



SUSTAINABILITY
#Everyday Better

Sustainability Report 2022

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CEO Message

In the aftermath of the COVID-19 pandemic throughout 2022, Sansiri was well aware of its role and mission as an operator in the real estate sector participating in the recovery of the country's economy and society. Therefore, the Company has established sustainable business practices under the "STEP BEYOND" strategy to lead the organisation to grow stronger and sustainably in all dimensions alongside Thai society. And this was not limited to helping to resurrect the housing business and generating strong performance in the economic dimension, but also encouraging the aspiration in the social and environmental dimensions. This was done through giving importance to stakeholders under "YOU-Centric" concept that focuses on people as the nucleus in the organisation's crucial drive forward, and thus has moved ahead to determine the business direction to create a turning point, and to solve the environmental crisis sustainably – with an announcement of the goal to become a Net-zero emission organisation by 2050.



With the determination to be a righteous organisation in the private sector with responsibility towards society and environment, we adhere to the reliable and sustainable business approach according to the “Sansiri Sustainability Mission” policy, which illustrates our stance in developing quality real estate projects and fulfill the changing needs of the world according to the 3P mission, as below

PROFIT

Sansiri places great importance on conducting the business with transparency and proper ethics under the framework of good corporate governance which is the appropriate launching point towards a solid growth of the organisation while initiating the modification in the work system in the construction industry, along with the development of innovations that incorporates the “Green Mission” concept into the work process, housing design and service proposals as the crucial factors in the organisation’s drive towards the mission to fulfill the consumers’ satisfaction and the expectations of stakeholders in different sectors as businesses that cooperate to tackle the global-warming issues.

PEOPLE

Sansiri recognises the opportunity to conduct the business together with social development to help reduce the inequality and improve the lives of people in the community, with the aim to ensure that Sansiri’s real estate development projects coexist and progress along with the surrounding communities, while not neglecting the quality of life of construction workers’ families, especially in regard to human rights and equality issues. In addition, Sansiri promotes equal opportunity for children and youth through the initiation of the “Zero Dropout” project, by motivating the awareness of how to solve problems in the education system together with the project to construct an education centre for special children with which Sansiri has built on its expertise in the construction field for the benefit of those who are still in a vulnerable situation.

PLANET

Sansiri is determined to move forward with the “Green Mission” through a strategic process that sets the standard for environmental management, starting by becoming a member of “Thailand Carbon Neutral Network” and the project to expand the carbon-offsetting activities to support the voluntary “Thailand Carbon Offsetting Programme (TCOP)”, already in its ninth year, with the focus on the overall housing design process and the control of emissions that may harm the planet. Sansiri develops residential projects with the aim to use renewable or clean energy, and fostering environmentally-friendly technologies, including Solar Panels, EV Charger and waste management systems in the effort to make the life of Sansiri residents to be in harmony with nature as much as possible.

Until the present, we are keen to develop residential projects together with delivering sustainable values to society. This is because a house is the starting point of being a home for everyone. We believe that the cooperation with other sectors throughout the past year has created a great change for the planet, including the support to achieve the “United Nations Sustainable Development Goals (SDGs)” for the upcoming generations with all family members of every age group having good times together.



Srettha Thavasin
CEO

VISION AND MISSION

VISION

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

MISSION

- Create quality residential products that cover every segment.
- Provide integrated living solution for our customers through products and services.
- Understand and balance the needs of all the stakeholders (4 pillars: customer, society, staff, and shareholder).
- Apply sustainability philosophy in our products, services, and work processes.



ABOUT THIS REPORT

With the determination to grow solidly and sustainably in every dimension, Sansiri Public Company Limited has set the strategy and direction of business operation towards sustainability and has always operated in a sustainable manner. Therefore, Sansiri has determined to produce the Sustainability Report annually with the “2022 Sustainability Report” presenting the information on sustainability that has been input on the database with the same standard procedure covering the operations of the business units, namely, Sansiri Public Company Limited, Plus Property Company Limited, Sansiri Precast Factory, The Peri Hotel, The Standard Hotel, and Habito Mall, with coverage period from 1st January to 31st December 2022 in line with the fiscal year timeframe and to disseminate this Sustainability Report according to the company’s annual document publication period.

The details from all business units audited can be found in the 2022 Annual Report under the topic of Financial Statements. The scope of the 2022 Sustainability Report has been adapted to include the report covering The Standard Hotel business unit that has started operations in December 2021.

This report has been prepared in accordance with the reporting standards of the “Global Reporting Initiative (GRI) Standards – Revision 2021”, and linked its performance in response to the United Nations Sustainable Development Goals (SDGs) in all important materiality.





SANSIRI'S VALUE CHAIN AND STAKEHOLDER

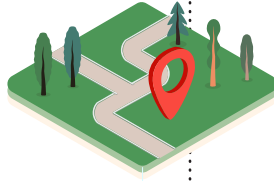
Effective value chain management is one of the key factors in promoting the operational efficiency and sustainable growth of businesses. Sansiri therefore analyses the value chain, from upstream activities such as acquisition of quality land to downstream activities providing after-transfer services. This is to identify opportunities and mitigate any risks that may arise from its business operations, in collaboration with all stakeholders involved in the supply chain.

Sansiri, as a leading player in the real estate industry, deliver products and services that cater to the demands of the residential market. The company operates businesses in considerations of social and environmental responsibility and adheres to principles of good corporate governance. It leads to a strong foundation that enables capacity's building of its business partners and customers, while promoting sustainable growth for all.

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. Customers, Lessees and Residents | 4. Community and society |
| 5. Government Agencies | 6. Business competitors |

4 TRANSFER OF HOUSES/ CONDOMINIUM UNITS TO CUSTOMERS

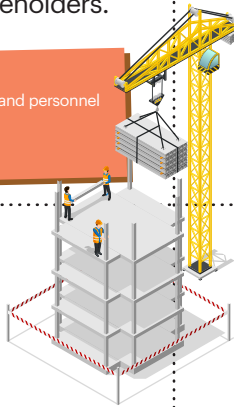
- Assistance in obtaining loan from banks.
- Inspection of house/ condominium units and any corrective work.
- Transfer of ownership.

Stakeholders

1. Management executives and personnel
2. Customers, Lessees and Residents
3. Government Agencies
4. Business partners and contractors

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 |
| 3. Community and society | 4. Business partners and contractors |
| 5. Government Agencies | |

5 LES 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. Management executives and personnel | 2. Customers, Lessees and Residents |
| 3. Business partners and contractors | 4. Business competitors |

3 DESIGN AND PROJECT DEVELOPMENT PREPARATIONS

- Project design conceptualization 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. Customers, Lessees and Residents | 4. Community and society |
| 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. Management executives and personnel
2. Customers, Lessees and Residents
3. Business partners and contractors

STAKEHOLDER ENGAGEMENT





Sansiri and subsidiary companies operate with a strong commitment to ethical business practices and responsibility to all stakeholders throughout the value chain. Therefore, the Company places a strong emphasis on listening to and understanding the concerns and opinions of stakeholders which allow Sansiri to appropriately conduct business that consistently meets its stakeholder's expectations. As a result, it creates opportunities to strengthen long-term relationships, enhance satisfaction, while reducing risk of potential conflicts, and drive the business to success with stability.







Sansiri's Stakeholder Policy outlines a procedure for classifying and analysing stakeholders along the business value chain. The Company identifies issues and needs of its stakeholders towards the organisation through stakeholder's survey on concerns and expectations related to impacts from business operations. Sansiri's stakeholders are prioritised based on the important factors in accordance with relationship, role, and influence on businesses which finally assessed and categorised into seven critical groups. The management approaches are placed to appropriately response to their expectations and the results of stakeholder's analysis are also applied to identify Sansiri's sustainability materiality.

Sansiri's internal and external stakeholder engagement process is a crucial aspect of company's strategy for bringing stakeholders' opinions and feedback into consideration. The three primary stakeholder groups include investors and shareholders, management executives and personnel, and customers, lessees and residents respectively. Through this engagement process, Sansiri is able to develop responsive approaches that directly address the diverse interests of its stakeholders. Additionally, the company regularly reports on its engagement with stakeholders to the Board of Directors and communicates updates on its performance to the stakeholder groups, promoting understanding towards the business operations.



List of Stakeholder Groups	Approach to Stakeholder Engagement & Frequency	Key Topics, Concerns & Expectations raised	Responses to Concerns & Expectations
Investors & Shareholders 	<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.  <ul style="list-style-type: none"> • Regular project visits. • Regular meeting with analysts, investors, and fund managers. 	<ul style="list-style-type: none"> • Realise of Sustainability Trend in business direction. • Adhere to good governance and anti-corruption. • Managing risks systematically. • Being organisation that cares for environment. • Capability to adapt to the changes occurred at present circumstance. 	<ul style="list-style-type: none"> • Study & choose to invest in businesses that emphasise and give importance to global sustainability. • Operation's compliance auditing based on identified corporate governance and anti-corruption. • Risk management plan by unit's Risk Representative and regularly reporting on progress. • Announce target and environmental management towards Net-Zero emission by 2050. • Market analysis and strategy to quickly response in anticipation of after Covid-19 situation.
Management Executives & Personnel 	<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"> • Care for employee's wellbeing, health and safety working environment. • Opportunity to grow in specific field of work. • Human resources management in compatible with business strategy. • Creation of employee's awareness in integrity mindset and job responsibility. • Listen to innovative ideas and opinions from employees. 	<ul style="list-style-type: none"> • Occupational, Health and Safety management while providing appropriate welfare according to situations. • Performance evaluation (KPI) and employee's learning & development plan in different channels i.e. Sansiri Learning Hub, Leadership Programs. • Set up HR's Business Partner working with business units to establish HR strategy to handle business challenges. • "Employee Thriving Survey" to understand the drivers behind employee's work for HR management plan. • Encourage experiences sharing across the fields among employees though the designed co-working space.

List of Stakeholder Groups	Approach to Stakeholder Engagement & Frequency	Key Topics, Concerns & Expectations raised	Responses to Concerns & Expectations
Customers, Lessees & Residents 	<ul style="list-style-type: none"> Take customer satisfaction survey every time throughout the operation process, before and after ownership transfer. Home Service Application to regularly inform customers of information & benefits. Sansiri Call Centre 1685. Plus Call Centre 026887555. 	 <ul style="list-style-type: none"> Handle complaints and suggestions effectively & quickly. Quality of product & services before and after ownership transfer and fast-response after-sales services. Project security. Provide product information through both online & offline channels. Development of innovation & technology providing comfortability in future living. 	<ul style="list-style-type: none"> Voice of Customer" satisfaction's assessment and Call Centre accepting claims transferred to responsible functions for corrective action. "TOTAL LIVING SOLUTION" service to take care of customers continuously from prior to purchase to end of residency. Sansiri Security Inspection" (SSI) takes care of residents' security 24/7SSI. Virtual Tour as alternative for project's visitor and experiential living journey for Sansiri Family. Energy efficiency innovation for home residence including clean energy/technology solution.
Community & Society 	<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"> Promote operations in educational and sport development for youth. Communication of CSR projects and activities. Communities Development. 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"> Successfully launch the "Zero Dropout" in its 1st year and continue to run "Sansiri Academy" football training for the 16th year. Communicate CSR projects to medias and make change on educational issues. Allocate budget to improve people's quality of life in the communities surrounding business operating areas. Strictly comply with the environmental impact regulations and organise a community relations unit to process opinions. Introduce "Sansiri Backyard" green areas at all projects.

List of Stakeholder Groups	Approach to Stakeholder Engagement & Frequency	Key Topics, Concerns & Expectations raised	Responses to Concerns & Expectations
Business Associates & Partners 	<ul style="list-style-type: none"> • Open cg@sansiri.com to receive complaints and suggestions. • Organise “Annual Quality Day” to foster relationship.  <ul style="list-style-type: none"> • Post business cooperation information through www.sansiri.com, Call Centre 1685.	<ul style="list-style-type: none"> • Increase in attention on environmental impacts and management in real estate industry. • Innovation & technology developed in collaboration and shared with partners. • Efficient construction project management and correct working procedure. • 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"> • Establish most environmentally friendly standards of procurement in aligned with Green Procurement Policy. • Collaboration with suppliers to improve and create eco-friendly products and services to society. • Occupational safety practices such as Safety Talk, Safety Walk at the construction sites. • Arrange for the signing of the Supplier Code of Conduct agreement. • Knowledge sharing & activities on waste management and coordinated with contractors to promote well-being of workers in project’s areas.
Government Agencies 	<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"> • Business operations that create shared value to the society in economic, social, and environmental dimensions to build communities’ trust at where it operated. • Compliance with the law. • Disclosure of accurate, transparent, and verifiable information. • Completeness of the Environmental Impact Assessment report.	<ul style="list-style-type: none"> • Utilise Sansiri’s resources and expertise to develop communities and support the vulnerable groups. • Submit Environmental Impact Assessment report before commencing the project. • Submit Environmental Quality Measurement results before commencing project, every 6 months. • Guideline for preparation of the EIA report in accordance with specified criteria.
Business Competitors 	<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"> • here to, and apply, code of ethics to ensure fair competition.



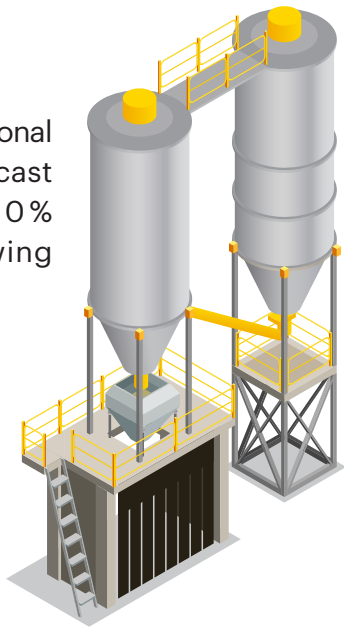
SUSTAINABILITY HIGHLIGHTS



Better Care of Environment

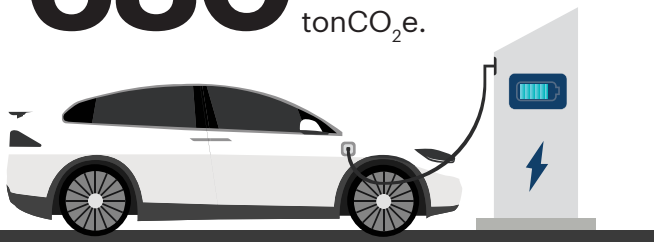
Dust control in operational areas of Sansiri Precast Factory met 100% performance following standard criteria

100%



A total of **400 single-detached** houses were installed with EV chargers, in equivalent to the reduction in greenhouse gases emission of

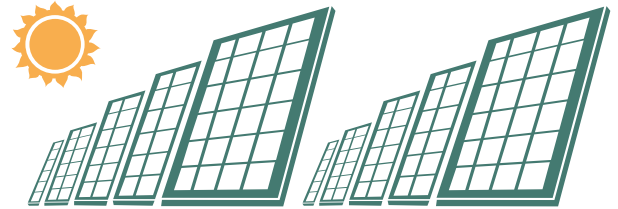
680 tonCO₂e.



GREEN INNOVATION

Already invested more than

120 million baht
in Green Innovations.



More than **700** Sansiri single-detached house were installed with Solar panels cells and capable of producing a total of **1,998,400 kWh**, or equivalent to the reduction in greenhouse gases emission of

999
tonCO₂e.



waste to
WORTH

project was able to reduce waste by **11%** from 2021 and separate **1,175** tons or **42%** of recycleble waste.

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





Better Care of Social

With “**Live Equally**” welfare that accepted individual’s Diversity and Inclusion, marriage leave benefits were granted to same-sex couples under the same principles as all other marriages.

Sansiri together with World Vision Foundation of Thailand conducted knowledge sharing on labour rights to workers in the construction sector for the initial

10 Sansiri pilot camps.



Employees attended potential development training for a total of

51,995 hours.



Through “Zero Dropout: All Children Go to School” initiative, 100 million baht funds were raised through Sansiri bonds to support children who are at risk of dropping out of the education system to continue studying, in total of

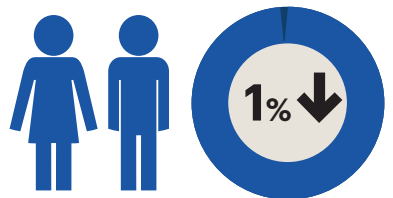
907 students.



The children’s football training programme at Sansiri Academy has been running for 16 years with a total of more than

10,000 participants.

Employee turnover rate decreased by **1%** compared to 2021.



Sansiri has joined with **8** bank partners in initiating a mortgage program to home ownership for diverse life (LGBTQ+) partners.



Board of Directors, executives,
and employees were trained in
the anti-corruption courses covering 100%
and all attendants or equivalent of

100% passed the test.

Better Care of Governance



Reduced project procurement
costs by **568** million baht,
exceeding the target by

13%

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

0



Assessment on Customer
Satisfaction Score is

88.81%

SANSIRI MATERIALITY

Sustainability Materiality Assessment

In conducting and reporting on Sustainability, Sansiri has assessed and prioritised the material sustainability issues, taking into account the effects that have occurred or may occur in relation to stakeholders, including the expectations of stakeholders in various dimensions, namely, economic & corporate governance, environmental, and social. This Report also covers the impact on human rights, with Sansiri's material sustainability assessment process include the following steps:



ENVIRONMENT



SOCIAL



GOVERNANCE



1. Identification of impacts and material issues concerning sustainability – Sansiri identifies both positive and negative impacts that have occurred or may arise from Sansiri’s business operations whose main business is real estate, by studying international sustainability trends, the operations of the Company involving the real estate business group both domestically and internationally, as well as recommendations and expectations of stakeholders.

2. Assessment of impacts and key sustainability issues – Sansiri assesses the level of identified impacts, both positive and negative, in economic, social and environmental dimensions on seven groups of Sansiri stakeholders, namely, suppliers and contractors, employees, government agencies and regulatory agencies, customers, society and communities, shareholders, and investors, by conducting a survey through a questionnaire on expectations and concerns about the impacts of the operations on those groups of stakeholders.

3. Prioritisation of impacts and importance of material sustainability issues – Sansiri considers and compares the importance of sustainability issues as obtained from the analysis and consideration of the impacts that the stakeholders expect and are concerned about, and examines the key issues with external experts by considering the consistency with the real estate business model before presenting the report to the Corporate Governance and Sustainability Committee to review and approve the material issues that are to be published in the Annual Sustainability Report and the Company’s website.

4. Improvement in Sustainability Reporting – Sansiri provides opportunities for stakeholders to recommend and provide suggestions on Sansiri’s operations and on the Sustainability Report through various channels, and takes into account the opinions of stakeholders and discuss them with top management to review the operations on sustainability that respond to stakeholder expectations, and to review and update the economic, social and environmental impacts caused by Sansiri’s operations. Sansiri also plans to have the Sustainability Report corroborated by external agencies in the future.



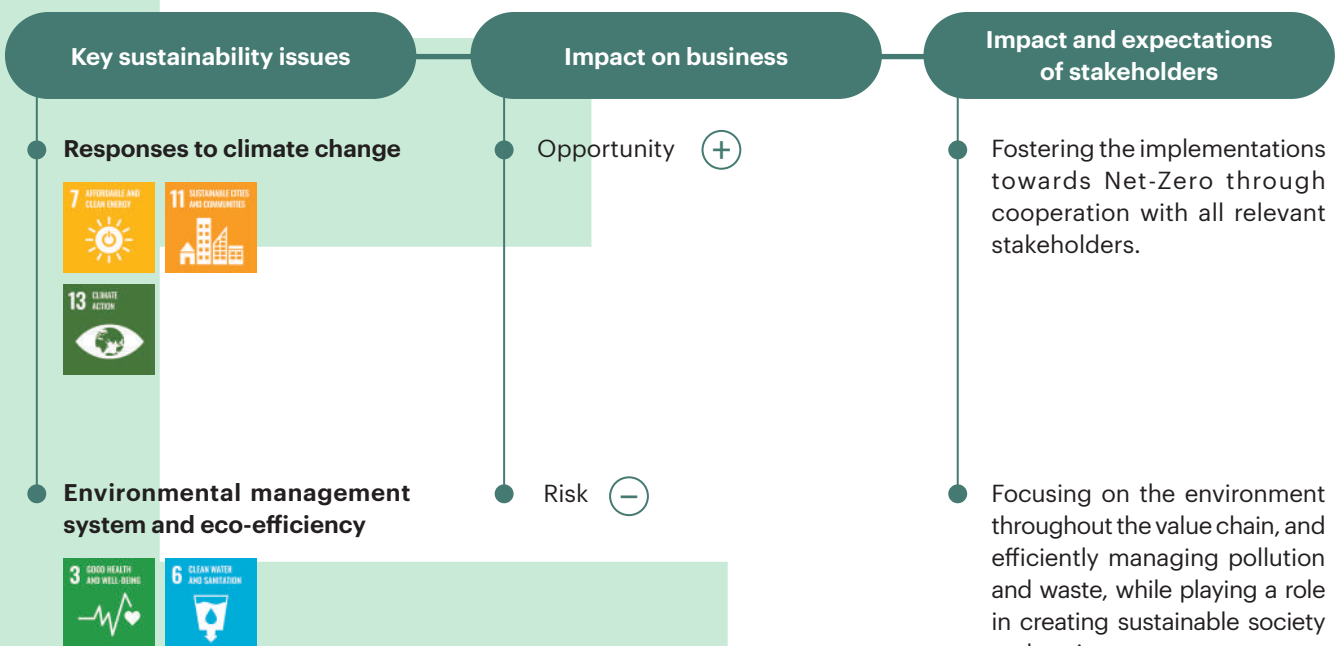
Sansiri's Key Sustainability Issues

Sansiri's key sustainability issues for the year 2022 consisted of 11 issues covered in three dimensions, namely:



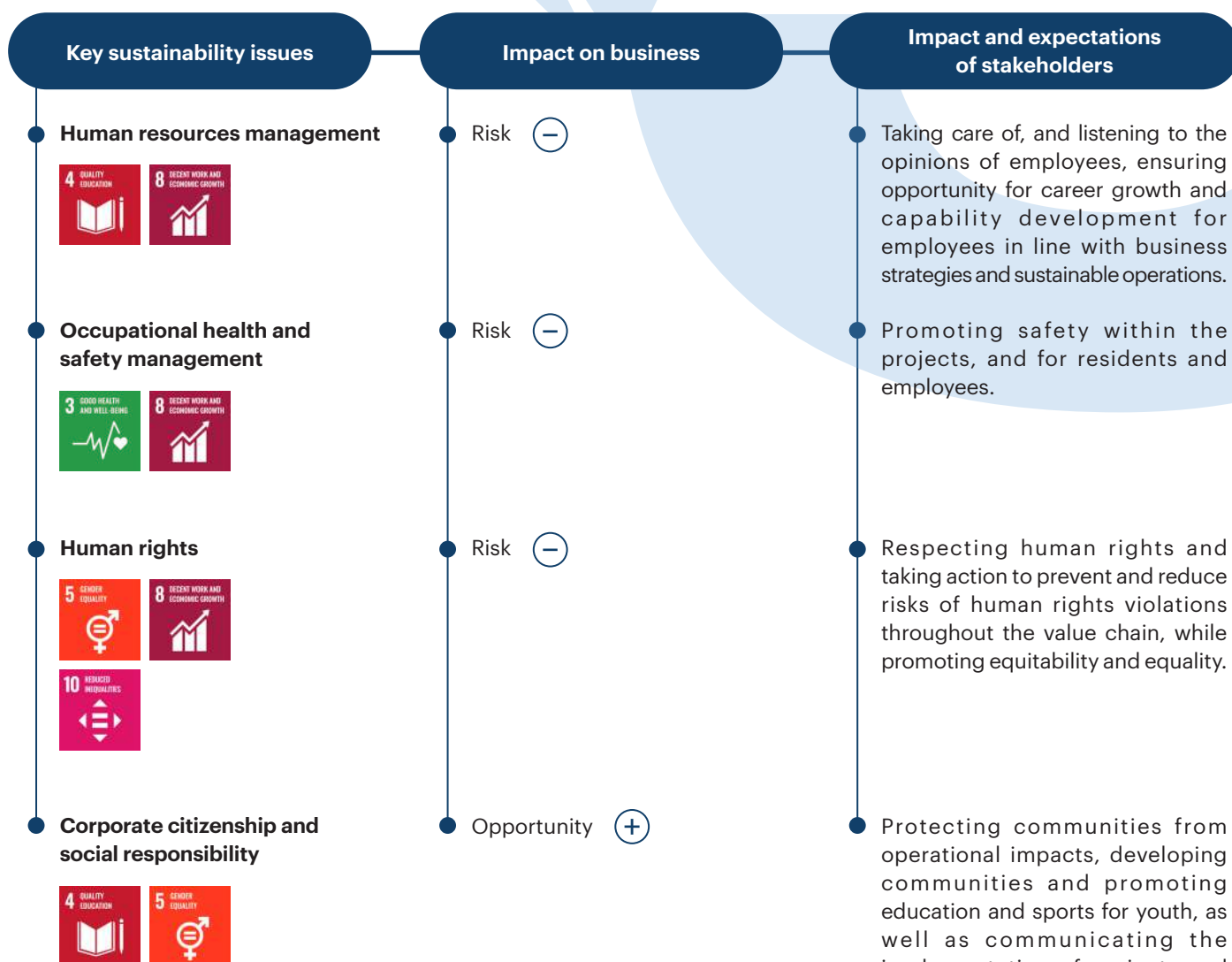
ENVIRONMENT

BETTER CARE OF ENVIRONMENT



SOCIAL

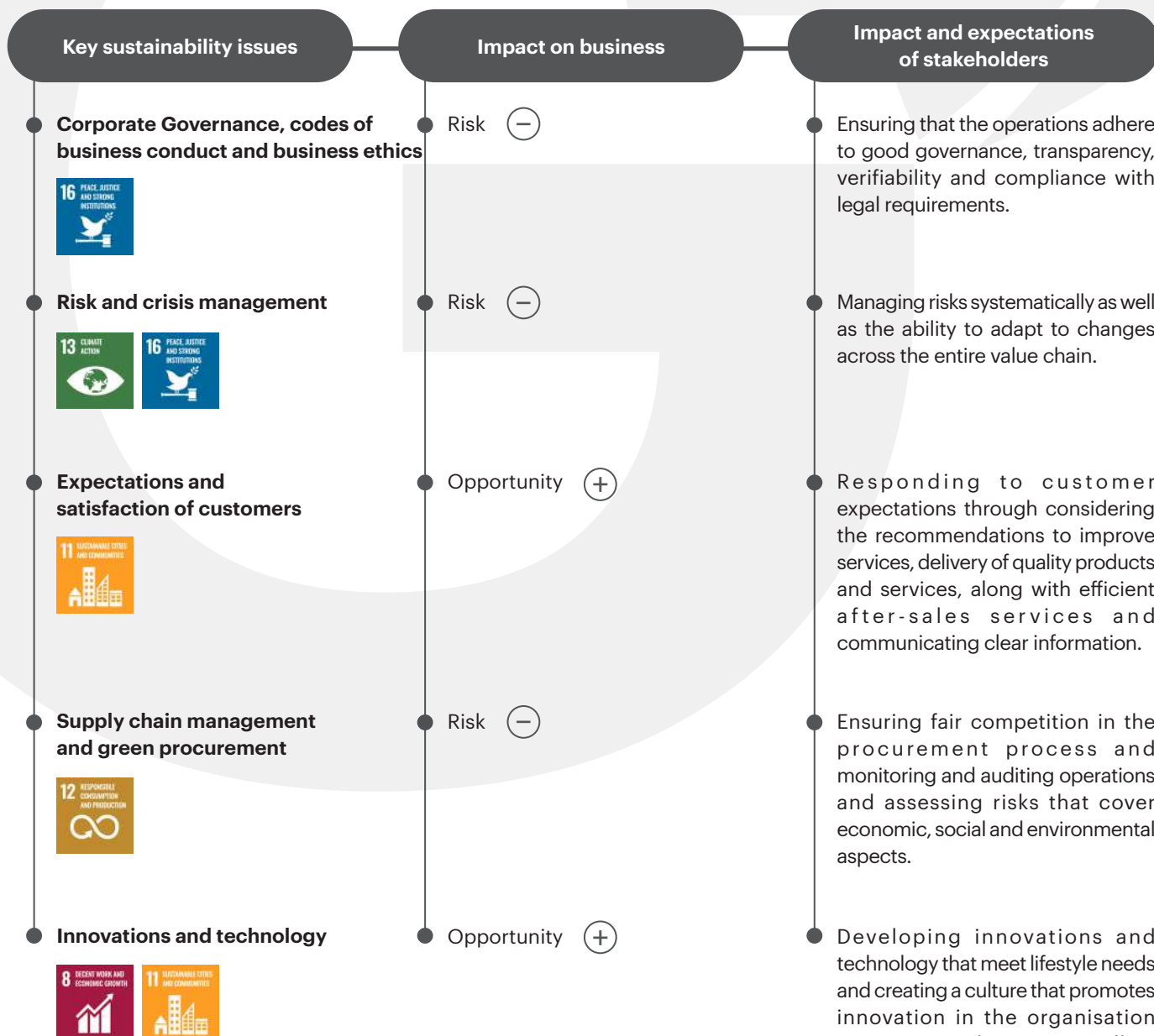
BETTER CARE OF SOCIAL





GOVERNANCE

BETTER CARE OF GOVERNANCE

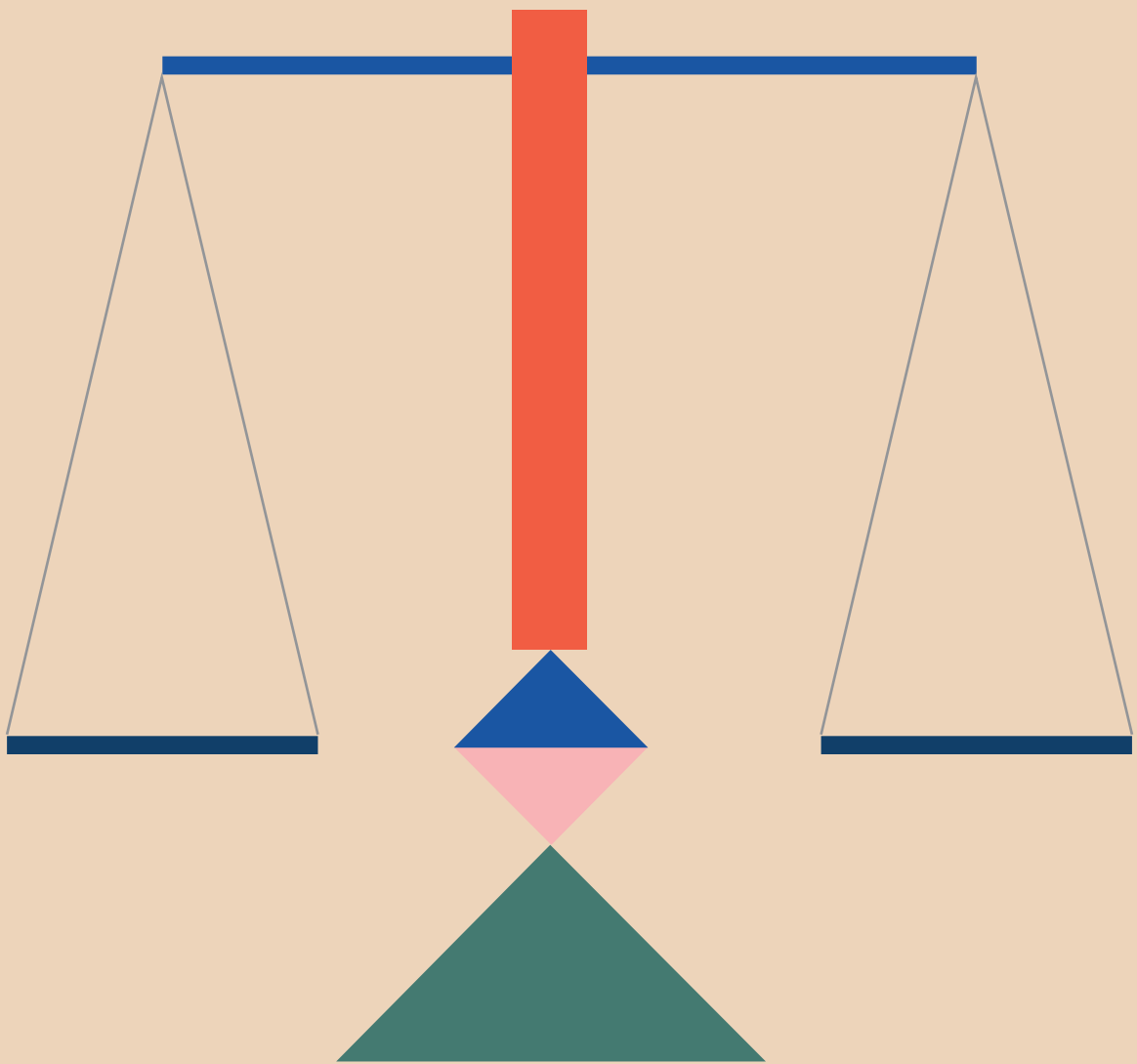




In 2022, a crucial sustainability issue was added to the 2021 list, which being “innovation & technology”. This was a result of the increasing importance of innovation and technology and the higher impact on stakeholders, especially on the customers. In addition, there was also a change in the grouping of issues. In the environmental dimension, “environmental management” was combined with the “efficient use of resources”. The “responses to climate change” issue was reassigned as a separate issue. At the same time in the “social dimension”, the “human resources management” issue was separated from “occupational health and safety management” issue because the impacts of those issues are different, thus their management also needed to be distinct.



Economic



CORPORATE GOVERNANCE, CODES OF BUSINESS CONDUCT AND BUSINESS ETHICS



The management of business operations that are efficient, transparent, verifiable and accountable to all stakeholders is the practice that an organisation needs to adhere to as the foundation for the business operation. Sansiri recognises the importance of a good corporate governance structure and the system to foster confidence and trust from both internal and external stakeholders that Sansiri's operations will not lead to violations against individuals, juristic persons or stakeholders in other sectors that would negatively affect the society, community and the environment as a whole.

Sansiri is also committed to combating corruption, which is considered to be a serious threat that will destroy free access and fair competition as expected of suppliers and allies in their business dealings with Sansiri, although this issue remains a risk that the Company has to deal with. Therefore, Sansiri intends to put in place an established standard and norm for business operations and in the treatment of shareholders, customers, suppliers, and stakeholders with fairness and transparency based on the responsibility towards the economy, society and the environment – an important factor that promotes long-term business value-creation along with building good relationships with all groups of stakeholders with integrity and commitment to combat corruption in all dimensions of the organisation.

Management Approach

Sansiri is determined to conduct business in accordance with good corporate governance and business ethics which serve as the foundation for the development and the sustainable growth of the Company. This is done by formulating a policy to govern corporate governance, business ethics and various practices according to the principles of good corporate governance, along with the corporate governance structure and the system that focuses on transparent business operations, with checks and balances, and information disclosure mechanisms that can be verified. This policy has been adapted to apply to operations at all levels, from the Board of Directors, executives and all employees of Sansiri to ensure that the operations of the Company comply with laws, regulations and various standards issued by relevant government agencies and regulatory bodies.

Under the framework of good corporate practices according to the corporate governance and code of ethics policy, Sansiri has established guidelines for the discharge of duties and business decision-making of directors, executives and employees disseminated in the "Corporate Governance and Code of Ethics Handbook" and also putting in place an internal control system that focuses on the control of the internal work process and internal audit of the compliance with the code of conduct of various departments according to the criteria set by the Company. The handbook and the internal control system will be reviewed and/or revised annually to ensure that the guidelines remain applicable in the prevention of recurring harmful incidents and to always be relevant to the prevailing situation.

Corporate Governance and Code of Ethics Handbook can be read in details at Sansiri's website
<https://www.sansiri.com/thai/corporate-governance>

Anti-Corruption

Sansiri has devised and enforced the "Anti-Corruption Policy" in order to comply with good corporate governance principles and to prevent all forms of corruption through the

prescription of a set of guidelines for employees at all levels from directors, executives to all employees of the Company. The policy covers all activities related to Sansiri's operations including the definition of roles and responsibilities and operating procedure in accordance with this policy.

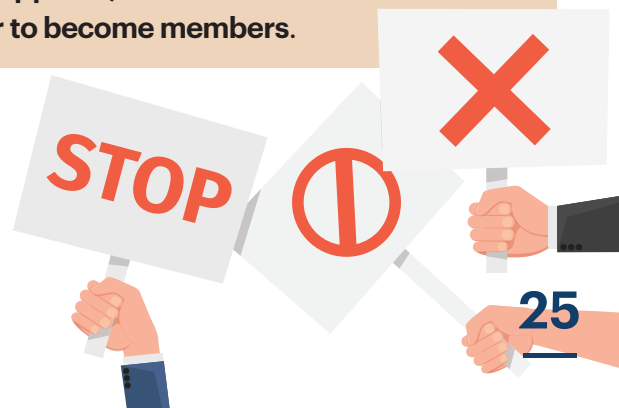
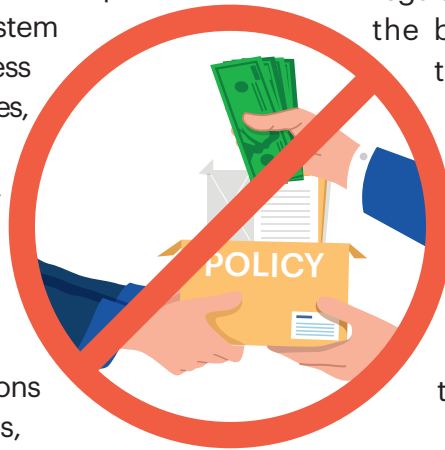
At the same time, Sansiri requires regular assessment of corruption risks in the business processes to ensure transparency in its operations.

The Corporate Governance and Sustainability Committee and the Audit Committee are responsible for the implementation and verification of all anti-corruption activities.

The Company also ensures that there are regular communications

on, and the adherence to, anti-corruption principles throughout all levels of the organisation, while requiring employees to acknowledge and sign off to conform these correct practices. Also, the Company requires the evaluation and review of the anti-corruption measures on a regular basis, to be presented to the Board of Directors for consultation on further development and revisions of the policies and guidelines as needed.

Sansiri has joined the anti-corruption network by declaring its intention to join the private sector's Collective Action against Corruption (CAC) in 2018 and has since been accepted as a bona fide member continuously until at present. In addition, Sansiri has communicated the Company's anti-corruption policy to all of its new suppliers, while encouraging Sansiri's suppliers or business partners to join the collective action coalition against fraud, bribery and corruption. **This year, Sansiri has sent letters of invitation to 2,925 suppliers, and was able to convince 0 supplier to become members.**





Building A Good Internal Control Culture

Sansiri places importance on building a good internal control culture for the organisation, reflecting the work efficiency and the ability to foster business competitiveness. Therefore the Company has emphasised to all departments, including at the personnel level of the organisation, to be mindful of their operation on the basis of ethics and principles of good corporate governance at all times. Since new, all employees must go through an orientation course that includes a training procedure related to the Corporate Governance and Code of Ethics Handbook, as well as the anti-corruption policy. The company also opened a communication channel to disseminate the contents of the handbook and the policies via internal email to all employees regularly throughout the year. All employees can also review their understanding through the Company's Siri Intranet system.

In 2022, Sansiri implemented an online (E-learning) anti-corruption training programme which is held annually for directors, executives and all employees within the organisation, followed by a comprehension test for all participants who must pass the test with the criteria set by the Company. **In total, 100 percent of the directors, 100 percent of the executives, and 100 percent of the employees participated training, took the test and all of them passed.**

Sansiri has set a target that every year there should be no complaints in cases concerning the employees violating the Code of Conduct and/or Anti-Corruption Policy. Therefore, a proactive action plan has been put in place to promote the access to the Company's policies, guidelines and regulations covering corporate governance in the organisation, with continuous communications through various channels such as e-mail, the Company's website, Intranet system, and announcement boards, etc. **In 2022, the Company received zero complaint in case regarding employees' Code of Conduct and/or the Anti-Corruption Policy violation case.**



Communications in regard to corporate governance and code of ethics policies along with the Company's anti-corruption activities have also extended to include the relations with suppliers and other groups of stakeholders. In 2022, the Company communicated a request for cooperation to all parties to refrain from giving gifts to directors, executives and employees through more varied channels, such as website, social media, and LINE application to conform with the anti-corruption policy and the No Gift policy. Moreover, the Company also communicated the availability of a "whistleblower" or complaints and reporting channel to 2,925 suppliers and relevant parties via e-mail addresses that the suppliers have registered with the Company.



1



Email : CG@sansiri.com

2

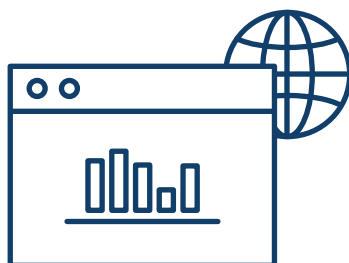


Postal Service : With the envelope containing the contentious issue addressed to one of the following persons

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

Address : Sansiri Public Company Limited
59 Soi Rim Khlong Phra Khanong Phra Khanong Nuea
Watthana, Bangkok 10110

3



Website :

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

Sansiri fully realises the importance of the opinion of both internal and external stakeholders, and therefore has designed a channel to accept complaints and suggestions (whistleblower channel) which is accessible to employees and all stakeholders that would lead to fair and impartial investigation and further corrective action according to the Company's rules and regulations. Also, this may lead to additional training for the personnel and the reform of the management process to prevent and reduce any such incidents from recurring in the future. All the whistleblowers' data will be kept confidential known only to those directly responsible for the investigation of the incidents. The available channels are:



RISK AND CRISIS MANAGEMENT

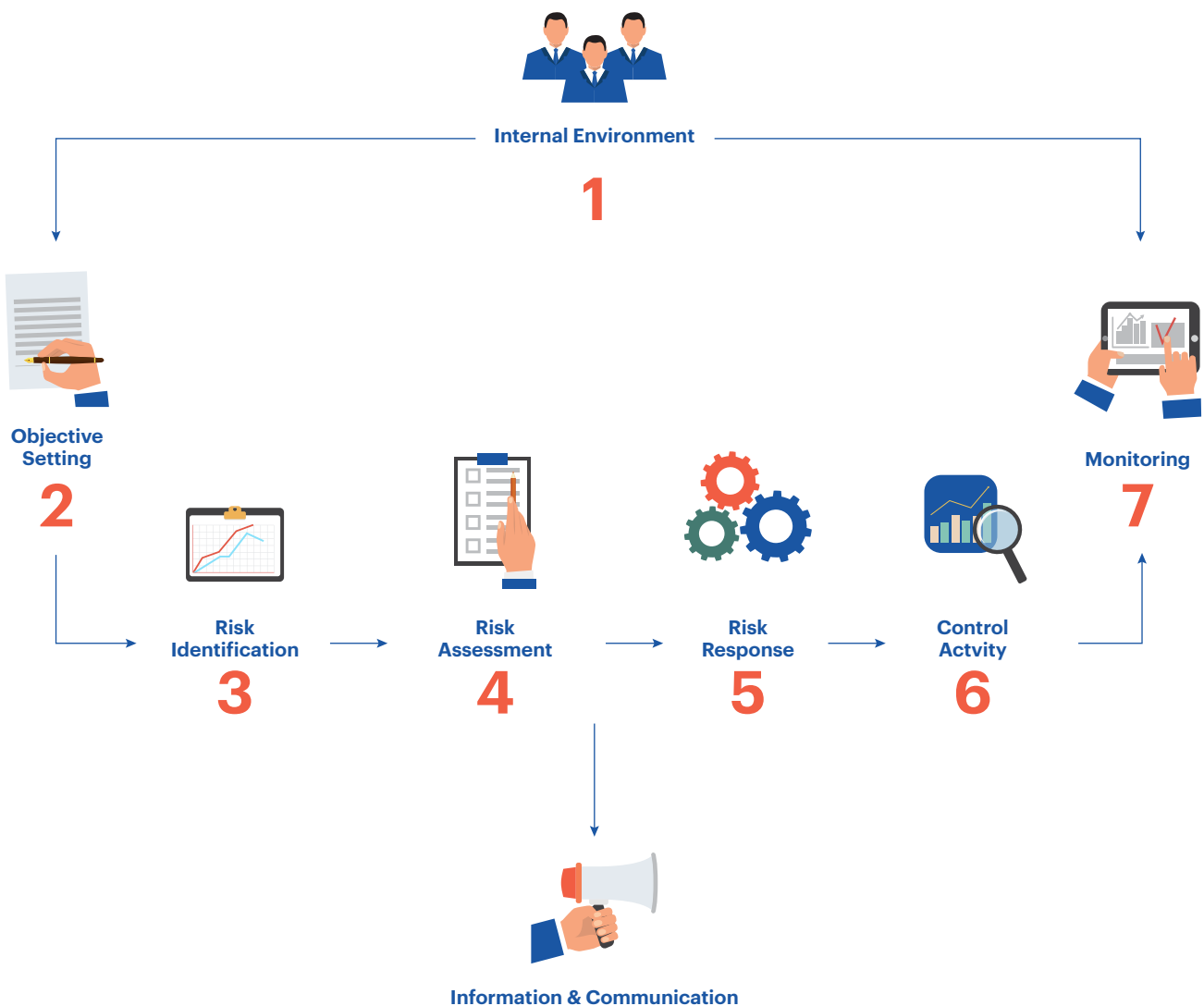


Sansiri, fully realising the responsibility that the business sector had towards all relevant stakeholders, has adhered to the business operation procedure that takes into consideration the risk factors and the impact on the economy, society and the environment, and to fulfill the expectations of sustainable business operations alongside the society. As such, Sansiri's risk management has as its foundation the consideration of risk factors both within and outside of the organisation to mitigate any negative effects that may arise from business operations extensively, through the risk management process that encompasses all ESG (environment, society and governance) dimensions. This is because any unforeseen crises will bring about negative impact on business and stakeholders, namely, investors, employees or surrounding communities. Therefore, Sansiri is determined to be ready to protect and adapt in anticipation of any possible risks along with creating long-term growth opportunities in a responsible manner.

Management Approach

The changes that have emerged in the real estate industry, such as rules and regulations, economy and finance, environment, health and safety, etc., all have influence on risks and opportunities of an organisation in different dimensions, including the impact on business continuity. Therefore, Sansiri has set a risk management policy and has mandated risk management as a factor in business decisions involving business activities or main process of

the Organisation from land acquisition to the development and approval of new projects. At the same time, the risk management policy is reviewed annually. The Company has adopted The Committee of Sponsoring Organisation of the Treadway Commission (COSO)'s Enterprise Risk Management Integrating with Strategy and Performance framework as the guideline for systematic risk management, comprising the following 8 main components:



Sansiri's risk management process

is a joint operation involving the risk management unit with the executives and respective department's risk owner that will result in a mitigation plan covering both the corporate risk and departmental risk, while also ensuring regular risk assessment, follow-up and progress report of the risk factor and other plans.

Sansiri has risk representatives assigned from each department

The risk representatives from respective departments will meet to assess risks and prepare the risk management plan. This process ensures that the employees are constantly aware of, and participating in, the risk management process at the operational level.



Reporting the risk management progress to department heads.



coordinating with organisation-level risk management team.



Assessing and following up quarterly results.

In addition, some of the risk management measures that could give effect on business continuity are



the implementation of the Business Continuity Management Policy



and the Business Continuity Plans

to mitigate risks and prepare for the immediate resolution when a crisis occurs, which will also allow the organisation to continue its business operations without any interruption. As such, when a crisis situation arises, the Risk Management team is responsible for monitoring and set decisions to apply an operation plan that will ensure quick return to normal situation promptly.

Sansiri's Risk Management Culture

Sansiri promotes the risk management culture that serves as an immunising factor for the organisation through the cooperation of all departments in the process of listing the risks at the organisational and operational levels. This will create awareness of the importance on risk management as well as the promotion of internal communication and the dissemination of knowledge on risk management throughout the organisation. The Company has put in place the regular assessment, monitoring and reporting procedures on risk information to the Risk Management Committee that has been appointed by the Company's Board of Directors and has as its member(s) independent director/ company director.

This year, Sansiri has organised training sessions for the personnel on risk management to boost the knowledge and experience for the employees who can then adapt and apply the principles of risk management to the works within their respective department. All employees can take the risk management course through Sansiri Learning Hub.

In addition, to bolster the foundation of risk management, the Company requires company directors, senior executives and risk management personnel to take an additional course on risk management of the Thai Institute of Directors (IOD) to increase the knowledge and update new topics that can be adapted and applied to effectively manage the Company's risks.



Performance

Sansiri constantly monitors the shift and movement in all economic, social and environmental dimensions that exhibit the tendency of risk factors and could affect the organisation continuously, both the risks that could have immediate effects on current business operations and the emerging risks in the next 3-5 years. The Company has determined the “Risk Appetite Level” along with the “Key Risk Indicators” as have been approved by the Risk Management Committee. After which, the result of the risk factor assessment will be applied to develop the proper risk management plan.

In 2022, more than 95% of business units in the main businesses as well as subsidiaries and associated companies participated in the assessment of risks and opportunities both at the organisational and the operational levels. The target is to have 100% of all business units participating in the risk assessment procedure in 2023. In every quarter, the risk management team will provide guidance and follow-up all business units to join in the assessment of risks and opportunities conducted in different scenarios that may affect the operation and the business, as well as monitoring the Key Risk Indicators and present the identified assessment of risks and opportunities to the Risk Management Committee, all five members of which are company directors.



This year, the risk assessment found that the Company has proceeded in accordance with the established plan to manage and mitigate risks. The Company set the target of risk management at the organisational level to be at the acceptable level within 2024.



At present, most of the risk ratings are at the medium level. The Company has been finding methods and additional plans to manage risk, along with the constant monitoring of risk issues both internally and externally.

Additional details on this subject can be found in the 2022 Annual Report under the topic of Risk Management.,



The issues that are placed more prominently on the prioritized managing list depending on importance and the severity of possible impact in 2022 can be found under the topic of Economic and Financial situation, namely

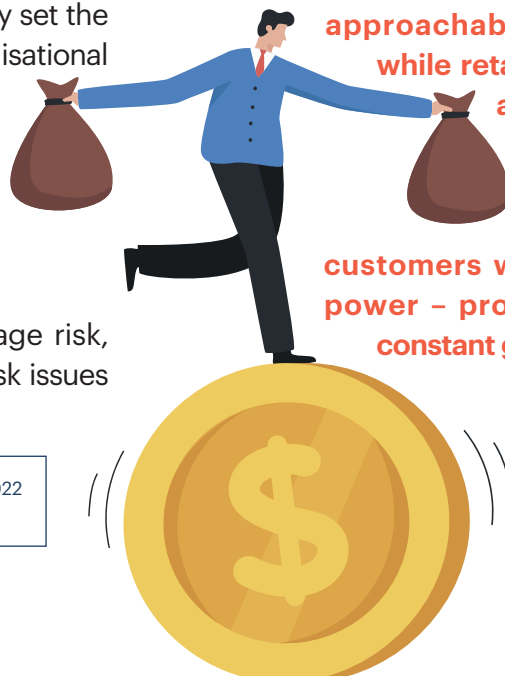


Risk No.1 :

Risks from economic volatility and competitive environment

The volatility of the global economic condition that is trending towards regression has widely affected the consumers' purchasing power especially where real estate, which is a high-value asset, is concerned. This is because the consumers may not have confidence in their ability to earn income going forward, resulting in the consumers delaying their decision to buy or to invest in real estate. Also, the competition in the real estate market is becoming more aggressive resulting in rivalry both price-wise and product-wise. Sansiri has analysed and closely monitored on the economic condition and the changing demand of the consumers to adjust business strategy to align with the market direction and develop products to continually response to the demands of consumers.

- Also necessary is the adjustment of the work process for heightened efficiency,
- the introduction of new projects that are more approachable to the consumers while retaining the high quality and standard service,
- as well as developing luxury projects that fulfill the demand of customers with high purchasing power – products with high and constant growth potential.



Risk No 2 :

Risks from interest rates and exchange rates

Due to the nature of the real estate development business that requires huge amount of capital and has a long operation period of at least 1-2 years, most of the sources of funding are interest-bearing debts. Therefore, any changes in interest rates have an impact on the company's bottom line. This year, the interest rates were on an upward trend which affected the financial costs and interest burden, while also impacting the customers' ability to pay interest. In addition, overseas investments were subject to fluctuations in exchange rates through transactions. Therefore, Sansiri has planned to manage funding sources through various channels, such as,

- **project loans from banks, and the issuance of debentures to raise funds from investors.**
- **This has allowed the Company to appropriately adapt to the economic situation and the direction of interest rate changes, also including the procurement of capital sources in the respective countries, so that the repayment currency would correspond to the currency of revenue,**
- **and the foreign exchange forward contracts to reduce risks abroad.**

Emerging risk No. 1 :

Risks from Climate Change

Global warming does not affect only the livelihood of the population, and every sector has to cooperate to be responsible in the manufacturing process and various management procedures. Sansiri sees global warming and climate change as threats to the residential real estate business, regarding the tougher competition in the design of environmentally-friendly houses and condominium buildings that the consumers will consider to be ideal, the management of technological costs to deal with the residential environment that will help to mitigate the current environmental problems, such as pollution, energy usage, waste discharge, natural disaster, etc.

“ Therefore, Sansiri considers the Green Roadmap towards Net-Zero to be crucial to the business strategy, while also being prepared to comply to all existing and new rules and regulations that a business entity has to follow. The Company has set the guideline for risk management based on Preventive and Preparation measures as well as investing in green innovations to the tune of 500 million baht, to be suitable for the direction that investors concern and want to see in the private sector in their dealing with global warming problems. ”

Additional details on this subject can be found under the topic of Responses to Climate Change.



Emerging risk No. 2 :

Risks from information technology transformation and cyber threats

At present, information technology plays an important role in business operations while having the tendency to change quickly, which entails a substantial outlay on investment. Sansiri adapts the technology to store data in the database system of all operational procedures, together with internal and external communications. However, the application of information technology comes with both opportunities and risks arising from cyber threats such as malware attacks, the threat of attack on web applications, the dangers from spam e-mails, the threat of ransomware, as well as the threat arising from the leakage of corporate information. Cyber threats tend to evolve and transform into a variety of attack patterns and may adversely affect business continuity if there is a leak of crucial information, negatively impacting the reputation and credibility of the Company.

“ Therefore, Sansiri has put great importance on the cyber security system

- **by requiring the inspection and verification of possible hacking simulations by knowledgeable and competent personnel who are independent from the department being inspected, both before and after the service provided at least once a year,**
- **along with the revision of the equipment and software to be the latest version to plug any security loopholes.**
- **In addition, an anti-virus programme has been installed for the organisation and the employees trained to comply with information technology security by establishing a contingency plan to respond to cyber threats, such as the system recovery plan, etc.**

CUSTOMER RELATIONSHIP MANAGEMENT



Sansiri prepares to adapt to the changing way of life in “New Normal” as a repercussion from the COVID-19 pandemic that has the “home”, or a residence, a priority in the mind of the people as they started to spend more leisurely hours in a house and use certain spaces in their house for work or for favourite activities. As such, the “home” has to be a safe area for living according to basic human rights. Therefore, Sansiri’s model of housing project development is focused on getting to know and to understand the customers or the residents. Also prioritised is the nurturing of long-term good relationships to allow the business to prosper and grow together with the happiness and satisfaction of the customers.

As the effect of the crisis that has spread to the overall economy, Sansiri is well aware that the consumers are faced with a momentous decision in the purchase of a home, because there is an inherent risk in the investment in real estate and a long-term plan is necessary in the perspective of consumers. With this understanding, Sansiri has devoted more attention to ensure the price-worthiness of the products along with the inherent quality and the after-sales service with the unstoppable concept development and search for the latest innovations in the development of projects. This is in response to the new perception and the changing lifestyle – regardless of whoever they are, each and everyone is entitled to his/her individuality and has equal rights to comfort and convenience. **#YOUAreMadeForLife**



Management Approach

Sansiri comprehensively cares for the well-being of the customers or the residents, all through the process from the creativity, design, quality control and the full functionality of all housing units and the common areas of all projects to ensure that all customers' needs and expectations are met. At the same time, Sansiri fosters confidence in the residences that are robustly built, durable and will retain their good conditions for a long time. Moreover, the aftersales services prioritising customer service have been enhanced to ensure that all those who have become members of the Sansiri Family will always have the best experience and satisfaction.

In a world that everyone cherishes individualism both in the real world and virtual world while the needs are varied,

Sansiri is determined to come to grasp with the YOU-centric concept, or the reliance on customers as the inspiration to develop the products and services that will match the lifestyle and the best of time in everyday life. This is because the residents are the most important component of a home, Sansiri requires separate teams, namely, Business Development, Location Survey and Marketing to assess the needs of the customers and to pass on the data to the Product Development team to analyse the information and create concepts that will be most beneficial to the residents, such as, the promotion of the quality of life, safety living environment, environmentally-friendly conditions, etc., leading to the product design and residential developments that will fulfill the needs in every dimension.



“YOU-centric” Product Design

Sansiri’s stance is always on diversity and equality through the introduction of residential products that has been meticulously designed with “You” as the nucleus of the project development and services. The emphasis is on diversification and lifestyle that reflect individuality, character and the diversified lifestyle, but embodied with happiness in the safe zone that is a Sansiri home. In addition, Sansiri gives full importance in being a Global Citizen under the concept of caring for the world and society that emphasises the will to give back to Earth and the environment while creating communities with good quality of life and sustainable environment-friendliness.



Affordable and Luxury product segments: To fulfill the demand of customers with wide-ranging needs to ensure that **the purchase of a residential unit is easily approachable** – from condominium units with very reasonable prices to single-detached houses in various locations, and a wide price range.



The attention to the distinctive identity of each project under the **“YOU Are Made For Life”** concept to develop products to match the preference and lifestyle needs of a diverse clientele, and to support the acquisition of a residential unit or a house that most match the individuality.



The recognition of the vulnerable groups in society through **the product development process with the intention to allow customers in every group** to access the basic infrastructure on equal terms by incorporating the concept into fundamental design process of a project, such as the consideration for the elderly group.

Sansiri incorporates the project design process that takes into consideration the comfort and convenience of the residents as well as the welfare and security of the occupants through the designs that fulfill the preference of all residential groups and the universal design especially for the disabled and the elderly. Moreover, special attention is given to green areas in the projects to promote outdoor activities and being in tune with nature. The designs that incorporate every living dimension are integrated with the specific character of each project, along with the concept of energy conservation and environmentally-friendliness.



Sansiri Services Provision

In addition to introducing projects that have been designed to truly conform with the needs of the customers, Sansiri preserves its reputation as the leading Thai real estate brand in the hearts and minds of the customers with “**Sansiri Service**” that conveys happiness, safety and convenient cares with understanding that covers from the very first day and throughout every moment of residency to enhance the residents’ confidence in truly living amidst the good and safe environment.

Before buying

Assist in home loan’s consultation



Sansiri Sales Representative

Professionally recommend all residential information that matching with client’s interests.



Sansiri Home Financial Planner

Provide advice and financial consultation throughout customer's home buying process

After buying

Take care of client’s safety and convenient living



Sansiri Family

Offer a wide variety of services and special privileges to complete residency and lifestyle for all our residents and their families.



Sansiri Innovation

Design service innovations and technologies to elevate the level of comfortable living.



Sansiri Security System

Ensure the safety of residents through dedicated security officers along with real-time, LIV-24 hours security protection.



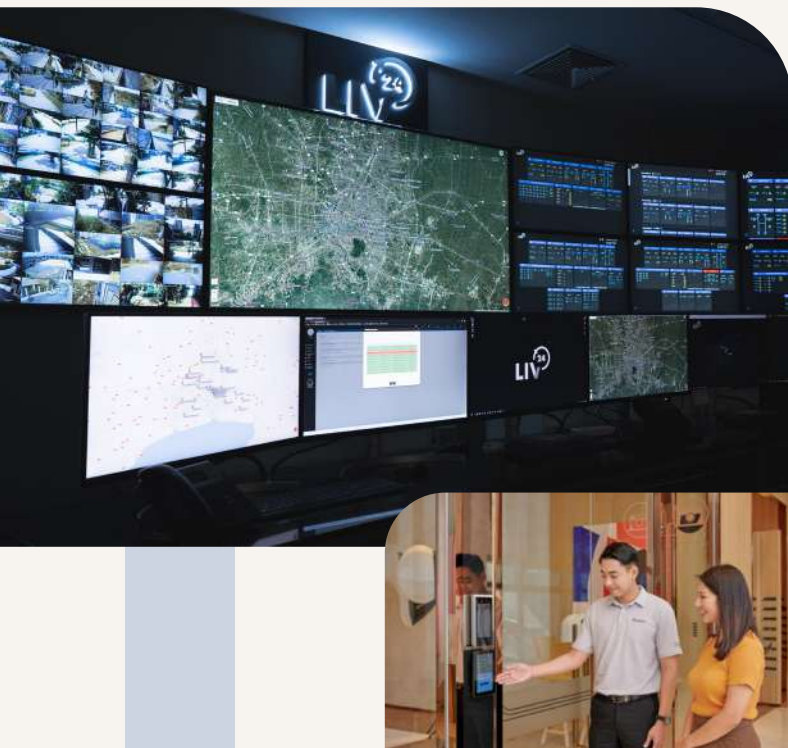
Living Management

Manage the housing units integrally with our professional teams to retain its livability and value.



Sansiri Home Care

Look after the health of client’s home throughout and out of the warranty period by high standard Home Care Pro and incorporating partners’ offers to take care a house in the safe and durable condition.



PLUS+

Plus Property Company Limited, a Sansiri Plc. subsidiary, implements the integrated

management of real estate projects by a team of experts who care for every residential dimension and provide services according to the needs of the customers, from consultation on the purchase, sale and rental of real estate development according to the ISO 9001:2015 Quality Management System (QMS) international standard, as well as the supervision of buildings and develop high-technology security systems linked to the central LIV-24 security system and building management system, while automatically summoning assistance in emergency cases on a 24-hour basis.

Customer Care and Relationship Building

Sansiri has the Customer Service Management Department as the centre to manage the relationship with the customers throughout the business process, from site visit, provision of information on products and services, coordination at various contact points, all the way to managing all complaints and suggestions of Sansiri's customers.



Customer Care & Service Provision during home purchasing decision

Customer Service Management Department

Provide products information to company's client groups for consideration and further decision.

Sales Department

Introduce project visits and required data to customers who are interested in the project and assist them in the contract process.



Resident Care after the ownership transfer and move-in

Customer Relation Department

Facilitate the ownership transfer of the house or room unit to customers and monitor the resolution of items identified in the move-in checklist.

Customer Service Management Department

Collect and assess resident's satisfaction after move-in.

Property Management Resident Department

Manage the quality of homes in residential projects.

Home Care Department

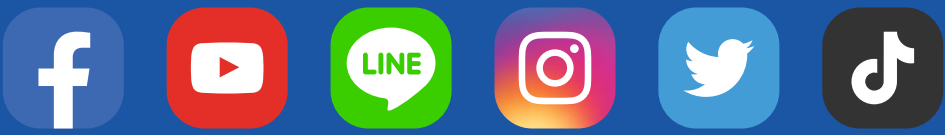
Offer service and repair for houses and room units within (and after) the insurance period, after ownership transfer.

Customer Service Management Department

Answer all enquiries and provide relevant information to customers and residents, and coordinate with respective departments to address the issues and inform the progress towards finished point to the own customer/resident.



Furthermore, Sansiri is appreciative towards the opinion of the customers, leaseholders, and residents, be they suggestions or problems as experienced, throughout the operational process, from the very first step in the delivery of the keys to the housing units so that all the collected information can be used to improve the products and services, as well as to adapt the most effective process to conform with the needs of the customers.



Sansiri integrates all social media account platforms under “Sansiri PLC”, including Facebook, Twitter, Instagram, Pantip, YouTube, LINE, and TikTok, as well as Twitter accounts of corporate executives onto the same single platform, known as “SocialEnable”, which is a tool for tracking feedback received from customers as well as individuals in various social media channels, showing the number of items received on the dashboard, making it easy to check through the list of items so that Sansiri can respond promptly and to manage these communications properly.

Attention to Opinions and Complaints Management

With the determination to improve basic conveniences and services to conform to accepted standards, Sansiri readily accepts opinions, suggestions as well as complaints from customers, with the “**Call Centre**” to process complaints and classify them as pertaining to products and services, along with complaints from external parties. These complaints are channeled to responsible departments as appropriate, to be managed, rectified and compensated for the customers/ residents, until each of the cases that are under the Company’s responsibility have been fully resolved. All the communicated cases would be filed and kept in the “SalesForce” database.



In 2022, Sansiri has received a total of **23,711** confirmed cases of complaints. Some example cases involved deterioration of household appliances, services or the manner of the staff, and the vibrations arising from nearby construction. The Company has assigned teams involving **the juristic persons, foremen and project’s engineers to resolve the complaints together with concerned stakeholders with 98.33 percent** success rate in which pending cases are to be continuously followed up and managed within the strict timeframe (year 2023) set by company. Resolutions of the cases are continuously communicated to the complainants.



Activities to Promote Well-being of Sansiri Family

In support of the expectations and the improved quality of life for Sansiri's customer groups related to the regular hearing of suggestions and opinions of the customers, Sansiri has organised activities to resolve the problems and co-develop the livelihood of the residents that serve to improve the good relationship between the Company and customer groups and the residents. These include:

1. Details

Residents of Dcondo Hat Yai complimented the Company on the good care, service and activities organised by the project.

Incident :

The residents reached out via Call Centre and Home Service Application channels, to compliment the Company on the good care, management and improving the attention for the residents to ensure their satisfaction in their residences, such as:

- 1) Prepping the space in the project to grow vegetables, mushroom, fruits, then gave the organic vegetable that have been grown by the residential juristic person to the residents for cooking, as well as making juices for tasting and distributing to the residents.
- 2) Organising festival activities and events, including presenting New Year gifts to the residents, and making handwash gel as souvenirs given to residents.



2. Details

Project Manager at Siri Place Rangsit-Klong 2 assisted in taking a resident suffering from a cardiac condition to hospital.



Incident :

During a routine inspection of the project, the Project Manager passed by a housing unit where the senior member of the household was alone in the house and was suffering symptoms of cardiac conditions. The Project Manager then rushed to help and immediately taking the stricken resident to the hospital, thus timely saving the life of this resident. The resident was deeply touched by this action and thanked the staff who regularly patrolled the project, thus were able to promptly save the life of the father of the occupants of the house. The residents gave compliments to the team to encourage their decent work and to present as a good example for future good deeds.

Customer Satisfaction Assessment

In 2022, with the **“YOU-centric”** concept where every “you” forms the nucleus, Sansiri strove to meet the needs for varied lifestyles and livelihoods, therefore requiring the satisfaction assessments of Voice of Customer and homeowners at all service points by various departments. The feedback of customers from all these service points were analysed and rated in accordance with the satisfaction levels that customers and residents have in relation to the projects and services.

Sansiri intended to use the results of the evaluations to develop and to continuously improve the quality of its



Touchpoint Journey

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 overall assessment results for 2022 showed 83.71 percent – with the target being 84.01 to 90 percent.

2

Touchpoint PMR (Plus Management Representative)



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 2022 showed 88.49 percent – with the target being 85 – 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 2022 showed 97.30 percent – with the target being 86.01 to 93 percent.

4

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 2022 showed 97.92 percent – with the target was set at 78.01 to 87 percent.

Customer Service Performance based on 2022 Satisfaction Surveys Score is **“88.81 percent”**

SUPPLY CHAIN MANAGEMENT AND GREEN PROCUREMENT



For Sansiri's business operations to grow in tandem with sustainability, full cooperation of allies and business partners throughout the value chain is necessary. Therefore, Sansiri puts great importance in the management of suppliers on the quality standard and the responsibility towards the society and the environment, that covers the entire processes of procurement and contracting suppliers that must take into consideration safe production process and the sourcing of standard quality raw material and goods, and the efficient operation throughout the supply chain to help reduce the risk of business interruption arising from manufacturing challenges. These factors that were carefully monitored during the COVID-19 pandemic along with the control of quality and cost of project development, inclusive of environmental, social, and governance (ESG) assessment, thus allowing Sansiri to deliver products and services that not only creating a complete living experience to the customers, but also being closely attentive to the process and the quality of production in a responsible manner.

In addition, Sansiri also realises the importance of any negative impact that could occur to socially-vulnerable groups arising from the construction business, such as the unfair treatment of workers. Therefore, the Company together with the manufacturers and suppliers cooperate to strictly ensure the respect of human rights throughout the value chain according to the sustainable value chain management. This has resulted in the consumers and stakeholders in various sectors understanding and growing good attitude towards Sansiri operations, which also reflects positively on revenue and the reputation of the organisation in the long run.

Management Approach

Sansiri's supplier management structure consists of Procurement Department, Appraisal Department and Quality Control Department. These functions coordinate to manage the procurement of construction materials and products for the projects to ensure that the procured products and services are of high quality and conforming to the quality standards, and the organisation's procurement objectives. This also include the continuous sourcing of new suppliers to avoid the risk of the shortage of construction suppliers, and to increase the opportunity in the sourcing of products that can readily and suitably respond to the changing global trend and to support the evolving concept in Sansiri's real estate project developments.

Sansiri gives importance to the establishment of procurement standards that are friendly to the environment according to the Green Procurement concept, with the set of standard operating procedure in place to be friendly to the environment, with the clear intention to choose products and services that would create as little impact as possible to the environment. The Purchasing Department incorporated the green procurement and hiring procedures from the initial process of seeking out the resources, selecting the suppliers and evaluating the partners. Also, the Company would encourage the suppliers to adapt and expedite the development of more products and services that are environmentally-friendly to be introduced into society.

Sustainable business operations in cooperated with suppliers

Sansiri has established operational guidelines for suppliers through the Sansiri Supplier Code of Conduct that promotes common standards of practice involving business ethics, human rights, labour, quality management, occupational health and safety and the environment. The supplier code of conduct is communicated and properly acknowledged by the suppliers in the project development's suppliers. Also, Sansiri has arranged training courses in various disciplines to encourage the suppliers and contractors to comply to the operational standards that respect society, environment and good governance issues. With its determination to operate the business sustainably and equitably together with suppliers, Sansiri set the policy and the period of accepted credit term with the standard payment term to suppliers within 30 days, and by setting a credit term for each partner considering various factors, such as the timeline of business partnership, the quality standard of products and services and the past performance, including other suitability factors. In 2022, the actual average credit period was 25 days, which was quicker than the main criteria set by the Company.

SANSIRI GREEN PROCUREMENT



Energy and water usage reduction,
Long-term efficiency



Environmentally-friendly and
Well-being Materials



Circular Economy: Recycled content



Sustainable Production
certified suppliers
such as ISO, GMP, Greenchoice

The selection of Sansiri's suppliers was through quality management as well as the ESG assessment that covers the issues of society, environment and good corporate governance, also included is the inspection of the manufacturing source to evaluate the quality of the standard manufacturing process that has been specified before the start of the bidding process. Therefore, Sansiri has always been able to deliver quality projects to customers in strict adherence to the sustainability objectives.



Sansiri also puts in great effort in the sourcing of products and services in the area of Sansiri's project development, by considering to purchase from suppliers from within the specific or local area and taking into consideration both the quality and ESG compliance aspects. [In 2022, procurements from suppliers in the areas where Sansiri was developing projects in Bangkok and surrounding suburbs amounted to more than 90 percent of the total procurement value.](#)

Through the assessment of economic risks that may arise from the Company's procurement of suppliers, such as the risk of relying on minimal number of suppliers, the risk of delay delivery of goods, and the risk of fluctuating material prices, etc., Sansiri therefore has regularly devised plans to manage possible risks from suppliers. [In 2022, no suppliers were found to carry economic risks, due to proper management and the continuous recruitment of new suppliers.](#)

ESG criteria for the selection and assessment of suppliers



Environment : Ensure compliance of rules and regulations on environment. Put in place effective preventive and corrective measures to reduce environmental impact, as well as encouraging employees to use resources efficiently.



Society : Operate under the human rights and labour principles, ensure no forced or child labour, as well as treating employees equitably.



Economic & Good Governance : Uphold ethical principles, integrity and fairness for all stakeholders, as well as cooperation in accordance with the no gift policy, and the anti-corruption policy.

Suppliers of Project Development through procurement unit	Number of suppliers	Percentage
All suppliers	256	–
New suppliers	24	9
New suppliers that have been assessed with environmental and social aspects during the selection process	7	29

Supplier Performance Evaluation

Based on the commitment to establish standards within the Supplier Code of Conduct and Sustainable Value Chain, Sansiri monitors and assesses the quality of operations and products of its suppliers twice a year according to the specified criteria. The monitoring and assessment are carried out by the Purchasing Department, Quality Control Department, Home Care Department, and Project Development Department during the operation and upon completion of the projects, while also requiring the “risk to sustainability” to be a criteria in the assessment of the supply chain and from suppliers. The assessment criteria covers economic, society and environmental aspects. In the case that a supplier is found to carry a high risk level, Sansiri would require a mitigation plan. As such, since 2021, all Sansiri’s suppliers have been required to provide certificates of sustainability issued by an agency in the Ministry of Industry (ex. Green Factory) as part of the assessment documentation.



The criteria of identifying Sansiri’s critical suppliers is considered the value of an order worth 50 million baht and above, and must be prioritized with the sustainability issue.

Project Quality Audit: Project quality audit, both during the construction that covers construction safety and after the completion of the project, is carried out by Project Development Department and Quality Control Department through a quality control application (QC Application) to check for defects and requisite repair items, to facilitate convenience and speed for efficient performance, with the aim to reduce the number of customer complaints regarding project quality. In 2022, **Sansiri received 8 complaints on quality.**



ESG Audit of Suppliers

Sansiri requires that its critical suppliers and ESG high-risk suppliers must go through the ESG onsite audit by Procurement Department, Quality Control Department and Project Development Department. The audit criteria consist of quality management, human rights and labor rights, occupational health & safety, and environment. This is in accordance with the guidelines set forth in Sansiri's Supplier Code of Conduct. In 2022, Sansiri has carried out ESG audit of its suppliers by assessing and inspecting workplaces and field areas of the suppliers onsite, and by telephone interviews, etc.

In the cases that Sansiri found that the suppliers who have been audited for ESG and the Suppliers Code of Conduct had issues that needed to be rectified, Sansiri would discuss with the relevant suppliers to jointly formulate solutions to solve the issues and also provide recommendations to enable continuous improvement in the operations under ESG criteria.



Suppliers of Project Development through procurement unit	Number of suppliers	Percentage
All critical suppliers.	25	–
Critical suppliers who have been audited under ESG criteria.	7	28
Critical suppliers that have been audited on ESG criteria and are found to be at risk of impacting the environment.	–	–
Critical suppliers found from the audit to be at risk of impacting the environment and have plans to rectify those issues.	–	–
Critical suppliers that have been audited on ESG criteria and are found to be at risk of impacting the society.	–	–
Critical suppliers found from the audit to be at risk of impacting the society and have plans to rectify those issues.	–	–
Critical suppliers that have been audited for ESG criteria and are found to be at risk of impacting the environment and society, their procurement contracts were terminated.	–	–



Fostering good relationships with suppliers

Sansiri has rewarded incentive prizes to suppliers or contractors who passed the supplier assessment standards at the [Sansiri Quality Day](#) (SQ Day) awarding ceremony to promote and maintain the good quality of suppliers operation and for the vendors to play a role in product development, innovation, and the support of environmental policies, along with Sansiri's organisational sustainable development. This effort served to foster good relationship between the Company and the partners and suppliers through Sansiri's quality control awards that are classified into "Best Quality" and "Diamond Quality" levels.

Supplier Assessment Standard

- Product delivery in line with the project schedule.
- Assessment of product and service quality standards.
- Customer satisfaction and maintenance quality.
- Good monitoring and project management.

Performance on Supply Chain Management

With the determination to manage the supply chain of all business activities to achieve the highest efficiency, Sansiri follows up the operations and uses the acquired information to plan for quality improvement, cost reduction and to find preventive measures for quality maintenance, in order to avert recurring problems in the future. In 2022, the actions taken are as follow:

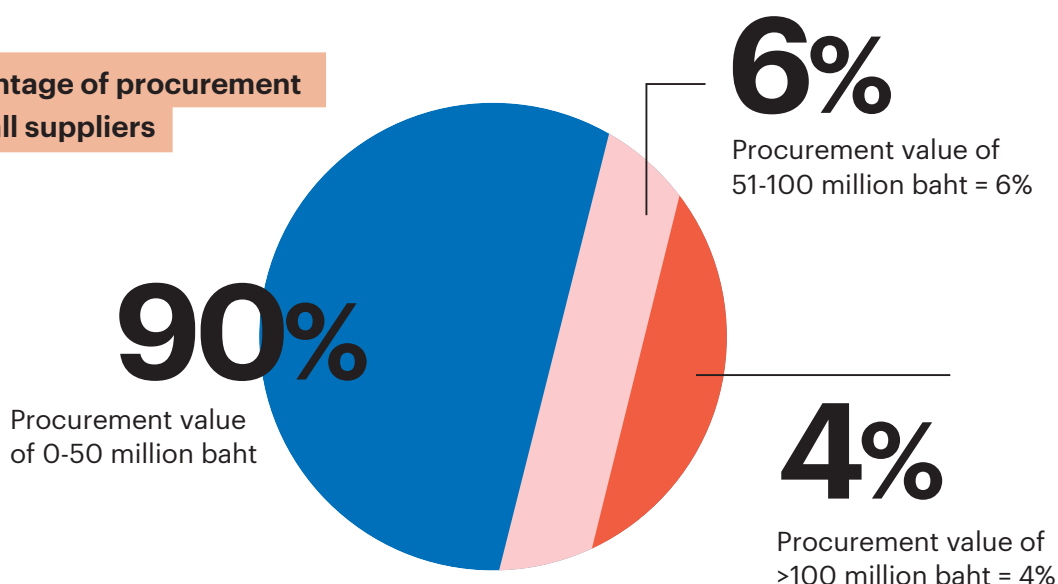


Suppliers of Project Development through procurement unit identified in 2022 totaled **256** suppliers.



New suppliers of Project Development through procurement unit identified in 2022 totaled **25** suppliers.

Percentage of procurement from all suppliers



Goals

Reduce procurement cost for projects by 300 million baht.



Maintain product quality standards and project construction contracts, covering the environment and society issues.

For the year, there should be no more than 10 project quality complaints.

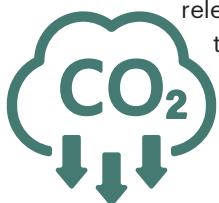


Assess new suppliers and additional suppliers for purchases with value from 50 million baht or above. They must also pass the sustainability assessment criteria.

Communicate supplier code of conduct to all suppliers and ensure properly acknowledgement.



By 2025, 30% of the purchase of low-carbon materials certified by relevant institutions through Sansiri's procurement.



Performance



Achieved the target with cost reduction totalling **568** million baht



Received **8** complaints

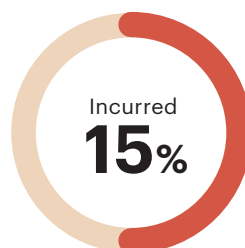
All identified suppliers have passed the sustainability assessment criteria



32 Suppliers properly acknowledged



Incurred 15% of the purchase in 2022



Functions

Purchasing Department input data into the system every month



Quality Control Department collects data and evaluates annually



Accounting department collects data every month through Vendor Management System



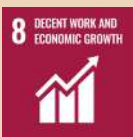
Purchasing Department communicate to suppliers through email



Purchasing Department and Project Development Department assessed and selected materials in accordance with criteria before purchasing



INNOVATION AND TECHNOLOGY



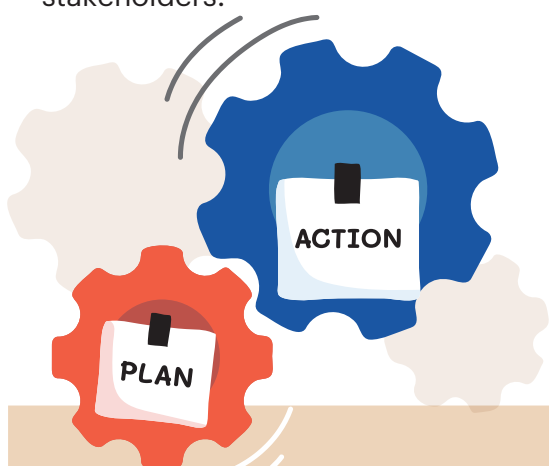
When the people's way of life have changed along with time and advancing technology, new innovations to support the changing lifestyle and enhance the quality of life of the people must also be persistent. Sansiri has driven the development of housing innovations and technology as one of the crucial components in the real estate projects development. Aside from driving the business of the organisation into the future, Sansiri's innovation initiatives also allow employees and stakeholders to participate through the design conception process that focuses on understanding the problems and needs of customers, as well as the analysis of social and environmental conditions. This process enables Sansiri to design products and services that comprehensively meet all living requirements.

The most beneficial innovation initiatives starts from listening to the voices of the users. This is because Sansiri is committed to develop innovation and technology that will help to increase convenience for the residents, particularly in the housing business in which the design and innovation can effectively reduce the anxiety of the residents through easy and convenient maintenance. At the same time, Sansiri is careful and vigilant in the incorporation of technologies into the various projects to introduce functions and operational systems that are friendly to people of all ages and genders, and taking care not to create gap in the usage of certain gadgets and/or technology that is too complicated. The bottom line is Sansiri's determination to ensure that the residents, the Sansiri Family, appreciate their safe and convenient homes where they can fully enjoy their preferred lifestyle.

Management Approach

To promote creative thinking through all work processes, Sansiri has set the policy guideline to promote creativity and manage innovation as the business direction together with the adaptation of technology and development of new innovations throughout the work processes. This action has resulted in the inventions and work development involving appropriate new products, services and new businesses to meet the rapidly changing needs and expectations of customers and stakeholders.

In addition, Sansiri manages knowhow in regard to innovation development in the organisation by supporting the exchanges of resources and creative ideas in the development of innovations amongst departments, as an extension of personnel development on good attitude towards the acceptance of change. As such, Sansiri has a project to develop the potential of personnel in the field of creative thinking to suitably select and adapt technology in the work process, thus making innovation development a part of the corporate culture. The employees can participate and help encourage this initiation of new ideas and design the work or innovative organisation that promote value for the customer group and benefit for society and environment. Sansiri intends to support the sharing of concepts and innovation and technology information through cooperation with external agencies to foster learning and innovation in a wider scope.



Sansiri's Development and Management of Innovations



Fostering cooperation in regard to creative thinking and innovation management together with stakeholders and encouraging cooperation.



Adapting technology and new innovations and developing new work processes in real estate projects to build on the organisation's business.

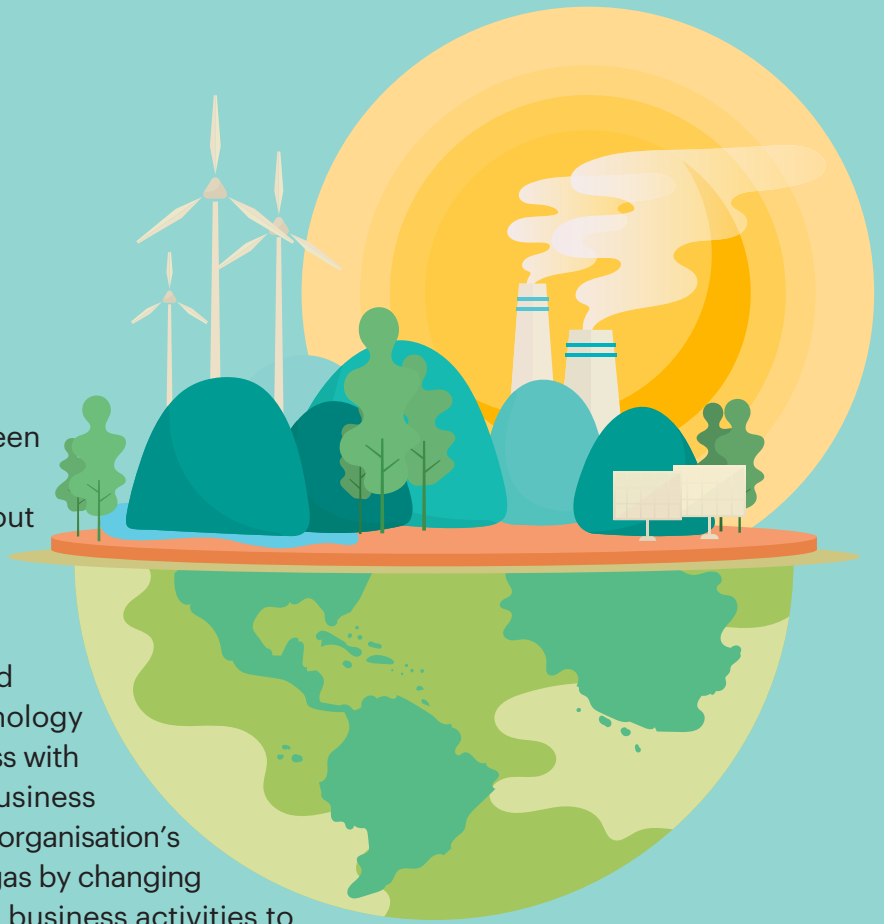


Assessing the effectiveness of the work process as well as monitoring the results and reporting to the executives and relevant committee continuously.

Sansiri has set the structure of responsible persons at the organisational level who will be involved in the research and development (R&D) of technology for the various departments in accordance with the level of importance of the business activities. These include Green Procurement, Green Architecture & Design and Green Construction: Supplier & Technology. This process has resulted in the application of innovations to support the work process and the effective project management, enhancing business opportunity and competitive advantage, ultimately to achieve the set target according to the strategy and organisational growth direction along with helping to solve the environmental problems.

Green Construction Innovation

Regarding the investment plan on Green Construction with the aim to reduce the carbon dioxide emission throughout the value chain, Sansiri initiated the Green Construction concept in the project construction process that concentrated on the development and application of new construction technology to be incorporated into the work process with cooperation from the suppliers and business partners. The purpose is to support the organisation's target of zero emission of greenhouse gas by changing and developing the work process and business activities to reduce the impact on the environment arising from the construction.



Implementation of Green Construction Innovation

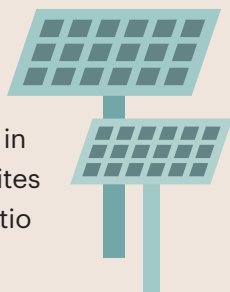


Zero Waste Construction

- Manage construction waste management and increase the reuse volume
- Reuse the household wastewater
- Inspect and confirm the material used volume
- Carry out legal contracts in the digital form

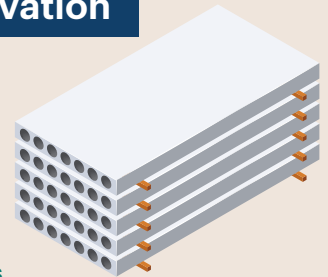
Environmental Impact Conscious

- Increase use of clean energy in the office and construction sites
- Reduce the energy consumption
- Policy to promote the environment with suppliers
- Promote the use of biodiesel as fuel in project's vehicles
- Provide training on environmental stewardship in the construction sites to all relevant departments.



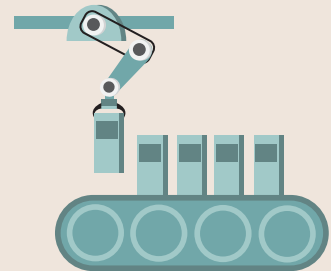
Speed to Market in Construction Process

- Always adjust and keep the construction process up to speed
- Drive forward the use of FULLY PRECAST technology



Innovation in Construction

- Increase use of PREFAB in construction design
- Enhance the PRECAST DESIGN to greater level
- Develop programs to use in construction



Green Construction Highlight

In 2022, Sansiri set up a design and construction team within the organisation to develop “fully precast” construction system innovation for use in the construction of condominium buildings with height not exceeding 9 storeys, with the intention to help reduce the problem of waste and energy use through the organisation’s sustainable management of environment. This is implemented by means of designing the construction in the form of full precast for use in the Company’s real estate projects and incorporated as a part of the Green Construction initiative plan. This plan has resulted in the improvement in the construction effectiveness both in the business aspect and the environmentally-friendly work process. This innovation also helped to emphasis the distinctiveness of the design, reduce waste arising from the construction, cut down on transport cost and increase the construction efficiency to be faster with higher quality, fulfilling the “speed-to-market” work concept.

This year, this innovation will be applied at three pilot projects, namely, Dcondo Hideaway, Condo Me Navanakorn and Condo Me Onnut, while a plan is in place to apply this particular innovation at more projects in the future.

Installation of pre-fabricated bathrooms in projects

Sansiri introduced pre-fabricated bathroom technology to apply in the real estate project planning. The positive aspects regarding the installation of pre-fabricated bathrooms in the projects are the reduction of environmental problems arising from the construction process, the reduction of waste and trash that occurred in the construction process of the traditional bathrooms, such as those derived from discarded cardboard boxes containing tiles and toilet fixtures, rubble from discarded tile, brick, stone, cement, while also maintaining cleanliness and reducing noises at the construction sites. This is because the pre-fabricated bathroom innovation helps to reduce the work on bathrooms only to simple installation of the complete unit.



Also, the pre-fabricated bathroom innovation can ensure the quality standard in every project with strong and safe bathroom structure with good functionality and beautiful design, while the architectural design work can be speed up by at least 25 percent.

Performance and Benefits of Green Construction Innovation



Business Benefits

- Improved construction efficiency
- Reduced construction costs (electricity, waste, labour, transport and fuel)
- Realising revenue
- Reduced construction time by an average of 3 months
- 56 percent, or 1,511,000 baht on average
- Quicker by 3 months



Environmental Benefits

- Reduced electricity usage at construction site
- Reduced amount of waste at construction site
- Reduction of diesel fuel used for transport and vehicles
- Reduced air pollution arising from the construction
- An average of 43.65 percent, or reduction of energy usage of 150,424 kW/hour
- An average of 43 percent, or a reduction of waste by 1,600 cu.mt.
- An average of 78.57 percent, or a reduction of 2,743 litres of diesel fuel
- A reduction of 22 percent

*Note: The figures are calculated from the construction of a low-rise condominium with floor area of not more than 10,000 square metre per building.

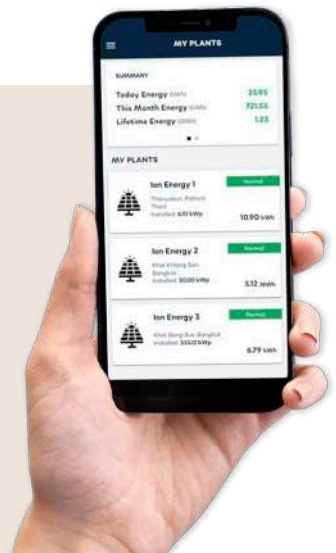
Smart Living

Home Service Application is an application that integrates every service involving housing, as though there is a 24-hour private secretary to help take care of all housing needs that all residents can make use of from the day of the deed transfer and throughout their residency. **Sansiri has also developed a new “helper” in the form of the Maintenance Guide** function that provides prior warning before any impending damage at some crucial spots through an application that sends notifications on house maintenance, along with the provision of instruction on simple home maintenance.

In 2022 under the Net-Zero strategy, Sansiri concentrated on the technology involving the use and management of energy in a more advanced procedure by cooperating with ION Energy Company Limited, the integrated solar power solution provider, to install solar roofs and **“SmartThings”** application linked to Sansiri’s already operational Home Service Application, to provide convenience for residents who can then control and follow up on the usage of energy within the housing units in real time as well as to choose clean energy derived from solar cells.

ION Energy functions

The ION Energy system’s configuration shows the consumption of energy on a modern and easy-to-understand display in addition to notifying the residents of the amount of energy being used in the house. It also enables project administrators to efficiently manage energy consumption, while the Company can plan to develop technology for energy efficiently and combined with various products according to the Green Roadmap strategy to offer more choices of products and services for customers who have become more environmentally conscious and caring. **This year, a total of 31 projects were installed with ION Energy computing system, achieving the target of 100 percent.**



Performance and Benefits of Solar Cell’s Energy Consumption



Business Benefits

- Effectively manage energy usage in the projects
- Provide the opportunity and choices to access clean energy by residents

- The reduction in electricity cost by **9.4 million baht**
- Assessment of home’s energy use coupled with the switch to solar cells use through ION Energy Application



Environmental Benefits

Sustainably save energy by choosing to use energy from solar cells as alternative energy source

- The amount of energy produced by solar rooftops is **1,998,400 kW/hour**
- The reduction in the greenhouse gas emission on **999 tonCO₂e**

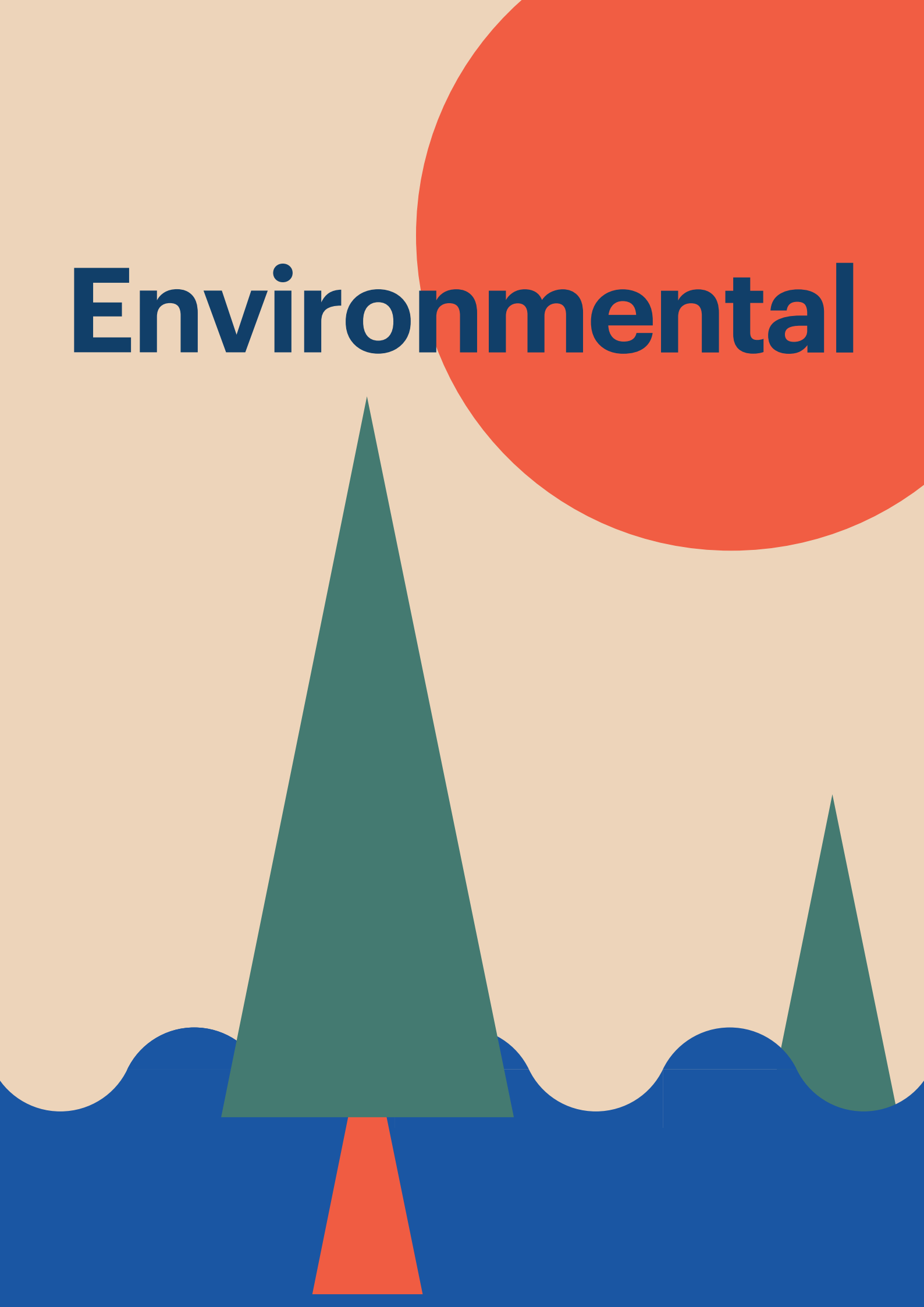


Smart Home Smart Energy – A first in Thailand at “Burasiri Krungthep Kreetha”: **Sansiri in cooperation with ION and Samsung SmartThings joined up in a bid to redefine Smart Living** by connecting smart home devices and AI and IoT technology in the homes, connecting entertainment, convenience, safety and energy-saving devices to meet the needs of the new generation, while also supporting the adoption of the system by every generation.

The Save Your Energy mode is considered to be a major highlight of the house. The system allows residents to opt to use solar cells as an alternative energy source to help reduce energy consumption, while monitoring the cost of electricity and controlling total energy consumption in real time as well as showing how much solar energy is produced, and the time of usage. It is also possible to check how much energy each appliance consumes, and how much energy is saved. Notifications of any electrical devices being left on or using excessive amount of energy, can also be activated with AI saving mode, resulting in sustainable energy conservation and reducing electricity consumption by an average of 40 percent.



Environmental



RESPONSES TO CLIMATE CHANGE

Climate change is a major agenda that all government and private sectors at the international level are deeply concerned about and place great importance on this phenomenon. This is because the impact of climate change is felt in many dimensions, including economy, society and environment, as well as on human rights in many aspects, such as the right to good quality of life, equal right to access resources, etc. Such impacts are outcomes that resulted from mankind living activities.

Although the real estate sector is not an absolute or direct attribution to the greenhouse gas emission from industries, most activities occurring throughout the value chain of this business release greenhouse gases that contribute to climate change. Relevant potential activities include the consumption of electricity by residents or customers in the property development projects, construction materials from business partners or contractors, as well as transportation of related equipment and materials. In consequence, Sansiri is acutely aware of the impact of climate change on the stakeholders and is determined to stepping into and be part of the low carbon society.



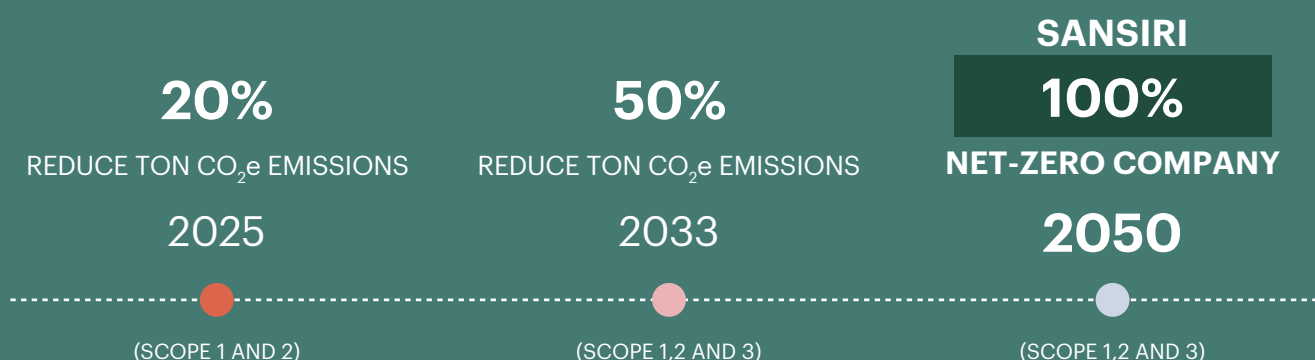
Management Approach

Sansiri is deeply concerned about the impact that arises from climate change and recognises the importance of dealing with this issue as one of business operators that give effect to climate change unavoidably. Therefore, the Company prepares to respond and manage any challenges and emerging threats by implementing an effective Climate Change Risk Management Plan. In 2023, the Company has identified the significant threats and opportunities in relation to climate change along with the measures to manage the issues as following:



		Threats & Opportunities	Potential impact to the Company	Strategy & Risk Management	Risk Rating
Transition Risks	1	Policies, Laws & Regulations. <ul style="list-style-type: none"> Compliance with new laws related to carbon dioxide and climate. (Short-term and long-term of 3-20 years) 	<ul style="list-style-type: none"> Costs arising from complying with new complexity's laws and regulations. Increased cost of carbon pricing. Diminishing capability to sell projects and services due to low environmental scores rating 	<ul style="list-style-type: none"> Participation in projects that reduced energy consumption and lessen carbon dioxide emission. Investment in environmentally-friendly innovations or tools. Inclusion of carbon pricing in company's business operation and strategic decision making. 	Medium
	2	Technological changes: <ul style="list-style-type: none"> Business resilience to insist in the environmentally-friendly real estate and the energy transition to net-zero emission. (Long-term: More than 10-20 years). The utilisation of energy-saving equipment and machinery that lessen carbon dioxide emission. (Medium term: 3-10 years). 	<ul style="list-style-type: none"> Reduction of greenhouse gas emission. Reduction of energy consumption. Modification in the construction process. Higher costs of operation and administration. 	<ul style="list-style-type: none"> Exploration and investment in new technologies to improve efficiency in the reduction of pollution emission. Support research, design and development of innovations and technologies with environmentally-friendly products and services provision. Heading towards continuous development to ensure that the highest efficiency of operations. 	Medium
	3	Market changes: <ul style="list-style-type: none"> Increase of steps in operational process. (Long-term: 10-20 years) Carbon Neutral Pathway. (Long term: 10-20 years) 	<ul style="list-style-type: none"> Increasing demand of demand for environmentally-friendly house. Impact on revenue and value assessment. 	<ul style="list-style-type: none"> Monitor of Company's carbon dioxide emission. Target setting to reduce impact on the environment. Research and technologies development that help reduce pollution emission. Exploration of solutions in commercial fuels with low or zero emission. 	Medium
	4	Corporate reputation: <ul style="list-style-type: none"> The concerns of stakeholders. The diminished demand for products and services as a result of negative perception of the Company. (Medium-term: 3-10 years) 	<ul style="list-style-type: none"> Impact on the Company's operation and market share The transition to low-carbon business operations. 	<ul style="list-style-type: none"> Strategic decision to the green mission for the reduction of energy usage and waste disposal. Policy and target setting for environmentally-friendly business operations. 	Medium
Physical Risks	1	Acute changes in natural disasters. Changes in the climate: <ul style="list-style-type: none"> Higher temperature Floods 	<ul style="list-style-type: none"> Damages to the population, property and the environment. Increased cost of construction materials. Interruption of construction process. Interruption of services provided to project's customers. 	<ul style="list-style-type: none"> Incorporate weather and climate change into the Company's operating strategy. Closely monitor the situation and put in place prevention and mitigation systems for floods/storms/droughts, as well as a management plan for occurring incidents. Modify the business continuity plan annually, to ensure business continuity for the Company when unexpected events occur. 	Medium
	2	Chronic changes in the climate: <ul style="list-style-type: none"> Long-term changes in climate patterns resulting in severe storms/droughts 	<ul style="list-style-type: none"> Potential increase in costs due to the mitigation, and potential operating expenses Cause damage to population, property and the environment. 	<ul style="list-style-type: none"> Plan procurement in advance, including the sales management plan to conform with any situation. 	Medium

sansiri race to **NET-ZERO GOAL**

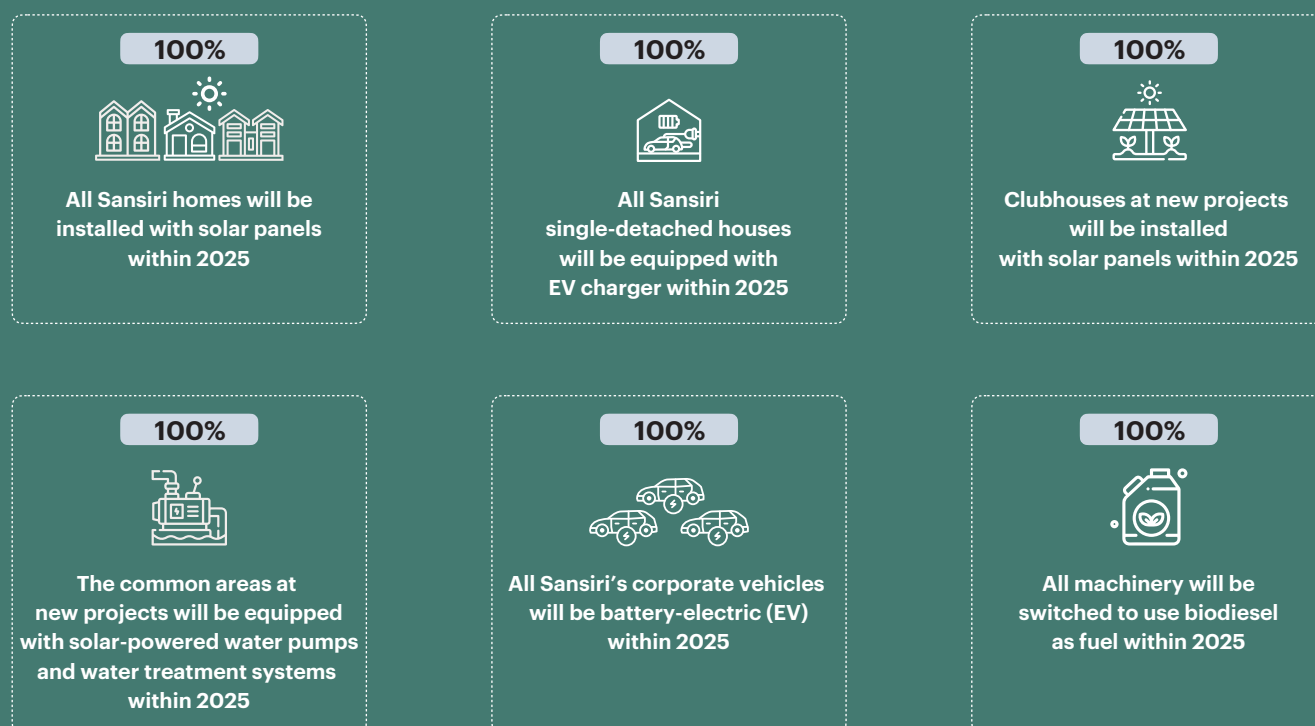


Furthermore, Sansiri is committed to take action in response to climate change by setting Net Zero target by year 2050 as the Company's ultimate goal. The Company has set a short-term plan to reduce greenhouse gas emissions (Scope 1 and 2) by 20 percent from business as usual by the year 2025, and has set the medium-term target to reduce greenhouse gas emissions in Scope 1, 2 and 3 by 50 percent by 2033.

In this regard, Sansiri has set a guideline to respond to and alleviate the impact arising from the threats that resulting from climate change through the "Net Zero" strategy in comprising of three measures as follow:

1. To become a low-carbon organisation that emphasises efficient use of energy:

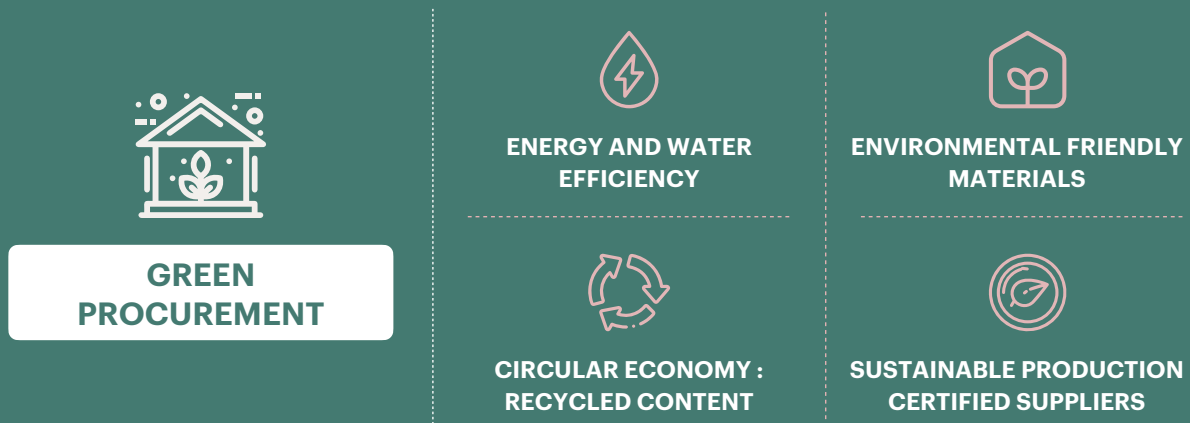
2025 Target



2. To apply good governance policies to reduce carbon throughout the value chain

by focusing on operations in three areas

2.1 Green Procurement Set the target to procure low-carbon materials as certified by relevant agencies at 30 percent through Sansiri's procurement process within 2025.



Sansiri has set the procurement procedure by considering sustainability issues through the selection of materials and equipment that have proven to use both water and energy resources efficiently while being environmentally-friendly. The Company has also taken into account the principles of the Circular Economy or the use of renewable materials to reduce the dependent on resources, along with ensuring the safety for residents, for example, by avoiding the use of construction materials that emit volatile organic compounds (VOCs) or other hazardous substances, including not using construction materials that contain asbestos as a component. Furthermore, a supplier selection process based on sustainability considerations is also in place.

More details can be found in the Supply Chain Management and Green Procurement Chapter.

2.2 Green Architecture & Design

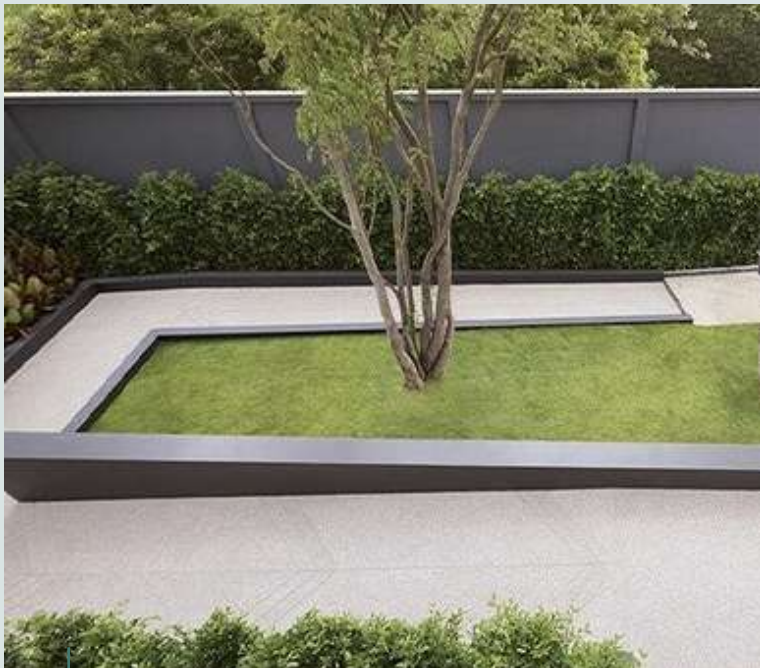


Sansiri places great importance on residences that are friendly to the environment and all occupants right from the beginning of the design process, such as the application of the energy-saving “cool-living design” concept, the “zero-waste design” concept to reduce waste and cut down on garbage, the “universal design” that are functionally-friendly to all occupants, and the “well-being design” that places the highest priority on the quality of life of all residents.



COOLIVING DESIGN :

Incorporate nature to benefit air circulation in the house, reduce its temperature, maintain a cool environment, and save energy.



UNIVERSAL DESIGN :

Aim to promote equal use of the project space among all individuals.



WELL BEING DESIGN :

Take into account the welfare and safety of all residents

2.3 Green Construction

Importance is placed on customers and the adaptation of technology to reduce impact on the environment arising from the construction. As construction is a crucial component of this business, Sansiri places absolute importance on environmentally-friendly construction with the determination to achieve “zero waste construction” as well as promoting innovations related to the construction process. **More details can be found in the Environmental Management System and Eco-efficiency Chapter.**



GREEN CONSTRUCTION (Supplier & Technology)



ZERO WASTE CONSTRUCTION



ENVIRONMENT IMPACT CONSCIOUS



SPEED TO MARKET IN CONSTRUCTION PROCESS



INNOVATION IN CONSTRUCTION

3. To invest in Green Innovations

Sansiri plan to invest more than 500 million baht in eco-friendly companies related to clean energy technology and eco-friendly construction technology. Up to the present, Sansiri has already invested in 2 companies with more than 120 million baht.

In 2022, Sansiri has invested more than 120 milion baht. The highlights of the investment include:



SHARGE

Sansiri has invested 16.33 million baht to create synergy through the cooperation to design EV charging stations and develop the application to support the service that will match the needs of the residents and customers, towards the restructuring of residential developments in order to support the realistic use of electric vehicles (EV).



GREENPHYTO

Sansiri has invested more than 71.71 million baht to support agricultural development with the aim to reduce dependence on the impactful transportation through closed-loop technology for the vertical gardens with regulated harvest and reduced water usage. The hope is the adaptation of such technology will help increase the yield by more than 10 percent and the harvest will be more than 30 percent more bountiful. The project was in the process of being established in 2022.

In 2022, Sansiri has implementations that contributing towards the goal in becoming low-carbon organization, providing;



Solar cells were installed at more than **700** Sansiri homes, capable of producing a total of **1,998,400 kWh** per hour, or equivalent to the reduction in greenhouse gas emission of **999** tonCO₂e.



EV chargers were installed at a total of **400** single-detached houses, or equivalent to the reduction in greenhouse gas emission of **680** tonCO₂e.



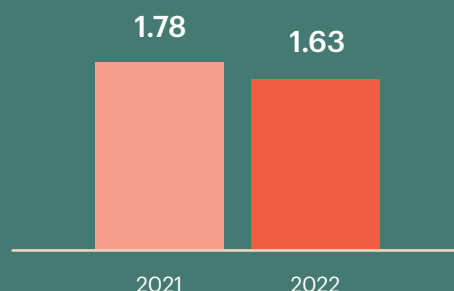
One electric vehicle (EV) has been incorporated into the Company's fleet of vehicles, or **0.125 percent** of all corporate vehicles. This is equivalent to the reduction in greenhouse gas emission of **579** tonCO₂e.



Greenhouse gas emission in Scope 1 and 2 per million baht of revenue has decreased by 6.15 percent when compared to year 2021.

*Remark: In 2022, calculation covers full operation of The Standard Hotel. Moreover, scope of data collection this year includes the construction department of low-rise and high-rise projects.

In addition, Sansiri has set the target to reduce the energy utilisation at Siri Campus by 5% and implemented the reduction of energy usage with monitoring process. The improvement of equipment and new technologies in associated with energy saving were put in place together with the campaign that targeting employee's awareness in changing their behaviour. As a result, energy intensity reduced by 0.15 Gigajoule per million THB of revenue or 8% compared with 2021 performance.



Energy Consumption (Unit: Gigajoule per million THB)

*Remark: In 2022, scope of reporting was extended to cover "The Standard Hotel" which has commenced the operation since December 2021 and information from construction department of Low Rise and High Rise projects



Highlight

Sansiri fully recognises that the use of energy plays an important role as a contributor to the impact on climate conditions. Thus, the Company has applied clean energy technologies for power generation within the projects, including:

EV charger installation



According to the cooperation of SANSIRI X SHARGE in the installation of EV chargers within Sansiri projects, In 2022,

- Sansiri has installed EV charger units at more than 400 residences in more than 14 projects,
- As a result of the operation, in 2022, the residents have already saved on petrol worth over 17.52 million baht,
- or equivalent to the reduction of greenhouse gas emission into the atmosphere of more than 680 tonCO₂e
- or equivalent to the planting of more than 56,666 trees.

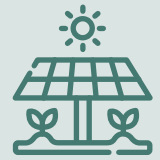


For 2025 target, Sansiri expect to install EV chargers to 2,100 houses.

Additionally, Sansiri plan to expend the installation in the common area of the condominium including:

- 68 new condominiums and over 100 existing condominiums in common areas, 1,000 EV chargers in total.
- As a result, more than 3,570 tonCO₂e reduction
- or equivalent to 297,500 trees planting.

Installation of solar rooftop at single-house projects



According to the cooperation of "SANSIRI X ION" to install solar roofs at all of Sansiri's single-detached-house projects.

- In 2022, solar roofs have been installed at more than 700 houses in 31 projects,
- equivalent to the reduction of electricity usage from the grid by 1,998,400 kWh,
- or a reduction in the release of greenhouse gas by 999 tonCO₂e.

Installation of solar cells at Precast Concrete Factories



To substitute for purchasing electricity from the grid, Sansiri has considered the application of clean energy, such as solar power, and therefore,

- Sansiri has completed the installation of solar cell panels at PCF2 factories. The outcome of this exercise was the capacity to replace electricity from the grid by 360,000 MW, or a saving on electricity costs of about 100,000 baht, equivalent to 10 percent of the electricity cost before the installations.
- Solar cell panels with 392 MW capacity have since been installed at PCF3 and PCF4 factories in 2022 and these are currently in the process of obtaining permission to produce electricity and are expected to become operational within 2023. With the total production of electricity from solar cell panels for the entire system, the Company expects to reduce the use of electricity from the grid by as much as 20 percent from normal operations.



ENVIRONMENTAL MANAGEMENT SYSTEM AND ECO-EFFICIENCY



Sansiri places great importance on environmental management, following the assessment of significant materiality that will not only impact the environment but will also affect all stakeholders. This impact includes issues such as water and wastewater management, waste and hazardous material management, air pollution, and the impact on biodiversity. As a real estate business operator, Sansiri cannot ignore the fact that its operations have an impact on the environment, both directly and indirectly, during both the construction and operational phases.

Following the business operation for sustainability of “**Sansiri Step Beyond**” strategy, the Company pays attention to strengthen growth in all dimensions covering economic, stakeholders and environment, as well as address the environmental management system to minimize any negative impacts on the environment and stakeholders. Therefore, Sansiri has set the policy to conserve the environment and energy that concentrates on the principle of circular economy in the move towards environmentally-friendly green business by assigning the Sustainable Development Department to be responsible for the environmental performance of the organisation as well as establishing the Corporate Governance and Sustainability Committee to oversee the organisation’s environmental performance in accordance with the Company’s policy.

In its environmental management, Sansiri proceeds strictly in accordance with legal requirements including guidelines and all related standards. In addition, the Company has complied with the environmental impact prevention and mitigation measures specified in

the **Environmental Impact Assessment (EIA) reports for projects that require such reports.**

Sansiri also committed to raising awareness among employees at all levels in the Company as well as all stakeholders including consumers, business partners and the society as a whole, so as to be in accordance with the goals on business operation for sustainability and in line with the Sustainable Development Goals (SDGs) set by the United Nations.



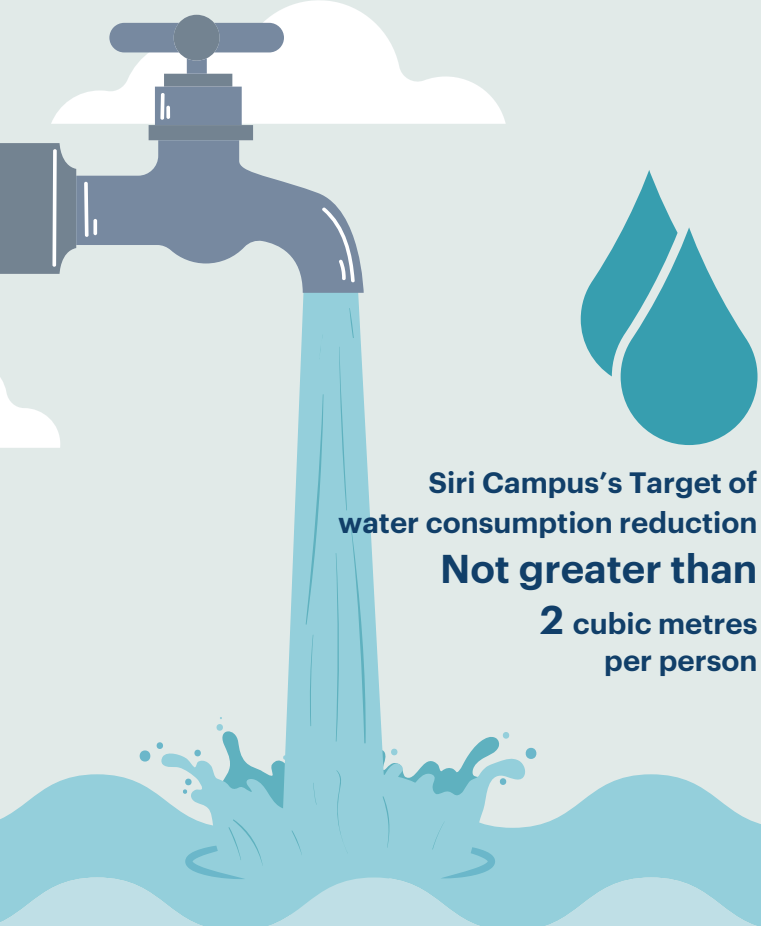
Environmental and Energy Conservation Policy can be read in details at Sansiri’s website

<https://www.sansiri.com/pdf/SustainabilityReport/policy-environment-and-energy-conservation-policy-TH.pdf>

Water and Wastewater Management

Sansiri recognises that water is one of the important resources that may be affected by Sansiri’s business operations, both from the aspect of the usage of water from natural sources and the wastewater discharges from activities performed in Sansiri operations. For this reason, Sansiri avoids operating in areas of water scarcity as have been assessed prior to project developments, and to ensure that the usage of water drawn from certain sources would not affect water users in the surrounding areas of the projects. Sansiri has also created a contingency plan in case of water shortage to ensure business continuity.

More importantly, Sansiri has set a goal to reduce water consumption and to encourage relevant stakeholders to participate in water-saving activities.



**Siri Campus’s Target of
water consumption reduction
Not greater than
2 cubic metres
per person**

Sansiri places importance on reducing water consumption within the organisation. In 2022, the Company require the leakage inspection of equipment by building technicians regularly, and has opened a hotline for reports on water leakage. In addition, all sanitaryware, water faucets, and valves have been changed to water-saving types, such as the use of automatic faucets to reduce unnecessary water loss. The Company has also launched a campaign to educate the employees and other users on the efficient use of water and to promote the implementation of the campaign.

Water Conservation Project in 2022

Project on the efficient use of water at SIRI campus

Inspection for leakage in equipment – Sansiri requires the inspection for water leakage in equipment and sanitaryware within the SIRI Campus compound both inside and outside the building twice a day. In case of leaks, repairs must be carried out immediately.



Water conservation campaign -

Sansiri raises the employee awareness of water conservation and the avoidance of behaviours that result in excessive use of water, such as not throwing food waste into the sink to prevent clogged pipes, etc.



Leakage Hotline - In the case an employee discovers water leakage, the leak can immediately be reported via an internal hotline.

Performance of project’s implementation

Total Water Consumption (m³/person)



In terms of wastewater management, Sansiri maintains strict control of the quality of wastewater discharge in accordance with the law, and in adherence to the Environmental Impact Assessment (EIA) measures by installing appropriate wastewater treatment systems and to monitor the quality of water discharge regularly.

In addition, the Company tends to apply the concept of wastewater recycling for circular use in the complex. This initiative is currently in the feasibility study process.

Wastewater Management Project in 2022

Water Recycling Project in Precast Concrete Factory

The project has laid out a guideline for the efficient use of water within the factories, as in following:

- **Rainwater** : To be collected for watering trees and plants within the factories, which replacing the tap water by up to 100 percent.
- **Filtered concrete sludge water from the production process** : To be reused to wash tools and to clean the grounds, before being channeled into the sedimentation pond and reused in the process, which replacing tap water by up to average 50 cubic metres of tap water per day.



Waste Management

In the course of business operations, Sansiri inevitably generates waste. For this reason, Sansiri recognises and placed great emphasis on waste management across the entire value chain, from the construction process to project implementation and the activities of residents and customers, as well as the Company's operations at the factories and the offices. The circular economy concept and the **3R principle – Reuse Reduce Recycle** are applied as the standard operating procedure to reduce waste and enhance waste management efficiency so as to minimise the negative impact on the environment, society and stakeholders.









**REUSE
REDUCE
RECYCLE**

In 2022, Sansiri has announced the waste management policy and guidelines under the **“Waste to Worth”** concept to separate waste that can still be useful, by setting goals and fostering cooperation with stakeholders to reduce and to separate recyclable waste, covering the entire process from the construction phase to project operation. This concept not only fulfilled the need to reduce the amount of waste that is disposed of, but also helped to reduce greenhouse gas from waste disposal process in response to the **Net Zero** goal.

waste to WORTH

Siri Campus’s Target of
water usage reduction
**Reduce the amount of waste
by 5% from 2021
Recycle waste at 70%**



	Residential Projects	Headquarter	Factory	Hotels	Community Mall	Construction Sites
Waste Reduction Target	 In the process of collecting data	 Reducing waste (in kilograms per capita) at 5%	 Reducing waste per m² at 5%	 Reducing waste per room at 10%	 In the process of collecting data	 Reducing waste per m² at 15%
Reuse and Recycle Target	Recycle 20% of all waste	Recycle 40% of all waste	Reuse/Recycle 50% industrial waste 70% of consumable waste	Reuse/Recycle 30% of organic waste 70% of consumable waste	Reuse/Recycle 80% of organic waste 70% of consumable waste	Reuse/Recycle 80% of construction waste 70% of consumable waste

waste to WORTH

Waste Management Project in 2022

Waste Reduction Performance Compared to 2021



11% of Waste Reduction
42% of Waste Recycled

At Residential Projects

The amount of waste generated at residential projects totaled **531,104 kilograms**

- 40 percent of all waste were recycled.



At SIRI Campus Headquarter

The amount of waste generated reduced by **21 percent**

- 30 percent of all waste were recycled.

Due to the relief of the COVID-19 situation and the relaxation of epidemic control measures in 2022, employees are fully back to work at the office.



At Hotels

The amount of waste generated reduced by **81 percent**

- 70 percent of organic waste were recycled.
- 57 percent of consumable waste were recycled.

Due to the relief of the COVID-19 situation and the relaxation of epidemic control measures in 2022 more tourists come back to use the service.



At Precast Concrete Factory

The amount of waste generated dropped by **4 percent**

- 43 percent of industrial waste were recycled
- 72 percent of consumable waste were recycled.

Due to the relief of the COVID-19 situation and the relaxation of epidemic control measures in 2022, employees are fully back to work at the office, More wastes were reused within the operation process as a result, recycled wastes were lower.



At Community Mall

The amount of waste generated the amount of waste generated was **9,003 kilograms**

- 100 percent of organic waste were recycled
- 100 percent of consumable waste were recycled.



At Construction Sites

The amount of waste generated reduced by **71 percent**

- 38 percent of waste arising from the construction were recycled
- 99 percent of consumable waste were recycled



Sansiri placed great importance to ensure the successful implementation of effective waste management at construction sites projects. The Company worked closely with the contractors, employees, supervisors and business partners to promote waste separation at the source, with the following guidelines



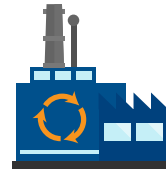
Meticulous recording of purchases, sales, exchanges and the analysis of the characteristics of the waste.



Monthly training for contractors and relevant employees on waste separation, both offline and online.



Providing waste separation stations that allow for efficient separation of construction waste from the waste generated by workers' daily consumption, in order to manage recyclable waste and separate waste to be resold.



Waste bank project setup along with waste collection that lead to the recycling process and the legal waste disposal process.

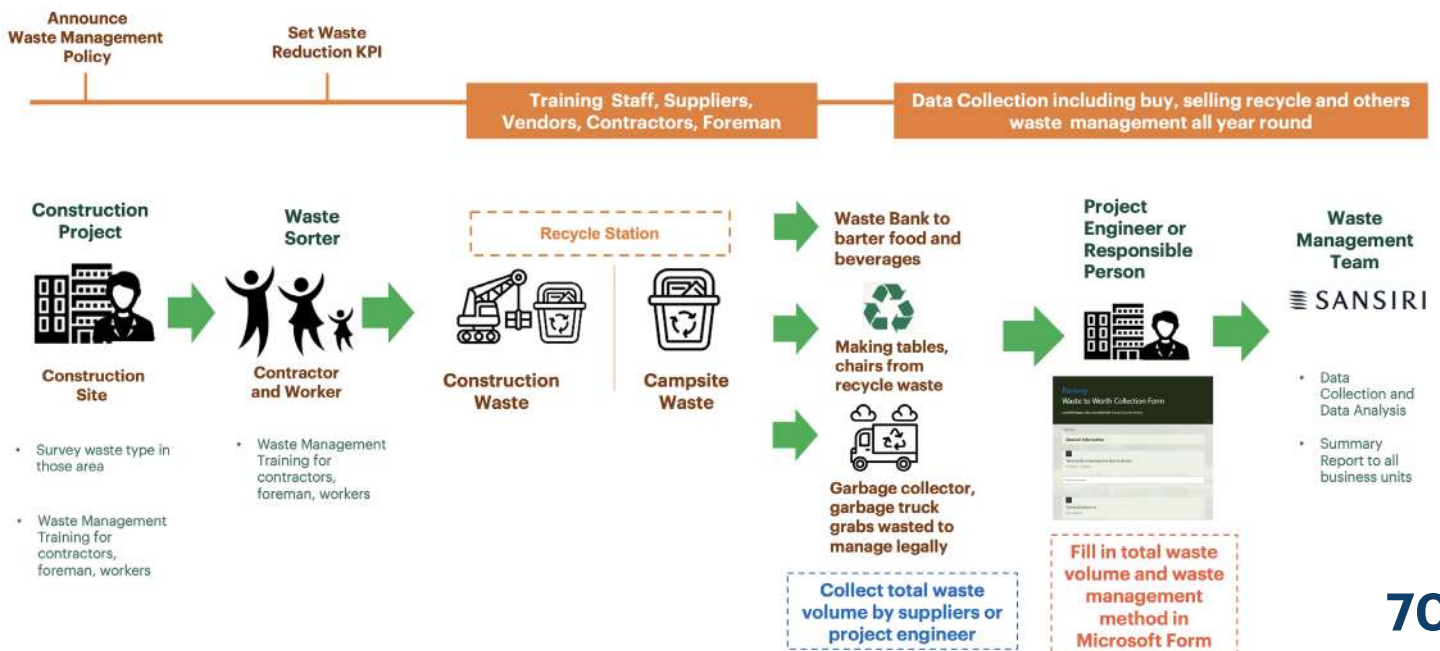


Development of vegetable growing areas and sports fields from the sale of recycled waste.



Establishment of waste collection and separation points within project's construction site

Roadmap for Construction Site Waste Management



Training on waste management in worker accommodation areas to contractors within construction projects.



01 Knowledge sharing on the waste management in construction projects.

Waste Separation, Selling, Recycling **02**



03 Development of vegetable plots and sport fields from waste selling

Waste Bank Project for goods trading **04**



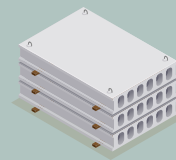
Project to produce manhole covers from leftover fresh concrete



Due to the use of fresh concrete at Sansiri's construction projects, a considerable amount of fresh concrete became waste. Therefore, Sansiri saw an opportunity to recycle the leftover fresh concrete to be made into manhole covers that can be used within the projects. This programme received the cooperation from contractors at more than 70 projects.



The amount of recycled fresh concrete totaled **21 cubic metres.**



The number of manhole covers produced was **700 pieces**



The cost of purchasing manhole covers was reduced by **35,000 baht**

Air Pollution Management

Sansiri's business operations, particularly at the construction sites, could give rise to air pollution especially the emanation of dust particles. As such, Sansiri adheres to the air pollution control measures stipulated in the laws as well as the rules and regulation stated in the Environmental Impact Assessment report at each of the projects. The measures to reduce the impact and the results of their implementation included:

Target of air pollution management at Precast Concrete Factory



Target

- Particulate Matter 2.5 (PM2.5) not more than 0.05 milligrammes per cubic metre.
- Number of incidents of air pollution exceeded the standard is 0.



Performance

- **Less than 0.022** milligrammes per cubic metre
- **Zero incident**

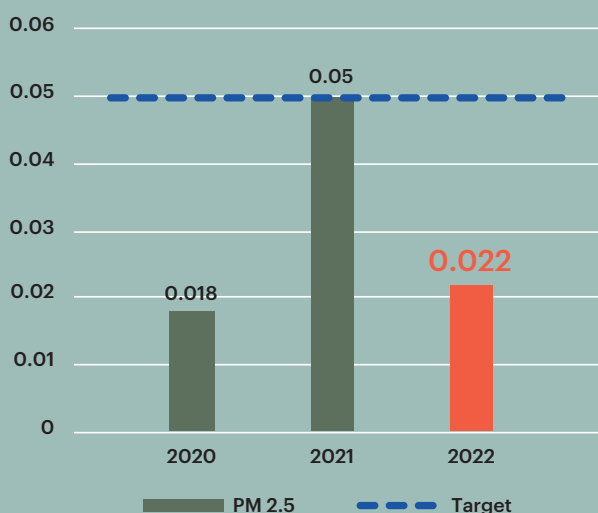


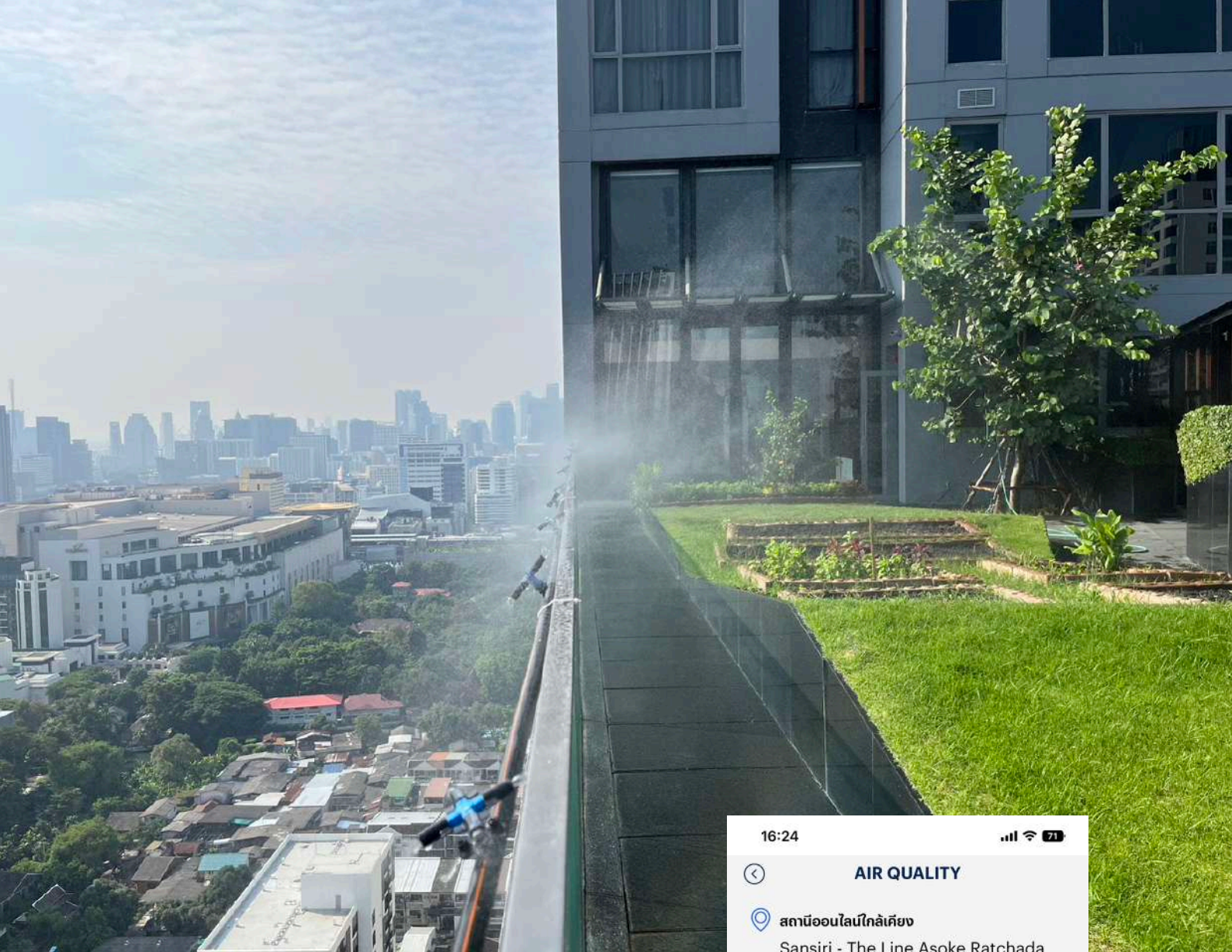
Air pollution management project 2022

Air pollution management project at Precast Concrete Factory

The precast concrete factory implemented dust control measures in the areas of responsibility by installing dust filters at the raw material storage silos, and revamped the process to be a closed system. Also, the monitoring of the dust emission, which is a major pollutant arising from the factories' production process, is carried out regularly both within and outside the factories

to ensure that the operations comply with legal requirements and has no negative impact on the environment and the communities surrounding the factories. In 2022, 100% of air monitoring results were in compliance with the standards. Additionally, the PM2.5 control target has been achieved at 0.022 milligrammes per cubic metre, comparing the target at 0.05 milligrammes per cubic metre.





Air Pollution Management in Sansiri Residences

Sansiri well aware of the right to good health of the residents, and therefore, has given top priority to the management of air pollution within Sansiri's residential projects. The air quality within the projects, both within and outside the buildings, was continuously monitored. The residents can check the air quality such as the amount of **PM2.5 through an application**. Measures to reduce the amount of dust within the projects were also implemented, such as **spraying water mists from the tops of condominiums and other buildings managed by Sansiri**, as well as cleaning the grounds in the projects to reduce dust occurring from vehicles and general vehicular traffic in the residential areas to ensure that the project residents are protected from air pollution.



Biodiversity Management

Sansiri realises that in the development process of Sansiri property projects the impact on biodiversity is inevitable. For this reason, Sansiri has mandated the consideration of biodiversity to be included in the project planning stage. The projects could not be developed or implemented in biodiversity-sensitive areas, according to the International Organization for Conservation of Nature (IUCN Category I-VI). Also, biodiversity must be carefully considered in the environmental impact assessments (EIAs) including the management plan, monitoring and implementation must be stringently adhered to.



In addition, Sansiri considered biodiversity impacts covering all activities throughout the supply chain, from the sources of construction materials and products used in Sansiri's projects to the requirement of materials used to be certified environmentally-friendly standard and obtained from verifiable sources. Furthermore, the production and transportation processes must not create significant impact on the ecosystem. This was to ensure that throughout business's supply chain, biodiversity will not be directly or indirectly affected by Sansiri's operations.

Biodiversity Policy can be read in details at Sansiri's website

<https://www.sansiri.com/pdf/SustainabilityReport/policy-biodiversity-policy-TH.pdf>

Biodiversity Project 2022

The Standard Hotel Hua Hin's Garbage Collection Project.

Project details

Employees were invited to collect large pieces of waste, marine debris and to sweep up tree leaves on Hua Hin beach fronting The Standard Hotel on 8th June 2022, with the project's goal to strengthen employee relations, preserve the environment and to care for the pristine scenery.



Performance

More than 10 kilogrammes of beach waste were collected; employees from all departments became better acquainted with one another, leading to improved relationship and fostering better teamwork, and more importantly, creating awareness among employees on the need for the preservation of the environment and to maintain the beautiful scenery at all times.





HUMAN RESOURCES MANAGEMENT

As a result of the rapid change in expectations and needs of consumers, businesses must adapt to respond to social changes and consumer behaviour in the digital age. Therefore, Sansiri places importance on human resources development and to retain high potential personnel along with promoting growth, while enhancing opportunities for the Company to create quality products and services for consumers and society together with the Company's employees.

In addition, to put in place the human resources management guideline that fulfills the expectations of the organisation and to communicate the intention of the Company to the customers, Sansiri has included the customer-centric principles throughout the human resources management from the recruitment processes, knowledge and skill development programs, and employees' work evaluations, as well as the new generation succession planning for retiring executives. Sansiri also promotes the opportunity on the premise of "equality" for employees with diversity through the moulding of Sansiri work culture.



Sansiri Culture

Customer-Centric

bring attentiveness, compassion, understanding and development to manage the best for customers' satisfaction.

Challenge the Ordinary

dare to think and create initiatives unceasingly and to face every change head-on.

Result Oriented

change the way of thinking and twist in new angles to target result before formulating ways to achieve such goal.

Integrity

being honesty towards self and the organisation for the greater good of the team.

Goal Synergy

integrate everyone's knowledges and abilities heading towards organisation's common goal.

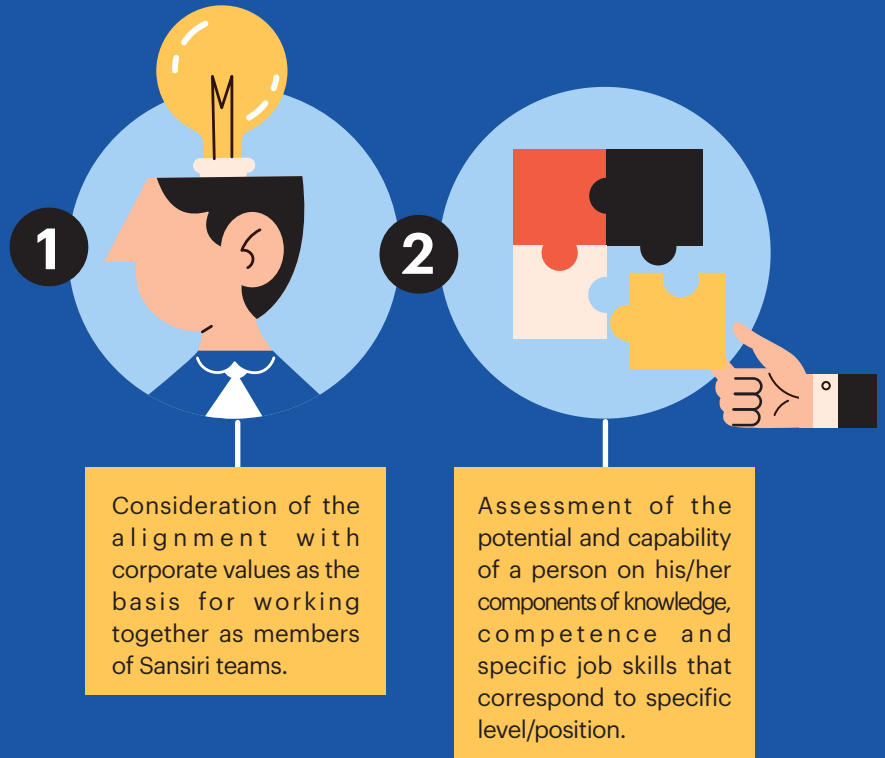


Sansiri sets a framework and guidelines to promote employee engagement, comply with labor requirements for employee treatment, promote employees' skills and competencies development, while building relationships between employee and the Company. Effective human resources management helps to create corporate values and enabling the retention of qualified personnel for the growth of the organisation together with the employees in a sustainable way.

Human Resources Management

Recruitment

To find and attract talented people to join the organisation. Sansiri has issued a guideline for recruiting and selecting personnel according to specified criteria, by considering the suitability of the organisational culture, knowledge, abilities and specific skills that match the job description, and of job openings through the traditional channels or through the job announcement websites of Sansiri and affiliated companies, as well as communicating activities related to the recruitment on social media.



Employee Competency Development

Sansiri has formulated a strategy for personnel development through separate curricula for new employees and current employees. New employees will learn about Sansiri's work culture in order to be able to smoothly adapt to the new workplace and work environment, including more thorough understanding of the business and the specific job. As for the current employees, Sansiri focuses on the development and learning through job-specific courses taught by in-house instructors and on-the-job training. The exceptions are the mandatory legal courses and new competencies that have not existed within Sansiri before, thus necessitating outsourced instructors to keep up with future work trends.

Sansiri is very conscientious of the direction of the employee development to ensure that they would be ready to tackle the current challenges in the business, while also opening up the opportunity to the employees to freely choose to self-learn on the topics that they are interested in, and to promote the development of skills and leadership quality for those in the high-potential group and for those with proper qualifications, by providing a variety of learning styles, including proper courses in classroom, virtual classroom and on-the-job learning and mentoring.



Functional programmes

To ensure the flexibility in the management of the employees' potential development, Sansiri has appointed the Human Resources' Business Partners (HRBP), who are human resources professionals in managing people related to businesses, to assess and study the needs of the business units in regard to the



knowledge, competency and skill needed in the operation, and for the HRBP to work together with the business units as confidants. This has permitted the Company to plan the human resources strategy to align with the business strategy through the analytical process and to identify the lesson topics to produce online media and/or the training to develop necessary skills for the employees. As such, the employees can effectively use the knowledge gained from the training to apply to their work in the real world. Such a work structure helps to encourage the organisation and the employees to clearly visualise the employees' career path and career development with shared goals.



Human Resources' Business Partners (HRBP) in 4 business units



Business
Supporting Units



Sales Unit



Projects Marketing
Units

PLUS+

Plus Property

Sansiri Learning Hub

Sansiri has created a new central online platform of self-learning through the Sansiri Learning Hub in which the trainees can access and choose the course according to topics and specific interests 24 hours a day, allowing employees to access basic knowledge and skills relating to the field of responsibility and working techniques from an expert in each field of the Sansiri Group to support skills that will be conducive to career advancement. There is

also a test to assess the knowledge and understanding at the end of each course, so it can be ascertain that the employees trained with this central online learning hub will have the knowledge at expected standard level. **To date, as of December 2022, 98 percent of employees have been participated and covered as measured from the attendance record at the end of each course.**



Sustainability at Sansiri



Code of Conduct



Business's Value Chain

Leadership Programmes

Plus Property Company Limited places importance on employees with high potential and capability in the field of building management. Therefore, the **"Rising Stars Development Programme"** has been established to prepare employees to become the new generation of supervisors in the future, by providing a 3-month training course that includes the monitoring and evaluation of the behaviour of the participants in the project devised by Human Resources Development Department together with the supervisors of all the participants. The course focuses on enhancing communication skills, target setting, team development and problem-solving decisions, which are all the necessary skills for a supervisor position to cope with new challenges arising from within and outside of the organisation.



Communication skill enhancement



Target setting



Team development



Problem-solving decisions

Evaluation of Employee Performance and Career Development

The employee performance evaluation process must be transparent, precise and fair. Therefore, Sansiri has clearly defined key performance indicators **(KPIs)** to assess the performance of its employees, both the performance evaluation criteria and level-based potential assessment linked to compensation criteria for employees can clearly visualise their career path growth.



Succession Plan for Future Leader

Sansiri prepares to incubate new generations of executives for all work units. With the vision of the Company as a perennial leader in the real estate business, Sansiri is fully dedicated to perpetuate Sansiri's **DNA**, and to ensure sustainability. This is done by having supervisors in all business units evaluate potential employees and promote them as future leaders, to discuss with them and to create individual development plan (IDP) for the development of potential employees, while providing training to increase skills and strengthen leadership ability for possible succession according to future business direction. This will ensure the smooth transition of duties. This development plan will be one of the employees' performance indicators for the following year, resulting in the continuous development of employees' competencies every year.

Employee Engagement and Retention

Sansiri places importance on effective human resources management to retain good and competent employees with the organisation, building relationship and bond between employees and the Company as well as looking after employees' good quality of life throughout their time with Sansiri.



Employee Thriving Survey

"Employee Thriving Survey" is based on the principle of the four "drivers" dimensions, with the objective of understanding the value that the employees place in their work, and collect data for analysis, and to prepare an action plan to meet business needs, while retaining the employees. The survey has been designed to include questions that allow employees to answer them in an open-end form, allowing the organisation to become aware of the main factors or drivers that boost employees' energy thriving to a happy work.

4 key drivers of employees thriving



Organization
Collaboration and
Diversity & Inclusion



My Manager
Effectiveness,
Management and
Career Growth



Work
Meaningful work



Well-being
Welfare & Benefit and
Work life balance

In 2022, with 97 percent of all employees responding, the results of the survey showed that the level of the "Thriving Survey Score", or employee engagement with the organisation and their work, reached 86.64 percent, against the target of >70 percent – and the major driving force or motivation in the employees' work was the "Organisation" dimension, which confirmed the confidence that the employees had towards the

organisation. In the next step, the comments were reviewed and developed into human resources management plan and process, as well as submitting the survey results to supervisors to be communicated to employees at all levels.

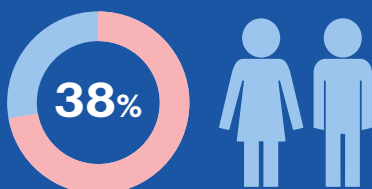
In 2022, the rate of resignation of employees decreased by 1% compared to the figure in 2021.

Training Programs Highlight

GO ABOVE AND BEYOND PROGRAM 2022

A project to develop high-potential sales staff with a passion for sales management to fast-track their growth in respective careers, with the focus on the trainees to learn by doing and presenting practical results from assigned projects. Employees who have passed and were selected for this programme must clearly demonstrate "Sansiri's Sales DNA". The participants were entered into the process to identify their capabilities and skillset along with the areas that need further development for advancement in their careers. These individual development plans were designed and developed in cooperation with supervisors to support growth according to the plan.

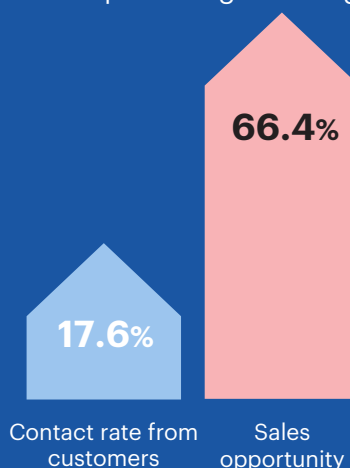
For the year, a total of **8 out of 21 employees** passed the final presentations, accounting for a success rate of **38 percent**.



SALES CHAMPION LEAGUE 2022

This is a project to increase the capability of sales personnel using the "Sales Performance" system to arrive at maximum efficiency, by increasing knowledge and skills in the operation of the Sales Performance system through a practical competition focused on using the system correctly and quickly to increase sales opportunities and to close sales through the development and supervision of the Head Sales. This has resulted in faster and more accurate work, and the reduction of redundant steps, thus promoting a new generation of salespeople for

the Company. In 2022, a performance measurement over three months using the Sales Performance system was carried out and it was found that the average contact rate from customers increased by 17.6% and the average sales opportunity increased by 66.4%, leading to more sales opportunities.





In 2022, the employee training was **51,995 hours** in total, with average of 11.64 hours per person per year – achieved target of 10 hours per person per year divided into



Average **11.90** hours for females



Average **11.34** hours for males



A budget of **2,655,575.95** baht was used for employee training.

Employees' Care and Welfare

In 2022, Sansiri had a welfare package that focused on caring for the employees with equality and covering all dimensions, supporting the concept that accepts individual diversity and inclusion. This was part of the **"YOU-CENTRIC – Because You are Important"** strategy, overseen by the Welfare Committee in workplace appointed in 2021, consisting of 10 employee representatives in consultation with employers to provide opinions on various welfare arrangements that are beneficial to employees and suitable for the specific situations.



1

LIVE EQUALLY WELFARE

= **Live Equally**

- Gender-affirming surgery leave 30 days
- Marriage leave 7 days
- Male employee's parental leave to take care newborn and wife 14 days
- Newborn adopted child 14 days
- Bereavement leave for spouse loss 7 days

2

LIVING WAGE WELFARE

Because we care

Since today cost of living has risen significantly, to relieve employee's burden on the increased expense, **the Company provides special living subsidy of 1,500 baht/month**

#YOUAreMadeForLife



3

HOTEL SPECIAL DISCOUNT

Privilege for Sansiri's and subsidiaries' employees, turning **your ordinary day to a special occasion with THE STANDARD HUA HIN and THE PERI HOTEL**



4

TEAM BUILDING AND BONDING ACTIVITIES

Table tennis game between all ages buddies



5

EMERGENCY LOAN WELFARE

Compassionate welfare

for relieving high cost of living problem by offering **5 times max emergency loan with 0% interest**, to help employee on their necessary costs

OCCUPATIONAL HEALTH AND SAFETY



Occupational health and safety management is an issue on which Sansiri attaches great importance because repercussions in the event of an accident may include physical injuries or even loss of life. Therefore, Sansiri cares about the working environment, risk prevention and reduction of accidents that may occur to employees, suppliers or communities in order to strengthen the potential of the organisation, to create a competitive advantage in the business, and to increase stakeholders' confidence in the safety of life and property.

Management Approach

Sansiri has set the policy on safety, occupational health and working environment, that focuses on applying the principles of occupational health, safety and well-being of employees as the basis for business operations, and has developed a guideline for environment, occupational health and safety which is published in the Corporate Governance and Code of Ethics Handbook to communicate to everyone in the organisation for practical application according to the Occupational Safety, Health and Environment Act of B.E. 2554.





Occupational Health and Safety Management System

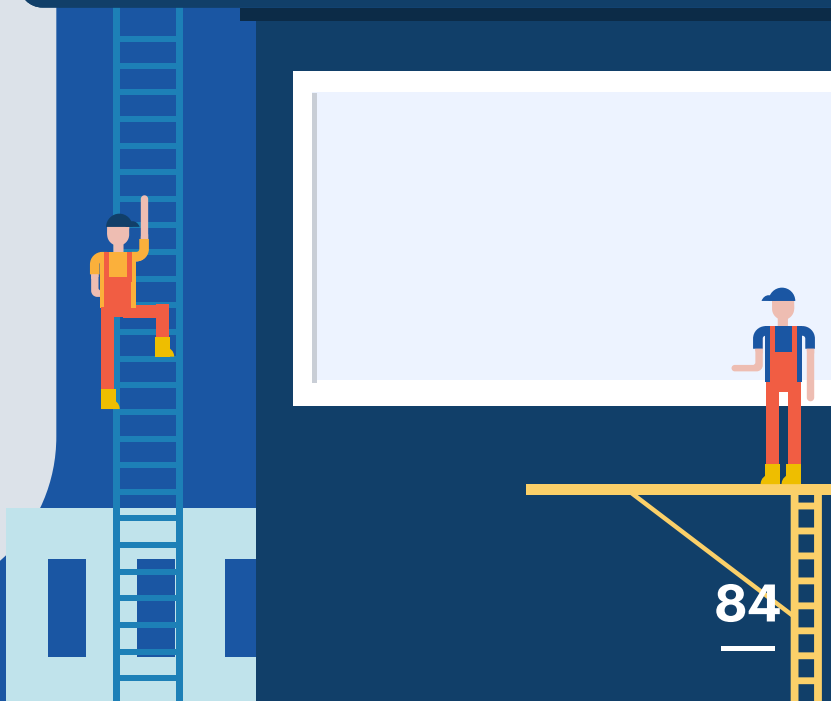
To ensure that the safety measures meet the standards in accordance with Thai and international requirements, Sansiri has allocated budget, personnel and management resources to assess and determine the guideline for the health and safety risks management that may occur at work. This was done by setting a target to reduce the number of accidents to zero, and by reviewing and monitoring the performance to establish strict compliance with the policy, practice and safety regulations.

Within the work environment of Siri Campus, construction sites, project developments and precast factory, safety committee and officers at different levels were appointed to perform safety tasks in conjunction with their daily duties. These included safety officers at the executive level, supervisor level and professional level. Sansiri requires staff at all levels to attend trainings to develop their potential according to the standards of the organisation, requirements and laws, and to supervise, follow up, and prepare plans to manage safety, occupational health, and work environment, as well as drawing up plans for fire evacuation and other emergencies, including the monthly inspection of the practical compliance with the policy.

Risk Assessment and Mitigation Measures

Sansiri requires risk assessment that may arise from business operations throughout the work process. The results of the assessment are analysed, prioritised and used to establish risk control measures that are suitable for employees at all levels, also covering contractors and third parties who come in contact with, or work in, Sansiri's operating areas. In addition, Sansiri requires that all employees have the right to conduct risk assessments and can stop work (Stop Work Authority) if it is found that there are inherent risk of injury to self or others in the job process.

Since Sansiri is in the real estate business, the process of which involves construction work and project developments, such as the production and transportation of precast concrete from the factories to the project construction sites, the installation of precast concrete structure and the construction of the project according to the architectural and engineering design together with the contractor. These areas are considered to be high-risk. Therefore, Sansiri has required a safety committee, safety officers at various levels and engineers or supervisors to manage and monitor safety operations to meet the standards set by the Company throughout the work process.



Guideline for Safety in Construction



Supervise safety in the operation area



Provide safety training to the construction workers



Promote safety at work campaign



Put in place emergency plan in case of accidents in the workplace



Devise plan for inspection, analysis and reporting of accidents in the workplace



Draw up safety measures in the project

Safety Training

Sansiri has planned training courses on safety as required by law and other basic safety regulations, by obligating relevant employees in each work unit as well as all other employees to attend the seminars and training according to the plan to prevent, prepare and respond appropriately to emergencies in actual situations.



Safety training at construction projects

1. Laws and understanding on safety in construction
2. Causes of accidents in construction's operations
3. Elements of safety in construction
4. Safety in construction sites
5. Safety in use of tools, machines, and personal protective equipment
6. Occupational health and safety at work
7. Fall protection system, partitioning areas of construction and dangerous zone, and personal safety



Safety training at Precast Factory



Fire-fighting and evacuation training



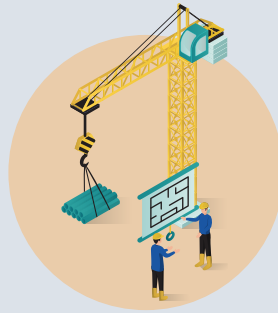
Safety at work in the new employee orientation



First-Aid training



Forklift training



Crane operator training



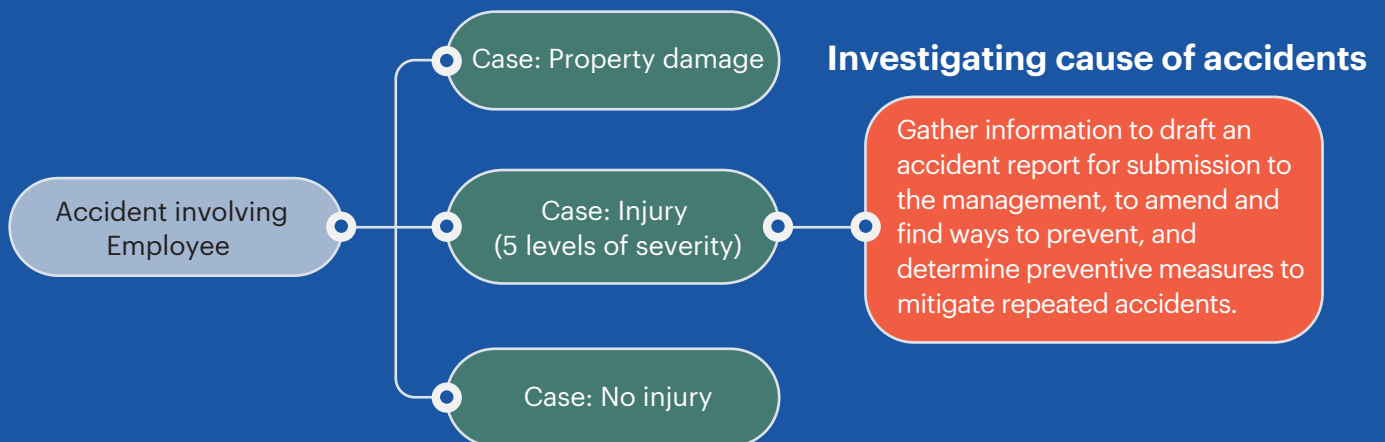
Chemical spill drill

Incident Investigation and Reporting

Systematic emergency reporting procedures enable the Company to review the cause of an incident carefully through the chain of command from the report and the data collection forms, in conjunction with the standard "Emergency Situation Preparedness and Response" procedures along with the

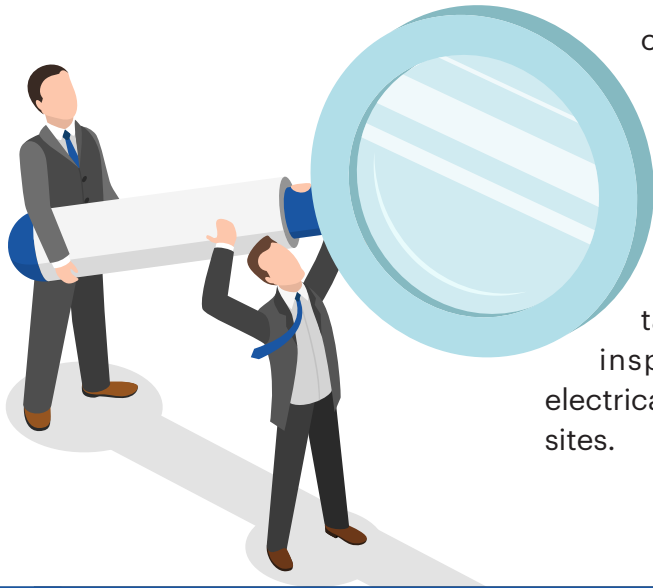
guideline for action in the event of various emergencies, thus enabling the project and the factory being able to correct the problem on the spot, as well as finding ways to improve work processes or safety systems so that they would be more efficient to prevent and reduce recurrence in the same spot.

Reporting channel



Safety System and Equipment Inspection

To ensure their proper operations, the various safety systems in Sansiri's workplaces and all projects are regularly maintained. Sansiri mandates the testing and inspection of the systems, tools and various safety equipment according to the specified period, especially in relation to the safety within buildings such as generators, emergency alarm system, fire-fighting equipment and the regular maintenance of passenger lifts, and periodic cleaning of the air conditioners. Regarding the operation at the construction sites and project development area, the construction managers are responsible for inspecting the



operation of machinery and equipment such as lifts, cranes, fall protection devices, etc. to comply with the requirements, including safety officers who are tasked with the regular inspection of temporary electrical systems at the project sites.

Safety Inspection and Audit

As the operations at precast factory are considered to constitute high-risk spaces, the factories have required the monitoring and assessment of the operation to identify risk areas within the operating space, along with the safety walk audit so that improvement and correction can be made in each work area to ensure workplace safety, as well as to promote the proper work environment for the sake of the employees.

As for Sansiri's projects and construction sites, monthly follow-up of the operations and safety reports are mandated together with the requirement for the control and supervision of the contractors' safety provision to ensure that the contractors are fully responsible for the safety of their own workers and complying to the rules, regulations, and procedures, such as providing safety protective equipment suitable for work conditions, planning for the review, inspection and monitoring of work to ensure safety and reporting of accidents in the workplace every time to reduce further risks that may result in more accidents, and to improve work processes

In addition, Sansiri is also stringently mindful of the safety measures for the communities in relation to the development of the Company's property projects, through conducting the Environmental Impact Assessment (EIA) report before the commencement of construction at all projects. At the same time, a consultant team is assigned to conduct field survey with nearby communities to assess the conditions of existing buildings. Throughout the construction period, the projects have to put in place the safety measures, regulations and safety standard notices clearly shown in front of the project sites. These include the warning signs of construction work in progress, details of the projects, and the installation of red and amber signal lights indicating the construction work area. Also in place are the suggestion boxes and the availability of emergency telephone numbers in cases of complaints. The contractors and the consultant teams are required to acknowledge these complaints and to take to the field to find solutions to rectify any cases in the work area.

Employee Engagement

Sansiri has set the guideline for occupational health and safety according to the Company's policy on safety, occupational health and working environment together with communication, public relations activities and educating the employees on safety in the workplace to encourage good safety behaviours at all levels and in every workplace. Importance is given to listening to comments from employees from all relevant areas. Employees' suggestions on safety issues are discussed at the Safety Committee meeting, to ensure safety preventive measures and provision of remediation assistance to employees in the event of accidents.

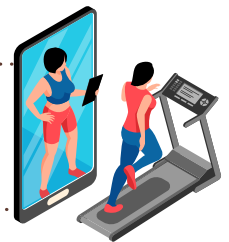
Performance Safety Activities in Office Buildings

Sansiri has a working unit responsible for the welfare and well-being of employees. In 2022, a plan was put in place to prepare for the safety to the health of the employees returning to work in the offices as the COVID-19 pandemic situation began to improve, and projects or activities promoting safety and good health of employees have been prepared, including:



Health Checkup

Campaign on
Virtual Exercising Class



Running Club, Football Club,
Badminton Club



Siri Campus Fitness



Play Zone in Siri Campus



Safety activities in Precast Factory and Construction Sites

There is a campaign to promote work safety of employees through Safety Talk activity before starting work to understand safety regulations, such as, proper clothing, work area and equipment checking before kick-off, strict compliance with the Company's regulations, and the prompt notification of any arising cases.

From the strict application of occupational health and safety, in 2022, Sansiri incurred a **1 case reduction in reported accident cases compared to 2021.**



= LIVE
EQUALLY

HUMAN RIGHTS



Sansiri adheres to the principles of human rights in business operation and the corporate management that also covers all subsidiaries, as the Company understands the current situation in which the business sector plays a major role in the development of the economy as a result of job creation, income generation for the “people” who are the main drivers of the operation. At the same time, Sansiri is also aware that cases of human rights violations, aside from resulting in damage to personnel and the business operation in the overall picture, would also be detrimental in regard to the public trust in the Company. This is because the human rights aspect of the business sector is an issue that are closely monitored by many groups including investors, the government sector, civil society organisations, business associations and the media. Therefore, Sansiri is committed to complying with international human rights standards taking into account human dignity, human rights, freedom and equality, as well as promoting human rights issues through the design of Sansiri products, promotions and services.



International
Labour
Organization



United Nations
Global Compact



UNITED NATIONS
HUMAN RIGHTS
OFFICE OF THE HIGH COMMISSIONER

Management Approach

Sansiri is determined to operate within the framework of human rights policy through the adoption of important principles of the international human rights guidelines, such as the Universal Declaration of Human Rights (UDHR), the Children's Rights and Business Principles (CRBP), the Human Rights and Labour Standard (ILO), the United Nations Global Compact, and the United Nations' Guiding Principles On Business and Human Rights (UNGPs), as the guiding principles in Sansiri's operations throughout its value chain.



**NO CHILD
LABOUR**

The human rights policy has been incorporated as a component in all business activities involving different groups of stakeholders, covering the treatment of employees, suppliers and contractors with fairness, equality, and to fulfill human rights expectations on the guideline consisting of the three pillars: Protect, Respect and Remedy. This is to ensure that Sansiri's stakeholders will enjoy the rights and protection according to their basic rights. Furthermore, the issues or topics that Sansiri considers as important are the adherence to the principles of children's rights, or not using child labour, as reflected in the anti-child labour policy, the compensation management practices without discrimination, the care for the quality of life to ensure safe and good hygiene, the avoidance of forced labour, and support for the employment of legal migrant workers.

In addition, Sansiri Corporate Governance and Code of Ethics Handbook stipulates the guideline of human rights that covers the equal treatment of all employees, **non-discrimination, avoidance of any actions that are considered to be violations of human rights and children's rights**, through measures to prevent such violations in the business processes in all areas of operation. These have been set as guidelines for Sansiri employees and employees of Sansiri's subsidiaries to acknowledge and to follow strictly. These operations based on human rights principles have been communicated to suppliers throughout the business partners value chain. Sansiri has assigned the Human Rights working team to be responsible for the administering, supervision, and supporting for all business partners to strictly comply with human rights principles set forth by Sansiri.

To communicate Sansiri's human rights position in all departments and at all operational levels of the organisation, the Company has provided basic human rights training for all new employees and safety officers, by incorporating the #LGBTQ equality promotion policy into the basic lessons in the orientation course for new employees.

Sansiri is in the process of planning a human rights risk assessment and human rights due diligence to be able to reach various relevant stakeholder groups and to elevate the management process to better respond to human rights issues for employees, construction workers, business partners, suppliers and customers, etc. in accordance with the United Nation Guiding Principles on Business and Human Rights (UNGP). This risk assessment will cover all business units and activities of Sansiri.

In 2022, no high-risk human rights violation issues were found in the organisation and in the entire Sansiri's value chain.

Sansiri's stakeholders may submit comments, suggestions or complaints relating to human rights and child rights issues through whistleblower complaint channel and Sansiri's complaint handling mechanism is divided into two levels of the complaint management:

- 1.** In the case of complaints about human rights violations within the organisation, the unit in charge of investigating the issues is the Human Resources Department.
- 2.** In the case of human rights complaints related to other issues, staff have been assigned to receive the cases through the Call Centre and Sansiri website www.sansiri.com.

Human Rights Policy can be read in details at Sansiri's website

<https://www.sansiri.com/pdf/SustainabilityReport/policy-human-rights-policy-TH.pdf>



Human Rights Practice and Implementation

In 2022, Sansiri has carried out various activities to prevent human rights violations under the concept of non-discrimination and respect for human rights with the realisation that all human beings share equal value and dignity. If the basic best practices for employees in the organisation are neglected, discrimination issues may arise in the long-term work process. Sansiri recognises employees from all groups including LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, Queer), and promotes equality among its employees, both in terms of equal advancement and welfare of all genders. In addition, Sansiri cooperates to drive the society in which everyone lives together in equality through the development of projects and activities that support human rights issues together with



= *Live* **Equally**



1

3-Year Roadmap for Diversity & Inclusion

Sansiri cooperates with Unilever and DTAC under the support of United Nations Development Programme Thailand (UNDP) to jointly create a monumental change for the Thai society under the “Live Equally” campaign, by together becoming the signatories of the UN Global Standards of Conduct for Business that mandates the total acceptance of LGBTQ+ employees and promotes that equal treatment through the planned 3-year mission, made up of:

First-year short-term goals (2022)

Sansiri participated in activities to promote diversity & inclusion organised by UNDP, including “Roundtable Discussion on LGBTI Inclusion in Thai Business: The Economic Environment” to share experience and case studies on which each organisation has taken action, to act as a development guideline for operations related to equality. The Company also participated in public forums and forums actively joined by relevant government agencies, such as the Securities and Exchange Commission (SEC), and the Department of Rights Protection, Ministry of Labour, to push forward and help build an equality ecosystem.

Year-2 Medium-term goals (2023)

- To apply knowledge, create common norms and practices.
- To connect with the supply chain and business partners.
- To participate in seminars or to share knowledge to stimulate change for the business sector and society.

Year-3 Long-term goals (2024)

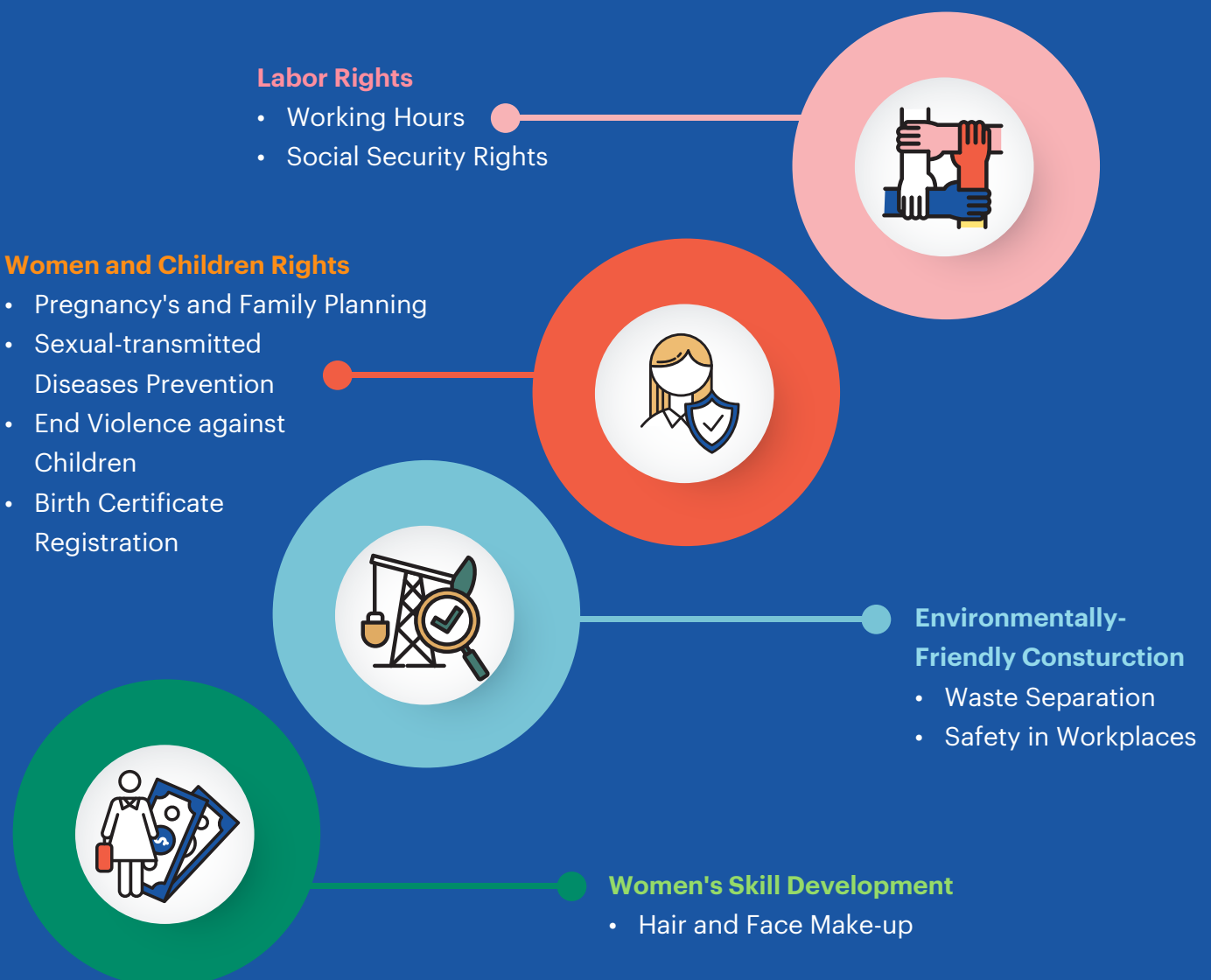
- To collaborate on campaigns to promote diversity & inclusion issues, including creating model campaigns that the three organisations have initiated and developed together.

2 Access to migrant women workers and their families

Sansiri recognises the importance of rights and the access to rights for workers in the construction sector, especially concerning the large number of migrant workers in the Thai construction industry, with an understanding of the strict and explicit laws and practices on labour rights. However, in practice, many migrant workers remain unaware of their given rights, while some may understand but still could not access these services provided by both government and private sectors. This issue has resulted in the cooperation between Sansiri and the World Vision Foundation of Thailand in the bid to identify the root causes of the access, or lack thereof, to labour rights in the construction sector, including the rights

as workers and human rights according to the basic international principles. The programme provides basic knowledge and interactive activities to contractors and workers in the localities. The aim of the project is to connect relevant agencies in both the public and private sectors in support of the migrant workers' access to labour rights in the construction sector, and to serve as a model of good practice for the overall Thai construction sector in the future.

In 2022, the project organised activities at 10 selected workers' camps as pilot programme going forward.



3 Mortgages for diverse life partners

This is a programme to support gender equality in society through a collaborative campaign together with eight bank partners to unlock the financial limitations on co-borrowing to buy a house or for LGBTQ+ couples to co-own homes. Sansiri is ready to offer options and advice on applying for a housing loan along the concept that supports the right to access real estate products by all groups of customers, regardless of their gender preference. This includes providing information on the documents to be submitted to the bank for consideration, a list of banks that accept same-sex loans and advice on choosing a loan type, etc.



Sansiri has set goals on the human rights issues and labour practices, with the follow-up on the performance through the whistleblower complaints channel, as follows:



The number of complaints about human rights violations **to be zero.**



Child labour and forced labour to be abolished in Sansiri's businesses.



The number of complaints about discrimination or unfair treatment **to be zero.**

Due to Sansiri's strict implementation of measures to prevent human rights violations, **no complaints or human rights incidents were received in 2022.**



From the commitment to promote equality in society and protection of human rights

- **Sansiri was bestowed with awards for being a role model organisation related to equality. These awards included; the "Human Rights Model Organization of the Year 2022" from the Ministry of Justice's Rights and Liberties Protection Department**
- **The "Network Organization Award for Gender Equality Promotion" organised by the Ministry of Social Development and Human Security**
- **An honorary certificate as an organisation that supports the employment of people with disabilities in society for the year 2022 from the Social Innovation Foundation.**



CORPORATE CITIZENSHIP AND SOCIAL RESPONSIBILITY



As economic development must go hand in hand with social development, therefore, Sansiri's business operations are based on responsibility towards society, community and environment, as well as giving importance to the creation of positive impact on society so that the people can have a good livelihood along with fostering business growth. When considering the situation in 2022 as the global social and economic conditions were faced with instability, as well as the changes in economic, social and environmental dimensions as a result of COVID-19 pandemic, and new challenges that suddenly affected everyone in society, Sansiri believed that business organisations were an important force that could urgently help society in order to improve the quality of life of people in the communities according to the "Mighty people is to help out small people, reduce partiality, promote equality" mandate.

While the fact is that the real estate business itself is directly related to the people's quality of life, the well-being and the communities, Sansiri is committed to conducting business by taking into account the communities and people surrounding the operation areas from upstream activities in the business value chain, such as the acquisition of land for project development and construction, all the way to downstream activities when the residents move into their homes in Sansiri's projects. The stakeholders, community and society in relations to Sansiri may have different concerns and expectations depending on the context in which the Company operates. For this reason, Sansiri is aware of the potential negative impacts on society and environment from its business operations. Therefore, the Company intends to collaboratively solve the problems and develop society by using the resources, knowledge, and abilities that Sansiri possesses for the benefit of the community, society and the environment.

Management Approach

With the determination to be a major force in the country's economic and social development, Sansiri sets a corporate social responsibility policy to support the Company's activities that help and develop society, and cooperating with many partners from local all the way to global, with the aim to promote social development activities in three areas: health, education & skills promotion, and human rights & equality. Sansiri has adapted its business experiences to arrange social activities for the more wide-ranging benefit, in line with Sansiri's sustainable development policy and guidelines for the implementation of the Sustainable Development Goals.

**SUSTAINABLE
DEVELOPMENT GOALS**



Social Investment Management Structure

Corporate Governance and Sustainability Committee

is responsible for overseeing and promoting the company's sustainable operations, setting policies, goals, strategies and operating framework for the company's sustainable development. The committee is also charged with approving strategies and scrutinising activities implementation for society, communities and the environment according to company policy, and reporting the results in the Board of Directors' meeting at least twice a year.

When considering the potential and direction of the Company's sustainable development, Sansiri sees an opportunity to enhance the livelihood and access to the fundamental rights of socially sensitive groups, by giving importance to fostering engagement with the community and society. This is to make the people aware of the issues and problems of society and environment resulting in the cooperation to solve problems. **Also, Sansiri promotes sustainable development with communities in areas surrounding the projects and allocating donation budgets to help communities affected by natural disasters.** Sansiri's support for social investment is classified into two main target groups:

1. Children and youth group

Children is a major force and our future for the development of society and the country. Sansiri is focused on creating opportunities to access education for underprivileged children and youth, building capability and elevating quality of life, according to the policy to promote the quality of life and preserve the rights of children and youth in society.



2. Community groups in and around Sansiri's project sites

The Company is committed to taking care and improving the quality of life of people in the communities surrounding the business operation areas, including families of workers in the construction projects, to reduce negative impacts on society and the environment that may arise from business operations, as well as promoting sustainable development with the community.



Performance

In 2022, Sansiri implemented projects and activities to help and support communities to solve problems and various social and environmental issues, with the commitment to reduce partiality and to promote equality in society through the integration of business knowledge and experience and planned social responsibility operations to develop the community potential and the living conditions of the people in the community resulting for outcome that met the expectations of the community and society.



Social Responsibility Projects Highlight

1. Zero Dropout

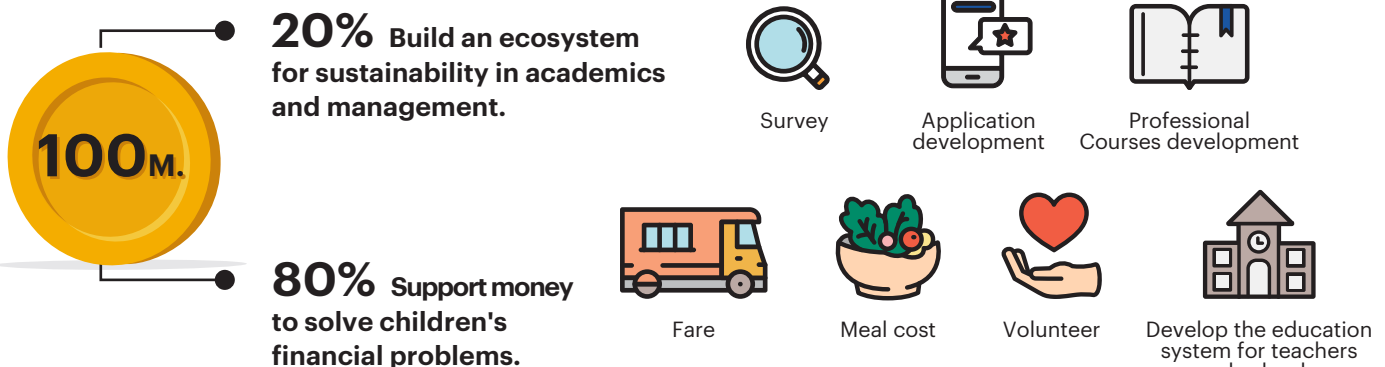


Sansiri has initiated a fund raising programme with a target of 100 million baht through Sansiri debentures to support the Equitable Education Fund (EEF) because the COVID-19 pandemic has caused many families to earn less income. As a result, significantly more children have dropped out of the education system. Thus, Sansiri began issuing debentures worth 100 million baht and selected Ratchaburi Province as the model site and set a goal for "Zero" children dropping out of the education system in that province within three years. In the first year, a plan was to set up a management mechanism to be able to drive work through the area-based education framework that will promote collaboration amongst all sectors in the area in the long term.

This particular campaign is focused on social participation to create a change impact on Thai education and to help solve the problem of inequality in education that was seen to be on the upward trend. In this project, volunteer employees also took part to share knowledge and work experience, while giving career advice to the youngsters.



Project Management ZERO DROPOUT



Project goals



Access



Quality



Sustainability

Sub-goals

Children must be in the education system during compulsory age (Primary – Secondary School) within 3 years.

A Child who reaches the threshold is 100% ready to enroll in Primary 1 within 3 years.

After 3 years, the provincial mechanism will continue to work at the local level.

2. Sansiri Academy

This project has the objectives and goals to help develop society, promote and improve the quality of life for all children and youth, not just for children of residents and employees, but also for children of families in the communities surrounding the projects so they may learn the correct basics of football free of charge under the social responsibility concept.

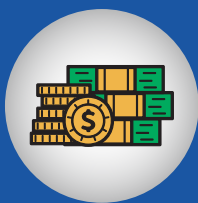
In 2022, the programme did not focus only on the physical health aspect, but also on mental health. This was basically due to detrimental effect of the COVID-19 pandemic on children and youth in all aspects including physical, mental, intellectual, social and emotional. Therefore, the teaching and coaching format had to be adjusted to be both regular (on-field) and online, with extra emphasis on providing practical skills for children and youth for application at home, both in real time and through sending video clips from the coach to the children for use in training. The children and youth could then send video clips of their practices to the coach to achieve continuous skill development.



The “Sansiri Youth Festival 2022” was held as the 7th football competition this year which Sansiri and Assumption Thonburi School, a powerhouse in high school football, was jointly organised. This football competition was designed for children 12-years-old and 14 years-old for competitive equality based on the concept of giving children who have learned football for free at Sansiri Academy to have the opportunity to show their prowess in a major tournament. This is considered to be another programme that is ready to support Thai children to gain experience in competition for eventual application in their self-development.

Performance of Sansiri Academy

Business Benefits



- Promote community acceptance of Sansiri's business operations and satisfaction with the Company.
- Increase the opportunity to disseminate and introduce information about Sansiri's house, condominium, and townhome projects with the participants and general public.

- Satisfaction score for Company's organisation of social activities
 - Excellent – 75.7%
 - Good – 24.3%
 - Average, fair
 - needs improvement – 0 (no response)
- Percentage of respondents interested in Sansiri projects: 96.8%

Social Benefits



- Progress to play football at the school or national professional level, including support the higher education, such as through sport quota (or scholarship) to study in qualified educational institution.

- About 2 percent of all participants joining 10 schools/football clubs

Social Responsibility Management

1. Responding to improving the quality of life through education for children and youth

Implementation and Outcome

– **Zero dropout support activities** Opened to participation of Sansiri's four social pillars, namely, customers, employees, shareholders and society, to support children through various sub-activities.

- Collecting a total of more than 2,500 books from Sansiri employees and residents
- Inviting business partner, TOA Paint (Thailand) Public Company Limited, to donate paint for the library while the employees volunteered to paint the building and to donate books to Suan Phueng Kindergarten, Suan Phueng District, Ratchaburi Province.
- Collecting 263,386.51 baht in donation from Sansiri employees and residents within one month as contribution to the "Vegetable Garden Project for Children's School Lunch" in Ratchaburi Province.
- "I am GOOD" partnered with "Ohkajhu" and "Pirate" to buy raw materials from farmers' networks to cook lunch for students in Suan Phueng District.



– **Children's Sansiri football Academy** To promote skills and correct basic football knowledge at no cost to children of Sansiri residents, employees and families in nearby communities. The goal is to improve the quality of life of children and youth through sports and good health. This project is continuing into its 16th year, with more than 10,000 children and youths having participated throughout the years.

2. Responding to improving the quality of life of communities in and around Sansiri's projects



Implementation and Outcome

– **Free influenza vaccination for all children at Sansiri construction sites** The aim was to enhance health and immunity, to sustainably promote and develop the quality of life of children and youth with understanding of the problems in all dimensions and cooperate with all parties to ensure the rights in all areas of all children and young people, so they can equally enjoy good lives. Sansiri also expanded cooperation with partners and allies to maximise benefits for the children.



– **Waste Management in Communities** After having managed waste disposal at construction sites, Sansiri has extended the campaign to surrounding communities to promote good waste management by providing trash bins and signage to giving knowledges to the communities on waste separation. A total of 6 communities were involved.

Target and Performance

The value of contribution for social activities in 2022 amounted to **120,060,000** baht in total.



Target

Zero Dropout – Children in Ratchaburi Province dropping out of the education system must be “0” within 3 years.



2022 Performance

In 2022, the first year of the project, a total of 907 children were returned to the education system.



Target

Sansiri Academy – 2022 target for not less than 1,000 children of residents, employees and families in the communities participating.



2022 Performance

In this year, a total of 1,179 children participated in football training at Sansiri Academy and 23 children progressed to acquire studying quota from educational institutions.



AWARDS AND RECOGNITIONS



1 THAILAND SUSTAINABILITY INVESTMENT

Due to the commitment to Sansiri Sustainability Mission, Sansiri continued to be selected in the **“Thailand Sustainability Investment (THSI) 2022”** and the Company have received an environmental rating of over **87 points** in its status as a stock of a listed company that has been operating sustainably with consideration to the environment, responsibility to the society and the management in accordance with the principles of corporate governance.



2 BEST BRAND PERFORMANCE ON SOCIAL MEDIA

Sansiri received the top award as the **“Best Brand Performance on Social Media”** for the best-performing brand on social media in the “residential real estate developers” category at the “Thailand Zocial Awards 2022” event, at which the “brand score” indicator has been adopted to calculate communication efficiency and brand mentions on social media. This was done by measuring the performance of brands in 27 leading business groups in Thailand to examine the direction and overview of the social media usage of each brand. This award would not have been possible without the support of all Sansiri customers and social media followers.



3 ETERNAL AWARD IN REAL ESTATE

Sansiri was bestowed with the **“Eternal Award”** from Terra BKK, leveled up from **“The Most Powerful Real Estate Brand”**, as the brand that has championed in the customers’ No.1 favourite and been the 1st real estate brand’s rank of to-own home people for five consecutive years, with the definition of Sansiri as the legendary perennial star at the top of Thai real estate industry.

4 COLLABORATION OF THE YEAR 2022

"This House Ha Ha Ha" promotion campaign which was a collaboration between Sansiri and "Kai Hua Ror" was termed as being so extraordinary and surprising that the campaign was awarded the "Collaboration of The Year 2022" award as it fulfilled the proposition of being the "top of mind" in the hearts of consumers. This collaboration put Sansiri together with "Kai Hua Ror" comic characters to promote housing sales. "This House Ha Ha Ha" project was hugely successful due to the humorous and memorable comic characters, making it easy for consumers to understand that buying a Sansiri housing unit is not as difficult as one would think, resulting in sales exceeding the target by more than 135%.



5 TOP EMPLOYERS 2022

Sansiri won the top place in the real estate category for "Company That Young People Most Wanted To Work For" in 2022, and ranked 23rd out of 50 Dream Organisations in a survey by WorkVenture, a leading consulting firm and an employer-branding consultant. Sansiri was cited as having designed a work culture that understands every lifestyle of the new generation, creating freedom at work and also applying technology to the work process, as the Company strove to be a highly efficient and flexible organisation to leverage work and life balance for employees for happiness and contentment in every workday.



6

HONORABLE MENTION AWARD FOR NETWORK ORGANIZATION AWARD FOR GENDER EQUALITY PROMOTION



With the Company's intention and implementation to promote equality in the society that accepted and valued the diversity and inclusion, Sansiri was bestowed with the "Human Rights Model Organization of the Year 2022" award from the Ministry of Justice's Rights and Liberties Protection Department and the "Network Organization Award for Gender Equality Promotion" from the Ministry of Social Development and Human Security, in recognition of Sansiri's contributions to human rights in the past year.

7

HONORABLE MENTION FOR SUPPORTING THE EMPLOYMENT OF PERSONS WITH DISABILITIES



Sansiri and Plus Property received a certificate from the Social Innovation Foundation for the Company's contribution to society in its support for the employment of people with disabilities for the year 2022, as a private organisation that supported and encouraged people with disabilities to have access to jobs and careers in places where they live, so as to earn income for self-reliance, a good quality of life and to be a valuable member of the community.

Sustainability Performace

Economic

GRI	Require Data	Units	Years			
			2019	2020	2021	2022
Direct Economic Value Generated						
201-1	Direct Economic Value Generated					
	Total revenues	Million THB	26,290.91	34,707.26	29,557.75	34,973.59
	Operating expense	Million THB	4,643.97	3,800.34	4,352.63	4,926.24
	Employee benefits	Million THB	2,488.61	1,863.17	1,956.72	2,621.71
	Payment to governments	Million THB	839.17	713.52	706.07	868.84
	Dividend payments	Million THB	1,431.81	848.38	594.38	1,488.55
	Interest payments	Million THB	1,837.51	1,793.97	2,037.96	2,309.10
	Total Community investment	Million THB	N/A	41.42	82.74	120.60
	Type of Philanthropic Activities:					
	Donation	Million THB	30.66	33.35	27.36	30.36
	Community investment	Million THB	18.56	8.07	10.12	60.13
	Commercial Initiatives	Million THB	N/A	N/A	45.27	30.11
	Type of Contributions:					
	Cash Contributions	Million THB	N/A	N/A	44.57	30.00
	Volunteer	Million THB	10.78	1.73	0.05	0.10
	In-kind giving: product or services	Million THB	N/A	N/A	38.17	0.31
	Management overheads	Million THB	N/A	N/A	2.78	2.38
Procurement						
204-1	Amount paid to Thai and international suppliers (supplier and contractor)	Million THB	No data	No data	10,643.12	17,500.00
	Amount paid to Thai suppliers	Million THB	No data	No data	10,621.11	17,493.00
	Number of all suppliers	No.	No data	No data	No data	4,521
308-1/414-1	Total number of new suppliers	No.	No data	No data	3,130	842
308-1	Total number of new suppliers assessed against quality environmental criteria	No.	No data	No data	9	7
	Total percentage of new suppliers assessed against quality environmental criteria	%	No data	No data	0.29%	0.83%
414-1	Total number of new suppliers assessed against quality societal criteria	No.	No data	No data	9	7
	Total percentage of new suppliers assessed against quality societal criteria	%	No data	No data	0.29%	0.83%
	Total number of Critical Suppliers	No.	No data	No data	No data	59

GRI	Require Data	Units	Years			
			2019	2020	2021	2022
308-2	Number of critical suppliers assessed for environmental criteria	No.	No data	No data	No data	7
	Percentage of critical suppliers assessed for environmental criteria	%	No data	No data	No data	11.86%
	Number of suppliers identified as having significant actual and potential negative environmental impacts	No.	No data	No data	No data	0
	Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment	%	No data	No data	No data	0%
	Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment	%	No data	No data	No data	0%
414-2	Number of critical suppliers assessed for social criteria	No.	No data	No data	No data	7
	Percentage of critical suppliers assessed for social criteria	%	No data	No data	No data	11.86%
	Number of suppliers identified as having significant actual and potential negative social impacts	No.	No data	No data	No data	0
	Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment	%	No data	No data	No data	0%
	Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment	%	No data	No data	No data	0%
Anti-corruption						
205-1	A total number of business units	Units	No data	No data	72	64
	A number of units that have been assessed for corruption risk	Units	No data	No data	67	64
205-2	A number of governance body members communicated with an anti-corruption policies and procedures	Persons	No data	No data	23	21
	A percentage of governance body members communicated with an anti-corruption policies and procedures	%	No data	No data	100%	100%
	A number of employees (above VP level) communicated with an anti-corruption policies and procedures	Persons	No data	No data	75	72
	A percentage of employees (above VP level) communicated with an anti-corruption policies and procedures	%	No data	No data	100%	100%
	A number of employees (below VP level) communicated with an anti corruption policies and procedures	Persons	No data	No data	3,809	4,130
	A percentage of employees (below VP level) communicated with an anti-corruption policies and procedures	%	No data	No data	96%	97%
	A number of suppliers communicated with an anti-corruption policies and procedures	Persons	No data	No data	13	2,925
	A percentage of suppliers communicated with an anti-corruption policies and procedures	%	No data	No data	0.42%	96.45%
	A number of governance body members trained on anti-corruption	Persons	No data	No data	0	21
	A percentage of governance body members trained on anti-corruption	%	No data	No data	0	100%
	A number of employees (above VP level) trained on anti-corruption	Persons	No data	No data	30	72
	A percentage of employees (above VP level) trained on anti-corruption	%	No data	No data	17%	100%
	A number of employees (below VP level) trained on anti-corruption	Persons	No data	No data	3,118	4,130
	A percentage of employees (below VP level) trained on anti-corruption	%	No data	No data	78%	97%
205-3	Anti-corruption case through Sansiri employees and suppliers	Cases	No data	No data	0	0

GRI	Require Data	Units	Years			
			2019	2020	2021	2022
Anti-competitive						
206-1	Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant	Units	N/A	N/A	N/A	0
Health and Safety impacts of products and services						
416-2	Incidents of non-compliance with regulations concerning the health and safety impacts of products and services, resulting in a fine or penalty	Cases	No data	No data	No data	0
	Incidents of non-compliance with regulations concerning the health and safety impacts of products and services, resulting in a warning	Cases	No data	No data	No data	5
Customer privacy						
418-1	Total number of complaints received concerning leaks of customer privacy directly	Cases	No data	No data	1	0
	Total number of complaints received concerning leaks of customer privacy from regulatory bodies	Cases	No data	No data	0	0
	Total number of substantiated leaks of customer data	Cases	No data	No data	0	0

Environmental

GRI	Require Data	Units	Years			
			2019	2020	2021	2022
Total energy consumption						
302-1	Non-renewable energy sources					
	Total Non-renewable electricity purchased	Megawatt Hour	5,890.80	7,676.56	12,998.00	13,941.00
	Diesel	Liters	N/A	19,309.77	41,476.00	60,203.00
	Benzene	Liters	N/A	240.27	23,450.00	17,610.00
	LPG	Kilogram	N/A	18,183.00	10,953.00	26,657.00
	NGV	Kilogram	N/A	No data	0.00	0.00
	Renewable energy sources					
	Solar Cell	Megawatt Hour	523.29	716.59	904.06	714.38
302-3	Energy intensity ratio for the organization	GJ/Million THB	No data	No data	1.78	1.63
Water Withdrawal						
303-3	Total Water withdrawal	Cubic metres	No data	No data	183,368.27	291,943.26
	Freshwater (≤1,000 mg/L Total Dissolved Solids)	Cubic metres	No data	No data	183,368.27	291,943.26
	Surface water	Cubic metres	No data	No data	0.00	0.00
	Groundwater	Cubic metres	No data	No data	53,306.16	61,201.26
	Seawater	Cubic metres	No data	No data	0.00	0.00
	Third-party water (Freshwater)	Cubic metres	No data	No data	130,062.11	230,742.00
	Other water (>1,000 mg/L Total Dissolved Solids).	Cubic metres	No data	No data	0.00	0.00
	Surface water	Cubic metres	No data	No data	0.00	0.00
	Groundwater	Cubic metres	No data	No data	0.00	0.00
	Seawater	Cubic metres	No data	No data	0.00	0.00
	Third-party water (Freshwater)	Cubic metres	No data	No data	0.00	0.00
	Total water withdrawal from all areas with water stress	Cubic metres	No data	No data	0.00	0.00
	Freshwater (≤1,000 mg/L Total Dissolved Solids)	Cubic metres	No data	No data	0.00	0.00
	Surface water	Cubic metres	No data	No data	0.00	0.00
	Groundwater	Cubic metres	No data	No data	0.00	0.00
	Seawater	Cubic metres	No data	No data	0.00	0.00
	Third-party water (Water supply)	Cubic metres	No data	No data	0.00	0.00
	Other water (>1,000 mg/L Total Dissolved Solids)	Cubic metres	No data	No data	0.00	0.00
	Surface water	Cubic metres	No data	No data	0.00	0.00
	Groundwater	Cubic metres	No data	No data	0.00	0.00
	Seawater	Cubic metres	No data	No data	0.00	0.00
	Third-party water (Water supply)	Cubic metres	No data	No data	0.00	0.00

GRI	Require Data	Units	Years			
			2019	2020	2021	2022
Water Discharge						
303-4	Total Water Discharge	Cubic metres	N/A	96,834.52	70,892.00	90,790.81
	Freshwater (≤1,000 mg/L Total Dissolved Solids)	Cubic metres	No data	No data	70,892.00	90,790.81
	Surface water	Cubic metres	No data	No data	70,892.00	90,790.81
	Groundwater	Cubic metres	No data	No data	0.00	0.00
	Seawater	Cubic metres	No data	No data	0.00	0.00
	Third-party water	Cubic metres	No data	No data	0.00	0.00
	Other water (>1,000 mg/L Total Dissolved Solids).	Cubic metres	No data	No data	0.00	0.00
	Surface water	Cubic metres	No data	No data	0.00	0.00
	Groundwater	Cubic metres	No data	No data	0.00	0.00
	Seawater	Cubic metres	No data	No data	0.00	0.00
	Third-party water	Cubic metres	No data	No data	0.00	0.00
	Total water discharge from all areas with water stress	Cubic metres	No data	No data	0.00	0.00
	Freshwater (≤1,000 mg/L Total Dissolved Solids)	Cubic metres	No data	No data	0.00	0.00
	Surface water	Cubic metres	No data	No data	0.00	0.00
	Groundwater	Cubic metres	No data	No data	0.00	0.00
	Seawater	Cubic metres	No data	No data	0.00	0.00
	Third-party water	Cubic metres	No data	No data	0.00	0.00
	Other water (>1,000 mg/L Total Dissolved Solids)	Cubic metres	No data	No data	0.00	0.00
	Surface water	Cubic metres	No data	No data	0.00	0.00
	Groundwater	Cubic metres	No data	No data	0.00	0.00
	Seawater	Cubic metres	No data	No data	0.00	0.00
	Third-party water	Cubic metres	No data	No data	0.00	0.00
Water Consumption						
303-5	Water consumption	Cubic metres	200,556.00	154,933.80	112,476.48	327,294.45
	Water consumption in water stress area	Cubic metres	No data	No data	0.00	0.00

GRI	Require Data	Units	Years			
			2019	2020	2021	2022
Waste by type and disposal method						
306-3 306-4 306-5	Hazardous waste					
	Total hazardous waste	Tonnes	No data	144.12	637.10	437.46
	• Recycling	Tonnes	No data	2.00	1.00	3.56
	• Incineration (mass burn)	Tonnes	No data	5.84	0.10	1.30
	• Landfill	Tonnes	No data	136.28	342.60	432.60
	Non-hazardous waste					
	Total non-hazardous waste	Tonnes	2,764.52	207.53	1,020.65	560.82
	• Recycling	Tonnes	10.57	23.58	312.37	23.49
	• Incineration (mass burn)	Tonnes	No data	0.00	0.01	0.00
	• Landfill	Tonnes	No data	183.95	502.62	537.34
Materials						
301-1 301-2	Townhouse					
	House					
	Concrete Leveling	Tonnes	No data	3,240.00	791.39	4,867.80
	Tile adhesive	Tonnes	No data	453.60	217.44	329.40
	Skim Coat	Tonnes	No data	220.32	227.56	3,965.00
	Ceiling Board	Tonnes	No data	55.08	41.00	17.08
	Ceiling sheets + waterproof sheets	Tonnes	No data	297.43	615.00	170.80
	Wire mesh	Tonnes	No data	38.13	357.16	174.46
	Irons RB9+DB12	Tonnes	No data	54.43	103.27	273.95
	Access Door	Tonnes	No data	4.67	3.79	0.04
	Eave sheets 6 mm.	Tonnes	No data	15.00	156.94	7.93
	Concrete structure of garages	Tonnes	No data	6,998.40	4,505.61	4,849.50
	Street of housing project					
	Concrete	Tonnes	No data	13,608.00	8,900.00	12,561.12
	Iron wire mesh	Tonnes	No data	49.75	2,670.00	3,861.10
	Reinforced irons	Tonnes	No data	23.18	53.40	1,295.45
	Fence					
	Concrete	Tonnes	No data	1,026.43	2,841.61	6,725.25
	Wire mesh	Tonnes	No data	5.63	155.97	35.87
	Using recycled concrete panels in construction	Tonnes	No data	0.00	0.00	0.00

GRI	Require Data	Units	Years			
			2019	2020	2021	2022
301-1 301-2	Single House					
	House					
	Concrete Leveling	Tonnes	No data	26,487.90	2,596.65	14,274.00
	Tile adhesive	Tonnes	No data	1,456.06	713.46	856.44
	Skim Coat	Tonnes	No data	994.46	746.64	7,731.75
	Ceiling Board	Tonnes	No data	448.98	134.52	33.31
	Ceiling sheets + waterproof sheets	Tonnes	No data	1,902.86	2,017.90	333.06
	Wire mesh	Tonnes	No data	42.87	1,171.89	340.20
	Irons RB9+DB12	Tonnes	No data	66.41	338.85	534.20
	Access Door	Tonnes	No data	11.15	12.44	0.09
	Eave sheets 6 mm.	Tonnes	No data	80.05	514.95	15.46
	Concrete structure of garages	Tonnes	No data	14,089.70	14,783.47	9,456.53
	Street of housing project					
	Concrete	Tonnes	No data	39,228.00	27,000.00	50,872.54
	Iron wire mesh	Tonnes	No data	143.42	8,100.00	7,529.14
	Reinforced irons	Tonnes	No data	66.83	162.00	1,295.45
	Using recycled concrete panels in construction	Tonnes	No data	No data	0.00	0.00
	Fence					
	Concrete	Tonnes	No data	No data	21,755.22	13,114.24
	Wire mesh	Tonnes	No data	No data	1,194.12	69.94
	Using recycled concrete panels in construction	Tonnes	No data	No data	0.00	0.00
	Condominium					
	Cement	Tonnes	No data	75,088.68	66,153.81	67,609.38
	Irons	Tonnes	No data	12,142.12	3,669.91	6,984.22
	Gypsum board	Tonnes	No data	41,337.98	2,297.85	120,089.08
	Colouring	Tonnes	No data	2,830.00	1,836.05	374.07
	Tiles	Tonnes	No data	40,434.00	1,626.19	4,634.39
	Precast	Tonnes	No data	23,607.58	2,870.52	10,900.44

GRI	Require Data	Units	Years			
			2019	2020	2021	2022
Greenhouse Gas (GHG) emissions						
305-1	Direct (Scope 1) GHG emissions	Tonne CO2 equivalent	1,110.56	1,221.63	282.55	576.37
	Fleet Card					
305-2	Energy indirect GHG emissions (Scope 2)	Tonne CO2 equivalent	3,429.03	3,837.51	6,443.61	6,844.85
	The amount of electricity according to the electricity bill	Tonne CO2 equivalent	No data	No data	6,443.61	6,844.85
305-1 & 305-2	Total direct and energy indirect GHG emissions (Scope 1 and Scope 2)	Tonne CO2 equivalent	4,539.59	5,059.14	6,726.16	7,421.23
305-3	Other indirect activities GHG emissions (Scope 3)	Tonne CO2 equivalent	1,277.10	27,606.79	2,506,891.21	2,788,278.72
305-4	Scope 1 and Scope 2 GHG emission intensity	Tonne CO2 equivalent	No data	No data	0.23	0.21
Useful Area						
	Total useful area	Metres	126,325.28	228,039.61	228,039.61	252,045.61
	• Sansiri head office	Metres	10,430.00	31,861.14	31,861.14	31,861.14
	• PLUS Property head office	Metres	2,700.00	1,923.88	1,923.88	1,923.88
	• Touch Property head office	Metres	N/A	364.31	364.31	364.31
	• Precast Factory	Metres	90,814.00	171,200.00	171,200.00	171,200.00
	• The Peri Hotel Khao Yai	Metres	5,501.00	5,810.00	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
	• The Standard Hotel	Metres	N/A	N/A	N/A	24,006.00

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, The Standard Hotel, and Habito Mall.
2. In 2021, Direct GHG Emissions (Scope 1) were 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. In 2022, scope is extended to cover data collected from The Standard Hotel which launched in December 2021 and low-rise and high-rise Construction Projects.
3. In 2021, Energy Indirect GHG Emissions (Scope 2) were 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. In 2022, scope is extended to cover data collected from The Standard Hotel which launched in December 2021.
4. In 2019 - 2020, Other Indirect Activities GHG Emissions (Scope 3) were 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. From 2021 onward, the calculation was adjusted to cover stationary combustion, mobile fuel combustion, refrigerant, and wastewater treatment 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. In 2022, scope is extended to cover data collected from The Standard Hotel which launched in December 2021.
5. GHG Emissions Factor referred to the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO)
6. In 2022, Direct GHG Emissions (Scope 1) increases compared to 2021 from additional refrigerant filling of The Peri Hotel Khao Yai and The Peri Hotel Hua Hin, and Other Indirect Activities GHG Emissions (Scope 3) increases from customer's electricity utilisation which resulted from more projects' sales during 2022.

Social

GRI	Require Data	Units	Years							
			2019		2020		2021		2022	
			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	2,326	1,812	2,456	1,707	2,595	1,859
		Persons	N/A		4,168		4,163		4,454	
	Asia									
	• Thailand	Persons	N/A	N/A	2,326	1,812	2,454	1,704	2,593	1,859
	• China	Persons	N/A	N/A	0	0	1	1	1	0
	• Singapore	Persons	N/A	N/A	0	0	0	1	0	0
	• Hong Kong	Persons	N/A	N/A	0	0	1	0	1	0
	• Taiwan	Persons	N/A	N/A	0	0	0	1	0	0
	Europe									
	• The United of Kingdom	Persons	N/A	N/A	0	0	0	0	0	0
	Americas									
	• The United States	Persons	N/A	N/A	0	0	0	0	0	0
	Total number of suppliers by country and region	Persons	N/A	N/A	18	22	16	21	0	20
		Persons	N/A		40		37		20	
	Asia									
	• Thailand	Persons	N/A	N/A	18	22	16	21	0	20
	• China	Persons	N/A	N/A	0	0	0	0	0	0
	Europe									
	• The United of Kingdom	Persons	N/A	N/A	0	0	0	0	0	0
	102-8	Total number of employees	Persons	2,321	1,925	2,303	1,656	2,456	1,707	2,595
4,246				3,966		4,163		4,454		
By employment contract and region										
Permanent employees		Persons	1,764	1,501	2,285	1,611	2,365	1,626	2,482	1,783
Asia										
• Thailand		Persons	N/A	N/A	2,283	1,609	2,363	1,623	2,482	1,783
• China		Persons	N/A	N/A	1	0	1	1	0	0
• Singapore		Persons	N/A	N/A	0	2	0	1	0	0
• Hong Kong		Persons	N/A	N/A	0	0	1	0	0	0
• Taiwan		Persons	N/A	N/A	0	0	0	1	0	0
Europe										
• The United of Kingdom		Persons	N/A	N/A	0	0	0	0	0	0
Americas										
• The United States		Persons	N/A	N/A	1	0	0	0	0	0

GRI	Require Data	Units	Years							
			2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
102-8	Temporary employees	Persons	557	424	18	45	91	81	113	76
	Asia									
	• Thailand	Persons	N/A	N/A	17	45	91	81	113	76
	• China	Persons	N/A	N/A	0	0	0	0	0	0
	• Singapore	Persons	N/A	N/A	0	0	0	0	0	0
	• Hong Kong	Persons	N/A	N/A	1	0	0	0	0	0
	• Taiwan	Persons	N/A	N/A	0	0	0	0	0	0
	Europe									
	• The United of Kingdom	Persons	N/A	N/A	0	0	0	0	0	0
	Americas									
	• The United States	Persons	N/A	N/A	0	0	0	0	0	0
	By employment type									
	Full-time employees	Persons	2,321	1,925	2,303	1,656	2,456	1,707	2,595	1,859
	Asia									
	• Thailand	Persons	N/A	N/A	2,300	1,654	2,454	1,704	2,595	1,859
	• China	Persons	N/A	N/A	1	0	1	1	0	0
	• Singapore	Persons	N/A	N/A	0	2	0	1	0	0
	• Hong Kong	Persons	N/A	N/A	1	0	1	0	0	0
	• Taiwan	Persons	N/A	N/A	0	0	0	1	0	0
	Europe									
	• The United of Kingdom	Persons	N/A	N/A	0	0	0	0	0	0
	Americas									
	• The United States	Persons	N/A	N/A	1	0	0	0	0	0
	Part-time employees	Persons	0	0	2	5	21	28	11	18
	Americas									
	• Thailand	Persons	N/A	N/A	2	5	21	28	11	18
	• China	Persons	N/A	N/A	0	0	0	0	0	0
	• Singapore	Persons	N/A	N/A	0	0	0	0	0	0
	• Hong Kong	Persons	N/A	N/A	0	0	0	0	0	0
	• Taiwan	Persons	N/A	N/A	0	0	0	0	0	0
	Europe									
	• The United of Kingdom	Persons	N/A	N/A	0	0	0	0	0	0
	Americas									
	• The United States	Persons	N/A	N/A	0	0	0	0	0	0

GRI	Require Data	Units	Years								
			2019		2020		2021		2022		
			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	639	404	727	405	778	410	1015	734	
			1,043		1,132		1,188		1,749		
	• Below 30 years old	Persons	362	212	390	242	412	237	549	408	
	• 30-50 years old	Persons	265	187	325	159	357	170	448	316	
	• Over 50 years old	Persons	12	5	12	4	9	3	18	10	
	Rate of new employee hires	%	27.53%	20.99%	31.57%	24.46%	31.68%	24.02%	39.11%	39.48%	
			24.56%		28.54%		28.54%		39.27%		
	• Below 30 years old	%	15.60%	11.01%	16.93%	14.61%	16.78%	9.65%	21.16%	15.72%	
	• 30-50 years old	%	11.42%	9.71%	14.11%	9.60%	14.54%	6.92%	17.26%	12.18%	
	• Over 50 years old	%	0.52%	0.26%	0.52%	0.24%	0.37%	0.12%	0.69%	0.39%	
	New employee hires by level										
	Top Management	Persons	No data	No data	No data	No data	0	0	1	0	
	Senior Management	Persons	No data	No data	No data	No data	1	2	6	0	
	Middle Management	Persons	No data	No data	No data	No data	10	5	10	4	
	Manager	Persons	No data	No data	No data	No data	24	10	33	29	
	Supervisor	Persons	No data	No data	No data	No data	39	20	57	39	
	Officer	Persons	No data	No data	No data	No data	704	373	908	662	
	Employees turnover by age group										
	Total number of employees turnover	Persons	541	405	623	607	720	424	933	573	
			946		1,230		1,144		1,506		
	• Below 30 years old	Persons	240	169	238	209	295	206	382	252	
	• 30-50 years old	Persons	284	228	356	376	412	211	519	305	
	• Over 50 years old	Persons	17	8	29	22	13	7	32	16	
	Rate of employees turnover	%	23.31%	21.04%	27.05%	26.36%	29.32%	24.84%	35.95%	30.82%	
			22.28%		31.01%		54.16%		33.81%		
	• Below 30 years old	%	10.34%	8.78%	10.33%	12.62%	12.01%	12.07%	15.55%	14.76%	
	• 30-50 years old	%	12.24%	11.84%	15.46%	22.71%	16.78%	12.36%	21.13%	17.87%	
	• Over 50 years old	%	0.73%	0.42%	1.26%	1.33%	0.53%	0.41%	1.30%	0.94%	

GRI	Require Data	Units	Years							
			2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
Parental leave										
401-3	Total number of employees that were entitled to parental leave	Persons	1,764	1,501	524	268	367	1,724	2,593	1,859
		Persons	3,265		792		2,091		4,452	
	Total number of employees that took parental leave	Persons	42	54	58	32	54	38	43	44
		Persons	96		90		92		87	
	Total number of employees that returned to work after parental leave ended	Persons	42	53	58	28	53	25	38	38
	Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Persons	41	49	34	15	48	14	1	0
	Return to work rate of employees that took parental leave	%	100.00%	98.15%	100.00%	87.50%	98.15%	65.79%	88.37%	86.36%
	Retention rate of employees that took parental leave	%	97.62%	90.74%	58.62%	46.88%	36.92%	36.84%	2.33%	0.00%
	Total number of employees that took maternity leave	Persons	No data	No data	No data	No data	0	38	0	44
	Total number of employees that returned to work after maternity leave ended	Persons	No data	No data	No data	No data	0	25	0	38
	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	0	14	0	0
	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	1,433	3,228	1,672	1,171	2,116	11,444
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	0	0	0	0	0	0	0	0
	Rate of high-consequencework-related injuries resulting in disability (excluding fatalities)	Persons per 200,000 working hours	0	0	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	0	0	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	1	0	0	0	0	0	0	0
	Number of work-related injuries not resulting in absences from work	Persons	N/A	N/A	20	68	15	139	1	15
	Rate of work-related injuries not resulting in absences from work	Persons per 200,000 working hours	1	1	0.53	2.19	0.92	1.49	0.04	0.11
	Total number of hours worked	Hour/year	N/A	N/A	7,601,280	-	3,250,368	18,677,160	4,976,832	26,916,288

GRI	Require Data	Units	Years							
			2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
Occupational health and safety management system										
403-10	Number of cases of recordable work-related ill health	No.	No data	No data	No data	No data	No data	No data	0	0
Employees training										
404-1	Number of hours of training per year per employees by level									
	Total average hours of training employees	Hour/ employees/ year	19.34	16.78	8.30	15.32	11.09	10.18	10.50	9.35
			18.06		11.22		10.72		10.02	
	• Board of Directors	Hour/ employees/ year	11.5	14.33	0	0	1.00	0.00	0.00	0.00
	• Top Management (Vice President level and higher to Chief Executive level)	Hour/ employees/ year	33.55	23.81	1.64	5.47	18.00	2.62	1.29	0.00
	• Junior Management (Manager level and higher to Assistant Vice President level)	Hour/ employees/ year	28.99	32	6.41	17.44	2.60	1.58	12.40	18.85
	• Operation (Deputy Manager level and lower)	Hour/ employees/ year	18.95	15.17	8.49	15.49	11.88	11.68	34.63	31.91
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	47.78%	41.14%	55.52%	39.74%	59.00%	41.00%	52.45%	37.47%
			88.92%		95.26%		100.00%		89.92%	
	• Top Management	% of total employees	0.05%	0.00%	0.08%	0.00%	0.07%	0.00%	0.07%	0.00%
	• Senior Management	% of total employees	1.06%	0.85%	1.03%	0.91%	0.94%	0.82%	0.81%	0.65%
	• Middle Management	% of total employees	1.65%	1.32%	1.56%	1.03%	1.44%	1.03%	1.06%	0.99%
	• Manager	% of total employees	5.03%	5.21%	4.64%	5.17%	4.37%	4.66%	3.91%	4.18%
	• Supervisor	% of total employees	3.35%	4.93%	3.48%	4.46%	3.58%	4.18%	3.70%	4.00%
• Officer	% of total employees	36.64%	28.83%	44.73%	28.16%	48.59%	30.31%	42.91%	27.66%	

GRI	Require Data	Units	Years							
			2019		2020		2021		2022	
			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 Directors	Persons	11	0	23	0	9	0	9	1
			11		23		9		10	
	• Below 30 years old	Persons	0	0	0	0	0	0	0	0
	• 30-50 years old	Persons	1	0	2	0	0	0	0	1
	• Over 50 years old	Persons	10	0	21	0	9	0	9	0
	Top Management	Persons	4	0	3	0	3	0	1	0
			4		3		3		1	
	• 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	3	0	3	0	1	0
	Senior Management	Persons	43	37	41	36	39	34	6	0
			80		77		73		6	
	• Below 30 years old	Persons	0	0	0	0	0	0	0	0
	• 30-50 years old	Persons	27	23	30	22	24	18	3	0
	• Over 50 years old	Persons	16	14	11	14	15	16	3	0
	Middle Management	Persons	72	58	64	41	60	43	10	4
			130		105		103		14	
	• Below 30 years old	Persons	0	0	0	0	0	0	0	0
	• 30-50 years old	Persons	68	53	58	39	51	39	9	4
	• Over 50 years old	Persons	4	5	6	2	9	4	1	0
	Manager	Persons	218	229	185	205	182	194	33	29
			447		390		376		62	
	• Below 30 years old	Persons	1	3	1	2	2	1	0	4
	• 30-50 years old	Persons	200	212	171	192	166	180	31	25
	• Over 50 years old	Persons	17	14	13	11	14	13	2	0
	Supervisor	Persons	152	221	141	180	149	174	57	39
			373		321		323		96	
	• Below 30 years old	Persons	5	25	3	12	2	3	7	3
	• 30-50 years old	Persons	143	186	133	159	138	160	50	35
	• Over 50 years old	Persons	4	10	5	9	6	9	0	1
	Officer/Staf	Persons	1,832	1,380	1,869	1,194	2,026	1,264	908	667
			3,212		3,063		3,290		1,575	
	• Below 30 years old	Persons	751	493	712	416	776	392	542	406
	• 30-50 years old	Persons	1,037	858	1,110	757	1,195	829	355	252
	• Over 50 years old	Persons	44	29	47	21	55	43	11	9

GRI	Require Data	Units	Years							
			2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
405-1	Percentage of employees by level and age group									
	Top Management	%	0.17%	0.00%	0.13%	0.00%	0.12%	0.00%	0.04%	0.00%
			0.09%		0.08%		0.07%		0.02%	
	• 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	%	0.17%	0.00%	0.13%	0.00%	0.12%	0.00%	0.04%	0.00%
	Senior Management	%	1.85%	1.92%	1.78%	2.17%	1.59%	1.99%	0.23%	0.00%
			1.88%		1.94%		1.75%		0.13%	
	• Below 30 years old	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	• 30-50 years old	%	1.16%	1.19%	1.30%	1.33%	0.98%	1.05%	0.12%	0.00%
	• Over 50 years old	%	0.69%	0.73%	0.48%	0.85%	0.61%	0.94%	0.12%	0.00%
	Middle Management	%	3.10%	3.01%	2.78%	2.48%	2.44%	2.52%	0.39%	0.22%
			3.06%		2.65%		4.19%		0.31%	
	• Below 30 years old	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	• 30-50 years old	%	2.93%	2.75%	2.52%	2.36%	2.08%	2.28%	0.35%	0.22%
	• Over 50 years old	%	0.17%	0.26%	0.26%	0.12%	0.37%	0.23%	0.04%	0.00%
	Manager	%	9.39%	11.90%	8.03%	12.38%	7.41%	11.36%	1.27%	1.56%
			10.53%		9.83%		15.31%		1.39%	
	• Below 30 years old	%	0.04%	0.16%	0.04%	0.12%	0.08%	0.06%	0.00%	0.22%
	• 30-50 years old	%	8.62%	11.01%	7.43%	11.59%	6.76%	10.54%	1.19%	1.34%
	• Over 50 years old	%	0.73%	0.73%	0.56%	0.66%	0.57%	0.76%	0.08%	0.00%
	Supervisor	%	6.55%	11.48%	6.12%	10.87%	6.07%	10.19%	2.20%	2.10%
			8.78%		8.09%		13.15%		2.16%	
	• Below 30 years old	%	0.22%	1.30%	0.13%	0.72%	0.08%	0.18%	0.27%	0.16%
	• 30-50 years old	%	6.16%	9.66%	5.78%	9.60%	5.62%	9.37%	1.93%	1.88%
	• Over 50 years old	%	0.17%	0.52%	0.22%	0.54%	0.24%	0.53%	0.00%	0.05%
	Officer/Staf	%	78.93%	71.69%	81.16%	72.10%	82.49%	74.05%	34.99%	35.88%
			75.65%		77.23%		79.03%		35.36%	
	• Below 30 years old	%	32.36%	25.61%	30.92%	25.12%	31.60%	22.96%	20.89%	21.84%
	• 30-50 years old	%	44.68%	44.57%	48.20%	45.71%	48.66%	48.56%	13.68%	13.56%
	• Over 50 years old	%	1.90%	1.51%	2.04%	1.27%	2.24%	2.52%	0.42%	0.48%
	Remuneration of women to men									
405-2	Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation	Ratio	No data	No data	0	0	0	0	45	56
	• Bangkok metropolitan area	Ratio	No data	No data	0	0	0	0	39	61
	• Other provinces	Ratio	No data	No data	0	0	0	0	50	50

GRI	Require Data	Units	Years							
			2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
Non-discrimination										
406-1	Total number of incidents of discrimination during the reporting period	No.	No data	No data	0	0	0	0	0	0
	• Incident reviewed by the organization	No.	No data	No data	0	0	0	0	0	0
	• Remediation plans being implemented	No.	No data	No data	0	0	0	0	0	0
	• Remediation plans that have been implemented, with results reviewed through routine internal management review processes;	No.	No data	No data	0	0	0	0	0	0
	• Incident no longer subject to action	No.	No data	No data	0	0	0	0	0	0
Child Labor										
408-1	Number of projects that are considered to be at risk of child labor	Projects	No data	No data	0		0		0	
	Number of suppliers and contectors considered to be at risk of child labor	Persons	No data	No data	0	0	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	0		0		0	
	Number of suppliers and contectors considered to be at risk of force labor	Persons	No data	No data	0	0	0	0	0	0
Security personnel trained in human rights policies or procedures										
410-1	Percentage of security personnel who have received formal training in the organization’s human rights policies or specific procedures and their application to security	%	No data	No data	0	0	0	0	100%	100%

Remark:

1. In 2021, disability employees and other disadvantaged groups totalled 42 and in 2022 totalled 41.
2. Board of Director numbers have not been included in the total number of employees.

GRI	Require Data	Units	Years							
			2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
Operations with local community engagement, impact assessments, and development programs										
413-1	Percentage of operations with implemented local community engagement, impact assessments, and/or development programs, including the use of	%	No data	No data	0	0	0	0	45%	
	• Social impact assessments, including gender impact assessments, based on participatory processes	Projects	No data	No data	0	0	0	0	5	
	• Environmental impact assessments and ongoing monitoring	Projects	No data	No data	0	0	0	0	5	
	• Public disclosure of results of environmental and social impact assessments	Projects	No data	No data	0	0	0	0	5	
	• Local community development programs based on local communities’ needs	Projects	No data	No data	0	0	0	0	1	
	• Stakeholder engagement plans based on stakeholder mapping	Projects	No data	No data	0	0	0	0	11	
	• Broad based local community consultation committees and processes that include vulnerable groups	Projects	No data	No data	0	0	0	0	11	
	• Formal local community grievance processes	Projects	No data	No data	0	0	0	0	11	
	Operations with significant actual and potential negative impacts on local communities									
413-2	Operations with significant actual and potential negative impacts on local communities	Projects	No data	No data	0	0	0	0	0	

Remark:

- Contractors have included outsourcing such as security guards, housekeepers.
- "Rate of work-related injuries not resulting in absences from work" and "Total number of hours worked" used contractor's information only in the occupational health and safety management system of the organisation.
- In 2019, Safety statistics in the construction sites were 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 have been under development, 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 were 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 2022, scope of occupational health and safety reporting is extended to cover data collected from The Standard Hotel which launched in December 2021.

GRI

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	2-5 External assurance	See remark	This report is not externally assured.
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	Governance		
	2-9 Governance structure and composition	2022 Annual Report Page 84 - 94	Disclose in Annual Report
	2-10 Nomination and selection of the highest governance body	2022 Annual Report Page 98 - 100	Disclose in Annual Report
	2-11 Chair of the highest governance body	2022 Annual Report Page 85	Disclose in Annual Report
	2-12 Role of the highest governance body in overseeing the management of impacts	30 - 31	
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Readers' Opinion Questionnaire

Your comments on this 2022 Sustainability Report will be directed to further improve and develop the operations and preparation of the Sustainability Report in the following years.



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