Sustainability Report 2023

SANSIRI SUSTAINABILITY 2023

SANSIRI

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MESSAGE FROM CHAIRMAN OF THE BOARD



Sansiri Public Company Limited, a frontrunner in Thailand's real estate sector, recognises its crucial role in navigating through economic, social, and environmental challenges that affect business continuity both in the short and long term. These challenges range from the economic rebound post-COVID-19, geopolitical tensions, and technological advancements, to the implications of climate change and biodiversity loss. Sansiri understands the importance of being well prepared to adapt to these changes, establishing a robust foundation for business operations. Furthermore, Sansiri is committed to its responsibilities towards society and the environment, from policy-making to day to day operations, aiming to lead in sustainability across the entire real estate business value chain.

In 2023, Sansiri continues to dedicate itself to fostering sustainable development across all areas, in line with its "STEP BEYOND" vision and the Sansiri Sustainable Development Policy. This commitment is integrated throughout the organisation, from the policy level with the full support of directors, executives, and employees across all business units, to collaborative efforts with stakeholders in every sector, guided by three principal operational dimensions.

Economic and Corporate Governance Dimension
Our goal is to generate income and profitability for all stakeholders while bolstering the organisational framework. We plan to actively grow our business to aid in the industry's recovery and advance housing technology, fulfilling the expectations of all involved parties.

Social Dimension
Our focus is on placing "people" at the heart of our operations, guided by the "YOU-centric" approach where everyone such as employees, customers, and society at large becomes a key element of our driving force. We are committed to promoting equality among our employees in career advancement and welfare across all genders, while also catering to projects that arise from customer demands. Additionally, we are dedicated to advancing our social initiative, "ZERO DROPOUT," to further our commitment to the community.

Environmental Dimension
We are on track to become Thailand's pioneering real estate company to achieve "Net-Zero" status by creating innovative "Green Living Designed Home", advocating for the use of environmentally friendly materials and clean energy in our projects, and engaging in partnerships for effective waste management through our "WASTE TO WORTH" initiatives.

At Sansiri, we believe that the foundation of a thriving society begins with the simple aspiration for a joyful life. This belief drives our dedication to developing high-quality real estate projects that respond to the dynamic needs of our world, all while maintaining a focus on our customer centric values. We aim for our business endeavors and all related Sansiri activities to contribute toward fostering a better, sustainable future for everyone in society, elevating Thailand's real estate industry to meet international standards and aligning with the United Nations Sustainable Development Goals (SDGs) that encompass economic, social, and environmental aspects. This aligns us with global sustainability trends and practices within the real estate sector.



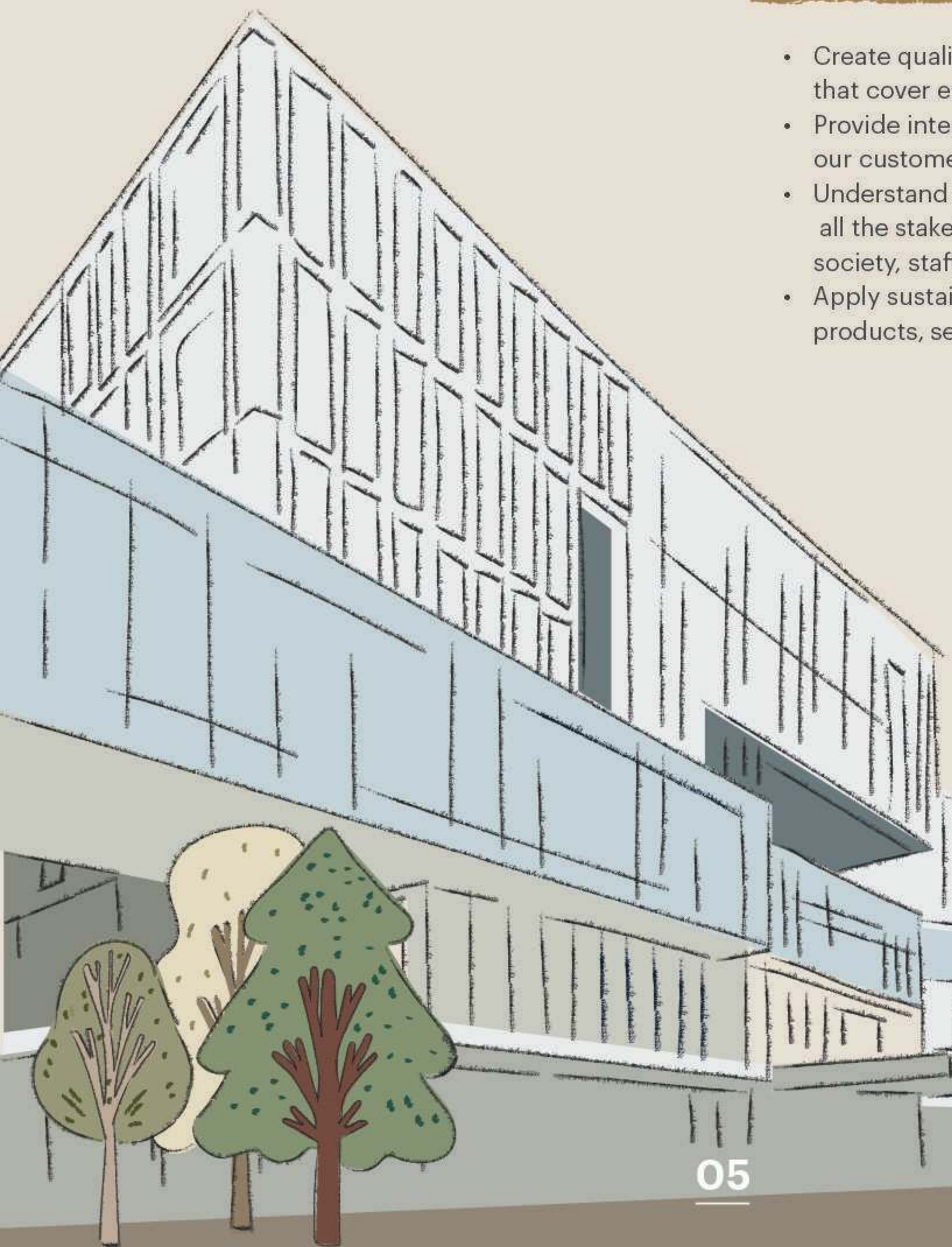
Mr. Apichart Chutrakul
Chairman of the Board

VISION

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

MISSION

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



ABOUT THIS REPORT

Driven by a commitment to integrate sustainability into every aspect of its operations, Sansiri Public Company Limited annually publishes a sustainability report. This initiative is part of our effort to transparently share with all stakeholders about our strategies and achievements in adhering to the principles of sustainability, which encompass Environmental, Social, and Economic and Corporate Governance dimensions. Our dedication to achieving comprehensive and sustainable growth is reflected in these efforts. The 2023 edition, our 8th in a row, adheres to the Global Reporting Initiative (GRI) Standards 2021 Revision. It also demonstrates how our performance aligns with the United Nations Sustainable Development Goals (SDGs), addressing each key issue in detail.

The scope of this report covers the sustainability operations of business units, including Sansiri Public Company Limited, Plus Property Company Limited, Sansiri Precast Factory, The Peri Hotels, The Standard Hotel, and Habito Mall. The materials for the report were obtained from the collection of data using the same set of standards. The information as presented covers the period from 1st January to 31st December of 2023, in line with the fiscal year reporting period and to publish the sustainability report according to the Company's annual document publication period.

As for the details of all business units that have been audited in the financial statements, these can be found in the 2023 One Report, the section titled "Report and Consolidated Financial Statements." In 2023, there was no significant change to the structure of the business units.



SANSIRI VALUE CHAIN AND STAKEHOLDERS



Sansiri considers ways to create opportunities and to mitigate risks from business activities with stakeholders in every sector and in every process throughout the value chain. Analysis conducts of all activities starting from upstream involving the acquisition of land, all the way downstream to cover the aftersales services following the transfer of ownership of the properties. This is because an efficient value chain management is one of the important factors that promote business operations and sustainable growth.

Sansiri is committed to its operations that adhere to the basic principles of responsibility and the consideration for society, environment, and good corporate governance. This is to create a solid foundation and to help develop the potential of business partners, customers in the real estate business, as well as stakeholders throughout the value chain, to ensure that Sansiri's products and services can respond to the needs of the real estate industry for all to grow together sustainably.

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 employees
3. Customers, lessees, and residents
4. Communities and society
5. Government agencies
6. Business competitors

2

DESIGN AND PROJECT DEVELOPMENT PREPARATIONS

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



Stakeholders

1. Investors and shareholders
2. Management executives and employees
3. Customers, lessees, and residents
4. Communities and society
5. Business partners and suppliers
6. Government agencies

3

PROJECT CONSTRUCTION

- Selection of contractors, consultants project supervisors and environmental consultants.
- Construction of central public utility, production of 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 employees
3. Communities and society
4. Business partners and suppliers
5. Government agencies



4

SALES STRATEGY PLANNING AND MARKETING ACTIVITIES

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

Stakeholders

1. Management executives and employees
2. Customers, lessees, and residents
3. Business partners and suppliers
4. Business competitors

5

TRANSFER OF HOUSE/ 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 employees
2. Customers, lessees, and residents
3. Government agencies
4. Business partners and suppliers

6

SERVICES AFTER OWNERSHIP TRANSFER

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

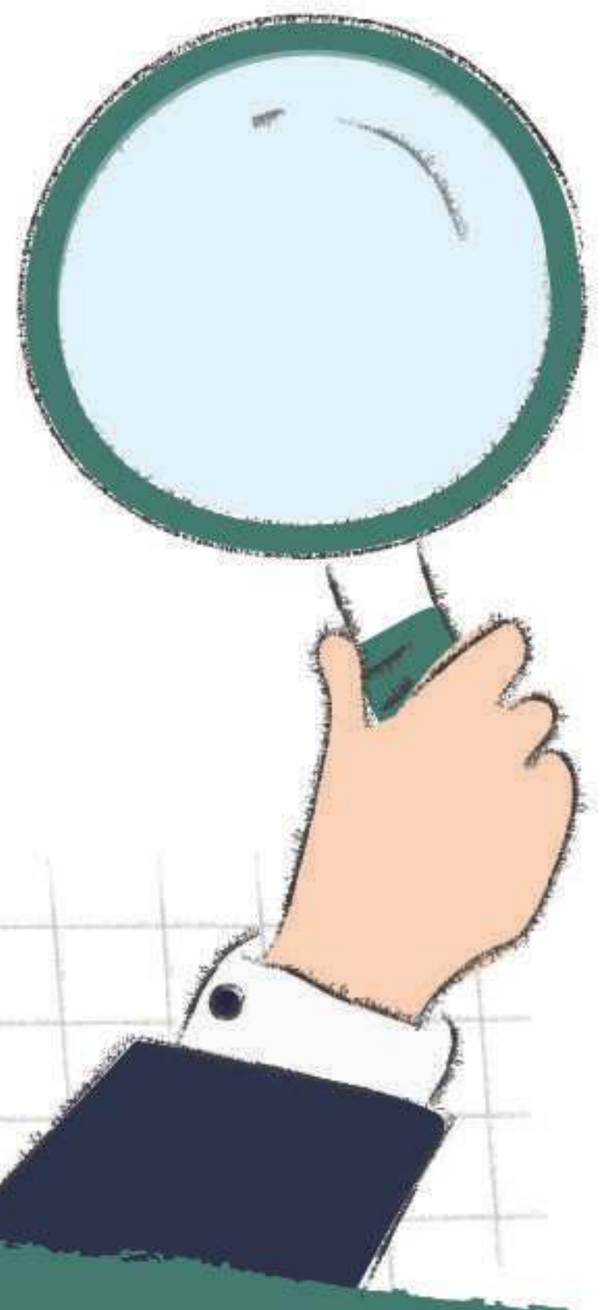
Stakeholders

1. Management executives and employees
2. Customers, lessees, and residents
3. Business partners and suppliers



STAKEHOLDER ENGAGEMENT





Sansiri and its affiliates place the utmost importance on fostering stakeholder participation, as this is key to helping Sansiri conduct business in alignment with the expectations of all stakeholders and to appropriately respond to stakeholders' expectations throughout the business value chain. It also leverages the opportunity to create innovations to increase stakeholder satisfaction and strengthen long-term relationships to drive the business to sustainable success.

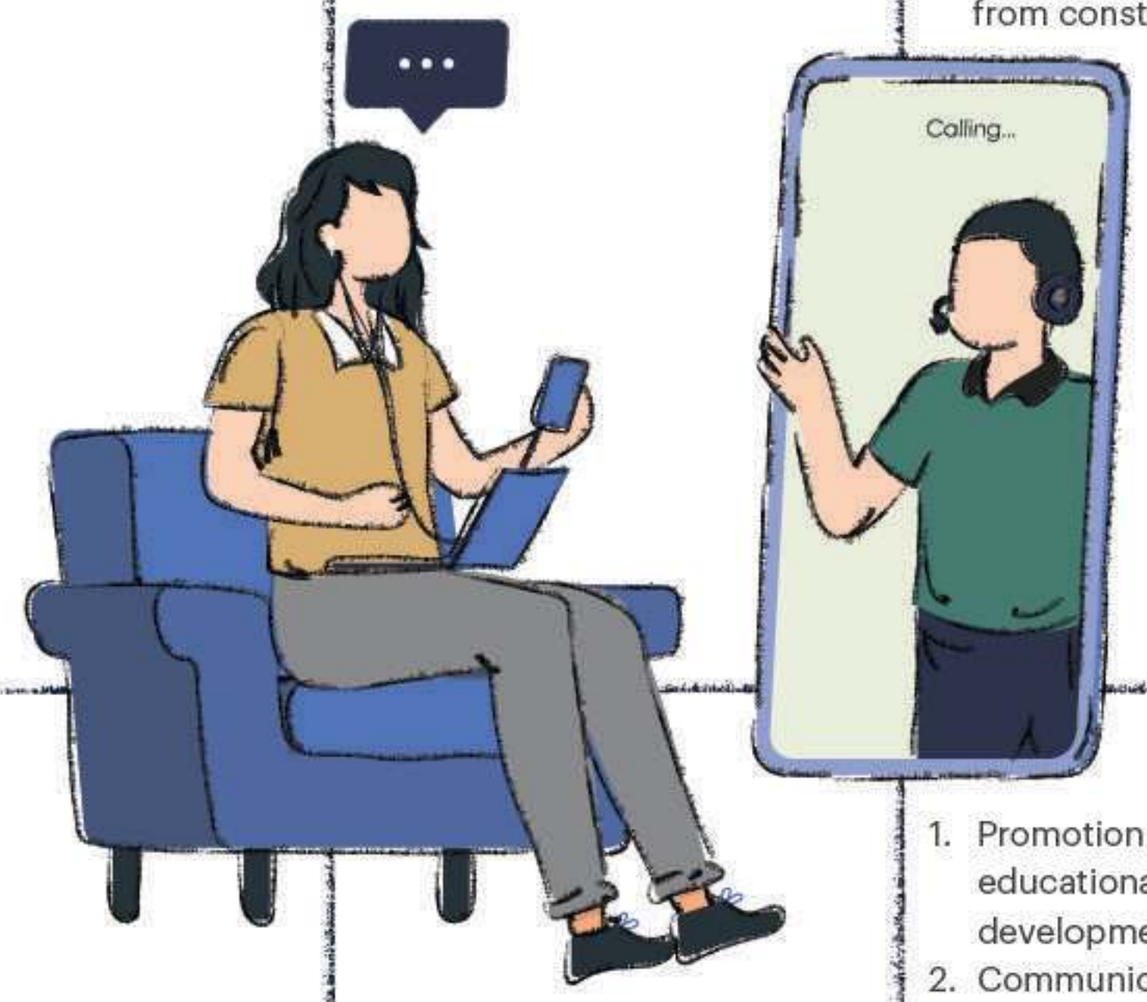
Sansiri established the Stakeholder Engagement Policy which outlines a procedure for engagement with stakeholders which includes prescribing, classifying, and analysing the stakeholders along the business value chain. The Company identifies issues and needs of its stakeholders towards the organisation through stakeholder 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 are finally assessed and categorised into 7 critical groups. Sansiri also prioritises the importance level of each stakeholder group considering stakeholders' interests and influence. The management approaches are placed to appropriately response to their expectations and the results of stakeholder analysis are also applied to identify Sansiri's sustainability materiality.

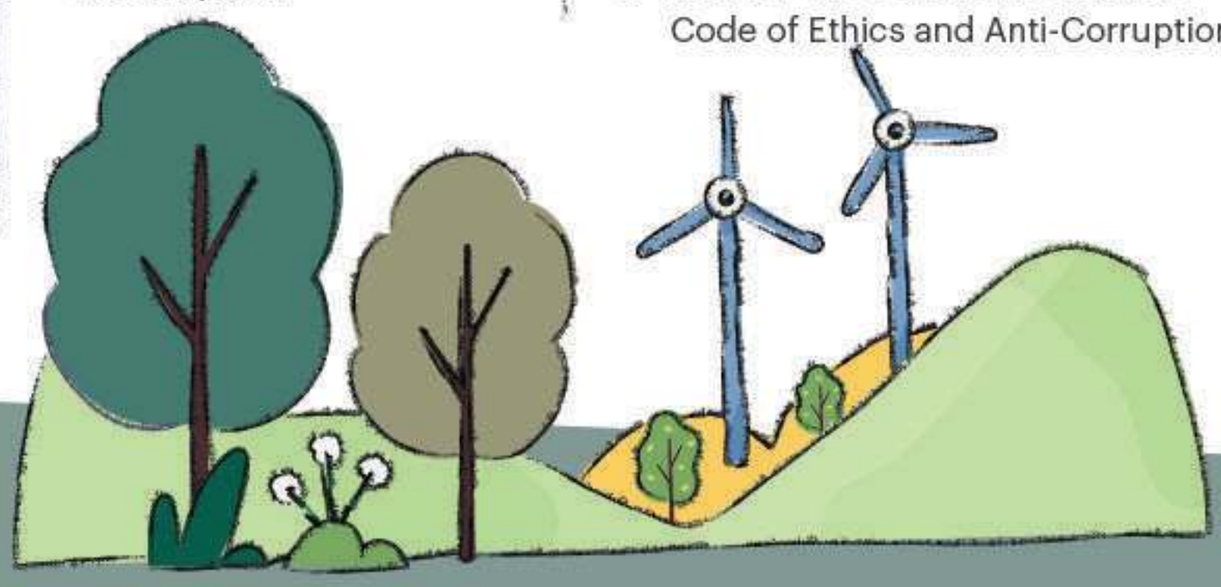
Sansiri's internal and external stakeholder engagement process is a crucial aspect of the company's strategy for bringing stakeholders' opinions and hear additional feedback. The 3 primary stakeholder groups include investors and shareholders, management executives and personnel, and customers, lessees, and residents respectively. Through this engagement process, Sansiri can 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 of the business operations.

List of Stakeholder Groups	Approach to Stakeholder Engagement and Frequency	Key Topics, Concerns and Expectations raised	Responses to Concerns and Expectations
Investors and Shareholders	• Annual general and extraordinary meetings. • Annual sustainability report. • Yearly posting of annual general meeting of shareholder via www.sansiri.com once a year. • Regular project visits. • Regular meeting with analysts, investors, and fund managers.	1. Business direction which considers the sustainability trend. 2. Commitment on good governance and anti-corruption. 3. Systematic risk management 4. Organisation that cares for environment. 5. Capability to adapt to the changes occurred at present circumstance.	1. Study and choose to invest in businesses that emphasise and give precedence to global sustainability. 2. Operation's compliance audit based on identified corporate governance and anti-corruption. 3. Develop the risk management plan by risk owners and regularly report on progress. 4. Announce target and environmental management towards Net-Zero emission by 2050. 5. Prepare programs to fulfill needs and to create ideal work experience in terms of job security, family and psychological fulfillment, as well as health and hygiene.
Executives and Employees	• Organise "CEO Talk" & Town hall meetings to provide clarifications and to take questions quarterly. • Employees visiting under-development project sites. • Use Microsoft Teams to communicate daily. • Work in a "co-working space" environment to facilitate consultation with executives daily.	1. Opportunity to grow in a specific field of work. 2. Human resources management which is compatible with business strategy. 3. Creation of employee's awareness in integrity mindset and job responsibility 4. Listen to innovative ideas and opinions from employees. 5. Being the organisation that places importance on sustainable business growth.	1. Performance evaluation (KPI) and employee's learning & development plan in different channels i.e. Sansiri Learning Hub, Leadership Programs. 2. Set up HR's Business Partner working with business units to establish an HR strategy to handle business challenges. 3. Conduct the "Employee Thriving Survey" to understand the drivers behind employee's work for the HR management plan. 4. Encourage experiences sharing across the fields among employees though the designed co-working space. 5. Announce goals and guidelines on the management of sustainability, on social, economy and environment aspects towards the target of being Net-Zero in greenhouse gas emissions by 2050.



List of Stakeholder Groups	Approach to Stakeholder Engagement and Frequency	Key Topics, Concerns and Expectations raised	Responses to Concerns and Expectations
Customers, Lessees and Residents	• Customer satisfaction survey every time throughout the operation process, before and after ownership transfer. • Sansiri Home Service Application to regularly inform customers of information and benefits. • Sansiri Call Centre 1685 • Plus Call Centre 02-688-7555	1. Effective and quick complaints management and suggestions. 2. Quality of product and services before and after ownership transfer and fast-response after-sales services. 3. Project security. 4. Provision of product information through both online and offline channels. 5. Prevention of dust generated from construction activities.	1. Conduct customer satisfaction assessment and open the Call Centre for accepting claims prior to transferring issues to responsible functions for corrective action. 2. Provide the services for customer's safety and convenience from before purchase to the end of residency. 3. Assign the security officers and respond to emergency cases to take care of residents' security 24/7. 4. Present the Virtual Tour as an alternative for the project's visitor and experiential living journey for Sansiri Family. 5. Develop guidelines to prevent and mitigate the impacts, such as installing tall barriers and spraying water to settle dust, banning garbage burning within the construction site, cleaning vehicle wheels before exit, and covering truck loads. In addition, air quality measurements are conducted monthly.
Community and Society	• 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 and meet with the community before and during the construction. • Hold regular community relations activities. • Community surveys.	1. Promotion of operations in educational and sport development for youth. 2. Communication of CSR projects and activities. 3. Communities Development. 4. Operation must not negatively impact on the well-being of the community. 5. Participate in creating a sustainable society and environment to reduce environmental impacts. 6. The strict adherence to the principles of good corporate governance and the opposition to corruption.	1. Continuously proceed with the Zero Dropout for the second year and continue to run "Sansiri Academy" football training for the 17th year. 2. Communicate CSR projects to medias to raise public awareness regarding educational issues. 3. Allocate budget to improve people's quality of life in the communities surrounding business operating areas. 4. Strictly comply with the environmental impact regulations and organise a community relations unit to process opinions. 5. Increase green areas, Sansiri Backyard, at all projects 6. Monitor the compliance with the Code of Ethics and Anti-Corruption.





List of Stakeholder Groups	Approach to Stakeholder Engagement and Frequency	Key Topics, Concerns and Expectations raised	Responses to Concerns and Expectations
Suppliers and Business Partners	• Open cg@sansiri.com to receive complaints and suggestions.  • Organise "Sansiri Quality Day" to foster relationships. • Post business cooperation information through www.sansiri.com, Call Centre 1685.	1. Attention on environmental impacts and management in the real estate industry. 2. Innovation & technology developed in collaboration and shared with partners. 3. Efficient construction project management and correct working procedures. 4. Fair business competition, transparent and responsible procurement. 5. Development of a spirit of environmental and social responsibility for sustainable growth and development.	1. Establish the most environmentally friendly standards of procurement aligned with the Green Procurement Policy. 2. Collaborate with suppliers to improve and create eco-friendly products and services for society. 3. Perform occupational safety practices such as Safety Talk at the construction sites. 4. Arrange for the signing of the Supplier Code of Conduct agreement. 5. Provide knowledge sharing and activities on waste management and coordinate with contractors to promote the well-being of workers in the project's areas. 
Government Agencies	• Government Relations Department is responsible for reporting information, requesting documents, and applying for various permits, such as applying for construction permits, applying for permits 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. 	1. Business operations that create shared value to the society in economic, social, and environmental dimensions to build communities' trust at where it operates. 2. Compliance with the law. 3. Disclosure of accurate, transparent, and verifiable information. 4. Completeness of the Environmental Impact Assessment report.	 1. Utilise Sansiri's resources and expertise to develop communities and support vulnerable groups. 2. Submit the Environmental Impact Assessment report before commencing the project. 3. Submit Environmental Quality Measurement results before commencing projects, every 6 months. 4. Develop guidelines for preparation of the EIA report in accordance with the specified requirements.
Business Competitors	• Provide information on Sansiri's housing projects through www.sansiri.com	1. Fair competition.	1. Follow and apply business ethics to ensure fair competition.

SUSTAINABILITY HIGHLIGHTS

Better Care of Environment



Net Zero by 2050 –
In 2023, Scope 1&2
Greenhouse Gas Reduction was

386,150

tonne CO_2e, compared to 2022 performance.



More than 1,253 house in Sansiri projects
have installed the solar panel on the roof with total 270,572 kWh, or equivalent **to the reduction of Greenhouse Gas emission of**

1,682

tonne CO_2e

With the collaboration of Sansiri and SCG **under Waste to Worth campaign,** **construction wastes were upcycled to be the designed plant pots.**

45,000 **kg.**



waste to
WORTH
แยกขยะ ให้เกิดประโยชน์

60%
of waste reduction compared to 2022 and 3,143 tonnes of recycled wastes.



Green Living Designed Home –
Pilot project at "Setthasiri 10 projects"
which save energy up to

18%

0 **complaint in relation to the environment and project site surroundings.**

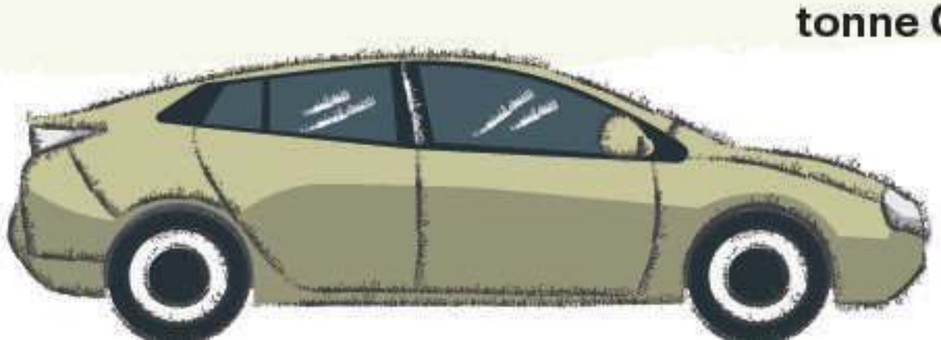
35% of corporate vehicles are EV,
equivalent to the reduction of Greenhouse Gas emission of

1,737
tonne CO_2e

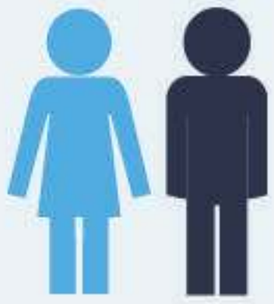
795 of Sansiri's houses
were installed with the EV Chargers in 2023, equivalent to the reduction of Greenhouse Gas emission of

21.7
tonne CO_2e





Better Care of Social



Turnover Rate
reduced at
1%
compared to 2022.

The children's football training programme at
SANSIRI ACADEMY
has been running for 17 years with a total of more than
1,900 **participants.**



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



With the equal benefits addressing the Diversity and Inclusion, Sansiri was ranked in the

Top 5 company

AS THE TOP OF MIND IN DIVERSITY AND INCLUSION

Sansiri was recognise
the most Valuable Real Estate Brand in 2023 with the value of
14,604 **million baht.**

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's pilot camp.**





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
9,311 **students.**



95,888 **hours**
of human capital development training participated by employees.



Reduced project procurement and contractor bidding by 312 and 648.38 million baht respectively, exceeding the target by

107 percent
for project procurement and
3.5 times for the contractor bidding.

Better Care of Governance

SET AA
ESG Ratings 2023

Participate the assessment of "Thailand Sustainability Investment (THSI) 2023". This year, Sansiri's SET ESG Ratings is ranked at

AA level.



0 complaint

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



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.



SANSIRI MATERIALITY

Sansiri assesses sustainability material topics to determine those that are relevant and necessary for the organisation's sustainable development, considering the impacts that have occurred or may occur to internal and external stakeholders, as well as expectations of stakeholders in various dimensions, including economic and corporate governance, environment, and social dimension that covers the impact on human rights. The assessment was conducted through the process of Sansiri's materiality identification and prioritisation as follows:





1 Identification of impacts and material topics 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 through various channels such as surveys.

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 7 groups of Sansiri stakeholders, namely, investors and shareholders, executives and employees, customers and lessees & residents, community and society, suppliers and business partners, government agencies, and business competitors, 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 material topics as obtained from the analysis and consideration of the impacts that the stakeholders expect and are concerned about, and examines the material topics 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 topics that are to be published in the Annual Sustainability Report and the Company's website.

4 Sustainability Operations

Sansiri has established a strategy for sustainability operations together with goals and a timeline to achieve the sustainability goals by taking into account the results of the assessment of sustainability material topics that have been approved. Indicators have also been established to monitor performance according to the operational goal of each issue. In addition, a requirement has been put in place to report on the results of sustainability performance, including obstacles and problems that may occur in achieving the goals, to the Corporate Governance and Sustainability Committee twice a year. In addition, the Sustainability Working Group has to report performance results to the executive directors monthly to ensure that Sansiri's sustainability operations are effective and in line with the Company's sustainability strategy.

SANSIRI'S MATERIALITY TOPICS

There are a total of 11 materiality topics for Sansiri in 2023, which remain the same as those in 2022, and covering three dimensions: Economics and Corporate Governance, Environmental and Social:

ECONOMICS AND CORPORATE GOVERNANCE



Materiality Topics	Impact on business	Impact and expectations of stakeholder
Corporate Governance, Codes of Business Conduct and Business Ethics	**(Opportunity)**	Giving an importance to operations that adhere to the principles of good governance, business conduct with integrity and transparency.
Risk and Crisis Management	**(Opportunity)**	Managing risks systematically as well as the ability to adapt to changes across the entire value chain.
Customer Expectations and Satisfactions	**(Opportunity)**	Designing residential projects to meet customers' needs of functional residents by taking the customers' opinions into consideration in order to improve services, transfers of products and quality services, after sales services, and clear dissemination of information.
Supply Chain Management and Raw Material Sourcing	**(Risk)**	Ensuring fair competition in the procurement process and monitoring and auditing operations and assessing risks that cover economic, social and environmental aspects.
Innovation and Technology	**(Opportunity)**	Adapting innovation and technology for sustainability operation to promote quality of life and to create a culture that advocates organisational innovation amongst employees.

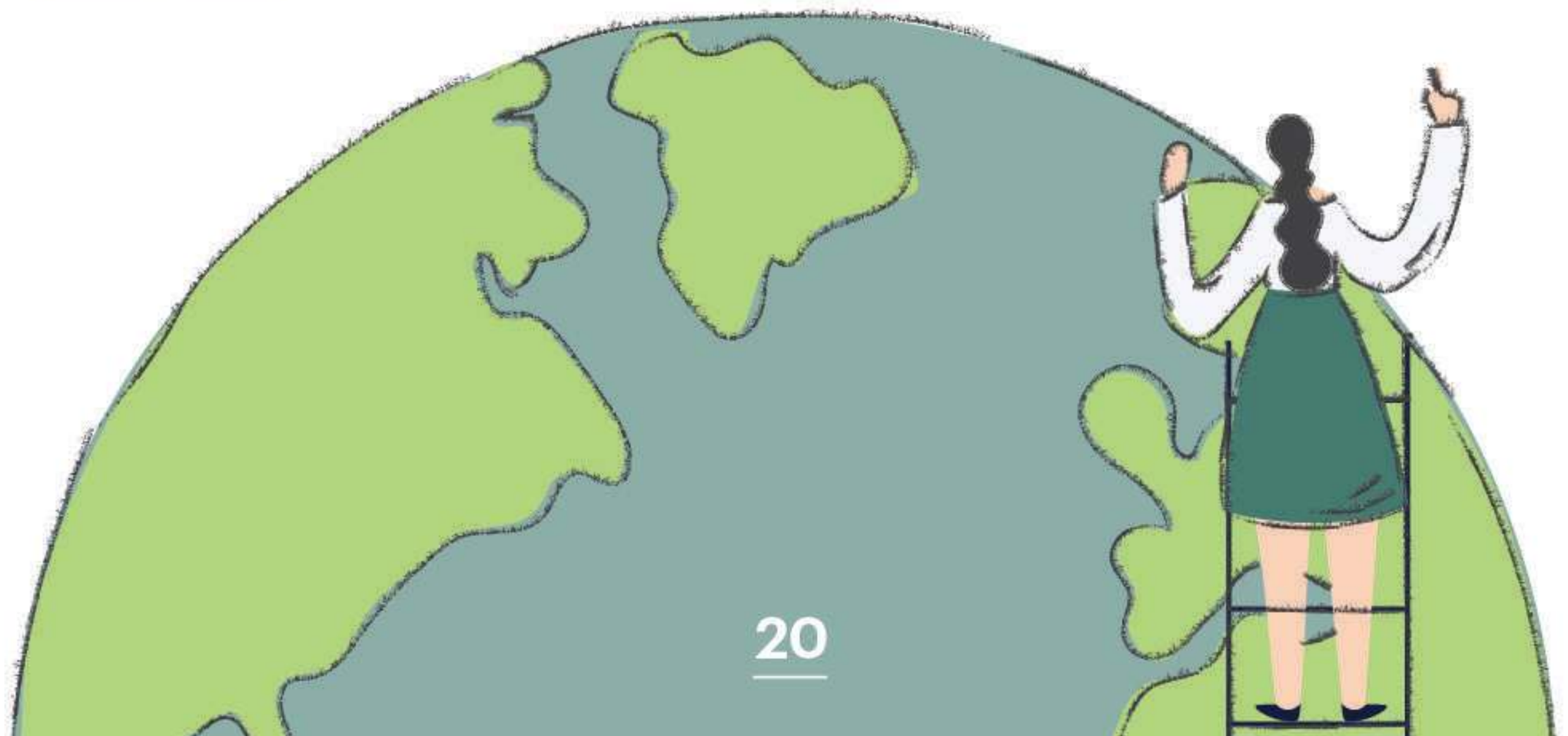
ENVIRONMENT



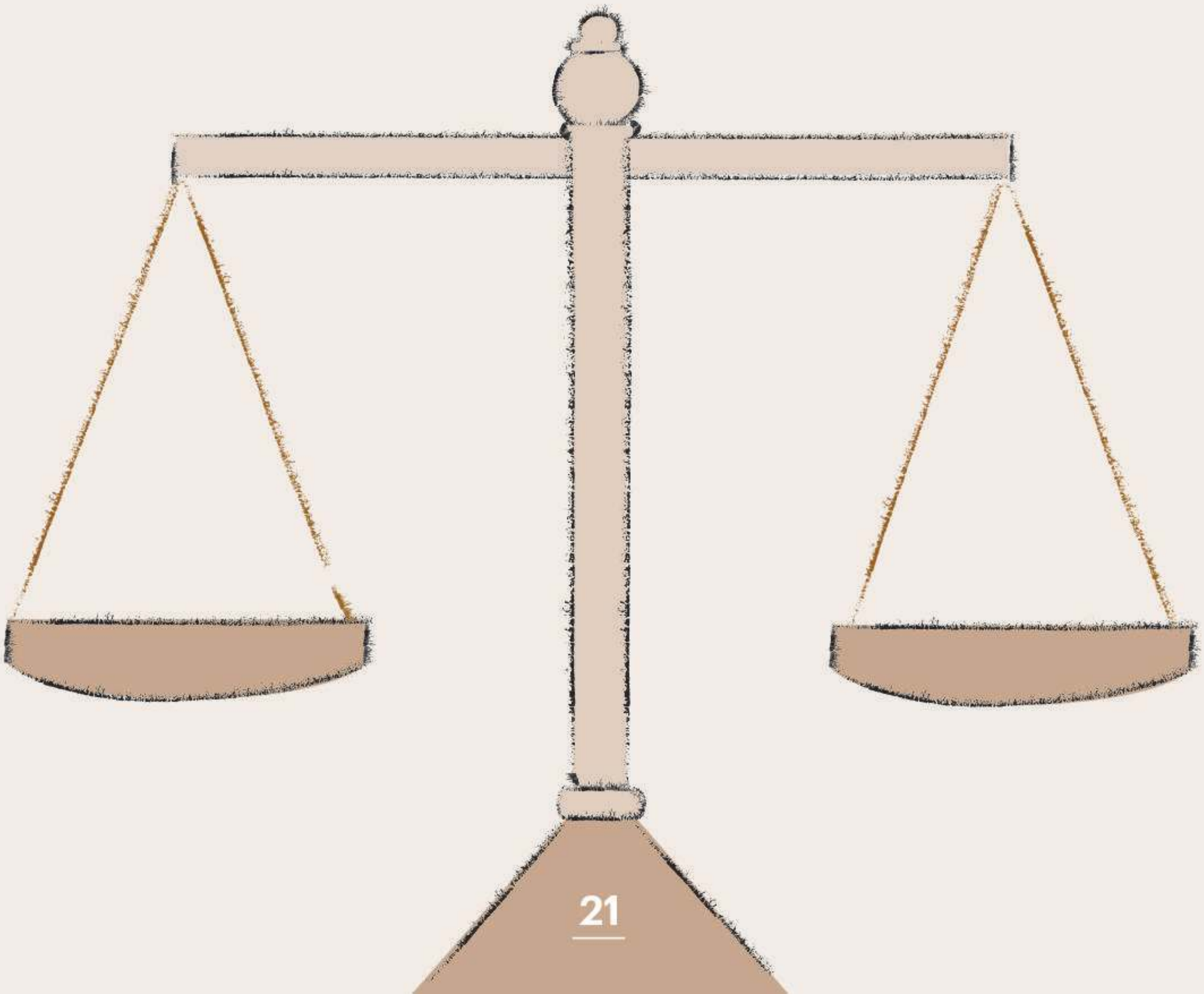
Materiality Topics	Impact on business	Impact and expectations of stakeholder
Climate Change	**(Risk)**	Reducing carbon emissions and achieving the Net-Zero target to be a role model for employees and surrounding communities and to cultivate good conscience by leveraging cooperation amongst relevant stakeholders in all sectors.
Environmental Management System and Eco-Efficiency	**(Risk)**	Paying close attention to the environment from upstream to downstream, through transparent procurement practices and efficient management of pollution and waste, as well as playing a role in helping to create a sustainable society and environment.

SOCIAL

Materiality Topics	Impact on business	Impact and expectations of stakeholder
Human Resources Management	**(Opportunity)**	Promoting the employee skills with good potential through the creation of growth in career paths, taking good care of, and listening to the voices of the employees to create employee engagement.
Occupational Health and Safety Management	**(Risk)**	Efficiently managing of occupational health safety of employees, contractors, and communities surrounding the projects.
Human Rights	**(Opportunity)**	Promoting equality and inclusion and mitigating inequality and discrimination through respecting human rights and taking steps to prevent and reduce the risk of human rights violations through-out the value chain.
Corporate Citizenship and Social Responsibility	**(Opportunity)**	Continuously carrying out social activities to meet the expectations of every stakeholder groups, and protecting the human rights of communities in the vicinity of Sansiri projects.



Economics and Corporate Governance





CORPORATE GOVERNANCE, CODES OF BUSINESS CONDUCT AND BUSINESS ETHICS



Sansiri Public is committed to being a transparent and ethical organisation with the determination to eradicate corrupt practices in the Company, and to create confidence among internal and external stakeholders. This is the important motive in prioritising the formation of the structure and system of good corporate governance. Moreover, Sansiri focuses on its operations must not cause any conflict with individuals, juristic persons, or those involved in other sectors, which will have a negative impact on society, community, and the overall environment. In addition, Sansiri believes that conducting business with transparency, fairness, and social responsibility is an important factor in creating competitive advantage, while also being a professional role model that helps to encourage the society to be better.

Furthermore, Sansiri is dedicated to addressing corruption, a significant threat that undermines equitable access and fair competition as the expectation of suppliers and partners in their business dealing 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 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 tackle corruption in all dimensions of the organisation.



Management Approach

Sansiri is committed to managing its operations based on the principles of good corporate governance. Therefore, to ensure that the Company's operations are transparent and effective, Sansiri has established the Corporate Governance and Sustainability Committee which is entrusted with determining and reviewing policies, criteria, and requirements in relation to business ethics as well as anti corruption measures in accordance with the principles of good corporate governance. In addition, a corporate governance and business ethics policy, and various practices have been established 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.

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.

This covers the aspects of anti-corruption, conflict of interest, whistleblowing, confidentiality of information, insider trading, antitrust and anticompetitive practice, promoting free competition, and not distorting market prices which cause negative effects to consumers, as well as consideration of occupational health, safety, and environment, and IT security.

For further details regarding the Corporate Governance and Business Ethics handbook, please refer to the Sansiri website or scan the QR code provided.

https://o77site.s3.ap-southeast-1.amazonaws.com/pdf/sustainabilityreport/corporate-governance-code-of-ethics-handbook-EN.pdf

Corporate Governance

Anti-Corruption

Sansiri has devised and enforced the "**Anti-Corruption Policy"** in order 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 procedures in line with this policy.

Simultaneously , 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 on to conform to 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.

To demonstrate an organisation's stance against corruption in all its forms. Sansiri joined the anti-corruption network by declaring its intention to join the private sector's Collective Action against Corruption (CAC) in 2018. Since then, the Company has 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 3,868 suppliers** and was able to convince 0 supplier to become members of the private sector's Collective Action against Corruption (CAC)



CAC
COLLECTIVE ACTION AGAINST CORRUPTION

Building a Good Internal Control Culture

In cultivating integrity and good ethics for transparent and fair business operations, the starting point should be with executives and employees in the Company, to form a role model organisation and effectively push for a better society. A good internal control culture can reflect work efficiency and the ability to foster business competitiveness. Therefore, Sansiri has placed importance on creating a good internal control culture and emphasises to all departments, including at the personnel level of the organisation, to be mindful of their operation based on 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 Siri Intranet (the Company's Intranet system). In addition, the Company has organised training on compliance with business ethics for all employees by referring to the issues specified in the Corporate Governance and Business Ethics Handbook to ensure that the employees understand, and can follow the Code of Conduct appropriately.

In 2023, a total of 4,992 employees participated in and passed the training.



Evaluation of Management Approach

Sansiri implemented an online (E-learning) anti-corruption training program 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 2023, 100 percent of the directors, 100 percent of the executives, and 100 percent of the employees participated in training, took the test and all of them passed.**

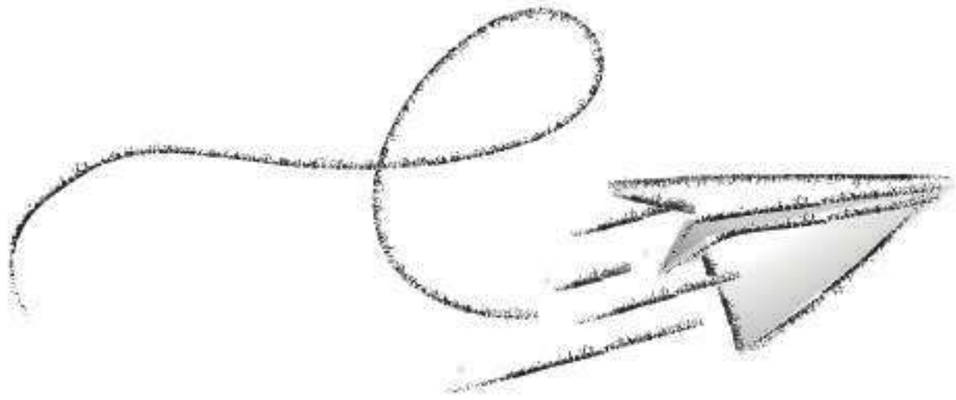
Sansiri has set a target that every year there should be no complaints in cases concerning the employees violating the code of conduct and/or anti corruption Policy. Therefore, a proactive action plan has been put in place to promote access to the company's policies, guidelines and regulations covering 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 2023, the Company has found no case of violation of, and complaints regarding, the Business Ethics and Anti-Corruption Policy

Communications regarding 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 2023, 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 the 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 "Whistle Blower Channel" or complaints and reporting channel to 3,868 suppliers and relevant parties via e-mail addresses that the suppliers have registered with the Company.



Sansiri values opinions and suggestions from all internal and external stakeholders. Therefore, a channel has been established to accept complaints, reports on any cases of rights violations, or witness accounts of actions that violate the laws, regulations, and business ethics of Sansiri. Furthermore, a "Whistle Blower Channel" has been opened so that employees and all stakeholders can have access to a reporting Channel that will lead to a fair investigation of the facts and eventually to enforcement under the Company's regulations if the cases warrant. The actions may include additional personnel development and improvement of management processes to prevent and reduce the risk of recurrence in the future. The information supplied by the Whistle Blower Channel are kept confidential, accessible only to those responsible for investigating the complaints. The contact channels as mentioned are as follows:



1 EMAIL

CG@sansiri.com

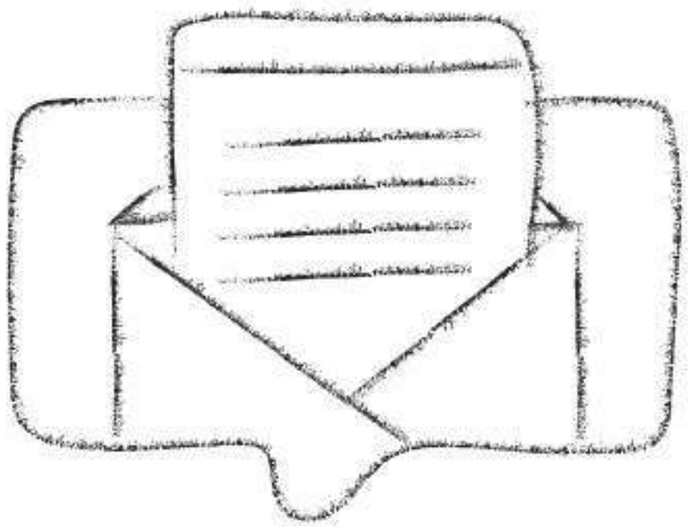
2 POSTAL SERVICE

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

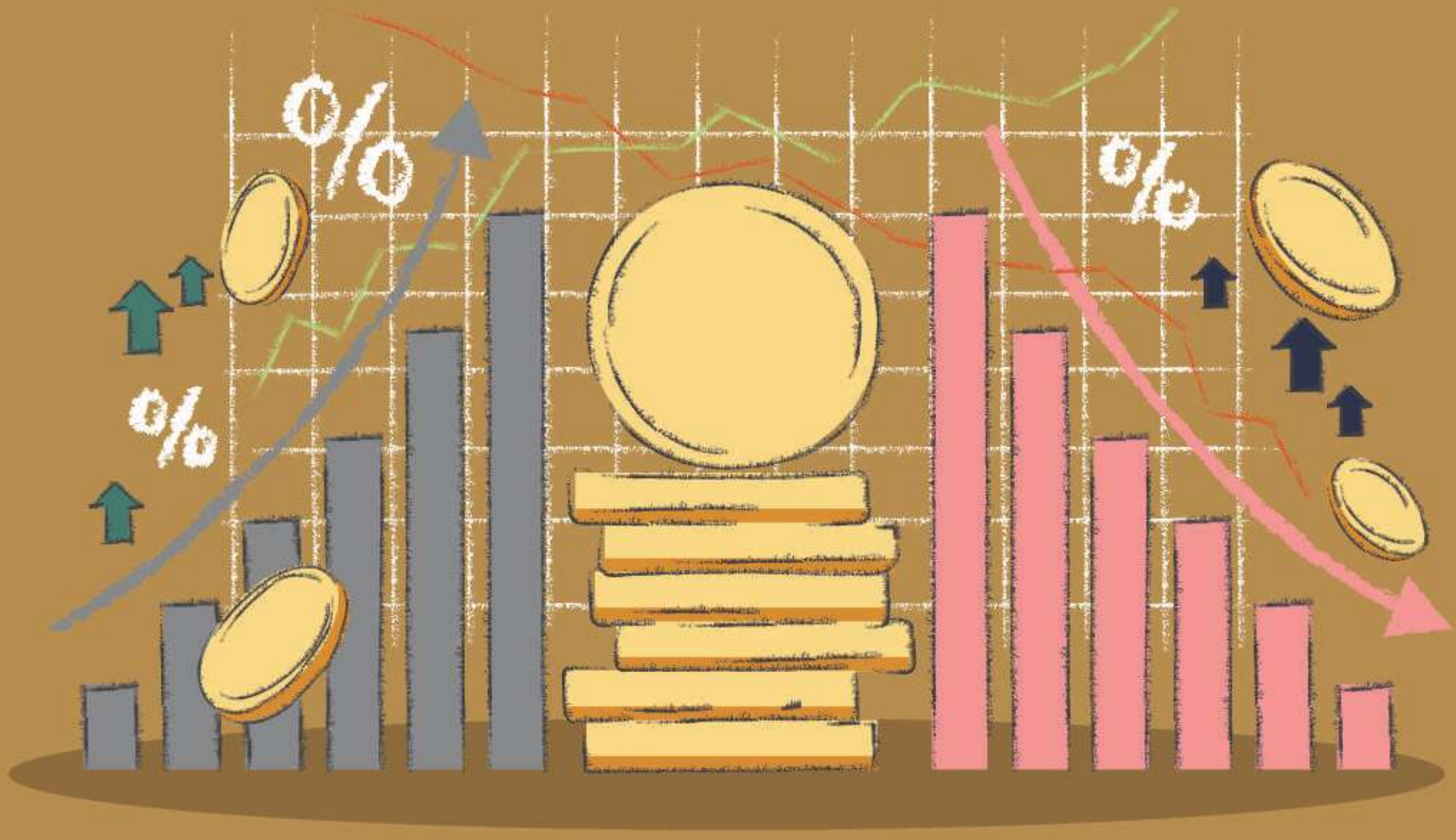




3 WEBSITE

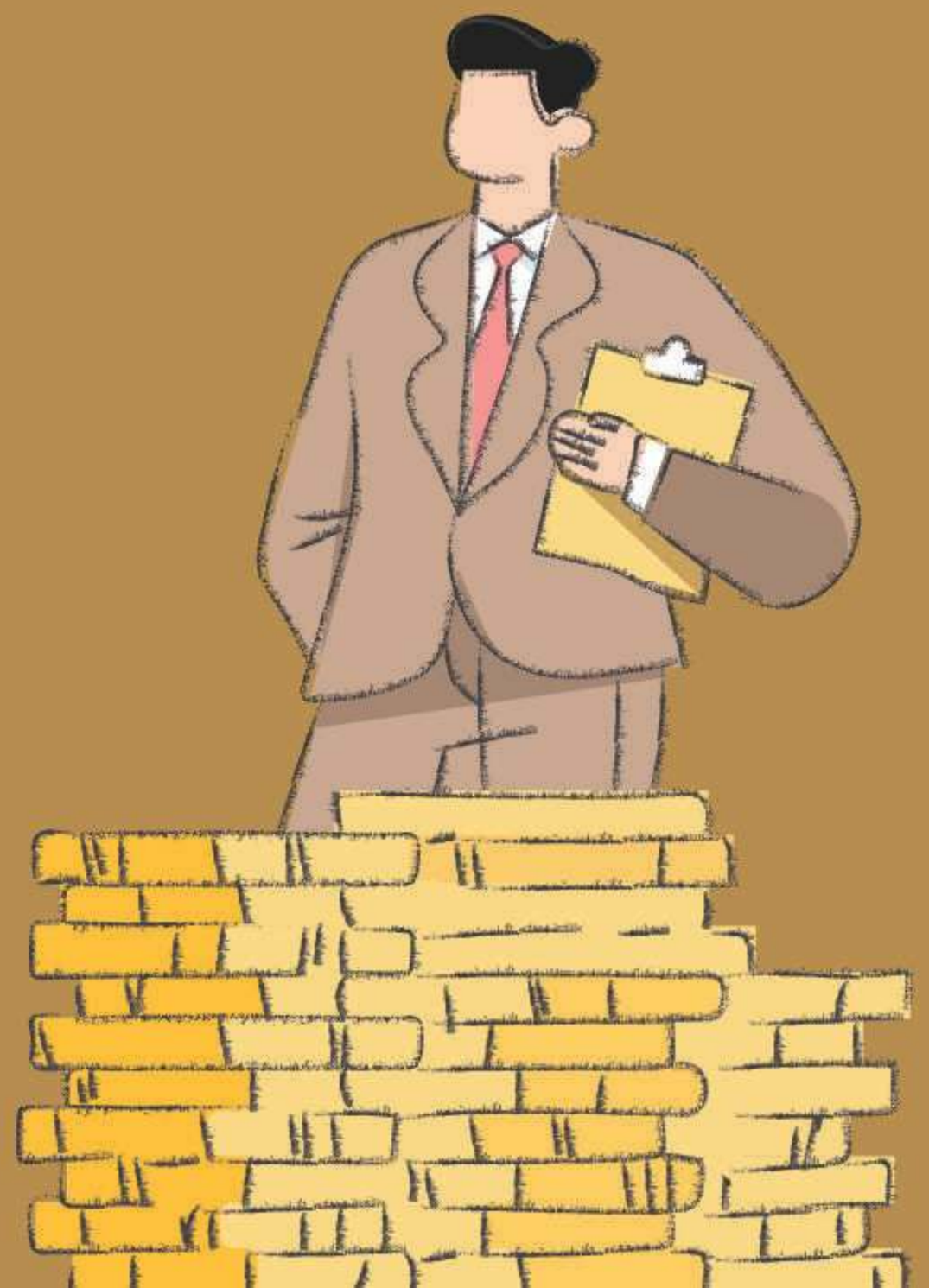
https://www.sansiri.com/thai/corporate-governance

RISK AND CRISIS MANAGEMENT



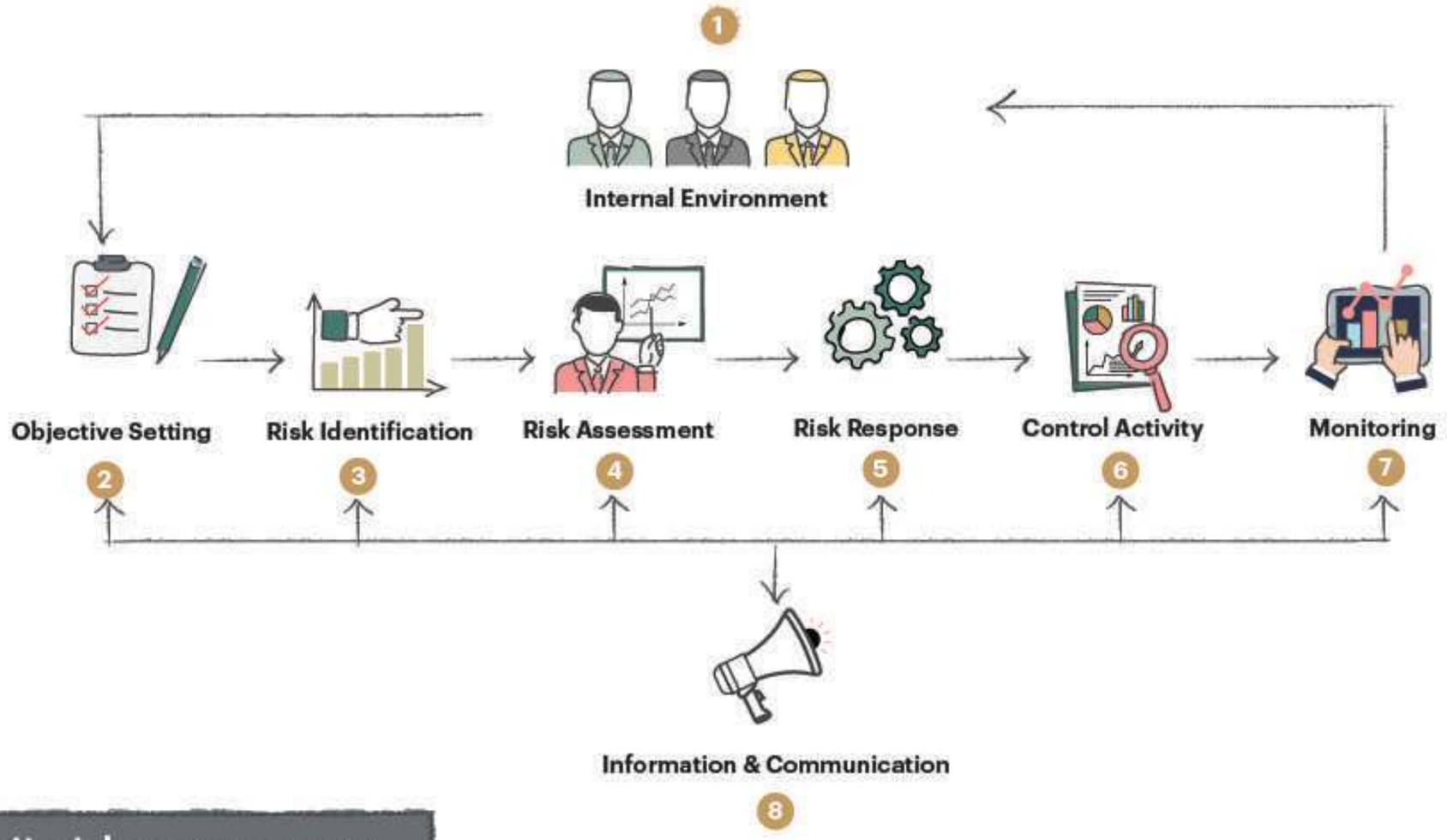


It is the expressed intention of Sansiri to instill confidence amongst stakeholders such as investors, employees, and surrounding communities regarding the Company's business operations. Sansiri realises the importance of prevention of, and adaptation to, certain risks that may occur, especially in relation to external factors such as the global economic situation or natural disasters and incidents arising from climate change. For this reason, Sansiri has implemented a Risk Management procedure that is based on the deliberation of factors that may cause both internal and external risks. The management covers consideration of impacts and risks in terms of economics, society, and the environment to be prepared for and to be able to respond to expectations in the mitigation of risks in all dimensions and build confidence in continuous and sustainable growth.



Management Approach

Regarding the management of risks, Sansiri has set a risk management policy and formed the Risk Management Committee to ensure the integration of risk management as a factor in business decisions involving business activities or the main process of the Organisation. 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

Sansiri's risk management process includes the continuous evaluation of risk management performance, as well as regular follow-up and progress reporting on risk issues and various plans. The risk management process is essentially a collaboration between the Risk Management Department together with the executives and risk owners of all departments. This collaboration should lead to a risk mitigation plan at the organisation level and department level.

The aim is to encourage all employees to become aware and participate in risk management at the operational level. Therefore, employees who are tasked as risk owners are required to regularly participate in risk assessment and the preparation of risk management plans. They must report the progress of the tasks to the department heads, while also having to coordinate with the Company's Risk Management Department for the quarterly evaluation and result tracking.

In terms of the management of risks that may tend to affect the continuity of business operations, and for the Company to be prepared to respond in a timely manner in crisis situations, as well as to enable the organisation to carry out business activities continuously without interruption, Sansiri has established a Business Continuity Management Policy and Business Continuity Plans. The Risk Management Team is assigned to be responsible for following up and deciding on the execution plan for specific emergency situations that may occur so that the situation can return to normal as soon as possible.

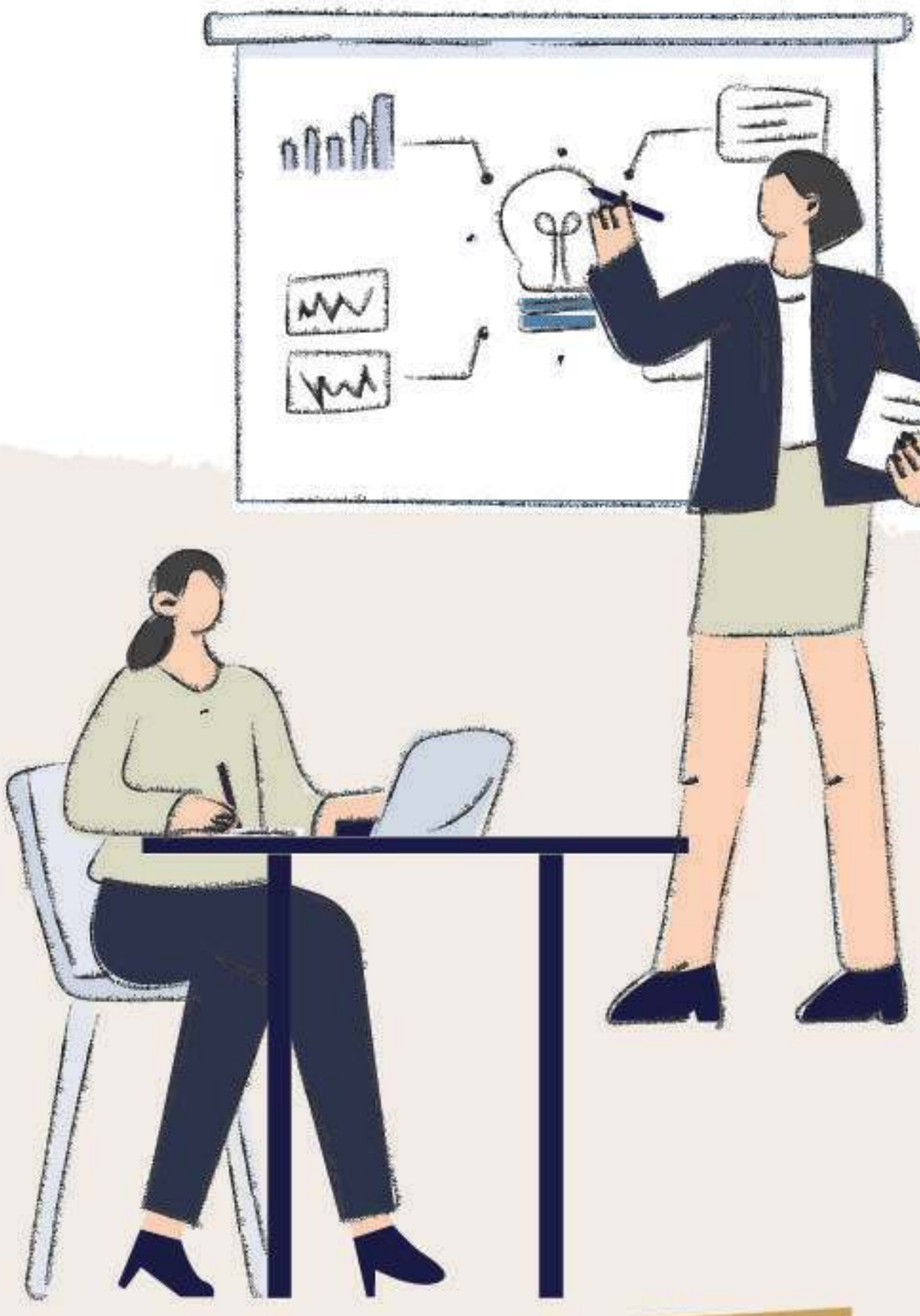


Additional details on the Business Continuity Management Policy can be accessed through the following link: https://assets.sansiri.com/o77site/pdf/sustainabilityreport/14-business-continuity-management-policy-en.pdf or by scanning the QR code.

Sansiri's Risk Management Culture

Risk management culture is an important key in helping to foster knowledge, understanding, and good risk management behaviour so that the employees would be able to effectively deal with all levels of risks that they encounter in their daily work. Therefore, the company has created a risk register for both the organisation level and department level so employees and executives can systematically review any possible risks while also creating awareness of the importance of risk management. The Company also continually evaluates, monitors results, and reports risk information to the Risk Management Committee whose members are appointed by the Board of Directors made up of the Company's Directors and Independent Directors.

To enhance knowledge and understanding of organisational risk management at all levels, the Company has ensured that new employees attend risk management courses through the Sansiri Learning Hub, as well as encouraged Company directors, executives, and operational staff to participate in training with external agencies to increase knowledge and skills in effective risk management.

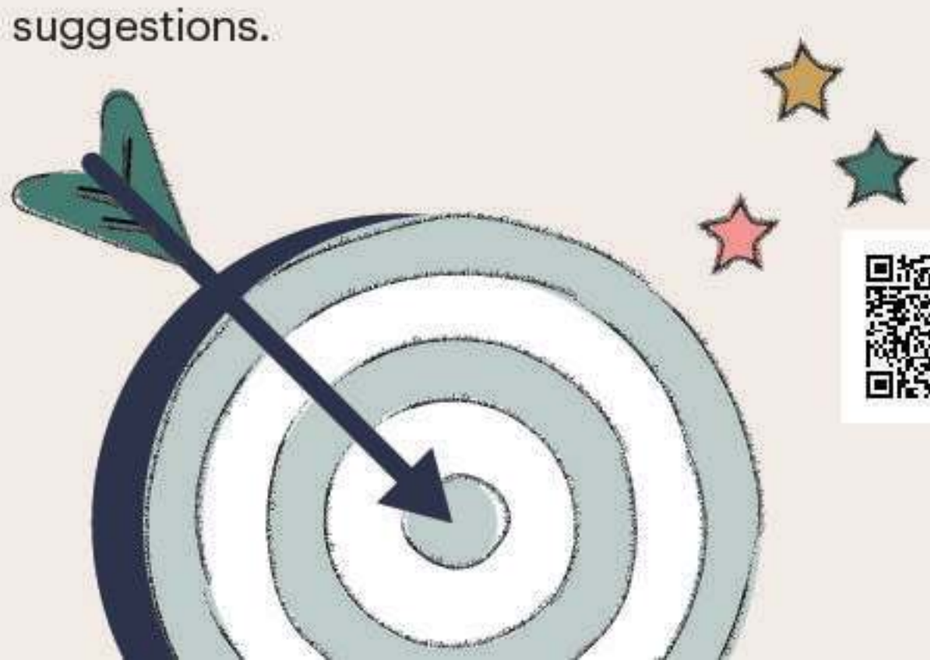


Evaluation of Management Approach

Sansiri constantly monitors the shift and movement in all economic, social, and environmental dimensions tending to risk factors that 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 this, the result of the risk factor assessment will be applied to develop the proper risk management plan.

For efficient risk management, the Company has created a risk register for both the organisation and department levels, with the intention to cover all crucial departments and affiliated businesses with this process. The risk register and risk indicators are followed up and reviewed every quarter, and significant aspects are reported to the Risk Management Committee which consists of representatives of the Board of Directors to consider, acknowledge, and provide further suggestions.

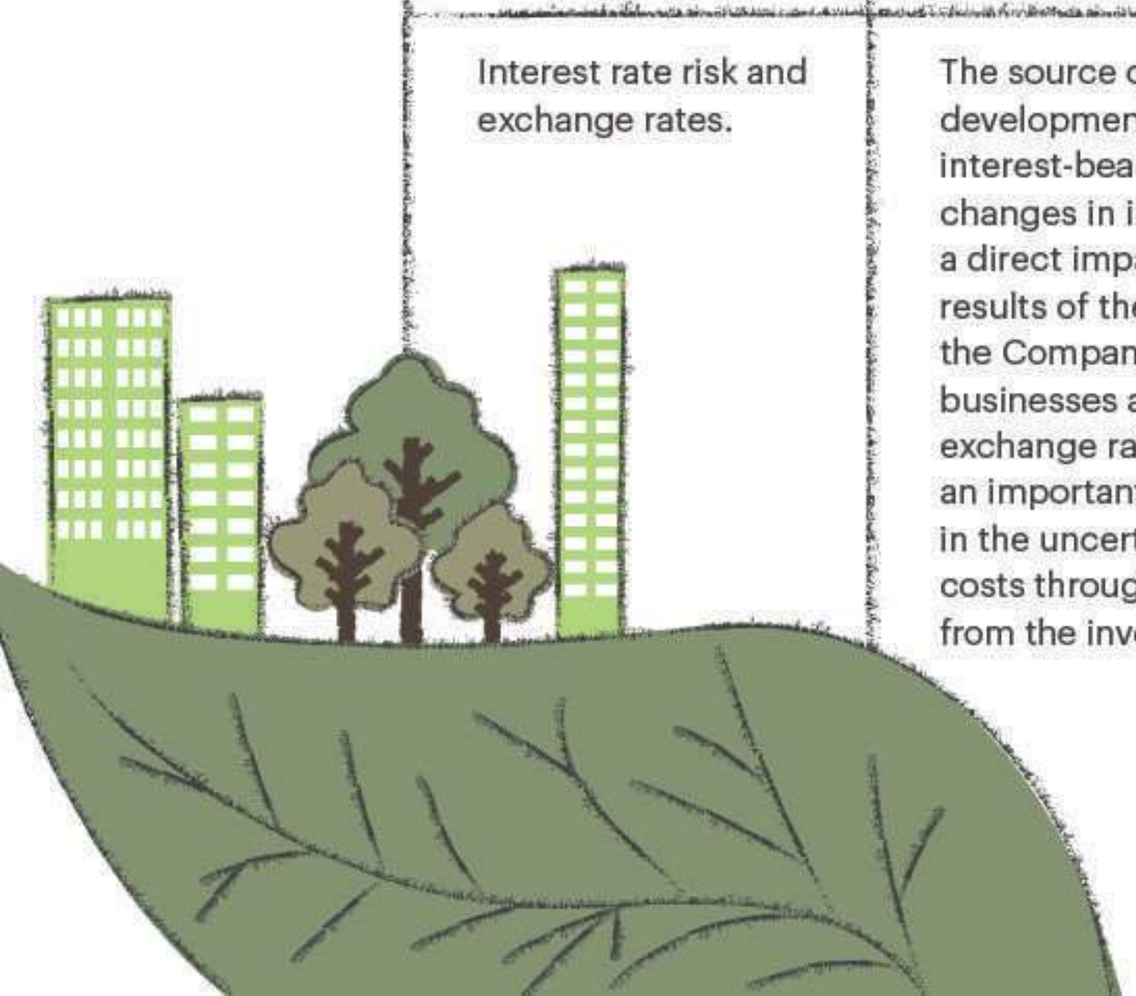
This year, a review of risk assessments has found that the Company has completely implemented the approved plans. Also, the Company has continued to monitor risk issues emanating from internal and external factors so that most of the Company's risks have been reduced or maintained at an acceptable level.



Additional details on the Business Continuity Management Policy can be accessed through the following link: https://www.sansiri.com/pdf/sustainability/08-enterprise-wide-risk-management-policy-en-2.pdf or scanning qr code

Risk category, description, and management approach

Risk Category	Risk	Risk Description	Management Approach
Strategic Risk	Risks in the procurement of and for project developments.	Most likely the risk arises from not being able to acquire enough land to develop projects to meet the Company's goals. This is a result of rapidly rising land prices, lack of land in central business districts (CBD), and increasing competition among real estate developers.	To mitigate this risk, the Company enters into joint ventures with business partners to increase the potential for land acquisition for project developments. Also, the Company has created a network of land procurement brokers, consisting of both individual brokers and corporate brokers. In addition, many diverse channels have been opened to receive information, such as on the website and call center as well as publicising through social media channels to provide an opportunity for brokers and potential sellers to contact the Company directly.
Financial Risk	The risk from increasing construction material prices.	The increase in prices of construction materials is linked to the demand for construction materials destined for government infrastructure projects and projects related to tourism businesses that are booming due to the visa-free status granted to Chinese and Kazakhstani tourists.	The Project Procurement Department has been assigned as the unit to closely monitor and track changes in construction material prices so that measures can be implemented to accommodate the changing prices in a timely manner. The department is also tasked with negotiating the delivery prices with the business partners if the market prices of construction materials drop significantly, as well as making some purchases directly from manufacturers.
	Risk from economic fluctuations and competition.	The fluctuating economic situation with the tendency to stagnate would affect the customers' purchasing power on a wide scale. In addition, real estate is a high-value asset that requires a high expenditure to purchase. Therefore, in a situation where consumers lack confidence in their future income, they would hesitate to make purchasing decisions or take longer time to make purchasing decisions.	Risks are closely monitored, and strategies are adjusted to conform with the situation and market conditions, as well as tracking continuously changing consumer behavior.
	Interest rate risk and exchange rates.	The source of funds for project developments is mostly interest-bearing debt. Therefore, changes in interest rates would have a direct impact on the operating results of the projects. In addition, the Company also invests in various businesses abroad. As a result, exchange rate fluctuations are an important variable that can result in the uncertainties of revenue and costs through transactions arising from the investments.	The availability of a variety of funding channels allows the Company to select one that is most suitable to the prevailing economic situation and the direction of interest rate fluctuation. In terms of investment in projects abroad, fundings are obtained in the specific countries so that the currency of debt repayments corresponds to the currency of revenue, including the use of various derivative instruments to protect against risk from exchange rate fluctuations.



Risk Category	Risk	Risk Description	Management Approach
Regulatory Risk	Risk from personal data protection laws.	The Personal Data Protection Act (PDPA) was issued to regulate the use of customers' personal data by businesses. This is directly significant to the Company as its businesses involve providing real estate services covering sales, rental, resale, and management of the various forms of residential or building projects. Thus, it is necessary to request personal information from customers.	The Company has created the Data Governance Policy provided training for employees to work in accordance with this specific policy. The Data Protection Officer has also been required to attend training and to update information with external agencies.
	Risk from condominium projects not getting approval from the Environmental Impact Assessment Office.	There are many real estate projects developed by the Company and affiliated firms that are required to prepare the Environmental Impact Assessment Report (EIA) for approval by the Environmental Impact Assessment Office, Ministry of Natural Resources and Environment.	The Company has hired a consulting company registered with the Ministry of Natural Resources and Environment as the entity to prepare the Environmental Impact Assessment Report in accordance with the Environmental Quality Promotion and Preservation Act of B.E. 2535, as well as implementing measures to prevent and mitigate impacts on society and the environment that are appropriate for each of the projects.
Operational Risk	Risk from lack of contractors that meet quality standards.	At present, the development of housing projects requires a high level of knowledge and expertise in every step of the process. As a result, there is a risk in the case of the Company not being able to find a contractor to expedite the construction in accordance with the specifications and plans. Also, significance is the shortage of skilled workers that could affect the quality of construction work that may not meet the standards.	Building good relationships with contractors is an important base for sourcing contractors for the next project development, including the adaptation of the "Precast Construction System" which involves producing precast walls and other construction components that are then assembled onsite, thus, allowing the company to considerably reduce its reliance on skilled labor.



Emerging Risk

Emerging risks 1

Risks from changes in information technology and cyber threats.

Impact

The use of information technology comes with opportunities, as well as risks arising from cyber threats. Such threats have the tendency to develop and evolve into various forms. These may affect the continuity of the business operations, the leakage of important information, and the Company's reputation and trustworthiness.

Risk Management Approach

The Company has established guidelines for information technology security and risk management. The guidelines require the inspection and verification of possible hacking simulations, as well as updating hardware and software to the latest versions to plug security vulnerabilities, etc.



Emerging Risk 2

Risk from changes in consumer behaviour due to climate change.

Impact

Challenges from changing consumer behaviour arising from the effects of climate change, especially in relation to the rising temperatures, which are directly translated into higher electricity costs. Also, some consumers are singularly concerned about the environment and climate. For these reasons, the Company must manage risks from consumer behaviour and the expectations of the Company for being a model for sustainability innovations.

Risk Management Approach

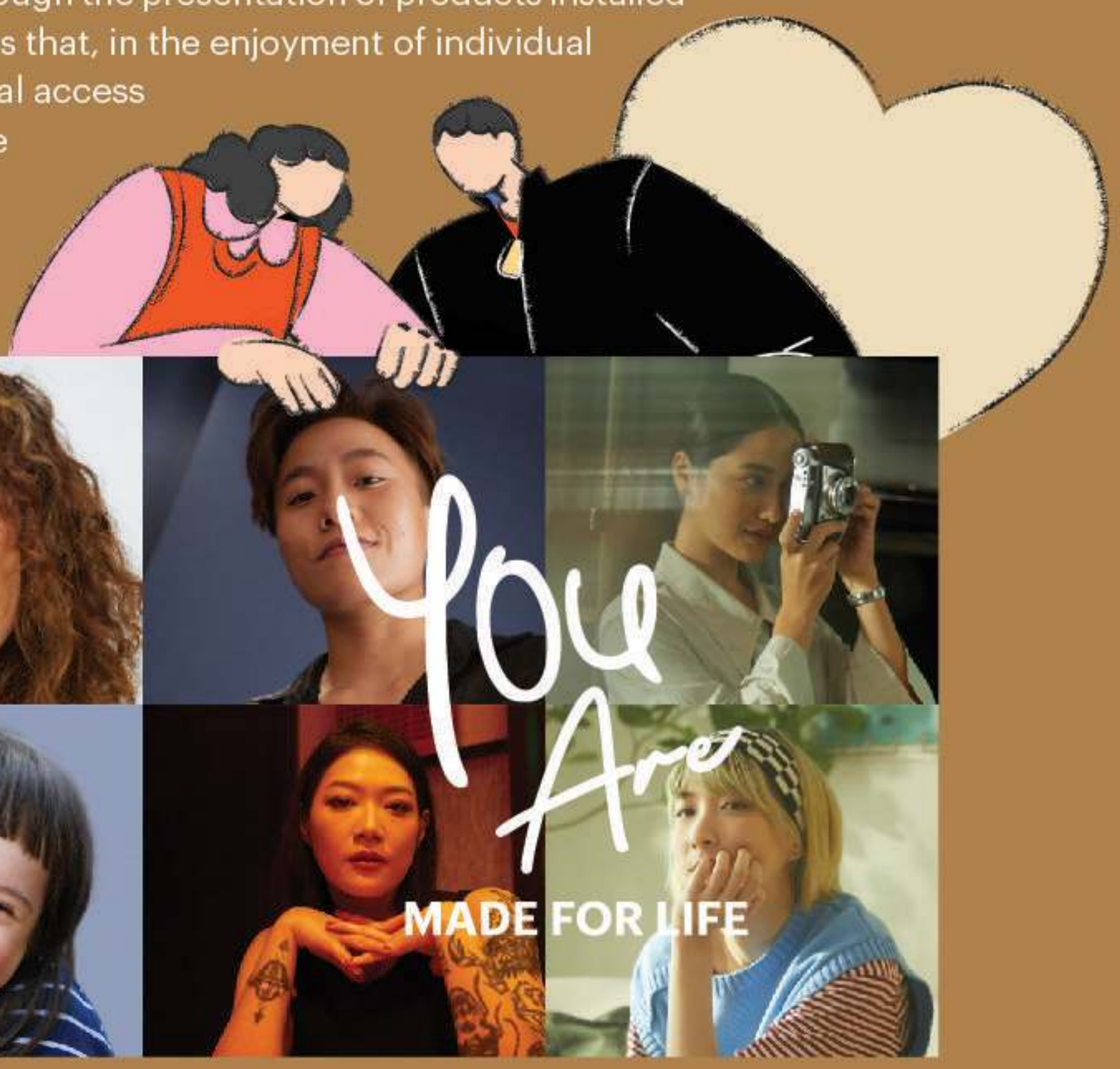
To support the lowering of greenhouse gas emissions, the Company has made changes to its products, as well as to introduce new technology to help reduce environmental impacts and to help meet the needs of the customers even more.



EXPECTATIONS AND SATISFACTION OF CUSTOMERS

Sansiri recognises the importance of making the home a safe space for its occupants, creating a good living environment and atmosphere that fosters the bond amongst family members while also forming an overall livable society. For this reason, Sansiri focuses on developing residences that are more than just houses, to play a part in building a society that cares for, and is considerate to, everyone. Therefore, the development of Sansiri's real estate projects begins with getting to know and to deeply understand the needs and desires of a multitude of customers or residents. At the same time, the Company also gives importance to the development of mutually cordial relationships in the long term. This is to elevate Sansiri's projects to be more than just "houses", places to stay, but are actually "homes" enveloped in love, happiness and comfort for all members of the Sansiri Families.

Since customers' needs are diverse and different, Sansiri has committed to innovate products and services in order to offer good value for money, and for which customers must device long-term financing and investments for their homes. As such, it is Sansiri's intention to respond to diverse perspectives and lifestyle behaviours through the presentation of products installed with modern innovations. Sansiri believes that, in the enjoyment of individual lifestyles, all customers should have equal access to basic infrastructure and a comfortable environment. **#YOUAreMadeForLife**



Management Approach

Sansiri is very mindful of the living conditions of customers or residents – taking good care not just of those within the projects, but also of society and the environment so as to help create a sustainable world for our residents and the future generations. This is done by instituting practices that are aimed to satisfy and to meet the customers' expectations through the offering of standardised quality products and services on the basis of customer needs. With that in mind, Sansiri has adopted the "Customer Centric" concept as part of the Company's corporate culture.



It's Not How You Look,

IT'S HOW YOU LIVE.

In 2023, Sansiri further expanded the **YOU-Centric** strategy in five areas so that everyone who became a part of the Sansiri Family could spend their lives the way they desire, through the understanding of diverse individuals from new perspectives that fits the era along with the housing designs to meet the most suitable lifestyle needs, day in and day out. Sansiri is committed to building houses to be more than just places in which to live, but rather to provide services that cover every lifestyle from the customers' first steps into the houses and throughout the period of residency. Sansiri has put in place a combined team made up of staff from product development, land acquisition, and marketing departments to conduct surveys to identify the actual needs of the customers, and to forward the information to the product development team to analyse the data and then integrate new ideas to create projects that truly meet the customers' needs.



DESIGN FOR You

Design and style the living space based on 'YOUR lifestyle' to reflect your identity and meet all aspects of living.

Sansiri designs spaces to showcase the meticulously conceived residential products, by mirroring individual identities and fulfilling the living needs in every aspect to show the Company's stance on diversity and equality, covering the multiplicity and diverse lifestyles which reflect different personalities, lifestyles and individuality.

QUALITY FOR You

Every area of the project must be meticulously crafted to ensure that 'YOUR home' is strong, durable, and lasts for a very long time.

Sansiri takes great care regarding the quality of its residential products. Every Sansiri project must be durable and strong, so only the best materials are selected for use in the projects. In addition, the "Sansiri Quality Control and Support Project" team (Sansiri QC) has been established to inspect every detail before the transfer of the housing units, so that all new Sansiri Family members can rest assured of life lived without any concerns. There are 5 procedures for inspecting projects including;



1 **Standardised Structure for Overall Strength.**



2 **Safe Electrical System.**



3 **Inspected All Water System.**



4 **Smooth and Consistent Roads.**



5 **Roof Checking.**



SERVICE FOR You

Endlessly taking care of 'YOU' with services that cover every lifestyle, from the first step of visiting the project throughout the entire duration of residency.

Sansiri offers dedicated services every step of the way to provide complete care for residents. The Company pays close attention from the very first day and throughout the residency period to increase the confidence of the residents to live their lives in a comfortable and truly safe environment.

SANSIRI FAMILY LIVING Juicy Fitnic

Sansiri takes care of residents after they have become members of the Sansiri Family with after-sales services that focus strongly on creating a pleasant community or society, by encouraging residents at various projects to together engage in activities to strengthen the communities within the projects to become more cohesive. One such activity is "Sansiri Family Living Juicy: Fitnic", a picnic event at the Bangna Lake 26 project where residents were invited to participate in jogging or walking for exercise with their families. Various activities and food were also made available at the event to correspond to the sobriquet "Fitnic" – Fitness + Picnic.





See more details of Sansiri Family : https://family.sansiri.com/

SAFETY FOR You



Providing safety without worries, with Sansiri's standard security system that covers every area thoroughly, ensuring 'YOU' feel confident 24/7.



Sansiri pays great attention and cares about the safety of residents in their daily lives in every square inch with the development and application of safety systems that are above general standards, for the peace of mind in the daily life of members of the Sansiri Family.

See more details of Safety for YOU: https://sansiri.com/en/story

SUSTAINABILITY FOR You

Fully caring for society and the environment, not just for today, but to create a sustainable world for 'YOU' and future generations.

Sansiri takes complete care of the environment to create a livable world for the current members of the Sansiri family and for future generations. For over 39 years, Sansiri has been committed to the concept of creating a better life. This is in commitment to the belief that a good society arises from a small seed based on living a happy life. Therefore, social responsibility is a proposition that Sansiri has placed great importance on. The Company started to pass on this commitment, first to those within the organisation, then further on to society at large through many Sansiri social responsibility projects. The Company fervently hopes that these various projects will become a part that helps create a better and sustainable life for everyone in society.



BETTER CARE OF ENVIRONMENT

To create a good environment or better quality of life, along with the vision for the environment and sustainable energy management. This is done by raising the awareness of living in society in the sense that people are able to eventually live as one with nature and to make use of natural resources sparingly and responsibly in the knowledge of their value and scarcity.



BETTER CARE OF SOCIAL

To create a good society, for more harmonious coexistence, along with the promotion of the development of capabilities in various disciplines of children and youth who are the foundation of a good and strong society of the future. Also, significance is the strengthening and development of society and various public endeavors to improve the well-being and environment of communities within society.



BETTER CARE OF GOVERNANCE

To create a benevolent organisation to ultimately become an example for the betterment of society, to instill good ethics and morality in conducting business that is transparent and fair to the Company's executives and employees, as well as to oppose corruption and to become a good role model for society.

Sansiri is developing the first **"Net-Zero Home"** in Thailand by 2050, in response to the trend of supporting sustainable living. The Company has joined with partners to set up a research and development team to design and build a sustainable home of the future – a "Green Living Designed Home", **which would significantly save energy and reduce Greenhouse Gas Emissions.**

See more details of Sustainability for YOU: https://www.sansiri.com/en/sustainability

PLUS+

In 2023, as a result of the management of housing projects and environmental management in line with international standards by Plus Property Company Limited, **a total of 13 Sansiri projects received awards for Environmentally Friendly Housing in Gold, and Silver categories,** with the projects also bestowed with official certifications from the Department of Environmental Quality Promotion.



Evaluation of Management Approach

Attention to Opinions and Complaints Management

Sansiri welcomes opinions, suggestions, and complaints from customers with the intent to facilitate and provide services that meet the needs of residents through the Call Centre which is tasked with processing complaints, and arranging them into categories of products, services, and external issues. The Call Centre then distributed this correspondence to responsible departments, to manage, rectify and/or compensate customers or residents until the pending issues relating to the Company have been completely resolved. The record of all such contacts is stored as data in the "Sales Force" system.

IN 2023, SANSIRI HAS CONFIRMED THE RECEIPT OF A TOTAL OF 27 CUSTOMER COMPLAINTS.

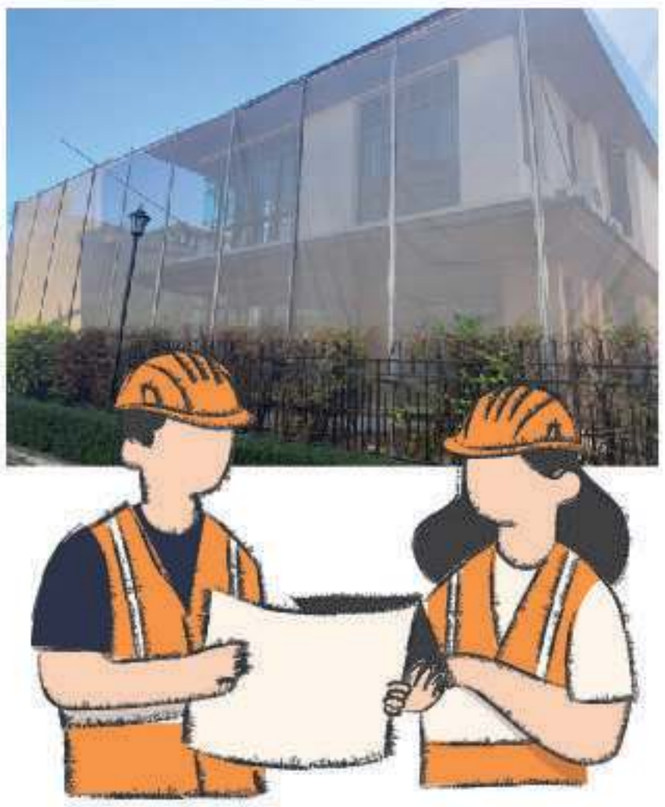


An example of the issues

In May 2023, Sansiri received complaints from 30 households in the community regarding the impact of the construction and development of the Company's new project concerning noise, dust, and vibration from the movement of lorries transporting construction materials in and out of the construction site. **Sansiri has executed the following measures to alleviate the impact and care for the affected communities:**



1 Establish the exact movement schedule for lorries transporting construction materials, with entry and exit of the vehicles permitted only from 9.00 a.m. to 5.00 p.m., Monday to Friday. Transport vehicles were not allowed entry on public holidays, Saturday and Sunday. Security guards were stationed at the entrance to the project site to ensure the strict implementation of this measure.



2 Establish measures to the impact of dust by requiring the transport lorry drivers to cover their truck beds carrying earth with canvas sheet. A station was set up to spray clean the lorry wheels with water before they left the site. The canvas sheet surrounding the construction site was changed to vinyl sheets that were more effective in trapping dust. A water tanker was rented to spray water to reduce dust every two hours throughout the duration of the project construction.

3 In the cases where residences in the community were damaged by vibrations with evidence of subsidence or cracks, Sansiri assigned a team of engineers to inspect the affected houses and take action to solve the problems in a timely manner.

Activities to Promote the Well-being of the Sansiri Family

As a result of Sansiri being constantly attentive to, and always welcoming opinions and suggestions from members of the Sansiri Family members, therefore, the Company has organised activities to support the well-being of the Sansiri Family that also helped to strengthen the relationship between the Company and the customers and residents, including the response to the expectations and the quality of life of Sansiri's customers.



Sansiri Community

Sansiri and Plus Property cooperated to organise activities for the residents, because Sansiri understood the importance of creating a happy space for our residents, along with ensuring a good life balance for city dwellers under the concept of **"Sansiri Community"**. Various activities have been organised at many Sansiri projects. Examples were **Loy Krathong activities at the Ratchaphruek 346 project community and the Bangna Lake 26 project community**. The two events were shocking full of activities to generate happiness and fun for residents and their families.

Sansiri has set the target to develop residences under the Sansiri brand to be a happy space for everyone who would then perceive their spaces as homes that can fulfill their needs for living and relaxation. These include doing physical exercises in the common area, going for a walk, families cycling together, or neighbors inviting each other to participate in activities.

Customer Satisfaction Assessment and Service Improvement

Sansiri has mandated the evaluation of the satisfaction of customers and residents at specific service points by teams from different departments according to the "YOU-centric" strategy, which strives to meet the needs of a wide variety of lifestyles and modes of living, by analysing the feedback from customer at every service point then rank satisfaction levels and use the evaluation results to continuously develop and improve the quality of service.

Satisfaction assessment through various service points

1

Service point at 2 months after the transfer of ownership of house/condominium to customers

Evaluate customer satisfaction 2 months after the transfer of ownership with monthly assessments. The target of the survey was 40 percent of customers who received ownership transfers every month.

The overall assessment results for 2023 were 87.28 percent, while the set target was 84.01 to 90.00 percent.

2

Service point at 6 months after the transfer of ownership with customers in residence

Evaluate customer satisfaction 6 months after the transfer of ownership with monthly assessments. The target of the evaluation was 40 percent of customers who received ownership transfers every month.

The overall assessment results for 2023 were 83.05 percent, while the set target was 84.01 to 90.00 percent.

3

Service point at Plus Property

Evaluate the satisfaction of residents whose projects were being managed by Plus Property. The assessments were carried out 6 months before the yearly renewal of the management contracts. The target of the evaluation was 40 percent of the residents.

The overall assessment results for 2023 were 89.17 percent, while the set target was 85.00 – 89.99 percent.

4

Service points where repairs or maintenance are performed

Evaluate the satisfaction of residents who ordered the repairs or maintenance. The assessments are carried out using the worksheet of the residents' work orders. The target of the evaluation was 30 percent of the residents who requested the services each month.

The overall assessment results for 2023 were 94.22 percent, while the set target was 86.01-93.00 percent.

5

Service point at the Call Centre

Evaluate the satisfaction of both customers and residents who use the Call Centre services by evaluating them through the automated IVR system. The target of the evaluation was 70 percent of customers whose calls were required to be assessed.

The overall assessment results for 2023 were 97.91 percent, while the set target was 78.01-87.00 percent.

The satisfaction score for the service process for 2023 was "88.84 percent"



The results of the satisfaction assessments at the various service points have indicated that the score from the service point 6 months after the transfer of ownership with customers in residence did not meet the target. Recommendations were made that the operations should be improved in two areas, namely:

1. **Punctuality of Home Care technicians in relation to the appointed times, and the duration required to make the repairs.**
2. **Quality of the repair work under the service standards.**

From these recommendations, Sansiri has set guidelines to improve the services by:



Conduct training for maintenance technicians, focusing on service quality, standards and quality of repair works, and punctuality as well as communication with customers in the process of making repair appointments.



Implement random post-repair quality inspections by the representatives of respective projects.



Seek solutions and preventive measures together with partners for ways to constantly precheck the quality of the required materials, and also require product testing by installing them at actual work sites before approving their use in every project.

Proceed with the “Healthy Home Check-Up” project

which is a program to provide inspection services, recommendations on product usage, and maintenance of equipment installed by the Company in cooperation with the suppliers of products such as air conditioners, sanitaryware & bathroom fixture, furniture, electric stoves, etc. The product suppliers should directly inspect these installations. **About 52 percent of customers who have already moved into their housing units have joined this program and**

the satisfaction score have reached 95 percent satisfied.

SUPPLY CHAIN MANAGEMENT AND GREEN PROCUREMENT

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



For Sansiri, in carrying out the Company's business operations, there can be no denying that "supply chain" is an important mechanism to ensure business continuity and sustainability so as to maintain the standards of the products and services that fulfill the needs of stakeholders in all dimensions, as well as to increase the potential of the suppliers to grow together with Sansiri. For this reason, Sansiri places great importance on Supply Chain Management throughout the business operations, from the selection, evaluation and the purchase of products and services that not only put the emphasis on quality and price, but also accentuating the suppliers' ability to manage sustainability issues. Thus, Sansiri hopes that its customers and stakeholders in various sectors would recognise the Company's commitment to operations in co-developing the Sansiri value chain to grow together sustainably. This will ultimately be beneficial to the delivery of products and services, including the organisation's revenue and reputation in the long term.

Management Approach

Sansiri has developed **precast construction technique** to reduce carbon emissions and waste, as well as using AI calculations to maximise the usage of construction materials and to minimise waste, while collaborating with contractors to manage construction work processes that are environmentally friendly.





Sansiri has switched to the **use of construction materials that are environmentally friendly**. Some examples are the selection of low-carbon materials that have passed the product life cycle assessment (LCA) as certified by various institutions, and using fibre instead of steel rebars. Also significant move is the use of materials that are free of volatile chemicals (VOCs), asbestos, or other hazardous substances that may be dangerous to contractors and workers in the construction process, and to residents in the homes.

Sansiri not only emphasises the importance of separating the Company's waste, but also **promotes recycling** to Sansiri residents and customers at various community projects, including the contractors' waste management at construction sites. Waste is collected for recycling or processing in order to reduce the amount of waste that goes to landfill or incineration.





Renewable energy is also important – Sansiri endeavours to convert every house to use clean or renewable energy and has designed residences with "COOLIVING" innovation to conserve energy. Moreover, renewable energy is applied at the projects' common areas, constant collaboration takes place with suppliers and business partners to develop innovations and improve products for sustainable living.

With the focus on awareness of environmental problems that everyone must work together to solve and mitigate, Sansiri collaborates with partners to **drive actions through sustainable production processes**, and considering partners who have been awarded environmental standards such as GMP, ISO14001 and ISO45001, Green Industry, Green Label, Energy Label, Fibre Save Label 5, and are suppliers who have in place the processes to reduce use and increase reuse so as to be environmentally friendly and sustainable.





Employees are the main driving force of an organisation, therefore, Sansiri requires that good environment must exist both outside and inside the organisation. This is expedited by giving importance to **maintaining occupational health and safety standards in the workplace**. Therefore, the green procurement and residents' safety are applied to the workplace to ensure that Sansiri employees have a good quality of life resulting they can pass on the happiness to residents and customers in every project.

Sansiri has established a procurement policy that is environmentally friendly as a guideline to drive forward the Company's determination to be friendlier to Earth and kinder to nature than ever before.

Additional details of Green Procurement Policy can be accessed through the following link:
https://assets.sansiri.com/o77site/pdf/sustainabilityreport/green-procurement-policy-EN.pdf
or scanning qr code provided.

Sansiri's Supply Chain Management

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. With that in mind, Sansiri has integrated social and environmental issues into the procurement process and has required the social and environmental issues to be amongst the criteria used in selecting new and current suppliers in the procurement system.

In addition, Sansiri has created a Supplier Code of Conduct (SCOC) that covers compliance with the standards related to environment, human rights, fair employment and working conditions, as week as compliance with safety requirements, as well as the ethical actions of suppliers.

All Sansiri's suppliers are required to acknowledge and abide by this code of coduct. In addition, to ensure that the suppliers' operations are in line with the code of conduct as required by Sansiri, the monitoring and inspection processes of suppliers have been put in place, especially in regard to suppliers who are crucial and who carry sustainability risks.

Additional details of Supplier Code of Conduct can be accessed through the following link:
https://www.sansiri.com/pdf/SustainabilityReport/sansiri-supplier-code-of-conduct-EN.pdf
or scanning qr code provided.

Critical Supplier Identification

Sansiri has established the criteria to identify critical suppliers, both direct business involvement (Critical Tier 1) and indirect business involvement (Critical Non-Tier 1) with Sansiri, based on the following criteria:

Critical Tier 1

1. Suppliers who do business directly with Sansiri with contracts value of 50 million baht or higher.
2. Suppliers who sell crucial products or services that cannot be exchanged or replaced.

Critical Non-Tier 1 – Suppliers of Sansiri's critical tier 1 suppliers who has high trading volume and those selling products or providing crucial services that cannot be exchanged or replaced. These suppliers deliver products and services to Sansiri through Sansiri's critical tier 1 suppliers.

Total Number of Suppliers in 2023	3,965 suppliers
Critical Tier 1 Suppliers	61 suppliers
Critical Non-Tier 1 Suppliers	79 suppliers

Supplier Screening and Selection

Sansiri screens and selects suppliers, both new and current ones, through the quality management process, which include environmental, social, and corporate governance (ESG) assessment based on the types of suppliers. Also required is an inspection of production sources to verify the quality of the production process according to the specified standards before entering the bidding process. This is to ensure that Sansiri will be able to deliver quality projects to customers according to sustainability goals.



ESG criteria for selecting and evaluating suppliers for new suppliers and current suppliers

Environmental (E) Perform environmental implementations that in accordance with the law and regulations, and effective measures to prevent, correct and reduce environmental impacts must be in place, along with the advocacy for employees to use resources efficiently as well as promoting and supporting climate change policies.

Social (S) Operate under the human rights and labour principles, ensure no forced or child labour, as well as treating employees equitably.

Governance (G) 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. Quality control system covering the delivery of products and services must also be in place.

Suppliers	Amount	%
Total Suppliers	3,965	100
New Suppliers	1,608	40
New suppliers that have been assessed with ESG aspects	0	0
Total suppliers that have been assessed with ESG aspects	26	0.66
Total suppliers that have been assessed with economic aspects	26	0.66

The ESG risk assessments have found that there were 0 suppliers who are ESG High Risk Suppliers. For these high-risk suppliers, preventive and corrective measures have been developed to manage potential risks. **Sansiri also assessed the economic risks posed by the Company's suppliers, including risks from the reliance on too few suppliers, risk from product deliveries not being able to keep up with demand, and the risk of fluctuating material prices, etc.** Therefore, Sansiri has put in place a plan to constantly manage risks from suppliers. **In 2023, no suppliers were found to have economic risks.** However, Sansiri has taken steps to prevent such risks from occurring. These steps include:

- Purchase construction materials directly from manufacturers and organise bidding and product quality comparisons in a transparent and verifiable manner.
- Set the delivery price for construction materials in advance to reduce the risk of fluctuations in construction material prices.
- Identify suppliers/partners to support the expansion of various projects in order to reduce reliance on too few suppliers.
- Establish a unit to closely observe and monitor changes in the prices of crucial construction materials.

Supplier Assessment

Sansiri is committed to creating standards within the framework of supplier ethics and a sustainable value chain. Therefore, the Company has established the monitoring and evaluation of the quality of the operations and of the products of the suppliers in accordance with the specified criteria that must be carried out regularly twice a year by the Procurement Department, Quality Inspection Department, Home Care Department, and Project Development Department, particularly during and after the implementation of the various projects. At the same time, the Company also specified the risks to sustainability as part of the risk assessment in the supply chain and from suppliers, with the prepared evaluation form covering economic, social and environmental issues which is as same as the selection process for suppliers. If a supplier has been identified as having a high level of risk, Sansiri will set a preventive and corrective measures plan for that supplier.

Since 2021, Sansiri's suppliers are required to present a document certifying the sustainability assessment from the Ministry of Industry (such as Green Factory) to be attached to the assessment.

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 complaint regarding project quality. **In 2023, Sansiri received 1 complaints regarding project qualities. 6 complaints were reduced from 2022.**



Supplier ESG Audit

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, child labour 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 2023, Sansiri has carried out ESG audit of its suppliers by assessing and inspecting workplaces and onsite audit, and by telephone interviews, etc.

In the cases that Sansiri found that 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.

Critical Suppliers	Amount	%
All critical suppliers and ESG high-risk suppliers	61	**100**
Critical suppliers and/or ESG high-risk suppliers who have been audited under ESG criteria - Onsite Audit - Questionnaire	26	**42**
Critical suppliers and/or ESG high-risk suppliers who have been audited under ESG criteria and were found to be at risk of impacting the environment.	0	**0**
Critical suppliers and/or ESG high-risk suppliers who were found to be at risk of impacting the environment and have plans to address those impacts.	0	**0**
Critical suppliers and/or ESG high-risk suppliers who have been audited under ESG criteria and were found to be at risk of impacting the society.	0	**0**
Critical suppliers and/or ESG high-risk suppliers who were found to be at risk of impacting the society and have plans to address those impacts.	0	**0**
Critical suppliers and/or ESG high-risk suppliers who have been audited under ESG criteria, and were found to be at risk of impacting the environment and society, and were terminated their procurement contracts.	0	**0**

Sustainable Business Operations with Suppliers

Sansiri intends to conduct business sustainably and fairly together with its suppliers, therefore, the Company has set the policy and established the credit term from suppliers based on the payment guideline to suppliers within 30 days as a standard payment term. The credit term for each of the suppliers is considered based on various factors, such as the length of time supplier has been doing business with the Company, the quality standards of the products and services, and past performance, as well as any other considerations of the supplier. **In 2023, the actual average credit granting period is equal to 25 days, which is quicker than the criteria that the Company has set, and there has been no instance of late payments.**

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 2023, procurements from suppliers in the areas where Sansiri was developing projects in Bangkok and surrounding suburbs amounted to more than 87 percent of the total procurement value.**



Building Good Relationships with Suppliers

In building good relationships with suppliers, Sansiri has invited suppliers and business partners to attend the annual event, "Sansiri Quality Day (SQ Day)". At the event, awards are given to suppliers, contractors, and business partners. These include awards in the Sustainability group, awards for contractors who support labour rights and rights for women and children programmes. This is to promote and maintain quality performance of suppliers, as well as vendors who participate in product development and innovation, along with the support for environmental policy and the sustainable organisation development of Sansiri. **In 2023, more than 220 suppliers, contractors and business partners attended the event, where Sansiri participated in the development of suppliers by providing knowledge and sharing experiences in sustainability with suppliers who can then apply such knowledge in their further operations.**

Performance on Supply Chain Management

Sansiri requires comprehensive monitoring of full scope of supply chain management performance, to use the acquired data to analyse and plan quality development, as well as to promote increased work efficiency and the ability to use resources and find ways to prevent risks that may arise from the supply chain that may affect Sansiri, including the compilation of problems and management process that have occurred, to be used as a guideline to prevent recurrence of problems in future project developments. In 2023, there are the following operating results.

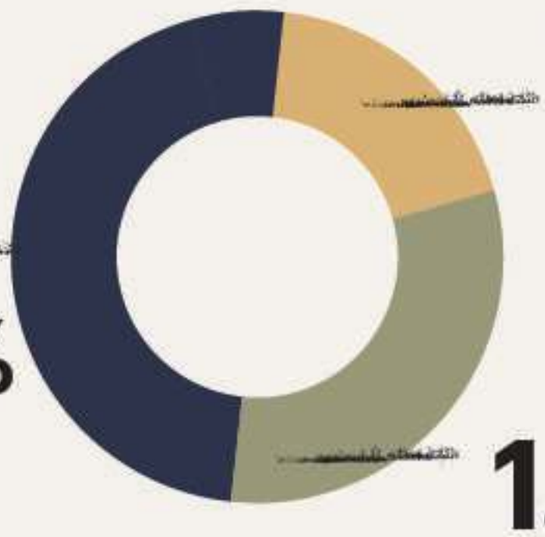


Total suppliers and contractors in 2023 3,965 suppliers/contractors.



New suppliers and contractors registered in 2023 1,608 suppliers/contractors.

Spending Analysis



97.45%
Procurement value spending of 0-50 million baht

1.30%
Procurement value spending of >100 million baht

1.25%
Procurement value spending of 51-100 million baht

Goals	Performance	Functions
• Cost reduction for project procurement at 290 million baht. • Cost reduction for contractor bidding at 185.5 million baht.	• The cost of project procurement is has been reduced by 312 million baht. • The cost of contractor bidding has been reduced by 648.38 million baht.	Purchasing Department input data into the system every month
Maintain product quality standards and project construction contracts, covering the environment and society issues. For the year, there should be no more than 7 project quality complaints.	Only 1 project quality compaint was received.	Quality Control Department collects data and evaluates annually
Assess new suppliers and additional suppliers for purchases with value from 50 million baht or above. They must also pass the sustainability assessment criteria.	There are a total of 61 suppliers with a valuation exceeding 50 million baht. Among these, 56 suppliers have undergone the assessment process, representing an 86 percent.	Accounting department collects data every month through Vendor Management System
Communicate supplier code of conduct to all suppliers and ensure properly acknowledgement.	The Purchasing Department has communicated the Supplier Code of Conduct to all relevant suppliers, and each supplier has duly signed to acknowledge.	Purchasing Department communicate to suppliers through email
By 2025, 30% of the purchase of low-carbon materials certified by relevant institutions through Sansiri's procurement.	Purchased certified low-carbon materials by 5 percent	Purchasing Department and Project Development Department assessed and selected materials in accordance with criteria before purchasing

INNOVATION AND TECHNOLOGY

Sansiri truly desires you to live comfortably in every day. We therefore never stops searching for innovations and new technologies to make life easy in all aspects for you and your family in every aspects.

Sansiri acknowledges the pivotal role of innovations and technology in the real estate industry, particularly in facilitating the Company's development of products and services tailored to meet the evolving lifestyles and needs of its customers. Moreover, innovations are deemed essential for achieving Sansiri's Net-Zero greenhouse gas emissions goal. Equally significant is their role in supporting human resources development, fostering creativity, and enhancing employees' problem-solving abilities. Additionally, innovations serve as a critical factor in boosting business competitiveness and distinguishing the Company from competitors in the real estate market.



Sansiri remains committed to innovating solutions tailored to meet the diverse needs of its customers, prioritising convenience, security, and privacy for all members of the Sansiri Family, regardless of gender or age, in line with the core values of the Sansiri concept.



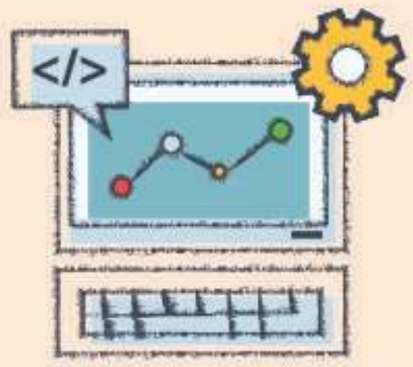
Management Approach

Sansiri has established a policy outlining the Company's commitment to promoting creativity and to using innovation to support sustainable development of social and environmental issues. To comply with this policy, Sansiri has established a clear innovation management framework and has assigned responsible persons at the organisational level to take charge of research and development of technology, as well as defining roles and responsibilities of the various working groups in order of importance involving business activities. These include the Purchasing and Procurement Department, Engineering & Design Department, Construction Department, and Customer Care Department. This is to ensure that the innovations will be used to enhance efficiency in the operation and project management.

Sansiri's innovation development and management

Creating collaborations for innovative ideas and managing innovations together with stakeholders to stimulate closer cooperation.





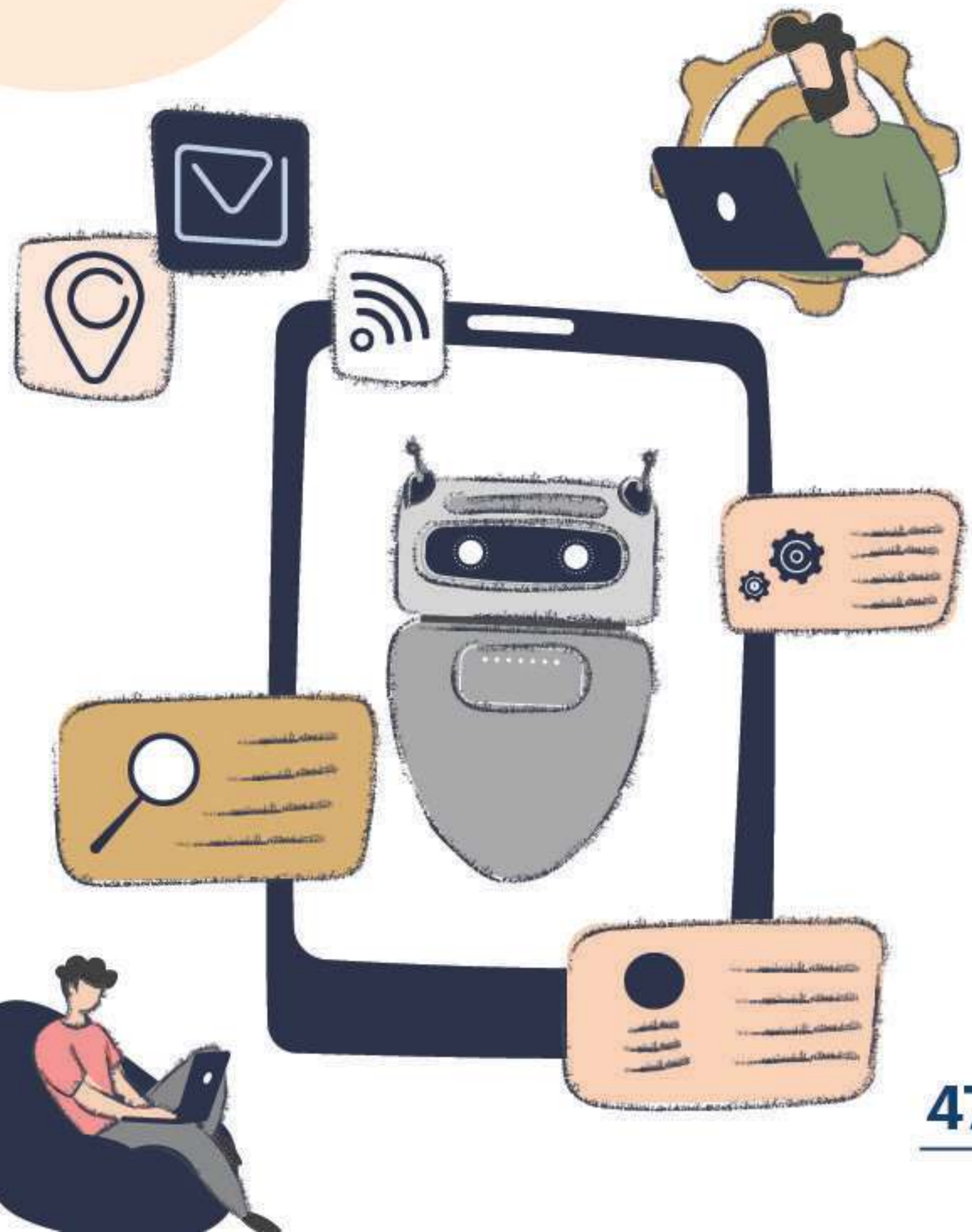
Applying new innovations and technology and developing them into new operating systems in real estate projects to expand the organisation's businesses.

Evaluating the effectiveness of the work processes, including following up on results and the continuous reporting of the operating results to relevant executives and committees.



Highlight Projects

At present, Artificial Intelligence technology (AI) plays an increasingly important role in facilitating a variety of work processes, while also offering an affordable cost in comparison to the efficiency that helps in creating new ideas. For this reason, Sansiri recognises the opportunity to apply AI in its operations, starting with architects and interior designers, the marketing group, graphic designers, and the communications team. Sansiri has invited external speakers to kindle ideas on the application of AI and has set up a working group to build Sansiri's AI platform to advance various creative design ideas and to save time.



Sansiri has discovered that one in five factors that customers consider when buying at Sansiri projects is **"security"**. That factor, when combined with Sansiri's determination to create a good Quality of Life for the residents, has led the Company to continuously develop a full Security Solution System along with the Building Management System. Currently, Sansiri has put in place seven types of security management products and three building management systems, which have not only been applied to large buildings. Also, Sansiri has adopted Internet of Things (IoT) technology in the development of the LIV-24 security system used in condominium buildings and low-rise housing projects. This system is fully linked to the security control centre in real-time, 24/7.





With this commitment to security, Sansiri has continuously developed the LIV-24 system, first by adapting AI technology to help reduce human errors in operations and increase building security efficiency. AI is capable of identifying abnormal events quickly and accurately, and this leads to increased opportunities to protect lives and safeguard property against damage in a timely manner.

In 2023, Sansiri successfully developed two new features of LIV-24, namely, the VMS system and IoTs Incident System applications which have now become operational.



Visitor Management System (VMS)

VMS is the software developed by Sansiri to reduce reliance on foreign technology. With VMS, residents can register their visitors in advance to facilitate convenience. Also, security is enhanced along with the prevention of illegal entry into the project by unauthorised outsiders. The system can read and input the vehicle registration numbers of visitors entering and exiting the project. VMS helps to increase security and make redundant any possible human error during the 24/7 operation.

IoTs Incident System

IOTs Incident System is a system applied in the detection and warning of abnormal events that occur within the various systems in buildings and housing projects. These include electrical and plumbing systems, to prevent various equipment at Sansiri's condominiums and housing projects from being damaged and disrupting the full living experience of Sansiri's residents. The system is also capable of detecting irregularities such as intrusions of outsiders or stray animals and sending warnings to the control centre so that preventive measures may be taken in a timely manner.



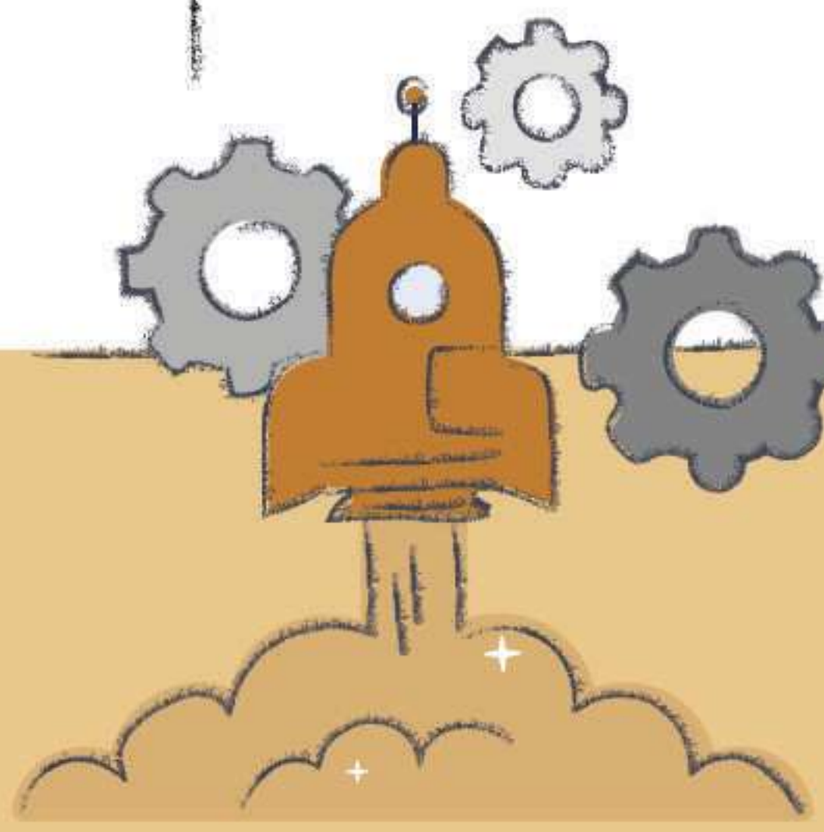
Sansiri has showcased the development of LIV-24 technology at "OIIO Asia Techland 2023" which has seen the participation of many technology experts, "tech gurus", government agencies, industry leaders, and the general public, to join in the acquisition of new technology, and particularly to experience the LIV-24 Immersive Room activities organised in a bid to disseminate and exchange innovations between various agencies.



The advantages of implementing 2 new features.

 **Business Results**	Following the installation of the LIV-24 system, projects experienced a 15 percent increase in absorption rate compared to those that have not yet implemented the system.	Increased by 15 percent
	The improved satisfaction rate of customers is measured by the renewal of service contracts for LIV-24.	The service contract renewal rate is 90 percent for projects with the LIV-24 system in place.
	The reduced cost of building maintenance.	30-40 percent
 **Social Benefits**	The number of irregular occurrences within the projects that have been detected.	560,000 cases
	The number of irregular occurrences within the projects that have been prevented.	560,000 cases





In-house innovation project

In 2023, Sansiri organised the "Hit To The Future" internship pitching program for interns to compete in the design and presentation of the best innovations to improve Sansiri's products and services, as such, a project that challenged the creativity and problem-solving skills of the interns.

A total of 57 interns divided into 10 groups competed to present various creative ideas on areas such as safety, health, application of sustainable materials, investment, the selection of a dream home, etc. The "Hit To The Future" program helped to increase employee engagement with other departments as well as foster human capital development. Sansiri will apply some of these winning ideas to develop products and services that can meet the needs of customers.

Residential Innovation Project

"Sansiri Home Service application" is designed for residents' convenience, providing assistance wherever and whenever needed, allowing them to tailor their lifestyle seamlessly. The application offers a diverse range of services which include:



Visitor Registration system
For superlative security and reduce risks that may arise from direct contact.



Payment system
Easy and convenient payment method for various expenses, with direct connection to leading banks' systems.



Home Automation system
Several items in the houses, from light fixtures to curtains, can be controlled through this application.



Services by Professionals
Various professional services, such as air-conditioner cleaning, are accessible through the application.



Comforting Society
Residents may connect with neighbors through activities and sales outlets in the project through the application.

In 2023, additional features were introduced based on feedback gathered from residents, including:



MY PAYMENT
Residents can make payments for central management fees and other expenses within the project through as many as nine payment channels.



AQI
Weather conditions and air quality can be quickly and accurately monitored.



MAILBOX
Residents can track parcel delivery status and make appointments to take delivery of parcels with the project management conveniently and accurately.



PET REGISTER
Residents can record data of their pets while the pets' tags can be customised.



COMMERCIAL SERVICE
Further development of a comprehensive service menu that groups several service providers into separate service categories where residents can easily choose and make service appointments quickly and conveniently.



VOTING
Residents can cast their votes on various resolutions from anywhere with real-time vote tabulation.

In 2023, functions were added based on the compilation of customer feedback, including the upgrading and improving of features in the application to facilitate convenience for customers, such as **electricity bill payment and availability of E-receipts**, as well as quicker and more convenient repair notifications and technician appointments. With the facilitation of these issues, the evaluation of the satisfaction of the customers who make use of the application shows that, in terms of customer convenience, the score received was **87.5 percent and the number of application users reached more than 90,000 residents.**



In addition, Sansiri also introduced the "ION Energy System" that displays information on the energy usage of residents and project administrators. This information is used to effectively plan energy management, also through the integration with various Sansiri products with the aspiration for success in achieving environmental goals and providing alternatives for interested customers. In 2023, the ION Energy processing system was installed in 61 projects, marking a significant increase from the previous year's **40** projects **and achieving 100 percent of the set goal.**

Environmental

CLIMATE CHANGE



The risks and impacts of climate change that have become more and more apparent every day have caused organisations and agencies, both public and private at the national and international levels to take notice and give priority to the responses to this worrying phenomenon. This is also in acknowledgment to the expectations of stakeholders, especially those in the business sector, in the development of products and services and the improvement to business practices to meet the challenges of climate change regarding climate change impacts that affect economic, social, and environment, as well as 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 result from mankind living activities and business 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 step into and be part of the low-carbon society to to mitigate the impact of climate change on all stakeholders.

Management Approach

Sansiri is acutely aware of the climate change issues and has been focusing on the impact on the business value chain. Therefore, the Company has established management guidelines with the Board of Directors setting goals for the organisation's climate change operations along with sustainable development and environmental preservation. The goal is to reduce net greenhouse gas emissions to zero by 2050. The Board of Directors has assigned the Corporate Governance and Sustainability Committee to oversee the formulation of strategies and the framework to achieve this goal

by laying out three strategies for zero greenhouse gas emissions. These are:

1. **Becoming a low-carbon organisation**
2. **Issuing good governance policies to reduce carbon throughout the value chain**
3. **Investing in green innovations**

In terms of converting goals and strategies into practice, the President & Chief Operating Officer acts as the leader to take the organisation towards achieving this commitment by assigning the organisation's sustainability-related departments to be responsible for taking action in accordance with the goals and strategies that have been established and report the operational results to the President & CEO so that further improvements and development can be made to the operations.

Climate Governance Structure

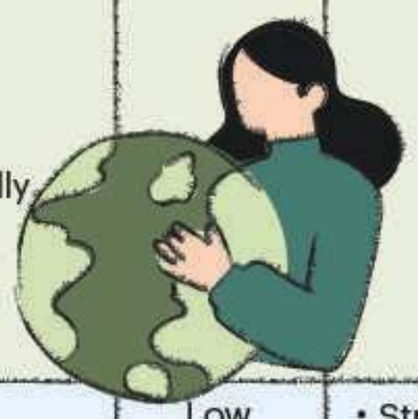
Governance Structure	Roles and Responsibilities
Board of Director	Set Sansiri's Climate Goal.
Corporate Governance and Sustainability Committee	Develop the climate strategy and framework to ensure the achievement.
President & Chief Operating Officer (CEO)	Govern the performance against the strategy and goal.
Sansiri Operation Teams	Perform the operation in accordance with the strategy and goal that have been set, and report performance to continuously improve and develop operations.

Climate Risk and Opportunity Assessment

Sansiri has in place a process to assess risks and opportunities related to climate change, to create an effective risk management plan for climate change. In 2023, Sansiri identified and assessed risks related to important changes that affected climate, both the risk arising from transitions and the physical risks. These covered risks in relation to strategies, operations, financials, and regulations. Moreover, the risk mitigation management can be briefly specified thus:

	NO.	Threats & Opportunities	Potential Impact to Sansiri	Strategy & Risk Management	Risk Rating	Risk Type
Transition Risks	1	**Policies, Laws and Regulations** • Compliance with new laws related to carbon dioxide and climate. (Short-term and long-term of 3-20 years)	• 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.	• 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	• Regulation Risk • Financial Risk
	2	**Technology Change** • 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).	• Reduction of green house gas emission. • Reduction of energy consumption. • Modification in the construction process. • Higher costs of operation and administration.	• 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.	Low	• Strategy Risk • Operation Risk • Financial Risk
	3	**Market Changes** • Increase of steps in operational process. (Long-term: 10-20 years) • Carbon Neutral Pathway. (Long term: 10-20 years)	• Increasing demand of demand for environmentally-friendly house. • Impact on revenue and value assessment.	• 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.	Low	• Strategy Risk • Operation Risk • Financial Risk
	4	**Corporate Reputation** • 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)	• Impact on the Company's operation and market share. • The transition to low-carbon business operations.	• Strategic decision to the green roadmap for the reduction of energy usage and waste disposal. • Policy and target setting for environmentally-friendly business operations.	Low	• Strategy Risk
Physical Risks	1	**Acute changes in natural disaster due to climate change** • Higher temperature • Floods (Long term: 10-20 years)	• 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.	• 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. • Plan procurement in advance, including the sales management plan to conform with any situation.	Low	• Strategy Risk • Operation Risk • Financial Risk
	2	**Chronic changes in the climate:** . Long-term changes in climate patterns resulting in severe storms/droughts (Long terms: 10-20 years)	• Potential increase in costs due to the mitigation, and potential operating expenses. • Cause damage to population, property and the environment.		Low	• Strategy Risk • Operation Risk • Financial Risk





Greenhouse Gas Reduction Target and Guideline

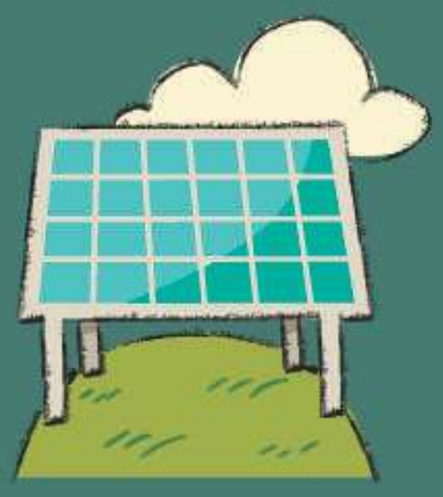
To reinforce the commitment to actively respond to climate change, Sansiri announced that we will be Thailand's first real estate company to set a goal of becoming a Net-Zero greenhouse gas organisation by 2050. This includes data collection compared to the base year (2022), while setting short- and medium-term targets to expedite concrete actions.

SANSIRI RACE TO NET-ZERO GOAL

2023	2025	2033	2050
Carbon Reduction	Carbon Reduction	Carbon Reduction	NET-ZERO COMPANY
7%	20%	50%	
(Scope 1 and 2)	(Scope 1 and 2)	(Scope 1, 2 and 3)	(Scope 1, 2 and 3)

In order to achieve the greenhouse gas emissions reduction goal, Sansiri has formulated guidelines to tackle and mitigate the impact, as well as risks arising from climate change. These included:

1 Emphasis on efficient use of energy and raise the level of clean energy innovation usage to 100 percent by 2025





Target	Performance
100% of all Sansiri homes will be installed with solar panels within 2025.	**56** percent of Sansiri's homes were installed with solar panels, representing a reduction in greenhouse gas emission of **1,682** tonnes CO_2e)
100% of clubhouses at new projects will be installed with solar panels within 2025.	**100** percent of clubhouses at new projects were installed with solar panels, representing a reduction in greenhouse gas emission of **21.7** tonnes CO_2e)
100% of the common areas at new projects will be equipped with solar-powered water pumps and water treatment systems within 2025.	**Currently, a number of pilot projects have been successfully refinished,** and the solar panel installations will help to reduce greenhouse gas emissions by **3,172.54** kg CO_2e.
100% of Sansiri single houses will be equipped with EV chargers within 2025.	**75** percent of Sansiri single houses were equipped with electric car (EV) chargers, representing a reduction in greenhouse gas emission of **215** tonnes CO_2e.
100 percent of Sansiri's corporate vehicles will be battery-electric (EV) within 2025.	**35** percent of Sansiri's corporate vehicles are battery-electric (EV), representing a reduction in greenhouse gas emission of **1,737** tonnes CO_2e.
100 percent of Sansiri projects use green cement.	The green cement has been used for more than **10** condominium projects.
100 percent of Sansiri's low-rise projects are installed with inverter-type air-conditioners.	**10** Setthasiri projects, **550** units, are installed with inverter-type air-conditioners.

2 Focus on actions to reduce greenhouse gas emissions throughout the value chain through three important frameworks

GREEN PROCUREMENT

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

53 percent of products bought through Sansiri's procurement system are "Green Products" or materials that reduce greenhouse gas emissions.

See more information in the Supply Chain Management Chapter.

GREEN CONSTRUCTION

Sansiri is determined to develop and construct real estate projects that are environmentally friendly, while also aiming to reduce the amount of surplus materials to zero, as well as to apply innovation to increase efficiency in project development.

The goal is to reduce waste at construction sites by **15 percent,** or a reduction of waste by **0.39** kilogrammes per CFA per month per construction site.

See more information in Environmental Management System and Eco-Efficiency.

GREEN ARCHITECTURE AND DESIGN

Sansiri places great importance on residences that are friendly to the environment, such as the application of the energy-saving design concept and waste reduction. Sansiri also focuses on the design that places the highest priority on the quality of life of every group of residents.

Sansiri has collaborated with partners to establish a Net-Zero Home research and development team to develop the Thai real estate industry's first zero-emission home by 2050, with short- and medium-term goals to develop innovative Green, or energy-saving, homes by 2023, and houses that cut down carbon emissions by **30 percent** by 2030.

According to the selection of energy-efficient materials and equipment, Sansiri can reduce energy consumption by:



18%

for low-rise aprojects

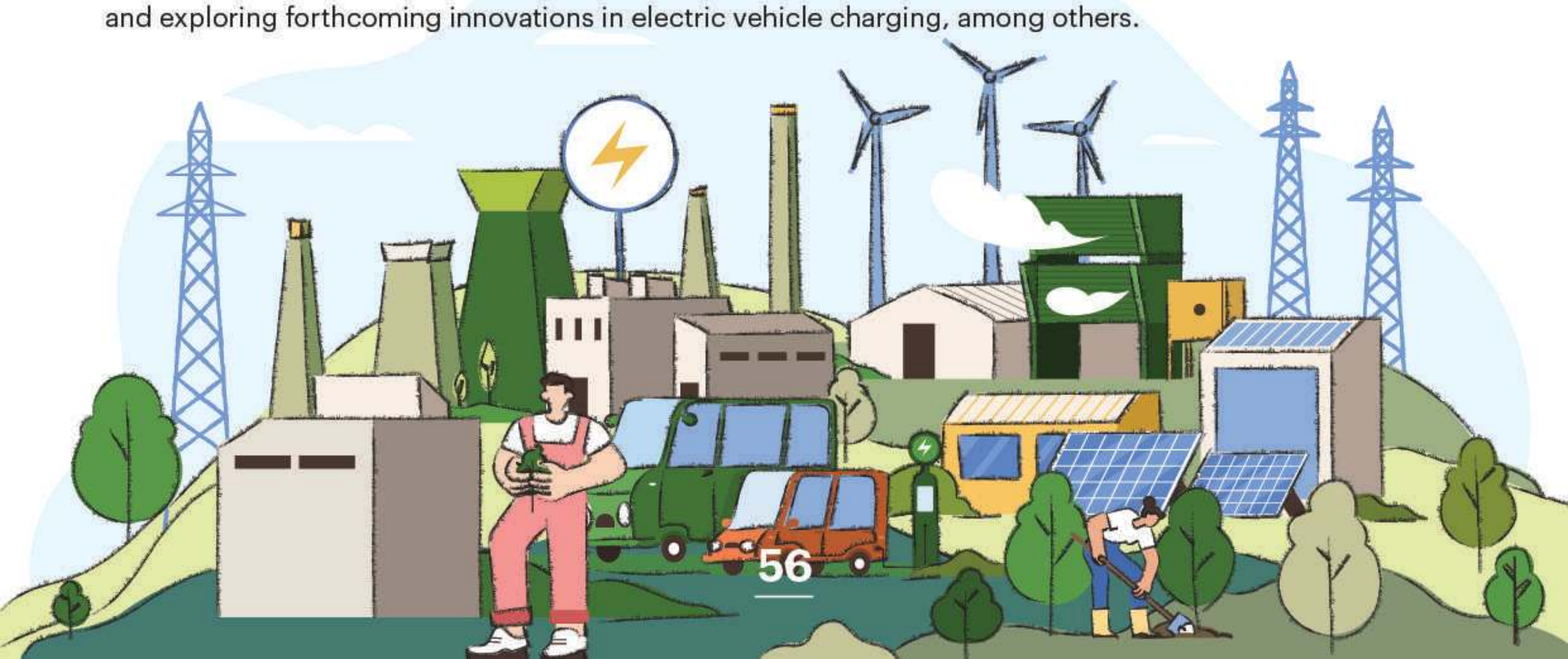


6%

for high-rise projects.

3 Focus on fostering alliances and becoming business partners with companies that operate their businesses, and manufacture products that are environmentally friendly and are involved in clean energy technology.

Sansiri, in collaboration with partners, is actively researching future trends and innovations aimed at promoting sustainable living. The study encompasses various initiatives, such as utilising artificial intelligence for calculating energy savings in households, substituting iron rebars with fiber in construction, pioneering precast construction methods that produce zero carbon emissions and zero waste, implementing solar roof panels coupled with batteries for nighttime energy storage, developing corrugated roof tiles capable of generating solar power, facilitating the exchange of solar energy among households, promoting gardens powered by 100 percent clean electricity, and exploring forthcoming innovations in electric vehicle charging, among others.



Evaluation of Management Approach

In 2023, Sansiri was able to meet the target of being a low-carbon organisation through the following operations:

Installation of more than 500 solar-powered lamp posts, which is equivalent to reducing electricity costs by **1,200** kWh per year, equivalent to an amount **5,000** baht, and greenhouse gas emission reduction by **613.5** tonnes CO_2e

Installation of solar cell panels at 1,253 houses representing a reduction in electricity usage of **3,246,864** kWh per year, equivalent to an amount of **13,584,564** baht, and greenhouse gas emission reduction of **1,943.5** tonnes CO_2e

Installation of inverter-type air-conditioners at 10 projects, or approximately 550 houses, representing a reduction in electricity usage of **1,606,000** kWh per year, equivalent to an amount of **6,745,200** baht, and a reduction in greenhouse gas emission reduction of **821.15** tonnes CO_2e

Replacement of steel wire fences at over 30 project fences with wires made from fibre, equivalent to greenhouse gas emission reduction by **47** tonnes CO_2e

Installation of electric vehicle (EV) chargers at 801 points, representing a reduction in fuel oil use of **26,177** litres per year, equivalent to an amount of **1,047,084** baht, and greenhouse gas emission reduction by **215** tonnes CO_2e

Installation of solar battery at 10 clubhouse projects, representing a reduction in electricity usage of **216,144** kWh per year, equivalent to an amount of **904,320** baht, and a reduction in greenhouse gas emissions of **129.3** tonnes CO_2e

Separation of 3,143 tons of recyclable waste, equivalent to greenhouse gas emission reduction by **426** tonnes CO_2e

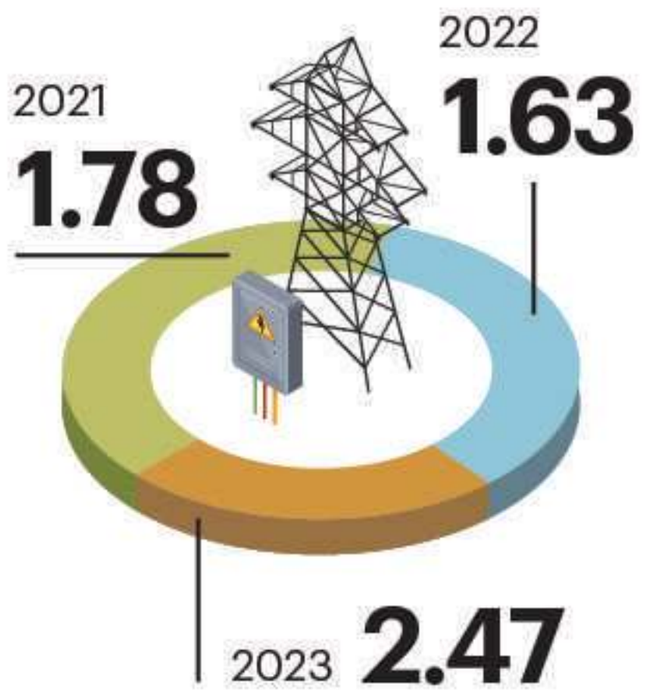
Planting of more than 82,000 trees, equivalent to greenhouse gas emission reduction by **40** tonnes CO_2e

Moreover, Sansiri has implemented the energy-saving programmes by improving and investing in equipment and new technology, as well as launching behaviour changing initiatives for employees to collaborate the energy-saving programs. A monitoring program is also in place. In 2023, the rate of energy intensity (energy usage) within the organisation increase by **0.84** gigajoules per revenue (million baht) compared to the operating results in 2022, or **51** percent, which still did not meet the organisation's goal of a **5 percent** reduction in energy use compared to the 2022 figure.

The escalation in energy usage is a direct result of Sansiri's fleet vehicles transitioning to electric vehicles (EVs), coupled with the company's concerted effort to promote the adoption of EVs among its employees. To expedite this campaign, Sansiri has installed EV chargers within the Siri Campus area, resulting in increased energy use.

However, Sansiri has reviewed its operations and has implemented measures to manage energy utilisation in other areas more intensively, in order for the operation to be in line with the goals in the following year.

Energy Consumption (Unit: GJ)



Example project to promote employees' behaviour to be more aware of energy saving

"EV Charger: Promoting the use of clean energy",

for which Sansiri has installed **five** EV charging points in the Siri Campus area to facilitate charging convenience for employees and visitors, and to play a part in promoting the use of clean energy.



Highlight Programmes 2023

“Sansiri will reduce greenhouse gas emissions in every dimension and the most comprehensive manner possible, especially in the residential sector and amongst business partners. This marks an extraordinary challenge that has yet to be attempted.”

GREEN LIVING DESIGNED HOME: Setthasiri Sustainable Living



Sansiri continued to support the drive for environmentally friendly living of residents at 10 new Setthasiri projects by **installing solar panels on the roof of every house, while also replacing previous generation air-conditioners with inverter-type air-conditioners** to help reduce energy consumption in houses. Upon evaluation, it was found that the savings in electricity were as high as 18 percent. Sansiri prioritised the design of innovative "cooliving" aimed at reducing energy consumption.

Lore
m

Green Cement

Sansiri is the first real estate company in Thailand to start using green cement or “Hydraulic Cement” in various condominium projects. This type of cement uses other eco-friendly materials to replace some clinkers in its production. With the reduction in the clinker factor, the generation of carbon dioxide in the cement production process is lowered. Besides offering quality on par with traditional cement, hydraulic cement further supports environmental stewardship through its production process.

This year, Sansiri has started using green concrete in condominium projects, which helped to reduce carbon dioxide emissions by up to 268 tonnes CO_2e The goal is to increase the application to every project within 2025.





“Solar Save” campaign

Sansiri joined with Kasikorn Bank and Ion Energy to launch the **“Solar Save”** campaign by offering the “Save Earth” promotion with accompanying great value to Sansiri residents when they apply for solar panel installation loans. The residents can have access to four months’ installments with 0 percent interest followed by low-interest rate of only 3.7 percent for the first three years so that Sansiri residents would find it easier to own energy-saving homes in a bid to return clean energy to the world. Also, this campaign will help to reduce the burden of expensive electricity bills for residents.

In addition, Sansiri has introduced the “Solar Save” campaign for Sansiri employees and staff of affiliated companies.



ENVIRONMENTAL MANAGEMENT SYSTEM AND ECO-EFFICIENCY





Sansiri recognises that environmental management is the key to sustainable business operations, including water and wastewater management, waste and hazardous waste management, air pollution, efficient use of available resources, and biodiversity management. All these elements not only affect the environment, but they also affect society and stakeholders, including human rights in various forms, such as the right to good health, the right to a good quality of life, and the right to equal access to resources.

For this reason, Sansiri places significant importance on reducing environmental impacts from business operations throughout the value chain by setting guidelines for environmental management that are consistent with legal requirements and related environmental standards. The Company also takes into account the reduction of waste generation and recycling, as well as supporting the protection and care of the ecosystem and biodiversity in all areas of operation to be in line with Sansiri's sustainable development policy.

Management Approach

Sansiri is dedicated to adhering to our **"SANSIRI STEP BEYOND"** strategy to promote growth across all areas, including economic, stakeholder, and environmental aspects. The company is committed to enhancing its environmental management system to reduce any adverse effects on both the environment and stakeholders. As part of this commitment, Sansiri has established a policy aimed at conserving energy and the environment, emphasizing the principles of a circular economy to transition towards a greener business model. This policy has been elevated to a comprehensive organisational standard, from top management to employees, business partners, suppliers, and customers, thereby benefiting society at large and aligning with our sustainable development objectives. Crucially, this approach supports the United Nations Sustainable Development Goals (UN SDGs).



Additional details of the Environmental and Energy Conservation Policy can be accessed through the following link:
https://www.sansiri.com/pdf/SustainabilityReport/policy-environment-and-energy-conservation-policy-TH.pdf
or scanning qr code provided.



To drive the environmental operation to be concreted, Sansiri has assigned the Sustainable Development Department to be responsible for the environmental performance of the organisation as well as establishing the Corporate Governance and Sustainability Committee, as a representative of the board of directors, to develop the policy, encourage and oversee the organisation's environmental performance in accordance with the Company's policy.

Sansiri has an environmental management approach that focuses on strictly complying with legal requirements, as well as related guidelines and standards. Sansiri has studied environmental impacts and followed the prevention and mitigation measures specified in the **Environmental Impact Assessment (EIA)** Report for projects that require such reports.

Wastewater Management

Due to Sansiri's businesses inevitably need to use water resources to carry out various operations, Sansiri has always been determined to reduce the impact on water usage from its 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.

In 2023, Siri Campus aims to reduce water consumption to not more than 0.63 cu.m. per person. The target was set to be continuously reduced at 2 percent per year.

At Headquarters, Sansiri promotes efficient water use through cooperation and campaigns encouraging efficient water use among employees. A hotline has been established to receive reports on water leakage from various fixtures. In 2023, the building technicians constantly inspected water fixtures for leaks, as well as changing these fixtures to water-saving models, such as automatic faucets, to reduce avoidable water loss.

Efficient Water Consumption Project at Siri Campus in 2023





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 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.





Hotline

In the case that employees discover water leakage, the leak can immediately be reported via an internal hotline.

Performance of Efficient Water Consumption Project at Siri Campus

Total Water Consumption (cu.m. per person)

2020	3.18
2021	1.42
2022	0.91
2023	0.4



Wastewater Management Project in 2023

In terms of wastewater management, Sansiri is determined to manage wastewater generated from business operations as required by law as well as in accordance with various standards for business operations, such as the ISO14001:2012 Standard for prefabricated concrete slab factories. Strong efforts have also been made to follow the measures stipulated in the Environmental Impact Assessment (EIA) report, by installing appropriate wastewater treatment systems, in tandem with regular inspections of wastewater quality to reduce the impact on the environment and community.

Water Recycling Initiative at Sansiri Precast Factory



Where the precast factory that require a lot of water in their production process are concerned, Sansiri has set specific guidelines for the reduction of water usage, most notably by separating the cement sludge and pumping it into a special pond at the factories where the sludge and water are separated and the recovered water can be reused to wash the machinery. **In 2023, this process could replace tap water by as much as 50 cu.m. per day on average. The guideline also requires the collection of rainwater for use in watering the trees and plants within the factories. This move could replace the use of tap water by 100 percent.**

Water recycling using solar energy project at Saransiri Ratchaphruek 346 project

The Saransiri Ratchaphruek 346 project has been utilising water from the water treatment system to water plants and trees within the project. On average, the project waters the plants and trees with treated water two times a day, which is equivalent to about 13.5 cu.m. of water per day.



The project was able to reduce tap water use by more than 405 cu.m., representing a savings in the cost of water of approximately 9,2013.50 baht per month.

Reducing in greenhouse gas emissions

265

tCo2eq per month.

Reducing in electricity used for wastewater treatment

1,800

baht per month.

Waste Management

As Sansiri is well aware of the impact of waste generated from business operations on the environment, society, and stakeholders throughout the value chain, the Company considers it to be of great importance to manage waste efficiently and following the standards and relevant legal requirements, from the construction process to project operation 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 to minimise the negative impact on the environment, society, and stakeholders.





Sansiri launched a policy and established guidelines for waste management as part of the **"Waste to Worth"** initiative, setting a goal to minimise waste generation and encourage collaborative efforts with all stakeholders for effective waste management. This is done by disseminating a manual and organising training to provide knowledge on waste separation, waste reduction, as well as delivery of waste to be recycled for reuse. This campaign not only fulfilled the need to reduce the amount of waste that is disposed of but also helped to reduce greenhouse gas from the waste disposal process in response to the Net Zero goal.

In 2023, Sansiri aimed to reduce waste from every business operation unit.

The overall target is to reduce 20 percent of waste by 2030 compared to the based year, 2022.
In 2023, the target is to reduce 8 percent of waste compared to 2022 by recycling 50 percent of waste.

Residental Project	Siri Campus / Headquarter	Construction Site	Precast Factory	Hotels	Habito Mall
Reducing waste by **5 percent**	Reducing waste by **5 percent**	Reducing waste per sq.m. by **5 percent**	Reducing waste by **5 percent**	Reducing waste by **10 percent**	Reducing waste by **5 percent**
Recycle/reuse **20 percent** of all waste	Recycle/reuse **40 percent** of all waste	Recycle/reuse **80 percent** of all waste	Recycle/reuse **80 percent** of all waste	Recycle/reuse **70 percent** of all waste	Recycle/reuse **70 percent** of all waste

The performance of Sansiri waste management

In 2023, as Sansiri's business continued to grow, coupled with an increase in the number of employees starting to fill up the workspaces to the maximum, the amount of waste generated in the organisation inevitably increased. In addition, the changing lifestyles of Sansiri residents, such as working from home, and ordering food and products online for delivery to homes, have also significantly affected the amount of waste generated. In 2023, Sansiri has taken the management of waste even more earnestly, resulting in waste being able to be brought into the recycling process by over **57 percent**.



recycling process
57 percent

Waste Management Program 2023

Waste Management at Siri Campus Hero to NET ZERO 2023

waste to WORTH
แยกขยะ ให้เกิดประโยชน์

In 2023, Sansiri initiated the move to promote employee participation in reducing the amount of waste within the organisation through three main missions that encouraged awareness, introduction to fellow employees and the demonstration of exemplary behavior in waste management. The three missions are:

HERO CUP



This campaign focus on reducing plastic cup usage through the "Hero Cup Mission" activity to find "Hero Agents" who are outstanding in waste management. The results of this mission are:

1. **Reduction in plastic cups** 933 employees now use personal cups. (considered to be 100 percent)
2. **The 10-question assessment on waste separation knowledge** 80 percent, or 803 employees, passed the test out of the total 933 employees.
3. **Hero Cup of each building** Three prizes were presented to the winners.

#Sansiri Wipes the Plate Clean

This is the campaign to reduce food waste through the adjustment in the meal ordering behaviour of the employees. A manual has also been created to provide knowledge on biodegradable waste, touching on potential food waste. The results of this mission are:

1. **The campaign to reduce biodegradable waste in the Siri Campus cafeteria** resulted in a 17-percent reduction from 574 to 472 kilogrammes.
2. **The 10-question assessment on biodegradable waste knowledge:** 61 percent, or 484 employees, passed the test out of a total of 995 people.



HERO TO NET ZERO ENDGAME 2023

The focus is on reducing general waste in buildings at Siri Campus, with the results as follows:

The entire Siri Campus could reduce general waste by 50 percent as against the 20-percent reduction goal.

Waste management of Sansiri Precast Factory



Waste for Eggs Campaign

The Precast Factory organised a waste-for-eggs campaign, by inviting employees and workers to bring recyclable garbage, such as plastic, glass, and cans to be exchanged for chicken eggs. **In 2023, a total of 942 kilogrammes of recyclable waste were collected through this activity.**

Construction Waste Management

Sansiri is well aware that construction activity generates a large amount of waste if there is no good waste management. Therefore, Sansiri placed great importance on on-site waste management by prescribing the waste management route in the construction site to ensure the successful implementation of effective waste management. The Company worked closely with the contractors, employees, supervisors, and business partners to promote waste separation at the source.



Roadmap for Construction Waste Management

Announce Waste Management Policy

Set Waste Reduction KPL

Training Staff, Suppliers, Vendors, Contractors , Foreman

Data Collecting buy, selling recycle and others waste management all year round

Construction Project



Construction Site

- Survey waste type in Those area
- Waste Management Those area Training for foreman, Workers

Waste Sorter



Contractor and Worker

- Waste Management Training for contractors

Recycle Station



Construction Waste



Campsite Waste

- **Waste Bank to Barter food and Beverages**
- **Making tables , Chairs From Recycle waste**
- **Garbage collector , Garbage truck, Grabs wasted to manage legally**

Collect total waste Volume by supplier or project engineer

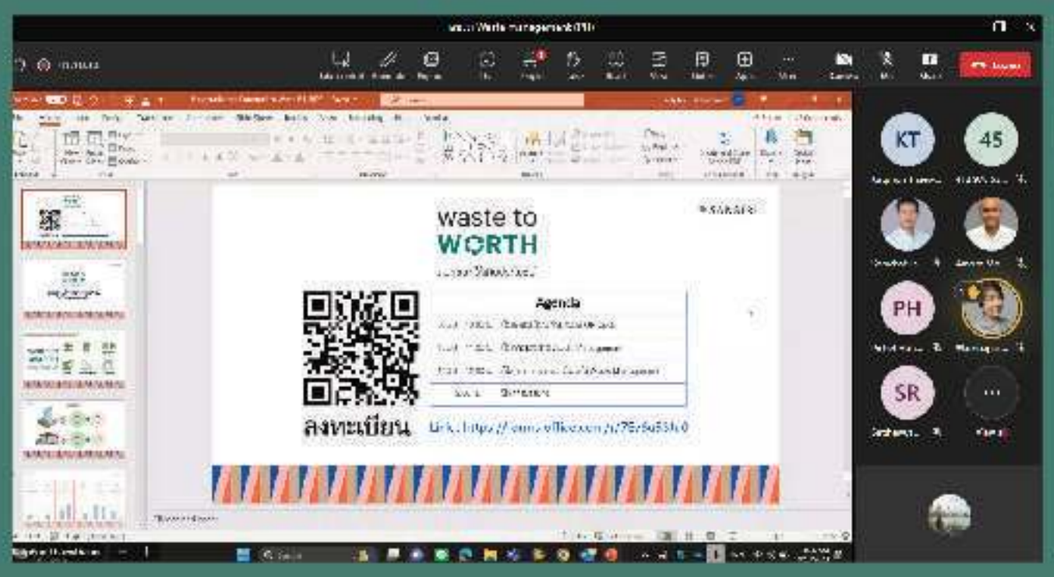
Fill in total waste Volume and waste Management method in Microsoft Form

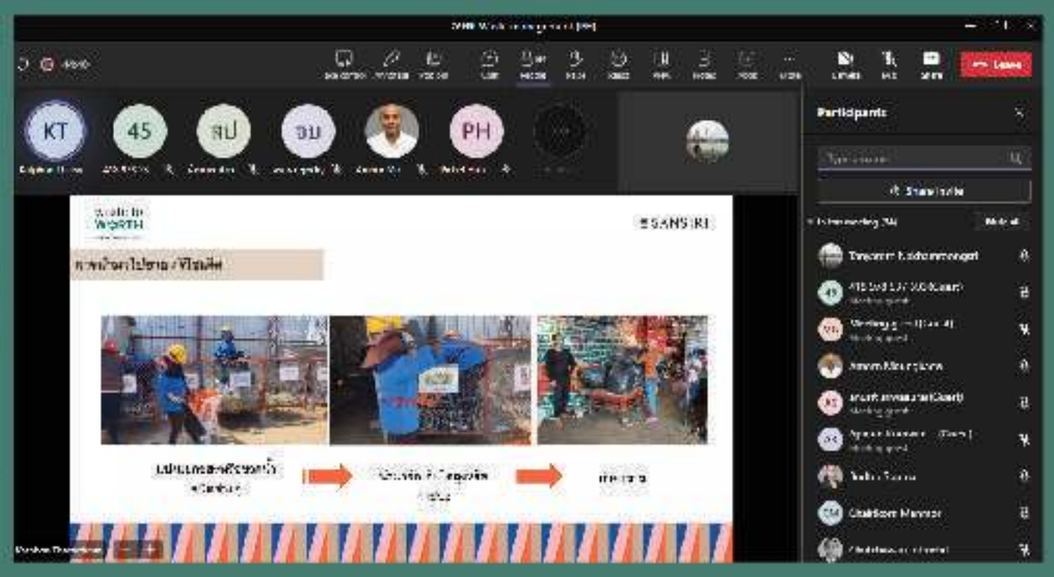




Waste Management Team

- Data Collection and Data Analysis
- Summary Report to all business units





To communicate the goals and policies on waste management at construction sites to relevant stakeholders based on the **"Waste is Everyone's Business"** concept, Sansiri provided training on waste management at construction projects and workers' housing for the contractors and workers to provide knowledge about waste classification guidelines and waste disposal methods in construction areas, including the benefits of waste separation.

Construction Waste Management Concept



1

Learn and Be Ready to Pass On

- Provide monthly training or whenever there are new employees.
- Conduct comprehension testing after training.

2

Make It a Habit

- Prepare a zone for garbage disposal.
- Conduct trash collection activities, and daily cleaning at construction sites at least once a week.
- Separate waste and regularly record waste data.





3

Benefits from Waste Separation

- Perform the Garbage Bank project to exchange recyclable waste for consumer goods.
- Generate revenue from selling waste and allocate it towards workers' welfare.

In addition, Sansiri also promotes the reuse of waste as much as possible according to the circular economy concept, to reduce the amount of waste that otherwise would go to landfills. Waste that cannot be sold is re-used or transformed for utilisation within the projects, including:

Hand-washing basins made from discarded metal containers



Garbage bins and scoops from recycled plastic



Dining tables made from old pallets



Creating borders for vegetable gardens using leftover roof tiles.

At Sansiri's construction sites, there is considerable quantity of leftover roofing tiles, causing them to become waste. Sansiri saw an opportunity to use this material as a border for vegetable garden plots in Sansiri Backyard vegetable gardens located within the housing projects. Currently, this programme has been applied to 15 housing projects:



The number of monier roof tiles used as vegetable plot borders is approximately 180-200 tiles per project.

Reduce the amount of roof tile waste
that can be reused by
720-800 kilogrammes per project.
Reduce cost of constructing traditional concrete borders with washed pebble surfacing by 7,000-10,000 baht per project.

In addition, Sansiri also gave lightweight concrete brick scraps from Sansiri's construction sites to communities to be processed into various products. For more details, see Chapter 11, Corporate Citizenship and Social Responsibility.

Air Pollution Management

Sansiri recognises the importance of managing air pollution arising from dust that may occur from construction activities and has specified guidelines for controlling air pollution in accordance with relevant laws, as well as requirements stipulated in the approved environmental impact analysis report of each project. The result of implementation and mitigation measures is as follows:

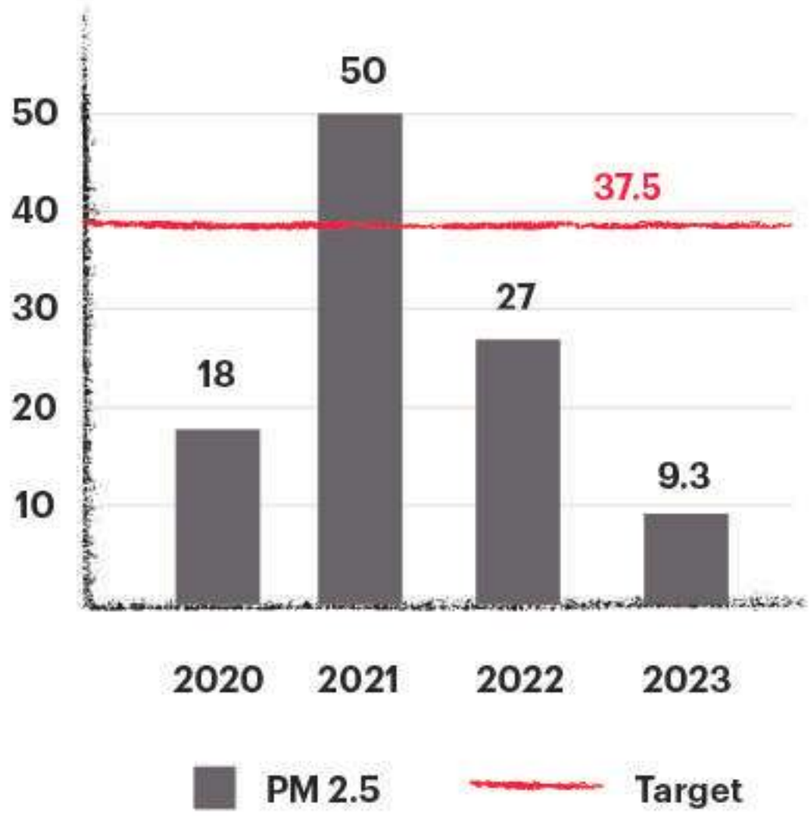
Target and Results of Implementation of Air Pollution Management
Air Pollution Management at Precast Factory 2023

Target	2023 Performance
Particulate Matter 2.5 (PM2.5) reduced by 18.6 percent compared with the based year (0.05 mg/cu.m. in 2021)	**0.0093** mg/cu.m.
The number of incidents of air pollution exceeding the standard is 0.	**0 case**

Air Pollution Management Project 2023

Air pollution Management project at Precast 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 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 have no negative impact on the environment and the communities surrounding the factories. In 2023, 100% of air monitoring results were in compliance with the standards. Additionally, the PM2.5 control target has been achieved at **37.5** micrograms per cu.m., comparing the target at 0.05 mg/cu.m.





Air Pollution Management in Construction Site

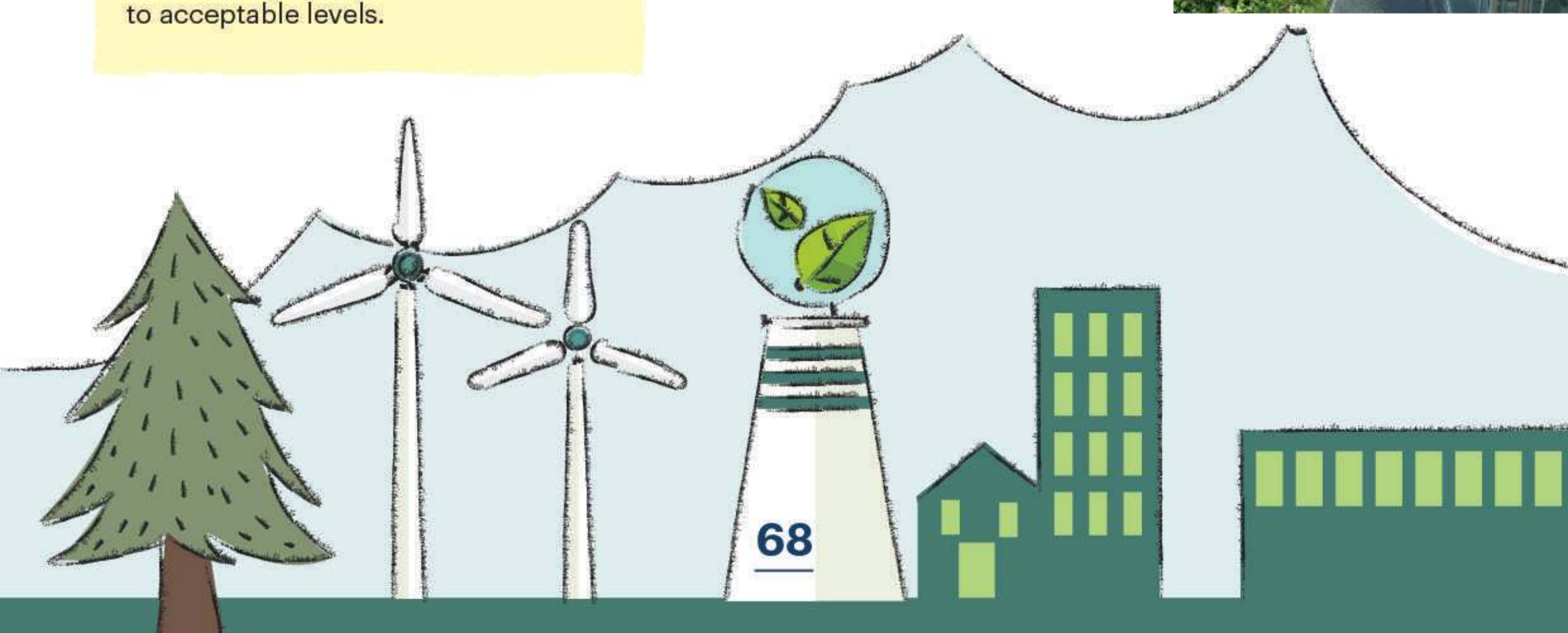
Water spraying to reduce PM2.5 and to lower dust levels according to regulations

Sansiri has installed water spray nozzles and fog spray systems around construction project perimeters to control and reduce the rate of dust dispersion down to acceptable levels.

Air Pollution Management in Sansiri Residences

Sansiri is well aware of the right to the good health of the residents, and therefore, has given top priority to the management of air pollution within Sansiri's residential projects beginning with the product design phase including the selection of environmentally friendly raw materials that has no harm to residents. Indoor and outdoor air quality are monitored, and **the residents can check the air quality i.e., PM2.5 concentration, through an application.** Moreover, Sansiri has implemented measures to reduce the amount of dust within the projects, such as spraying water mists from the top 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.





Improving the indoor air quality at home

Sansiri has selected "Nippon Paint Air Care" interior paint that meets world-class quality standards with **"GREENGUARD GOLD CERTIFICATION" as certified by Underwriters Laboratories Inc., USA.** This selection helps to guarantee clean air quality inside homes through exceptional innovation, which inhibits pungent smell, viruses, and bacteria, as well as being free from mercury and lead to help raise air quality standards for residents. This is also a product that helps reduce the amount of greenhouse gas emissions. The application has been initiated at two high-end single-detached house projects – Setthasiri Rama 5 and Setthasiri Bangkok-Pathum Thani.



Biodiversity Management

Sansiri understands that impacting biodiversity is unavoidable in the development of its property projects. For this reason, Sansiri has established a biodiversity policy focusing on 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 Organisation for Conservation of Nature (IUCN Category I-VI).

Also, biodiversity must be carefully considered in the environmental impact assessments (EIA) including the management plan, monitoring, and implementation must be stringently adhered to.

Additional details of the Biodiversity Policy can be accessed through the following link:
https://www.sansiri.com/pdf/sustainability/06-biodiversity-policy-en.pdf
or scanning qr code provided.

Sansiri placed an importance on biodiversity management 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 standards and obtained from verifiable sources. Furthermore, the production and transportation processes must not create a significant impact on the ecosystem. This was to ensure that throughout the business's supply chain, biodiversity would not be directly or indirectly affected by Sansiri's operations.



Moreover, Sansiri also aims to promote awareness and participation of stakeholders in maintaining and restoring the environment and biodiversity through the creation of spaces in which residents can commune with nature, and has organised various activities and projects that welcomed employees and residents to participate. In 2023, some of the significant activities included:

Biodiversity Project 2023

Garbage collection at the beachfront

The Standard

Hotel staff cooperated to collect trash on Hua Hin beach in front of the Standard Hotel. The goal was to promote the image of the hotel and to take care of the beach environment in front of the project. The activity also cultivated awareness of the ecosystem and nature amongst employees, as well as strengthened good relationships for employees who participated in the activity.





The performance of the project showed a total of 30 kilogrammes of trash collected from the beach fronting the Standard Hua Hin Hotel







Garbage collection on the beach in Phuket Province

With care and determination to ensure the pristine beach environment, employees of the project management offices of Sansiri projects in Phuket Province participated in the collection of trash on Mai Khao and Laem Samila beaches. The goal was to take care of the marine ecosystem environment and promote a good image for Phuket Province.



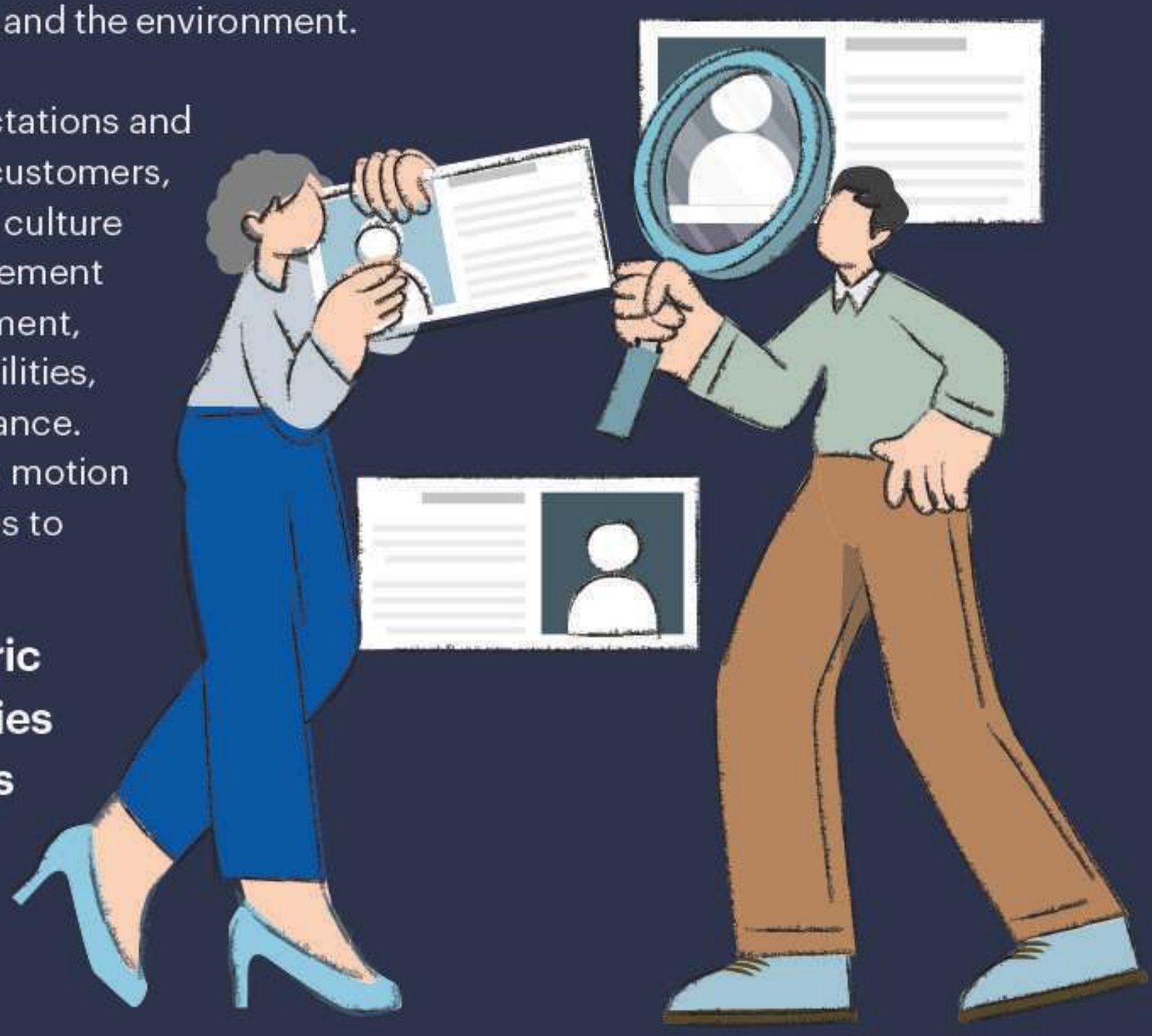
Social

HUMAN RESOURCE MANAGEMENT

In the midst of rapidly changing consumer expectations and needs, Sansiri is determined to develop our manpower and retain high-potential personnel so that the business can quickly adapt to the changes in society and consumer behavior in the digital age. Also, importance is to encourage the employees within the organisation to participate in the growth of the business and to help create quality products and services that can be delivered to consumers while taking care of society and the environment.



In order to meet the organisation's expectations and to communicate Sansiri's aspirations to customers, Sansiri has embedded the organisation's culture throughout the human resources management process, starting from personnel recruitment, development of skills, knowledge, capabilities, and the evaluation of employee performance. At the same time, preparations are put in motion to identify a new generation of executives to replace retiring senior personnel,



by prioritising the customer-centric principle and creating opportunities based on "equality" for employees with diversities.

Sansiri Culture



Integrity: being honest towards self and the organisation for the greater good of the team.



Customer-Centric: bring attentiveness, compassion, understanding, and development to manage the best for customer satisfaction.



Goal Synergy: integrate everyone's knowledge and abilities heading toward the organisation's common goal.



Challenge the Ordinary: dare to think and create initiatives unceasingly and face every change head-on.



Result Oriented: change the way of thinking and twist in new angles to target results before formulating ways to achieve such goals.

Sansiri DNA

- **Self-motivated** to learn and to develop themselves at all times and have the thirst for success.
- **Dare to think** and always ready to make decisions.
- **Possess the work discipline** and can work harmoniously with others.
- **Good citizens** who are responsible to society, care about the environment, and respect the rights of others.

Sansiri is focused on recruiting people with DNA that is more in tune with Sansiri rather than competing for people with perceived abilities with other organisations. This is because we believe that Sansiri has in place a good development process for new employees to be fully capable in the future.



Human Resource Management Approach

Employees are one of the four most important dimensions of Sansiri.



For this reason, Sansiri is committed to developing and retaining high-potential personnel with the organisation, for the success of both business operations and the employees' own career advancement. Sansiri's Human Resources Management approach starts with recruiting knowledgeable and capable personnel who possess similar DNA to that of Sansiri to come and work with the organization, and to continuously develop their potential so as to be able to cope with the evolving context of the business. Also, there is an opportunity for career advancement while supporting the expansion of the Company along with **taking care of employees through the development of welfare programs that cover the well-being of employees in every dimension and creating opportunities on the basis of "equality" for employees with diversities.**

Sansiri's Human Resources Department, which at Sansiri is known as

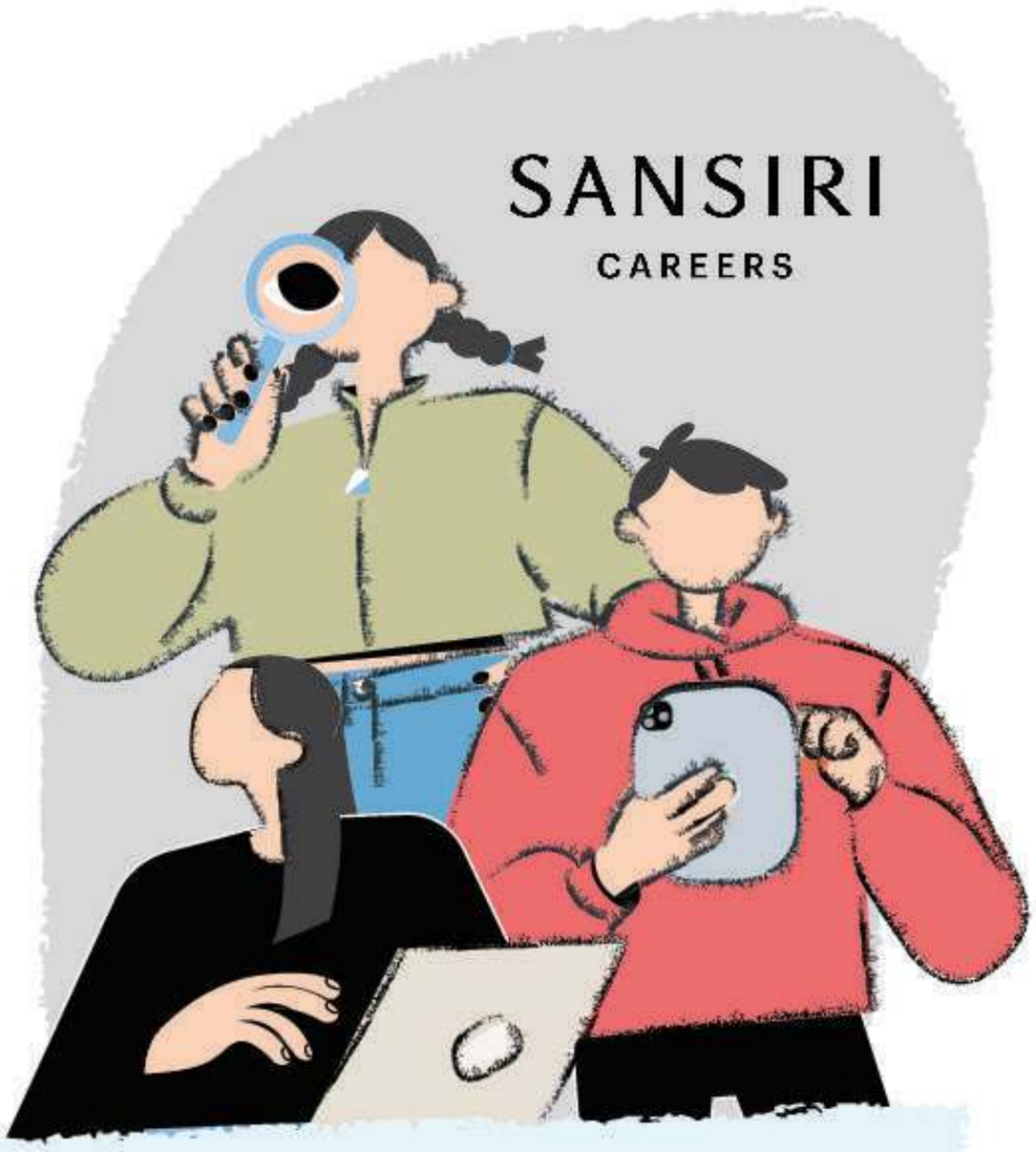
"People Partner"

acts as a partner of the Company and a good friend of employees. The department designs work processes to meet the needs of the business, tackling the details of each department to fit individual employees with different potentials and strengths. **With "People Partner", everyone has the opportunity to learn and to develop themselves to be well-versed in the business and work processes of every department.** Also, an important task is to design tools and to develop people to align with the growth of the organisation together with the personnel.

1. Personnel recruitment

“We value every potential, with equal recruitment standards”

Sansiri has a guideline for recruiting and selecting personnel, to search for and attract talented personnel to join the organisation, by considering the criteria of suitability with the organisational culture, knowledge, abilities, and specific skills that match the job descriptions of the open position. **The recruitment process is carried out on the basis of unbiased evaluation without any discrimination against race, religion, gender, age or disability.** The process is through Sansiri’s main channels or job recruitment website, as well as through affiliated companies, and communication activities related to personnel recruitment through “Sansiri Careers” Facebook page.





In addition, Sansiri also offers internship programs that are completely open to college and university students who are interested in working with Sansiri and are determined to learn about the work process and the Sansiri culture that is fully open to the opportunity to fully unleash the interns’ creativity and abilities. There is even a competition for interns to present ideas and proposals regarding future housing projects in the

HIT TO THE FUTURE: Internship Pitching Day,

before the conclusion of the project.

Sansiri Alpha Internship Program

In 2023, a total of 57 students were selected to join the internship program and after completing the program, more than 96 percent of the participants said in the evaluation forms that they would recommend this internship program to their juniors. This is a significant development that will help to attract capable people to work with Sansiri. The project was launched in 2023 with 57 participants. The assessment showed that as many as 50 people possessed the capability to be hired. At the same time, **the satisfaction survey of the participants showed that as high as 91 percent indicated they were satisfied with the project.**

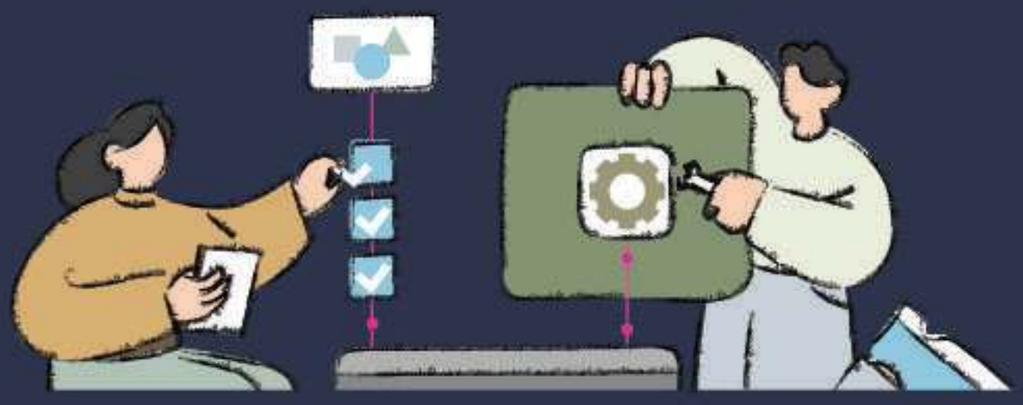


2. Employee Competency Development

Because we believe that

‘employees’

are the most important people



Sansiri has established a strategy for personnel development that covers the development of the potential of both new and current employees. **For new employees, the focus is on learning about work culture so they can adapt to the workplace and the corporate society smoothly.** They must also understand the nature of business and the work they will be assigned to do. On the part of current employees, the program is focused on development and lessons relevant to their line of work with training by internal speakers and on-the-job practices. 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.

In addition, Sansiri is also very keen on preparing employees to be able to deal with new challenges of today’s business environment, including the development of one’s potential, while also providing an opportunity for all employees to select the courses that they are interested in through self-study and promoting the development of skills and leadership aptitude for the group with high potential and specific qualifications. The curriculums are organised in formats most appropriate for both in-classroom, virtual classroom and learning through hands-on practice and actual jobs.

Also, availability is individual learning plans and competency development by taking into consideration the employees’ performance evaluation to respond to the development of skills and to meet the expectation of individual employees’ career goals.



Functional programs

Sansiri, through the human resources management team with expertise in people management and business management (HR’s Business Partner – HRBP), has conducted surveys and studies on the skills necessary to perform tasks in each business unit. This has enabled the Company to be able to plan personnel strategies through analytical processes and identify the curriculum to produce online media or the necessary skill training for employees. Also, the employees can efficiently apply the knowledge gained from the training in their actual work and help enable the organisation and the employees to recognise their growth path and career development based on common goals.



Highlight Projects

Sales Management Trainee 2023

This is a program to recruit sales officers who are new graduates without any prior work experience, or having no more than two years' work experience, but possessing the potential together with Sansiri DNA. Those selected were taught the process of selling real estate products, accumulating sales, and developing their potential. This group of recruits managed to generate sales worth more than 500 million baht. Employees have a clear path for career growth according to their interests and potential, both in the fields of sales management, marketing, and business development in the future.



All Time High Sales 2023

This is a prototype program to select sales personnel who have an all-around good work record, good work aptitude **as well as Sansiri DNA. Company executives selected 35 people** based on the development process and skill test, knowledge, and role play, to be prepared for cross-functional sales positions. This meant that the staff who currently work for high-rise projects should be able to cross to low-rise project sales. One good example is a sales officer at high-rise projects, who has been selected and passed the course, was assigned as sales officer for Setthasiri projects which covered more than 10 newly launched projects

and was able to generate sales as high as

282 million baht.

The All-Time High Sales project has been beneficial in its ability to open sales opportunities and increase the capabilities of employees, compared to a previous system in which a sales officer for horizontal projects would only be assigned to horizontal projects. In addition, salespersons selected for this program are rigorously tested on the development process, knowledge, and project information. The project has resulted in sales staff gaining more comprehensive knowledge about all products, **increasing sales opportunities for the employees, and boosting sales of the projects. In 2023,**

10 employees passed the knowledge and skill test from participating in the project.

Marketing Rookie Development



Training course for energetic new employees or "rookies" in the marketing team. The program covers important topics that new employees need to know, such as data analysis, updates on world trends in real estate, how to calculate financing, as well as having the work ethics of a tycoon according to Sansiri's format. Also provided is a handbook detailing the work process for every step from the first day a person steps into Sansiri, to help the employees gain knowledge and understanding and be able to act dexterously and quickly at work according to Sansiri DNA. In 2023, a total of 4 people passed the interview to become new employees in the marketing team and received training. **The post-training evaluation showed that the employees have gained knowledge and, a greater understanding of theories and were ready to put what they have learned into practice and to continue the learning process on the job. They have also become more confident and feel secure in their work, as the Company continuously provides them with job coaching as well as encouragement and support for self-development and continuous learning.**



Alternative courses



This project is to encourage employees to take the opportunity to develop themselves anywhere and anytime. **Sansiri has developed an online learning centre where employees can access and select curriculum based on topics and interests 24 hours a day,** enabling them to access basic knowledge, skills related to their lines of work, and working techniques, all from experts in their specific fields within the Sansiri Group. This is to support skills that can facilitate career advancement while also there is a test to assess the knowledge and understanding of the participant in each course. Therefore, it can be assured that employees who have completed the training with the online learning centre possess knowledge at least at the standard level.





In 2023, the statistics showed that as much as 63 percent of all employees have undergone the training, measured based on their completion of courses they enrolled in.

Examples of Course Titles, Number of Courses, and Usage Statistics

There are a total of **550 courses** on offer at the online learning centre

The statistics of usage cover **63 percent** of employees measured from the completed courses.

Covering various topics, **from orientation courses for new employees to Ethics and Responsibilities within Sansiri Group.**

Career-specific courses include **precast factory group, project management group, sales group, as well as the leadership skill development course group, new technologies to be adapted to work,** and knowledge in saving and investment to enable employees to live secure and happy lives.

Leadership Development Course

Sansiri aims to create a career growth path for employees, to increase the opportunities for employees to advance in their careers, and to support the growth of the Company. This is possible through the Leadership Skill Development training program that can help prepare employees to be the new generation of future supervisors. The three-month training includes monitoring and evaluating the behavior of project participants by the Human Resources Development Department together with the direct supervisors of all project participants.

- **Rising Stars program** to develop knowledge in building management to eventually become residential building managers.
- **Smart Leader program** to develop knowledge in commercial building management to eventually become commercial building managers.
- **Master-Living Solution Technician program** to develop knowledge of residential building engineering systems, with the aim for participants to eventually become expert building chief technicians.
- **Leadership Management Trainee project**

Training Performance

In 2023, the total employee training hours were 95,888 hours, representing an average of 19.5 hours per person per year. **This performance surpassed the 10 hours per person per year target.**



20.12 hours for male employees



18.43 hours for female employees

The total budget allocated for employee training programs was 4.89 million baht.



3. Evaluation of Employee Performance and Career Progress

To build confidence in the employee performance evaluation process that must be transparent, straightforward, and fair to all employees, 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 the consideration of remuneration. In addition, to develop employees efficiently and meet the needs of employees' career growth and Sansiri's business direction, the Company also uses the results of the aforementioned employee performance evaluations to analyse and determine potential development projects for employees.

4. Succession Planning

Sansiri prepares the next generation of executives in each line of work by having the supervisor in each business unit evaluate employees with the potential to be promoted to the supervisor level and to hold discussions with the employees to map out individual development plans. These consist of training to increase skills and strengthen leadership quality according to the future business direction and prioritize imbuing Sansiri DNA to meet the vision of being a leader in the real estate business sustainably for the long term.



5. Employee Engagement and Retention

"We take care of all as family members for a fun work life and a perfect balance of happiness"

Sansiri places importance on effective human resource management to retain good and talented employees with the organisation as well as to ensure the good quality of life of employees throughout their time with Sansiri.

Employee Thriving Survey

To understand the values employees place in their work, Sansiri has conducted a 4D motivation or driving force survey. The questionnaire allows employees to answer in an open-ended manner so that the Company can be aware of the major factors that motivate employees to become energised and driven, and to work happily. The results of the survey are used in the analysis to create an action plan to meet business needs along with the retention of employees.

4 key drivers of employees thriving



Organisation Collaboration
and Diversity & Inclusion



Work
Meaningful works



My Manager Effectiveness
Management and Career Growth



Well-being
Welfare & Benefits and Work-life balance

Sansiri conducts a survey on the level of employee engagement with the organisation every two years.

The most recent survey was conducted in 2022, in which it was found that the important driving force or motivation for employees' work is the **organisational dimension**, which reflected the employees' confidence in the organisation. The results of the survey were communicated to employees at all levels through their supervisors. Sansiri has collected **employee feedback** from the survey within the organisation and found that **four factors** affecting work happiness and work efficiency were **the supervisors, workload, communication, and career advancement.** Therefore, the important mission of Sansiri's Human Resources Department began with taking specific actions on these four factors to meet the needs of the entire business, each department's role, and the potential of the employees.



Employee engagement level

86.64

compared to the 70-percent target

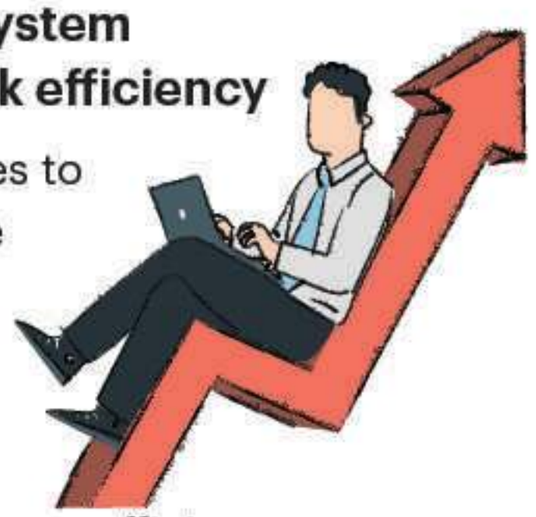
4 Missions of the Human Resources Department

1 Leadership development

A good leader is Sansiri's most important consideration, therefore, the Company has been developing executives to become good leaders with an internal development program that focuses on teaching growth creation for the team, **building a good work environment for the team to work smoothly, efficiently, and happily.** Also, appropriate remuneration for employees must be onsidered according to the Company's framework.



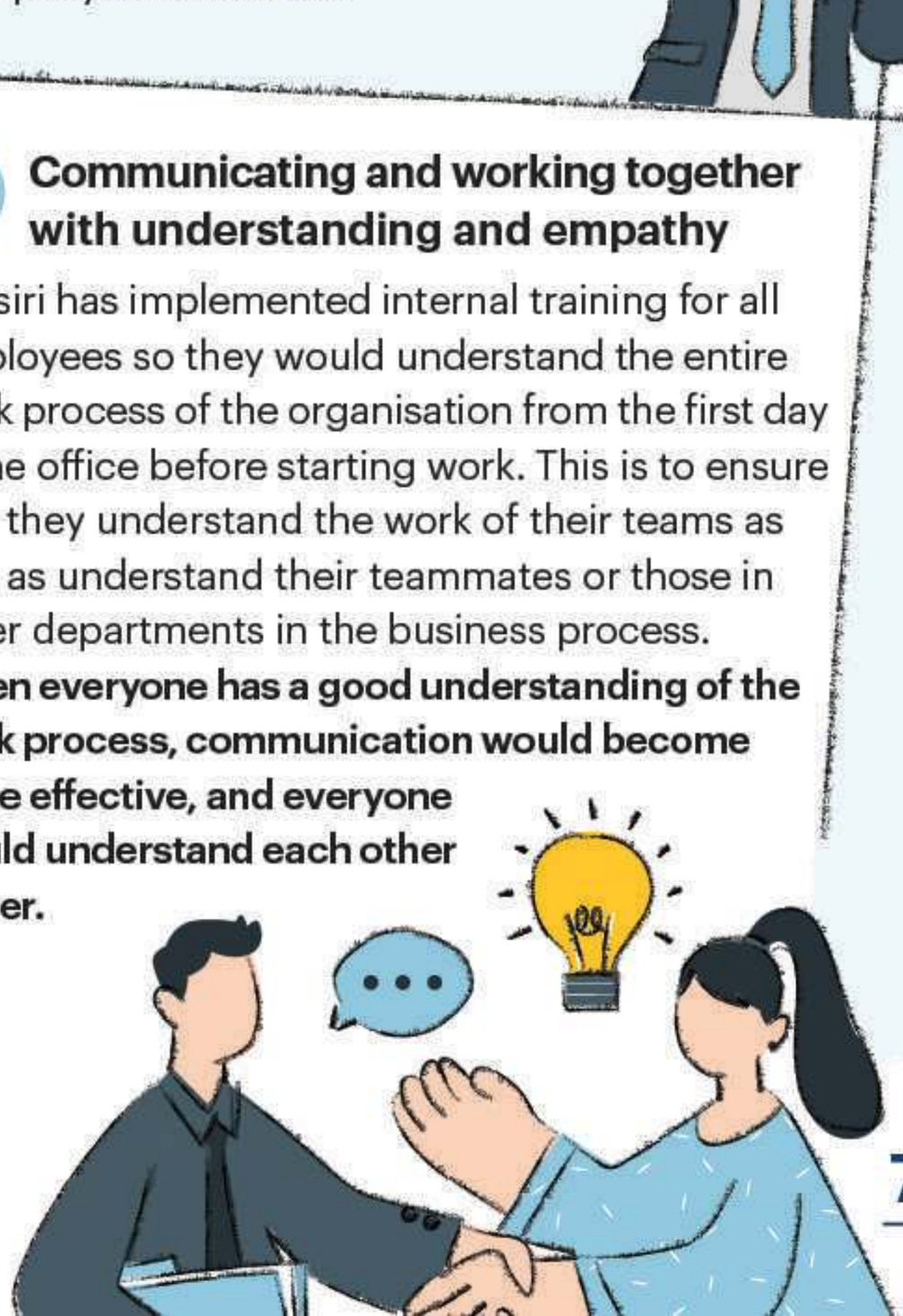
2 Adjust the work system for maximum work efficiency



This is to allow all employees to work qualitatively and to be happy at work every day. Therefore, the organisation places **importance on planning and implementing work that emphasises maximum efficiency,** with the department executives and supervisors jointly designing the work process and allocating workloads and work schedules for the teams. Also, there must be an adequate number of holidays, and regular talks must be held regularly with employees to collect their feedback.

3 Communicating and working together with understanding and empathy

Sansiri has implemented internal training for all employees so they would understand the entire work process of the organisation from the first day in the office before starting work. This is to ensure that they understand the work of their teams as well as understand their teammates or those in other departments in the business process. **When everyone has a good understanding of the work process, communication would become more effective, and everyone would understand each other better.**



4 Career Advancement

This is a very important factor that will make employees stay with the organization for a long time. Supervisors play an important role in evaluating performance, as well as adjusting salaries and positions. In addition, **Sansiri provides opportunities for talented people with outstanding achievements to grow their careers exponentially,** by developing them to be able to work in a wider variety of jobs, creating leadership quality and acceptance from all parties involved. Also important is the creation of work processes and training that are ready to push each employee to increase knowledge and ability, along with the readiness to grow in their own line of work. or even across functions.

Employees' Care and Welfare

In 2023, Sansiri continued to focus on taking care of employees with equality and thoroughness in every dimension, through the recruitment and development of employee welfare that covers all aspects of life and supports the concept of acceptance of diversity and individual differences. This is part of the **"YOU CENTRIC: Because You Are Important"** strategy. The process is driven by the Welfare in the Business Establishment Committee that was appointed in 2021. This committee consists of employee representatives with consultation with the employer to present ideas and suggestions on welfare arrangements that are beneficial to the employees and appropriate to the prevailing situation.

Because we care about all the happiness of our employees.



Great Benefits "MADE FOR US"

- Annual health check.
- Provident fund contribution of up to 12 percent of salary.
- Discount on exercise classes.
- Group life and accident insurance.
- Emergency loan.
- Discount on Sansiri real estate projects.
- Free shuttle bus from BTS Skytrain station.
- Medical and dental expenses.

In addition, Sansiri has announced the application of additional benefits for employees with diversities in the organisation, including **marriage leave benefits, leave for gender reassignment surgery, funeral leave for deceased partner, and leave to care for partners and adopted children,** etc. In addition, benefits are also provided to cover employees' partners, such as elective vaccination, health insurance and more.



To enhance productivity at Sansiri



Nursery space for mothers and babies



Allowing pets to be brought to the office with space for pets



Food trucks



Smart meeting rooms

Sansiri not only allocates exemplary benefits to the Company's regular employees but also **extends some benefits to temporary or "Plan 1" employees of the Company to foster their job stability.** The Company also promotes the advancement of this group of employees, by giving temporary employees with good performance the opportunity to be upgraded to being full-time, or "Plan 2" employees of the Company.

Outstanding Employee's Care and Welfare Projects

Sansiri has assessed and gathered opinions from employee satisfaction survey results to develop welfare that responds to a variety of needs. **The results of the 2023 satisfaction assessment received a percentage score of 80.67,** with the top three activities and projects for caring for employees that received the highest satisfaction scores are:

- Family welfare and mental health
- Job security welfare and compensation
- Healthcare

as well as other activities that Sansiri arranged for the employees that were mentioned in the survey, such as **"Hero to Net Zero" and "Food Trucks" activities.**

Sansiri Employee Well-being 2023

Sansiri places importance on creating happy lives for its employees and promoting their well-being covering the aspects of health, finances, family, and quality of life at work.

Employee Health Promotion Activities





In addition, Sansiri also organises various activities and campaigns to continuously promote good physical and mental health of employees. In 2023, major health promotion activities included:

- Annual health check-ups
- Jogging club, football club, badminton club
- Siri Campus Fitness
- Sports areas at Siri Campus
- Discounts on fitness courses for employees
- Live music activities at Siri Campus
- **Healthy Well-being** campaign that encouraged employees to create a balance in their lives



“The organisation that the New Generation wants to work with the most.”



This is due to the development of potential and promotion advancement for employees together with the welfare for employees that responds to diverse and equitable needs. Also, it is Sansiri’s commitment to creating an office work environment and the cohesive working lifestyle in a common space to support the work of the new generation.
This has resulted in Sansiri being the only real estate company ranked as one of the organisations the New Generation most want to work with in 2023.

QGEN Thailand Most Attractive Companies 2023

Ranked 25th as the company that the new generation most want to work for.

Top of Mind Diversity and Inclusion Companies 2023

1 of 5 outstanding companies in organisational diversity.



Top 50 Companies that the new generation most want to work for.



TOP 50
SANSIRI
by Business/Commerce Students

Rank 18th as a company that Business/Commerce students most want to work for.

#10
SANSIRI
by Engineering Students

Rank 10th as a company that Engineering students most want to work for.

TOP 50
SANSIRI
by Humanities/Liberal Arts/Education Students

Rank 22nd as a company that Humanities/ Liberal Arts/Education students most want to work for.

TOP 50
SANSIRI
by IT Students

Rank 27th as a company that IT students most want to work for.

TOP 50
SANSIRI
by Natural Sciences Students

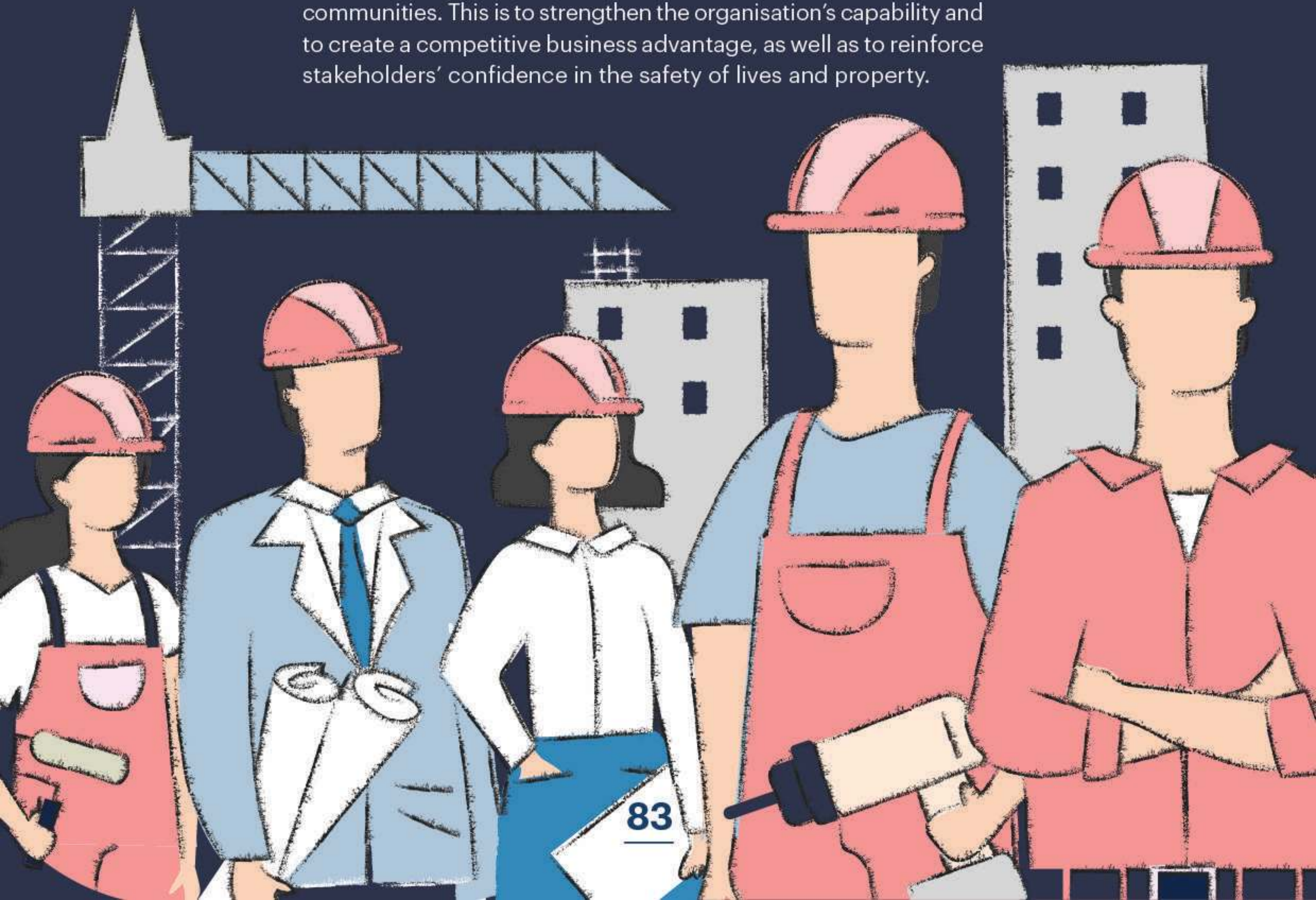
Rank 45th as a company that Natural Science students most want to work for.

OCCUPATIONAL HEALTH AND SAFETY





Sansiri places great importance on safety in the workplace that covers all stakeholders throughout the supply chain, namely, employees, contractors, business partners, and communities, with keen awareness of safety and quality of life, as well as the stakeholders' rights to work and conduct their daily lives safely. Therefore, Sansiri is committed to defining and implementing measures to prevent the risks of unsafe situations that may affect the health, well-being and property of stakeholders. With that in mind, safety and occupational health management are the issues that Sansiri has always given top priority, through the management of the working environment, prevention and reduction of risks of accidents that may occur to employees, partners, or communities. This is to strengthen the organisation's capability and to create a competitive business advantage, as well as to reinforce stakeholders' confidence in the safety of lives and property.



Management Approach

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.

Sansiri's Safety Guideline



Occupational Safety Supervision and Governance



Risk Assessment and Risk Mitigation Measure



Safety Measure in Offices and Projects



Emergency Plan and Incident Inspection, Analysis, and Reports



Campaign to Promote Safety in the Workplace and Provision of Safety Training for Employees and Contractors

Occupational Safety Supervision and Governance

Sansiri is fully committed to developing the occupational health and safety management system to meet standards according to Thai and international requirements. The management have allocated budget, personnel, and resources to assess and formulate a guideline for managing safety and health risks that may be

present at work and set a goal of Zero Accident.

The Company also mandated reviews and follow-ups on operations to strictly comply with safety policies, practices and regulations.



Sansiri has appointed safety committees and officers at various levels, including safety officers at executive level, supervisor level and operational level – to be in charge of safety at Siri Campus, construction and project development sites, and the pre-cast factories. The safety officers at all levels are required to undergo training to develop their capabilities in accordance with the Company's standards, as well as laws and regulations. Moreover, the assigned officers are charged with the supervision, monitoring and preparation of operation plans regarding ccupational safety and health and workplace environment, and to prepare fire evacuation plans and various emergency plans, including ensuring compliance with the policy on a monthly basis.

Construction Safety Practices

Sansiri required employees in related fields and general employees to receive training on basic safety, and legally-required safety courses including drills according to plans to prepare and to appropriately respond to emergency 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.











Moreover, the Company has arranged to monitor operations and report on safety on a monthly basis, while also requiring the safety supervision and monitoring for contractors, to ensure that the contractors are fully responsible for their employees and have complied with various rules and regulations, such as the provision of personal protective equipment (PPE) appropriate to the work conditions, organising safety training, safety talk prior to work, preparing work plans in cases of emergencies and for possible first aid responses, as well as creating a checklist for compliance with safety measures and the prevention of negative impact on the environmental. This checklist is to be used for the monitoring and follow-ups on the tasks related to health and safety and to report accidents at work to reduce the risk of repeated incidents.

In addition, Sansiri also considers any possible safety impacts on the communities surrounding the real estate projects under development, by incorporating the assessment of safety issues in the preparation of the Environmental Impact Assessment (EIA) reports prior to the construction of every high-rise project. Also, a team of consultants is assigned to survey surrounding areas to assess the condition of existing buildings and clearly define safety measures, procedures and safety standards. Warning signs are also posted in front of the construction site, stating the details of the project, along with the installation of red or orange flashing warning lights indicating a construction zone. A complaints box is installed with the display of contact phone numbers in case of complaints. The contractor or the consulting team would then receive the complaints and come on site to find ways to rectify any possible problems concerning the work.

Although the COVID-19 virus pandemic situation has improved, Sansiri is still vigilant and also attaches importance to the safety of employees and contractors working at construction sites. Sansiri has put in place measures to control and prevent the outbreak of the disease to reduce the risk of the infection spreading in the vicinity. The measures implemented are:



ATK testing of new workers before starting work.



Providing alcohol gel for hand cleansing.



Screening new employees through their vaccination records.



Measuring body temperature of employees and workers at the beginning of the work day.

Safety practices at Siri Campus

Sansiri has implemented an operational guideline for occupational health and safety that is consistent with the safety, occupational health and work environment policy, along with the communication, publication and provision of knowledge on work safety to employees. This is an attempt to encourage awareness and good safety behaviour at all levels and in every workplace. Emphasis is placed on considering opinions from employees from all departments regarding the enhancement of safety and occupational health in the workplace. The suggestions and comments received are discussed in the safety committee meetings to update safety precautions as well as providing assistance and compensation to employees in the event of an accident.

In order to promote knowledge and safety culture within the organisation, Sansiri has organised safety training courses as required by law and other basic safety precautions to employees in each of the departments, including all regular employees as well as relevant contractor partners. Also included are the drills according to the emergency plan to prevent and prepare for contingencies and to respond appropriately to emergencies in real situations.

Safety Training at Siri Campus



1 **Chemical spill drill for cleaning staff.**

2 **Training course for employees who have been assigned as fire evacuation leaders.**







3 Primary fire suppression and evacuation drills, conducted twice a year





4 Safety road show about emergency response in Siri Campus



5 Training for shops, canteen and fitness centre employees on the use of fire extinguishing equipment and emergency response

In addition, Siri Campus also organises training for contractors who come to work in the office building area, to create safety awareness for themselves and co-workers. The contractors must strictly comply with relevant laws and follow the Company's safety regulations, including completion of the safety training course before commencing work. The training course covers the following topics:



- Safety in the use of tools, machinery, and personal protective equipment
- Company safety regulations
- Safety at work
- Control of work areas and cleanliness

With care and focus on the health and safety of employees and visitors at Siri Campus, the Company has applied measures to prevent and control the spread of diseases to continually reduce risks.





Siri Campus Building

- Provide hand cleansing gel at various points in the building.
- Apply disinfectant films on door handles and change them monthly.
- Spray disinfectant in common areas within the building.
- Housekeepers apply disinfecting alcohol on various points of contact such as door handles, elevator buttons, stair railings, etc.

Safety practices at Precast Factory

Sansiri monitors and evaluates compliance with safety regulations covering all of the Company's operating areas. For the precast factory which are areas considered to be a hazard risk due to the nature of operation, the factory has put in place a procedure to monitor, assess work process, identify dangerous flash points in each work area, as well as inspecting work safety. This is to ensure that each area has made adjustments and corrections to ensure work safety and to promote an ideal working environment for the employees.

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 response training



Safety training for drivers



Annual fire drill

Risk Assessment and Mitigation Measure

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.

Risk Assessment Process



Hazard Identification
Identify possible hazards existing at each step of the work process.



Risk Level Assessment
Consider the likelihood and severity of those hazards.



Risk Management Plan Development
Develop workplan and procedure to reduce the risks.

In 2023, Sansiri conducted a risk assessment and found that construction safety continued to pose risks that still required strict management in order for the Company to achieve its "Zero Accident" goal in every project. Therefore, the operation areas at all Sansiri projects have been required to follow established safety measures which are:

1 **Installation of safety warning signs in front of project sites**



2 **Installation of fire extinguishing equipment** that are regularly inspected and are attached with the operating manual, and verified during the supervisor's Site Walk by inspection of the proper use of personal protective equipment; crane safety, as well as installation of guard rails and scaffolding inspection, etc.

Accident Inspection, Analysis and Report

Sansiri has developed the systematic emergency reporting procedures to 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 cases.

Procedure	Reporting Channel	Root Cause Investigation of Accidents
Accident involving employees	Case: Property damaged Case: Injury (Severity at level 5) Case: No Injury	Gather information to draft an accident report for submission to the management, to amend and find ways to prevent, and determine preventive measures to mitigate repeated accidents.

Inspection

To ensure the readiness of safety system in workplace and project operation area,

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, Sansiri assigns the construction managers to be 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.



Evaluation of Management Approach

Safety Activities at Precast Factory and Construction Sites.

Sansiri conduct safety 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 hazard risk or arising cases.

Safety projects implemented in 2023:

Project Showcase

- Pre-working narcotic testing.
- Alcohol testing of lorry drivers.
- Increase lighting in work areas and roads in factories.

Through the strict implementation of the Occupational Health and Safety operating procedure, the 2023 results showed that

Sansiri was able to reduce the number of work-related accident to only 12 cases, down from 39 cases in 2022.

HUMAN RIGHTS



Sansiri completely appreciates the role of the business sector in developing the economy, creating jobs, and generating income for "people" who are the main drivers of business operations. At the same time, conducting business may bring about the risk of impacts on human rights, while all the relevant stakeholders would expect the business to be conducted in accordance with the Company's principles of respect for human rights. Moreover, the increasing tendency of financial institutions and international regulatory agencies in various regions to apply comprehensive human rights inspections for application in the review of the companies' processes may affect the operational momentum of the businesses. Therefore, Sansiri has given top priority to its human rights operations, including the appropriate and effective management of human rights issues to mitigate and to reduce the risks.

Based on the United Nations Guiding Principles on Business and Human Rights, Sansiri, as a leading real estate company, is committed to complying with international human rights standards and has initiated a comprehensive review of human rights issues within the organisation, with the aim to be a good role model and to be socially responsible in the business sector throughout Sansiri's value chain.



Management Approach

UNIVERSAL DECLARATION OF HUMAN RIGHTS
DIGNITY, FREEDOM & JUSTICE FOR ALL
Children's Rights and Business Principles
International Labour Organization
United Nations Global Compact
UNITED NATIONS HUMAN RIGHTS
OFFICE OF THE HIGH COMMISSIONER

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 (UNGP)**, as the guiding principles in Sansiri's operations throughout its value chain.





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 support 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 equality promotion policy into the basic lessons in the orientation course for new employees.

Human Rights Due Diligence

In 2023, Sansiri conducted a Human Rights Due Diligence to assess human rights impacts that may occur to rights holders, or those involved in the Sansiri's business operations throughout the Sansiri's value chain, while enhancing the approach to managing human rights issues that may impact employees, business partners and project contractors, as well as customers and communities in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGP). Sansiri's guidelines for managing human rights issues include five steps as follows:





Commitment to the Human Rights Policy

The human rights policy responds to expectations based on the **three pillars of "Protect, Respect and Remedy"** by integrating these pillars into every business activities that cover the treatment of various stakeholder groups, with fairness and equality, to ensure that the people who interact with Sansiri will be protected in accordance with their basic rights. In addition, issues or topics that Sansiri gives importance to include adhering to

- The principles of children's rights, or not using child labour, as stipulated in the policy against child labour.
- The principles for managing compensation without discrimination.
- The caring for a safe quality of life and good hygiene.
- Not committing forced labour.
- Supporting the employment of legal migrant workers.

Additional details of the Human Rights Policy can be accessed through the following link:
https://www.sansiri.com/pdf/SustainabilityReport/policy-human-rights-policy-en.pdf
or scanning qr code provided.

Human Rights Risk and Impact Assessment



Rights Holder Group



Employees and Contractors



Suppliers and Business Partners



Communities



Customers

Human Rights Issues

- Working conditions and employment
- Occupational health and safety
- Illegal labour
- Discrimination and harassment



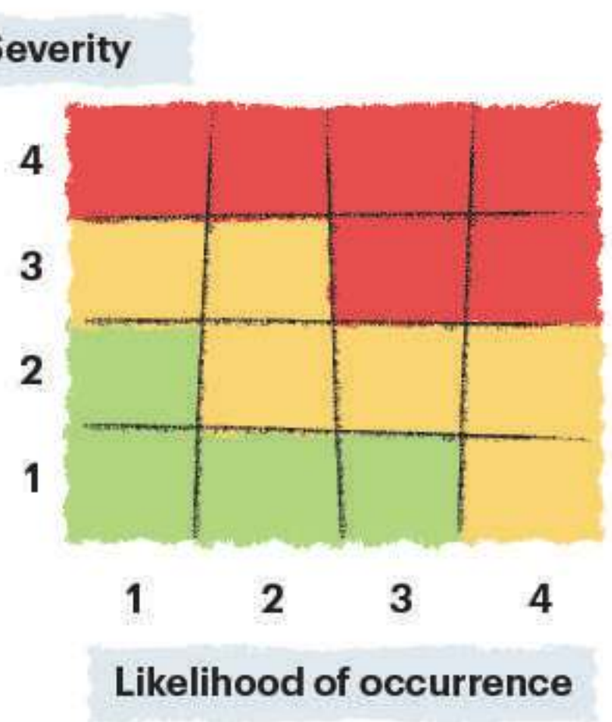
- Acquisition of land
- Living standards
- Personal information
- Other relevant issues.

Human Rights Risk Assessment

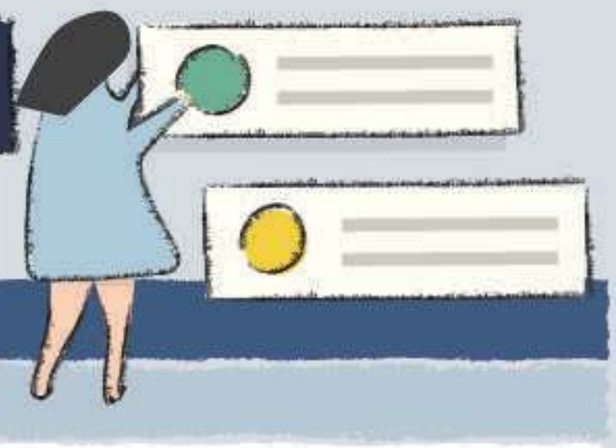
Human Rights Risk Assessment is carried out by considering two factor

- **Severity**
- **and Likelihood of occurrence of the human rights event or issue**

This covers events that have occurred in the past, in the present, and the possibility that they may recur in the future, in conjunction with the risk mitigation measures currently being implemented. This can help to identify whether Salient Issues on human rights risks still remain within Sansiri or not, which will bring about the determination of guidelines and plans for systematic and thorough prevention and correction of human rights issues to be undertaken.



Integration of Assessment Result and Implementation



Human Rights Risk Assessment Result 2023

Salient Issues	Mitigation Measures
Project Development Department – Low Rise and High Rise Projects for Sale and Lease	
Occupational health and safety of employees and contractors in the project.	- Increase the frequency of training on safety measures in Sansiri's construction projects, including emergency protocols, to align with the contractor's work rotation. - Prepare accident investigation reports by analysing the root cause of each incident, particularly the recurring incidents, to define preventive measures and impose them on all contractors.
Community health and safety, living standards, and quality of life .	- Provide training to community leaders before entering the construction site to inform them in the construction period and potential risk factors of accidents during the construction. - Communicate emergency response plans, mitigation, and remedial measures to the community and ensure regular updates in case of any changes. - Analyse and define additional measures for recurring incidents to establish standard operating procedures for construction units.
Customer health and safety.	- Analyse the root cause of each complaint, particularly the recurring complaints, to define preventive measures and establish standard operating procedures. - Increase the frequency of safety training for project personnel, including safety equipment use and emergency response, to ensure they are able to offer basic assistance to residents in case of emergency.

Monitoring and Reporting on Human Rights Performance

The company has provided channels for communication and complaints regarding human rights issues, or to send comments and suggestions through the complaints, or "Whistle-Blowing System" channels, as well as other complaint management mechanism of Sansiri.

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 Call Centre and Sansiri Website: www.sansiri.com

In the event that a human rights complaint is raised, the Call Centre will screen incidents related to human rights, to carry out the investigation while maintaining the no-disclosure rights of the individual, as well as following up on the progress of operations to correct and provide relief to those affected.

Human Rights Impact Mitigation and Remedy

The Company places great importance on correcting the damage incurred in the form of compensation and other types of remedies as stipulated by the Company. A mechanism is in place to consider the appropriate form of compensation, including compensation for damages, monetary or non-monetary compensation, etc. The mechanism can also determine whether the Company has actually and properly remedied or corrected the impact of the human rights violations, as well as to device measures to prevent recurrence in the future.

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

Goal	Performance 2023
The number of complaints about human rights violation to be zero.	0
Child labour and forced labour to be abolished in Sansiri's businesses.	0
The number of complaints about discrimination or unfair treatment to be zero.	0

As a result of Sansiri's stringent management of human rights issues and measures to prevent human rights violations,

no complaints,

or incidents related to human rights violation were found in 2023.

Evaluation of Management Approach

With support on the concept of non-discrimination and respect for human rights, Sansiri realised 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 has been recognised as an outstanding organisation in the treatment of employees based on the concept of being open to differences and diversity, including the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, Queer) group, promoting equality among employees, both in terms of equal growth opportunities and welfare for all genders. In addition, Sansiri gives full cooperation to drive the society in which everyone lives together with full equality through many supportive projects and activities, as follow:

1 Promote the concept of equality in society through SANSIRI BLOG

Sansiri communicates and promotes human rights concepts through the SANSIRI Blog and organises creative activities together with artists to promote the Creative Economy based on ideas that are in line with the trends and lifestyles of the new generation.







2 3-YEAR ROADMAP for 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

2022

- Encourage the Diversity & Inclusion campaign by UNDP
- Share knowledge and case study on which each organisation has taken action, to act as a development guideline for operations related to equality.

2023

- Apply knowledge, create common norms, and practices.
- Connect with suppliers and business partners.
- Participate in seminars or knowledge sharing to stimulate change for the business sector and society.

2024

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

"SANSIRI : LIVE EQUALLY HOUSE"

An art exhibition in collaboration with two artists, "Teayii" and "Chubbynida" through their works that convey the "How You Live Matters" concept, embracing all differences, creating equality that must become common every day and for everyone, including **LGBTQIA+, children, the elderly, and people with disabilities**. This is in the belief that true equality can only be achieved if everyone is given enough **"opportunities"** to live their lives in the individually-preferred way.

Sansiri is not the only mouthpiece in the promotion of equality, but is also committed to developing projects to promote "diversity & inclusion" to ensure that No One Left Behind.

Hiring with Disabilities

In the past year, Sansiri has also moved forward to raise the equality standards for job appltication under the concept of **"We value every potential that is ready to grow together"** by announcing four open positions for applicants with disabilities. These include the positions for:

- Receptionist
- Graphic Designer
- Call Center Officer
- Command Center Officer

Sansiri currently employs 41 disabled employees in various areas.

3 Access to migrant women workers and their families.

World Vision
มูลนิธิศุภนิมิตแห่งประเทศไทย
World Vision Foundation of Thailand

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 laaws 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.**

Labor Rights

- Working Hours
- Social Security Rights

Women and Children Rights

- Pregnancy and Family Planning
- Sexual-transmitted Diseases Prevention
- End Violence against Children
- Birth Certificate Registration

Environmental-friendly Construction

- Waste Separation
- Safety in Workplace

Women's Skill Development

- Hair Stylishing and Face Make-up

In 2023, Sansiri carried out activities 9 camps of Sansiri development projects, bringing the total number of construction sites participating in these activities to 11 camps, or equivalent to



1,432 female migrant workers, out of a total of 2,671 migrant workers who have received training.

4 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.



CORPORATE CITIZENSHIP AND SOCIAL RESPONSIBILITY

The real estate business is intricately linked to quality of life, the well-being of people and communities. Therefore, Sansiri is fully committed to operating its business with consideration for the people and communities surrounding its operating areas, so that the people can enjoy a good life, while the Company will be ensured of long-term business growth. Sansiri is committed to utilise resources, knowledge, and abilities at the Company's disposal to help solve social problems and develop society through various projects that are continuously monitored and the impact on communities carefully measured. In addition to helping the people and communities to enjoy good living conditions, these projects also help to generate income for the community in accordance with the Company's commitment.



In recent years, society had to face many social issues, whether they were the recovering economic situation following the COVID-19 pandemic, the growing climate change issue that continued to affect human life and well-being, the problem of access to quality education, and the increasing inequality in society, etc. These issues require cooperation from all sectors to solve, aimming to mitigate them and enhance the quality of life for people in society, ensuring security and sustainability. The business sector is considered to be an important force that can help to create positive impact on society and help improve the quality of life of people in the community.



Big people must help small people. Reduce disparity. Promote equality





Sansiri is aware of the unavoidable impact of business operations on the community and society surrounding the projects. For this reason, the Company has undertaken a survey of the expectations and concerns of the surrounding communities and society. This is especially true for projects with a high risk of impact, while the preparation of an **Environmental Impact Assessment (EIA)** is absolutely necessary. It has been established that Sansiri has strictly implemented all measures in regard to the community and those specified in the EIA to reduce damage that may occur both directly and indirectly.

In addition, with the determination to help improve the quality of life of people in society and stakeholders, namely, residents, people in the community, children and youth, so they will enjoy a good life in accordance with the Sustainable Development Goals (SDGs) along with long-term business growth that is in line with the Company's policy for sustainable development,

Sansiri has put in place social responsibility strategy

which is aimed at promoting social activities in three areas:

- Health
- Education and life skills promotion
- Equal rights

Sansiri's activities are to address these 4 Sustainable Development Goals:



With the focus on the stakeholder groups, Sansiri takes into account in implementation its social responsibility strategy, consisting of employees and workers within the organisation. Included in the group are vulnerable people at construction sites, the communities surrounding the projects, and society as a whole.

Significantly, Sansiri has established a Corporate Social Responsibility Policy to support the Company's social assistance and development activities and has collaborated with various partners from the local level to the global level.





Additional details of the Corporate Social Responsibility Policy can be accessed through the following link:
https://www.sansiri.com/pdf/sustainability/07-corporate-social-responsibilities-policy-en.pdf
or scanning qr code provided.

Social Investment Management Structure

In carrying out activities for society, communities, and the environment according to the Company's policy, the management shall be given strategic approval from the Corporate Governance and Sustainability The committee, which is responsible for overseeing and promoting the Company's sustainable operations, setting policies, goals, strategies, and drawing up a framework for sustainable development operations. The The committee reports the operating results to the Board of Directors' meeting at least twice a year.





Sansiri promotes sustainable development in cooperation with communities surrounding the projects' operating areas, as well as allocating a budget for donations to help the communities. The main target groups in these communities are children and youth and community groups within and around Sansiri's projects. This is because rights, equally education, and promotion of life skills are considered to be important elements in the Sansiri social activity policy. Therefore, the Company has been contributing its resources, knowledge, and capabilities to help improve the living standards and access to basic rights of socially vulnerable groups. The operations are carried out with the participation of the communities and society.

Evaluation of Management Approach

To enable the business to be constantly successful and to build long-term good relationships with stakeholders, paying attention to stakeholders' opinions is an important factor that allows Sansiri to appropriately and continuously respond to stakeholder expectations. Therefore, Sansiri has established a process to respond to expectations, including applying the assessment results to identify the needs of the communities and society. Sansiri has prepared a survey on expectations and concerns regarding the impact arising from business operations. From the survey on expectations and concerns, one of those concerns, or the main expectation of the community and society, is the operation aimed at promoting youth, education, and sports, along with community development.

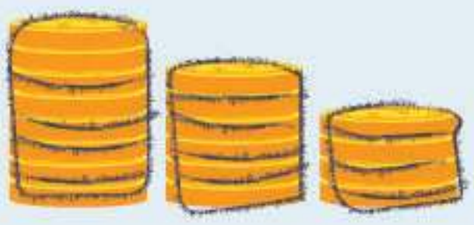






In 2023, Sansiri implemented projects and activities to help and support communities to solve problems and various social and environmental issues, with the commitment to reduce partiality and to promote equality in society through the integration of business knowledge and experience and planned social responsibility operations to develop the community potential and the living conditions of the people in the community resulting for the outcome that met the expectations of the community and society.

Target and Performance



The amount of the support
for social operations
in 2023 was **36,184,582.66** baht in total.

Target

ZERO CHILDREN **DROPOUT**

from the education system
in Ratchaburi Province within **3** years.

Performance

In 2023, a total of **3,771** children received support or were pulled back into the education system.



As of the present, the Zero Dropout project has helped a total of 9,311 children and youth.

Target

Sansiri Academy,

with the 2023 target for at least **1,000** children of residents, children of employees, and children in the community attending the academy per year



Performance



The actual number of participants
at Sansiri Academy for football reached
a total of **1,824 children.**



Enhancing the Quality of Life Through a Focus on the Education of Children and Youth.

1. ZERO DROPOUT เด็กทุกคนต้องได้เรียน Because quality education is the bridge to dreams

"Sansiri's Zero Dropout" – All children must be educated project has entered its second year in 2023.

The project was a collaboration with the "Fund for Educational Equality" (EEF) to solve the problem of educational inequality under the "Education for All" concept. Ratchaburi province was chosen as a area for the pilot project.

"Ratchaburi Model"
In the Ratchaburi Provincial Education District,

about **2.56** percent of all compulsory education students were classified as especially poor. And for this very reason, Sansiri has chosen this province to launch as a pilot project to develop an innovative learning zone to fulfill life's needs. **This project aims to create systematic changes and foster cooperation amongst all sectors in society, to fully manage education,** and promote full collaboration in the area for the long term, including organising activities for employees to join in sharing knowledge and work experiences. Also, it was very useful to provide career guidance to youth in the area and to help develop and renovate the educational surroundings. In this regard, playgrounds and school buildings were built or renovated at 3 schools.





Performance

As for performance in the past year, project partners and agencies in the area have jointly developed implementation plans and three projects to reduce educational inequality under the Zero Dropout project, namely:

1

A national model project to reform education budget management to raise the quality of schools in remote areas according to the equity-based budgeting principle.



2

Project to develop a social protection system for children and youth who are at risk of educational crisis, with sub-projects to ensure the goals are met.



3

Project to develop a flexible education system that meets life's needs. This has become Thailand's first innovation of "1 school, 3 formats" that offers learning space for both formal and non-formal education and "casual" education. Utilised for this project was the potential from experience at work to measure and evaluate academic results and the possibility of obtaining educational qualifications. This has allowed the children to discover their own values, dreams, and future goals, so as to be able to take pride in their self-reliance.

Furthermore, in 2023, Sansiri team went into the field to survey the problems and needs of youth outside the education system in Ratchaburi Province and established a centre to help children and youth in educational crisis together with the Ratchaburi provincial working group

under the Zero Dropout project and were able to help a total of 382 children and youth in crisis.



In addition, another **400** children enrolled at non-formal education centres and casual education, thus increasing the number of children reentering the education system, and preventing them from dropping out to **3,189** children.





The project has opened up the participation of the four Sansiri social pillars, namely customers, employees, shareholders, and society, to participate in helping children through various activities. In the past year, Sansiri has collaborated with partner, Nippon Paint (Thailand) Company Limited,

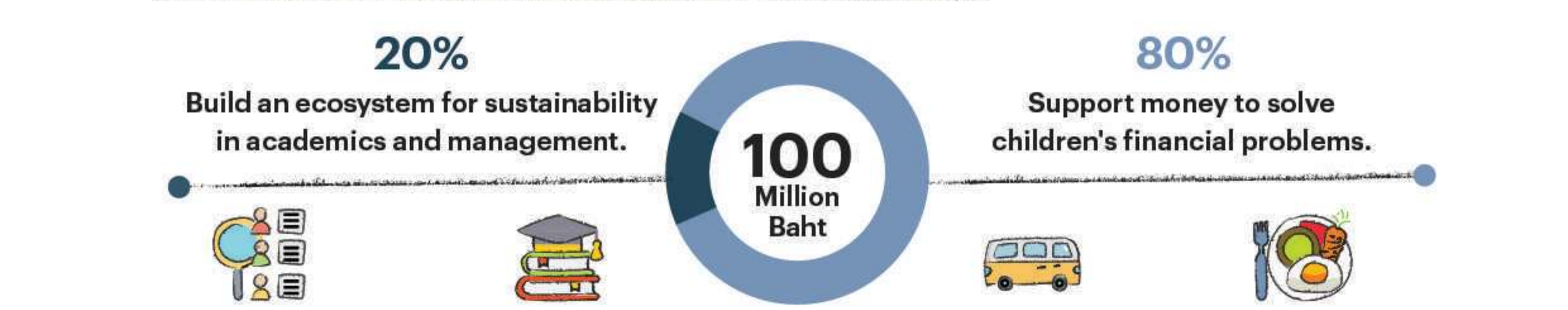
- **donated paint for playground equipment at Wat Na Khun Saen School, Suan Phueng District**
- **donated colour painting for the multi-purpose building at Wat Pleng Kindergarten School, Wat Pleng District, Ratchaburi Province**

Employees from both Sansiri and Nippon Paint volunteered to paint the playground equipment and buildings at both schools.

This activity enabled the schools with a combined 424 students to save 143,774.51 baht as costs for the renovation of playground equipment and buildings.



Project Management Zero Dropout



Project goals



Sub-goals

Children must be in the education system during compulsory age (primary-secondary school) within 3 years.

Provincial government to continuously proceed the project within the area from year 4th onward.

2. Sansiri Academy

SANSIRI ACADEMY

Sansiri is committed to promoting social activities, as well as responding to social activity policies to promote and improve the quality of life for all children and youth. Sansiri Academy Project is a project that provides opportunities for children and youth who are interested in football training to participate at no cost. The project is open to children of Sansiri residents, children of employees, and children from nearby communities. The aim is to improve the quality of life of children and youth through sports and health promotion. Sansiri Academy is now in its 17th year with a total of more than **15,000** participants over the years.



In 2023, Sansiri Academy project

hosted a total of **1,824** children and youth

including **974** new applicants.

4 youths have been accepted into the Thai national team.

Performance

	Promote community acceptance of Sansiri's business operations and satisfaction with the Company.	Satisfaction score for the Company's organisation of social activities **- Excellent 71 percent** **- Good 29 percent**
 **Benefits to Business**	Increase the opportunity to disseminate and introduce information about Sansiri's house, condominium, and townhome projects with the participants and general public.	Increase the opportunity to disseminate and introduce information about Sansiri's house, condominium, and townhome projects with the participants and general public. Percentage of respondents interested in Sansiri projects: **94 percent**
	Reduction in the amount of waste left over from construction. This is considered a saving in waste disposal costs for the Company.	The amount of construction waste that must be disposed of was decreased by **4,500** kilograms, representing a reduction in waste disposal costs of **6,500** baht.
 **Benefits to Society**	Progress to play football at the school or national professional level, including support the higher education, such as through sports quota (or scholarship) to study in the qualified educational institution.	**23** of **1,894** students from 18 schools become football players.
	Reduction in the amount of generated construction wastes resulting reduction of greenhouse gas emissions from the waste management process. 	The amount of construction waste that must be disposed of was reduced by **4,500** kilogrammes. This represents a reduction in the amount of greenhouse gas emissions into the atmosphere by 2 tonne CO2e. The Social Cost of Carbon (SCC) was 966 Baht/ tonne CO2e.

Enhancing the Quality of Life of Communities in and around Sansiri's Project Sites





3 waste to WORTH

แยกขยะ ให้เกิดประโยชน์

Sansiri places equal importance on the environment and society, while it cannot be denied that Sansiri's business activities create construction waste, such as 4.5 tonnes of lightweight concrete brick scraps. According to the study of construction waste management, Sansiri seeks an opportunity to manage waste for maximum benefit along with improving the quality of life of people in the communities and society. This has been expedited by collecting lightweight concrete brick scraps from Sansiri's construction sites and then delivering them to various communities to process the scraps into new products. To further the support, Sansiri then purchased the processed products to use in the projects. This program not only helped to reduce construction waste management costs by more than **6,500** baht, but it also helped to produce extra income for the communities.





Upcycling Product	Collaborated Communities	Amount of lightweight concrete brick scraps	Community Income	Business cost-saving
 **Plant Pots**	Ban Krot Community Bang Krasan Community	**4,500** Kilograms, saving 6,500 baht from waste disposal.	**14,130** Baht	• Reducing waste management cost **6,500** baht. • Reducing plant pots' cost approximately **10,000** baht.

4. Plus Property activities carried out in surrounding communities

PLUS+ for Better

In this activity, Plus Property Company Limited, led by the management team along with the employees, arranged the "Plus for the Better" project involving the development of a childcare centre in Khlong Luang 6 Municipality. The initiation of this project had the expressed objective to participate in the development of the communities surrounding Sansiri's projects. This involved the renovation and improvement of the space in front of the childcare centre. The Plus team also prepared the growing of vegetables in planters and painted the walls to beautify and create a safe and fun space for the children. Moreover, the project also presented coloring sets, stationery, and toys to the children.



The outtake of this project saw the participation of more than 20 employees and resulted in budget saving for the childcare centre to the amount of more than 10,000 baht.





Sharing Happiness, Kindness for Children project

This year, Plus Property joined with residents at more than 390 projects that are managed by Plus to join in the donation of funds to organise the "Sharing Happiness, Kindness for Children" project for children at Pranburi Irrigation School in Prachuap Khiri Khan Province. This project has the objective to create educational opportunities, and develop children's capability to their full potential. The activities involved painting at the football field, planting organic vegetable plots as raw materials for the students' lunch. The vegetable plots also served as a natural learning space for students with knowledge transfer from Plus employees who had the specific experience garnered from developing "Sansiri Backyards" at Sansiri projects managed by Plus Property. A total of more than 40 employees participated in the project

and were able to save the school more than 36,000 Baht in expenses.





AWARDS AND RECOGNITIONS

1 THAILAND SUSTAINABILITY INVESTMENT

SET AA ESG Ratings 2023

Due to the commitment of to continuous and sustainable development, Sansiri has been continuously listed as the sustainable stock **"Thailand Sustainability Investment (THSI) 2023".** This year, Sansiri's SET ESG Ratings is ranked at AA level.

2 CAC CERTIFIED

CAC CERTIFIED

Sansiri has participated in and been certified as a member of "Thailand's Private Sector Collective Action Coalition Against Corruption" (CAC) since 2017 for its commitment to being a transparent and ethical organisation





3 GREEN RESIDENCE

In 2023, Plus Property Company Limited was honoured with the "Green Residence 2023 Environmentally-friendly Buildings" award for 13 buildings. This award bestowed on residential projects in the condominium category as an encouragement for residents and the condominium juristic person committees to participate in the environmentally friendly activities and to help reduce greenhouse gas emissions resulting from reduced energy usage and more efficient waste management.

4 QMAC THAILAND MOST ATTRACTIVE COMPANIES 2023

Sansiri was suitably proud to be selected as the only Thai real estate company to win two major awards from "QMAC Thailand Most Attractive Companies 2023" event. The awards included **"The Organisation that the New Generation Most Want to Work With" award and "1 in 5 Top of Mind Companies" award as one of the "Diversity & Inclusion Companies 2023"** a company that was outstanding in its acceptance of diversity and equality in the organisation. With this award, Sansiri is ranked in 25th out of 55 Thailand and international leading organisations from various industries.





5 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 Awards 2023" event, at which the " brand score" indicator has been adopted to calculate efficiency of communication and brand mentions on social media. This was done by measuring the performance of brands in 29 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.

6 THE MOST POWERFUL BRAND



Sansiri was awarded the "Most Powerful Real Estate Brand" in 2023 from TERRA BKK, as a well known real estate company and brand that stands out in various aspects that customers concern and affect their purchasing decisions, such as being a famous brand, dynamic brand, and trusted brand. As a result of being an all rounding brand, Sansiri is ranked as No. 1 of the most powerful brand in 2023.

7 LIVINGINSIDER AWARDS 2023



Sansiri became the only real estate company to receive two awards at the "Livinginsider Awards 2023". The prestigious awards bestowed on Sansiri were **"Best Concept Condo" which went to the "KHUN by YOO 1st Design Branded Residence" project, and the "Best Investment Home" for the "Narasiri Krungthep Kreetha"** project. In addition, Plus Property Company Limited, a Sansiri subsidiary, also won the "Popular Agent Company" award at the same event.

8 GOLD TROPHY EXCELLENCE IN SEARCH MARKETING

from Marketing Excellence Awards 2023 The award was announced by "Marketing Interactive", an international online brand and marketing magazine. Sansiri received a Gold Trophy in Search Marketing and received a Bronze Trophy Performance Marketing, Digital Marketing, and Marketing Innovation.





9 MOST VALUABLE REAL ESTATE BRAND 2023

Sansiri was recognised as a winner of the real estate business that has the highest future value as of 2023, ranking by the collaboration of Baramizi Group and the Faculty of Commerce and Accountancy, Chulalongkorn University. Sansiri is the No.1 Brand winning 2 big awards of the year.

Sustainability Performance

Economics and Corporate Governance

GRI	Require Data	Units	Years			
			2020	2021	2022	2023
Direct Economic Value Generated						
201-1	**Direct Economic Value Generated**					
	Total revenues	Million THB	34,707.26	29,557.75	34,983.48	39,082.19
	Operating expense	Million THB	3,800.34	4,352.63	4,926.24	4,084.95
	Employee benefits	Million THB	1,863.17	1,956.72	2,621.71	2,785.45
	Payment to governments	Million THB	713.52	706.07	868.84	1,400.47
	Dividend payments	Million THB	848.38	594.38	1,488.55	3,348.32
	Interest payments	Million THB	1,793.97	2,037.96	2,309.10	3,459.15
	Total Community investment	Million THB	41.42	82.74	120.60	145.95
	Type of Philanthropic Activities					
	Donation	Million THB	33.35	27.36	30.36	20.57
	Community investment	Million THB	8.07	10.12	60.13	94.90
	Commercial Initiatives	Million THB	N/A	45.27	30.11	30.48
	Type of Contributions					
	Cash Contributions	Million THB	N/A	44.57	30.00	67.95
	Volunteer	Million THB	1.73	0.05	0.10	0.16
	In-kind giving: product or services	Million THB	N/A	38.17	30.84	30.21
	Management overheads	Million THB	N/A	2.78	2.38	2.67
Compliance with Laws and Regulations						
2-27	**Total number of significant instances of non-compliance with laws and regulations**					
	Instances for which fines were incurred	Million THB	No data	No data	No data	No data
	Instances for which non-monetary sanctions were incurred	Million THB	No data	No data	No data	No data
	Total number and the monetary value of fines for instances of non-compliance with laws and regulations					
	Fines for instances of non-compliance with laws and regulations that occurred in the current reporting period;	Million THB	No data	No data	No data	No data
	Fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods;	Million THB	No data	No data	No data	No data

GRI	Require Data	Units	Years			
			2020	2021	2022	2023
Procurement						
204-1	Amount paid to Thai and international suppliers (supplier and contractor)	Million THB	No data	10,643.12	17,500.00	19,976.87
	Amount paid to Thai suppliers	Million THB	No data	10,621.11	17,493.00	19,364.31
	• Bangkok Metropolitan Region	Million THB	No data	No data	No data	No data
	• Others (Bangkok Metropolitan Region)	Million THB	No data	No data	No data	No data
	Number of all suppliers	No.	No data	No data	4,521	3,965
308-1/414-1	Total number of new suppliers	No.	No data	3,130	842	1,608
	Number of critical tier 1 suppliers	No.	No data	No data	59	26
	Percentage of critical tier 1 suppliers from total suppliers	%	No data	No data	No data	0.66%
	Number of critical non-tier 1 suppliers	No.	No data	No data	No data	79
	Percentage of critical non-tier 1 suppliers from total suppliers	%	No data	No data	No data	1.99%
	Number of suppliers with economic risks	No.	No data	No data	No data	0
	Number of suppliers with ESG risks	No.	No data	No data	No data	0
	Percentage of suppliers with ESG risks from total suppliers	%	No data	No data	No data	0.00%
308-1	Total number of new suppliers assessed against quality environmental criteria	No.	No data	9	7	0
	Total percentage of new suppliers assessed against quality environmental criteria	%	No data	0.29%	0.83%	0.00%
414-1	Total number of new suppliers assessed against quality societal criteria	No.	No data	9	7	0
	Total percentage of new suppliers assessed against quality societal criteria	%	No data	0.29%	0.83%	0.00%
308-2	Number of critical suppliers assessed for environmental criteria	No.	No data	No data	7	26
	Percentage of critical suppliers assessed for environmental criteria	%	No data	No data	0.15%	0.66%
	Number of suppliers identified as having significant actual and potential negative environmental impacts	No.	No data	No data	0	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	0%	0.00%
	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	0%	0%
414-2	Number of critical suppliers assessed for social criteria	No.	No data	No data	7	26
	Percentage of critical suppliers assessed for social criteria	%	No data	No data	11.86%	0.66%
	Number of suppliers identified as having significant actual and potential negative social impacts	No.	No data	No data	0	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	0.00%	0.00%
	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	0.00%	0.00%
Anti-corruption						
205-1	A total number of business units	Units	No data	72	64	78
	A number of units that have been assessed for corruption risk	Units	No data	67	64	78
	Significant risks related to corruption identified through the risk assessment	Case	No data	No data	No data	No data

GRI	Require Data	Units	Years			
			2020	2021	2022	2023
205-2	A number of governance body members communicated with an anti-corruption policies and procedures	Persons	No data	23	21	20
	A percentage of governance body members communicated with an anti-corruption policies and procedures	%	No data	100%	100%	100%
	A number of employees (above VP level) communicated with an anti-corruption policies and procedures	Persons	No data	75	72	71
	A percentage of employees (above VP level) communicated with an anti-corruption policies and procedures	%	No data	100%	100%	100%
	A number of employees (below VP level) communicated with an anticorruption policies and procedures	Persons	No data	3,809	4,130	4,901
	A percentage of employees (below VP level) communicated with an anti-corruption policies and procedures	%	No data	96%	97%	100%
	A number of suppliers communicated with an anti-corruption policies and procedures	Persons	No data	13	2,925	3,868
	A percentage of suppliers communicated with an anti-corruption policies and procedures	%	No data	0.42%	96.45%	97.6%
	A number of governance body members trained on anti-corruption	Persons	No data	0	21	20
	A percentage of governance body members trained on anti-corruption	%	No data	0	100%	100%
	A number of employees (above VP level) trained on anti-corruption	Persons	No data	30	72	71
	A percentage of employees (above VP level) trained on anti-corruption	%	No data	17%	100%	100%
	A number of employees (below VP level) trained on anti-corruption	Persons	No data	3,118	4,130	4,901
	A percentage of employees (below VP level) trained on anti-corruption	%	No data	78%	97%	100%
205-3	Anti-corruption case through Sansiri employees and suppliers	case	No data	0	0	0
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	0	0
Health and Safety impacts of products and services						
416-1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	%	No data	No data	No data	No data
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	0	8
	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	5	9
Customer Privacy						
418-1	Total number of complaints received concerning leaks of customer privacy directly	Cases	No data	1	0	3
	Total number of complaints received concerning leaks of customer privacy from regulatory bodies	Cases	No data	0	0	0
	Total number of substantiated leaks of customer data	Cases	No data	0	0	1

Environmental

GRI	Require Data	Units	Years			
			2020	2021	2022	2023
Total energy consumption						
302-1	**Non-renewable energy sources**					
	Total Non-renewable electricity purchased	Megawatt Hour	7,676.56	12,998.00	13,941.00	26,223.24
	Diesel	Liters	19,309.77	41,476.00	60,203.00	266,372.46
	Benzene	Liters	240.27	23,450.00	17,610.00	458,782.26
	LPG	Kilogrammes	18,183.00	10,953.00	26,657.00	27,424.16
	NGV	Liters	No data	0.00	0.00	0.00
	Renewable energy sources					
	Solar Cell	Megawatt Hour	716.59	904.06	714.38	1,188.68
302-3	Energy intensity	GJ / Million THB	No data	1.78	1.63	2.47
Water Withdrawal						
303-3 (2018)	**Total Water Discharge**	**Cubic metres**	**No data**	**183,368.27**	**291,943.26**	**389,118.00**
	Freshwater (≤1,000 mg/L Total Dissolved Solids)	**Cubic metres**	**No data**	**183,368.27**	**291,943.26**	**389,118.00**
	Surface water	Cubic metres	No data	0.00	0.00	0.00
	Groundwater	Cubic metres	No data	53,306.16	61,201.26	135,722.00
	Seawater	Cubic metres	No data	0.00	0.00	0.00
	Third-party water (Freshwater)	Cubic metres	No data	130,062.11	230,742.00	253,396.00
	Other water (>1,000 mg/L Total Dissolved Solids).	Cubic metres	No data	0.00	0.00	0.00
	Surface water	Cubic metres	No data	0.00	0.00	0.00
	Groundwater	Cubic metres	No data	0.00	0.00	0.00
	Seawater	Cubic metres	No data	0.00	0.00	0.00
	Third-party water (Freshwater)	Cubic metres	No data	0.00	0.00	0.00
	Total water discharge from all areas with water stress	**Cubic metres**	**No data**	**0.00**	**0.00**	**0.00**
	Freshwater (≤1,000 mg/L Total Dissolved Solids)	**Cubic metres**	**No data**	**0.00**	**0.00**	**0.00**
	Surface water	Cubic metres	No data	0.00	0.00	0.00
	Groundwater	Cubic metres	No data	0.00	0.00	0.00
	Seawater	Cubic metres	No data	0.00	0.00	0.00
	Third-party water (Freshwater)	Cubic metres	No data	0.00	0.00	0.00
	Other water (>1,000 mg/L Total Dissolved Solids).	**Cubic metres**	**No data**	**0.00**	**0.00**	**0.00**
	Surface water	Cubic metres	No data	0.00	0.00	0.00
	Groundwater	Cubic metres	No data	0.00	0.00	0.00
	Seawater	Cubic metres	No data	0.00	0.00	0.00
	Third-party water (Freshwater)	Cubic metres	No data	0.00	0.00	0.00

GRI	Require Data	Units	Years			
			2020	2021	2022	2023
Water Discharge						
303-4 (2018)	**Total Water Discharge**	**Cubic metres**	**96,834.52**	**70,892.00**	**90,790.81**	**139,601.52**
	Freshwater (≤1,000 mg/L Total Dissolved Solids)	**Cubic metres**	**No data**	**70,892.00**	**90,790.81**	**139,601.52**
	Surface water	Cubic metres	No data	70,892.00	90,790.81	139,601.52
	Groundwater	Cubic metres	No data	0.00	0.00	0.00
	Seawater	Cubic metres	No data	0.00	0.00	0.00
	Third-party water (Freshwater)	Cubic metres	No data	0.00	0.00	0.00
	Other water (>1,000 mg/L Total Dissolved Solids).	**Cubic metres**	**No data**	**0.00**	**0.00**	**0.00**
	Surface water	Cubic metres	No data	0.00	0.00	0.00
	Groundwater	Cubic metres	No data	0.00	0.00	0.00
	Seawater	Cubic metres	No data	0.00	0.00	0.00
	Third-party water (Freshwater)	Cubic metres	No data	0.00	0.00	0.00
	Total water discharge from all areas with water stress	**Cubic metres**	**No data**	**0.00**	**0.00**	**0.00**
	Freshwater (≤1,000 mg/L Total Dissolved Solids)	**Cubic metres**	**No data**	**0.00**	**0.00**	**0.00**
	Surface water	Cubic metres	No data	0.00	0.00	0.00
	Groundwater	Cubic metres	No data	0.00	0.00	0.00
	Seawater	Cubic metres	No data	0.00	0.00	0.00
	Third-party water (Freshwater)	Cubic metres	No data	0.00	0.00	0.00
	Other water (>1,000 mg/L Total Dissolved Solids).	**Cubic metres**	**No data**	**0.00**	**0.00**	**0.00**
	Surface water	Cubic metres	No data	0.00	0.00	0.00
	Groundwater	Cubic metres	No data	0.00	0.00	0.00
	Seawater	Cubic metres	No data	0.00	0.00	0.00
	Third-party water (Freshwater)	Cubic metres	No data	0.00	0.00	0.00
Water Consumption						
303-5 (2018)	Water consumption	Cubic metres	154,933.80	112,476.48	201,152.45	249,516.48
	Water consumption in water stress area	Cubic metres	No data	0.00	0.00	0.00

GRI	Require Data	Units	Years			
			2020	2021	2022	2023
Waste by type and disposal method						
306-3 306-4 306-5 (2020)	**Hazardous waste**					
	Total hazardous waste	**Tonnes**	**144.12**	**637.10**	**437.46**	**13.50**
	• Recycling	Tonnes	2.00	1.00	3.56	12.40
	• Incineration (mass burn)	Tonnes	5.84	0.10	1.30	0.00
	• Landfill	Tonnes	136.28	342.60	432.60	1.10
	Non-hazardous waste					
	Total non-hazardous waste	**Tonnes**	**207.53**	**1,020.65**	**560.82**	**5,692.60**
	• Recycling	Tonnes	23.58	312.37	23.49	3,079.70
	• Incineration (mass burn)	Tonnes	0.00	0.01	0.00	0.00
	• Landfill	Tonnes	183.95	502.62	537.34	2,612.90
Materials						
301-1 301-2	**Townhouse**					
	House					
	Concrete Leveling	Tonnes	3,240.00	791.39	4,867.80	5,681.76
	Tile adhesive	Tonnes	453.60	217.44	329.40	384.48
	Skim Coat	Tonnes	220.32	227.56	3,965.00	4,628.00
	Ceiling Board	Tonnes	55.08	41.00	17.08	19.94
	Ceiling sheets + waterproof sheets	Tonnes	297.43	615.00	170.80	199.36
	Wire mesh	Tonnes	38.13	357.16	174.46	203.63
	Irons RB9+DB12	Tonnes	54.43	103.27	273.95	319.76
	Access Door	Tonnes	4.67	3.79	0.04	0.05
	Eave sheets 6 mm.	Tonnes	15.00	156.94	7.93	9.26
	Concrete structure of garages	Tonnes	6,998.40	4,505.61	4,849.50	5,660.40
	Street of housing project					
	Concrete	Tonnes	13,608.00	8,900.00	12,561.12	14,661.50
	Iron wire mesh	Tonnes	49.75	2,670.00	3,861.10	4,506.72
	Reinforced irons	Tonnes	23.18	53.40	1,295.45	1,295.45
	Fence					
	Concrete	Tonnes	1,026.43	2,841.61	6,725.25	7,849.80
	Wire mesh	Tonnes	5.63	155.97	35.87	41.87
	Using recycled concrete panels in construction	Tonnes	0.00	0.00	0.00	0.00

GRI	Require Data	Units	Years			
			2020	2021	2022	2023
301-1 301-2	**Single House**					
	House					
	Concrete Leveling	Tonnes	26,487.90	2,596.65	14,274.00	9,798.00
	Tile adhesive	Tonnes	1,456.06	713.46	856.44	587.88
	Skim Coat	Tonnes	994.46	746.64	7,731.75	5,307.25
	Ceiling Board	Tonnes	448.98	134.52	33.31	22.86
	Ceiling sheets + waterproof sheets	Tonnes	1,902.86	2,017.90	333.06	228.62
	Wire mesh	Tonnes	42.87	1,171.89	340.20	233.52
	Irons RB9+DB12	Tonnes	66.41	338.85	534.20	366.69
	Access Door	Tonnes	11.15	12.44	0.09	0.06
	Eave sheets 6 mm.	Tonnes	80.05	514.95	15.46	10.61
	Concrete structure of garages	Tonnes	14,089.70	14,783.47	9,456.53	6,491.18
	Street of housing project					
	Concrete	Tonnes	39,228.00	27,000.00	50,872.54	34,920.07
	Iron wire mesh	Tonnes	143.42	8,100.00	7,529.14	5,168.17
	Reinforced irons	Tonnes	66.83	162.00	1,295.45	1,295.45
	Using recycled concrete panels in construction	Tonnes	No data	0.00	0.00	0.00
	Fence					
	Concrete	Tonnes	No data	21,755.22	13,114.24	9,001.91
	Wire mesh	Tonnes	No data	1,194.12	69.94	48.01
	Using recycled concrete panels in construction	Tonnes	No data	0.00	0.00	0.00
	Condominium					
	Cement	Tonnes	75,088.68	66,153.81	67,609.38	82,959.71
	Irons	Tonnes	12,142.12	3,669.91	6,984.22	15,914.25
	Gypsum board	Tonnes	41,337.98	2,297.85	120,089.08	26,513.42
	Colouring	Tonnes	2,830.00	1,836.05	374.07	2,733.41
	Tiles	Tonnes	40,434.00	1,626.19	4,634.39	27,443.21
	Precast	Tonnes	23,607.58	2,870.52	10,900.44	32,659.03

GRI	Require Data	Units	Years			
			2020	2021	2022	2023
Greenhouse Gas (GHG) emissions						
305-1	Direct (Scope 1) GHG emissions	Tonne CO2 equivalent	1,221.63	282.55	576.37	1,371.00
305-2	Energy indirect GHG emissions (Scope 2)	Tonne CO2 equivalent	3,837.51	6,443.61	6,844.85	13,110.00
	The amount of electricity according to the electricity bill	Tonne CO2 equivalent	No data	6,443.61	6,844.85	13,110.00
305-1 & 305-2	Total direct and energy indirect GHG emissions (Scope 1 and Scope 2)	Tonne CO2 equivalent	5,059.14	6,726.16	7,421.23	14,181.00
305-3	Other indirect activities GHG emissions (Scope 3)	Tonne CO2 equivalent	27,606.79	2,506,891.21	2,788,278.72	1,915,123.00
305-4	Scope 1 and Scope 2 GHG emission intensity	Tonne CO2 equivalent per million THB	No data	0.23	0.21	0.37
305-6	Particulate matter (PM) emissions	Micro gram per cubic meter	18	50	27	9.3
Useful Area						
	Total useful area	**Sq.m.**	**228,039.61**	**228,039.61**	**252,045.61**	**246,783.61**
	• Sansiri head office	Sq.m.	31,861.14	31,861.14	31,861.14	31,861.14
	• PLUS Property head office	Sq.m.	1,923.88	1,923.88	1,923.88	1,923.88
	• Touch Property head office	Sq.m.	364.31	364.31	364.31	364.31
	• Precast Factory	Sq.m.	171,200.00	171,200.00	171,200.00	171,200.00
	• The Peri Hotel Khao Yai	Sq.m.	5,810.00	5,810.00	5,810.00	5,810.00
	• The Peri Hotel Hua Hin	Sq.m.	5,199.00	5,199.00	5,199.00	5,199.00
	• Habito mall	Sq.m.	11,681.28	11,681.28	11,681.28	11,681.28
	• The Standard Hotel	Sq.m.	No data	No data	24,006.00	18,744.00

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 Liquified Petroleum Gas (LPG) utilisation in Sansiri head Office, Plus Property Head office, Touch Property head office, Precast factory, The Peri Hotel Khao Yai, The Peri Hotel Hua Hin, and Habito Mall. 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. The scope of 2023 remains unchanged as of 2022.
4. In 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. The scope of 2023 remains unchanged as of 2022.
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.
7. Data revision on water consumption within the organization in 2022 due to review of new data.
8. Particulate matter (PM) emissions was a monitoring results from the Precast factory only.

Social

GRI	Require Data	Units	Years							
			2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
Information on employees and other workers										
2-7	**Total number of employees by country and region**	**Persons**	**2,326**	**1,812**	**2,456**	**1,707**	**2,595**	**1,859**	**2,904**	**2,088**
		Persons	**4,168**		**4,163**		**4,454**		**4,992**	
	Catagorised by country and region									
	Asia									
	• Thailand	Persons	2,326	1,812	2,454	1,704	2,593	1,859	2,902	2,088
	• China	Persons	0	0	1	1	1	0	1	0
	• Singapore	Persons	0	0	0	1	0	0	0	0
	• Hong Kong	Persons	0	0	1	0	1	0	1	
	• Taiwan	Persons	0	0	0	1	0	0	0	0
	Europe									
	• The United Kingdom	Persons	0	0	0	0	0	0	0	0
	Americas									
	•The United States	Persons	0	0	0	0	0	0	0	0
	Total number of suppliers by country and region	**Persons**	**18**	**22**	**16**	**21**	**0**	**20**	**14**	**23**
		Persons	**40**		**37**		**20**		**37**	
	Asia									
	• Thailand	Persons	18	22	16	21	0	20	14	23
	• China	Persons	0	0	0	0	0	0	0	0
	Europe									
	• The United Kingdom	Persons	0	0	0	0	0	0	0	0
2-8	**By employment contract and region**									
	Permanent employees	**Persons**	**2,285**	**1,611**	**2,365**	**1,626**	**2,482**	**1,783**	**2,772**	**1,979**
	Asia									
	• Thailand	Persons	2,283	1,609	2,363	1,623	2,482	1,783	2,770	1,979
	• China	Persons	1	0	1	1	0	0	1	0
	• Singapore	Persons	0	2	0	1	0	0	0	0
	• Hong Kong	Persons	0	0	1	0	0	0	1	0
	• Taiwan	Persons	0	0	0	1	0	0	0	0
	Europe									
	• The United Kingdom	Persons	0	0	0	0	0	0	0	0
	Americas									
	•The United States	Persons	1	0	0	0	0	0	0	0

GRI	Require Data	Units	Years							
			2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
2-8	**Contracted employees**	**Persons**	**18**	**45**	**91**	**81**	**113**	**76**	**132**	**109**
	Asia									
	• Thailand	Persons	17	45	91	81	113	76	132	109
	• China	Persons	0	0	0	0	0	0	0	0
	• Singapore	Persons	0	0	0	0	0	0	0	0
	• Hong Kong	Persons	1	0	0	0	0	0	0	0
	• Taiwan	Persons	0	0	0	0	0	0	0	0
	Europe									
	• The United Kingdom	Persons	0	0	0	0	0	0	0	0
	Americas									
	•The United States	Persons	0	0	0	0	0	0	0	0
	By employment type									
	Full-time employees	**Persons**	**2,303**	**1,656**	**2,456**	**1,707**	**2,595**	**1,859**	**2,904**	**2,088**
	Asia									
	• Thailand	Persons	2,300	1,654	2,454	1,704	2,595	1,859	2,902	2,088
	• China	Persons	1	0	1	1	0	0	1	0
	• Singapore	Persons	0	2	0	1	0	0	0	0
	• Hong Kong	Persons	1	0	1	0	0	0	1	0
	• Taiwan	Persons	0	0	0	1	0	0	0	0
	Europe									
	• The United Kingdom	Persons	0	0	0	0	0	0	0	0
	Americas									
	•The United States	Persons	1	0	0	0	0	0	0	0
	Part-time employees	**persons**	**2**	**5**	**21**	**28**	**11**	**18**	**0**	**0**
	Asia									
	• Thailand	Persons	2	5	21	28	11	18	0	0
	• China	Persons	0	0	0	0	0	0	0	0
	• Singapore	Persons	0	0	0	0	0	0	0	0
	• Hong Kong	Persons	0	0	0	0	0	0	0	0
	• Taiwan	Persons	0	0	0	0	0	0	0	0
	Europe									
	• The United Kingdom	Persons	0	0	0	0	0	0	0	0
	Americas									
	•The United States	Persons	0	0	0	0	0	0	0	0

Remarks:

1. Number of employees with disabilities and from other disadvatage groups totalled 42 in 2021, 41 in 2022, and 41 in 2023.
2. Board of Director numbers have not been included in the total number of employees.

GRI	Require Data	Units	Years							
			2020		2021		2022		2023	
			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**	**727**	**405**	**778**	**410**	**1,015**	**734**	**994**	**773**
			1,132		**1,188**		**1,749**		**1,767**	
	• Below 30 years old	Persons	390	242	412	237	549	408	533	402
	• 30-50 years old	Persons	325	159	357	170	448	316	439	362
	• Over 50 years old	Persons	12	4	9	3	18	10	22	9
	Rate of new employee hires	**%**	**31.26%**	**22.35%**	**31.68%**	**24.02%**	**39.11%**	**39.48%**	**34.23%**	**37.02%**
			27.16%		**28.54%**		**39.27%**		**35.40%**	
	• Below 30 years old	%	16.77%	13.36%	16.78%	13.88%	21.16%	21.95%	18.35%	19.25%
	• 30-50 years old	%	13.97%	8.77%	14.54%	9.96%	17.26%	17.00%	15.12%	17.34%
	• Over 50 years old	%	0.52%	0.22%	0.37%	0.18%	0.69%	0.54%	0.76%	0.43%
	New employee hires by level									
	Top Management	Persons	No data	No data	0	0	1	0	1	0
	Senior Management	Persons	No data	No data	1	2	6	0	3	1
	Middle Management	Persons	No data	No data	10	5	10	4	8	1
	Manager	Persons	No data	No data	24	10	33	29	35	24
	Supervisor	Persons	No data	No data	39	20	57	39	63	48
	Officer	Persons	No data	No data	704	373	908	662	893	699
	Employees turnover by age group									
	Total number of employees turnover	**Persons**	**623**	**607**	**720**	**424**	**933**	**573**	**694**	**541**
			1,230		**1,144**		**1,506**		**1,235**	
	• Below 30 years old	Persons	238	209	295	206	382	252	302	223
	• 30-50 years old	Persons	356	376	412	211	519	305	362	309
	• Over 50 years old	Persons	29	22	13	7	32	16	30	9
	Rate of employees turnover	**%**	**26.78%**	**33.50%**	**29.32%**	**24.84%**	**35.95%**	**30.82%**	**23.90%**	**25.91%**
			29.51%		**27.48%**		**33.81%**		**24.74%**	
	• Below 30 years old	%	10.23%	11.53%	12.01%	12.07%	14.72%	13.56%	10.40%	10.68%
	• 30-50 years old	%	15.31%	20.75%	16.78%	12.36%	20.00%	16.41%	12.47%	14.80%
	• Over 50 years old	%	1.25%	1.21%	0.53%	0.41%	1.23%	0.86%	1.03%	0.43%
	Employee turnover by category									
	• Voluntary turnover	persons	No data	No data	No data	No data	No data	No data	675	535
	• Dismissal	persons	No data	No data	No data	No data	No data	No data	10	6
	• Retirement	persons	No data	No data	No data	No data	No data	No data	5	0
	• Death (Non-work related)	persons	No data	No data	No data	No data	No data	No data	4	0

GRI	Require Data	Units	Years							
			2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
Parental leave										
401-3	Total number of employees that were entitled to parental leave	Persons	524	268	367	1,724	2,593	1,859	2,902	2,088
			792		2,091		4,452		4,990	
	Total number of employees that took parental leave	Persons	58	32	54	38	43	44	48	27
			90		92		87		75	
	Total number of employees that returned to work after parental leave ended	Persons	58	28	53	25	38	38	48	25
	Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Persons	34	15	48	14	1	0	30	29
	Return to work rate of employees that took parental leave	%	100.00%	87.50%	98.15%	65.79%	88.37%	86.36%	100.00%	92.59%
	Retention rate of employees that took parental leave	%	58.62%	46.88%	36.92%	36.84%	2.33%	0.00%	62.50%	107.41%
	Total number of employees that took maternity leave	Persons	No data	No data	0	38	0	44	0	27
	Total number of employees that returned to work after maternity leave ended	Persons	No data	No data	0	25	0	38	0	25
	Total number of employees that returned to work after maternity leave ended that were still employed 12 months after their return to work	Persons	No data	No data	0	14	0	0	0	29
Occupational health and safety management system										
403-8	Number of employees who are covered by occupational health and safety management system	Persons	1,433	3,228	1,672	1,171	2,116	11,444	1,864	8,510
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 highconsequence work-related injuries resulting in being unable to return to work within 6 months (excluding fatalities)	Persons	0	0	0	0	0	0	1	2
	Rate of high-consequence work-related injuries resulting in being unable to return to work within 6 months (excluding fatalities)	Persons per 200,000 working hours	0	0	0	0	0	0	0.05	0.02
	Number of work-related injuries not resulting in absences from work	Persons	20	68	15	139	1	15	3	19
	Rate of work-related injuries not resulting in absences from work	Persons per 200,000 working hours	0.53	2.19	0.92	1.49	0.04	0.11	0.14	0.19
	Total number of hours worked	Hour/ year	7,601,280	-	3,250,368	8,677,160	4,976,832	26,916,288	4,384,128	20,015,520

GRI	Require Data	Units	Years							
			2020		2021		2022		2023	
			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	0	0	0	1
Employees training										
404-1	**Number of hours of training per year per employees by level**									
	Total average hours of training employees	**Hour/ employees/ year**	**8.22**	**14.00**	**11.09**	**10.18**	**10.50**	**9.35**	**19.95**	**18.24**
			10.68		**10.72**		**10.02**		**19.23**	
	• Board of Directors	Hour/ employees/ year	0	0	1.00	0.00	0.00	0.00	0	0
	• Top Management (Vice President level and higher to Chief Executive level)	Hour/ employees/ year	1.64	5.47	18.00	2.62	1.29	0.00	4.70	6.16
	• Junior Management (Manager level and higher to Assistant Vice President level)	Hour/ employees/ year	6.41	17.44	2.60	1.58	12.40	18.85	11.26	11.47
	• Operation (Deputy Manager level and lower)	Hour/ employees/ year	8.49	15.49	11.88	11.68	34.63	31.91	13.41	19.42
Performance and career development reviews of employees										
404-3	**Percentage of total employees who received a regular performance and career development**									
	Percentage of total employees who received a regular performance and career development review	**% of total employees**	**94.67%**	**86.98%**	**59.00%**	**41.00%**	**90.02%**	**89.78%**	**91.53%**	**90.90%**
			90.64%		**51.60%**		**89.92%**		**91.27%**	
	• Top Management	% of total employees	0.13%	0.00%	0.07%	0.00%	0.12%	0.00%	0.10%	0.00%
	• Senior Management	% of total employees	1.76%	1.99%	0.94%	0.82%	1.39%	1.56%	1.21%	1.44%
	• Middle Management	% of total employees	2.67%	2.26%	1.44%	1.03%	1.81%	2.37%	2.13%	2.54%
	• Manager	% of total employees	7.91%	11.31%	4.37%	4.66%	6.71%	10.01%	6.40%	9.58%
	• Supervisor	% of total employees	5.93%	9.77%	3.58%	4.18%	6.36%	9.58%	6.82%	8.67%
	• Officer	% of total employees	76.27%	61.64%	48.59%	30.31%	73.64%	66.27%	74.86%	68.68%

Remarks:

1. Contractors have included outsourcing such as security guards, housekeepers.
2. "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.
3. In 2018, 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.
4. 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 offiice, Ratchapark Building, Escape Hotels in Hua Hin and Khao Yai, and Habito Mall.
5. 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.
6. In 2022, scope of occupational health and safety reporting is extended to cover data collected from The Standard Hotel which launched in December 2021.
7. In 2023, Data revision on the rate of new employee hires and employees turnover due to review of new information.
8. In 2023, the retention rate of employees that took parental leave exceeds 100% due to the inclusion of employees who returned from leave in 2022.

GRI	Require Data	Units	Years							
			2020		2021		2022		2023	
			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**	**23**	**0**	**9**	**0**	**9**	**1**	**8**	**0**
			23		**9**		**10**		**8**	
	• Below 30 years old	Persons	0	0	0	0	0	0	0	0
	• 30-50 years old	Persons	2	0	0	0	0	1	0	0
	• Over 50 years old	Persons	21	0	9	0	9	0	8	0
	Top Management	**Persons**	**3**	**0**	**3**	**0**	**1**	**0**	**3**	**0**
			3		**3**		**1**		**3**	
	• Below 30 years old	Persons	0	0	0	0	0	0	0	0
	• 30-50 years old	Persons	0	0	0	0	0	0	0	0
	• Over 50 years old	Persons	3	0	3	0	1	0	3	0
	Senior Management	**Persons**	**41**	**36**	**39**	**34**	**6**	**0**	**37**	**31**
			77		**73**		**6**		**68**	
	• Below 30 years old	Persons	0	0	0	0	0	0	0	0
	• 30-50 years old	Persons	30	22	24	18	3	0	17	14
	• Over 50 years old	Persons	11	14	15	16	3	0	20	17
	Middle Management	**Persons**	**64**	**41**	**60**	**43**	**10**	**4**	**66**	**54**
			105		**103**		**14**		**120**	
	• Below 30 years old	Persons	0	0	0	0	0	0	0	0
	• 30-50 years old	Persons	58	39	51	39	9	4	59	47
	• Over 50 years old	Persons	6	2	9	4	1	0	7	7
	Manager	**Persons**	**185**	**205**	**182**	**194**	**33**	**29**	**192**	**205**
			390		**376**		**62**		**397**	
	• Below 30 years old	Persons	1	2	2	1	0	4	0	3
	• 30-50 years old	Persons	171	192	166	180	31	25	171	183
	• Over 50 years old	Persons	13	11	14	13	2	0	21	19
	Supervisor	**Persons**	**141**	**180**	**149**	**174**	**57**	**39**	**208**	**198**
			321		**323**		**96**		**406**	
	• Below 30 years old	Persons	3	12	2	3	7	3	6	5
	• 30-50 years old	Persons	133	159	138	160	50	35	190	178
	• Over 50 years old	Persons	5	9	6	9	0	1	12	15
	Officer/Staff	**Persons**	**1869**	**1194**	**2,026**	**1,264**	**908**	**667**	**2396**	**1600**
			3063		**3,290**		**1575**		**3996**	
	• Below 30 years old	Persons	712	416	776	392	542	406	962	605
	• 30-50 years old	Persons	1110	757	1,195	829	355	252	1343	949
	• Over 50 years old	Persons	47	21	55	43	11	9	91	46

GRI	Require Data	Units	Years							
			2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
405-1	**Percentage of employees by level and age group**									
	Top Management	**%**	**0.13%**	**0.00%**	**0.12%**	**0.00%**	**0.04%**	**0.00%**	**0.10%**	**0.00%**
			0.07%		**0.07%**		**0.02%**		**0.06%**	
	• 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	%	0.13%	0.00%	0.12%	0.00%	0.04%	0.00%	0.10%	0.00%
	Senior Management	**%**	**1.76%**	**1.99%**	**1.59%**	**1.99%**	**0.23%**	**0.00%**	**1.27%**	**1.48%**
			1.85%		**1.75%**		**0.13%**		**1.36%**	
	• Below 30 years old	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	• 30-50 years old	%	1.29%	1.21%	0.98%	1.05%	0.12%	0.00%	0.59%	0.67%
	• Over 50 years old	%	0.47%	0.77%	0.61%	0.94%	0.12%	0.00%	0.69%	0.81%
	Middle Management	**%**	**2.75%**	**2.26%**	**2.44%**	**2.52%**	**0.39%**	**0.22%**	**2.27%**	**2.59%**
			2.52%		**2.47%**		**0.31%**		**2.40%**	
	• Below 30 years old	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	• 30-50 years old	%	2.49%	2.15%	2.08%	2.28%	0.35%	0.22%	2.03%	2.25%
	• Over 50 years old	%	0.26%	0.11%	0.37%	0.23%	0.04%	0.00%	0.24%	0.34%
	Manager	**%**	**7.95%**	**11.31%**	**7.41%**	**11.36%**	**1.27%**	**1.56%**	**6.61%**	**9.82%**
			9.36%		**9.03%**		**1.39%**		**7.95%**	
	• Below 30 years old	%	0.04%	0.11%	0.08%	0.06%	0.00%	0.22%	0.00%	0.14%
	• 30-50 years old	%	7.35%	10.60%	6.76%	10.54%	1.19%	1.34%	5.89%	8.76%
	• Over 50 years old	%	0.56%	0.61%	0.57%	0.76%	0.08%	0.00%	0.72%	0.91%
	Supervisor	**%**	**6.06%**	**9.93%**	**6.07%**	**10.19%**	**2.20%**	**2.10%**	**7.16%**	**9.48%**
			7.70%		**7.76%**		**2.16%**		**8.13%**	
	• Below 30 years old	%	0.13%	0.66%	0.08%	0.18%	0.27%	0.16%	0.21%	0.24%
	• 30-50 years old	%	5.72%	8.77%	5.62%	9.37%	1.93%	1.88%	6.54%	8.52%
	• Over 50 years old	%	0.21%	0.50%	0.24%	0.53%	0.00%	0.05%	0.41%	0.72%
	Officer/Staff	**%**	**80.35%**	**65.89%**	**82.49%**	**74.05%**	**34.99%**	**35.88%**	**82.51%**	**76.63%**
			73.49%		**79.03%**		**35.36%**		**80.05%**	
	• Below 30 years old	%	30.61%	22.96%	31.60%	22.96%	20.89%	21.84%	33.13%	28.98%
	• 30-50 years old	%	47.72%	41.78%	48.66%	48.56%	13.68%	13.56%	46.25%	45.45%
	• Over 50 years old	%	2.02%	1.16%	2.24%	2.52%	0.42%	0.48%	3.13%	2.20%
Ratio of the basic salary and remuneration of men to women										
405-2	Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation	Ratio	0	0	0	0	45	56	53	47
	• Bangkok metropolitan area	Ratio	No data	No data	No data	No data	39	61	56	44
	• Other provinces	Ratio	No data	No data	No data	No data	50	50	50	50

GRI	Require Data	Units	Years							
			2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
	Non-discrimination									
406-1	Total number of incidents of discrimination during the reporting period	No.	0	0	0	0	0	0	0	0
	• Incident reviewed by the organization	No.	0	0	0	0	0	0	0	0
	• Remediation plans being implemented	No.	0	0	0	0	0	0	0	0
	• Remediation plans that have been implemented, with results reviewed through routine internal management review processes;	No.	0	0	0	0	0	0	0	0
	• Incident no longer subject to action	No.	0	0	0	0	0	0	0	0
	Child Labour									
408-1	Number of projects that are considered to be at risk of child labor	Projects	0		0		0		0	
	Number of suppliers and contectors considered to be at risk of child labor	Persons	0	0	0	0	0	0	0	0
	Force Labour									
409-1	Number of projects that are considered to be at risk of force labor	Projects	0		0		0		0	
	Number of suppliers and contectors considered to be at risk of force labor	Persons	0	0	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.	%	0	0	0	0	100%	100%	100%	100%
	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	Projects	0	0	0	0	45%		53%	
	• Social impact assessments, including gender impact assessments, based on participatory processes	Projects	0	0	0	0	5		8	
	• Environmental impact assessments and ongoing monitoring	Projects	0	0	0	0	5		8	
	• Public disclosure of results of environmental and social impact assessments	Projects	0	0	0	0	5		8	
	• Local community development programs based on local communities' needs	Projects	0	0	0	0	1		3	
	• Stakeholder engagement plans based on stakeholder mapping	Projects	0	0	0	0	11		15	
	• Broad based local community consultation committees and processes that include vulnerable groups	Projects	0	0	0	0	11		15	
	• Formal local community grievance processes	Projects	0	0	0	0	11		15	
	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	0		0		0		0	

GRI
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Disclosure	Location	Omission / Remark
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The organization and its reporting practices		
2-1 Organizational details	2023 One Report	Disclose in One Report
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2-3 Reporting period, frequency and contact point	2023 SD Report Page 6, 127	
2-4 Restatements of information	2023 SD Report Page 115, 117, 120	
2-5 External assurance	See remark	This report is not externally assured.
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2-6 Activities, value chain and other business relationships	2023 SD Report Page 5	
2-7 Employees	2023 SD Report Page 116-118	
2-8 Workers who are not employees	2023 SD Report Page 116-118	
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2-9 Governance structure and composition	2023 One Report	Disclose in One Report
2-10 Nomination and selection of the highest governance body	2023 One Report	Disclose in One Report
2-11 Chair of the highest governance body	2023 One Report	Disclose in One Report
2-12 Role of the highest governance body in overseeing the management of impacts	2023 SD Report Page 23, 27	
2-13 Delegation of responsibility for managing impacts	2023 One Report	Disclose in One Report
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2-16 Communication of critical concerns	2023 SD Report Page 16-20	
2-17 Collective knowledge of the highest governance body	2023 One Report	Disclose in One Report
2-18 Evaluation of the performance of the highest governance body	2023 One Report	Disclose in One Report
2-19 Remuneration policies	2023 One Report	Disclose in One Report
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2-21 Annual total compensation ratio	2023 One Report	Disclose in One Report
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2-22 Statement on sustainable development strategy	2023 SD Report Page 4	
2-23 Policy commitments	2023 SD Report Page 23-24, 28, 93, 98 Website: https://www.sansiri.com/thai/นโยบายการต่อต้านทุจริตและคอร์รัปชัน #sustainability-report	

Disclosure	Location	Omission / Remark
2-24 Embedding policy commitments	2023 SD Report Page 24	
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2-28 Membership associations	2023 SD Report Page 23	
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2-29 Approach to stakeholder engagement	2023 SD Report Page 9	
2-30 Collective bargaining agreements	See remark	Information is not available. Sansiri currently does not collaborate with trade union to establish collective bargaining agreements.
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Readers' Opinion Questionnaire

Your comments on this 2023 Sustainability Report will be directed to further improve and develop the operations and preparation of the Sustainability Report in the following years. Thank you for your cooperation.

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To answer the survey



Contact Channel

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