



Sustainability Report 2021



SUSTAINABILITY
#Everyday Better

03	CEO Message	
05	Vision & Mission	
06	About This Report	
07	Sansiri's Value Chain and Stakeholder	
09	Stakeholder Engagement	
12	Sustainability Highlights	
16	Sansiri Materiality	
		20
		Corporate Governance, Codes of Business Conduct and Business Ethics
		24
		Risk and Crisis Management
		28
		Customer Relationship Management
		36
		Supply Chain Management

Content

42	Environmental Management System, and Eco-efficiency	
53	Resource Conservation, Resource Efficiency and Low Carbon Society	
		61
		Human Resource Management
		70
		Human Rights
		73
		Corporate Citizenship / CSR
		79
		Awards & Recognition
		81
		Performance Summary
		94
		GRI Content Index
		120
		Reader Survey

CEO *Message*



2021 was considered a challenging year for Thailand and its economy, due to issues stemming from the virulent COVID-19 pandemic. In order to inspire all sectors of society to overcome any obstacles, we declared 2021 “The Year of Hope” – hope, not just for Sansiri, but hope for our customers, society, and Thai people everywhere, a hope that would enable Thais to hold onto the dream of owning affordable homes at new developments. This hope has reinforced the strength of Sansiri to move forward faster, think faster, execute faster, and lead the way with an innovative “Speed to Market” concept, while supporting SMEs and nurturing small real estate operators to the best of our ability. Only through this sense of hope can we uphold the Thai economy and grow stronger together – with the hope returning manifold to put smiles back onto the faces of our Sansiri Family and society as a whole. We stand ready to join hands with our partners and new business groups to generate happiness once again for the benefit of all.

In its position as Thailand's real estate industry leader, Sansiri would not be able to grow sustainably without recognising the importance of building a good organisation, nurturing society and caring for the environment. Therefore, we have developed the "Sansiri Sustainability Mission" policy as a blueprint for our business operations, as we move towards stability and sustainability in every facet of the organisation. Under the concept of "**Sansiri Sustainability: Everyday Better**", we are unwavering in giving the utmost importance to:

Better Care of Governance – Sansiri manages the organisation transparently and facilitates corporate governance according to the highest level of business ethics; opposes corruption; and performs operations in accordance with the "Children's Rights and Business Principle (CRBP)" that Sansiri has stringently adhered to for over 36 years.

Better Care of the Environment – Sansiri has developed its business model to complement the current situation, while readying itself to confront any future situations, by adopting technologies that are beneficial for human habitation, promoting the well-being of residents and reducing the impact on the environment in the development of housing projects - such as innovations to reduce unnecessary contact, the use of renewable energy within residences, the adoption of materials that are environmentally friendly; along with customer care under the "Customer Centric" strategy for aftersales services that are faster and more in accordance with what is needed.

Better Care of Society – Sansiri is determined to support every level of society to extend assistance beyond their reach under the "No One Left Behind" project. Our determination was driven by a budget of more than 100 million baht, encompassing more than 30 projects, and included the donation of 37,000 doses of Sinopharm COVID-19 vaccine to the public and communities with little hope of accessing vaccines; the "60-day Sharing to Support Communities to Survive the Crisis" project, whereby Sansiri joined hands with customers in donating necessities to more than 80 needy communities; the donation of medical equipment and toilet facilities for field hospitals; setting aside more than 70 rai of land awaiting development to grow grass to feed elephants and provide support for elephant mahouts, whose incomes had been depleted due to a lack of tourists; and purchasing produce from farmers for distribution to society and more than 1,000 Sansiri residence households.

Sansiri will continue in its mission to forge an organisation that greatly values sustainable development, to deliver and enhance the quality of life for everyone in society and to conduct business in line with the "United Nations Sustainable Development Goals (SDGs)" to create a tangible turning point for society and for Thailand.



Mr. Srettha Thavisin

Chief Executive Officer

Vision and Mission

VISION

To be a leading Thai real estate developer, providing complete residential products and services integrally 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 through products and services.
- Understand and balance the needs of all the stakeholders (The 4 Pillars: Customers, Society, Employees, and Shareholders)
- Apply sustainability philosophy in our products, services, and work processes.

About this Report

Sansiri Public Company Limited is publishing the Sustainability Report 2021, in its sixth edition, to present a comprehensive approach to management and performance on key sustainability issues for all groups of stakeholders, covering economic, social, and environmental dimensions. This report is produced in accordance with the Global Reporting Initiative (GRI) Standards at the Core Option level.

The scope of the report covers Sansiri Public Company Limited, Plus Property Company Limited, Sansiri Precast factory, The Peri Hotels and Habito Mall, in which Sansiri holds shares of more than, or equal to, 50 percent, and under the management of Sansiri in Thailand. The presentation covers the period of from 1st January to 31st December 2021 and incorporating the performance that responds to targets of Sustainable Development Goals (SDGs) on all key areas. The scope of this 2021 Report is unchanged from the previous 2020 Report.



Sansiri Value Chain & Stakeholder

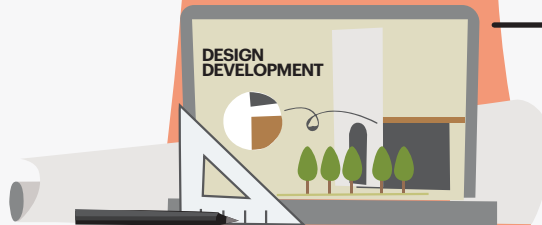
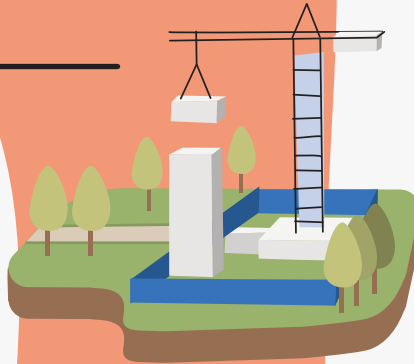
Integrated supply chain management is one of the key factors for sustainable business operations. Therefore, Sansiri is determined to manage the supply chain effectively by taking into account the society, the environment, and the principles of good corporate governance, to meet the expectations of all stakeholders in every process throughout the supply chain. This is from upstream which is the acquisition of land, all the way downstream to aftersales services following the transfer of the ownership, which is the laying down of a solid foundation that will help to develop the capability of the business partners and customers – to all grow together in a sustainable fashion.

2. Project Construction

- Selection of contractors, consultants, project supervisors and environmental consultants
- Construction of central public utility, production of prefabricated concrete panels and their transportation to be installed at the project sites, and the construction of houses/condominium units
- Project cost management
- Control and inspection of quality of construction

Stakeholders

1. Investors and shareholders
2. Management executives and personnel
4. Communities and society
5. Business partners and contractors
6. Government Agencies
7. Business competitors



4. Transfer of Houses/ Condominium Units to Customers

- Assistance in obtaining loan from banks
- Inspection of house/ condominium units and any corrective work
- Transfer of ownership

Stakeholders

1. Investors and shareholders
2. Management executives and personnel
3. Rental customers and residents
5. Business partners and contractors
6. Government Agencies



6. Services After Ownership warranty Transfer

- Managing relationship with customers
- Quality warranty for house/ condominium unit
- Repair notification
- Organising juristic person to manage the housing project

Stakeholders

1. Investors and shareholders
2. Management executives and personnel
3. Rental customers and residents
5. Business partners and contractors
7. Business competitors

MARKETING STRATEGY



1. Acquisition of Quality Land to Develop Projects

- Feasibility study and the impact of the project development on the communities
- Determination of target customer group and competitor analysis
- Risk analysis, crucial legal issues and rules and regulations related to investors and shareholders

Stakeholders

1. Investors and shareholders
2. Management executives and personnel
3. Rental customers and residents
4. Communities and society
6. Government Agencies
7. Business competitors

3. Design and Project Development Preparations

- Project design conceptualisation and the development to satisfy the needs of the organisations, customers, and the society
- Material selection for the project
- Obtaining permits from relevant agencies
- Preparation of investment cost for project development

Stakeholders

1. Investors and shareholders
2. Management executives and personnel
3. Rental customers and residents
4. Communities and society
5. Business partners and contractors
6. Government Agencies
7. Business competitors

5. Sales Strategy Planning and Marketing Activities

- Planning sales strategy and marketing activities
- Selection of sales tools and marketing communication
- Design and construction of show units

Stakeholders





1. Investors and shareholders
2. Management executives and personnel
3. Rental customers and residents
5. Business partners and contractors






Stakeholder Engagement

Sansiri and subsidiary companies are confident that ethical business practices and social responsibility will ultimately drive the business towards sustainable success. Therefore, the Company attaches significant importance to create shared values among Sansiri stakeholders. The guideline on the conduct towards stakeholders consists of classification, analysis, identification of issues, prioritisation, determination of the process of meeting expectations, communication with stakeholders, risk management in the conduct towards stakeholders, and the evaluation of the stakeholder engagement to create an understanding of the decision-making process and planning for the Company's business operations.

Sansiri has established a process to engage with both internal and external stakeholders by analysing the relationship in the supply chain, categorised into seven groups that are considered to be crucial in determining the direction of sustainable development by allowing those who are directly involved with the stakeholders of each department to help communicate and to understand the status of the company's business on a regular basis.

List Of Stakeholder Groups	Approach To Stakeholder Engagement & Frequency	Key Topics, Concerns & Expectations raised	Process To Respond To Concerns & Expectations
<p>Investors & Shareholders</p> 	<ul style="list-style-type: none"> • Annual general & extraordinary meetings • Annual sustainability report • Yearly posting of annual general meeting of shareholders via www.sansiri.com once a year • Regular project visits • Regular meeting with analysts, investors, and fund managers 	<ul style="list-style-type: none"> • Receiving equal access to clear and up-to-date information on business results • Organising meetings through channels that allow shareholders to participate under all circumstances, such as online meetings • Adhering to good governance and anti-corruption. • Manage risks systematically 	<ul style="list-style-type: none"> • Set the policy & business operation strategy that will lead to sustainable growth • Study & choose to invest in businesses that emphasise and give importance to global sustainability
<p>Management Executives & Personnel</p> 	<ul style="list-style-type: none"> • Organise “CEO Talk” & Town hall meetings to provide clarifications and to take questions quarterly • Regularly visit employees at project sites under development • Use Microsoft Teams to communicate on a daily basis • Work in a “co-working space” environment to facilitate consultation with executives on a daily basis 	<ul style="list-style-type: none"> • Know the direction & work policy • Opportunity to grow in specific field of work. • Listen to innovative ideas and opinions from employees • Compensations and benefits • Employee potential development • Equality and Fundamental Rights • Adaptation to the changes that occur 	<ul style="list-style-type: none"> • Performance assessment (KPI) • Establish a welfare committee to oversee benefits due to employees • Setting up “Learning Hub” online study room to increase employees’ potential. • “Sansiri Week-in Review” to report Sansiri’s progress • “Successor Programme” for staff planning across organisation for sustainability • HR Representative to understand the needs of employees and respond quickly in all departments
<p>Customers, Lessees & Residents</p> 	<ul style="list-style-type: none"> • Take customer satisfaction survey every time throughout the operation process, before and after ownership transfer • Sales Staff provide information on a regular basis • Home Service Application to regularly inform customers of information & benefits • Sansiri Call Centre 1685 • PLUS Call Centre 02-688-7555 	<ul style="list-style-type: none"> • Provide product information through both online & offline channels • Quality of product & services before and after ownership transfer • Fast-response after-sales services • Handle complaints and suggestions effectively & quickly • Project security 	<ul style="list-style-type: none"> • “Voice of Customer” satisfaction assessment • “TOTAL LIVING SOLUTION” service to take care of customers continuously from prior to purchase to end of residency, such as: <ul style="list-style-type: none"> o Special privileges for Sansiri Family selected to meet lifestyle & living needs. o “Home Care” contact for maintenance and repairs during warranty period o “Sansiri Living Care” home health care services for peace of mind beyond warranty period o “Sansiri Security Inspection” (SSI) takes care of residents’ security 24/7 o “Plus Living Management” services all dimensions of living in the project
<p>Community & Society</p> 	<ul style="list-style-type: none"> • Conduct public hearing with the community for projects that fall within the scope of the Environmental Impact Assessment (EIA) requirement • Assign a team to interact & meet with the community before and during the construction • Hold regular community relations activities • Issue opinion questionnaires 	<ul style="list-style-type: none"> • Operation must not negatively impact on the well-being of the community • Participate in creating a sustainable society and environment to reduce environmental impacts 	<ul style="list-style-type: none"> • Strictly comply with the environmental impact regulations • Organise a community relations unit to process opinions • “No One Left Behind” programme to help surrounding communities during challenging times, & support vaccinations to achieve mass immunity • Organise activities & provide knowledge on waste separation • Introduce “Sansiri Backyard” green areas at all projects

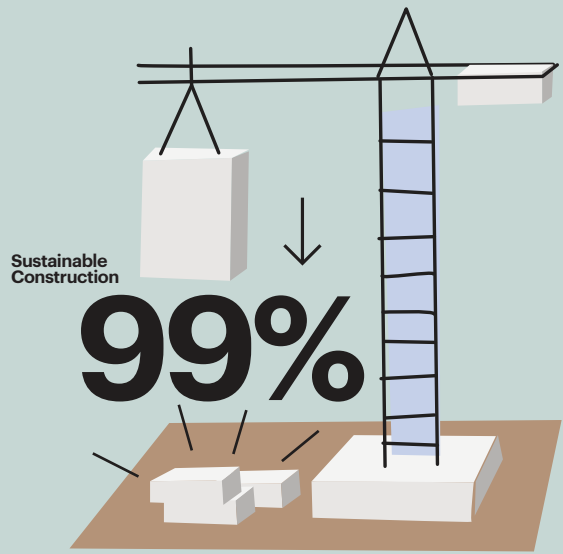
List Of Stakeholder Groups	Approach To Stakeholder Engagement & Frequency	Key Topics, Concerns & Expectations raised	Process To Respond To Concerns & Expectations
<p>Business Associates & Partners</p> 	<ul style="list-style-type: none"> • Open cg@sansiri.com to receive complaints and suggestions • Organise “Annual Quality Day” to foster relationship • Post business cooperation information through www.sansiri.com, Call Centre 1685 	<ul style="list-style-type: none"> • Business performance with shared growth • Fair business competition, transparent and responsible procurement • Develop a spirit of environmental and social responsibility for sustainable growth and development 	<ul style="list-style-type: none"> • Arrange for the signing of the Supplier Code of Conduct agreement • Help “SME Built for All”, & support “SME Thai” • “No One Left Behind” programme to help surrounding communities in challenging times and helping to provide vaccines to achieve mass immunity
<p>Government Agencies</p> 	<ul style="list-style-type: none"> • Government Relations Department is responsible for reporting information, requesting documents, and applying for various permits, such as applying for construction permit, applying for permit to organise an event – every month or every time project construction or some events are being arranged • Monthly report to monitor measures to reduce environmental impacts 	<ul style="list-style-type: none"> • Compliance with the law. • Disclosure of accurate, transparent, and verifiable information • Completeness of the Environmental Impact Assessment report 	<ul style="list-style-type: none"> • Submit Environmental Impact Assessment report before commencing the project • Submit Environmental Quality Measurement results before commencing project, every 6 months
<p>Business Competitors</p> 	<ul style="list-style-type: none"> • Provide information on Sansiri’s housing projects through www.sansiri.com 	<ul style="list-style-type: none"> • Fair competition 	<ul style="list-style-type: none"> • Adhere to, and apply, code of ethics to ensure fair competition

Sustainability Highlights

“Waste to Worth” project, was able to separate 1,568 tons of recyclable waste, or 55.4%.

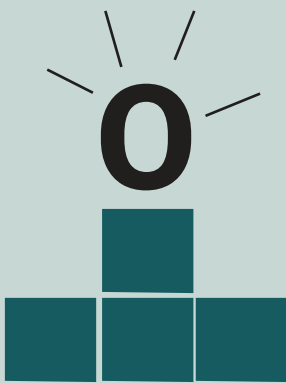
1,568
Tons

waste to
WORTH



Recycling the leftover concrete from the production of concrete panels had reduced waste to the environment by 99%.

BETTER CARE OF *Environment*



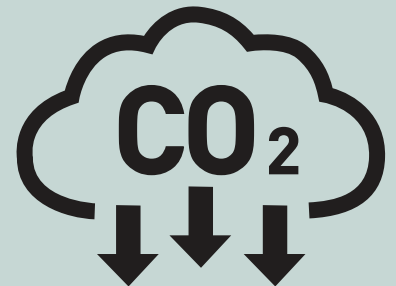
Zero complaint in relation to the environment and project site surroundings.

Use environmentally friendly materials for at least 30% of all materials used.

30%



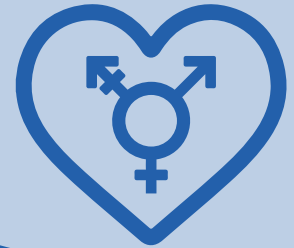
Net Zero



Strive towards “Net-Zero”. In 2022, Sansiri has a goal to reduce greenhouse gas emissions by 10%.

BETTER CARE OF *Social*

Marriage leave benefits were granted to same-sex couples under the same principles as all other marriages.



10.20%

Employee turnover rate decreased by 10.20% compared to 2020.



Initiated "No One Left Behind" programme to help 80 communities that are socially and economically vulnerable due to the COVID-19 situation.

15,356

Hours.

Employees attended potential development training for a total of 15,356 hours.



50

Oxygen Concentrators



380

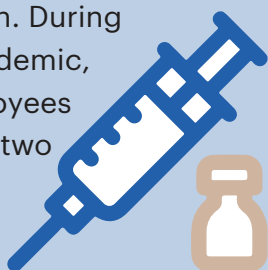
Toilets

Donated more than 50 oxygen concentrators with business partners to build 380 toilets for field hospitals.



100%

Promote employees' rights to health. During COVID-19 pandemic, 100% of employees had access to two vaccinations.



9,600

Participants

The children's football training programme at Sansiri Academy has been running for 18 years with a total of more than 9,600 participants.

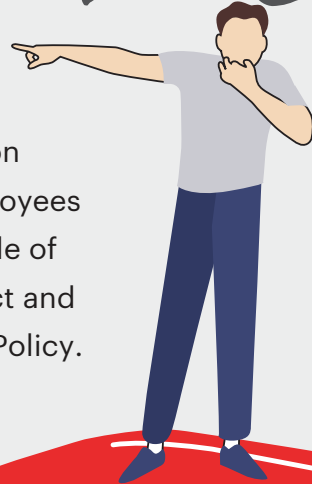


BETTER CARE OF

Governance

0

Zero complaint on Company's employees violating the Code of Business Conduct and Anti-Corruption Policy.



4 Billion

980 SMEs participated in "Sansiri Family Market SME - Build Together" to provide convenience for residents and generating over 4 billion baht for entrepreneurs.



407
million



Reduced project procurement costs by 407 million baht, exceeding the target by 70%.

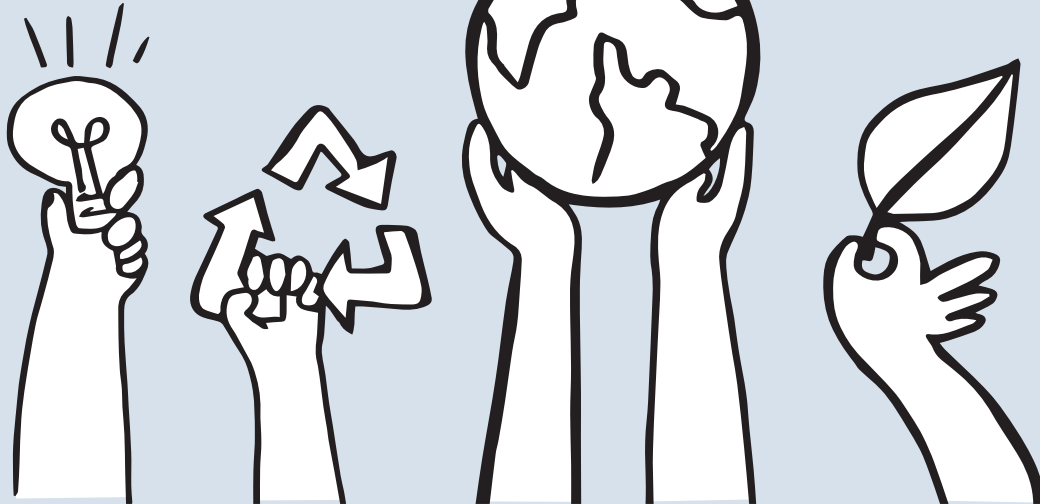
สร้างไปด้วยกัน
Build for All

Sansiri Materiality



The Process of Identifying Key Sustainability Issues

Sansiri assessed and prioritised key sustainability issues that both internal and external stakeholders considered to be important, while taking into consideration external and internal factors that were related to business operations, including risk factors, prior to approval by the senior management and Corporate Governance Committee, and disclosed operational performance in accordance with significant sustainability issues. Sansiri conducted all activities in line with the United Nations Sustainable Development Goals (SDGs), covering three dimensions: Economy, Society and Environment. In 2021, nine key sustainable issues were identified, thus:



1. Identification of Key Sustainability Priorities

Identify key sustainability issues including risks and opportunities that affect business operations in accordance with the GRI Standards (Core Option) guidelines and the United Nations Sustainable Development Goals (SDGs) direction, together with the consideration of sustainability issues in relation to both internal and external factors that are of interest to the stakeholders, the sustainability issues in the same industry, as well as the scrutiny of the trends and impacts on the economy, the society and the environment and of sustainability at the international level.

2. Prioritisation of the Key Issues

Consider the level of important of the key sustainable issues that have been selected from related factors that are of interest to all groups of stakeholders that have significant implications for the selected issues, the risks and the opportunities that could significantly affect business operations as well as the consideration of the scope of impact of those issues.

3. Verification of the Key Issues

Prepare the summary of the key sustainability issues, in line with the key issues as stipulated in the GRI Standards (Core Option) for accuracy and comprehensiveness to be presented to the Corporate Governance Committee for scrutiny and approval of the content with its key issues to be presented in the Annual Sustainability Report and the Company website.

4. Development of the Sustainability Report

Develop the Sustainability Report, on an annual basis, by taking into consideration the opinions of stakeholders gathered through all channels and brought up for consultation with senior management to review key sustainability issues that have economic, social, and environmental impacts. Sansiri has a plan to commission an independent agency to review the Company's sustainability reports in the future.

Sansiri's Key Sustainability Issues

BETTER CARE OF *Environment*



Environmental Dimension

- Environmental management system
- Efficient use of resources, and low-carbon society

BETTER CARE OF *Social*



Social Dimension

- Human resources and occupational health management
- Human Rights
- Corporate citizenship with social and environmental responsibility of the organisation

BETTER CARE OF *Governance*



Economic Dimension

- Business ethics and corporate governance
- Risk management
- Consumer expectations and satisfaction
- Value chain management

Sansiri has reviewed all the key issues, and there were issues that were different from those for the year 2020, with the addition of the human rights issues to meet the current demand of stakeholders and reflected the corporate sustainability values in terms of good governance, society, and the environment.

BETTER CARE OF

Governance



Corporate Governance, Code of Business Conduct and Business Ethics



Sansiri is committed to conducting business with transparency and ethics, which is the starting point and the foundation of good governance in the organisation. This is done by giving importance to business operations with complete adherence to laws and regulations that have been issued by government agencies and related regulatory agencies. Nevertheless, risks of corruption may arise. The Company has prepared measures to prevent, and to correct such incidents in parallel with the management of those risks to ensure that they remain at an acceptable level. The goal is to be the organisation that operates with transparency, upholding of business ethics, fairness to all parties, and opposition to corruption in all its dimensions.

Sansiri has prepared the “Handbook on Corporate Governance and Business Ethics” (“Handbook”) and the “Anti-Corruption Policy” (“Policy”) to set ethical standards and guidelines for internal operations to be transparent and verifiable in the Company’s business operations, and for the promotion of good corporate practices for directors, executives, and employees of Sansiri. The aim was to create long-term business value and to build good relationships with stakeholders in all dimensions of economy, society, and environment.

The Company has set the target to every year not receiving complaints regarding Company employees violating business ethics and/or the anti-corruption policy. In addition, to keep up with the most current situation, it has been mandated for the Handbook and the Policy to be reviewed annually. The Handbook and the Policy are available for scrutiny in their entirety on the Company website.

In 2018, Sansiri became a member of the “Thai Private Sector Collective Action Against Corruption (CAC)” effective from 12th February 2018. In 2020, the Company renewed its membership in the CAC from 30th September 2020, effective for three years until 30th September 2023. The Company remains steadfast in adhering to its opposition to corrupt practices at all levels of the personnel within the organisation so that the business operation will remain ethical, transparent, socially responsible, and to take into account the benefits of all stakeholders in accordance with good corporate governance principles. Also, the company have encouraged the business partners to join in a network with other companies in the quest to combat criminal actions, bribery, and corruption. In 2021, three more business partners have joined the network.



In 2021, the Company did not come across any complaint regarding cases in which the Company's employees has violated the Code of Business Conduct Manual and/or the Anti-Corruption Policy. At the same time, all employees have been made aware of the Manual and the Policy through trainings and continuous communication through various channels such as email, the Company website, Sansiri internal website (SirilIntranet), notice boards, etc.

Sansiri has mandated all new employees to attend familiarisation training on the Handbook on Corporate Governance & Business Ethics, as well as the Anti-Corruption Policy. The Company also communicated the Handbook and the Policy through internal emails to all employees regularly throughout the year, and all employees may review them on the Company's Intranet.

Sansiri requires regular assessment of risks arising from corruption in the business process to create operational transparency, with the Audit Committee responsible for overseeing and reviewing anti-corruption operations, determining operational guidelines in accordance with the Policy, as well as communicating to all employees in the organisation to acknowledge and sign off to conform to correct practices. The Committee also mandated regular monitoring and evaluation of anti-corruption measures and presented critical issues related to the Board of Directors for suggestions on further improvements in policies and practices.

Sansiri organises an annual anti-corruption training programme for all executives and employees via e-learning. The training content is consistent with the Company's business ethics and emphasises on issues related to anti-corruption. At the end of the training, participants must pass a test to be certified. In 2021, 100 percent of Sansiri executives and employees passed the test.



In 2021, the Company made an announcement to seek cooperation to refrain from giving gifts to the Company's directors, executives, and employees according to the Anti-Corruption Policy and the policy of not accepting gifts. At the same time, the

Company also communicated

to 3,339 business partners and related entities the availability of the "whistle blower and complaint channel" through the email network that the business partners have registered with the Company.



Sansiri established the Whistle Blower Channel to receive complaints, contentious issues, and suggestions, for employees and all stakeholders to submit complaints, to report contentious issues, or to offer suggestions, which may be applicable to personnel development and management improvement, as well as for further investigations to seek the facts. The Company pledged to keep the information of the whistle blower confidential, and only persons responsible for investigating the case are granted access. The available contact channels are as follows:



EMAIL

Email: CG@sansiri.com



2



POSTAL

Postal Service : With the envelope containing the contentious issue addressed to one of the following persons

- Chairman of the Corporate Governance Committee
(Independent Director)
- Chairman of the Audit Committee
(Independent Director)
- Company Secretary
(Legal Department and Company Secretary Office)

Sansiri Public Company Limited
59 Soi Rim Khlong Phra Khanong Phra Khanong Nuea
Wattana, Bangkok 10110

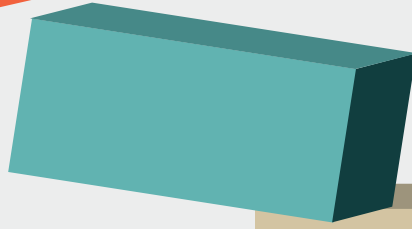
3



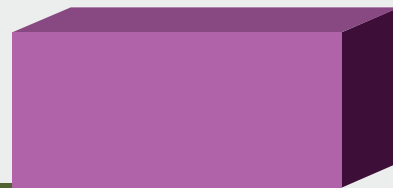
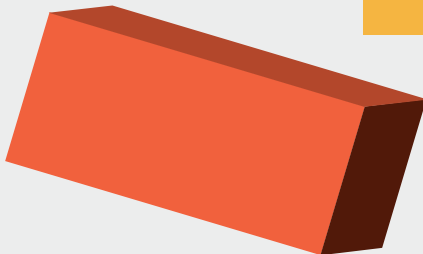
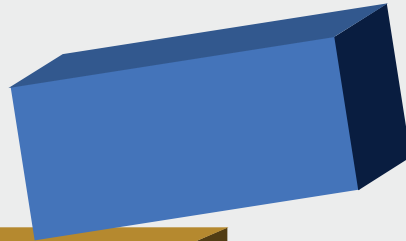
WEBSITE

Website:

<https://www.sansiri.com/thai/corporate-governance>



Risk and Crisis Management



Sansiri places utmost importance on sustainable business operations and responsibility to all stakeholders. Therefore, the issues of social, economic, and environmental risks were assessed at both the organisational and departmental levels to manage risks in order to maintain them at an acceptable level under the administration of the Risk Management Committee, which is responsible in clearly defining strategies, policies and risk management guidelines that are reviewed annually. Also necessary is the formulation of the guidelines, and continually improving the risk management system for the entire organisation. The Company recognises the crucial roles of all sectors in helping to mitigate global warming. Therefore, in 2021, climate change and global warming were endorsed as emerging risks that could affect business operations and were disclosed in the Risk Management section of the 2021 Annual Report.

Sansiri has established a systematic risk management process by adopting a framework for integrated organisational risk management of the Committee of

Sponsoring Organisation Commission (COSO) as the guideline for risk management. The framework consisted of eight related key components (For more information, see the Risk Management section in the 2021 Annual Report). The Risk Management team, the executives and delegates from all departments jointly assessed and prepared a risk registry that was approved by the Risk Management Committee, as well as monitoring the development of both internal and external factors continuously.



In the secondary process cascading down from the Policy to actual practice in order to promote the recognition of risk culture within the organisational culture, the Company has operated through the process of risk registry of all the departments that played their parts in gathering knowledge and participating in the process that culminated in the report submitted to the Risk Management Sub-Committee and the Risk Management Committee, respectively.

The Year 2021

Was hard-hit by the new waves of COVID-19 pandemic, so much so that the number of infected people in Thailand was increasing exponentially. Sansiri set the policy to manage business continuity and the process of organisational risk management with the target to ensure the best employee welfare possible. The Company set up the “Company’s Situation Management Centre”

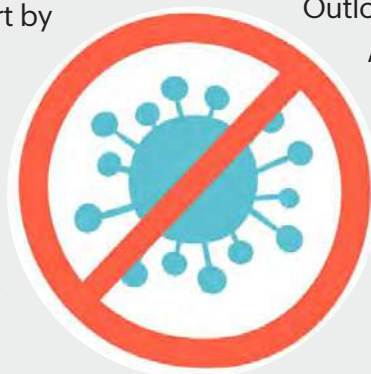


that was assigned by the Risk Management Sub-Committee to work together with the employees. The staff of the centre were assigned from various departments along with staff volunteers to jointly manage the situation effectively. The tasks ranged from



procuring vaccines, finding hospitals to accept employees for treatment once they were identified to have been infected, and closely following up on the prognosis of the admitted staff as well as helping and recompensating the families of employees who have been impacted by the pandemic. The monitoring of the infected employees revealed **no serious cases or death, and absolutely no clusters of infected employees.** This is considered to be a significant success stemming from employee care through the support of the risk management tool.

Also significant is the support by the senior management who showed genuine care for the welfare of the employees leading to the effective internal measure to constantly care for, and to mitigate the risk.



Regarding the risks from natural disasters as a result of climate change and global warming, the Company considered the new risks stemming from climate change that has affected the geographic conditions that have become an important factor that might impact the resources for business operation. In addition, the Company tried to reduce the severity of the impact of natural disasters through the methodical process targeted at the reduction of the factors that might cause natural calamity and global warming. The main focus was on the reduction of activities that might lead to the destruction of the environment in tandem with the protective measures and the preparation through the business continuity plan. These included the increased use of alternative energy, the correct way to manage waste, the use of materials and products that are environmentally-friendly, etc. (Additional information available in the Risk Management Section under Climate Change in the 2021 Annual Report)

In 2021, Sansiri continued to assess the risks of the business units covering subsidiaries and affiliated companies, as well as the formulation of the comprehensive Business Continuity Plan every quarter, and submit the assessment report to the Risk Management Sub-Committee. These included the pandemic, riots, etc., as well as the project management involving accidents at construction sites and the common area of a project. Also, the Economic & Social Outlook Report was prepared with the SPELT Analysis tool to follow up under certain situations, such as during the COVID-19 pandemic crisis, when the administration team responsible for the situation management had to attend the war-room meeting every morning.

Customer Relationship Management



“Sansiri” is an exemplary brand in terms of designs and after-sales service that responds quickly to customers’ needs, providing professional service with follow-up and troubleshooting by a team of experts in each field to prefer the best of everything for the customers.



Sansiri believes that a “smile” is the best measure of service. Therefore, the Company has always focused on listening to the needs of the residents and providing the best care, with the intention to create happiness by taking care of the customers from their first steps into their homes, covering all the way to even beyond their residency. This is especially true during the Covid-19 situation, when the Company provided more attentive care for the residents and the surrounding communities by adjusting various services as well as instituting special privileges for lives at home to suit the prevailing situation, including the readiness to help and support all to overcome this crisis together.



Sansiri Living Care



With the intention to meet the highest satisfaction of the residents, Sansiri implemented the “TOTAL LIVING SOLUTION” service to take care of customers at every moment, from before making the purchase to throughout their residency, to deliver well-being and safety to members of the Sansiri Family, to be ready to have open communication channels in all matters of living through Sansiri Home Application.

Sansiri cares for the conditions of the homes with experienced workmen from Sansiri Home Care to ensure consistent quality and standard. Also, we provide assurance to homeowners even beyond the warranty period to keep the homes in perfect working order no difference from the first day the occupants moved in. The services include case-by-case repairs, annual maintenance, and express repairs with fee according to the types of service chosen by the customers.

Sansiri attaches great importance to the services provided to all residents and customers under strict ISO 9001:2015 international standard, to ensure the best experience and satisfaction for visitors with service points that are easily accessible for the speedy contact with the customers while communicating the progress of new projects along with the good corporate image. In addition, Sansiri has put in place the process to accept complaints and to assess the satisfaction index of the residents and customers. The results of the satisfaction assessment and the complaints about the services are presented in the “Customer Relations” section of this Report.

Social Enable

Sansiri compiled all accounts on online platform so as to follow up on suggestions from various Sansiri channels, such as Facebook, Twitter, Instagram, Pantip and YouTube, along with the Twitter accounts of the company executives on the same platform, or what is known as “SocialEnable”, in the collection of recommendations, complaints and suggestions from customers and the general public. This is to allow the team at Sansiri Call Centre to respond in a timely manner. In addition, the “Salesforce System” has been implemented as the main system to process all issues from the customers with the screen showing all submissions received in the system classified by issues and status according to the number of projects on the same screen for ease of investigation, follow-up and response to the needs of the customers more quickly.



PLUS+

Plus Property Company Limited – The real estate management firm

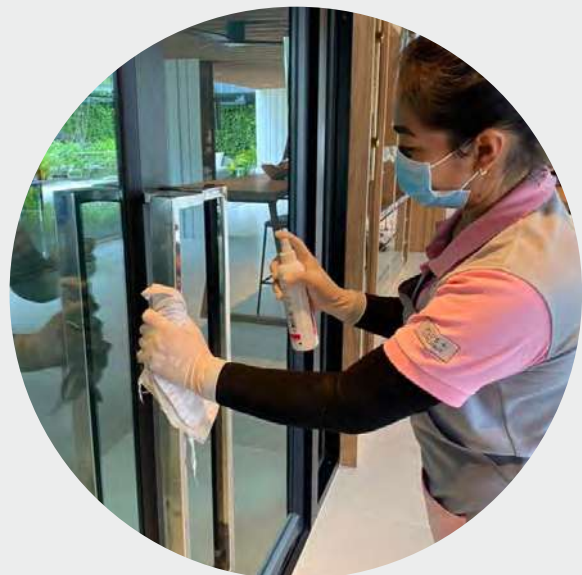
PLUS is a Sansiri subsidiary that provides services in project management and sales consultation as well as property rental services. The Company provides services that fulfil the needs of the customers and for sustainable business operations.

Company performance

Due to the COVID-19 pandemic situation, PLUS in 2021 has elevated its safety measures with the strict sanitary regime at all touchpoints in the projects and to take care of residents who needed to be isolated or have been infected. The Company also delivered Andrographis (Fah Talai Jhon) herbal medicine and drinking water to the infected people in isolation in the projects.



Also, a “Home Isolation” handbook was produced filled with instructions on self-care along with necessary contact channels and numbers. During the fire incident at Kingkaew factories, PLUS facilitated the evacuation of residents out of the area and assigned security guards to secure the area, as well as to send in the cleanup team immediately once the situation came under control.



In addition to the services and special privileges regularly provided to the residents throughout the year, the impact from the COVID-19 pandemic that has continued from the previous year became a factor that has led Sansiri to care for the residents at a more comprehensive level to show compassion and readiness to help the residents through many campaigns, such as:

Sansiri Family Market

Cheers and Shares Because We Care About Your Businesses” – Conceived through the care about the residents’ SME businesses by helping to promote more than 400 stores that joined the Sansiri online platform to the public. This is an extension of the same project from the previous year.



Sansiri Family Market SME

"Grow Together" – Teaming up with Siam Commercial Bank to expand the campaign to support SMEs by creating a new market in the online environment to promote the businesses on Sansiri platforms, and also partnering with Robinhood and WeChef for “food truck” businesses that can earn more revenue through the Sansiri project while also providing convenience for the residents during the COVID-19 pandemic. **More than 980 SMEs have registered as Sansiri helped to purchase from the SMEs to the tune of more than 4 billion baht.**





Sansiri enhanced the security for added confidence 24 hours a day with the surveillance technology linked integrally to the security system and house & building control for the first time in the Thai real estate industry, while managing the structural engineering with the convenient, quick and accurate work process to pinpoint and rectify the problem with the close cooperation between Sansiri and Plus Property to provide the residents with full confidence every minute of their residency.

In 2021, 60 projects have already been linked with LIV 24 system and have fully succeeded according to the target.



1. Security Monitoring

1.1

Surveillance technology in the security system covering the project: CCTV, VIDEO ANALYTICS, REAL-TIME GUARD, DIGITAL FENCE.

1.2

Surveillance technology in the security system covering the residences for single-house and townhome projects (future linkage): INTRUSION ALARM.



2. IOT Facility Management

2.1

Central engineering management technology

- For condominiums: PREVENTIVE MAINTENANCE – FIRE ALARM BUILDING ENGINEERING SYSTEM
- For single-house and townhome projects: HIGH VOLTAGE SUPPLY MONITORING, CLUBHOUSE MONITORING OF WATER FLOW AND AIR-CON STATUS, SWIMMING POOL PUMP MONITORING, WATER QUALITY MONITORING

2.2

Engineering management technology for residences and condominium projects (future linkage): SMART METER (WATER/ELECTRICITY)

Touchpoint Journey

Sansiri mandated the customers' and residents' satisfaction assessment (Voice of Customer) at every touchpoint. This is the responsibility of all relevant departments. The services at all touchpoints were analysed as to the level of satisfaction of customers and residents in relations to the projects and the services rendered. The results of the analysis were used to adjust and develop service quality continuously. The process of the customers' and residents' satisfaction assessment were categorised as follow:

1.



Touchpoint After Transfer

Assessing the customer satisfaction four months after ownership transfer. The assessments are carried out every month. The evaluation was required to cover 40 percent of the customers making the transfers per month. The assessment results **for 2021 showed 83.93 percent.** The target was 84.01 to 90 percent.

2.

Touch point PMR



Touchpoint PMR

Assessing the satisfaction of residents at projects managed by PLUS. The assessment is carried out every year about six months before the management contract extension. The evaluation was required to cover 40 percent of the residents. The overall assessment results **for 2021 showed 89.78 percent** – with the target being 85 to 89 percent.

3.

Touchpoint Homecare

Assessing the satisfaction of the residents who have requested repairs. The evaluation was made through the worksheets as required by the customers. The overall assessment results **for 2021 showed 97.16 percent** – with the target being 86.01 to 93 percent.



4.

Call Centre



Touchpoint Call Centre

Assessing the satisfaction of both the customers and the residents who contacted the Call Centre. The evaluation was through the automatic IVR system targeted for 70 percent of the customers that were required to be evaluated. The overall assessment results **for 2021 showed 97.56 percent** – while the target was set at 78.01 to 87 percent.

Sansiri's business operations require cooperation from a large pool of partners and business associates to ensure effective management of the value chain. Therefore, Sansiri has set up supply chain management in the quest to deliver quality and timely products and services to customers. These included product procurement and the selection of suppliers who strictly adhere to safe production processes, raw materials and products that are of standard quality, as well as environmental responsibility according to the policy set by Sansiri.



Supply Chain Management



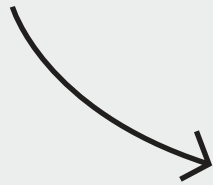
Sansiri's procurement is managed by the Procurement Department that works together with suppliers and contractors under the framework of business partner ethics. It also promotes and enhances cooperative business operations leading to sustainable social and environmental responsibility. The process begins with the stipulation in the procurement contract that requires all suppliers and contractors to procure materials or products with regard to environmental friendliness, set child labour-free practices under the Anti-Child Labour Policy, and implement internal communication to reinforce these issues to relevant departments.

Sansiri's Business Partner Management

Sansiri has established the business partner management structure implemented jointly by the Purchasing Department, Appraisal Department and Quality Control Department in the procurement operation for construction materials and products used in projects, along with the continuous recruitment of new partners to procure products that respond to changing conceptual demands and reduce the risk of shortage of business partners.

Assessing Risks Arising from Business Partners

Sansiri was aware of the risks of increasing material prices that might occur in regard to business partners in the supply chain, and which might affect business operations. Therefore, a risk assessment form has been prepared, while measures to prevent and to control risks arising from the volatility of construction material prices were instituted as follow:



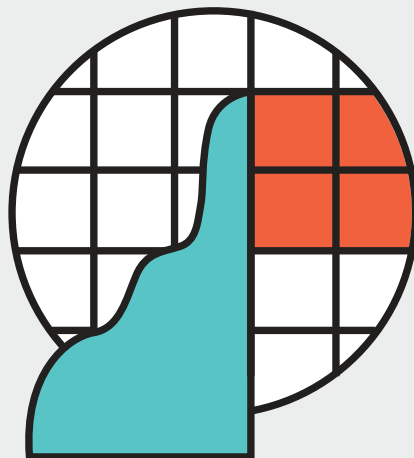
- Procure construction materials directly from manufacturers and ensure a transparent and verifiable bidding process.
- Identify more trading partners to support the expansion of Sansiri's various projects.
- Organise a work unit to monitor and closely follow the changes in the prices of construction materials under key categories, and assess the performance of each trading partner every six months.
- Order construction materials in bulk to leverage more bargaining power with manufacturers to set prices.

QC
Application



Project Quality Assessment

Project Development Department and Quality Control Department were in charged with quality assessment of the projects, along with construction safety with the use of the "QC Application: to check for defects and for cases that needed repairs, for convenience and efficient, timely work.



Sansiri established a supplier management approach categorised into three main processes, namely:

1. Suppliers risk identification
2. Sustainable operations in the supply chain
3. Suppliers' business process audit

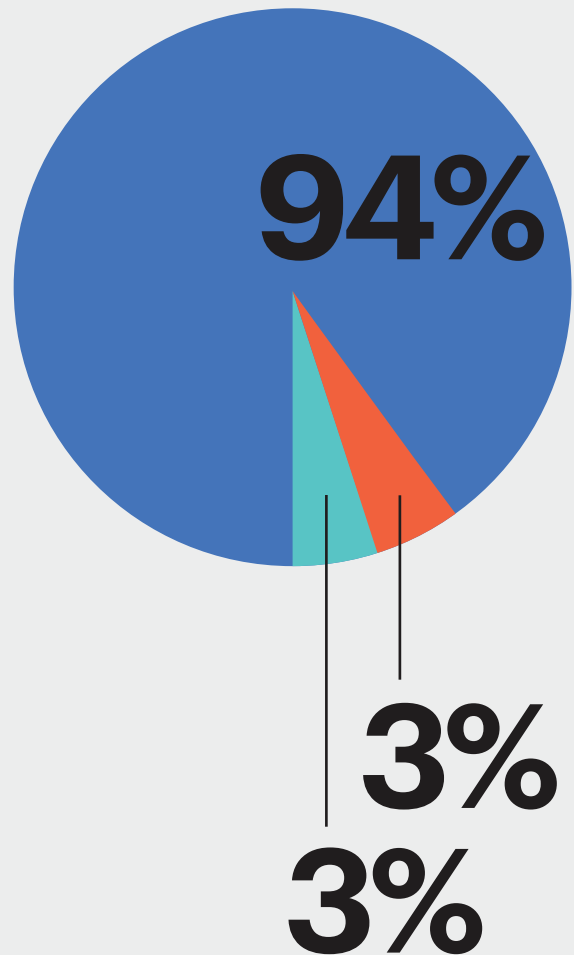
1 The Risk Identification Process of the Suppliers

As of the end of 2021, Sansiri had a total of **239** suppliers and is in the constant process of seeking out more advanced innovations from the suppliers that could increase the opportunity and price competitiveness, quality, procurement of products that are environmentally friendly and to reduce the risk of not being able to find a replacement for a supplier.

A total of **23** new suppliers identified from all suppliers.

A total of **15** major suppliers made up 6 percent of all suppliers.

In the process of identifying a major supplier, the Company considered from the value of an order of **50** million baht and above, and must be prioritised with the sustainability issue.



Percentage of procurement from all suppliers:

Procurement value of 0-50 million baht = 94%

Procurement value of 51-100 million baht = 3%

Procurement value of >100 million baht = 3%

Sansiri attaches significant importance to quality control to achieve the highest quality of products and services and that the suppliers must possess good practices in terms of economy, society and environment. The Company uses the supplier selection system starting with the consideration of initial qualifications based on the capability of the business, the quality of the products and services, procurement process and services that are environmentally friendly with the comparison of issues such as quality management, environmental concern, human rights and labour policy. Also necessary is the assessment of the production plant to verify that the quality of the production process matches the Company's requirement before putting through the bidding process, as well as assessing the performance of the suppliers twice a year, both in terms of quality to meet standards and prices of products, while also requiring for environmental responsibility according to Sansiri's Policy.

Assessing Risks in the Supply Chain and from Suppliers

Sansiri has in place the supplier sustainability risk assessment process by considering the key suppliers as the first priority followed by all the new suppliers. These suppliers must complete an assessment form that covers economic, social and environmental issues. In addition, The Company conducts an annual suppliers' quality assessment carried out by the Purchasing Department. Regarding high-risk suppliers, they must additionally prepare a preventive and mitigation plan. In 2021, the Company required suppliers to undergo a sustainability risk assessment submitted along with other documents that have been certified for sustainability assessment by the Ministry of Industry.

Sansiri Supplier Code of Conduct



2 Sustainable Operations in the Supply Chain

Sansiri's suppliers and contractors must operate on the basis of sustainability, whether they be procurement of products that are environmentally friendly, safe and non-hazardous operation, and non-violation of workers' human rights to reduce reputational risks that may impact the organisation arising from the procurement from suppliers and contractors. However, the Company has established the Suppliers Code of Conduct to enhance the business interaction between Sansiri and the suppliers and contractors by designing training courses in various areas, as well as convincing all suppliers and contractors to adopt operational standards that take into account the social, environmental and good governance issues to be used as criteria for procuring quality products, improve construction quality, and to deliver quality projects to customers in accordance with Sansiri's sustainability goals.

3 Business Process Audit Of Suppliers

In 2021, Sansiri's Project Purchasing Department conducted "Supplier Auditing with ESG Criteria", in which the criteria used in the audit covered sustainability issues, making up of quality management, human rights of children & labour, quality occupational health & safety and environment management. In 2021, a total of six audits were conducted.



Targets and Performance

Sansiri is determined to achieve its goals in key supply chain management, while being ready to follow up on the performance that would be used to draw up plans to improve quality, reduce costs and find ways to prevent recurring problems in future projects. These are:

Goals	Performance	Data collecting unit
Reduce procurement cost for projects by 320 million baht.	Achieved the target with cost reduction totalling 441 million baht.	Purchasing Department input data into the system every month.
Maintain product quality standards and project construction contracts, covering the environment and society issues. For the year, there should be no more than 5 project quality complaints.	The goal was achieved with only 2 complaints out of the total evaluations at these projects: <ul style="list-style-type: none"> - Condominium project: 4,668 units - Single house project: 8,473 units - Townhome project: 1,289 units 	Quality Control Department collects data and evaluates annually.
Procure additional suppliers for purchases with value from 50 million baht or above. They must also pass the sustainability assessment criteria.	Goals achieved with the acquisition of 15 new and key suppliers who have passed the sustainability assessment criteria.	Accounting department collects data every month through Vendor Management System
Set guidelines for all suppliers and contractors to not use child labour.	Achieved the objective as the audit found no child labour was employed in the business process and had not received any complaints or whistle-blowing cases of child labour throughout the business process or business value chain.	Purchasing and Project Development departments

BETTER CARE OF *Environment*





Environmental Management System and Eco-efficiency

Sansiri recognises, and is committed to, environmental management and to strictly comply with applicable laws, regulations, regulations and other standards. Especially crucial are the Environmental Impact Assessment (EIA) reports concerning construction operations and the formulation of preventive measures to correct potential environmental impacts. In addition, Sansiri places importance on reducing energy consumption, reducing waste, and controlling the quality of waste water, and promoting the use of environmentally friendly materials/equipment, developing an environmental management system that protects and prevents pollution as well as reducing carbon dioxide emissions that are the cause of global warming.

Environmental Management

Environmental management and eco-efficiency are foremost amongst Sansiri's priorities. Therefore, the Company has established the environmental and energy conservation policy by complying with EIA requirements at all projects under Sansiri's management. This policy covers the Sansiri headquarters buildings, Plus Property Company Limited, Sansiri Precast factory, The Peri Hotels Khao Yai & Hua Hin, Habito Mall and the project development areas, to develop the businesses and the subsidiaries into green organisations. The Company is fully aware of its social responsibility and has endeavoured to reduce the release of construction waste as much as possible to mitigate the impact on



climate change and the environment. This quest started by raising the awareness among employees at all levels in the Company, expanding to consumers, all the way to business partners and the society as a whole to ultimately achieve the 50 Sustainable Development Goals (SDGs) as formulated by the United Nations.

Sansiri has established a variety of complaint channels regarding the environment. A unit has been set up to be responsible for investigating and handling the complaints and to communicating the results of the complaint handling to the complainants or relevant stakeholders.

CHANNELS FOR ENVIRONMENTAL COMPLAINTS

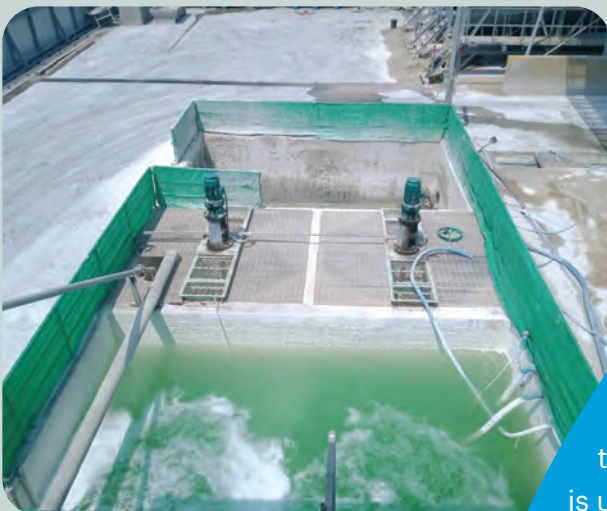
 Call Centre 1685	 facebook.com/sansiriPLC	 Instagram.com/sansiriPLC
 Twitter @SansiriPLC	 Website www.sansiri/eng/corporate-governance	

Environmental Management Process

Sansiri has appointed the Corporate Governance Committee to set and approve the environmental and energy conservation policy, as well as appointing the Sustainable Development Department to be responsible for, and follow up on, the operation of the Sustainable Innovation and Design Department, Project Development Department, and report to the Corporate governance Committee to review the results of the operations according to the guidelines for implementing environmentally friendly projects annually.



Water Resources Management



Water resources are considered to be a supporting factor in the Sansiri's business operations as all business units necessarily use water in various activities in the business areas. This is especially true at the Sansiri Precast factory where a lot of water is used. Therefore, a plan has been drawn up along with concrete recycling to separate water for reuse and to reduce water usage. For water resources management, the Company does not only consider the availability of water, but also the source of water that would not impact the regular water consumption of the surrounding communities. The Company has required that water resources management reduce water usage by 10 percent within 2022 compared to 2021 when water used totalled 183,368.00 cubic metres, covering Siri Campus headquarters, Sansiri Precast factory, The Peri Hotels Khaoyai & Hua Hin and Habito Mall.

Sansiri relocated its headquarters to Siri Campus in 2020 and a new water consumption monitoring system has been put in place to effectively track operating results and to conform to the current context. Therefore, the new database of 2021 was used as a base to set goals to reduce the amount of water consumption that will be used for further reporting.

Risk Assessment of Areas with Water Scarcity

Business Unis	Total Water Consumption (m ³)				Total Water Consumption Intensity (m ³ /m ²)				Percentage of Water Consumption Compared to the Total Operational Area			
	2018	2019	2020	2021	2018	2019	2020	2021	2561	2019	2020	2021
Sansiri Head Office	40,628	40,846	5,222	3,659	3.39	3.92	0.16	0.11	26.95	20.37	13.81	9.33
Plus Property Head Office	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Precast Factory	50,246	107,316	28,980	17,787	1.09	1.10	0.17	0.10	33.33	53.51	76.63	45.33
The Peri Hotel Khao Yai	23,694	22,577	n/a	10,661	2.43	2.31	n/a	2	15.72	11.26	n/a	27.17
The Peri Hotel Hua Hin	18,448	14,074	2,199	1,711	3.29	2.51	0.42	0	12.24	7.02	5.81	4.36
Habito Mall	17,754	15,743	1,417	2,855	1.52	1.35	0.24	0	11.78	7.85	3.75	7.28
Sansiri's Total Water Consumption	150,770	200,556	37,818	39,237	1.18	1.59	1.00	2.63	100.00	100.00	100.00	93.47

Remark: In 2020, The peri hotel khaoyai was closed for renovation.

Risk Assessment of Areas with Water Scarcity

Sansiri business units that are located in built-up areas utilise water sourced from local waterworks that possess the capability to provide uninterrupted water supply to the business units. Whereas the water usage at the Sansiri Precast factory was found to be high as necessitated by the production process. Therefore, Sansiri has assessed the risk of water shortage at the factories through the AQUEDUCT website of the World Resources Institute, which is an international institution that collects the risk



factors of resources as per areas, such as areas of food scarcity, areas of water scarcity. The result of the assessment found that the factories were located in areas of high probability of water shortage (high level: 3-4). This has led Sansiri to plan and introduce measures to prepare for cases of water shortage in Sansiri Precast factory production process to prevent any impact on the business.

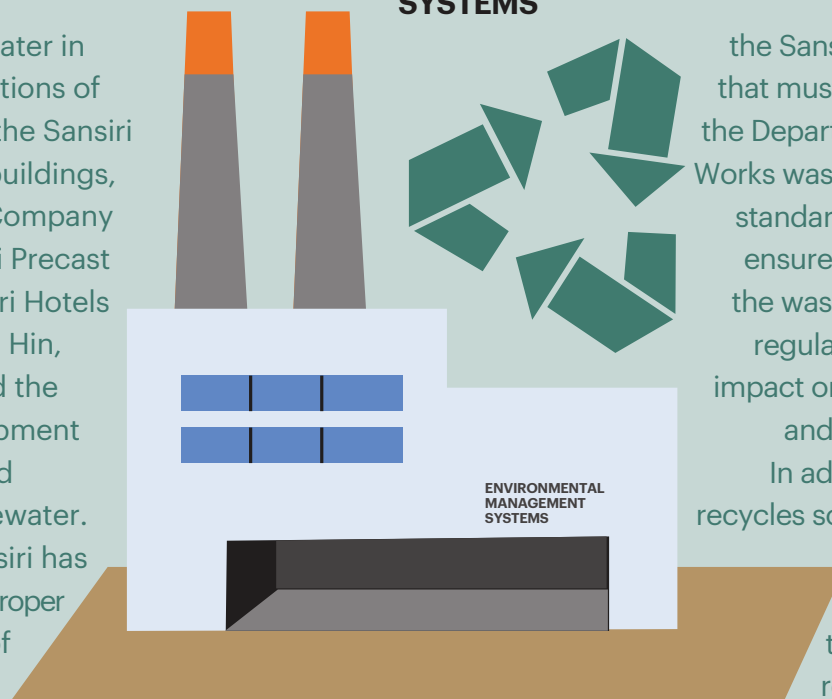
Wastewater Management and Process

The usage of water in business operations of Sansiri covers the Sansiri headquarters buildings, Plus Property Company Limited, Sansiri Precast factory, The Peri Hotels Khao Yai & Hua Hin, Habito Mall and the project development areas that could generate wastewater. Therefore, Sansiri has introduced the proper management of wastewater

following the various standards set for business operations, such as the project development sites under the EIA standard,

ISO 14001:2015

ENVIRONMENTAL MANAGEMENT SYSTEMS



the Sansiri Precast factory that must strictly adhere to the Department of Industrial Works wastewater treatment standard ISO1401:2015 to ensure that the quality of the wastewater meets the regulation to reduce the impact on the environment and the communities.

In addition, Sansiri also recycles some of the treated wastewater for use in the areas to reduce the water resources usage of

the business units and meet the expectations of the stakeholders.

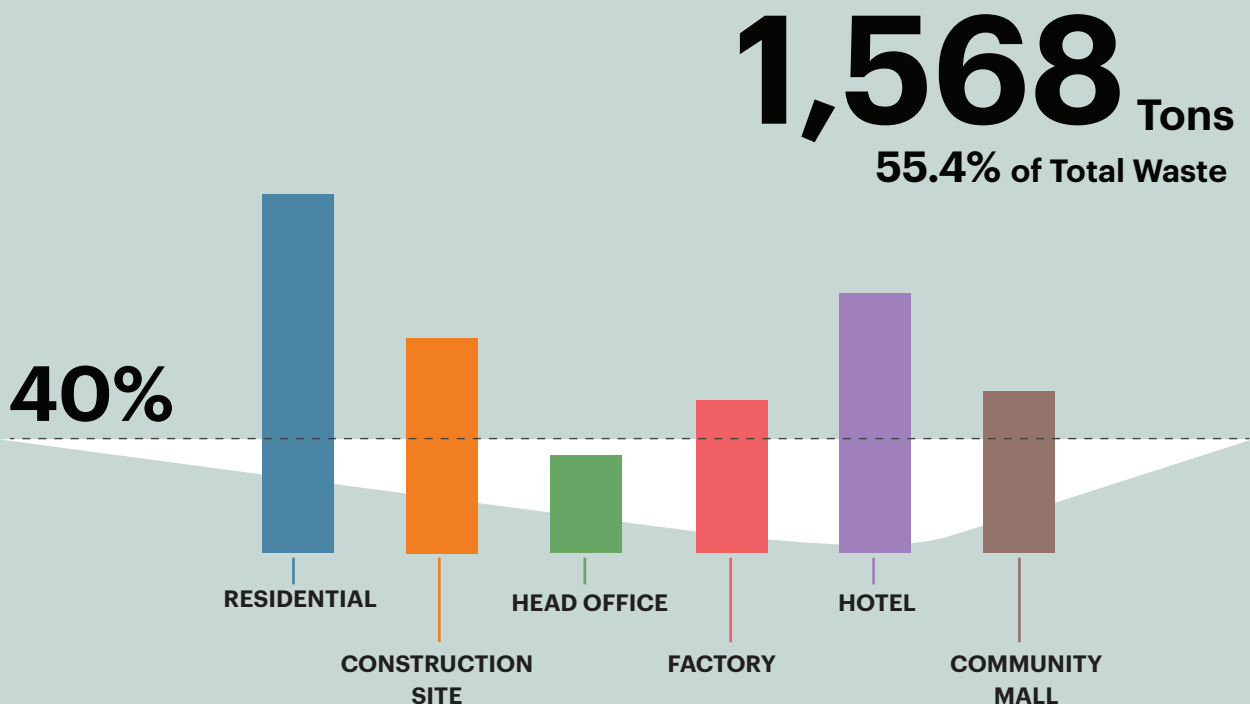
Waste Management

Sansiri's business operation and project developments create waste and rubbish arising from various activities. In 2021, a target was set to reduce the amount of waste by 10 percent by 2027 compared to the number in 2021. The target covers the Sansiri headquarters buildings, Plus Property Company Limited, Sansiri Precast factory, The Peri Hotels Khao Yai & Hua Hin, Habito Mall and the Sansiri's project development areas, as well as the management of garbage generated by residents in Sansiri's housing projects. Sansiri considers waste management to be of utmost importance to reduce the impact on the environment and the communities.

Sansiri relocated its headquarters to Siri Campus in 2020 and a new waste generation monitoring system has been put in place to effectively track operating results and to conform to the current context. Therefore, the new database of 2021 was used as a base to set goals to reduce the amount of waste that will be used for further reporting.

In addition, Sansiri considers significant the management of the waste generated to reduce the impact on the environment and the society. In 2021, the amount of waste collected was a total of 2,830 tons. The target was to separate about 60 percent recyclable waste, including paper, plastic, organic waste, glass, and metal from construction waste and others. This effort missed the target due to the COVID-19 pandemic situation that prevented personnel from physically carrying out campaigns to promote waste recycling as planned. The amount of waste recycled in

this project came to 55.4 percent, totalling 1,568 tons.

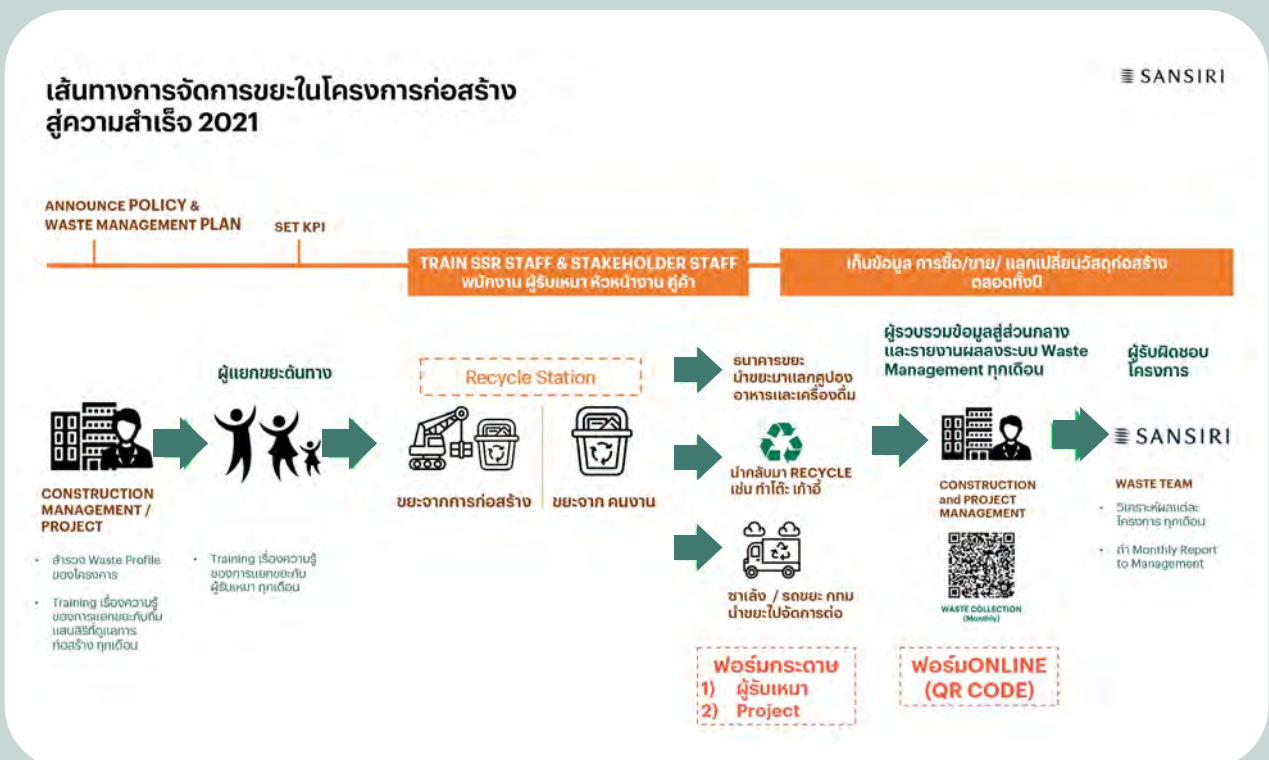


Waste Management at Construction Sites

In 2021, Sansiri cooperated with the project contractors to promote the participation of the workers in waste separation to create added value. The waste separation target was set, and the contractor seminar was held every month along with the online data collection for each of the project managers to fill in the information and the Research Department would evaluate the data regarding the on-going operation to be submitted to the senior management and the Sustainable Development Department every month. Other projects to support the waste management at the construction sites have also been introduced, such as the “waste for coupons” project in which separated waste could be exchanged for coupons that could then be used to purchase food items and drinks, the “products from waste” projects to produce useful items from discarded materials such as fresh cement, cement bags, scrap iron,



cardboard boxes and plywood. Also, the separated waste was sold to lawful scrap dealers with the income used as a revolving fund for the project. These are considered as promotion and support for the recycling, and reduction of waste to landfills as arising from activities at construction sites. At the same time, the waste that needed to go to landfill has also been done in accordance with the laws and under the full control of government agencies responsible.





Waste Management at the Sansiri Precast Factory

Sansiri introduced an innovation to reduce waste that would otherwise go into the environment by switching from buying steel grates, a process that would result in the generation of about 20 to 25 percent of all the waste, to inhouse production of steel grates, resulting in a 100-percent reduction in waste introduced into the environment. In addition, the leftover concrete from the production of prefabricated concrete panels was used to produce other products, while further concrete leftovers were

separated into sand and cement liquid for reuse. The proper management of waste from the prefabricated concrete panel production such as fresh concrete scrap and pieces of concrete panels was put in place by a bidding process to choose outsourced contractors to lawfully process the waste at landfills. In this year, Sansiri has set the goal to recycle 99 percent of the waste from the production process to significantly lessen the amount of waste to landfill. This effort will help to reduce the amount of waste introduced into the environment along with lowering the cost of production to achieve the set target.

Waste Management in the Office

Sansiri has prepared separate receptacles for different types of waste and has campaigned for the employees to correctly separate their waste into recyclable waste, hazardous waste, food scraps and toxic waste (only at the infirmary).

For 2021, the target was to increase the percentage of recyclable waste to 30 percent which was equivalent to 22 percent, or 6.3 tons, of the total 29.2 tons of office waste.



Increase the amount of recycled Waste by

527 kilogrammes/month

An increase

4,290%

Compare of 2020

Recycling of Scrap Mixed Papers to Exchange for New A4 papers with SCG Packaging.

Sansiri separated scrap mixed papers including newspapers, magazines, brochures, envelopes and boxes for delivery to SCG Packaging to be recycled and exchanged for new A4 papers for used in the offices. This programme was able to increase the amount of recycled waste by 527 kilogrammes per month on average, or an increase of 4,290 percent compared to 2020 when the recycled waste was only 12 kilogrammes per month. The paper exchange yielded 169 reams (x 500 sheets) waste brought in 16,562 baht.





Plastic Bag Recycling in “Won Project”

This is a programme to exchange black bags with TPBI Public Company Limited through the exchange of used elastic plastic garbage bags with TPBI for new black bags for further use. The amount of recycled bags reached 101.78 kilogrammes per month.

waste to
WORTH



Highlights of the “Waste to Worth” Project

Sansiri received cooperation from many agency partners who were experts in different types of waste separation to promote and create understanding in separating plastic waste from the originating point for maximum benefit:



1 Waste to Worth

cooperative campaign of Sansiri, Unilever and PPP Plastics under the initiative of the Federation of Thai Industries (FTI) had a goal to promote waste management amongst residences, to promote and create understanding in separating waste right from the originating point for maximum benefit. The campaign encouraged the residents and everyone to separate plastic items that could not easily decompose such as HDPE to be brought back into the upcycle reprocessing into items such as PPE (personal protection equipment) suits and field hospital beds. The waste items could be deposited at the Drop Point at the 1st floor of Habito Mall. Sansiri Family members at 50 participating projects could also deposit

the waste items at the juristic offices of the projects. This project would be expanded in the following year to participate in the ALL_Thailand project with fund supported by the Alliance to End Plastic Waste (AEPW) with the target to become a part of the model in the PPP plastic waste management to ultimately promote the waste management for a better Thailand.



2 AIS E-Waste

Cooperative campaign between Sansiri and AIS encouraged the residents, employees and everyone to become aware of and give importance to properly dispose of electronics waste and at correct place. This was done through the “E-Waste Disposal with the Postman” campaign to provide convenience for the residents and employees to discard their electronic waste. The postmen would come to the houses and Sansiri offices to collect the waste and bring them to be recycled properly in accordance with international practice in the form of “Zero Landfill”. Within the year, 82 Sansiri projects participated with the target to increase the number to 120 participating projects, or 46 percent of the total.

Resource Conservation, Resource Efficiency and Low Carbon Society





Presently, it has become clear that Earth's climate change has been affecting human and the environment more severely. Sansiri was well aware that business and human activities all had roles in impacting the climate, and that has become a big risk of all mankind if no cooperative changes would not be made. Sansiri believed that the positive changes to the climate started with the designing of the process and the selection of the resources for homes that could create factors that help to reduce the impact on the climate, especially the reduction of carbon dioxide emission, while also maximising the benefits for residents as well as preserving the environment. In addition to complying with the Environmental Impact Assessment (EIA) requirements, Sansiri also assigned a department to be responsible for the management and follow-up actions that can help to mitigate such impacts in accordance with corporate policies.



With this awareness, Sansiri recognised the importance of energy management, the nature-aided designs, the selection of materials, equipment and innovation. These are the three important factors that Sansiri used as a tool to create the low-carbon society and to promote more use of alternative or renewable energy to be able to respond to the needs of residents while also protecting the environment. In the bid to achieve “**Net Zero**”, Sansiri has set a target to reduce greenhouse gas emissions by 10 percent by 2022.

Sansiri has a short-term and medium-term strategic development plan to manage the environmental issues. In the long term within 2030, Sansiri has set the goal to use alternative energy in 100 percent of all new Sansiri-developed projects.

However, the success of the application of alternative energy in new Sansiri-developed projects in 2021 was in the process and is expected to meet the short-term target of 50 percent within 2022.

Sansiri relocated its headquarters to Siri Campus in 2020 and a new data monitoring system has been put in place to effectively track operating results and to conform to the current context. Therefore, the new database of 2021 was used as a base to set goals to reduce the energy consumption that will be used for further reporting.



Environmentally Friendly Materials

Sansiri set the target for all the departments involved in procuring materials and products to have procurement lists containing at least **30** percent of environmentally friendly items. The response from the suppliers have been very positive resulting in the material procurement having met the target. Also included was the selection of suppliers who have been awarded “ISO14001 – Green Industry for environmental certification” by the Ministry of Industry.

Laminated Flooring

Materials used in the projects are not only of high quality and durable for extended usage, but it must also involve working together to protect the environment to maintain sustainable and balanced abundance.



Ceramic Tiles

COTTO floor tiles, and SOSUCO wall tiles used in every project have both received the Carbon Label from the Thailand Environment Institute (TEI) and SCG Green Choice mark for at least 25 percent water reduction in the production process.



Water-Saving Sanitaryware

Water closets have been carefully selected to ensure that water saving ranged from 12 to 25 percent depending on the type of usage.



Green Label Project

Kohler single-spout fixture products have been awarded the Green Label by the Thailand Environment Institute (TEI) for water saving by controlling the volume of water use with an aerator.



SCG Green Choice

This is the label that certifies environmentally friendly products and services and promotes good hygiene for water-saving sanitaryware and faucets that can further reduce the use of water resources



Zero VOCs Paint for Health And Wellbeing

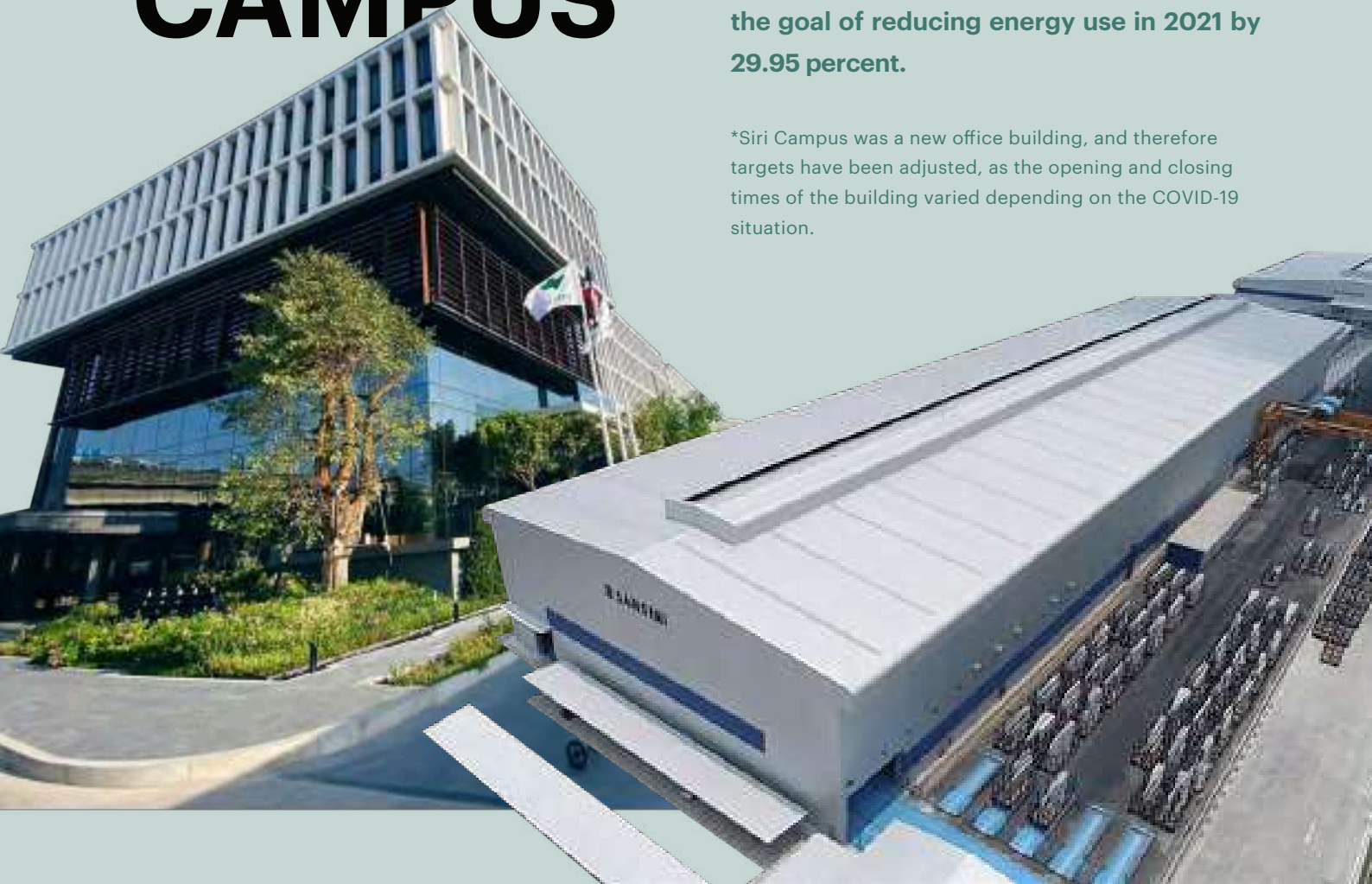
project. Sansiri was the first developer to select Nippon Paint AirCare paint for better health at leading projects in order to create a better standard of living and providing the best for the residents.

Nippon Paint AirCare (Zero VOCs) used is a paint that cares for the health of residents with its innovative air purifying property, eliminating toxic substances, being odorless and capable of absorbing harmful toxins in the air, such as formaldehyde, eliminate and inhibit viruses and bacteria, and can help prevent the viruses that cling to objects from multiplying. It is also very easy to clean and has been certified world-class GREENGUARD Gold for safe paint.

SIRI CAMPUS

Sansiri aims to reduce energy consumption by an average of 10 percent by 2027 compared to 2020. The target also covers Siri Campus*, and the Sansiri Precast factory, by achieving the goal of reducing energy use in 2021 by 29.95 percent.

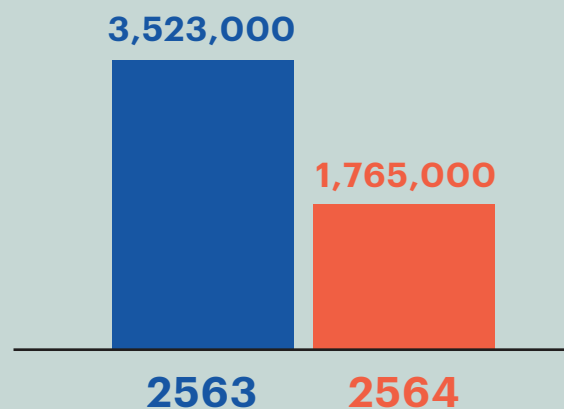
*Siri Campus was a new office building, and therefore targets have been adjusted, as the opening and closing times of the building varied depending on the COVID-19 situation.



Electricity Saving Measures at Siri Campus for the Year 2021

Various measures were put in place to cut down on electricity use from reducing the lighting in the parking area, garden and walkways, along with the project to limit the air-conditioning usage time in the cafeteria and the network room, as well as the project to install solar panels to generate electricity in place of getting power from the grid. As a result, the use of electricity was greatly reduced as shown in the illustration below, or a decrease of **49.9** percent

Compared to the electricity consumption in 2020-2021 (KWh/year).



Electricity Conservation at Sansiri Precast Factories Year 2021



For the factories, additional measures have been added, with the introduction of solar cell street lights along the roads at both factories.

In addition, the translucent roof areas were replaced with skylight at the factories to allow more natural light to reach the factory floor.



On the part of the employees, a campaign was launched to convince everyone at the office to participate in electricity saving by switching off lights during noon break, switching off lights in the bathrooms after use, and turning on only lamps that are necessary. The campaign resulted in additional savings per month, with the overall electricity consumption dropping by 38.3 percent, equivalent to 1,350,000 kilowatts of saved electricity, compared to 2020.

BETTER CARE OF *Social*



Human Resource Management & Occupational Health and Safety



Sansiri places great importance on the management of safety, occupational health and hygiene and work environment that conform with the laws and other measures related to the current situation. The Company has put in place a policy on safety, occupational health and hygiene and work environment to cover all areas. It also aims to create an organisational culture where employees at all levels must participate in, help to monitor accidents that may happen to employees, contractors and the communities, leading to a reduction in the number of accidents and incidences to 0.

Occupational Safety Actions and Work Environment

Sansiri regularly reviews and monitors its performance to ensure compliance with the management's safety policy, allocates both personnel budget and related resources appropriately for the implementation of the Occupational Safety, Health and Environment Act of 2011 for risk assessment and effective risk management by defining the action plan as follows:

1.

Establish an Occupational Health Safety Policy and Working Environment

According to announcement No. 40/2563 (dated 3rd November 3, 2020) to reduce work-related accidents and ensure that the operations conform to all requirements and laws, including prevention and control of risks arising from work.

2.

Appoint Committees and Safety Personnel for Different Levels of the Operations

Committees and safety personnel are embedded in every level of the organisation, such as in management, supervision and shop floor levels. The personnel at all levels must undergo training to develop capability, according to the corporate standards to monitor, prepare action plans for safety, occupational health and work environment, prepare a fire evacuation plan, and various emergency plans including monthly monitoring of policy compliance.

3.

Encourage Employees to Attend Safety Training Courses as Required by Law

Employees responsible for particular jobs, or involved in them, must attend: Basic firefighting and fire evacuation training course; Working in confined space course; Working in high temperature and spark risks course.

SAFETY OF WORK PLACE



4.

Submit Safety Data Sheet as Required by Law:

1. Report on the performance of safety officers at the professional level
2. A “TorSor 2” summary report on challenging goals on the quality of natural resources and the environment, submitted to local officials

5.

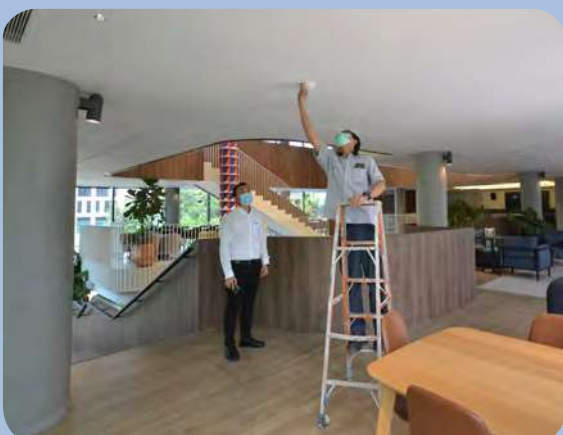
Communicate, Relate and Provide Knowledge on Workplace Safety at Employees

Prepare a manual on safety, occupational health and work environment (downloadable from the central website Sirintranet) and publish “Safety News” to promote safety tips.

6.

Implement a Safety Plan and Maintenance of Related Systems

Require inspections and testing of system operations, tools or equipment regularly, especially those involving the safety of the buildings such as backup generators, emergency alarm system, firefighting equipment, and regular maintenance of passenger lifts, and regular cleaning of air-conditioning systems.



7.

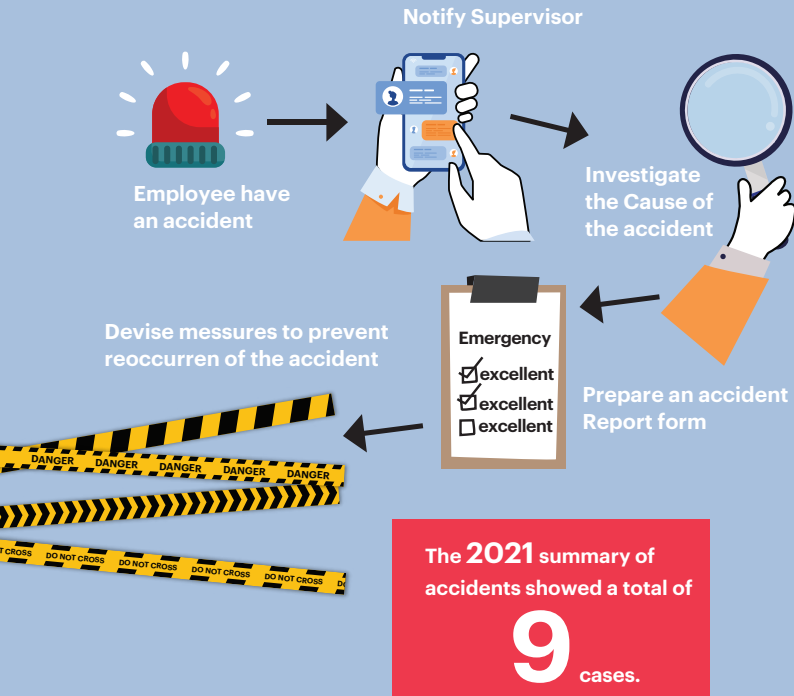
Trainings to Educate Employees, Drills on Emergency Situations, Preparation for Contingencies and Emergency Response

Organise trainings to educate employees on basic safety, such as the basic use of fire extinguishers for eight security personnel, 20 cleaning staff, and 14 building resource management personnel. Organise drills on emergency situations **every six months, and organise fire drill and fire evacuation once a year as required by law.**



8.

Review Reports and Investigate Incidents to Find Solution to any Problem Emergency Notification Procedures



9.

Inspect the Safety of Contractors Entering the Work Areas

In order to recognise the dangers from work and from the area or the surroundings at work, Sansiri has put in place the risk assessment of all activities under all environments, prioritising the risk levels as derived from the overall risk assessment and brought up for review and to set the risk mitigation procedure at work for employees at every level as well as for contractors and visitors who enter the Company’s areas or to work.



10.

Measures to Take Care of the Health of Employees, Contractors and Visitors, the Surveillance and Prevention of Risks Under the COVID-19 Pandemic Situation



Employees

1. Determine the installation point of the temperature scanners at the entrances to buildings, and the provision of gel alcohol distributed throughout the buildings.
2. COVID-19 disinfecting fumigation is mandated in every building with twice weekly frequency.
3. Assign the pickup and delivery points outside the building and preventing outsiders from entering the office building area.
4. Require hourly disinfection of every touch point and the areas where multiple users regularly congregate.
5. Apply sterilising and germicidal sticker sheets on door handles and passenger lift touch pads.

Visitors

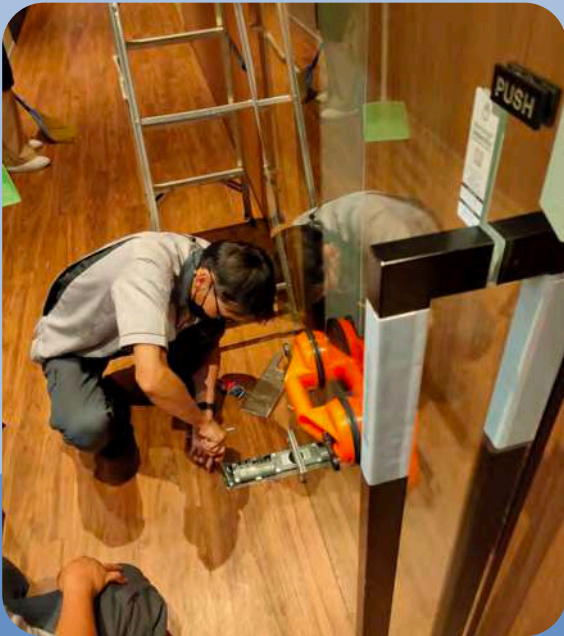
1. Show proof of at least two inoculations, and fill up a risk assessment form
2. Show negative result of RAT (Rapid Antigen Test, or ATK) within a period of not more than 3 days for consideration to enter the office buildings

11.

Enhance and Maintain a Safe Working Environment on a Regular Basis

Sansiri attaches great importance to safety measures concerning outside communities. Throughout the working schedule, signs warning of safety standards and practices must be clearly posted, while within the Sansiri offices, the Company continuously encourages employees to maintain good physical and mental health which would lead to higher work efficiency and effectiveness. Recreational areas have

Regarding operations in the project construction and development area, construction managers must supervise the contractors, check the working order of machines and equipment according to the requirements, follow the work safety manual to reduce the risk of accidents. In addition, been allocated, such as rest areas, co-working spaces, pet-friendly areas, cafés and fitness facilities.



Employee Potential Development

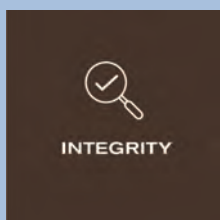
Sansiri places great importance on employees who are the key components in driving the organisation, and has focused on developing the potential of employees so they will be ready to adapt to the current fast-changing situation. Training courses have been formulated to promote and support the employees to progress and be assured of opportunities for career growth. **As a result, the turnover rate of employees was reduced by 10.20 percent** compared to 2020. The courses or training programmes included the most relevant content with the emphasis on customer-centricity, which is considered to be a part of the corporate culture that is embedded in the recruitment process, along with the process to develop skills, knowledge, and competence and the assessment of employees' performance. Also crucial is the preparation for a new crop of management personnel to replace retired executives.



SANSIRI CULTURE

ซื่อสัตย์ ซื่อตรงต่อตนเอง และองค์กร (Integrity)

ยึดมั่นในความซื่อสัตย์มองประโยชน์ของทีม และมาก่อนเสมอ



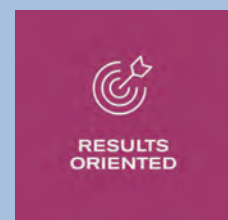
มองทุกความสำเร็จให้เป็นหนึ่งเดียวกัน (Goal Synergy)

ใช้ความรู้ ความสามารถ ของทุกคน เพื่อมุ่งสู่เป้าหมายเดียวกันขององค์กร



คิดมุมใหม่ ให้ผลลัพธ์มาก่อน (Result Oriented)

เปลี่ยนวิธีคิด ปิดวิธีการ คิดถึงผลลัพธ์ก่อน แล้วหาแนวทางเพื่อบรรลุเป้าหมายนั้น



รู้จัก รู้ใจ เข้าใจลูกค้า (Customer-centric)

รู้ใจ ใส่ใจ เข้าใจ และพัฒนา เพื่อบริการสิ่งที่ดีที่สุดในลูกค้าประทับใจ



ท้าทายสิ่งเดิมเริ่มสร้างสิ่งใหม่ (Challenge the Ordinary)

กล้าคิด กล้าทำ สิ่งใหม่ๆ อย่างไม่หยุดนิ่ง และเผชิญทุกการเปลี่ยนแปลง



Sansiri has established learning

3

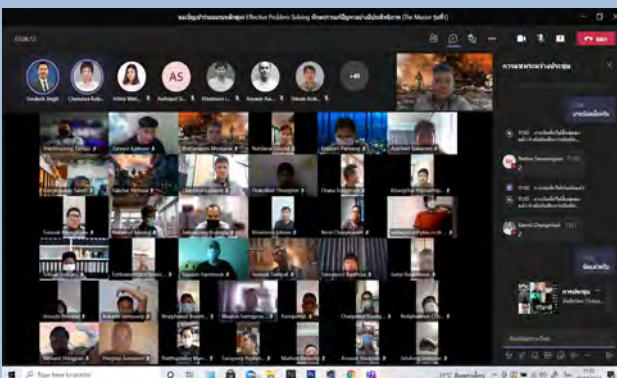
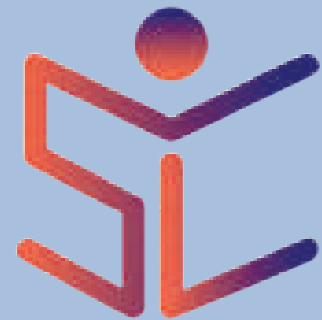
methods



to ensure that all Sansiri employees have seamless access to the development of their potentials. These are:

1. Self-Learning

Employees may learn on their own through the “Sansiri Learning Hub”, compiled with all essential contents. They could choose to study by topic and interest 24 hours a day. From the second year of continuous application, compared to the usage as from October 2020 when the programme was 14 percent active, by December 2021, **the usage rose to 76 %**, measured from the completion of the online orientation course.



2. Learn from Others

Employees may learn from their supervisors or mentors through the coaching process. In some courses, classes are organised in both actual classroom as well as virtual classroom through the Microsoft Teams programme to exchange knowledge and experiences.



3. Learn by Doing

Employees may be trained through their own work execution, using their knowledge and problem-solving skills, and making decisions based on the context of the work with a supervisor or a mentor providing advice. This also opens up the possibilities of job transfer opportunities, expanded scope of responsibility and involvement in special projects.

Succession Plan

With the vision to become the business leader continuously and enduringly, Sansiri has prepared the readiness to nurture a new crop of executives in each of the departments to replace retired executives. The successors must pass the job performance evaluation criteria and also pass the potentiality assessment, according to the grade level, and to pass on the current responsibility to their successors appropriately.

In 2021, the average employee training was 15,356 hours per year, divided into

- 7,665 hours for males
- 7,700 hours for females

A budget of 2,102,337.24 baht was used for employee training.



Employee Development Programme According to Field of Expertise

Sansiri Business Value Chain Sansiri Business Process Learning Project was aimed to create understanding and care for stakeholders both inside and outside of the organisation, so that the employees could understand the overall picture and work with others seamlessly in every line of work. The curriculum has been developed based on the concept of a four-pillar management consisting of customers, shareholders, employees, and society.



The Rising Stars Development Programme

This is a project to develop a group of employees with high potential in building management, to be prepared to be future new supervisors, with the emphasis on enhancing communication skills, goal setting and team development through decision-making and problem solving. The project participants' behaviours are monitored and assessed by the Human Resources Department and the supervisors of all project participants to ensure that the employees who pass this programme are ready to take on the position of supervisor and to face new challenges in the organisation.



Foster Relationships and Creating a Conducive Work Environment

During the COVID-19 pandemic situation, most employees worked from home. Therefore, Sansiri organised Sansiri Team Bonding activity to maintain the teamwork atmosphere and increase the understanding of fellow employees in other departments, by designing activities for employees to have more opportunities to talk through online activities that required cooperation from everyone within a group. The success of this event was measured in the high 90-percent participation of all attendees.



There's always a rainbow at the end of every rain.

This symbolic Pride art installation not only stands for equality and diversity for the LGBTI community, but serves as an inspiration of hope and perseverance for all people who are currently going through hardship and to remind us that we are all in this together and there is always a rainbow at the end of every rain.

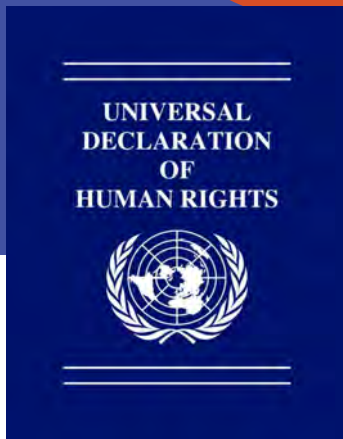
#SansiriPride
#SansiriBackyard
#T77Community



Human Rights

Sansiri Public Company Limited and all subsidiaries attach great importance to the adherence to universal human rights as a common practice taking into account the dignity of human beings, their rights, liberties and equality, including respect, protection and remedies in accordance with international human rights principles to ensure that the Group's business operations throughout the supply chain will be executed with caution and prudence and devoid of any action that will cause violation of, or affect, human rights, whether directly or indirectly of the stakeholders, whether they are employees, construction workers, business partners or consumers. This is because there is always a possibility that the Company's business operations may violate the human rights of stakeholders and may result in a negative impact on the business, such as business disruption, loss of trust and confidence in its reputation among consumers and investors. Therefore, Sansiri places great emphasis on the rights of children and youth in the value chain. Sansiri also respects the freedom of all employees in regard to nationality, social status, health, education, right to work, social class, character, race, sexual orientation, etc.





Regarding the protection of human rights throughout the business process, Sansiri treats its stakeholders with the recognition of the Universal Declaration of Human Rights (UDHR), Children's Rights And Business Principles (CRBP), Human Rights and Labour Standard-ILO), the United Nations Global Compact, and the UN Guiding Principles on Business and Human Rights (UNGP).



Therefore, to align with Sansiri's policy for sustainable development as well as to ensure that Sansiri's business operations are devoid of any human rights violation, the Company's Board of Directors have set the policy and guideline on human rights to prevent the violation of human rights in every business activity of Sansiri, extending to business partners and suppliers in the business value chain. This year was the first year that a human rights team has been assigned to monitor and support compliance with the human rights principles by strictly adhering to the principles of international human rights organisations.

Within three years, Sansiri has devised a plan to conduct a comprehensive human rights risk assessment in accordance with the UN Guiding Principles on Business and Human Rights (UNGP).



**SANSIRI
CARE
FOR ALL**
#เพราะเราห่วงใย

Sansiri attached great importance to the right to good health of the employees during the COVID-19 pandemic. The goal was to provide 100 percent of the employees with access to at least two inoculations without discrimination. It also considered as important the right to gender equality within the organisation. Emphasis was placed on employee training and support for female employees in the organisation.

Where the right to good health was concerned, 100 percent of all Sansiri employees (except those with specific limitations) have received two inoculations each within the proper timeframe. On equality, online indoctrinations on gender equality have been held for all new and current employees to ensure understanding of gender rights and the issue of equal treatment of LGBT people without any prejudice or malice, with more than 500 employees attending the indoctrination in 2021. Also, statistics collected on the number of female management staff have been collected, showing that they made up 45 percent of all management staff.

In addition, in 2021, the Company has considered to increase the benefits to promote equality for husbands to be eligible for paternity leave to help take care of new mothers and their babies for 14 days, as well as to approve the marriage leave benefits for same-sex marriages under the same conditions for ordinary marriage leaves.



SANSIRI

**เพราะเรามุ่งมั่น
สร้างความเท่าเทียม
ให้เป็นบรรทัดฐาน**

แสนสิริจึงเพิ่มสวัสดิการ “**ลาสมรส**”
ให้กับพนักงานทุกคนในบริษัท
ที่มี “**คู่ชีวิต**” ที่ไม่ว่าจะเป็นเพศใด
สามารถลาเพื่อเข้าพิธีสมรสได้
ไม่เกิน 7 วัน

Live Equally

Sansiri has channels for complaints, opinion survey and satisfaction on human rights issues divided into two levels:

- In cases of complaints of human rights violations of employees within the organisation, the department responsible for the complaints and for the investigation is the Human Resources Department
- In cases of general complaints on human rights both from within the organisation and other areas, complaints can be filed to the assigned staff at the Call Centre and at www.sansiri.com

In 2021, no complaints regarding human rights violations both from within the organisation and other areas have been received.

Corporate Citizenship (CSR)

Investment for Society

Sansiri is well aware of its responsibility towards the society, community and the environment from its business operations throughout the corporate value chain, with the action concentrated on two areas.

The First one was the rights of children and youth. Sansiri has set the target to conduct its businesses that are friendly to children and youth, carrying out the policy to continuously promote the quality of life and protect the rights of children and youth in the society.

The Second area was the support provided to the group that were socially and economically vulnerable during the COVID-19 crisis, so that they would be able to overcome the problems in the short and long term seamlessly and with improved quality of life.



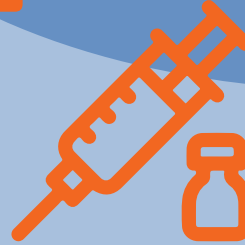
EDUCATION



**SANSIRI
ACADEMY**



VACCINE



**NO ONE
LEFT BEHIND**

Social Investment Management

In 2021, despite the impact of the lockdown on many activities on account of the impact of the COVID-19 pandemic, Sansiri managed to conduct activities regarding football training at the **Sansiri Academy** at the beginning of the year, switching to online coaching in the second half. The training also involved continuously educating the children and their parents on the basics of mental strength, mental health and nutrition, so that the children would have good physical health and learn to be responsible. The activities were also extended to construction sites to provide knowledge on good hygiene and nutrition to parents of migrant workers whenever the situation became conducive.

In the year, the goal was to enroll no less than 400 children into football training at Sansiri Academy. Meanwhile, the target to support socially and economically vulnerable communities during the COVID-19 situation was to cover a total of 60 communities.

Due to the Covid-19 crisis, Sansiri focused specifically on helping vulnerable groups in the country to survive such problems under the **“No One Left Behind”** concept, whether it was about equal and urgent access to vaccines and solving the livelihood problems of whole communities, charity foundations, and Thai and migrant labourers. It also provides assistance to farmers and SME entrepreneurs during the recession. Also, Sansiri extended the support to farmers and SME operators during the economic downturn through ordering produce and goods to donate to various communities. Sansiri also supported and donated funds and equipment to agencies responsible for public health, such as the donation of one COVID-19 testing van, medical equipment and field hospital beds, etc.

Social Investment Management Structure and Guideline for Corporate Social Responsibility



Social, Community and Environmental Responsibility Committee (CSR Committee)

: Is responsible for formulating and reviewing investment guidelines and conducting social activities on an annual basis.



Social, Community and Environment Responsibility Working Group – Social Activities Section under the Corporate Planning & Sustainable Development Department

: Is responsible for implementing social activities in accordance with corporate policy and reporting the progress to the Managing Director, as well as reporting the performance to the CSR Committee four times a year.

The value of support for social investment in 2021 totalled **44,572,655.83** baht.



Outstanding Projects, and Performances

Regarding the rights of children and youth, Sansiri used Sansiri Academy's children football training programme as a tool to build the understanding of the rights, duties and welfare of children and youth in relation to stakeholders (parents and the children themselves) through trainers who have been trained and were responsible for each of the areas, along with volunteer psychologists and nutritionists to provide additional knowledge. Also, coordination was made with local health workers to visit the construction sites to periodically provide knowledge on health and nutrition to the migrant workers who were parents. In addition, on-site inspections were conducted, and contractors were regularly reminded not to employ child labour and to ensure good living conditions and be

respectful of children's rights. In the previous year, before the lockdown, Sansiri Academy has conducted a total of 28 days of training on five football fields involving a total of 500 children. The training cost approximately 7 million baht. Also, online teaching provided by the trainers were arranged during the off-season at the training camp; about 100 children participated in the online training programme.

The football training programme at Sansiri Academy has run continuously for 18 years with the total participation of more than 9,600 children and youth.

NO ONE LEFT BEHIND

Activities under the “No One Left Behind” concept helped to directly alleviate the hardship of vulnerable groups, such as:

Support for 80 socially and economically vulnerable communities, such as the Bang Makuar Mosque community, Behind Wat Pak Bor community, etc.

The donation of more than 13,400 doses of COVID-19 vaccines to communities, temples, labourers, migrant labourers, the disabled, and to those who had difficulties in accessing government-provided vaccines.



The support for health service agencies, such as the donation of funds, one COVID-19 testing van, more than 50 oxygen generators, and joining up with suppliers to build 380 toilets for field hospitals.



The purchasing of more than 10 tons of produce from farmer groups facing slumping farm prices to help shore up their income. Also, donations of commodities and necessities were made to more than 88 communities that were facing hardship. Procurements were made for commodities, necessities and foodstuff for more than 100 communities, charity foundations and migrant workers camps throughout the year to serve as a morale-booster and encouragement for all concerned, especially the migrant labourers working at the projects.



The project to help support and provide food for eight elephants that were suffering from lack of income from the lack of tourists due to the lockdown of the country.



Awards & Recognition

THAILAND SUSTAINABILITY INVESTMENT

With its commitment to “Sansiri Sustainability Mission”, Sansiri was selected to grace the “Thailand Sustainability Investment (THSI)” list, earning 71 points for prioritising the environmental issue, in its status as a stock of a listed company that conducted sustainable business, taking into account the environment, social responsibility, and good corporate governance practices.



BCI ASIA TOP 10 DEVELOPERS AWARD 2020 - 2021

Sansiri was the winner of the “BCI Asia Top 10 Developers Award” for two consecutive years as a real estate developer with outstanding building designs and construction work, reflecting the Company’s determination to develop housing projects to meet the needs of consumers. Award-winning works in 2021 included: The Standard Hotel – Hua Hin, The Base Phetchaburi-Thonglor condominium project and Dcondo Than-Charan condominium project.



MARKETEER NO.1 BRAND THAILAND 2021

Reinforcing its position as the No.1 brand in product development and strong strategic market planning, Sansiri was awarded the “Marketeer No.1 Brand Thailand”, for being the top-of-mind brand in the real estate business. Sansiri won this award in the Condominium and Townhome categories for two years in a row.

THE MOST POWERFUL OF REAL ESTATE BRAND 2021



Being the No. 1 real estate brand in the hearts of customers, Sansiri also holds the title of “The Most Powerful of Real Estate Brand 2021” for the fourth year with No.1 score in all aspects, from being the well-known, distinctive, familiar brand, and the brand is trusted for quality and for meeting the needs of customers along with its unceasing innovation.



16th PROPERTYGURU THAILAND PROPERTY AWARDS BEST REAL ESTATE AWARD

Recognised as the “brand for people who want to own homes”, reflecting the success of being the brand that meets the needs of consumers, fulfills the demand for project quality, outstanding functionality and design, the aftersales service that focuses on taking care of the Sansiri Family throughout their residency, as well as delivering care for good living standards to everyone.

MODEL ORGANISATION FOR HUMAN RIGHTS YEAR 2021: HONOURABLE MENTION

This was the outcome of the determination, perseverance and hands-on actions on the issue of gender equality and diversity over the past five years. For this, Sansiri was awarded the Honourable Mention for Model Organization in Human Rights 2021 from the Rights and Liberties Protection Department, Ministry of Justice.



PLAQUE OF HONOUR IN RECOGNITION AS AN ORGANISATION THAT HELPS THE COUNTRY TO OVERCOME THE COVID-19 SITUATION

Sansiri is committed to alleviating everyone’s apprehension during the time of the COVID-19 pandemic, by providing vaccines for employees and their families for inoculation, donating ventilators to ICU rooms, helping to build field hospitals and donating necessary items to communities to alleviate suffering amongst socially vulnerable groups. The plaque was presented to Sansiri by the Ministry of Public Health.

Sustainability Performance

Economic

GRI	Required Data	Units	Years			
			2018	2019	2020	2021
Direct Economic Value Generated						
201-1	Direct Economic Value Generated					
	Total revenues	Million THB	27,146.45	26,290.91	34,707.26	29,557.75
	Operating expense	Million THB	5,554.97	4,643.97	3,800.34	4,352.63
	Employee benefits	Million THB	2,588.96	2,488.61	1,863.17	1,956.72
	Payment to governments	Million THB	771.6	839.17	713.52	706.07
	Dividend payments	Million THB	1,633.97	1,431.81	848.38	594.38
	Interest payments	Million THB	1,800.34	1,837.51	1,793.97	2,037.96
	Total Community investment	Million THB	N/A	N/A	41.42	82.74
	Type of Philanthropic Activities:					
	Donation	Million THB	31.5	30.66	33.35	27.36
	Community investment	Million THB	20.52	18.56	8.07	10.12
	Commercial Initiatives	Million THB	N/A	N/A	N/A	45.27
	Type of Contributions:					
	Cash Contributions	Million THB	N/A	N/A	N/A	44.57
	Volunteer	Million THB	N/A	10.78	1.73	0.05
	In-kind giving: product or services	Million THB	N/A	N/A	N/A	38.17
Management overheads	Million THB	N/A	N/A	N/A	2.78	
Procurement						
204-1	Amount paid to Thai and international suppliers (supplier and contractor)	Million THB	No data	No data	No data	10,643.12
	Amount paid to Thai suppliers	Million THB	No data	No data	No data	10,621.11
308-1/414-1	Total number of new suppliers	Persons	No data	No data	No data	3,130
308-1	Total number of new suppliers was assessed against quality environmental criteria	Persons	No data	No data	No data	9
	Total percentage of new suppliers was assessed against quality environmental criteria	%	No data	No data	No data	0.29%

GRI	Required Data	Units	Years			
			2018	2019	2020	2021
Procurement						
414-1	Total number of new suppliers was assessed against quality societal criteria	Persons	No data	No data	No data	9
	Total percentage of new suppliers was assessed against quality societal criteria	%	No data	No data	No data	0.29%
Anti-corruption						
205-1	A number of units that have been assessed for corruption risk	units	No data	No data	No data	67.00
205-1	A total number of business units	units	No data	No data	No data	72.00
205-2	A number of governance body members were communicated with an anti-corruption policies and procedures	Persons	No data	No data	No data	23
	A percentage of governance body members were communicated with an anti-corruption policies and procedures	%	No data	No data	No data	100%
205-2	A number of employees (above VP level) were communicated with an anti-corruption policies and procedures	Persons	No data	No data	No data	75
	A percentage of employees (above VP level) were communicated with an anti-corruption policies and procedures	%	No data	No data	No data	100%
205-2	A number of employees (below VP level) were communicated with an anti-corruption policies and procedures	Persons	No data	No data	No data	3,809
	A percentage of employees (below VP level) were communicated with an anti-corruption policies and procedures	%	No data	No data	No data	96%
205-2	A number of suppliers were communicated with an anti-corruption policies and procedures	Persons	No data	No data	No data	13
	A percentage of suppliers were communicated with an anti-corruption policies and procedures	%	No data	No data	No data	0.42%
205-2	A number of governance body members were trained on anti-corruption	Persons	No data	No data	No data	0
	A percentage of governance body members were trained on anti-corruption	%	No data	No data	No data	0.00
205-2	A number of employees (above VP level) were trained on anti-corruption	Persons	No data	No data	No data	30
	A percentage of employees (above VP level) were trained on anti-corruption	%	No data	No data	No data	17%
205-2	A number of employees (below VP level) were trained on anti-corruption	Persons	No data	No data	No data	3,118
	A percentage of employees (below VP level) were trained on anti-corruption	%	No data	No data	No data	78%
205-3	Anti-corruption case through Sansiri employees and suppliers	Cases	No data	No data	No data	0

GRI	Required Data	Units	Years			
			2018	2019	2020	2021
Customer privacy						
418-1	Total number of complaints received concerning leaks of customer privacy directly	Cases	No data	No data	No data	1
	Total number of complaints received concerning leaks of customer privacy from regulatory bodies	Cases	No data	No data	No data	0
	Total number of substantiated leaks of customer data	Cases	No data	No data	No data	0

Environmental

GRI	Required Data	Units	Years			
			2018	2019	2020	2021
Total energy consumption						
302-1	Non-renewable energy sources					
	Total Non-renewable electricity purchased	Megawatt Hour	5,999.76	5,890.80	7,676.56	7,149.52
	Diesel	Liters	N/A	N/A	19,309.77	31,775.00
	Benzene	Liters	N/A	N/A	240.27	14,017.30
	LPG	Kilogram	N/A	N/A	18,183.00	16,700.84
	NGV	Liters	No data	No data	No data	0.00
	Renewable energy sources					
Solar Cell	Megawatt Hour	N/A	523.29	716.59	904.06	
Water Withdrawal						
303-3 (2018)	Total water withdrawal					
	Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)	Cubic metres	No data	No data	No data	183,368.27
	Surface water	Cubic metres	No data	No data	No data	0.00
	Groundwater	Cubic metres	No data	No data	No data	53,306.16
	Seawater	Cubic metres	No data	No data	No data	0.00
	Third-party water (Freshwater)	Cubic metres	No data	No data	No data	130,062.11
	Other water ($> 1,000$ mg/L Total Dissolved Solids).	Cubic metres	No data	No data	No data	0.00
	Surface water	Cubic metres	No data	No data	No data	0.00
	Groundwater	Cubic metres	No data	No data	No data	0.00
	Seawater	Cubic metres	No data	No data	No data	0.00
	Third-party water (Freshwater)	Cubic metres	No data	No data	No data	0.00
	Total water withdrawal from all areas with water stress					
	Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)	Cubic metres	No data	No data	No data	0.00
	Surface water	Cubic metres	No data	No data	No data	0.00
	Groundwater	Cubic metres	No data	No data	No data	0.00
	Third-party water (Water supply)	Cubic metres	No data	No data	No data	0.00
	Other water ($> 1,000$ mg/L Total Dissolved Solids).	Cubic metres	No data	No data	No data	0.00
	Surface water	Cubic metres	No data	No data	No data	0.00
	Groundwater	Cubic metres	No data	No data	No data	0.00
Seawater	Cubic metres	No data	No data	No data	0.00	
Third-party water (Water supply)	Cubic metres	No data	No data	No data	0.00	

GRI	Required Data	Units	Years			
			2018	2019	2020	2021
Water Discharge						
303-4 (2018)	Total water Discharge					
	Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)	Cubic metres	No data	No data	No data	70,892.00
	Surface water	Cubic metres	No data	No data	No data	70,892.00
	Groundwater	Cubic metres	No data	No data	No data	0.00
	Seawater	Cubic metres	No data	No data	No data	0.00
	Third-party water	Cubic metres	No data	No data	No data	0.00
	Other water ($> 1,000$ mg/L Total Dissolved Solids).	Cubic metres	No data	No data	No data	0.00
	Surface water	Cubic metres	No data	No data	No data	0.00
	Groundwater	Cubic metres	No data	No data	No data	0.00
	Seawater	Cubic metres	No data	No data	No data	0.00
	Third-party water	Cubic metres	No data	No data	No data	0.00
	Total water discharge from all areas with water stress					
	Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)	Cubic metres	No data	No data	No data	0.00
	Surface water	Cubic metres	No data	No data	No data	0.00
	Groundwater	Cubic metres	No data	No data	No data	0.00
	Seawater	Cubic metres	No data	No data	No data	0.00
	Third-party water	Cubic metres	No data	No data	No data	0.00
	Other water ($> 1,000$ mg/L Total Dissolved Solids).	Cubic metres	No data	No data	No data	0.00
	Surface water	Cubic metres	No data	No data	No data	0.00
	Groundwater	Cubic metres	No data	No data	No data	0.00
Seawater	Cubic metres	No data	No data	No data	0.00	
Third-party water	Cubic metres	No data	No data	No data	0.00	
Water Consumption						
303-5 (2018)	Water consumption	Cubic metres	150,770.00	200,556.00	154,933.80	112,476.48
	Water consumption in water stress area	Cubic metres	No data	No data	No data	0.00

GRI	Required Data	Units	Years			
			2018	2019	2020	2021
Waste by type and disposal method						
306-3 306-4 306-5 (2020)	Hazardous waste					
	Total hazardous waste	Tonnes	No data	No data	144.12	637.10
	• Recycling	Tonnes	No data	No data	2.00	1.00
	• Incineration (mass burn)	Tonnes	No data	No data	5.84	0.10
	• Landfill	Tonnes	No data	No data	136.28	342.60
	Non-hazardous waste					
	Total non-hazardous waste	Tonnes	2,150.80	2,764.52	207.53	1,020.65
	• Recycling	Tonnes	No data	10.57	23.58	312.37
	• Incineration (mass burn)	Tonnes	No data	No data	0.00	0.01
	• Landfill	Tonnes	No data	No data	183.95	502.62
Materials						
301-1 301-2	Town house					
	House					
	Concrete Leveling	Tonnes	No data	No data	3,240.00	791.39
	Tile adhesive	Tonnes	No data	No data	453.60	217.44
	Skim Coat	Tonnes	No data	No data	220.32	227.56
	Ceiling Board	Tonnes	No data	No data	55.08	41.00
	Ceiling sheets + waterproof sheets	Tonnes	No data	No data	297.43	615.00
	Wire mesh	Tonnes	No data	No data	38.13	357.16
	Irons RB9+DB12	Tonnes	No data	No data	54.43	103.27
	Access Door	Tonnes	No data	No data	4.67	3.79
	Eave sheets 6 mm.	Tonnes	No data	No data	15.00	156.94
	Concrete structure of garages	Tonnes	No data	No data	6,998.40	4,505.61
	Street of housing project					
	Concrete	Tonnes	No data	No data	13,608.00	8,900.00
	Iron wire mesh	Tonnes	No data	No data	49.75	2,670.00
	Reinforced irons	Tonnes	No data	No data	23.18	53.40
	Fence					
	Concrete	Tonnes	No data	No data	1,026.43	2,841.61
	Wire mesh	Tonnes	No data	No data	5.63	155.97
	Using recycled concrete panels in construction	Tonnes	No data	No data	0.00	0.00

GRI	Required Data	Units	Years			
			2018	2019	2020	2021
301-1 301-2	Single House					
	House					
	Concrete Leveling	Tonnes	No data	No data	26,487.90	2,596.65
	Tile adhesive	Tonnes	No data	No data	1,456.06	713.46
	Skim Coat	Tonnes	No data	No data	994.46	746.64
	Ceiling Board	Tonnes	No data	No data	448.98	134.52
	Ceiling sheets + waterproof sheets	Tonnes	No data	No data	1,902.86	2,017.90
	Wire mesh	Tonnes	No data	No data	42.87	1,171.89
	Irons RB9+DB12	Tonnes	No data	No data	66.41	338.85
	Access Door	Tonnes	No data	No data	11.15	12.44
	Eave sheets 6 mm.	Tonnes	No data	No data	80.05	514.95
	Concrete structure of garages	Tonnes	No data	No data	14,089.70	14,783.47
	Street of housing project					
	Concrete	Tonnes	No data	No data	39,228.00	27,000.00
	Iron wire mesh	Tonnes	No data	No data	143.42	8,100.00
	Reinforced irons	Tonnes	No data	No data	66.83	162.00
	Using recycled concrete panels in construction	Tonnes	No data	No data	No data	0.00
	Fence					
	Concrete	Tonnes	No data	No data	No data	21,755.22
	Wire mesh	Tonnes	No data	No data	No data	1,194.12
	Using recycled concrete panels in construction	Tonnes	No data	No data	No data	0.00
	Condominium					
	Cement	Tonnes	No data	No data	75,088.68	66,153.81
	Irons	Tonnes	No data	No data	12,142.12	3,669.91
	gypsum board	Tonnes	No data	No data	41,337.98	2,297.85
	Colouring	Tonnes	No data	No data	2,830.00	1,836.05
	Tiles	Tonnes	No data	No data	40,434.00	1,626.19
	Precast	Tonnes	No data	No data	23,607.58	2,870.52

GRI	Required Data	Units	Years				
			2018	2019	2020	2021	
Greenhouse Gas (GHG) emissions							
305-1	Direct (Scope 1) GHG emissions	Tonne CO ₂ equivalent	2,011.93	1,110.56	1,221.63	268.05	
	Diesel	Tonne CO ₂ equivalent	No data	No data	No data	38.00	
	Benzene	Tonne CO ₂ equivalent	No data	No data	No data	54.17	
	LPG	Tonne CO ₂ equivalent	No data	No data	No data	14.33	
	Fleet Card						
	Gasohol 95	Tonne CO ₂ equivalent	No data	No data	No data	107.55	
	Diesel	Tonne CO ₂ equivalent	No data	No data	No data	54.00	
305-2	Energy indirect GHG emissions (Scope 2)	Tonne CO ₂ equivalent	3,492.46	3,429.03	3,837.51	4,279.70	
	The amount of electricity according to the electricity bill	Tonne CO ₂ equivalent	No data	No data	No data	4,279.70	
305-1 & 305-2	Total direct and energy indirect GHG emissions (Scope 1 and Scope 2)	Tonne CO ₂ equivalent	5,504.39	4,539.59	5,059.14	4,547.75	
305-3	Other indirect activities GHG emissions (Scope 3)	Tonne CO ₂ equivalent	1,682.29	1,277.10	27,606.79	21,877.61	
	Gasohol 95	Tonne CO ₂ equivalent	No data	No data	No data	15,878.06	
	LPG	Tonne CO ₂ equivalent	No data	No data	No data	0.00	
	NGV	Tonne CO ₂ equivalent	No data	No data	No data	0.00	
	Diesel	Tonne CO ₂ equivalent	No data	No data	No data	5,999.55	
	Private car (chartered rate)	Tonne CO ₂ equivalent	No data	No data	No data	0.00	

GRI	Required Data	Units	Years			
			2018	2019	2020	2021
Useful Area						
N/A	Total useful area	Metres	127,828.28	126,325.28	229,599.18	228,039.61
	• Sansiri head office	Metres	11,987.00	10,430.00	31,861.14	31,861.14
	• PLUS Property head office	Metres	2,646.00	2,700.00	1,923.88	1,923.88
	• Touch Property head office	Metres	N/A	N/A	1,923.88	364.31
	• Precast Factory	Metres	90,814.00	90,814.00	171,200.00	171,200.00
	• The Peri Hotel Khao Yai	Metres	5,501.00	5,501.00	5,810.00	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

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 2021, Direct GHG Emissions (Scope 1) are calculated from Diesel, Benzene, and Liquefied 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 2021, 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 2021, 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)

Social

GRI	Required Data	Units	2018		2019		2020		2021		
			Male	Female	Male	Female	Male	Female	Male	Female	
Information on employees and other workers											
102-7	Total number of employees by country and region	Persons	N/A	N/A	N/A	N/A	2,326	1,812	2,456	1,707	
		Persons	N/A		N/A		4,168		4,163		
	Asia										
	• Thailand	Persons	N/A	N/A	N/A	N/A	2,326	1,812	2,454	1,704	
	• China	Persons	N/A	N/A	N/A	N/A	0	0	1	1	
	• Singapore	Persons	N/A	N/A	N/A	N/A	0	0	0	1	
	• Hong Kong	Persons	N/A	N/A	N/A	N/A	0	0	1	0	
	• Taiwan	Persons	N/A	N/A	N/A	N/A	0	0	0	1	
	Europe										
	• The United of Kingdom	Persons	N/A	N/A	N/A	N/A	0	0	0	0	
	Americas										
	• The United States	Persons	N/A	N/A	N/A	N/A	0	0	0	0	
	Total number of suppliers by country and region	Persons	N/A	N/A	N/A	N/A	18	22	16	21	
		Persons	N/A		N/A		40		37		
	Asia										
	• Thailand	Persons	N/A	N/A	N/A	N/A	18	22	16	21	
	• China	Persons	N/A	N/A	N/A	N/A	0	0	0	0	
	Europe										
	• The United of Kingdom	Persons	N/A	N/A	N/A	N/A	0	0	0	0	
	102-8	Total number of employees ¹	Persons	2,226	1,929	2,321	1,925	2,303	1,656	2,456	1,707
5,131				4,246		3,966		4,163			
By employment contract and region											
Permanent employees		Persons	1,712	1,467	1,764	1,501	2,285	1,611	2,365	1,626	
Asia											
• Thailand		Persons	N/A	N/A	N/A	N/A	2,283	1,609	2,363	1,623	
• China		Persons	N/A	N/A	N/A	N/A	1	0	1	1	
• Singapore		Persons	N/A	N/A	N/A	N/A	0	2	0	1	
• Hong Kong		Persons	N/A	N/A	N/A	N/A	0	0	1		
• Taiwan		Persons	N/A	N/A	N/A	N/A	0	0	0	1	
Europe											
• The United of Kingdom		Persons	N/A	N/A	N/A	N/A	0	0	0	0	
Americas											
• The United States	Persons	N/A	N/A	N/A	N/A	1	0	0	0		

GRI	Required Data	Units	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
102-8	Temporary employees	Persons	514	462	557	424	18	45	91	81
	Asia									
	• Thailand	Persons	N/A	N/A	N/A	N/A	17	45	91	81
	• China	Persons	N/A	N/A	N/A	N/A	0	0	0	0
	• Singapore	Persons	N/A	N/A	N/A	N/A	0	0	0	0
	• Hong Kong	Persons	N/A	N/A	N/A	N/A	1	0	0	0
	• Taiwan	Persons	N/A	N/A	N/A	N/A	0	0	0	0
	Europe									
	• The United of Kingdom	Persons	N/A	N/A	N/A	N/A	0	0	0	0
	Americas									
	• The United States	Persons	N/A	N/A	N/A	N/A	0	0	0	0
	By employment type									
	Full-time employees	Persons	2,226	1,929	2,321	1,925	2,303	1,656	2,456	1,707
	Asia									
	• Thailand	Persons	N/A	N/A	N/A	N/A	2,300	1,654	2,454	1,704
	• China	Persons	N/A	N/A	N/A	N/A	1	0	1	1
	• Singapore	Persons	N/A	N/A	N/A	N/A	0	2	0	1
	• Hong Kong	Persons	N/A	N/A	N/A	N/A	1	0	1	0
	• Taiwan	Persons	N/A	N/A	N/A	N/A	0	0	0	1
	Europe									
	• The United of Kingdom	Persons	N/A	N/A	N/A	N/A	0	0	0	0
	Americas									
	• The United States of America	Persons	N/A	N/A	N/A	N/A	1	0	0	0
	Part-time employees	Persons	514	462	0	0	2	5	21	28
	Asia									
	• Thailand	Persons	N/A	N/A	N/A	N/A	2	5	21	28
	• China	Persons	N/A	N/A	N/A	N/A	0	0	0	0
	• Singapore	Persons	N/A	N/A	N/A	N/A	0	0	0	0
	• Hong Kong	Persons	N/A	N/A	N/A	N/A	0	0	0	0
	• Taiwan	Persons	N/A	N/A	N/A	N/A	0	0	0	0
	Europe									
	• The United of Kingdom	Persons	N/A	N/A	N/A	N/A	0	0	0	0
	Americas									
	• The United States of America	Persons	N/A	N/A	N/A	N/A	0	0	0	0

GRI	Required Data	Units	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
New employee hires and employees turnover										
401-1	New employee hires by age group									
	Total number of new employee hires	Persons	755	549	639	404	727	405	778	410
			1304		1043		1132		1188	
	• Below 30 years old	Persons	425	302	362	212	390	242	412	237
	• 30-50 years old	Persons	325	243	265	187	325	159	357	170
• Over 50 years old	Persons	5	4	12	5	12	4	9	3	
401-1	Rate of new employee hires	%	33.92%	28.46%	27.53%	20.99%	31.57%	24.46%	31.68%	24.02%
			31.38%		24.56%		28.54%		28.54%	
	• Below 30 years old ²	%	19.09%	15.66%	15.60%	11.01%	16.93%	14.61%	16.78%	9.65%
	• 30-50 years old	%	14.60%	12.60%	11.42%	9.71%	14.11%	9.60%	14.54%	6.92%
	• Over 50 years old	%	0.22%	0.21%	0.52%	0.26%	0.52%	0.24%	0.37%	0.12%
New employee hires by level										
Top Management	Persons	No data	No data	No data	No data	No data	No data	0	0	
Senior Management	Persons	No data	No data	No data	No data	No data	No data	1	2	
Middle Management	Persons	No data	No data	No data	No data	No data	No data	10	5	
Manager	Persons	No data	No data	No data	No data	No data	No data	24	10	
Supervisor	Persons	No data	No data	No data	No data	No data	No data	39	20	
Officer	Persons	No data	No data	No data	No data	No data	No data	704	373	
Employees turnover by age group										
Total number of employees turnover	Persons	591	381	541	405	623	607	720	424	
		972		946		1,230		1,144		
• Below 30 years old	Persons	256	165	240	169	238	209	295	206	
• 30-50 years old	Persons	326	210	284	228	356	376	412	211	
• Over 50 years old	Persons	9	6	17	8	29	22	13	7	
Rate of employees turnover	%	26.55%	19.75%	23.31%	21.04%	27.05%	26.36%	29.32%	24.84%	
		23.39%		22.28%		31.01%		54.16%		
• Below 30 years old	%	11.50%	8.55%	10.34%	8.78%	10.33%	12.62%	12.01%	12.07%	
• 30-50 years old	%	14.65%	10.89%	12.24%	11.84%	15.46%	22.71%	16.78%	12.36%	
• Over 50 years old	%	0.40%	0.31%	0.73%	0.42%	1.26%	1.33%	0.53%	0.41%	

GRI	Required Data	Units	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
Diversity of governance bodies and employees										
405-1	Number of employees by level and age group									
	Board of Directors³	Persons	12	0	11	0	23	0	9	0
			12		11		23		9	
	• Below 30 years old	Persons	0	0	0	0	0	0	0	0
	• 30-50 years old	Persons	1	0	1	0	2	0	0	0
	• Over 50 years old	Persons	11	0	10	0	21	0	9	0
	Top Management	Persons	4	0	4	0	3	0	3	0
			4		4		3		3	
	• Below 30 years old	Persons	0	0	0	0	0	0	0	0
	• 30-50 years old	Persons	0	0	0	0	0	0	0	0
	• Over 50 years old	Persons	4	0	4	0	3	0	3	0
	Senior Management	Persons	41	31	43	37	41	36	39	34
			72		80		77		73	
	• Below 30 years old	Persons	0	0	0	0	0	0	0	0
	• 30-50 years old	Persons	25	19	27	23	30	22	24	18
	• Over 50 years old	Persons	16	12	16	14	11	14	15	16
	Middle Management⁴	persons	62	55	72	58	64	41	60	43
			117		130		105		103	
	• Below 30 years old	Persons	0	0	0	0	0	0	0	0
	• 30-50 years old	Persons	58	49	68	53	58	39	51	39
	• Over 50 years old	Persons	4	6	4	5	6	2	9	4
	Manager	Persons	220	222	218	229	185	205	182	194
			442		447		390		376	
	• Below 30 years old	Persons	5	4	1	3	1	2	2	1
	• 30-50 years old	Persons	200	206	200	212	171	192	166	180
	• Over 50 years old	Persons	15	12	17	14	13	11	14	13
	Supervisor	Persons	152	197	152	221	141	180	149	174
			349		373		321		323	
	• Below 30 years old	Persons	10	25	5	25	3	12	2	3
	• 30-50 years old	Persons	138	165	143	186	133	159	138	160
	• Over 50 years old	Persons	4	7	4	10	5	9	6	9
	Officer/Staff	Persons	1747	1423	1832	1380	1869	1194	2,026	1,264
			3,170		3,212		3,063		3,290	
	• Below 30 years old	Persons	747	545	751	493	712	416	776	392
	• 30-50 years old	Persons	963	858	1,037	858	1110	757	1,195	829
	• Over 50 years old	Persons	37	20	44	29	47	21	55	43

GRI	Required Data	Units	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
405-1	Percentage of employees by level and age group²									
	Top Management	%	0.18%	0.00%	0.17%	0.00%	0.13%	0.00%	0.12%	0.00%
			0.08%		0.09%		0.08%		0.07%	
	• Below 30 years old	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	• 30-50 years old	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	• Over 50 years old	%	0.18%	0.00%	0.17%	0.00%	0.13%	0.00%	0.12%	0.00%
	Senior Management	%	1.84%	1.61%	1.85%	1.92%	1.78%	2.17%	1.59%	1.99%
			1.40%		1.88%		1.94%		1.75%	
	• Below 30 years old	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	• 30-50 years old	%	1.12%	0.98%	1.16%	1.19%	1.30%	1.33%	0.98%	1.05%
	• Over 50 years old	%	0.72%	0.62%	0.69%	0.73%	0.48%	0.85%	0.61%	0.94%
	Middle Management⁴	%	2.79%	2.85%	3.10%	3.01%	2.78%	2.48%	2.44%	2.52%
			2.28%		3.06%		2.65%		4.19%	
	• Below 30 years old	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	• 30-50 years old	%	2.61%	2.54%	2.93%	2.75%	2.52%	2.36%	2.08%	2.28%
	• Over 50 years old	%	0.18%	0.31%	0.17%	0.26%	0.26%	0.12%	0.37%	0.23%
	Manager	%	9.88%	11.51%	9.39%	11.90%	8.03%	12.38%	7.41%	11.36%
			8.61%		10.53%		9.83%		15.31%	
	• Below 30 years old	%	0.22%	0.21%	0.04%	0.16%	0.04%	0.12%	0.08%	0.06%
	• 30-50 years old	%	8.98%	10.68%	8.62%	11.01%	7.43%	11.59%	6.76%	10.54%
	• Over 50 years old	%	0.67%	0.62%	0.73%	0.73%	0.56%	0.66%	0.57%	0.76%
	Supervisor	%	6.83%	10.21%	6.55%	11.48%	6.12%	10.87%	6.07%	10.19%
			6.80%		8.78%		8.09%		13.15%	
	• Below 30 years old	%	0.45%	1.30%	0.22%	1.30%	0.13%	0.72%	0.08%	0.18%
	• 30-50 years old	%	6.20%	8.55%	6.16%	9.66%	5.78%	9.60%	5.62%	9.37%
	• Over 50 years old	%	0.18%	0.36%	0.17%	0.52%	0.22%	0.54%	0.24%	0.53%
	Officer/Staff	%	78.48%	73.77%	78.93%	71.69%	81.16%	72.10%	82.49%	74.05%
			61.78%		75.65%		77.23%		79.03%	
• Below 30 years old	%	33.56%	28.25%	32.36%	25.61%	30.92%	25.12%	31.60%	22.96%	
• 30-50 years old	%	43.26%	44.48%	44.68%	44.57%	48.20%	45.71%	48.66%	48.56%	
• Over 50 years old	%	1.66%	1.04%	1.90%	1.51%	2.04%	1.27%	2.24%	2.52%	
Parental leave										
401-3	Total number of employees that were entitled to parental leave	Persons	0	1,467	1,764	1,501	524	268	367	1,724
			1,467.00		3,265.00		792		2,091	
	Total number of employees that took parental leave	Persons	0	57	42	54	58	32	54	38
			57		96		90		92	
Total number of employees that returned to work after parental leave ended	Persons	30	56	42	53	58	28	53	25	

GRI	Required Data	Units	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
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	Persons	25	48	41	49	34	15	48	14
	Return to work rate of employees that took parental leave	%	52.60%	98.25%	100.00%	98.15%	100.00%	87.50%	98.15%	65.79%
	Retention rate of employees that took parental leave	%	43.90%	84.21%	97.62%	90.74%	58.62%	46.88%	36.92%	36.84%
	Total number of employees that took maternity leave	Persons	No data	No data	No data	No data	No data	No data	0	38
	Total number of employees that returned to work after maternity leave ended	Persons	No data	No data	No data	No data	No data	No data	0	25
	Total number of employees that returned to work after maternity leave ended that were still employed 12 months after their return to work	Persons	No data	No data	No data	No data	No data	No data	0	14

Employees training

404-1	Number of hours of training per year per employees by level									
	Total average hours of training employees	Hour/ employees/ year	16.58	19.13	19.34	16.78	8.30	15.32	11.09	10.18
			17.86		18.06		11.22		10.72	
	• Board of Directors	Hour/ employees/ year	22.13	7.67	11.5	14.33	0	0	1.00	0.00
	• Top Management (Vice President level and higher to Chief Executive level)	Hour/ employees/ year	87.09	87.22	33.55	23.81	1.64	5.47	18.00	2.62
	• Junior Management (Manager level and higher to Assistant Vice President level)	Hour/ employees/ year	37.68	37.19	28.99	32	6.41	17.44	2.60	1.58
	• Operation (Deputy Manager level and lower)	Hour/ employees/ year	14.2	15.08	18.95	15.17	8.49	15.49	11.88	11.68

Performance and career development reviews of employees

404-3	Percentage of total employees who received a regular performance and career development review by employees category									
	Percentage of total employees who received a regular performance and career development review	% of total employees	46.40%	41.29%	47.78%	41.14%	55.52%	39.74%	59.00%	41.00%
			87.69%		88.92%		95.26%		100.00%	
	• Top Management	% of total employees	N/A	N/A	0.05%	0.00%	0.08%	0.00%	0.07%	0.00%

GRI	Required Data	Units	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
404-3	• Senior Management	% of total employees	0.91%	0.70%	1.06%	0.85%	1.03%	0.91%	0.94%	0.82%
	• Middle Management	% of total employees	1.40%	1.32%	1.65%	1.32%	1.56%	1.03%	1.44%	1.03%
	• Manager	% of total employees	4.98%	5.22%	5.03%	5.21%	4.64%	5.17%	4.37%	4.66%
	• Supervisor	% of total employees	3.37%	4.45%	3.35%	4.93%	3.48%	4.46%	3.58%	4.18%
	• Officer	% of total employees	35.74%	29.60%	36.64%	28.83%	44.73%	28.16%	48.59%	30.31%
Child Labor										
408-1	Number of projects that are considered to be at risk of child labor	Projects	No data	No data	No data	No data	0	0	0	0
	Number of suppliers and contactors considered to be at risk of child labor	Persons	No data	No data	No data	No data	0	0	0	0
Force Labor										
409-1	Number of projects that are considered to be at risk of force labor	Projects	No data	No data	No data	No data	0	0	0	0
	Number of suppliers and contactors considered to be at risk of force labor	Persons	No data	No data	No data	No data	0	0	0	0
Human Rights										
412-2	Total number of training hours Employees' human rights policies/processes at all levels	Hours	No data	No data	No data	No data	No data	No data	327	193

Remarks :

1. In 2021, handicapped employees totalled 42
2. Board of Director numbers have not been included in the total number of employees.

GRI	Required Data	Units	Years							
			2018		2019		2020		2021	
			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	1,433	3,228	1,672	1,171
403-9	Number of fatalities as a result of work related injuries	Persons	0	0	0	0	0	0	0	0
	Rate of fatalities as a result of work-related injuries	Persons per 200,000 working hours	0	0	0	0	0	0	0	0
	Number of high-consequence work-related injuries resulting in disability (excluding fatalities)	Persons	N/A	N/A	0	0	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	0	0	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	0	0	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	0.99	1	0	0	0	0	0	0
	Number of work-related injuries not resulting in absences from work	Persons	N/A	N/A	N/A	N/A	20	68	15	139
	Rate of work-related injuries not resulting in absences from work	Persons per 200,000 working hours	1.08	1	1	0.53	2.19	0.92	1.49	
	Total number of hours worked	Hour/year	N/A	N/A	N/A	N/A	7,601,280	6,197,760	3,250,368	18,677,160

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.

GRI

Content Index

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omission / Remark	
General Disclosure				
GRI 102 : General Disclosures 2016	Organizational profile			
	102-1	Name of the organization	6	
	102-2	Activities, brands, products, and services	2021 Annual Report Page 28-34	Disclose in Annual Report
	102-3	Location of headquarters	2021 Annual Report Page 25	Disclose in Annual Report
	102-4	Location of operations	2021 Annual Report Page 34	Disclose in Annual Report
	102-5	Ownership and legal form	2021 Annual Report Page 18-21	Disclose in Annual Report
	102-6	Markets served	2021 Annual Report Page 18	Disclose in Annual Report
	102-7	Scale of the organization	2021 Annual Report Page 34-38, 101, 123-127	Disclose in Annual Report
	102-8	Information on employees and other workers	90-91	
	102-9	Supply chain	38	
	102-10	Significant changes to the organization and its supply chain	7	
	102-11	Precautionary Principle or approach	26-27	
	102-12	External initiatives	2021 Annual Report Page 64, 94-95	Disclose in Annual Report
	102-13	Membership of associations	2021 Annual Report Page 111, 261	Disclose in Annual Report
	Strategy			
	102-14	Statement from senior decision-maker	3-4	
	102-15	Key impacts, risks, and opportunities	26-27	
	Ethics and integrity			
	102-16	Values, principles, standards, and norms of behavior	21	
	Governance			
102-18	Governance structure	2021 Annual Report Page 89	Disclose in Annual Report	
102-30	Effectiveness of risk management process	25		
102-32	Highest governance body's role in sustainability reporting	16-17		

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omission / Remark
GRI 102 : General Disclosures 2016	Stakeholder engagement		
	102-40 List of stakeholder groups	10-11	
	102-41 Collective bargaining agreements	-	Information is not available. Sansiri currently does not collaborate with trade union to establish collective bargaining agreements.
	102-42 Identifying and selecting stakeholders	9	
	102-43 Approach to stakeholder engagement	10-11	
	102-44 Key topics and concerns raised	10-11	
	Reporting Practice		
	102-45 Entities included in the consolidated financial statements	2021 Annual Report Page 151 - 172	Disclose in Annual Report
	102-46 Defining report content and topic Boundaries	10 - 11	
	102-47 List of material topics	18	
	102-48 Restatements of information	90-97	
	102-49 Changes in reporting	6	
	102-50 Reporting period	6	
	102-51 Date of most recent report	6	
	102-52 Reporting cycle	6	
	102-53 Contact point for questions regarding the report	102	
	102-54 Claims of reporting in accordance with the GRI Standards	17	
	102-55 GRI content index	98-101	
	102-56 External assurance	N/A	This report is not externally assured.
GRI 103 : Management Approach 2016	Management approach disclosures		
	103-1 Explanation of the material topic and its Boundary	16 - 18	
	103-2 The management approach and its components	3 - 4	
	103-3 Evaluation of the management approach	13 - 14	
Transparency, Anti-corruption Practices, and Business Ethics			
GRI 205 : Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	82	
	205-3 Confirmed incidents of corruption and actions taken	82	
Risk and Crisis Management			
GRI 201 : Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	2021 Annual Report Page 69	Disclose in Annual Report

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omission / Remark
Supply Chain Management			
GRI 308 : Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	81	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	81-82	
Environmental Management System and Eco-efficiency			
GRI 303 : Water and Effluents 2018	303-1 Interactions with water as shared resource	46	
	303-2 Management of water discharge-related impacts	46	
	303-3 Water withdrawal	84	
	303-4 Water discharge	85	
	303-5 Water consumption	85	
GRI 306 : Waste 2020	306-1 Waste generation and significant waste-related	47	
	306-2 Management of significant waste-related impacts	48	
	306-3 Waste generated	86	
	306-4 Waste diverted from disposal	86	
	306-5 Waste directed to disposal	86	
Resource Conservation, Resource Efficiency and Low Carbon Society			
GRI 301: Materials 2016	301-1 Materials used by weight or volume	86-87	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	84	
	302-4 Reduction of energy consumption	58	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	88	
	305-2 Energy indirect (Scope 2) GHG emissions	88	
	305-3 Other indirect (Scope 3) GHG emissions	88	
Human Resource Management			
GRI 401: Employment 2016	401-1 New employees hires and employee turnover	92	
	401-3 Parental leave	94-95	

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omission / Remark
GRI 403 : Occupational Health and Safety 2018	403-1 Occupational health and safety management system	62	
	403-2 Hazard identification, risk assessment, and incident investigation	62, 64	
	403-3 Occupational health services	62	
	403-4 Worker participation, consultation, and communication on occupational health and safety	62	
	403-5 Worker training on occupational health and safety	63	
	403-6 Promotion of worker health	62	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	65	
	403-8 Workers covered by an occupational health and safety management system	97	
	403-9 Work-related injuries	97	
GRI 404 : Training and Education 2016	404-1 Average hours of training per year per employee	95	
	404-2 Programs for upgrading employee skills and transition assistance programs	66-69	
	404-3 Percentage of employees receiving regular performance and career development reviews	95-96	
Human Rights			
GRI 405 : Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	93-94	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	96	
Corporate Citizenship/ CSR			
GRI 201 : Economic Performance 2016	201-1 Direct economic value generated and distributed	81	
GRI 203 : Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	76-78	

Readers' Opinion Questionnaire:

Your comments on this "Sustainability Report 2021" will be directed to further improve and broaden the report in the coming years.
Thank you for your cooperation.

**Please scan the QR Code
to answer the questionnaire.**



Contact channel

For more information, please contact

Sustainability Development Department Office of the President
Sansiri Public Company Limited (Head Office)

59 Soi Rim Klong Phra Khanong Phra Khanong Nuea,
Watthana, Bangkok 10110

Telephone: +66 (0) 202 77 888

Email: sustainability@sansiri.com