in line with the "Agile" organisational culture, to support movement and growth, and aimed at furthering the well-being of all employees at Sansiri.

SIRI CAMPUS CONCEPT

Paying Attention to Design

Sansiri studies and understands the needs of building occupants, so the design can meet the expectations of each type of employees group. In each department, activity areas have been designed to be collaborative and multi-functional. Additionally, importance has been given to the security system to limit the accessibility of visitors, thereby keeping employees, company assets and information safe.

Energy Conservation Innovation

Sansiri designed areas in the building with an emphasis on the use of natural light to conserve energy, specifying windows be built throughout the building and stipulating their appropriate depth level to be spacious and open. For the exterior of the building, building fins were built to reflect the sunlight during the daytime, and insulated glass utilised to reduce the temperature inside the building. Stairs were built around the building, to reduce the use of elevators, and lighting levels defined for spaces with less foot traffic for added security.

Use of environmentally friend materials

Sansiri designed work areas with trees to create a natural environment and incorporated environmentally friendly material to save energy and promote sustainability.

Other

Moreover, Sansiri provided a fully-equipped fitness centre to promote good health for employees, as well as designated pet and dog areas, a café, canteen, vending machines and beauty salon to provide a more complete sense of well-being. The promotion of the healthy mind and body ethos for employees will help them achieve their full potential more effectively.

Sansiri uses Fitwel, the standard that assesses building management conditions. Fitwel focuses on and promotes the well-being of building occupants, enabling them to be happier and live better. Fitwel is the standard of the U.S. Centres for Disease Control and Prevention and implemented by the Centre for Active Design (CfAD).

There are 73 assessment criterias for the standard under the **following 12 categories:**

1 Location

2 Building Access

3 Outdoor Spaces

4 Entrance & Ground Floor

5 Stairs

6 Indoor Environments

7 Workspaces

8 Shared Space

9 Water Supply

10 Food Services

11 Vending Machines

12 Emergency Procedures

Components of Siri Campus

Siri Campus is located close to

Restaurants

Bus stops

Schools

Football Field

Within **800 metres** from the entrance of building C

- Siri Campus prepared an annual satisfaction survey, and well-being knowledge and comprehension assessments for employee and building occupants.
- Siri Campus has defined an Emergency Response Plan in case of accidents and fires.
- Siri Campus trained officers are able to use AED machines.

Sansiri Sustainability Material Topic

- ■ Economic
- ■ Environmental
- ■ Social

Employee Health & Safety (OHS)

Environmental Management and Compliance

Resource Efficiency

Employee Engagement (Human Capital Development)

Material Sourcing & Efficiency

Transparency, Anti-corruption Practices, and Business Ethics

Customer Expectation and Satisfaction

Innovation and Digitisation

Systematic Risk Management
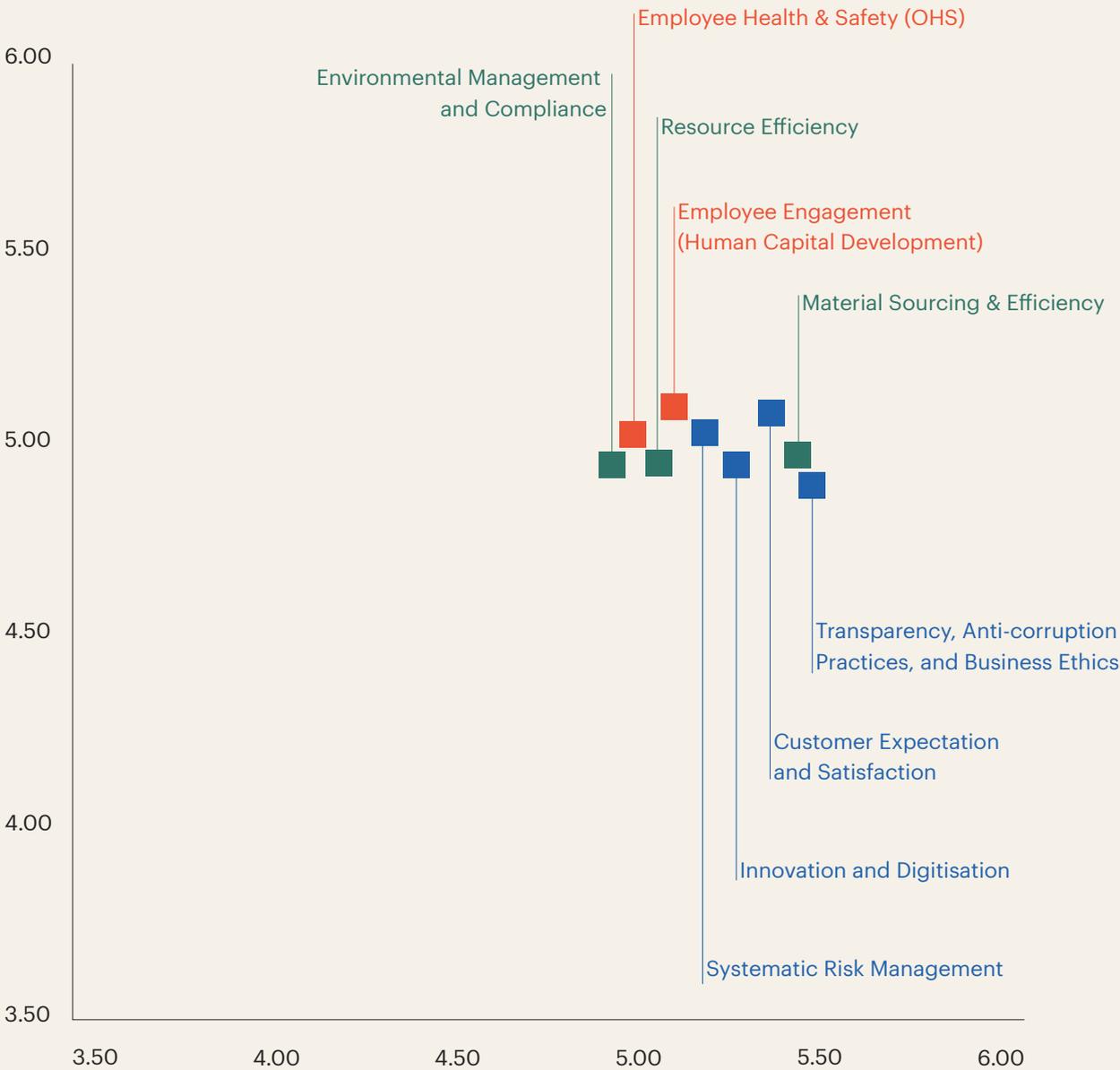
Sansiri assessed and prioritised sustainability material topics that are of significance to both internal and external stakeholders and reviewed both external and internal factors that relate to company operations, including risk factors prior to gaining approval by executives and the Corporate Governance Committee, and disclosing those topics' performance.

Sansiri implement its activities in accordance with UN Sustainable Development Goals (SDGs) that covers 3 dimensions including economic, environmental and social dimensions. There are 9 Sustainability Material Topics for the year.

Economic

4

- Transparency, Anti-corruption Practices, and Business Ethics
- Systemic Risk Management
- Customer Expectations and Satisfaction
- Innovation and Digitisation
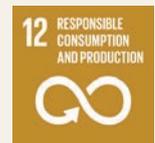
Environmental

3

- Resource Efficiency
- Environmental Management and Compliance
- Material Sourcing & Efficiency

Social

2

- Employee Engagement (Human Capital Development)
- Employee Health & Safety (OHS)
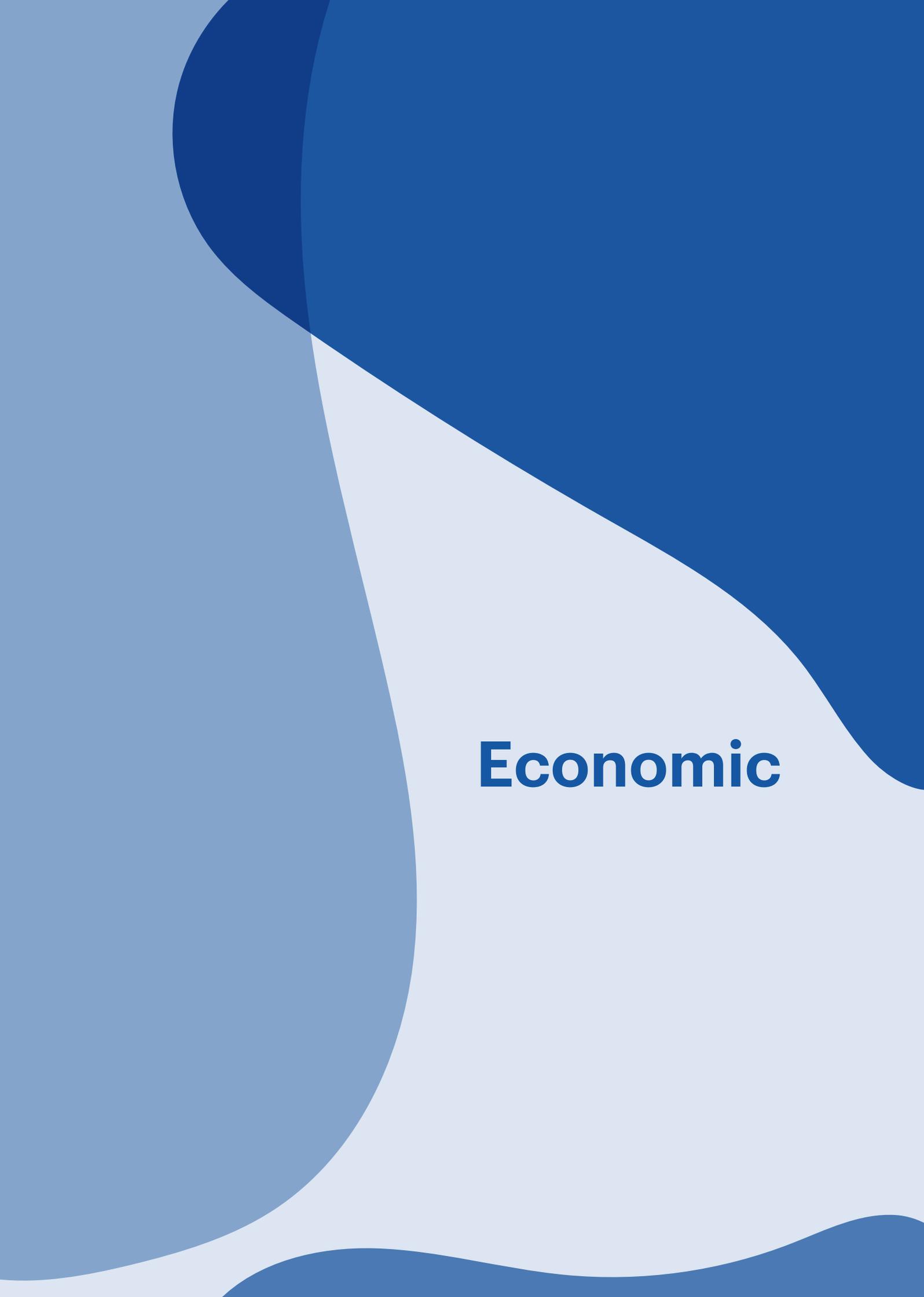
Economic

Transparency, Anti-corruption Practices and Business Ethics

Sansiri adheres to operating ethically and with transparency, according to recognised principles of good corporate governance. Sansiri also gives importance to following related laws and regulations issued by relevant government agencies and regulators. Although there can be a possible risk of corruption, Sansiri is determined to manage those risks at an acceptable level in order to prevent/correct any possible incidents from occurring with the aim of becoming a fully transparent, incorruptible and ethical organisation.

Sansiri issued the Corporate Governance and Business Ethics handbook as a standard for operating the business ethically and to promote best practices throughout the organisation, including Sansiri's board of directors, senior management and employees. In addition, Sansiri issued an Anti-Corruption Policy as a guide in order to ensure that the business is operated transparently and under supervision, as well as being principles for employees to follow to prevent any harm from taking place through corrupt practices.

For more information please refer to Sansiri's Stakeholder Policy at www.sansiri.com

Sansiri joined Thai Private Sector Collective Action Against Corruption: CAC effective since April 10, 2017. The CAC has already approved Sansiri's recertification, which will last for 3 years from September 30, 2020 to September 29, 2023. Sansiri remains committed to the anti-corruption practices, according to its declaration of intent, by promoting employee awareness continuously through Anti-Corruption training.

To build a framework of best practices without expecting additional benefits, Sansiri issued a Conflict of Interest Policy prohibiting our board of directors, senior management and employees from seeking financial or other benefits for individuals, family members and associates, by not receiving gifts or other gratuities from suppliers and people outside the organisation for any reason. Sansiri has communicated the policy to suppliers and other stakeholders, and senior management and employees have been directed to acknowledge and clarify the policy to suppliers and other stakeholders as well.

In 2020, Sansiri organised the Anti-Corruption training via E-learning with a test, whereby 3,873 or 98% of all employees were trained.

Sansiri established a complaints management process that ensures fairness and confidentiality for whistle-blowers in reporting all cases of business ethics violations. In 2020, Sansiri had no violations of business ethics violations received via any channels.

Systematic Risk Management

Sansiri recognises the importance of studying Economic, Social and Environmental factors at the Corporate and Department levels to minimise potential risks that may result from operations. The company conducts periodic risk assessments which also consider emerging risks related to customer expectations and global trends.

An organisation's business operations can become vulnerable due to negative internal or external factors, introducing the need for effective risk management, which is an essential tool for creating business stability and supporting the fulfilment of objectives. Risk management is a key component of good corporate governance, leading to sustainable development by encouraging efficiency and transparency of all business processes. This can result in a positive corporate image and increase an organisation's value, both in the long and short term, under the sound direction of the Board of Directors, management and employees.

Sansiri applied COSO (The Committee of Sponsoring Organisation of the Treadway Commission) "Enterprise Risk Management - Integrating with Strategy and Performance" to its risk-management strategy, which consists of 8 components:

1 Internal Environment

2 Objective Setting

3 Risk Identification

4 Risk Assessment

5 Risk Response

6 Control Activity

7 Monitoring

8 Information & Communication

The Risk Management Committee is in charge of determining policy and approving risk operation plans to be used for Sansiri's internal departments, while the Audit Committee will be freely giving opinions and acting as an internal auditor.

During the Risk Mitigation process, when an issue is raised or changes in risk occur, there will be a quarterly report to the Risk Management sub-committee. In the case of a high-risk incident, the Risk Management Committee will be informed and joined by external parties. In such a situation, it is not necessary to wait for the normal scheduled meeting before convening (every 6 months).

In 2020, Sansiri still monitors risk assessments, which cover affiliated companies and subsidiary businesses. There are Business Continuity Plans (BCP) in place for all operational aspects, such as mitigating a pandemic, regarding political incidents, including demonstrations, at construction sites and common area.

The Economic & Social Outlook report was created using SPELT Analysis tools. During the COVID-19 situation in 2020, Sansiri organised a daily war room where senior management convened to deliberate the situation.

3 Risks from shortage of contractors

4 Risks from unsold units

1 Risks from land acquisitions

2 Risks from fluctuation in construction material prices

5 Risks from an increase in interest rates and accessibility to source of funds

6 Risks from condominiums not receiving the Environmental Impact Evaluation Bureau's approval

In 2020, there were 7 Corporate Risks identified:

7 Risk from international business operations
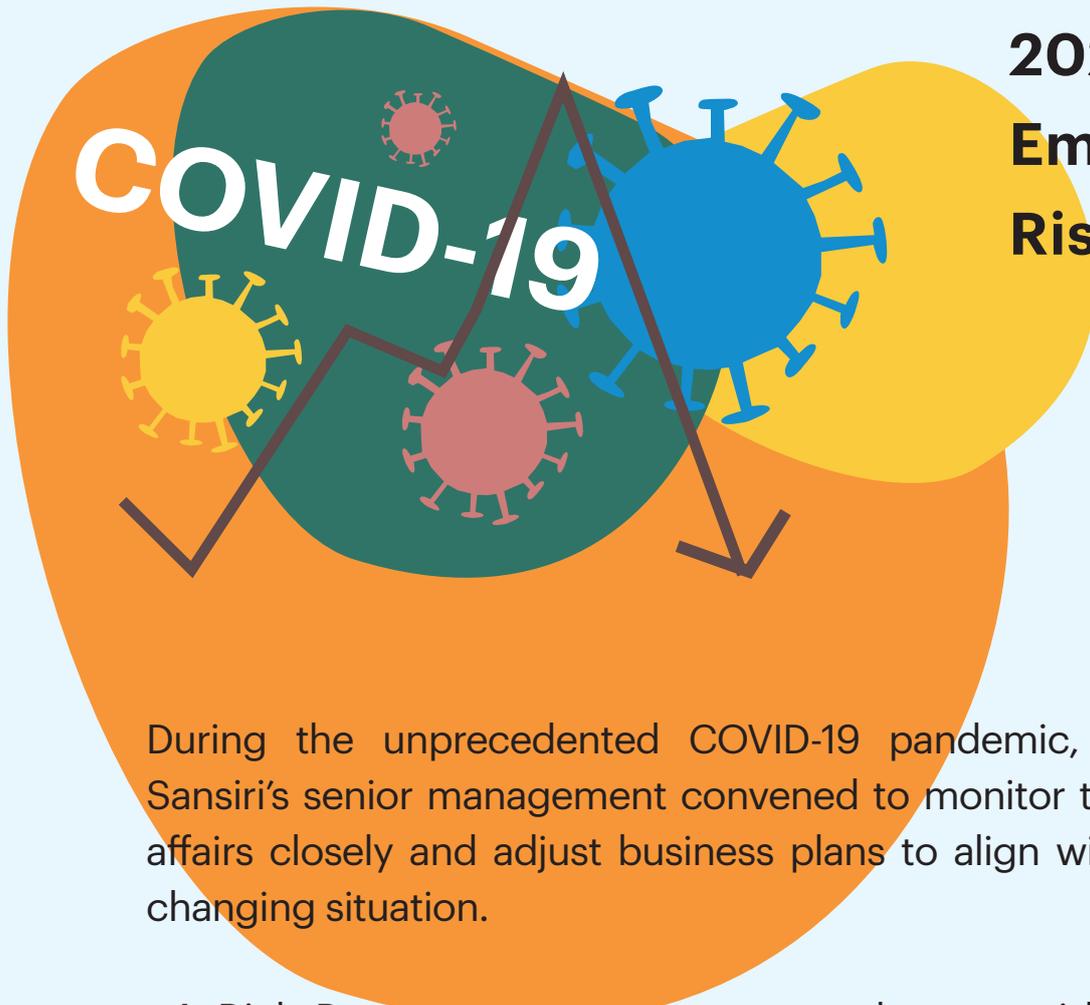
COVID-19

2020 Sansiri Emerging Risks

During the unprecedented COVID-19 pandemic, members of Sansiri's senior management convened to monitor the company's affairs closely and adjust business plans to align with the rapidly changing situation.

- A Risk Response team was created to consider individual measures and make important decisions in a way that did not impact business continuity or stakeholder trust. In risk related operations, the COO and CFO frequently met to report the results of each measure to the Board of Directors.

- Sansiri made several adjustments in response to the changing situation during the pandemic. This included implementing social distancing measures and following government directives, such as the emergency decree and area lockdowns.

Customer Expectation and Satisfaction

Providing the ultimate in service is important to Sansiri. We pay great attention to the smallest detail to ensure our customers' needs are fulfilled and strive to create a perfect impression from the very first moment customers decide to experience our projects.

Sansiri is a customer centric organisation dedicated to developing creative products and services for better living.

The Sansiri brand is strong and focuses on aftersales services adroit at adapting responsively to customers' needs via several channels.

Moreover, Sansiri focuses on solving customer's complaints, with a dedicated team to monitor and mitigate problems, improve and develop products, and provide professional services. The moment customers decide to buy into a Sansiri project, they become part of the family, or "Sansiri Family" members, and can access the benefits we have arranged for our VIPs.

TOTAL LIVING SOLUTION

Pre-sales Service
Easy Home Loans

- Sansiri Sales Representative
- Sansiri Home Financial Planner

After-sales Service
Safety Comfort Living
And peace of mind throughout your residential experience

- Sansiri Home Care
- Sansiri Living Care
- Living Management
- Sansiri Family
- Sansiri Innovation
- Sansiri Security System
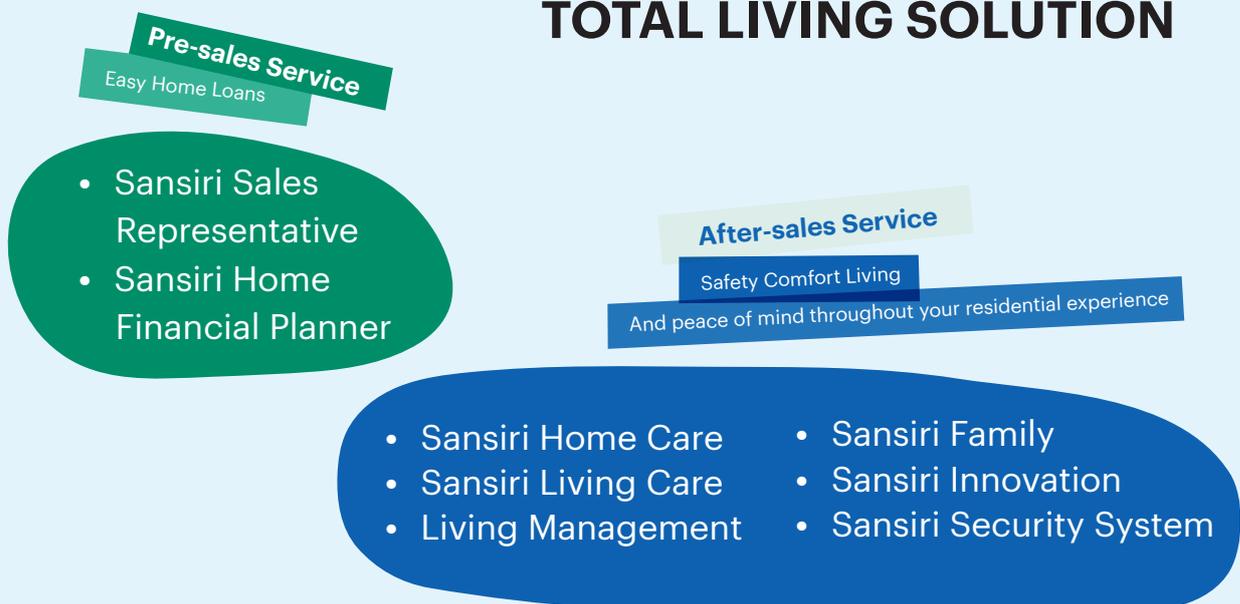
SANSIRI SALES REPRESENTATIVE & HOME FINANCIAL PLANNER

Sansiri Sales Representatives give advice from the first day customers visit the project, providing information professionally so customers will have a home that perfectly fits their lifestyle.

Sansiri Home Financial Planners give advice before customers make plans to buy a home, after going through training provided by leading financial institutions.

Sansiri communicates and follows up with the results from banks and takes care of the entire property ownership transfer process.

SANSIRI FAMILY

Sansiri always gives importance to managing good relationships between Sansiri and customers, by providing a comprehensive range of services throughout the whole residential process. Additionally, Sansiri offers special privileges from leading local and global partners, encompassing more than 250 brands, as part of the Sansiri Family range of benefits for our customers.

For Sansiri Family members with Sansiri property worth more than 80 Million Baht, Sansiri has created an elevated tier of privileges, with membership by invitation only, known as "SIRI PRIORITY". SIRI PRIORITY'S members are given additional benefits assuring them convenience in living, investments, and property management, as well as providing them with a personal Relationship Manager to offer expedited advice and services

In 2020, Sansiri demonstrated its concern for Sansiri Family impacted by the COVID-19 pandemic by organising the Sansiri Family Market, providing them with the opportunity to have their own businesses, including SMEs, join in and promote their businesses through Sansiri's online channels, as well as setting up booths/stalls at Sansiri and its alliances' activities. Altogether, more than 300 Sansiri residents participated in the program.

SANSIRI SECURITY SYSTEM

Sansiri takes care to provide customers with the highest security standards and paying attention to customer safety is one of the most important priorities for the company. All areas within Sansiri projects must be safe for everyone. Sansiri has established superlative security standards, with Security officers and emergency preparedness training from Sansiri Security Inspection (SSI) integrated with modern technology and security systems.

VISITOR MANAGEMENT SYSTEM (VMS)
Visitors' recording system

SMART ACCESS QR CODE
QR CODE For visitor

SECURITY MONITORING
Monitoring technology of security system around projects

IOT FACILITY MANAGEMENT
Managerial central engineering technology system for condominiums

DIGITAL FENCE
Digital fence system

OUTDOOR SECURITY CAMERA
Housing area monitoring system

RFID SENSOR
entrance-exit project equipment

FACE RECOGNITION
Face and Finger recognition system

VDO PHONE
To know your visitor

MAGNETIC SENSOR
Tampering senor technology

SANSIRI INNOVATION

Sansiri hopes customers are able to enjoy life every day and, therefore, constantly provides new technology and innovations to make residents lives in Sansiri projects truly comfortably in every aspect.

SANDEE

intelligent service bot

HOME APPLICATION SERVICE

home service total solution

HOME AUTOMATION

control all functions in your home by smartphone

SMART MOVE

electric vehicle transportation service platform

SANSIRI HOME CARE

Sansiri takes care by notifying customers before damage occurs in crucial areas including:

Notification through the Home Service Application when it is time for maintenance including providing a guide for self-maintenance and providing ad hoc maintenance services at the request of residents.

"Healthy Home"*

Sansiri provides Healthy Home activities, undertaken by partner letting specialists, to assess equipment in residences at least twice/project to prevent equipment from being damaged and to reduce overall maintenance fees over the long term.

*For projects that are still under the warranty period.

SANSIRI LIVING CARE

Sansiri provides home care through specialist technicians, with superior quality and standard levels, giving customers the confidence their homes will remain in the same state as when they moved in. Both one-time service and annual service fees are charged accordingly.

ONE TIME SERVICE CATEGORIES

- Doors/Windows
- Electricity Systems
- Water Supply Systems
- Sanitary Wares

- Floors and Walls e.g.tiles, fracture, coloring
- Maintenance Services
- Supporting Services

YEARLY SERVICE (LIVING CARE CARD)

After Warranty Annual Repair

FAST FIX (EXTRA SERVICE)

EmergencyIncidents Repair Service such as Power outage and Water Leakage

PLUS: Property Management

PLUS Property has been providing professional sales and property management services for over 25 years along Customer-Centric principles to meet customers' needs and to operate the business sustainably.

Project Management work scope:
- Building inspection and maintenance to ensure good condition
- Manage resident safety, and supervise rules and regulations for a smooth living experience.
- Income and expense management
- Organise resident relationship-enhancement activities.

In 2020, during the COVID-19 crisis, PLUS Property increased resident safety by disinfecting open surfaces to reduce risks from contamination, implemented Social Distancing, organised food delivery and waste collection for self-quarantined residents and introduced Touchless Visitor Pass technology for use at the entrance to projects.

Property Advisors work scope:
PLUS Property has an effective information management system that comprises property purchase, sales and rentals to meet customers' needs, and an experienced, capable team is always on hand to offer customers the most suitable property.

TOUCHPOINT JOURNEY

Sansiri conducts customer and resident satisfaction assessments (Voice of Customer) for each Touchpoint, which is the responsibility of various departments. All projects and services customer's satisfaction issues are analysed to continuously develop and improve service quality.
The approach of customer satisfaction assessments is grouped by Touchpoint as follows:
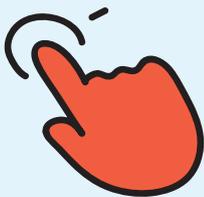
Touchpoint 1 Sales
Monthly customer satisfaction assessment 1 week after the customer's first visit to a particular project, with a target of 1 salesperson / 3 customers / month.
2020 Customer Satisfaction **Score: 90.69% / Targets: 89.01-93.00%**

Touchpoint 2 Inspection and Transfer
Monthly customer satisfaction assessment after 2 months of ownership transfer, with a target of 50% of ownership transferred customers. **2020 Customer Satisfaction Score: 83.61% / Targets: 84.01-90.00%**
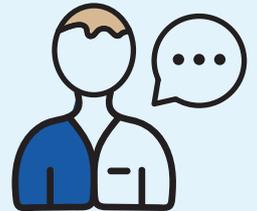
Touchpoint 3 in between these 6 months after Transfer
Monthly customer satisfaction assessment 6 months after ownership transfer, with a target of 30% of ownership transferred customers. **2020 Customer Satisfaction Score: 81.49% / Targets: 80.01-86.00%**

Touchpoint 4 Property Management Residential (PMR)
To assess resident satisfaction of PLUS Property managed projects with an assessment taking place 6 months prior to the contract expiring, with a target of 40% of residents. **2020 Customer Satisfaction Score: 88.68% / Targets: 85-89%**
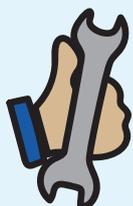
Special Touchpoint Homecare
To assess resident satisfaction of those that have used the repair service by using the work receipts, with a target of 80% of residents that have used the repair service. **2020 Customer Satisfaction Score: 98.27% / Targets: 86.01-93.00%**

Special Touchpoint Call Centre
To assess satisfaction of customers and residents that have contacted the Call Centre by using an automatic IVR system, with a target of 70% of customers or residents that have contacted the Call Centre.
2020 Customer Satisfaction Score: 96.93% / Targets: 78.01-87.00%

SocialEnable

Sansiri has merged all online platform accounts under the name Sansiri PLC including Facebook, Twitter, Instagram, Pantip, Youtube, and senior management's Twitter account under the name SocialEnable, to create a centre for receiving comments, complaints and suggestions from customers and interested people, and to be able to respond to them promptly.

STAKEHOLDER INTERVIEWS

The Standard executive interview with Mr. Srettha Thavisin on April 14, 2020

Even though we have gone through many economic crises, Mr. Srettha accepts that COVID-19 has been much tougher than the 1997 Tom Yum Kung crisis because everyone is exhausted from the feeling of uncertainty. Sansiri is fortunate to have experienced the Tom Yum Kung crisis and understands the importance of financial discipline. Therefore, we are in a strong financial situation to weather the current situation.
Mr. Srettha confirmed that of the 4 pillars, the most important pillar at the moment is Employees.

Other than allowing employees to work from home to prevent the spread of COVID-19, Sansiri organised the Sansiri Care Relief Fund to take care of employees impacted due to the COVID-19 pandemic and the ensuing economic situation.

In terms of customers, Sansiri launched a promotion for people who wanted to easily own a home, who could live without paying their mortgage for a total of 2 years. Sansiri would pay the principle and interest for customers for a maximum of 24 months covering 62 projects. The promotion may have reduced Sansiri's profitability but, according to Mr. Srettha, "We must help customers because, when you give from the heart, Sansiri will be the first choice when it comes time for them to buy their next home. "

Style of living, utilisation of space and room designation within the home will become greater priorities for customers, as people are now working from home more; innovative types of technology mean real estate developers will need to partner with IT companies.

Innovation and Digitisation

Average of 5% to 20% of projects from the total low-rise and high-rise project developments had implemented innovation.

In 2020, 20 innovation projects were implemented in low-rise project developments.

Sansiri's innovation includes being open-minded, accepting new ideas, and taking action. Sansiri's innovation can be implemented in project developments or working process improvements.

Sansiri is committed to operating its business sustainably with all related stakeholders, including employees, who are one of the most relevant groups and key drivers of the business. Encouraging them to discuss and share ideas about business objectives generates additional viewpoints and creates innovations in thinking processes and mind-set.

Innovation and Digitisation Strategy

- Be open-minded, accept new ideas, and take action.
- Define clear objectives and scope of innovation development.
- Give equal opportunities to employees in expressing, presenting, and implementing their ideas.
- Experiment with implementation to measure results that can further expand the business.
- Accept mistakes and learn from them.

Sansiri's innovation begins with organisational development and work process improvement, which Sansiri hopes will make it become the most preferred organisation to work with by 2022.

Sansiri has adopted the "Agile" method, which adjusts work processes in the company to be more streamlined and efficient. The method focuses on cross-functional work that brings together employees with specific expertise from each department to form a squad and develop projects in a faster manner. This helps keep work streamlined and allows employees to show their full potential, by implementing innovation which promotes Sansiri's projects to have quality, great services and meets residents' needs, and employs technologies to reduce operational costs.

The innovation working group that governs and drives the projects includes the Project Development team, IT team, Operations team, Project Management team and Siri Ventures.

Innovation projects will be tested with no more than 5 project developments as a feasibility study, in order to gauge the possibility of expanding to other project developments. There is also an assessment criterion before the innovation project can be launched.

Face Scan

All Sansiri employees can identify themselves by face scanning to access the building and using smart lockers according to their authorised level; it is contactless or employees can use their employee ID card for access.

Low-rise Project Technologies

Dust-Free House

Innovation creates good well-being for all the resident's family members through Clean Fresh Air system that delivers clean air directly to the house through filtration and 5 steps of germs disinfection.

Cooliving Designed Home

Innovation cools the air by solar cell system with functions to help solve problem with hot house that is energy-saving, safe and environmentally friendly.

- **Solar attic** - solar powered fan system to cool down the house, reduce moisture and pathogens in the attic.
- **Breeze Panel** - panels on doors and windows for air ventilation.
- **UV Shield** - coated paint that reflect the heat away from the house.
- **Roof Shade** - extra long roof shade to protect the sunlight and reduce the heat.

SHADING SCREEN
แผงช่องลมบริเวณประตูและหน้าต่าง
ระบายอากาศในบ้านให้ปลอดโปร่ง

TEXTURE WALL
ผนังดีไซน์พิเศษแบบผิวไม่เรียบ
หักเหแสงแดด ลดความร้อนสะสม

GREEN GLASS
กระจกเขียวตัดแสง ลดความร้อน
จากแสงแดดที่จะเข้ามาภายในบ้าน

- **Green Glass** - glass that filters the sunlight into the house.
- **Shading Screen** - screen on doors and windows t o ventilate the air in the house.
- **Texture Wall** - special designed wall to reflect the sunlight and reduce the heat.

High-rise Project Technologies

Technological Innovation

- **Delivery contactless design** - contactless innovation for receiving parcels
- **Map Tracking** - developing a device that can show the real time traffic of users in the fitness centre via Home Services Application for Sansiri residents.
- **Thermal control** - a device that can measure the temperature of the building's visitors/residents; some projects can link with the building access system.
- **UVC air** - a UVC device that kills airborne virus in the air conditioner of common areas.

- **Wind Turbine** - electricity generating from wind energy.
- **Well air** - a device that can detect airborne toxins such as Formaldehyde, Carbon Dioxide, Relative Humidity etc. to be aware of and prevent health related issues.
- **Smart Mailbox / Locker** - contactless innovation for receiving parcels at any time through notification via Home Services Application; the Mailbox and lockers can be opened by QR Code
- **Air Ventilation System** - air ventilation system innovation in the residence to increase fresh air, reduce moisture and heat.
- **Solar roof** - installation in Sansiri projects
- **EV Charger** - environmentally friendly EV Chargers that will be more widely available in the future
- **Smart Wash** - to increase the convenience for residents in washing/drying their clothes by notification via Home Services Application. Alerts when washing/drying machines finish their cycle and include payment facilities for laundry tasks.
- **Smart Move** - to increase convenience for residents who do not own a vehicle but want to use one and pay for it, via Home Services Application.

Design Innovation

- **WFH design** – a design for "New Normal" living, now that people spend more time at home. Sansiri has designed a show unit to inspire customers and give them ideas about how to adjust their space for work and exercise, in addition to being just a bedroom or living room.
- **Flexible furniture design** - Sansiri has designed multi-purpose furniture, such as taking advantage of high ceilings with overhead storage areas incorporating chairs that can transform into a staircase when needed.
- **Multi Sports Court** – Sansiri has designed limited recreational space to be more useful with multi-purpose functionality, such as enjoying a football field, basketball court, tennis court, etc., in the same space.
- **Leisure pool** – swimming pool for resting and relaxing.

Innovation in Precast Factory

Sansiri has implemented innovation projects to support sustainable construction in the Precast Factory as follows:

Sansiri's innovation can withstand earthquakes with a prototype room constructed for trial and error testing to improve the production process. In addition, components have been developed to replace dependency on walls, such as ready-made shafts that help reduce bricklaying, overhangs for single-detached houses, stairs, balconies, etc.

Sansiri has installed solar cells to generate electricity from solar energy innovation, which can be used in the precast factory, in addition to installing ventilation fans and grinding tools with vacuums to reduce dust from the production process.

Sansiri applied a waste reduction innovation by producing customised wire mesh in-house, instead of procuring, from 20% - 25% waste that can be **reduced to 100% zero waste,** and precast concrete can be reused alongside other products by separating sand and limewater.

For the new precast factory that commenced operations in 2020, Sansiri installed automated machine innovations to increase the efficiency and effectiveness in the production process.

Environmental

Resource Efficiency

Sansiri pays attention to every detail of its business operations from the design stage, through to energy usage at construction sites, and installing energy saving devices such as LED light bulbs, solar cells, solar-powered streetlights and Electric Vehicle Chargers at Siri Campus and Plus Property-managed projects, as well as issuing lighting and air conditioner directives to control operating hours in Siri Campus, common areas of some projects and sales offices.

Sansiri focuses on improving energy usage efficiency and the development of renewable energy usage. The organisation has an energy management system enabling human resources, budget, time, and training, participation in sharing ideas to improve energy usage within the organisation, allocating the appropriate energy management system, technology and to improve energy usage efficiency to match with business needs.

Sansiri has the business resources to manage operations, paying attention to details in the design of projects, products and services, and to creating innovation to help reduce energy consumption that will help reduce the impact of climate change and global warming. Sansiri takes nature into consideration during the design process for energy conservation, such as sunlight and wind direction, landscaping, air ventilation and natural shade.

Sansiri has a target to reduce energy consumption by 10% energy consumption by 2022, in relation to 2017 figures, covering operations in Siri Campus, Precast factory, The Peri Khao Yai, The Peri Hua Hin and Habito Mall.

Habito Mall

In 2020 Sansiri was able to reduce electricity costs from 1.3 Million Baht to 900,000 Baht by adjusting the air conditioning temperature from 24.0 degrees Celsius to 25.5/26.0 degrees Celsius and reducing the operating hours of air conditioners and lighting in areas with no users.

Sansiri utilises solar cells in construction areas to reduce energy consumption, and light bulbs can be reused at other construction sites because they are easy to remove and install.

Sansiri uses sensor technology to turn lights on-off in common areas of some projects. At Siri Campus motion detector technology is used in meeting rooms; if there is no discernable movement, the power system will automatically shut down after 15 minutes. All Sansiri management's cars have been replaced with electric vehicles to reduce fuel consumption from transportation.

Reducing the operating time of lighting in the Visitor car park and E building car park.

Research has shown there are no users of the Visitor car park after midnight and no users of the E building car park after 22.00 hrs., so the light operation hours have been adjusted as follows:

1. Operating hours for lighting in the Visitor car park have been adjusted from 18.00 – 06.00 hrs. (12 hours) to 18.00 – 00.00 hrs. (6 hours)
2. Operating hours for lighting in the E building car park have been adjusted from 18.00 – 06.00 hrs. (12 hours) to be applied in each zone as follows:
   - Full lighting from 18.00 – 22.00 hrs.
   - Lighting alternating on and off for parking spots from 20.00 – 23.00 hrs.
   - Lighting only on along the up-down ramp from 23.00 – 06.00 hrs.

Reducing the operating time of lighting in the park and walkway.

There are no users of the park and walkway after 22.00 hrs. Therefore, the operating time of lighting there has been adjusted from 18.00 – 06.00 (12 hours) to 18.00 – 22.00 (4 hours), which can reduce 8 hours of energy usage/day.

Reducing the operating time of air conditioners in the Employee Canteen when there are no users.

It has been observed there are no users after 15.30 hrs. Therefore, the air conditioner operating time has been adjusted from 07.00 – 18.00 hrs. (11 hours) to 07.30 – 15.30 hrs. (8 hours), which can reduce 3 hours of energy usage / day.

305.58 kWp Solar Cell installation.

Solar cells have been installed to generate alternative energy and reduce energy consumption totalling a capacity of 305.58 kWp, with installation and maintenance operated by BCPG. In 2020, 260,372 kWh/year of energy was reduced, equal to a value of **1,088,758.20 Baht / year.**

Environmental Management and Compliance

Mid-term Strategy development plan to Long-term Environmental Management. Within 2030, Sansiri aims to use 100% renewable energy in all new projects it develops and reduce the use of plastic bottles in sales offices by 100%.
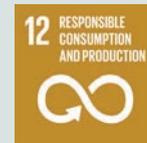
Sansiri is aware and committed to environmental management, and follows all related laws, rules, regulations and standards, especially the Environmental Impact Assessment (EIA) to build projects. Sansiri has defined mitigation measures for all possible incidents occurring as a result of environmental impact. Sansiri aims that all projects must follow related environmental laws before construction can take place including at Siri Campus, the Precast factory, Habito Mall, and the Peri Hotels, etc. Moreover, Sansiri gives importance to energy and waste reduction, wastewater quality control, promoting the use of environmentally friendly materials/devices, development of environmental systems that protect and prevent pollutants, and reducing carbon dioxide emissions that cause global warming.

Sansiri's Environment and Energy Conservation policy was developed for our businesses to be green and environmentally friendly. Sansiri is also socially responsible by reducing the waste at construction sites to reduce the impact from climate change by focusing on Circular Economy approaches, which begin internally then expand to society. Business goals have been set based on sustainability, aligned with United Nations Sustainable Development Goals (SDGs).

For more information please refer to Sansiri's Environment and Energy Conservation policy at www.sansiri.com

Sansiri established multiple channels to receive environmental complaints, in order to conveniently accommodate all stakeholders. The company designated a responsible unit to investigate causes, manage complaints, and find a resolution. Progress is communicated to stakeholders on a regular basis.

SUSTAINABLE DEVELOPMENT GOALS

Channels for Environmental Complaints		
📞 Call Centre 1685	f facebook.com/sansiriPLC	📷 Instagram.com/sansiriPLC
🐦 Twitter @SansiriPLC	🌐 Website	www.sansiri.com/thai/ Complaint Channels

Sansiri requires each area to have a waste separation manual specifically by business type.

- Plastic
- Glass
- Paper
- Metal
- Aluminum
- Organic

1,038.80 kg
15%

196.50 kg
3%

4,731.50 kg
70%

31.00 kg
1%

608.14 kg
9%

113.00 kg
2%
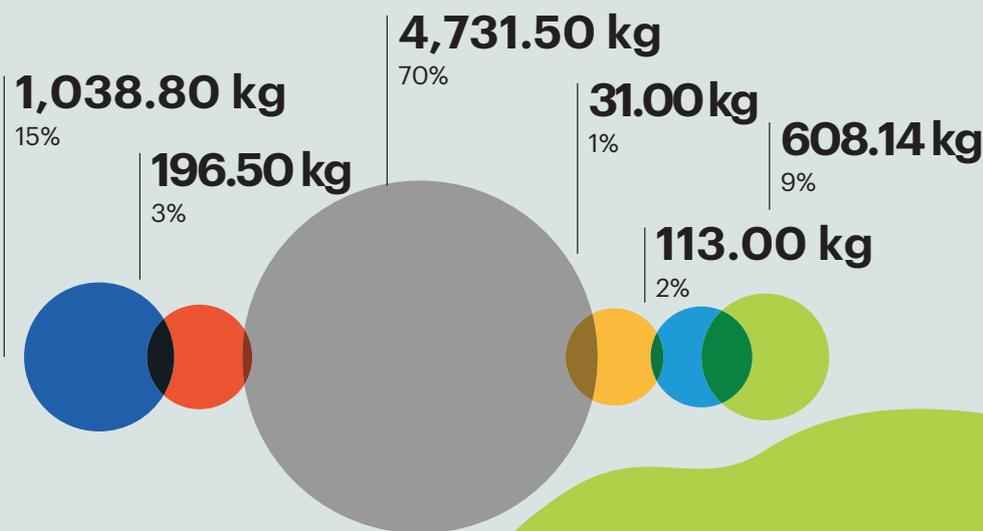
In 2020, the recycling rate on Sansiri Campus was **15%**, consisting of paper, plastic, organic, glass and metal totaling **6,377** kilograms

SANSIRI TREE STORY

1.Keep
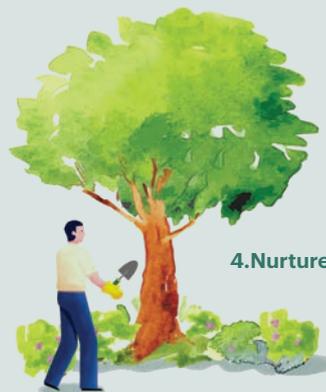
2.Choose

Over the course of 35 years in business, Sansiri's vision has continuously given importance and understanding to the value of the environment and nature surrounding projects. Sansiri takes care of the trees around projects through 4 steps: **"keep"** or to keep the trees in the same soil firm and strong, **"choose"** the size and types of the trees and the appropriate position; **"grow"** the trees correctly according to the principles of sustainability; and **"nurture"** or take care of every tree that will deliver its value through beauty we can feel, so they can nourish the community and grow with society sustainably.

3.Grow

4.Nurture

Turning food waste into Biogas

ระบบย่อยเศษอาหาร Circular Biosolution™
จาก "เศษอาหาร" สู่ "สารบำรุงพืชและพลังงาน"
Circular Biosolution™ Biodigestant
Turning "food waste" to "plant food and bioenergy"

ลดการปล่อยก๊าซเรือนกระจกและกลิ่นเน่า
เสียจากการนำเศษอาหารไปฝังกลบ

Reduce greenhouse gas emission and unpleasant smell caused by food waste in landfills

ค่าเฉลี่ยพลังงานที่ผลิตได้
Average bioenergy produced
2.86 กิโลวัตต์-ชม.ต่อวัน
2.86 kWh/day

ค่าเฉลี่ยเศษอาหารที่ถูกกำจัด
Average food waste digested
5 กิโลกรัมต่อวัน
5 kg/day

ค่าเฉลี่ยปริมาณสารบำรุงพืช
Average plant food produced
5 ลิตรต่อวัน
5 L/day

CIRCULAR BIOSOLUTION

ถังหมักด้วยจุลินทรีย์ไบโอวิส
Digestant with Biovis microbes

ถังเก็บก๊าซ
Gas storage

The process is done through fermentation buckets that transform food waste or organic waste into fertiliser and biogas, which can then be processed into high-capacity biomass for further generation into electricity.

Transforming food waste into biofuel and microbial pesticides can increase the value of organic waste, which is an obstacle to other kinds of waste. This innovation will encourage communities to manage and segregate waste properly and reduce the waste sent to landfills or incineration power plants.

Adding an average of 5 kilograms per day of food could produce 4,000 litres of biogas per month, which is the energy equivalent of 50 x 20 watt light bulbs per month.

Waste Separation in Offices

Sansiri has prepared containers for each waste type and created campaigns for building occupants to separate them correctly, with follow-up separation managed by the maids. Waste types are separated as follows;

1. General Waste
2. Recyclable Waste
3. Hazardous Waste
4. Food Waste
5. Infectious Waste
(Only in First Aid Rooms)

Mixed Paper Recycling to trade for new A4 papers with SCG Packaging

Sansiri separated mixed papers including magazines, newspaper, pamphlets envelopes and paper boxes, recycling them with SCG Packaging in exchange for new A4 paper.
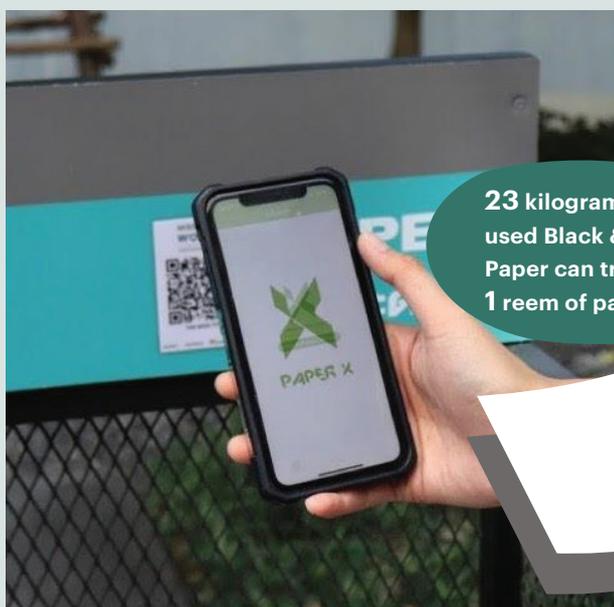
23 kilograms of used Black & White Paper can trade for **1** reem of paper

90 kilograms of used Colour & Mixed Paper can trade for **1** reem of paper

The average amount recycled is 11.98 kilograms per month.

waste to
WORTH

Sansiri implemented the Waste to Worth project for Sansiri residential projects. The aim is to remove 100 Tonnes of recyclable waste from landfill waste, through collaboration with residents from more than 100 Sansiri projects.

Implementation Steps:

- Design waste bins, signages, and messages to facilitate the resident in waste separation.

- Develop a handbook and awareness video to help residents correctly separate waste at source.

- Train maids and building managers with waste separation knowledge.

- Analyse the destinations of recyclable waste to appropriate waste segregation factories.

- Qualitative research with Coca-Cola to reduce the mixed wastes.

- Collaborate with SCG Packaging to recycle residents' paper waste.

- Collaborate with Singha drinking water to reduce plastic bottle usage by using glass bottles instead.

SANSIRI x PLUS WASTE TO WORTH

From Jan – Dec 2020

Total Recyclables As of Nov 2020

205,815 Kg

SAVE **413,341** Baht

148 Projects

81,451 kg

Paper Card-board

51,694 kg

Plastic Bottle HDPE Bottle

55,752 kg

Glass Bottle

11,683 kg

Metal

5,236 kg: Other Recyclables

148% Participants
From 100 Projects
PH 96 Projects
PL 51 Projects
MALL 1 Projects

As a result, Sansiri can remove 200 Tonnes of recyclable waste out of landfill waste, by collaborating with Sansiri residents at 148 projects (96 high-rise projects, 51 low-rise projects and 1 community mall).As a result, Sansiri can remove 200 Tonnes of recyclable waste out of landfill waste, by collaborating with Sansiri residents at 148 projects (96 high-rise projects, 51 low-rise projects and 1 community mall).

Food composter in project's Co-Kitchens

Sansiri has installed food composters in the Co-Kitchens of some projects to transform food waste into natural fertiliser and reduce organic wastes.

Material Sourcing & Efficiency

Sansiri pays particular attention to the materials and products it sources for both low-rise and high-rise projects, hotels, and at Siri Campus - where most of our employees recently relocated to and have been spending time working together since the beginning of the year. Sansiri focuses on sourcing materials and products that are durable, sustainable and environmentally friendly for every part of its projects, from the inception of the design stage. Sansiri strives to work with suppliers that produce environmentally-friendly materials to help reduce costs over time and additionally to catalyse other real-estate developers into considering sourcing their materials and products to be more environmentally-friendly as well.

Sansiri procurement of environmentally-friendly materials and products takes place at every stage of the production process, and contract suppliers and vendors are continually informed proposed materials and products should always take the environment into consideration. There is also an internal communication procedure to help remind related departments of the importance in sourcing environmentally-friendly materials and products from their potential suppliers and vendors. In addition, there is a checklist before product and material procurement can take place stipulating environmentally-friendly requirements such as paints must be Non-VOC, electrical appliances are 5-Star labeled and cements are from environmentally-friendly suppliers, etc.

Performance Indicators

- Sansiri set a target for environmentally-friendly materials and products purchased to be more than 50% of the defined amount. In 2020, Sansiri achieved its target by purchasing 2 orders from the 4 orders target.
- Sansiri set a target each department wishing to purchase materials or products must include 2 items that are environmentally friendly in the bidding process.

In 2020, Sansiri procured environmentally-friendly materials and products with a total value of 138 Million Baht or 9% of the total budget for material and product procurement.

Air Purifying Paint and killing COVID-19.

Sansiri, in collaboration with Nippon Paint, has created the "Sansiri Housing Revolution project and aims towards Healthy Home" project. Sansiri was the first real-estate developer that chose Nippon Paint AirCare (Zero VOCs), healthy paint for leading projects to create a higher standard quality of living and provide the best for our customers.

Nippon Paint AirCare (Zero VOCs) is an innovative paint that cares for the health of its residents by purifying air and eliminating toxins by absorbing harmful formaldehyde, inhibiting viruses and bacteria, and providing easy to clean surfaces certified GREENGUARD Gold world-class safety standard. Sansiri used the Nippon Paint AirCare in projects including Setthasiri Rama 5, Setthasiri Krungthep-Pathumthani and BuGaan Yothinpattana 3.

JYSK is a Scandinavian inspired furniture brand.

Their approach to "Scandinavian Sleeping and Living" reflects simplicity that perfectly fits. JYSK uses furniture that contains Ecotech certified materials, guaranteeing they are environmentally-friendly.

Sansiri has incorporated JSYK furniture into Anasiri Krungthep-Pathumthani, Anasiri Chaiyapruek, Siri Place 346, Siri Place Rangsit Klong-5, and Siri Place Prachauthit 90 projects.

Laminate floors used in Sansiri projects

Laminate floors used in Sansiri projects must not only be high-quality, highly-durable and environmentally-friendly but also protect the environment by being balanced and sustainable.
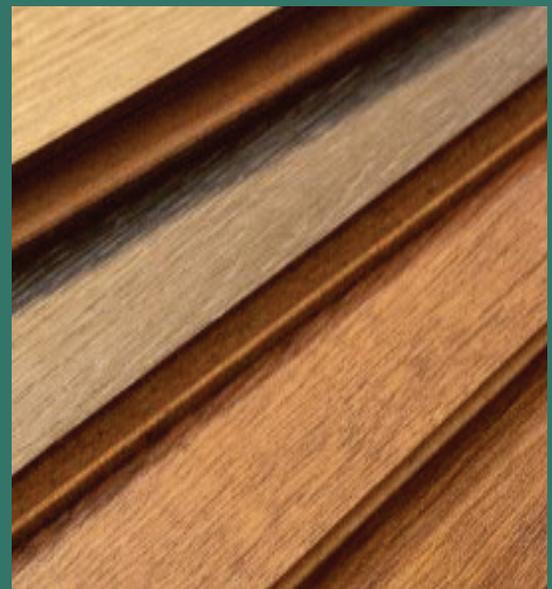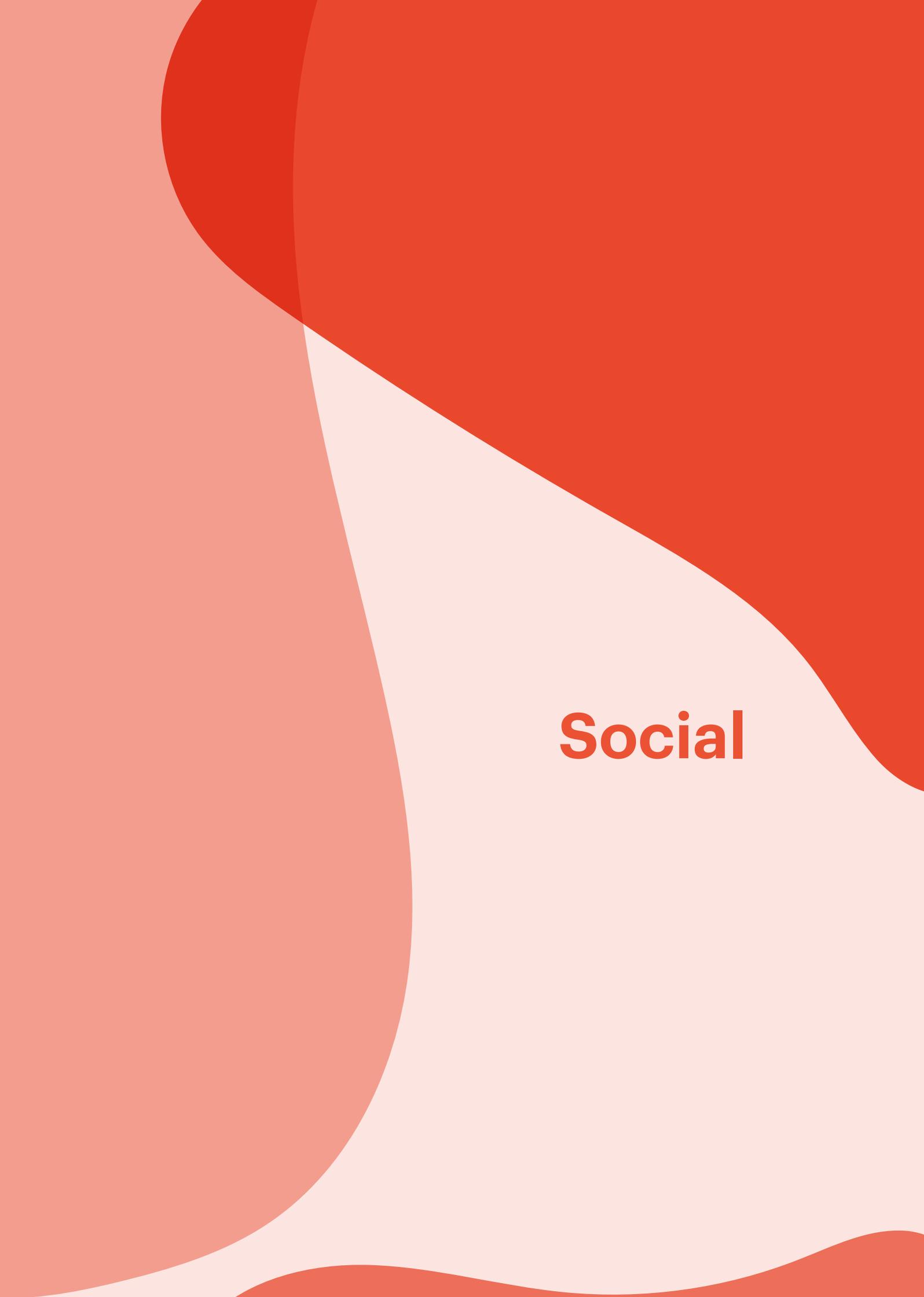
Social

Employee Engagement

(Human Capital Development)

Sansiri's employees are our most valuable resource and key to driving growth of the business forward. Therefore, Sansiri has focused on the development of our employees to ensure that they can develop in tandem with the company.

In order to compete in the real-estate industry and adapt to the fast changing pace of today's business and technological advances, Sansiri has focused on the importance of being Customer Centric as part of our corporate culture, with relevance given to talent acquisition, human capital development, employee performance assessment and preparing a new generation of management to take the place of retiring leaders.

SANSIRI CULTURE

Customer-centric

Goal Synergy

Integrity

Challenge the Ordinary

Result Oriented

SANSIRI

TRIBE
การรวมตัวของหลาย ๆ Squad ที่มีจุดประสงค์ในการทำงานร่วมกัน

TRIBE LEAD

AGILE COACH
ดูแลและให้คำปรึกษาการ
ทำงานร่วมกันของสมาชิก
ใน Squad

PRODUCT OWNER
ดูแลทีมให้สามารถผลิต
ผลงานได้ตามกำหนด
และงบประมาณที่วางไว้

CHAPTER LEAD
ดูแลและให้คำปรึกษากับ
ผู้เชี่ยวชาญใน Chapter
พร้อมประสานงานระหว่าง
Squad

CHAPTER
ผู้เชี่ยวชาญที่มีทักษะ
คล้ายกันที่อยู่ในหลาย ๆ
Squad ภายใต้ Tribe
เดียวกัน

SQUAD
ทีมย่อยภายใต้ Tribe ที่รวมผู้เชี่ยวชาญเฉพาะด้านจากแต่ละแผนกเข้าไว้ด้วยกันในหนึ่งทีม

ที่มา : The Boston Consulting Group (BCG)

Sansiri has implemented the "Agile" working method, a process that reduces work processes and bureaucracy, whilst focusing more on internal team communication and fostering employees to have a more well-rounded understanding of the business from their team mates.

The progression of employee skills and knowledge development begins with senior management and supervisors passing on policies to operational level employees, in order that they can work efficiently and align with the organisation's objectives. Another important tool is to create understanding by communicating the skills, knowledge and capabilities employees should have in order to meet business and company objectives, and so they are able to adapt to business and technological changes. The sharing of knowledge and experience directly with employees is another technique Sansiri uses to manage employees, so they can gain more knowledge for their career path.

Sansiri believes that employee capacity development can be sustainably implemented through hands-on experience of the working culture, direct coaching from supervisors and proper training. In 2020, Sansiri developed 3 learning channels for employees. They include:

2020 Blended Learning

Classroom

Online Learning

Virtual Classroom

1. Classroom – focuses on knowledge and experience exchange in the classroom to create understanding that can be applied in numerous ways.

2. Online learning – private study, at a person's own convenience, of assigned courses and areas of their interest to develop an unlimited array of subjects.

3. Virtual Classroom – a classroom on the internet where employees from different locations can collaborate via Microsoft Teams.

In addition, Sansiri has a program for employees to transfer between group companies, for them to discover their true potential and experience alternative training courses required for their new operations such as personality development, grooming, or basic knowledge in accounting and taxation.

Succession Planning

Based on job performance and capacity appraisal according to their level, Sansiri has personnel ready to serve as replacements for important positions at the company in 4-5 departments

New Employees

There is an online training program for new employees at Sansiri group to develop and to study topics by themselves. Required subjects include creating the right mindset and an understanding of Sansiri's way of doing things, which includes an overview of Sansiri's work culture, work policies, and employees' rights and responsibilities.

Role specific trainings are organised to keep up with the fast pace of expansion of business in Real Estate development, so employees are be able to acquire knowledge and can quickly adapt to work on any projects. The training is done online through personal study and includes tests for each program, to ensure employees meet required working standards.

Employees with Self Development Needs

In 2020, the Human Capital Development department organised specific career training and general training online. Registration was open to employees who wished to develop their skills and knowledge, with over 900 employees registered - creating a learning environment through self-learning with activities and games, so employees could have fun while learning.

Highly Capable Employees

A training course has been created for highly capable employees encompassing an Assessment Center, to find their strengths and improvement points, individual learning program; activities focus on business development via on-the-job training, providing an individual advisor for projects and capacity improvement reports for the employee and their supervisor.

In 2020
The employee training hours

Average was	11 hours/year
This can be broken down for males	8 hours/year
And females	15 hours/year
With a total spent training budget of	8 Million Baht

Sansiri Learning Hub (SLH)

Training Management System

The Training Management System is used alongside Human Capital Development. Employees of Level 3 and above can plan and define their curriculum with their supervisors according to their level including reservation, registration and training history. At present, the system is used by 83% of all employees.

Business Benefits:

- Employee can learn by themselves
- Supervisors can assign work according to level, department or individual
- The team's employee development progress can be tracked through the system
- The company's learning database can be searched through, with a total of 226 courses stored online numerically, and 20 classroom courses with a total of 65 classrooms

Game Changer

Innovation development for services and products to meet customer requirements

Game changer, a project that organises activities to give theoretical and practical knowledge of start-up businesses to high-rise project employees, has been extended from 2019. There were 4 projects as a result of the Game Changer extension in 2020, 3 projects that are new products (currently 1 project in development and 2 projects in the feasibility stage) and 1 cost reduction project that has been implemented.

Business Benefits:
1. The company receives new ideas from employee brainstorming sessions to improve and develop products to meet customers' needs and creates opportunities to expand with more products and services.
2. The company gains a competitive advantage over other real estate developers.
3. The company creates a relationship with employees, as the employee gets to be a part of the research and development process, and growth of the company.

Masterpiece

Developing and Improving the Efficiency of Work Processes

1. This project was launched in early August 2019; it allows Sansiri employees to present their ideas to develop or improve the efficiency of work processes. Ideas were presented during the 1st quarter of 2019, whereby a representative of each team made a final round presentation to a committee of senior management from each department. There were 5 finalist projects in total.

2. During the 2nd quarter of 2020, the 5 finalist projects presented their work plan and the budget required to implement each project.

3. The projects focused on 2 issues:
   1. Profitability
   2. Efficiency

4. The company rewarded employees with 10% from the total amount of costs saved from implementing their project.

Business Benefits:

1. Cost reduction from the 5 projects selected totalled 20 Million Baht
2. Profits increased
3. Work processes became more efficient
4. Employees became more engaged with the company because they were able to learn and develop, and have the latitude to show their ideas and capabilities.

4 Pillars Management Strategy

Sansiri's management strategy focuses on creating understanding and paying attention to the perseverance of sustainable engagement with internal and external stakeholders, based on the 4 pillars management strategy as follows:

1st Pillar

Customers
We need to discover the best products for them

2nd Pillar

Shareholders
We need to generate the highest profits for them

3rd Pillar

Employees
We need to take the best care of them

4th Pillar

Society
We need to be socially responsible

Employee Health & Safety (OHS)

Sansiri operates its business by giving importance to the occupational health and safety of employees. Sansiri promotes Occupational Safety, Health and Environment of the Workplace Standards in-line with related occupational health laws and standards, by defining measures to cover all operational sites encouraging employees and workers to continuously be healthy in body and mind, which has a direct impact on work efficiency and effectiveness.

Sansiri gives importance to safety and endeavours to reduce accidents and unwelcome incidents in our business operations through proper risk assessment and management, by defining measures that are in accordance with the Occupational Safety, Health and Environment of the Workplace Policy. This helps to prevent and reduce accidents, sickness and the possibility of sickness. In addition, Sansiri promotes and supports the development and improvement of the working environment, working processes and appropriate use of protective equipment.

Sansiri issued the Occupational Safety, Health and Environment of the Workplace Policy, supervised by senior management, and established the Occupational Safety, Health and Environment of the Workplace Committee to manage, monitor and review actions implemented following the policy. In addition, Safety Officers have been appointed at all levels, including management level, supervisor level and professional level; they are responsible for developing plans related to safety, fire evacuation, emergency, etc., and share ideas and tactics to improve the reduction of accidents in the workplace.

2020 Occupational Safety, Health and Environment of the Workplace Plan

Actions in accordance with the Occupational Safety, Health and Environment of the Workplace Plan

- Issuing Occupational Safety, Health and Environment of the Workplace Policy

- Appointing Safety Officers at all levels

- Establishing the Occupational Safety, Health and Environment of the Workplace Committee

- Implementing Safety Risk Assessments

- Carrying out Safety Inspections at Office Buildings

- Issuing Work Safety Regulations and Manuals

- Emergency Plan Training

- Accident Reporting and Investigations

- Carrying out Work Permit and Contractor Safety Inspections

Occupational Health and Safety Performance

Sansiri measures employees' and contractors' occupational health and safety performance in accordance with operational safety guidelines, in order to achieve our safety targets and reduce accidents in the workplace.

2020 Safety Statistics on Construction Sites

Type of Safety Statistic	Safety Performance (Cases per 200,000 hours)	Safety Target (Cases per 200,000 hours)
Sansiri Employees		
Work-related injuries	0.53	0
High-consequence work-related injuries	0	0
Recordable work-related injuries	0	0
Contractors in Construction Sites		
Work-related injuries	2.19	0
High-consequence work-related injuries	0	0
Recordable work-related injuries	0	0

Sansiri achieved its target of zero fatalities from its operations in 2020.

Remarks:
- Safety statistics on construction sites are measured by the number of cases per 200,000 hours and cover employees and contractors in Sansiri's projects that are under development, the Precast factory, Sansiri's head office, The Peri Hotel Hua Hin and Khao Yai, and Habito Mall.

1. Issuing Occupational Safety, Health and Environment in the Workplace Policy

Monthly Safety
Equipment Inspection

Fire Extinguisher and Basic Fire
Fighting Monthly Training

- **Notification No. 40/2563 (Dated: 3 November 2020)**
- **Signed by "Mr. Apichart Chutrakul"**
- **Policy Objectives**
  1. To reduce operational accidents
  2. To follow related laws and regulations
  3. Preventing and controlling risks at work
  4. Furthering awareness of work safety
  5. Ensuring safety regulations are followed at work

2. Appointing Safety Officer at all levels

Businesses under (13) that have more than 20 employees must assign an employee as Safety officer

2.1 Safety Officer in Management
Level – 1 person

2.2 Safety Officer in Supervisory
Level – 2 persons

2.3 Safety Officer in Professional
Level - 1 person

3. Establishing the Occupational Safety, Health and Environment in the Workplace Committee

More than 500 Persons
Committee Members of no less than 11 Persons

Amount	Position	From
1	Chairman	Employer Representative (Employer or Employer Representative at Management Level)
4	Employer Representative	By appointment of Employer (Employer Representative at Supervisor Level)
5	Employee Representative	By Employee vote (Employer Representative at Operational Level)
1	Secretariat	Safety Officer at Professional Level

Sansiri Employees – 3,966 persons (Reference from HR 31/12/2020)

4. Aligning the 2020 & 2021 Occupational Safety, Health and Environment in the Workplace Plan with related laws, regulations and standards.

- Emergency Plan Training in case of electricity outages
- Emergency Plan Training in case of bomb threats/finding suspicious objects
- Emergency Plan Training in case elevators are out of order
- Basic Fire Fighting Training

- Emergency Plan Training in case of water & water pipe leakages
- Emergency Plan Training in case of robberies
- Emergency Plan Training in case of gas pipe leakages

5. Fire Protection & Prevention Emergency Plan enforced since 1 December, 2020

Fire hazards are a high-risk in tall buildings with numerous occupants; good protection, prevention and management systems are vital to prevent the loss of life and property.

Siri Campus is a distinctive and large building with a number of daily visitors and employees. Lack of an adequate Emergency Response Plan could cause employees to panic and the situation to become uncontrollable in case of an emergency. The building management team is greatly concerned about the lives of employees and visitors, so a Fire Protection & Prevention Emergency Plan has been put in place as a guideline for all employees at Siri Campus. The plan enables them to handle emergencies well and gives them the ability to assist with visitor safety. The plan is part of the strategy in line with "Developing buildings to meet international standards concerning safety and comfort of both service providers and receivers."

Summary of Accidents 2020

Number of Accidents	Reasons	
	Unsafe Act.	Unsafe Con.
14	**10**	**4**

6. Accident Reporting
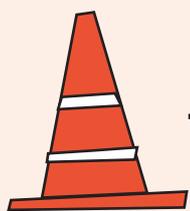
Employee have an accident	The direct supervisor is informed	An Accident Report form is submitted	Measures are collaboratively explored to prevent a repeat of the incident
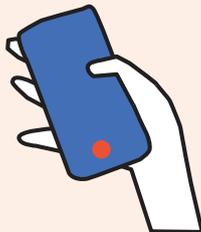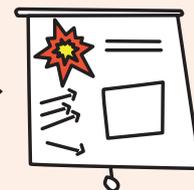
CSR Activities

Corporate Social Investment

Sansiri is aware of our responsibility to the society, community, and the environment in our business operations throughout the company's value chain, especially in regards to the rights of children and youth, who are important drivers in the country's future development. Sansiri has set a target to conduct business that is child and youth-friendly, through business alliances and collaboration with international non-profit organisations, to promote children and youths' quality of life and preserve their rights in society.

Corporate Social Investment Management

Sansiri established a committee that is responsible for the society, community, and the environment, to set the policy and guidelines for social investment, or SOCIAL CHANGE, that is in line with the company policy. The company policy aims to help society, especially children and youth who lack societal opportunities according to basic human rights principles. When children and youth receive the support to develop their potential, they become important forces for the society and country, to grow sustainably in the future. This is Sansiri's expectation to make happen after project implementation, aside from creating a good image for the company

Management Structure for Corporate Social Investment

Corporate Social Responsibility Committee (CSR committee)

Responsible for determining and reviewing the investment approach and the implementation of social activities on an annual basis.

Corporate Social Responsibility Working Team, Social Activities Segment, under the Corporate Planning and Sustainability Development Department

Responsible for conducting social activities in accordance with the company policy, and reporting progress to the President and results to the CSR Committee four times a year.

Corporate Social Responsibility (CSR) Approach - SOCIAL CHANGE

Sansiri collaborates with relevant agencies and UNICEF Thailand to define the approach for SOCIAL CHANGE. There are four types of projects that focus on the sustainable development of children and youth, which cover three aspects: education, sports,and health, both within and beyond the business.

SANSIRI CARE FOR ALL
#เพราะเราห่วงใย

Support for SOCIAL CHANGE in 2020

43,681,568 Baht

Sansiri purchased community products and delivered them to the communities in need during the Covid-19 pandemic. 10 communities in Bangkok and the Greater Metropolitan area received relief supply bags worth a value of 1,073,658.02 Baht.

*includes Sansiri's support in medical supplies, hygienic masks and Sansiri Care Market, worth a total budget of 5,683,585 Baht.

AsaPaClean LodLokeLer

Sansiri organised the "AsaPaClean LodLokeler" activity at the sports field under the expressway for communities in the vicinity of T77. Together with employees, they helped clean the sports field ready for use with a total budget of 8,062 Baht.

Run4U

Sansiri organised a virtual charity run, which raised 268,993 Baht for Sermkla Foundation to support underprivileged children.

SANSIRI BACKYARD

To create awareness, understanding and actually experience farming and agricultural, Sansiri organised lessons for children in communities and schools close to Siri Campus, which enhanced the children's development. Lessons were closely supervised by agricultural specialists from Kamnanchul Farm; examples of activities in the lessons were organic vegetable farming, corn farming and harvesting, etc.

SANSIRI BACKYARD
T77 COMMUNITY

1-YEAR SUCCESS

ผลิตผักเสิร์ฟคนเมือง	ให้ความรู้นักเรียน
10,000 กิโลกรัม	**200++** คน
30,000 ไข่ออร์แกนิค/ฟอง	**30,000** ปลูกผัก-ผลไม้ออร์แกนิค/ต้น

SANSIRI ACADEMY

With the purpose of social development under the "Sansiri Social Change" approach, Sansiri encouraged children and youths in communities living in the vicinity of Sansiri projects to join the children of project residents and employees in learning basic football skills and knowledge at no charge.

Presently, more than 9,000 children and youths have been mentored through Sansiri Academy and some have successfully gone on to become professional football players. Additionally, the program helps children and youths enhance their educational opportunities. The opportunity to lift their quality of life gives Sansiri a sense of pride, as a supporter in building a better future for children and youths.

Value Chain

1. Resources and Design

2. Construction

3. Marketing and Sales

4. After-Sales Services

1. Resources and Design

Potential Location

Various Sources of Funds

fitwel
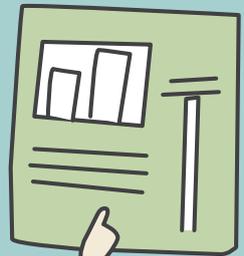
Siri Campus

Human Resource Development

Tree Story
Keep Choose Glow Nurture

Product Design

Design

Customer Centric Design

2. Construction

EIA

EIA Report

Sustainable Construction

Energy Conservation

Environmentally Friendly

Sustainable Partnership

Waste Management

UNITED NATIONS
HUMAN RIGHTS
SPECIAL PROCEDURES
SPECIAL RAPPORTEURS, INDEPENDENT EXPERTS & WORKING GROUPS

CAC

unicef

QC System

QC

Community Care
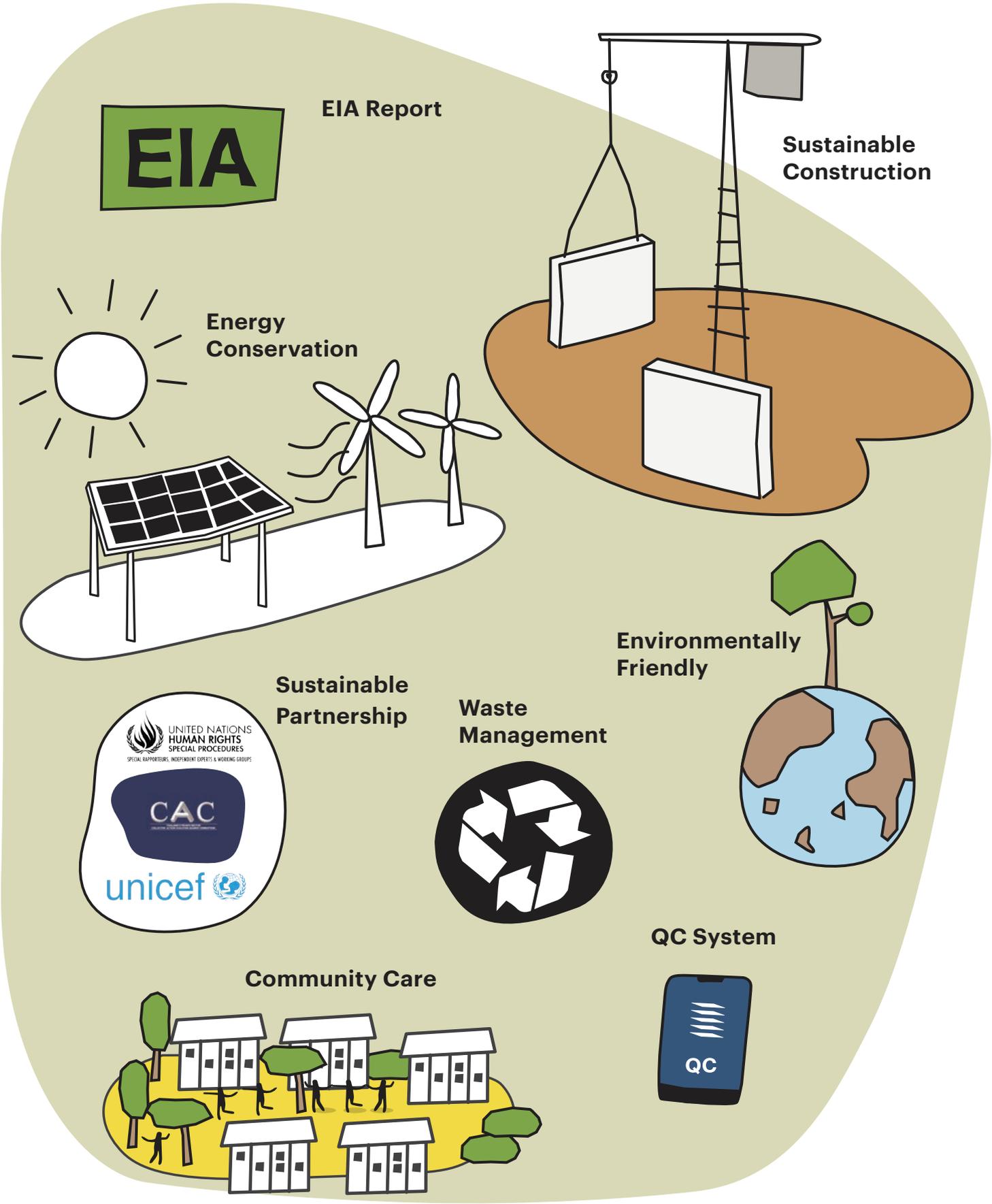
3. Marketing and Sales

MADE FOR LIFE

BAAN SANSIRI
PATTANAKARN

NARASIRI	SETTHASIRI	BURASIRI

SARANSIRI	KANASIRI	ANASIRI

Habitia

TIGER LANE

SIRI PLACE LIVING

B-AVENUE

TOWN AVENUE

SIRI PLACE LIVING

MET TOWN

SIRI AVENUE BIZ OP

98 WIRELESS

Khun by yoo
THONG LO SOI 12

THE MONUMENT

THE LINE

XT

HAUS

dcondo

EDGE

THE BASE
#MARKMYBASE

La Casita
HUA HIN

LA HABANA
HUA HIN

THE PERI HOTEL
Hotel

HABITO
Community Mall

Financial Planner & Sales

PLUS+

Sansiri Virtual Tour

360°

VIRTUAL SALES GALLERY

Smart Home Automation

SANSIRI CARE
เพราะเราห่วงใย

4. After-Sales Services

Voice of Customer

Customer Satisfaction

SocialEnable

Call Centre 1685

Property & Living Management

PLUS+

LIV 24

Sansiri Security

SANSIRI BACKYARD
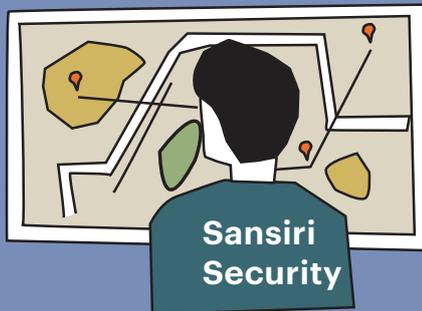
Home Service App

SANSIRI

SANSIRI FAMILY

waste to WORTH
แยกขยะ ให้เกิดประโยชน์
เพื่อบ้านสะอาด และสังคมน่าอยู่ของเรา

EV Charging Station

EV

SANSIRI'S BUSINESS

Sansiri Public Company Limited, founded in 1984, is a real-estate developer whose business includes property development, property services, and business investment. The company is listed on the Stock Exchange of Thailand under the stock symbol "SIRI".

Sansiri has business operations in both Thailand and overseas. The company's headquarters is located at 59 Soi Rim Khlong, Phrakhanong Nuea, Vadhana, Bangkok, Thailand 10110. The company also has offices in China, Singapore and Hong Kong.

SANSIRI'S BUSINESS

Property Development

For Sale - includes single-detached house projects, townhouse projects, and condominium projects.

For Rent - by investing in commercial building project development and selling the rights to lease to customers, and community retail businesses under the brand "Habito".

Investment Business in Thailand and Overseas

with a focus on businesses related to future living, covering lifestyle, work life, leisure, and learning via new forms of technology and media.

Property Services
(Operated by Property Plus Co., Ltd.)

Educational Institution - Satit Pattana School

Hotels - The Peri Hotel Hua Hin and
The Peri Hotel Khao Yai

Consulting - Quintessentially Lifestyle consulting service business for individuals and the organisation's customers

Events Management - Quintessentially Event and Wedding, which is an all-inclusive service for weddings in Thailand and overseas

Building Inspection

As of 1 Jan - 31 Dec, 2020	Single-Detached House Projects	Townhouse Projects	Condominium Projects	Mixed-Use Projects
Our Projects On sale in 2020	3	3	1	5
Projects on Hand	37	16	24	8

1

The Peri Hotel Khao Yai

Customers
11,508

Revenue
THB 25.38 Million

The Peri Hotel Hua Hin

Customers
8,894

Revenue
THB 12.98 Million

2

Habito Mall

Customers
665,000

Revenue
THB 28.15 Million

3

Precast Factory
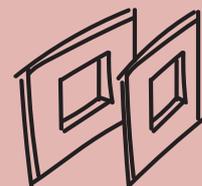
372,500 tonnes
of precast concrete produced valued at
THB 1.7 Billion

Corporate Governance

Sansiri conducts business based on good corporate governance, with social responsibility and fairness to all stakeholders. The company maintains a competitive advantage in securing capital investment and increasing its long-term value in line with sustainable development principles. Sansiri's corporate governance guidelines have been established in accordance with this policy, and the company's corporate governance structure allows for highly effective management of the organisation.

Organisational Governance Structure

Sansiri's organisational governance structure consists of a Board of Directors and 7 executive sub committees.

Sansiri Public Company Limited's Board of Directors

Board of Directors

Corporate Governance Committee

Executive Committee

Risk Management Committee

Nomination and Compensation Committee

Audit Committee

Corporate Social Responsibility Committee

Investment Committee

Sansiri's governance structure consists of 12 directors, of which 7 are non-executive directors (5 are independent directors - more than one third of the entire board as required by SEC regulations) and 5 are executive directors.

For more information please refer to Sansiri organisational governance structure at www.sansiri.com

Sustainability Performance

Economic

GRI	Required Data	Unit	Year			
			2017	**2018**	**2019**	**2020**
	Direct Economic Value Generated					
201-1	**Direct Economic Value Generated**					
	Total Revenues	Million Baht	31,756.73	27,146.45	26,290.91	34,707.26
	Economic Value Distributed					
	Operating expense	Million Baht	6,103.72	5,554.97	4,643.97	3,800.34
	Employee benefits	Million Baht	2,395.82	2,588.96	2,488.61	1,863.17
	Payment to governments (i.e. taxes)	Million Baht	818.88	771.6	839.17	1,270.97
	Dividend payments	Million Baht	1,857.01	1,633.97	1,431.81	594.51
	Interest payments	Million Baht	1,317.32	1,800.34	1,837.51	1,793.97
	Donation	Million Baht	34.43	31.5	30.66	33.35
	Community investment	Million Baht	20.52	20.52	18.56	8.07
	Volunteer	Million Baht	N/A	N/A	10.78	1.73

Environmental

GRI	Required Data	Unit	Year			
			2017	**2018**	**2019**	**2020**
	Energy Consumption					
302-1	**Non-renewable energy**					
	Electricity purchased	MWh	5,670.49	5,999.76	5,890.80	7,676.56
	Diesel purchased	Litres	metres	metres	metres	19,309.77
	Gasoline purchased	Litres	metres	metres	metres	240.27
	Liquefied Petroleum Gas (LPG) purchased	Kilograms	metres	metres	metres	18,183.00
	Renewable energy sources					
	Solar Cell	metres	N/A	N/A	523.29	716.59
	Water consumption					
303-5	Water consumption	Cubic metres	116,808.00	150,770.00	200,556.00	154,933.80
	* 2020 Water consumption included 136,809 cubic metres of tap water purchased and 18,124.8 cubic metres of recycled water.					
	Water discharge					
303-4	Water discharge	Cubic metres	N/A	N/A	N/A	96,834.52
	Greenhouse Gas (GHG) emissions					
305-1	Direct GHG emissions (Scope 1)	Tonne CO_2 equivalent	793.06	2,011.93	1,110.56	1,221.63
305-2	Energy indirect GHG emissions (Scope 2)	Tonne CO_2 equivalent	1,360.47	3,492.46	3,429.03	3,837.51
305-1 & 305-2	Total direct and energy indirect GHG emissions (Scope 1 and Scope 2)	Tonne CO_2 equivalent	2,153.54	5,504.39	4,539.59	5,059.14
305-3	Other indirect activities GHG emissions (Scope 3)	Tonne CO_2 equivalent	N/A	1,682.29	1,277.10	27,606.79
	Waste by type and disposal method					
306-2	**Hazardous waste**					
	Total hazardous waste	Tonnes	N/A	N/A	N/A	144.12
	• Recycling	Tonnes	N/A	N/A	N/A	2.00
	• Incineration (mass burn)	Tonnes	N/A	N/A	N/A	5.84
	• Landfill	Tonnes	N/A	N/A	N/A	136.28
	Non-hazardous waste					
	Total non-hazardous waste	Tonnes	2,050.82	2,150.80	2,764.52	207.53
	• Recycling	Tonnes	N/A	N/A	10.57	23.58
	• Incineration (mass burn)	Tonnes	N/A	N/A	N/A	0.00
	• Landfill	Tonnes	N/A	N/A	N/A	183.95

Environmental

GRI	Required Data	Unit	Year			
			2017	2018	2019	2020
	Useful Area					
N/A	Total useful area	metres	127,594.28	127,828.28	126,325.28	225,751.42
	• Sansiri head office	metres	11,783.00	11,987.00	10,430.00	31,861.14
	• PLUS Property head office	metres	2,616.00	2,646.00	2,700.00	
	• Touch Property head office	metres	N/A	N/A	N/A	
	• Precast factory	metres	90,814.00	90,814.00	90,814.00	171,200.00
	• The Peri Hotel Khao Yai	metres	5,501.00	5,501.00	5,501.00	5,810.00
	• The Peri Hotel Hua Hin	metres	5,199.00	5,199.00	5,199.00	5,199.00
	• Habito mall	metres	11,681.28	11,681.28	11,681.28	11,681.28
G4-CRE1	Building electricity intensity	kWh per square metres	44.44	46.94	46.63	34.00
G4-CRE2	Building water intensity	Cubic meter per square metres	0.92	1.18	1.59	0.69

Remarks:

1. The scope of environmental information reporting consists of Sansiri head office, PLUS Property head office, Touch Property head office, Precast factory, The Peri Hotel Khao Yai, The Peri Hotel Hua Hin, and Habito Mall.

2. In 2020, Direct GHG Emissions (Scope 1) are calculated from Diesel, Gasoline, and Liquified Petroleum Gas (LPG) utilisation in Sansiri head Office, Plus Property Head office, Touch Property head office, Precast factory, The Peri Hotel Khao Yai, The Peri Hotel Hua Hin, and Habito Mall.

3. In 2020, Energy Indirect GHG Emissions (Scope 2) are calculated from electricity utilisation in Sansiri head Office, Plus Property head office, Touch Property head office, Precast factory, The Peri Hotel Khao Yai, The Peri Hotel Hua Hin, and Habito Mall.

4. In 2020, Other Indirect Activities GHG Emissions (Scope 3) are calculated from fuel consumption data of employee's transportations related to Sansiri head Office, Plus Property head office, Touch Property Head Office, Precast factory, The Peri Hotel Khao Yai, The Peri Hotel Hua Hin, and Habito Mall.

5. GHG Emissions Factor referred to the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO).

6. In 2020, all environmental complaints were resolved.

7. In 2020, new suppliers that were screened using environmental and social criteria totalled 13.

8. In 2020, materials used by all projects totalled 365,675 tons.

Social

GRI	Required Data	Unit	2017		2018		2019		2020	
			Male	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**
	Information on employees and other workers									
102-8	Total number of employees[1]	Persons	2,008	1,736	2,226	1,929	2,321	1,925	2,303	1,656
			3,744		5,131		4,246		3,966	
	By employment contract and region									
	Permanent employees	Persons	1,521	1,357	1,712	1,467	1,764	1,501	2,285	1,611
	• Thailand	Persons	N/A	N/A	N/A	N/A	N/A	N/A	2,283	1,609
	• China	Persons	N/A	N/A	N/A	N/A	N/A	N/A	1	0
	• Singapore	Persons	N/A	N/A	N/A	N/A	N/A	N/A	0	2
	• The United States of America	Persons	N/A	N/A	N/A	N/A	N/A	N/A	1	0
	Temporary employees	Persons	487	379	514	462	557	424	18	45
	• Thailand	Persons	N/A	N/A	N/A	N/A	N/A	N/A	17	45
	• Hong Kong	Persons	N/A	N/A	N/A	N/A	N/A	N/A	1	0
	By employment type									
	Full-time employees	Persons	1,521	1,357	2,226	1,929	2,321	1,925	2,303	1,656
	Part-time employees	Persons	487	379	514	462	0	0	2	5
	New employee hires and employees turnover									
401-1	**New employee hires by age group**									
	Total number of new employee hires	Persons	657	443	755	549	639	404	727	405
			1,100		1,304		1,043		1,132	
	• Below 30 years old	Persons	313	212	425	302	362	212	390	242
	• 30-50 years old	Persons	332	227	325	243	265	187	325	159
	• Over 50 years old	Persons	12	4	5	4	12	5	12	4
	Rate of new employee hires	%	32.72%	25.52%	33.92%	28.46%	27.53%	20.99%	31.57%	24.46%
			29.38%		31.38%		24.56%		28.54%	
	• Below 30 years old[2]	%	15.59%	12.21%	19.09%	15.66%	15.60%	11.01%	16.93%	14.61%
	• 30-50 years old	%	16.53%	13.08%	14.60%	12.60%	11.42%	9.71%	14.11%	9.60%
	• Over 50 years old	%	0.60%	0.23%	0.22%	0.21%	0.52%	0.26%	0.52%	0.24%
	Employees turnover by age group									
	Total number of employees turnover	Persons	350	373	591	381	541	405	623	607
			723		972		946		1,230	
	• Below 30 years old	Persons	141	151	256	165	240	169	238	209
	• 30-50 years old	Persons	202	218	326	210	284	228	356	376
	• Over 50 years old	Persons	7	4	9	6	17	8	29	22
	Rate of employees turnover	%	17.43%	21.49%	26.55%	19.75%	23.31%	21.04%	27.05%	36.65%
			19.31%		23.39%		22.28%		31.01%	
	• Below 30 years old	%	7.02%	8.70%	11.50%	8.55%	10.34%	8.78%	10.33%	12.62%
	• 30-50 years old	%	10.06%	12.56%	14.65%	10.89%	12.24%	11.84%	15.46%	22.71%
	• Over 50 years old	%	0.35%	0.23%	0.40%	0.31%	0.73%	0.42%	1.26%	1.33%

Social

GRI	Required Data	Unit	Year							
			2017		**2018**		**2019**		**2020**	
			Male	Female	Male	Female	Male	Female	Male	Female
	Diversity of governance bodies and employees									
	Number of employees by level and age group									
	Board of Directors[3]	Person	10	0	12	0	11	0	23	0
			10		12		11		23	
	• Below 30 years old	Person	0	0	0	0	0	0	0	0
	• 30-50 years old	Person	1	0	1	0	1	0	2	0
	• Over 50 years old	Person	9	0	11	0	10	0	21	0
	Top Management	Person	4	0	4	0	4	0	3	0
			4		4		4		3	
	• Below 30 years old	Person	0	0	0	0	0	0	0	0
	• 30-50 years old	Person	1	0	0	0	0	0	0	0
	• Over 50 years old	Person	3	0	4	0	4	0	3	0
	Senior Management	Person	40	28	41	31	43	37	41	36
			68		72		80		77	
	• Below 30 years old	Person	0	0	0	0	0	0	0	0
	• 30-50 years old	Person	27	18	25	19	27	23	30	22
	• Over 50 years old	Person	13	10	16	12	16	14	11	14
405-1	Middle Management[4]	Person	40	40	62	55	72	58	64	41
			80		117		130		105	
	• Below 30 years old	Person	0	0	0	0	0	0	0	0
	• 30-50 years old	Person	38	35	58	49	68	53	58	39
	• Over 50 years old	Person	2	5	4	6	4	5	6	2
	Manager	Person	209	212	220	222	218	229	185	205
			421		442		447		390	
	• Below 30 years old	Person	5	3	5	4	1	3	1	2
	• 30-50 years old	Person	188	200	200	206	200	212	171	192
	• Over 50 years old	Person	16	9	15	12	17	14	13	11
	Supervisor	Person	147	162	152	197	152	221	141	180
			309		349		373		321	
	• Below 30 years old	Person	7	18	10	25	5	25	3	12
	• 30-50 years old	Person	133	139	138	165	143	186	133	159
	• Over 50 years old	Person	7	5	4	7	4	10	5	9
	Officer/Staff	Person	1,568	1,294	1,747	1,423	1,832	1,380	1,869	1,194
			2,862		3,170		3,212		3,063	
	• Below 30 years old	Person	626	512	747	545	751	493	712	416
	• 30-50 years old	Person	913	765	963	858	1,037	858	1,110	757
	• Over 50 years old	Person	29	17	37	20	44	29	47	21

Social

GRI	Required Data	Unit	Year							
			2017		**2018**		**2019**		**2020**	
			Male	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**
	Percentage of employees by level and age group[2]									
	Top Management	%	0.20%	0.00%	0.18%	0.00%	0.17%	0.00%	0.13%	0.00%
			0.11%		0.08%		0.09%		0.08%	
	• Below 30 years old	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	• 30-50 years old	%	0.05%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	• Over 50 years old	%	0.15%	0.00%	0.18%	0.00%	0.17%	0.00%	0.13%	0.00%
	Senior Management	%	1.99%	1.61%	1.84%	1.61%	1.85%	1.92%	1.78%	2.17%
			1.82%		1.40%		1.88%		1.94%	
	• Below 30 years old	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	• 30-50 years old	%	1.34%	1.04%	1.12%	0.98%	1.16%	1.19%	1.30%	1.33%
	• Over 50 years old	%	0.65%	0.58%	0.72%	0.62%	0.69%	0.73%	0.48%	0.85%
	Middle Management	%	1.99%	2.30%	2.79%	2.85%	3.10%	3.01%	2.78%	2.48%
			2.14%		2.28%		3.06%		2.65%	
	• Below 30 years old	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
405-1	• 30-50 years old	%	1.89%	2.02%	2.61%	2.54%	2.93%	2.75%	2.52%	2.36%
	• Over 50 years old	%	0.10%	0.29%	0.18%	0.31%	0.17%	0.26%	0.26%	0.12%
	Manager	%	10.41%	12.21%	9.88%	11.51%	9.39%	11.90%	8.03%	12.38%
			11.24%		8.61%		10.53%		9.83%	
	• Below 30 years old	%	0.25%	0.17%	0.22%	0.21%	0.04%	0.16%	0.04%	0.12%
	• 30-50 years old	%	9.36%	11.52%	8.98%	10.68%	8.62%	11.01%	7.43%	11.59%
	• Over 50 years old	%	0.80%	0.52%	0.67%	0.62%	0.73%	0.73%	0.56%	0.66%
	Supervisor	%	7.32%	9.33%	6.83%	10.21%	6.55%	11.48%	6.12%	10.87%
			8.25%		6.80%		8.78%		8.09%	
	• Below 30 years old	%	0.35%	1.04%	0.45%	1.30%	0.22%	1.30%	0.13%	0.72%
	• 30-50 years old	%	6.62%	8.01%	6.20%	8.55%	6.16%	9.66%	5.78%	9.60%
	• Over 50 years old	%	0.35%	0.29%	0.18%	0.36%	0.17%	0.52%	0.22%	0.54%
	Officer/Staff	%	78.09%	74.54%	78.48%	73.77%	78.93%	71.69%	81.16%	72.10%
			76.44%		61.78%		75.65%		77.23%	
	• Below 30 years old	%	31.18%	29.49%	33.56%	28.25%	32.36%	25.61%	30.92%	25.12%
	• 30-50 years old	%	45.47%	44.07%	43.26%	44.48%	44.68%	44.57%	48.20%	45.71%
	• Over 50 years old	%	1.44%	0.98%	1.66%	1.04%	1.90%	1.51%	2.04%	1.27%
	Parental leave									
401-3	Total number of employees that were entitled to parental leave	Person	0	1,357	0	1,467	1,764	1,501	524	268
			1,357		1,467		3,265		792	
	Total number of employees that took parental leave	Person	0	63	0	57	42	54	58	32
			63		57		96		90	
	Total number of employees that returned to work after parental leave ended	Person	0	55	30	56	42	53	58	28

Social

GRI	Required Data	Unit	2017		2018		2019		2020	
			Male	Female	Male	Female	Male	Female	Male	Female
	Parental leave									
401-3	Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Person	0	46	25	48	41	49	34	15
	Return to work rate of employees that took parental leave	%	0.00%	87.30%	52.60%	98.25%	100.00%	98.15%	100.00%	87.50%
	Retention rate of employees that took parental leave	%	0.00%	73.02%	43.90%	84.21%	97.62%	90.74%	58.62%	46.88%
	Employees training									
	Average hours of training per year per employees by level									
404-1	Average hours of training per year per employees	Hour/employees/year	27.73	25.78	16.58	19.13	19.34	16.78	8.30	15.32
			26.76		17.86		18.06		11.22	
	• Board of Directors	Hour/employees/year	24.31	22.67	22.13	7.67	11.5	14.33	0	0
	• Top Management (Vice President level and higher to Chief Executive level)	Hour/employees/year	90.55	179	87.09	87.22	33.55	23.81	1.64	5.47
	• Junior Management (Manager level and higher to Assistant Vice President level)	Hour/employees/year	33.33	41.46	37.68	37.19	28.99	32	6.41	17.44
	• Operation (Deputy Manager level and lower)	Hour/employees/year	12.41	20.12	14.2	15.08	18.95	15.17	8.49	15.49
	Performance and career development reviews of employees									
	Percentage of total employees who received a regular performance and career development review by employees category									
404-3	Percentage of total employees who received a regular performance and career development review	% of total employees	48.82%	42.52%	46.40%	41.29%	47.78%	41.14%	55.52%	39.74%
			91.35%		87.69%		88.92%		95.26%	
	• Top Management	% of total employees	N/A	N/A	N/A	N/A	0.05%	0.00%	0.08%	0.00%
	• Senior Management	% of total employees	1.01%	0.67%	0.91%	0.70%	1.06%	0.85%	1.03%	0.91%
	• Middle Management	% of total employees	0.99%	1.01%	1.40%	1.32%	1.65%	1.32%	1.56%	1.03%
	• Manager	% of total employees	5.37%	5.40%	4.98%	5.22%	5.03%	5.21%	4.64%	5.17%
	• Supervisor	% of total employees	3.82%	4.09%	3.37%	4.45%	3.35%	4.93%	3.48%	4.46%
	• Officer/Staff	% of total employees	37.63%	31.36%	35.74%	29.60%	36.64%	28.83%	44.73%	28.16%

Remarks:

[1] In 2020, handicapped employees totalled 41.

[2] 2017-2019 data has been revised due to revised calculation method.

[3] Board of Director numbers have not been included in the total number of employees.

[4] 2018 data, the total number has been revised to the correct data.

[5] In 2020, employee training hours on human rights policies or procedures totalled 432.

Social

GRI	Required Data	Unit	Year							
			2017		**2018**		**2019**		**2020**	
			Employee	Contractor	Employee	Contractor	Employee	Contractor	Employee	Contractor
	Occupational health and safety management system									
403-8	Number of employees who are covered by occupational health and safety management system	Persons	N/A	N/A	N/A	N/A	N/A	N/A	1,433	3,228
403-9	Number of fatalities as a result of work-related injuries	Persons	N/A	N/A	0		0	0	0	0
	Rate of fatalities as a result of work-related injuries	Persons per 200,000 working hours	N/A	N/A	0		0	0	0	0
	Number of high-consequence work-related injuries resulting in disability (excluding fatalities)	Persons	N/A	N/A	N/A	N/A	0	0	0	0
	Rate of high-consequence work-related injuries resulting in disability (excluding fatalities)	Persons per 200,000 working hours	N/A	N/A	N/A	N/A	0	0	0	0
	Number of high-consequence work-related injuries resulting in being unable to return to work within 6 months (excluding fatalities)	Persons	N/A	N/A	N/A	N/A	N/A	0	0	0
	Rate of high-consequence work-related injuries resulting in being unable to return to work within 6 months (excluding fatalities)	Persons per 200,000 working hours	N/A	N/A	0.99		1	0	0	0
	Number of work-related injuries not resulting in absences from work	Persons	N/A	N/A	N/A	N/A	N/A	N/A	20	68
	Rate of work-related injuries not resulting in absences from work	Persons per 200,000 working hours	N/A	N/A	1.08		1	1	0.53	2.19
	Total number of hours worked	Hour	N/A	N/A	N/A	N/A	N/A	N/A	7,601,280	6,197,760

Remarks:
- Contractors have included outsourcing such as security guards, housekeepers.
- In 2018, Safety statistics in the construction sites are measured by the number of cases per 200,000 hours, covering employees and contractors in Sansiri's high-rise projects and employees in low-rise projects that are under development.
- In 2019, Safety statistics in the construction sites are measured by the number of cases per 200,000 hours, covering employees and contractors in Sansiri's high-rise projects and employees in low-rise projects that are under development, the precast factory, Siripinyo Building, Sansiri's head office, Ratchapark Building, Escape Hotels in Hua Hin and Khao Yai, and Habito Mall.
- In 2020, Safety statistics in the construction sites are measured by the number of cases per 200,000 hours, covering employees and contractors in Siri Campus, construction projects, Precast factory, The Peri Hotel Khao Yai, The Peri Hotel Hua Hin, and Habito Mall.
- In 2020, "Rate of work-related injuries not resulting in absences from work" and "Total number of hours worked" used contractor's information only in the occupational health and safety management system of the organisation.
- In 2020, Sansiri and suppliers have no operations that being used child, forced or compulsory labour.
- In 2020, there was no complaint of customer privacy and losses of customer data issues.

About This Report

Sansiri Public Company Limited's Sustainability Report for 2020 has been produced to keep all stakeholder groups informed about the company's management approach and performance with regards to key sustainability topics. The report addresses economic, environmental and social dimensions of business operations, including those of Sansiri Public Company Limited, Plus Property Company Limited, Sansiri's Precast Factory, The Peri Hotels* and Habito Mall - all entities under Sansiri's management in Thailand which the company holds a 50+ percent share in. The report covers the period from 1 January to 31 December 2020 and has been prepared using the GRI Standards Core option.

*Sansiri has renovated and rebranded its 2 hotels; "Escape Hotel Collection Khao Yai" and "Escape Hotel Collection Hua Hin" are now known as "The Peri Hotel Khao Yai" and "The Peri Hotel Hua Hin" respectively.

GRI Content Index

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	102-18 Governance structure	87	
	Stakeholder engagement		
	102-40 List of stakeholder groups	11-12	
	102-41 Collective bargaining agreements	See remark	Information is not available. Sansiri currently does not collaborate with trade union to establish collective bargaining agreements.
	102-42 Identifying and selecting stakeholders	11	
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GRI 103: Management Approach 2016	**Management approach disclosures**			
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GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	70-75	
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Reader's Opinion Survey

Responses collected from the Sansiri Sustainability Report 2020 will be used to improve content and disclosure of future reports. Thank you for your cooperation.

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