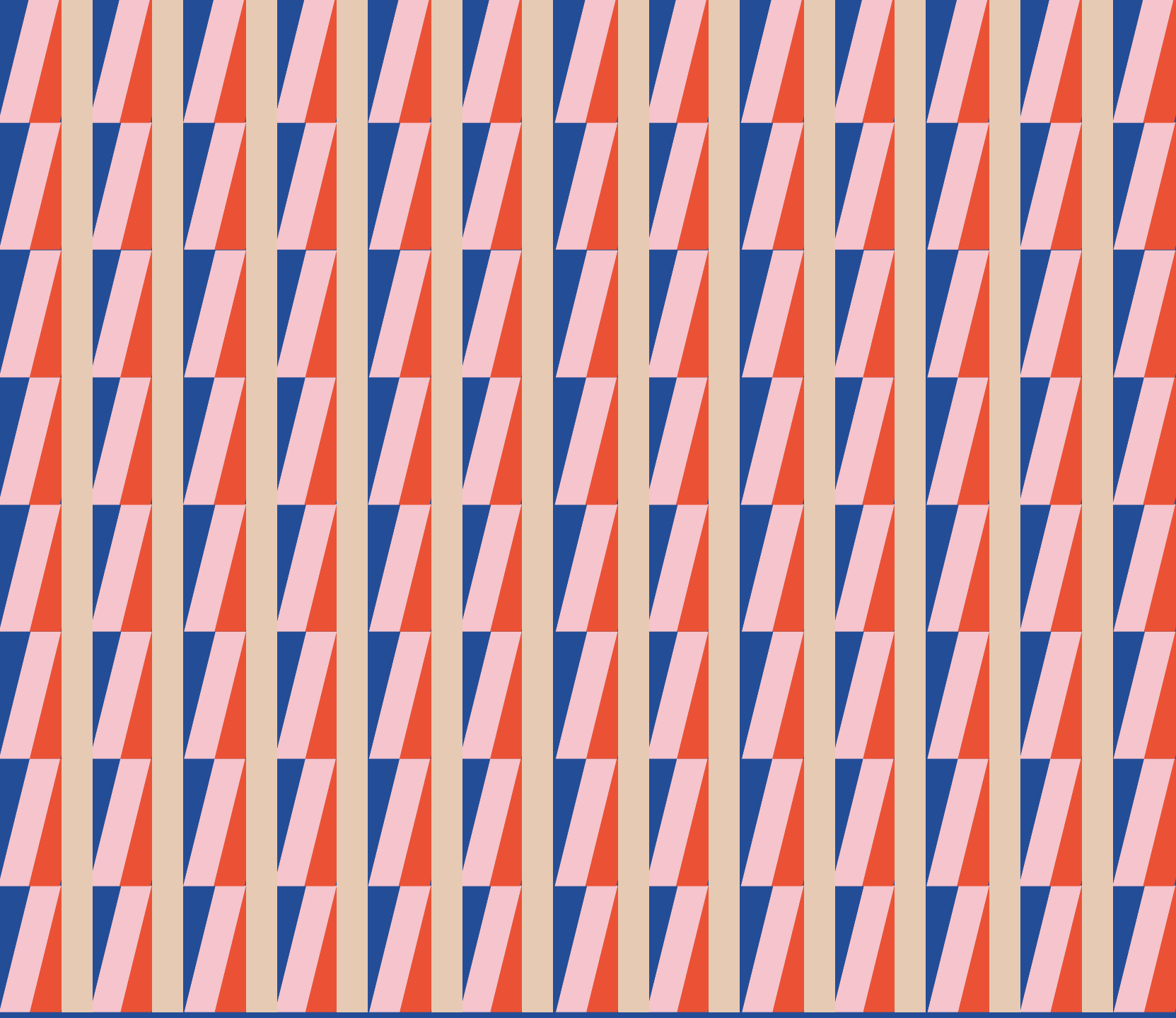

SUSTAINABILITY REPORT 2019

SANSIRI

SUSTAINABILITY REPORT 2019

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CHIEF EXECUTIVE OFFICER'S MESSAGE

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Apichart Chutrakul
Chief Executive Officer

CHIEF EXECUTIVE OFFICER'S MESSAGE

Sansiri's focus in 2019 was to conduct our real estate business by providing extraordinary experiences for our customers and integrating into society, as we believe in "CONSTRUCTING LIFE, NOT JUST BUILDINGS". Sansiri has adopted the principles of sustainable development into our business operations to increase our competitive advantage in the continuously growing real estate industry. Regarding corporate governance, Sansiri continues to conduct business according to our Business Code of Conduct and Anti-Corruption Policy, as governed by the Good Corporate Governance Principle for listed companies, established by the Stock Exchange of Thailand. Sansiri also supports causes for children's rights, by upholding the Children's Rights and Business Principles (CRBP), which Sansiri has upheld for the past thirty-five years.

Apart from sustainable business development, Sansiri is aware of our role and mission as a leader in Thailand's real estate industry. The company considers our stakeholders in a holistic manner, giving importance to the community, society, and environment. The company has established our Sansiri Green Mission strategy, which is the approach in which to conduct our business. Sansiri aims to transform into an environmentally friendly real estate company by 2022, through the integration of technology and innovation in all business units, to minimise environmental impacts that may arise from our business activities. Examples include utilising renewable energy in residential projects to mitigate high PM2.5 levels in the Bangkok Metropolitan Region, through to setting the strategy to promote environmental operations within the company, such as through banning the use of plastic bottles and adopting the "Recycle, Reuse, Reduce, and Renew" principles for waste management.

Sansiri continues to promote children and youth development through our Social Change programme, with an allocated budget of over 49.2 million Baht in 2019 through our partnership with UNICEF Thailand. Initiatives included the Good Space project, which provides safe areas for children living within Sansiri's projects, and donations of over 30 million Baht towards UNICEF's emergency fund, which Sansiri has supported for nine consecutive years.

To prevent child labour throughout the value chain, Sansiri requires that all suppliers must provide written acknowledgment of the Supplier Code of Conduct, which contains a requirement to protect against and reduce the risk of child labour throughout the business' value chain. Sansiri also has various projects that support children and youth to receive the opportunity to develop their quality of life, such as the Sansiri Academy program, which supports children and youth who are skilled in sports to reach their potential and join the national team.

In 2020, Sansiri continues to search for new business opportunities to foster sustainable growth, while remaining environmentally and socially conscious. The company integrates technology and innovation into developing its real estate business, in order to increase the business potential and continue to maintain our status as Thailand's leading real estate company.

Sansiri's progress, in every aspect, would not have been successful without our employees. I believe that our employees at every level play a crucial role in driving the company forward in a sustainable and stable manner, and to achieve our set targets. On behalf of the company, I would like to thank all Sansiri employees for their dedication and ability in enabling Sansiri to grow efficiently while also giving back to society, and advancing our contribution to the country's sustainable development.

AWARDS AND RECOGNITION

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SANSIRI 2019 SUSTAINABILITY HIGHLIGHTS

Total Revenue
26,291 Million Baht

Net Profit
2,275 Million Baht

Net Profit Margin
8.65 %

20 New Projects

4,246 Total
Employees

'Excellent[i]' in the Corporate Governance Report of Thai Listed Companies

Procurement Cost Reduction of more than 300 Million Baht

Greenhouse Gas Emissions Reduction of 2,071.49 Tonnes CO_2 equivalent per year

Energy Cost Reduction from Projects by 2,377.283 Baht per year

82.14 % Reduction in Solid Waste in Sansiri Offices

Resolved All Environmental Complaints

Electricity Generation from Renewable Sources of over 354,675 kilowatt hour per year

Wastewater that was released from all of Sansiri's operational areas were according to set standards

No Safety Complaints regarding Non-Compliance to Safety Laws & Regulations

No Fatalities from All Sansiri Operational Areas

18.06 Average Training Hours per Employee per year

20 Million Baht Investment in Employee Training

4,478 Children Participated in Activities held in 'The Good Space' (i.e. Kids' Safe Zone) in 57 Ongoing Projects

More than 8,000 Children participated in Sansiri Academy with Total Value of 80 Million Baht

Sansiri's Continuous Donations to UNICEF of more than 295.91 Million Baht

Remarks
[i] CG Score 2019 from Thai Institute of Director Association

Awards and Recognition



Sansiri received the award for Most Innovative Interior Design - Thailand 2018 at the International Finance Award 2018, which was hosted by the International Finance Magazine (IFM), a globally renowned financial magazine that is based in the United Kingdom. Sansiri was the only real estate player from Thailand to receive this award, which reflects the Company's commitment to become Thailand's leading real estate developer, who is continuously at the forefront of innovation.



Sansiri received The Most Powerful Real Estate Brand award for the 2nd consecutive year. This award is based on research conducted by TerraBKK, Thailand's leading real estate website. Research results show that Sansiri stands out as an innovation leader in the residential space, understands resident and investor needs, and cares for the environment.



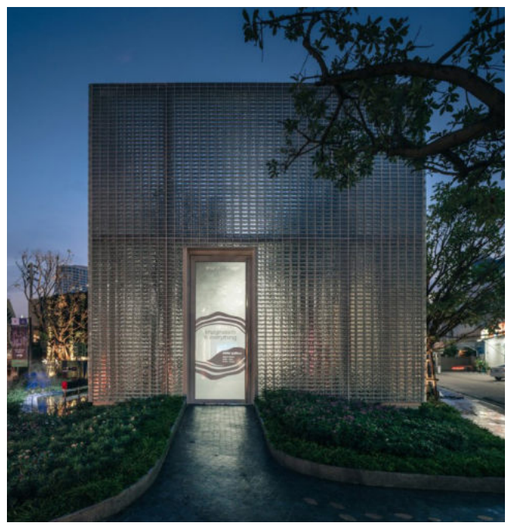


Sansiri received 2 awards from the National Innovation Agency (NIA) - the National Innovations Awards for the Organization (Large) in the Economic Contribution category and Service Design category for the company's comprehensive security services project, which is provided by the 24-hour real-time command center. The project is the first of its kind in Thailand's real estate industry, under the collaboration of Sansiri and Plus Property. The project integrates AI, IoT and Blockchain technologies, from product development through to process enhancement and service innovation.



Sansiri received the Best Developer Thailand Award for the 3rd consecutive year, which is the most prestigious award from the DOT Property Thailand Awards. This demonstrates Sansiri's leadership in the real estate industry, providing the industry's best properties with full-range services, as well as providing customers a convenient residential experience. In addition, its subsidiary company, Plus Property Company Limited, received two awards: Thailand's Best Real Estate Agencies 2019 and Special Recognition Award for Online Marketing.





The Glass Fortress design, sales gallery of the line phahonyothin park, by Sansiri won the Silver Award in Architecture Categories / Other Architectural Designs from the 12th Annual International Design Awards (IDA) in 2018. The project contains an 8-metre high clear glass brick wall, with a garden enclosed in the center, leading up to the sales office. The glass brick structure is able to prevent considerable intrusions of external light and sound.

SANSIRI'S BUSINESS

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VISION

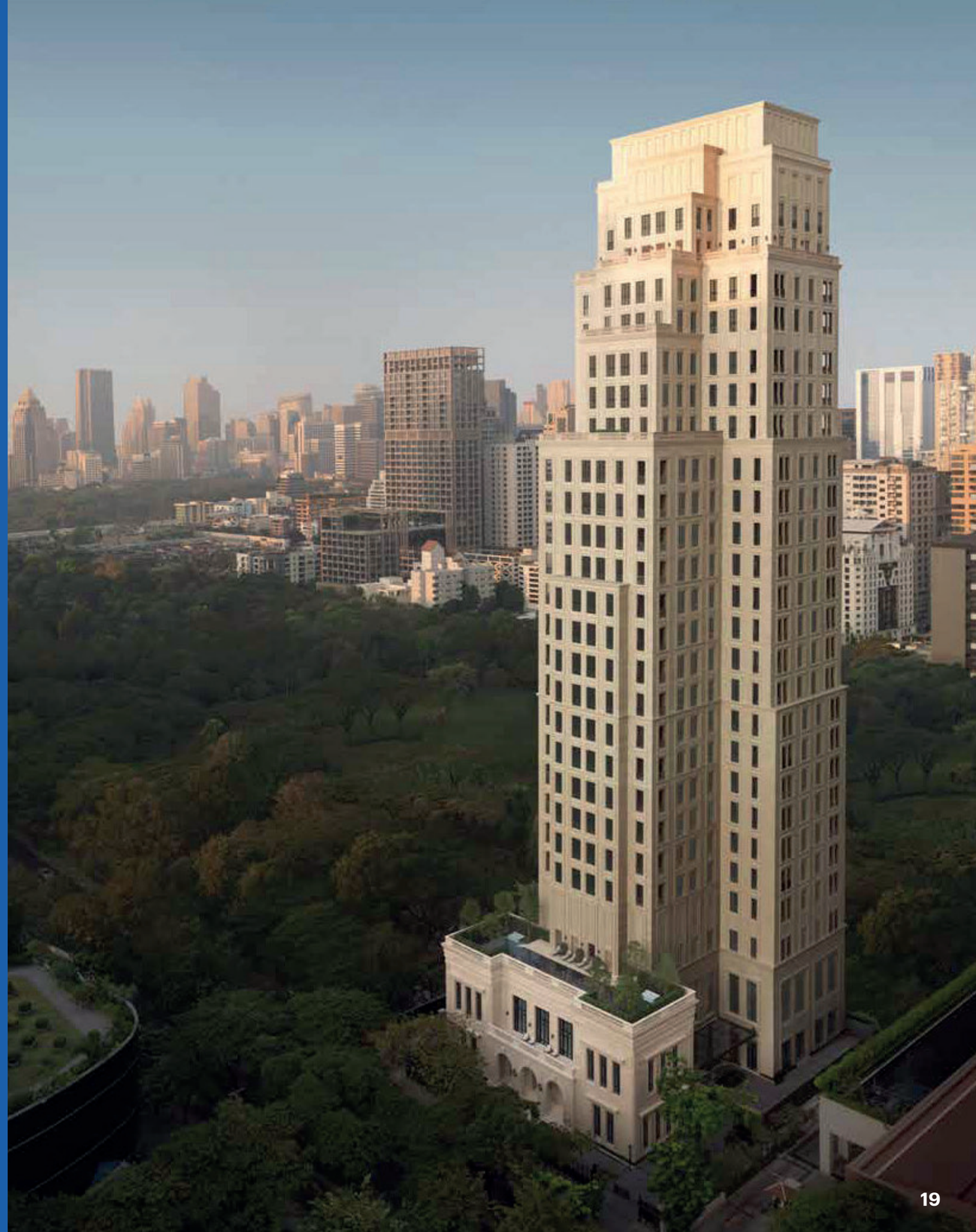
As the leading property developer in Thailand, Sansiri's vision is to enhance a complete living experience. Therefore, we strive to develop a quality of life for all lifestyles - in houses, condominiums, and townhouses – based on our deep understanding and commitment in creating value, as well as maximizing the satisfaction of shareholders, customers, employees, and all Company stakeholders.

MISSION

Sansiri is not only committed to developing and sourcing residences, but to also promote lifestyles and unique experiences. We are truly a part of your community and are here to serve you today, tomorrow, and always.

We operate upon the status of a 'world-class property services group" in Thailand, which provides a fully integrated range of products and services. We collaborate with local and global stakeholders, including shareholders, business partners, employees, and communities, in order to create a good life for everyone.

We are ready to source the best products and services on every level, to respond to all markets, both within Thailand and internationally.



SANSIRI'S BUSINESS

Sansiri Public Company Limited, founded in 1984, conducts real estate development and related businesses, which are the property development, property services, and business investment groups. The Company is listed on the Stock Exchange of Thailand under the stock symbol "SIRI".

Sansiri has business operations in both Thailand and overseas. In 2020, Sansiri relocated its headquarters from 475 Sri Ayutthaya Road, Thanon Phayathai Sub-district, Rajthevi District, Bangkok, Thailand 10400 to 59 Soi Rim Khlong Phra Khanong, Phra Khanong Nuea Sub-district, Vadhana District, Bangkok, Thailand 10110. The company also has sales offices in England, China and Singapore.

Sansiri's Business

Property Development

For sales - includes single-detached house projects, townhouse projects, and condominium projects
For rent - by investing in commercial building project development and selling the rights to lease to customers, and community retail businesses under the brand "Habito"

Investment Business in Thailand and Overseas

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

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

Educational Institution - Satit Pattana School
Hotels - Escape Sansiri Hotel Collection in Hua Hin, Khao Yai and Chiang Mai
Consulting - Quintessentially Lifestyle consulting service business for individuals and the organisation's customers
Events Management - Quintessentially Event and Wedding, which is an all-inclusive service for weddings in Thailand and overseas

SANSIRI PERFORMANCE OVERVIEW

4,246 Total Employees

Total Revenue of 26,291 Million Baht

20 New Projects Launched in 2019, with Total Value of 31,286 Million Baht

Total Operating Expense of 4,644 Million Baht

3,265 Full-time Employees
981 Part-time Employees

Total Presales of 20,535 Million Baht

3,721 Units Delivered to Customers from 100 Projects under the Property Development Business, with Total Ownership Transfer Value of 31,308 Million Baht (including Joint Venture Projects with BTS Group PCL.)

Employee Benefits of 2,489 Million Baht

Dividend Payment of 1,432 Million Baht

2,321 Male Employees
1,925 Female Employees

Tax Payment to Government of 839 Million Baht

Corporate Social Responsibility of 560 Million Baht

(As of 31 December 2019)

	Single-detached House Projects	Townhouse Projects	Condominium Projects	Mixed-Use Projects
Our Projects	112	82	177	3
Projects on Hand	42	19	36	3

Escape Sansiri Hotel Collection Hua Hin and Khao Yai

Total of
53,382 Users
Total Revenue of
95.78 Million Baht

Habito Mall

Total of
789,000 Users/year
Total Revenue of
30 Million Baht/year

Precast Factory

Volume of Precast Concrete Produced of 289,000 Tonnes, with Value of
1,350 Million Baht

(For more information, please refer to the Sustainability Performance Overview section of the 2019 Annual Report https://www.sansiri.com)

SANSIRI'S VALUE CHAIN

Land Acquisition for Project Development

- Project's Feasibility Study
- Customer Targeting and Competitor Analysis
- Risk Analysis, Related Rules and Regulation Concern

Design Development and Project Preparation

- Project Concept Design and Design Development
- Material Selection
- Permission from Authority
- Project Financing

Sales and Marketing Activities Planning

- Sales Plan and Marketing Activities Planning
- Selling Tools and Marketing
- Media Selection
- Mockup of Show Unit

Project Construction

- Contractor, Constriction Management, and EIA Consultant Selection
- Infrastructure Constriction, Precast Production, and Housing Construction
- Project Cost Management
- Quality Assurance and Quality Control

Product Delivery to Customers

- Post-Finance Facilitation
- Product Inspection and Rectification
- Transfer Process

After-Sale Services

- Customer Relationship Management
- Product Warranty
- Home Repair Service
- Juristic Person for Property Management

2019 Sansiri Business Strategy

Increase market share in the townhouse market in high-potential areas, through project launches such as Siri Place

Advance to become the market leader in condominium projects that promote wellness, to support the growing market demand

Commit to penetrate into the international market through high-value products

Use the foundation that was firmly laid out by Sansiri as a competitive advantage to achieve sales goals

Integrate digital strategies to provide the best experience for customers, including strengthening the business foundation

Focus on achieving a balance between quality of work and quality of life, as well as develop capabilities, to foster stronger relations between employees and the organisation

Launched the Sansiri Green Mission project to promote environmental sustainability

Corporate Governance

Sansiri conducts business based on good corporate governance, with social responsibility, fairness to all stakeholders, and maintaining competitive advantage in securing capital investment and increasing long-term value for the organization, in line with its sustainable development principles. Sansiri has established its corporate governance guidelines in line with its policy, as well as set a corporate governance structure with expertise and capabilities in effectively managing the organisation.

Organisational Governance Structure

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

Sansiri Public Company Limited's Board of Directors



Sansiri's governance structure consists of 11 directors, of which 6 are non-executive directors (4 are independent directors, which is more than one-third of the entire board, in line with SEC regulations) and 5 executive directors.

(Further details on Sansiri's organisational governance structure can be accessed in the 2019 Annual Report and website https://www.sansiri.com)

Responsibilities of the Board of Directors and Sub-Committees

Audit Committee	Support the Board of Directors on duties related to financial reports, internal control and audit system.
Nomination and Compensation Committee	Nominate and appoint directors according to set criteria, covering ethics, leadership, and vision.
Corporate Social Responsibility Committee	Assess policies and oversee operations on corporate responsibility towards the society, community, and environment. Appoint a working group to support activities that seek to improve and develop the business, in order to control possible impacts. Ensure that business processes are in accordance with applicable standards.
Risk Management Committee	Review policies, strategy, and measures on enterprise risk management. Oversee, monitor, assess, and exchange information with the Audit Committee and the organisation's internal audit unit. Assess operations of the Executive Office.
Corporate Governance Committee	Set policies on good corporate governance and sustainable development. Oversee operations to be in line with good governance principles, business ethics, and regulatory guidelines.
Executive Committee	Establish the organization's business plan, direction, strategy, structure, and core management. Direct business operations in accordance with the business policy and budget set out by the Board of Directors. Assess and monitor approved business plans, through to reviewing different matters before presenting to the Board of Directors.
Investment Committee	Determine and assess investment plans in companies with high growth potential, joint ventures or investment opportunities related to technology in property services, both in Thailand and overseas. Monitor and evaluate results according to the organisational strategy and the capacity for business expansion, to align with the direction and goals set by the Board of Directors.

Board of Directors Nomination Process

The Nomination and Compensation Committee sets the nomination criteria for Sansiri's Board of Directors, based on professional experience, expertise, and competence to conduct Sansiri's business with vision and leadership. The nomination criteria was establish, regardless of gender, nationality, or religion, to ensure equality and maximum benefits to Sansiri and shareholders. The skills matrix of the appointed 2019 Board of Directors, who are currently holding their position, are shown below:

Skill Matrix

Name	Independent Director	Non-Executive Director	Knowledge/Skills/Expertise/Experience															
			Real Estate Business/ Company's Business Knowledge	Accounting, Financials, and Banking	Economics	Business Administration and Management	Marketing and Competitive Strategies	International Business	Trade/ Investment	Risk Management	Engineering	Legal/Jurisprudence	Realty	Human Resources Management	Environmental Resources/ Sustainable Development	Good Governance	Information Technology	Political Science/ Social Science
1. Mr.Apichart Chutrakul			•	•	•	•	•	•	•			•				•		•
2. Mr.Jesadavat Priebjrivat	•	•	•	•		•	•			•	•				•			•
3. Mr.Srettha Thavisin			•	•		•	•	•	•			•						•
4. Mr.Wanchak Buranasiri			•	•	•	•	•		•	•	•	•	•		•			•
5. Mr.Thongchai Jira-alongkorn		•	•			•	•		•									
6. Mr.Porntat Amatavivadhana	•	•	•	•	•	•	•	•	•		•	•	•	•	•		•	•
7. Mr.Supanit Chaiyawat	•	•	•		•	•	•		•	•	•				•			
8. Mr.Kittichai Raktakanit	•	•	•	•		•	•	•	•					•	•	•		•
9. Mr.Vichaya Chatikavanij		•	•			•	•		•						•			
10. Mr.Uthai Uthaisangsuk			•			•	•	•	•		•	•						
11. Mr.Supakorn Vejjajiva			•		•	•	•	•	•						•		•	

Board Evaluation Process and Criteria

Sansiri's Nomination and Compensation Committee is responsible for setting the criteria and conducting the board evaluation, to develop efficiency and to continually improve the assessment criteria in accordance with the Stock Exchange of Thailand's guidelines.

The Stock Exchange of Thailand's Assessment Guidelines

The board and sub-committees should conduct a self-evaluation at least once a year so that the committees can jointly assess their performance and resolve problems for continuous improvement, by establishing a benchmark to compare performance.

The board and sub-committees should conduct a self-evaluation at least once a year so that the committees can jointly assess their performance and resolve problems for continuous improvement, by establishing a benchmark to compare performance.

The company should delegate an external party to help develop the approach and provide recommendations for board evaluation at least every 3 years, with disclosure of results in the annual report.

In 2019, Sansiri used the self-evaluation method, with criteria based on a maximum score of 100, as follows: Above 85% = Excellent, Above 75% = Very Good, Above 65% = Good, Above 50% = Fair, 50% or below = Poor

Sansiri's Board of Directors' Internal Evaluation Results

Average Board of Directors Score	Audit Committee Score	Nomination and Compensation Committee Score	Corporate Governance Committee Score
96.36 %	**100 %**	**99.33 %**	**97.65 %**

Corporate Social Responsibility Committee Score	Risk Management Committee Score	Investment Committee Score
100 %	**99.4 %**	**92.85 %**

Good Corporate Governance Policy

Sansiri established its good corporate governance policy, in order to lay an excellent corporate governance framework, in accordance with the criteria of the Corporate Governance Report of Thai Listed Companies, by the Stock Exchange of Thailand (SET) and the Thai Institute of Directors Association (IOD).

Ensure equal rights and treatment to all shareholders.

Disclose important information with fairness and transparency, and in a timely manner.

Support the board's responsibilities to foster business' competitive advantage and protect capital.

Increase shareholders' long-term value under a good business ethics framework.

Fight against corruption and refrain from receiving gifts.

Respect the laws and human rights principles, as indicated in the Business Code of Conduct and Supplier Code of Conduct.

Establish processes that consider all stakeholder groups, which are the Company's employees and management, subsidiaries, shareholders, customers, competitors, and suppliers, for sustainable growth for the organisation.

Mandate that all personnel follows the Corporate Governance manual and Code of Conduct.

(Further details on good corporate governance can be accessed in the 2019 Annual Report and website https://www.sansiri.com/pdf/SustainabilityReport/02-corporate-governance-and-code-of-conduct-TH.pdf)

Good Corporate Governance Effectiveness

Good corporate governance is able to build business competitiveness, which reflects the performance of the Board of Directors. In 2019, Sansiri's Board of Directors had a 93% attendance rate, in which 15 meetings were held.

Sansiri's Corporate Governance Awards

Scored full marks (100) for the Annual General Meeting Checklist 2019 of the Thai Investors Association

Received a "Very Good" score from the Corporate Governance Report of Thai Listed Companies 2019

(Further details on corporate governance can be access in the 2019 Annual Report)

Risk Management

Risk management, including that of extraordinary situations, is integral for the company to accomplish its organisational goals and strategy in order to operate efficiently and grow sustainably. Sansiri established its risk management policy and structure, to carry out risk management processes that cover analyzing and determining risk measures on both the organizational and functional levels. This includes the review of risks on a continuous basis and assessing new risk factors that may emerge from shifting customer demands and global trends.

Risk Management Policy

Sansiri established its risk management policy to act as an operations framework to improve risk management on all levels. The policy covers the review, monitoring, and determination of risk management measures.

Promote risk management to be integrated with corporate governance, planning, and reporting processes, both at the operational and strategic levels.

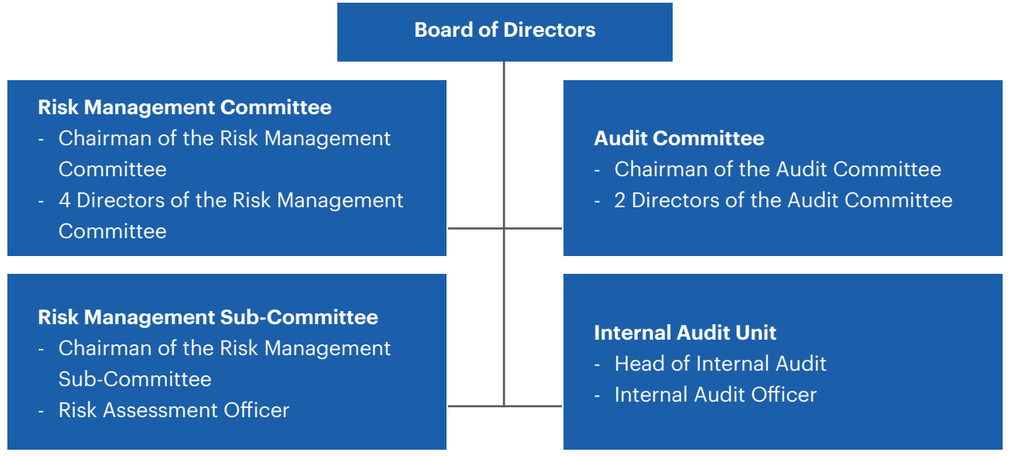
Determine that risk management becomes a part of the uncertainty control and management system, to increase the probability of achieving returns, or to reduce the probability of loss.

Establish a standardized corporate-wide risk management system. This includes the review, monitoring, and determination of risk management measures from existing and emerging risks, which requires that the risk owner be involved in the risk assessment process.

(Further details on Sansiri's risk management can be accessed in the 2019 Annual Report and on the website https://www.sansiri.com)

Risk Management Structure

The Risk Management Committee determines the strategy, policy, and approach for risk management, to act as guidelines to be followed by all Sansiri internal units. The Audit Committee's duty is to express its opinions independently and is responsible for the company's internal audit.



(Further details on Sansiri's risk management structure can be accessed in the 2019 Annual Report and on the website https://www.sansiri.com)

The risk management structure was estabilised to effectively respond to the risk management policy. It consists of the Risk Management Committee, which is in charge of determining the policy and approving risk operation plans. It also consists of the Risk Management Sub-Committee, which is responsible for overseeing the organisation's risks and presenting to the Risk Management Committee for approval, which is in line with the 3-pronged protection approach. In addition, Sansiri plans to develop assessment mechanisms for management, relying on the Key Risk Indicators as a tool to monitor potential risks.

Sansiri's Risk Management Process

Sansiri's risk management process is in accordance with COSO-ERM standards. The process begins with considering the organisation's internal environment, such as management policies, personnel, and work processes, to determine risk management objectives in a manner that aligns with the organisational strategy and risk tolerance. Then, Sansiri identifies risks that may occur within the organisation's units, by considering all external and internal risk factors. Next, Sansiri assesses and prioritises potential risks and set measures to respond to those risks, covering control activities and the monitoring system. Lastly, Sansiri communicates the entire process through its internal communications system and other communication channels.

Sansiri assesses risks from changes in events, classifies risk factors and potential significant impacts, by considering changes to the strategy or measures in the case where the risk factor changes in nature or in risk level. This is to ensure that the protection measures are able to reduce the impacts to be within the risk tolerance.

Risk Factors	Potential Risks	Policy/Solution
Risks from land acquisitions	Inability to acquire land for project developments as targeted, due to a sharp rise in land price, shortages of land in CBD areas, and intense competition among developers.	• Mitigate risks through the land banking strategy for land plots with a tendency for high price appreciation • Create an extensive network of land brokers so that the brokers and property sellers can directly contact Sansiri
Risks from fluctuation in construction material prices	Fluctuation and volatility in construction material prices from competing demands for construction materials will directly impact the cost of project development.	• Establish a bidding process for quality and price comparison • Set pre-agreed delivery prices to mitigate the risk from increased construction material prices • Source more trade partners • Establish special units to closely monitor and to promptly react to changes in the price of major construction material categories.
Risks from shortage of contractors	Sansiri and its subsidiaries have several construction projects in progress, which hold a risk of shortages in contractors and skilled labour that may cause delays in project construction timeline.	• Establish strong relationships with contractors • Apply precast construction to reduce the dependence on small-scale labour and contractors, to create flexibility and the ability to promptly change the operations plan according to the situation.
Risks from unsold units	Economic slowdown resulting in unsold housing stock and actual sales not being in line with the sales forecast.	• Reduce inventory risk through efficient inventory management • Focus on developing single-detached house and townhouse projects in phases • Conduct in-depth research on developing condominium projects to correspond with the target consumer needs
Risks from an increase in interest rates and accessibility to sources of funds	Increased interest rate due to the inability to sell units as forecasted, resulting in reduced credibility among financial institutions and difficulty in securing future loans.	• Earn a reputation as the leading property developer with a strong track record in achieving its target sales, to establish credibility among financial institutions, leading to continued financial support
Risks from condominium projects not receiving the Environmental Impact Evaluation Bureau's approval	There are several development projects that require Sansiri to provide an environmental impact assessment report, which may not receive approval from the Environmental Impact Evaluation Bureau within the planned scheduled.	• Fully comply with EIA conditions • Conduct the environmental safeguards as specified in the TOR, and work closely with contractors to ensure that construction is strictly carried out pursuant to the specifications approved by the EIA report. • Closely monitor the progress for all development projects to ensure that approval is obtained as scheduled.
Risks from international business operations	International business operations carry a risk since they are reliant on funding, good marketing strategies, recognition and acceptance, and must build an international network of reliable partners. They also have to face the economic conditions in each targeted country that may fluctuate according to recent situations.	• Prepare to further expand into the South Korea, Vietnam, Laos, Myanmar and Indonesia markets, to mitigate risks from the declining economic conditions of other countries.

Risk Assessment Workshop

The Risk Management function organised a workshop for senior management and operational staff to prepare a risk profile and set appropriate mitigation measures for risks that may arise during operations. Adjustments were also made to the corporate and departmental risk profiles to use as a tool to control and monitor risk factors according to changes in events. In addition, the Risk Management Committee evaluated the corporate risk profile and department risk profile to monitor operational results and set additional measures to suit the current situation.



The reported results show that operational risks and strategy risks ranked the highest, respectively. Sansiri established control measures to reduce the risk of the above issues by supporting the complete data transfer, human capital development, and business planning. In addition, the Company monitors the progress of mitigation measures at both the organisational and departmental levels every quarter, by organising meetings with the Risk Management Sub-commitees 4 times per year, and the Risk Management Committee 2 times per year, to report on operations progress to the Board of Directors, in order to determine the direction of risk management.

Emerging Risks

Sansiri acknowledges the changes that may occur from global trends and consumer behaviour due to economic conditions or other factors, such as the increasing population migrating to the capital, rise in elderly population, rapid changes in technology, and climate change. Sansiri concludes that these factors could result in emerging risks that can indirectly and directly impact its operations. Therefore, it is essential to prepare for these emerging risks to maintain the company's competitiveness effectively.

Sansiri's Emerging Risks in 2019

Risks from Technological Disruption and Data Leaks

Sansiri recognises the rapidly changing business landscape, especially the integration of innovation and information technology to increase the efficacy of product improvements and customer service. This system is the infrastructure used to support Sansiri's services, and needs to be efficiently managed and controlled, to tighten any security loopholes and prevent cyber attacks that are likely to become more frequent and complex.

Therefore, Sansiri has implemented control measures, from developing the policy according to the Personal Data Protection Act B.E. 2019 (PDPA) and the General Data Protection Regulation (GDPR), to raising employee awareness of data security within the organisation. Moreover, the company has employed the "Devops" model to guarantee quality in application improvements and changes in the information technology infrastructure, in order to operate efficiently and maintain reliability, while retaining a positive user experience.

Unusual Situation Management

Sansiri has established the unusual situation management process to mitigate the severity and protect against impacts that may affect the company's cost and reputation, prevent escalation into crises, and ensure business continuity. Unusual situations may include disputes with external or internal personnel, emergencies caused by natural disasters, political unrests, and events that are of interest to media and society.

Unusual Situation Categories					
Unusual Situation Categories	High Coordination Incidents	External Incident	Internal Incident	Emergency	Crisis
	Code: Grey	Code : Yellow	Code : Black	Code: Orange	Code : Red
Severity		**Least Severe** →		**Most Severe**	
Responsible Units	• Call Centre • Social Media Committee	• Incident Management Team (IMT)	• Investigation Committee	• Emergency Response Team (ERT)	• Crisis Management Team (CMT)

Code of Conduct

Sansiri's established its operational policy in accordance with the Code of Conduct. The company also prepared a corporate governance and business ethics manual, which was reviewed by the Corporate Governance Committee. It is used as guidelines in setting the ethical business standard within the organization and for communication to employees, so that they are well-informed and can perform their duties accordingly.

Sansiri's Code of Conduct

Director's Ethics
Perform duty with honesty and conduct business in compliance with relevant regulations, and review the Code of Conduct annually.

Executive and Employee Ethics
Perform duty according to the organisation's vision to ensure maximum benefits for Sansiri Group and all stakeholders.

Anti-Corruption
Prohibits from receiving goods or benefits, donations or financial support, political favour, business relationships, and procurement.

Unfair Competition
Conduct business according to the law and governmental regulations. Respect the culture and traditions of areas with business operations.

Conflict of Interest
Refrain from any acts or business that may cause a conflict of interest with Sansiri Group.

Customer Treatment
Treat customers fairly and manage the organisation's information system to protect the privacy of customer information.

Human Rights
Treat stakeholders in accordance with the Universal Declaration of Human Rights (UDHR) and Children's Rights and Business Principle (CRBP).

Environment, Occupational Health and Safety
Manage, improve and develop business operations to control the impact on environment, occupational health, and safety.

Information Management and Information Technology System
Record and report information accurately based on facts, and manage information and important documents in a systematic and safe manner.

Prevention of Insider Trading
Prohibit individuals from using Company's confidential internal information to seek personal gains.

Intellectual Property
Protect and maintain the organisation's intellectual property from being violated or distributed without permission.

Vendor Treatment
Companies and external individuals must register in an approved vendor list according to Sansiri Group's process.

(Further details regarding Corporate Governance and the Code of Conduct can be accessed at https://www.sansiri.com/pdf/SustainabilityReport/02-corporate-governance-and-code-of-conduct-TH.pdf)

Anti-Corruption Policy

Transparency, ethics and anti-corruption are the foundations of developing business in a stable and sustainable manner. This includes mitigating threats imposed on the organisation, especially those that can affect the image, reputation and credibility of shareholders and stakeholders involved. Therefore, Sansiri's Corporate Governance Committee were assigned to revise the Committee's charter, including the Code of Conduct and anti-corruption policy, in order to ensure that the operational guidelines is transparent, examinable, and can act as guidelines for employees to prevent damages that is caused by corruption cases to the organization.

Receiving goods or any benefits

Prohibit employees to accepting goods or any benefits from all the stakeholders including gifts, meals and donations. However, directors, executives and employees may receive souvenirs with value of 500 Baht or less during traditional festive seasons or at promotional events.

Giving goods or any benefits

Giving out goods or any benefits must be less than 3,000 Baht and can only be done during traditional festive seasons and in compliance with legal regulations, with prior approval from immediate supervisors.

Charitable donations or sponsorship policy

Giving or accepting financial donation, sponsorship, goods, any other funds, or charity must be done in a transparent manner, comply to law, and not be complicit in bribery.

Political favour policy

Conduct business with political neutrality. Withdraw from supporting or using the company's resources to support politicians, political parties or politically influential individuals, either directly or indirectly.

Business relationship and procurement

Prohibit employees to giving or accepting bribes from suppliers, vendors or any organisation, including public sector and private sector. Conduct business with transparency and in compliance with the law.

(Further details on Sansiri's anti-corruption policies can be accessed at https://www.sansiri.com/pdf/sustainability/01-Sansiri-Anticorruption-Policy-TH.pdf)

Board of Directors' Conflict of Interest Prevention

If a director becomes a stakeholder in a matter, the director shall not be allowed to participate in the decision-making process and shall have no right to vote in that matter.

Provide a clear and transparent process for transactions that may have conflicts of interest. Establish policy and procedures to authorise transactions for the company and its subsidiaries, in compliance with the guidelines set by the Stock Exchange of Thailand.

Evaluate transactions connected to or that potentially have conflicts of interests according to the law and the Stock Exchange of Thailand's regulation, reasonably and to the maximum benefit.

Establish policy and procedures regarding board membership in other companies for the Board of Directors and senior executives, as follows. "In deciding to conduct any business, the Board of Directors, executives, and employees must prioritise the benefits of Sansiri group and its stakeholders with the utmost importance as to avoid allowing personal benefits to affect operations or to make decisions that may cause conflict of interest for Sansiri Group".

Establish a policy to control access to information systems, especially information that can affect stock prices and provides a competitive advantage in the company's business operations. Limit access to authorised personnels only, and review authorisation rights at least twice a year to prevent and monitor any inappropriate use of the company's assets, information and opportunities.

The approval process must not allow transactions whereby the Board of Directors or their attorney has a conflict of interest or is a stakeholder to be approved by those individuals, for the Company or its subsidiaries. The exception is that the approval is a normal business transaction with standard terms and conditions in compliance with the policies, criteria and budget that the Board has already clearly set and approved.

Corruption Risk Assessment

The corruption risk assessment is conducted by the internal Risk Department to identify and present key corruption risks and propose preventive measures to the Risk Management Committee for deliberation, in order to set preventive guidelines. In 2019, the results from Sansiri's corruption risk assessment found no business units with significant corruption risks.

Anti-Corruption

Sansiri appointed the Corporate Governance Committee and Audit Committee to be responsible in overseeing and assessing anti-corruption operations. They also set operational guidelines in line with the policy, and communicate with employees to acknowledge and comply accordingly by requiring the monitoring and evaluation of anti-corruption measures. In addition, Sansiri also set up a project to build anti-corruption awareness among employees on a continuous basis.

Sansiri recognises the importance in developing employee capabilities regarding ethics and has set a communications approach to ensure that the Code of Conduct and anti-corruption policy are acknowledged and signed by employees in compliance. In 2019, Sansiri conducted an internal anti-corruption training programme, with 37.50% of Board of Directors and 52.00% of employees participating.

Internal Anti-Corruption Training Programme

In 2019, Sansiri conducted an internal anti-corruption training programme, with more than 917 employee participants.



Thailand's Private Sector Collective Action Against Corruption Performance

Sansiri joined Thailand's Private Sector Collective Action Against Corruption since February 12, 2018 to emphasize the importance of Sansiri's anti-corruption efforts. In addition, it emphasizes Sansiri's corporate-wide implementation of the anti-corruption policy, so that the company can conduct its business with honesty, transparency, social responsibility, and in line with all stakeholder interests. In 2019, Sansiri remained committed to the anti-corruption practices according to its declaration of intent.

SANSIRI

CAC
PRIVATE SECTOR
COLLECTIVE ACTION AGAINST CORRUPTION

(Further details on Thailand Private Sector Collective Action Against Corruption can be accessed at http://www.thai-cac.com)

Business Ethics and Corruption Complaints Management Process

Whistleblowers file a report through the Whistle Blower Channel

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The responsible corporate governance unit evaluates the complaint within 30-60 days according to the merit of the complaint

↓

Implement measures and operational guidelines, and report progress to the Board of Directors.

Business Code of Conduct Complaints

Sansiri established a complaints management process that ensures fairness and confidentiality for whistleblowers in reporting violations of business ethics in all cases. No demotions, punishments or actions that may negatively impact the whistleblower will be taken, even if that action may result in loss of business opportunities for the organisation.

Moreover, Sansiri created the Whistle Blower Channel for employees and all stakeholders to file complaints and report evidence or opinions. This will lead to investigation, improved personnel development and management to be in accordance with the anti-corruption policy.

Whistleblower Channel

E-mail	CG@sansiri.com
Post Office	Report an incident or filing complaint by sending a letter to one of the following: • Chairman of the Corporate Governance Committee (Independent Director) or; • Chairman of the Audit Committee (Independent Director) or; • Company Secretary (Legal Office) At the following address Sansiri Public Company Limited 59 Soi Rim Khlong Phra Khanong, Phra Khanong Nuea Sub-district, Vadhana District, Bangkok, Thailand 10110.
Website	www.sansiri.com/eng/corporate-governance

SANSIRI AND SUSTAINABILITY

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SANSIRI AND SUSTAINABILITY

Sansiri operates its property development business with the goal of developing quality projects that can best respond to changing global trends and customer expectations. The Company expects that its business activities will play a part in furthering the development of Thailand's real estate industry to meet international standards and comply with sustainable development guidelines. This is an essential part of sustainable business growth in the economic, social and environmental dimensions, which aligns with global trends, the sustainability context of the property development industry, and the different levels of expectations from Sansiri's stakeholders.

Sansiri's Sustainable Development Policy

Sansiri's sustainable development policy was developed by considering the business strategy, covering the economic, social and environmental dimensions in order to create the ability for sustained business growth. At the same time, the policy provides clarity in managing economic, social, and environmental impacts, so that the Company is able to respond to global trends and manage stakeholder expectations.

For Youth

Children and youth are the foundation to a good future for our society. We partnered with external organisations, such as UNICEF Thailand to provide them with aid, support and knowledge development.

For the Environment

Creating a vision of sustainable environmental and energy management, by raising society's awareness on being able to live and use natural resources by knowing their value.

For Governance

Instilling ethics in business operations that is transparent and fair, to the company's board, management and employees, in order to combat corruption and become an exemplary model for society.

Furthermore, Sansiri established an operational approach to develop towards sustainability on an international level, in accordance with the Children's Rights and Business Principles (CRBP), which is developed by the United Nations Children's Fund (UNICEF), UN Global Impact, and Save the Children.

Sustainability Management Structure

Sansiri established its sustainability management structure, which comprises of both the Board of Directors and operations personnel, to demonstrate the company's awareness in sustainable operations and to drive operations to achieve its sustainable development objectives in an effective manner.

Corporate Social Responsibility Committee

- Oversee overall operations regarding sustainability.
- Establish policy and direction for operations regarding sustainability.
- Advise and decide on important issues that relate to corporate sustainable development, through presentations by the Corporate Planning and Sustainability Department.

Corporate Social Responsibility Working Committee, Sustainable Development Department, Office of the President

- Establish operational strategy to related personnel, to ensure efficiency in sustainable development.
- Plan, support, monitor and compile results of the overall sustainability performance to present to the Corporate Social Responsibility Committee.
- Present work plans and reports on sustainability performance to the Corporate Social Responsibility Committee annually.
- Present Sansiri's sustainability performance through various channels, such as the sustainability report or the corporate website.

Moreover, the Corporate Social Responsibility Committee established an operations framework under the Social Change Framework. It applies the environment, social and governance (ESG) principles with its stakeholders, particularly to create a good foundation for children, encourage environmental responsibility, and raise ethical awareness among the Company's employees.

Sustainability Goals

Sansiri established its sustainability goals, to be achieved by 2022, in order to provide an approach to operate sustainably, and to communicate the approach for all functions to follow. The goals cover economic, social, and environmental aspects, to be able to respond to stakeholder expectations.

Sansiri's Values	2022 Sustainability Goals	Progress towards Goal
Customer Centricity Manage customer relationships and expectations to ensure the highest satisfaction, safety and well-being.	■ Achieve year-on-year increase in customer satisfaction rate.	■ The customer satisfaction assessment in 2019 was 95%, an increase from 94.87% in 2018.
Challenge the Ordinary, Create the New Analyse and develop innovations to respond to changing global trends and consumer behaviour.	■ Ensure that projects are able to fulfill the elderly society's demands and address the impact from climate change. ■ Develop eco-friendly innovation to reduce resource use by 10%, compared to the 2017 base year.	■ Sansiri developed new design innovations for both low-rise and high-rise projects, such as the Cool Living Designed Home and solar panel use to reduce Sansiri's energy consumption. Currently, 25 Sansiri projects have installed solar-powered systems, as well as implemented designs that take into account elderly needs in every project. ■ In 2019, Sansiri was able to generate 523.29 MWh of electricity from renewable energy, by installing solar panels. They also helped to reduce greenhouse gas emissions by more than 296 tons CO2 equivalent. Sansiri conducts environmental-friendly innovation projects and have applied eight of those projects to business operations.
Success Synergy Analyse and manage risks within the risk tolerance, and develop human resource capabilities to drive the organisation forward.	■ Every significant risk posed to the organisation is managed within the risk tolerance level in the interest of all. ■ Sansiri's employees receive personnel training as planned.	■ Sansiri appointed the Risk Management Committee to assess risks associated with all aspect of business operations, including conducting new risk assessments at all times. ■ Sansiri set an employee training goal of 17 hours per person per year. In 2019, employees received 18.06 hours of training per person.
Results Oriented Control quality throughout project development.	■ All projects that are delivered to customers are certified by quality, environmental, and safety standards.	■ Sansiri set a goal to achieve a certain quality assessment score for projects that are delivered to customers: no less that 85% for general projects, and 87% for high-value projects. All Sansiri projects must pass the quality and safety standards.
Integrity towards Self & the Organization Govern the organisation in alignment with business ethics, and environmental and safety management throughout the supply chain.	■ All employees comply with regulations and the code of business ethics. ■ All suppliers and contractors comply with regulations and the supplier code of business ethics. ■ All Sansiri business units comply with environmental and safety standards.	■ Sansiri employees at all levels complied with regulations and the code of business ethics. No complaints regarding business ethics were filed in 2019. ■ Sansiri worked with suppliers and contractors by adhering to the supplier code of business ethics. ■ Sansiri has a process to conduct an environmental and safety assessment for every business unit every year, to ensure the quality of life for all employees in the organisation.

Input

Financial Capital
- Cash flow generated 2,131,828,639 THB
- Assets 108,336.02 THB

Manufactured Capital
- Property development 3 Units
- Property services 3 Units

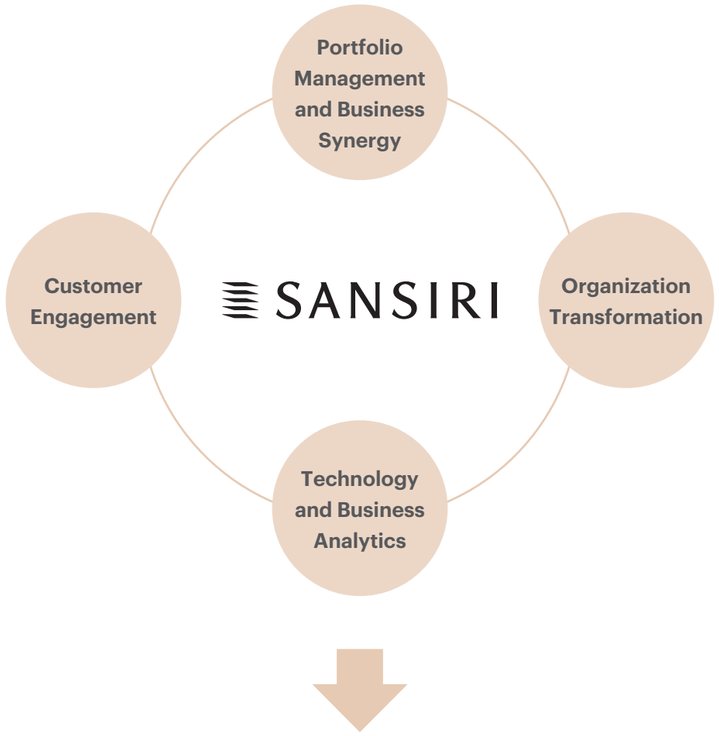
Human Capital
- Number of employees 4,246 persons
- Total employee training investment 20 MTHB
- Company culture

Intellectual Capital
- R&D Investment
- Technology
- Knowledge

Social and Relationship Capital
- Employee relationship
- Customer relationship
- Collaborative relationship (e.g. UNICEF)
- Shareholders confidence
- Community trust
- Corporate social investment

Natural Capital
- Energy 5,890.80 MWh
- Building materials 589,000 Tons
- Water consumption 200,556 m^3

Business Model*



Our Output

Products
- 20 Projects of Property

Emission
- Total GHG emissions 5,816.70 tCO_2eq
- Total waste disposal 2,764.52 tons

*Based on Sansiri Goals (4G)

Outcomes

For Sansiri

Financial Capital
- Revenue 26,291 MTHB
- EBITDA 3,832.69 MTHB

Manufactured Capital
- Depreciation 257,137.96 THB
- Amortization 174,600,285 THB

Human Capital
- Recordable work-related injuries 0 case/200,000 hours

Intellectual Capital
- New R&D projects 8 projects
- Development of new technologies 6 projects

Social and Relationship Capital
- Customer satisfaction 90%
- Number of customers 93,805 customers

Natural Capital
- Cost saving from energy consumption reduction 2,377,283 THB
- Cost saving from materials consumption reduction 300 MTHB

For Stakeholders

Financial Capital
- Dividend (Investor) 0.06 THB/share
- Return on shareholder's equity 7.74%

Manufactured Capital
- Continued to invest in environmental and energy projects

Human Capital
- Employee training benefit 20 MTHB
- Training hours 18.06 hours/person-year

Intellectual Capital
- New project/technology for customer and environment 8 projects

Social and Relationship Capital
- UNICEF performance 30.66 MTHB contribution
- Investment on partnership programs 561 MTHB
- Number of volunteers for community 227 persons
- Supplier spending 1,555 MTHB
- Contribution to community 49.2 MTHB
- Maintaining positive relations with stakeholders, i.e. suppliers, customers, and society

Natural Capital
- The amount of energy consumption reduction 108.97 MWh/year
- GHG emission reduction 2,071.49 tCO_2eq

CUSTOMER RELATIONSHIP MANAGEMENT

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CUSTOMER RELATIONSHIP MANAGEMENT

Sansiri considers every customer to be an integral part of the company's business operations. Therefore, Sansiri focuses on building good relationships with every customer group and providing the best care, from the initial customer viewing through to after move-in. At every stage of customer service, Sansiri conducts a regular customer or resident satisfaction assessment to ensure that our services and project quality truly meet the needs of our customers.

Customer Relationship Approach

Sansiri's services for customers and residents at all business touchpoints are in accordance with the ISO 9001:2015 international standard. Customer relationship building begins at the point of project publicity, through to customer move-in or the use of services within Sansiri's projects. Designated personnel are responsible for each step of the customer or resident journey, to ensure that they receive the most convenient and satisfying experience.

Responsible Departments for Customer and Resident Care

Touchpoint 1

Sales Department
Facilitate project visits, provide information to those who are interested in the project, and assist customers in the contract process.

Touchpoint 2

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

Touchpoint 3

Research and Property Strategy Department
Assess resident's satisfaction after move-in.

Touchpoint 4

Property Management Residential (PMR) Department
Manage the quality of residential projects.

Special Touchpoint 1

Home Care Department
Provide service and repair for houses and room units within the insurance period, after ownership transfer.

Special Touchpoint 3

Call Centre
Answer all enquiries from customers and residents. Coordinate with relevant departments to ensure that they are addressed.

According to Sansiri's Voice of Customer approach, the department that is responsible for each touchpoint is required to conduct a customer satisfaction survey. Sansiri analyses the survey results from each touchpoint, so that the company continually develops and improves the quality of its services.

Touchpoint	Number of Customers	Customer Satisfaction Score of Sansiri Services 2019 (Percentage)
Touchpoint 1	5,443	89
Touchpoint 2	1,297	85
Touchpoint 3	2,054	82
Touchpoint 4	10,360	86
Special Touchpoint 1	3,047	92
Special Touchpoint 3	3,390	96

Customer Service Performance based on 2019 Satisfaction Surveys

90 percent

of customers and residents are satisfied with Sansiri's services, compared to the target of 85 percent.

Customer Relationship Building in Sansiri's Projects

Sansiri forms relationships with all customers and residents, by focusing on project developments that cater to different customers' needs, such as convenience, well-being and safety. Furthermore, the company listens to comments and suggestions from customers and residents, to develop and improve its products and services.

Sansiri organizes relationship-building projects, activities, and channels to engage with customers and residents. Project highlights in 2019 include:

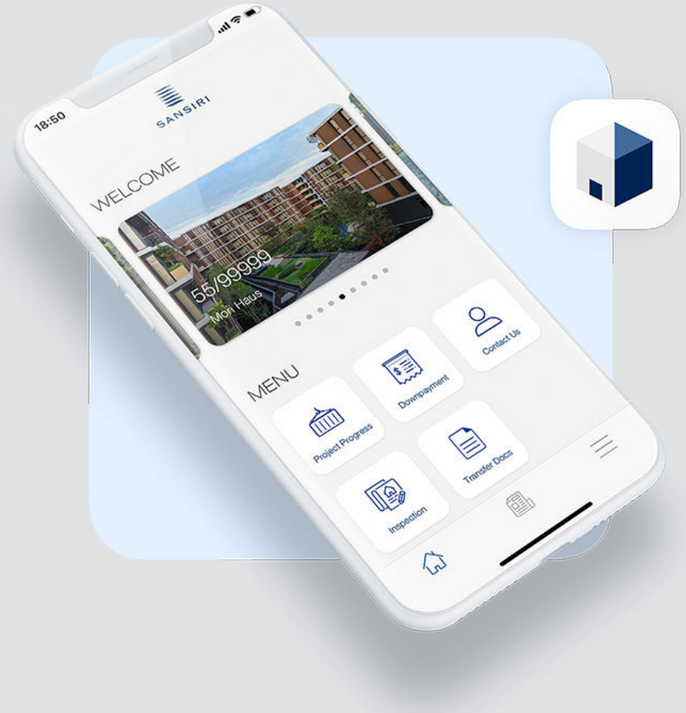
- Lifestyle Hub: Service locations for sharing modern lifestyle experiences. Sansiri currently has five Lifestyle Hubs, as follows:
  - The Cloud at Siam Paragon, for those interested in home living and healthy lifestyles.
  - Sansiri Backyard Bangkok and Sansiri Backyard Hua Hin, for eco-friendly and health-conscious individuals.
  - SIRI House Bangkok and SIRI House Singapore, for those looking to escape the hustle and bustle of city life.
- Sansiri Winter Market Festival, an annual event with over 50,000 attendees, in the fourth quarter.

Furthermore, Sansiri offers privileges for our residents, such as the Move-in Experience campaign, which takes care of moving logistics, cleaning, and room decorations, and Easy Living, which includes various discounts for daily life, to increase residents' convenience.

Sansiri Home Service Application

Sansiri developed an application to increase residents' convenience in various projects, and to provide accessible and prompt services. The application focuses on providing residential care, which includes alerts of conditions that may adversely impact residents. It can also complete Sansiri's property-related financial transactions.

New Features 2019



AQI: Air Quality, Humidity and PM2.5 Levels
Sansiri's residents can check real-time air quality, humidity and PM2.5 levels through the Sansiri Home Service Application.

Fin Gas
Sansiri's residents can order gas delivery through the Sansiri Home Service Application, with fast, accurate and safe delivery guaranteed. Insurance is also included for every purchase.

SB Furniture Package
Sansiri partnered with SB Furniture to provide an exclusive package: residents can customise their interior design with furniture specifically tailored to the sizes of Sansiri's living spaces.

My Account
Sansiri and Siam Commercial Bank launched a new feature on the Sansiri Home Service Application that enables residents to use the application to make payments for water, maintenance, and other fees.

Samitivej Virtual Hospital
Sansiri partnered with Samitivej Hospital to create the Samitivej Virtual Hospital feature, which provides a 24-hour Real-Time Video Call function for any medical inquiries or emergencies.

Customer Relations Complaints

Complaints regarding customer service and care can be reported at any of Sansiri's touchpoints. Sansiri has a process in place to ensure that all complaints are resolved promptly and systematically. Complaints and suggestions are used to develop and improve products and services, which Sansiri continually strives to perfect.

Service-Related Complaints in 2019

20 service-related complaints	**No complaints**	**20 complaints**
reported	are in the process of being resolved	were successfully resolved

Customers' Well-Being and Safety

Sansiri considers the well-being and safety of all residents and visitors, as safety is one of the most important factors in the customer's decision to purchase from Sansiri. In particular, Sansiri focuses on design that provides convenience for people with disabilities and the elderly who are interested in staying at one of our projects. Thus, Sansiri pays attention to each process of project development, from building design, product procurement, service provision to environmental management, in order to satisfy the needs of our customers.

Project Development and Safety Guidelines

Sansiri recognises the importance of safety design and management for all residents. The company assigned the Quality Control Department, Project Procurement Department, and Project Development Department to be responsible for ensuring the safety of all of Sansiri's project development. After the project construction is completed and ownership is transferred, the Residential Management Department under Property Plus Co., Ltd. is responsible for the project's security system, in accordance with safety regulations. Furthermore, the Sansiri Security Inspection Unit trains security officers of their project areas.

Safe Project Development

Sansiri's Quality Control Department, Project Procurement Department, and Project Development Department are responsible for ensuring that all of Sansiri's projects pass set safety criteria. The following processes are in place to instill confidence in residents that Sansiri's products and services pose no risks to their health and safety.

- Ensure that all Environmental Impact Assessment reports for all projects are approved.
- Design the project structure, common areas, and fencing by considering safety and privacy.
- Approve the project design, and inspect product quality and safety prior to the project procurement process.
- Construct the project according to the quality control standards. Inspect and evaluate the quality and safety performance in every project development area on a monthly basis.
- Test building use in order to inspect the quality and safety of the product and project, according to Sansiri's standards prior to the hand-over to customers.
- The Quality Control Unit is responsible for inspecting and providing supporting information to resolve any cases of quality or safety issues that come up after the hand-over.

Property Management Residential Department Safety Policy

Sansiri manages project safety in accordance with our safety and environmental policy, with a focus on building a safety culture throughout the company.

Develop safety systems in the workplace
to instill a safety culture throughout the company.

Set control measures to manage loss
from accidents, to achieve the goal of zero accidents.

Execute the risk prevention and mitigation system
efficiently, to achieve performance according to all safety plans.

Support employees and suppliers
by conducting training and raising awareness on workplace safety, in order to achieve performance according to all safety training plans.

Allocate resources appropriately,
to ensure that occupational health, safety, and environmental management is most efficient.

Proceed according to the Occupational Health, Safety, and Environment handbook
to achieve the standards set out by the safety and environmental policies.

Through the development of LIV-24, Sansiri partnered with Property Plus Co., Ltd. for safety management at various Sansiri projects. LIV-24 is Sansiri's safety management system: it integrates technologies into the projects' security systems and facility management to provide residents with convenient services and reinforce their confidence in their residence, 24 hours a day. LIV-24 is divided into two formats, as follows:

Security Monitoring

Security Monitoring Technologies Around Sansiri Projects

CCTV - Video Analytics
System to detect abnormal movements in various situations.

Real-Time Guard Tour
Real-time status monitoring by security guard patrols at various security checkpoints.

Digital Fence
Smart fencing technology that signals and promptly issues an alert when an intruder is detected in the property area.

Face Recognition
Inspection system for contractors and other service providers such as security and cleaning personnel.

Visitor Management System (VMS)
Screening system for visitors prior to entering the project.

Security Monitoring Technologies

for Homes and Town Home Projects (Expansion Plans)

Intrusion Alarm
Alert when an intruder is in the house, by connecting the signals from security and anti-theft devices inside the home with LIV-24.

Internet of Things (IoT) Facility Management

Central IoT Facility Management

for Condominiums

Preventive Maintenance
Monitor the period of use and repair for various equipment.

Fire Alarm
Send an alert to LIV-24 when the fire alarm is activated. The LIV-24 team will inspect the issue and coordinate with the site.

Building Engineering System
Send an alert when there is a malfunction in the building system, such as a water pump or passenger lift malfunction, or electrical power outage.

IoT Facility Management for Residential Areas

for Condominiums (Expansion Plan)

Smart Meter (Water/ Electric)
Send an alert in the event of water leakage or abnormal water flow rates. Furthermore, send an alert when the voltage is high or low compared to the rated voltage, such as leakage or overload.

IoT Facility Management

for Homes and Town Home Projects

High Voltage Supply Monitoring
Monitor and send an alert regarding the power voltage in the project.

Clubhouse Water Flow Monitoring
Monitor and send an alert regarding water usage in common areas.

Clubhouse Air-Con Status Monitoring
Monitor and send an alert regarding the status of air-conditioner functioning at the project's clubhouse.

Swimming Pool Pump Monitoring, Water Quality Monitoring
Monitor and send an alert regarding the status of the water pumps and water quality in the site's swimming pool.

Sansiri designated the Property Management Residential Department to manage the safety, environment and well-being of all of Sansiri's projects after the first year of ownership transfer.

Responsibility of the Property Management Residential Department



Conduct activities that promote residents' safety, such as the annual fire drill and fire extinguishing practice.



Maintain the tidiness and functionality of common areas, including the swimming pool and roads within the project boundary.

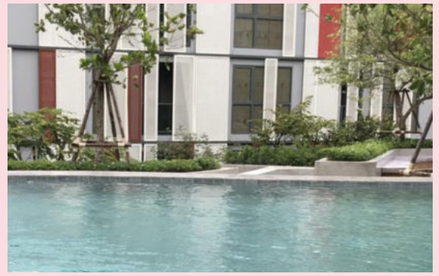


Oversee the project's central system, such as the passenger lifts, electrical and lighting systems, sanitation systems, fire exits, fire extinguisher maps, and assembly points in case of emergency.

Project Design for Wellness and Safety

Sansiri pays attention to every detail in the project's design process, by considering residents' convenience and safety, particularly for those with disabilities and the elderly, in parallel with each project's unique characteristics. Sansiri requires that all (i.e. 100 percent of) project design must meet the company's design and safety standards and is in accordance with the requirements of The Engineering Institute of Thailand Under H.M. The King's Patronage (EIT).

Project Design for Wellness and Safety



Endless Pool

Sansiri recognises space limitations in designing swimming pool areas within our projects. Thus, the company integrates the Endless Pool technology into the design, which uses the principle of creating constant water pressure, so that the swimmer must constantly swim against the flow. The Endless Pool requires less space and provides maximum efficiency.



Aqua Treadmill

Sansiri integrates the underwater treadmill technology into the swimming pool design to provide an exercise alternative for our residents. The aqua treadmill supports physical exercise for residents of all ages and gender.



Educational Playground

Child development and learning is one of the key causes that Sansiri cares for. Therefore, Sansiri designed the playgrounds as spaces to support learning, in parallel to developing skills, both physically, emotionally, and socially, and to stimulate their thinking and intellect. Children can have fun with nature in a safe environment, where parents can take care of them. The spaces also serve as activity areas for all family members.

Multi Sports Field

Most of Sansiri's high-rise projects are located in urban areas with limited space utilisation. To maximize space use, Sansiri designed the MultiSports Field, which can be modified to accommodate any type of sports or activities, by using LED lights to adjust the layout. This helps to maximise the use of limited space in an efficient manner, as well as encourage the well-being of Sansiri's residents.



Elderly Care Design Solution





Sansiri designs houses and common areas to accommodate the needs of the elderly, by particularly maximizing areas within the house and reducing multi-level spaces to enable wheelchair access from the bedroom door, bedroom area, through to the bathroom areas. Sansiri opted to use sliding bathroom doors to accommodate the elderly, and the Absorption Floor, which is a shock absorber with a similar surface texture to wood. Furthermore, Sansiri designs common areas to ensure convenience and safety for residential access.

Universal Design



Sansiri focuses on designing projects that support every family member to perform their daily activities conveniently and to reduce their dependency on others. The Universal Design concept allows everyone to utilize the functions equally, without having to modify, adjust or re-design.

Ensuring Safety for Customers

Sansiri takes into consideration the safety of our customers throughout their time in the project, by requiring every project to establish a security unit to look after and handle any abnormal situations that may occur. Sansiri conducts security training programmes to develop the security units' capabilities and to build trust in customers who choose to reside in Sansiri's projects or employ Sansiri's services.

Responsibilities of Security Officers

Sansiri established the Sansiri Security Inspection (SSI) unit, whose members have been certified by public and private agencies, to train the projects' security officers and improve their expertise in protecting the safety of residents' well-being and their belongings. The unit also provides training to security officers regarding how to handle emergencies, such as basic fire extinguishing practices, first aid and resolving other situations.



Check individuals and vehicles that enter and exit the projects.



Confirm visitor identity.



Survey and report risk points and blind spots within the site, and proceed to resolve them.



Perform other safety duties according to professional standards.

Security Training

1,283
Total Number

of Security Officers

Total Hours of Security Training in 2019

Basic Training Course:
86 hours/person/year (6 courses)
Advanced Training Course:
120 hours/person/year (1 course)

7
Total Curriculums

for Security Training

198,500 Baht
Total Budget

for Security Training in 2019

Safety Performance Results

Sansiri monitors our customers' well-being and safety in the form of filed complaints related to safety or well-being issues. These complaints are used to improve and develop measures to prevent the issues from re-occurring, and to ensure that the residents receive the highest satisfaction.

Projects' Security Performance

86 of 259 filed complaints were related to well-being and safety, such as officer services, residents' safety prevention, and theft prevention.

100 percent of the complaints were investigated for resolution and compensation. Improvements in operations were communicated to the complainants on a continuous basis.

ENVIRONMENTAL MANAGEMENT

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ENVIRONMENTAL MANAGEMENT

Sansiri is transforming our business operations and subsidiaries into green businesses. From project ideation to environmentally friendly building material use, the company's focus is on environmental preservation through minimising business operations' environmental impact, in order to achieve our sustainable business development goals. In addition, Sansiri encourages employees across all organisational levels to be more environmentally conscious.

Sansiri's Environmental Management

Sansiri assigned personnel to be responsible for environmental management, in compliance with relevant laws and standards. Sansiri's environmental management scope covers Sansiri's Head Office, Plus Property's Head Office, Sansiri's Precast Factory, ESCAPE Sansiri Hotel Collection Hua Hin and Khao Yai, Habito Mall and other project development areas.

Corporate Governance Committee	• Determine and approve sustainable development policies. Oversee operations, in line with good corporate governance principles. • Review the performance of eco-friendly projects that are carried out by the Sustainability Innovation and Design Department and Sustainability Development Department annually.
Sustainable Innovation and Design Department	• Work with leading global partner organisations to develop and exchange knowledge on technology and innovations related to environmental conservation and sustainable energy management.
Sustainability Development Department	• Monitor the results of the company's sustainability operations. • Plan and report the results of sustainability operations to the Corporate Governance Committee annually. • Report the results of sustainability operations to all stakeholders through the annual Sustainability Report.
Energy and Facility Management, and Engineering Working Team	• Manage energy use in Sansiri's offices by continuously maximising efficiency. The Working Team comprises of representatives from different functions. • Aggregate information on and assess current energy usage. • Coordinate with all relevant functions to ensure compliance with the energy conservation policy and regulations according to the Energy Conservation Promotion Act.
Human Resource and Office Management Department	• Collaborate with the Sustainable Innovation and Design Department to develop innovations that raise environmental awareness in employees, such as regarding separating and reusing waste.
Project Development Department	• Plan residential projects to meet customers' needs, and control possible environmental and social impacts. • Design and develop both high- and low-rise projects that are environmentally and socially sustainable. • Jointly prepare the Environmental Impact Assessment report with the environmental consultancy.

Sansiri Green Mission

Sansiri announced its environmental sustainability strategy, or "Sansiri Green Mission", for years 2018 to 2022, which builds upon the operational foundation "Green Platform". The Green Platform consists of five key environmental operational areas, namely waste management, green space increase, energy management, building design, and transport. The strategy is based on the circular economy approach, which integrates innovations and technology for environmental conservation, and to increase the efficiency of resource use. The strategy covers operations within corporate boundaries, operational boundaries, and product and service development for customers and residents.



50 Million Baht

budget to promote excellence in sustainable energy and waste management from 2019 to 2021.

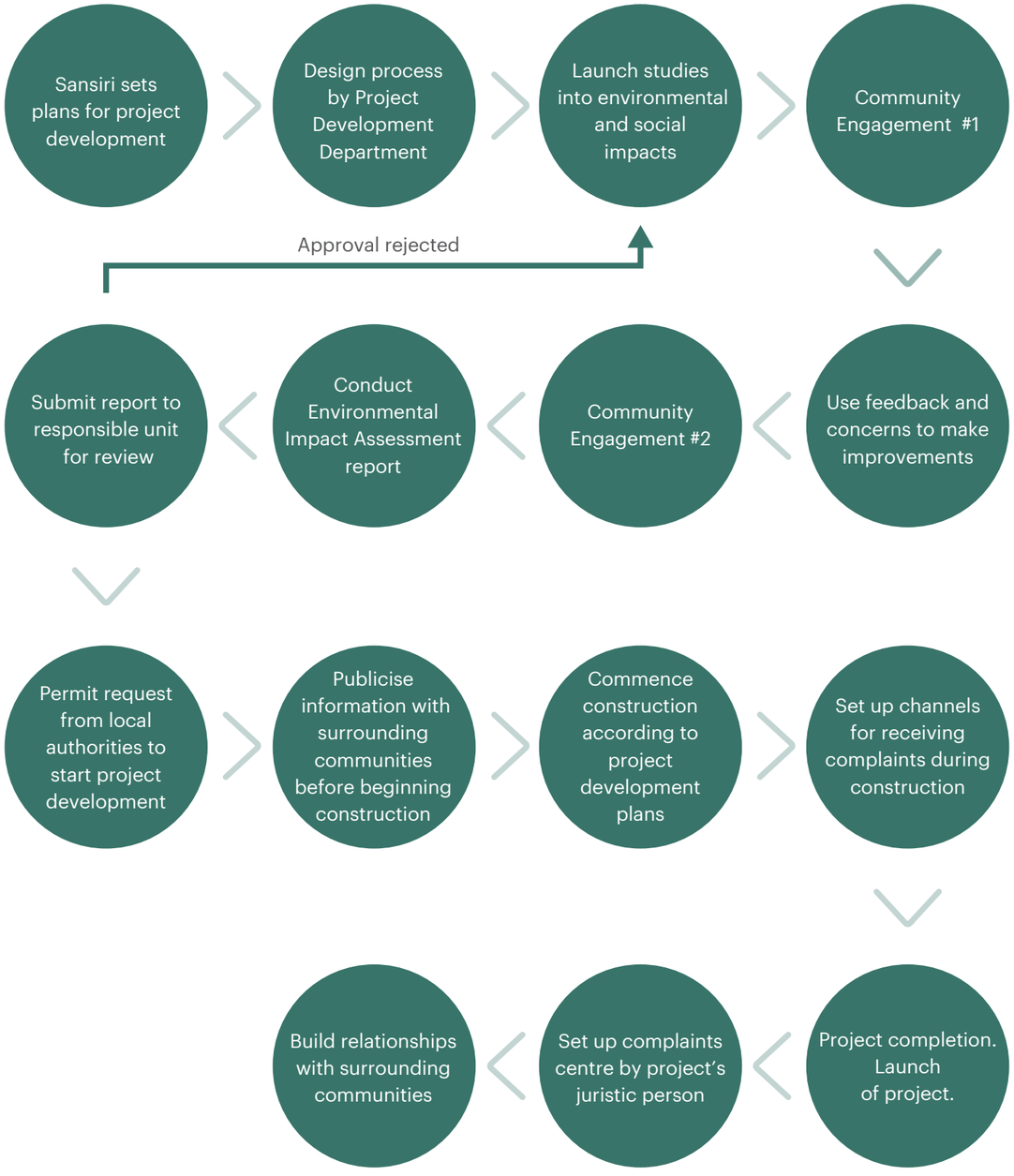
10 Percent

Sansiri's target is to reduce energy and water use, and the production of solid and industrial waste, by 10 percent by 2022, compared to base year 2017.

Sansiri's Project Development

Sansiri's property development for both high- and low-rise projects, such as single homes, town houses, and condominiums, may be subject to conducting an Environmental Impact Assessment (EIA) report. The report assesses possible environmental and social impacts that may arise from property development projects, in compliance with laws. Sansiri assigned the Property Development Department to be responsible for all property development and to coordinate with the environmental consultancy to prepare the EIA report. They are also required to report to the responsible regulatory unit regarding the implementation of control measures to mitigate project impact, especially on surrounding communities, during the construction and development phases. In addition, they must submit a progress report to the Corporate Governance Committee for acknowledgement.

Sansiri's Project Development Process



Concerns and Complaints during Project Development

Sansiri conducts community engagement activities to gather feedback during the process of creating the EIA report through methods such as questionnaires or community meetings. Any concerns or complaints raised during the project development process are reviewed by Sansiri's Project Development Department to determine preventive and corrective measures to mitigate the impacts that occurred. The department also informs the community regarding the approach taken.

Examples of Concerns and Complaints from Communities	
Dust during project development caused by construction, transportation, and open burning. Preventive and corrective measures include building high walls, using tarps to cover transport trucks, and banning waste burning in the construction area.	**Noise pollution from construction,** caused by machinery operation, or cutting or drilling into building materials. Preventive measures include building high walls, using precast concrete slabs for construction, and limiting construction work to the daytime.
Vibrations from pile driving during construction. Examples of preventive and corrective measures include reducing crane use for pile driving, and instead, excavating and creating ditches around certain project areas to reduce vibrations for nearby communities.	**Traffic congestion from transport of construction materials and the increase in cars** when the project is launched. Examples of preventive and corrective measures include prohibiting the transport of construction materials during rush hour, and assigning traffic coordinators to facilitate drivers who come into and out of the project once it is launched.
Solid waste from construction and post-project launch. Examples of preventive and corrective measures include allocating an area or room for waste disposal to prevent odour, until the municipal trucks collect them.	**Flooding from the project's water drainage system.** Examples of preventive and corrective measures include designing the drainage system to meet engineering standards, by collecting water in septic tanks and ensuring that the discharge rate to the public drainage system does not exceed its capacity, in order to prevent the flooding of surrounding communities.

Sansiri established different channels for receiving complaints during project construction, including the complaints centre within the project construction area and Call Centre 1685. Complaints received are reviewed and resolved immediately by the site supervisor. If the supervisor is unable to resolve the issue immediately, the complaint is forwarded to the Project Development Department at the head office for review, to determine the best resolution.

Project Development Results

9 projects or 56 percent of Sansiri's planned property development in 2019 required an EIA submittal.

4 projects or 44 percent of Sansiri's projects that requires an EIA submittal were completed in 2019.

5 projects or 56 percent of Sansiri's projects that requires an EIA are still in the process of report development in 2019.

Surrounding communities were engaged to provide feedback for 100 percent of Sansiri's projects that require an EIA report.

Resource Management

The precast factory produces precast concrete slabs for installation at projects that are currently under development by Sansiri. By reusing recyclable materials in the production process, the precast factory helps to reduce the use of external resources and waste production that can cause environmental impacts, while maintaining cost reduction for project development.

Resource Use at the Precast Factory

30,000 Tonnes of Material Procured in 2019

158 Tonnes of Recyclable Material Used in Precast Production

289,000 Tonnes of Precast Concrete Produced in 2019

400 Million Baht Budget Allocated to Resource Procurement

1,350 Million Baht Total Value of Precast Concrete Produced

Energy Management

Electricity is an important resource for Sansiri to operate our business. All Sansiri business units need electricity to support their business operations in order to grow efficiently. Sansiri commits to sourcing technologies and innovations to reduce energy consumption to continue to achieve sustainable business development. The company has a target to reduce energy consumption by 10 percent by 2022, compared to base year 2017. The scope of this target covers the operations of Sansiri and Plus Property head offices, the precast factory, Sansiri Escape Hotel Collection Khao Yai and Hua Hin, and Habito Mall.

Sansiri's Electricity Consumption

Business Unit	Electricity Consumption (MWh per year)			Percentage of Total Energy Consumption		
	2017	2018	2019	2017	2018	2019
Sansiri Head Office	639.94	689.22	594.09	11.29%	11.49%	10.09%
Plus Property Head Office	277.71	244.28	370.50	4.90%	4.07%	6.29%
Precast Factory	1,419.54	1,814.51	1,913.64	25.03%	30.24%	32.49%
Sansiri Escape Hotel Collection Khao Yai	940.32	976.00	958.44	16.58%	16.27%	16.27%
Sansiri Escape Hotel Collection Hua Hin	464.98	484.75	466.13	8.20%	8.08%	7.91%
Habito Mall	1,928.00	1,791.00	1,588.00	34.00%	29.85%	26.96%
Sansiri's Total Energy Consumption	5,670.49	5,999.76	5,890.80	100%	100%	100%
91.12 Percent of Energy Purchased in 2019	8.88 Percent of Renewable Energy Used in 2019.		2,377,283 Baht Saved from the Reduction in Energy Purchasing in 2019.	10 Percent Target to Reduce Energy Consumption by 2022.		

Disclaimer:

- Sansiri's target to reduce our energy consumption covers Sansiri's and Plus Property's head offices, the precast factory, Sansiri Escape Hotel Collection Khao Yai and Hua Hin, and Habito Mall.
- Sansiri's electricity consumption is taken from electricity bills at each operational area.
- Sansiri expanded our 2019 data collection scope to cover Sansiri Escape Hotel Collection Khao Yai and Hua Hin, and Habito Mall, when compared to the data that was collected in 2018, which only covered Sansiri's and Plus Property's head offices and the precast factory. This resulted in a significant increase in energy consumption when compared to 2018.

Maximising Electricity Efficiency in Sansiri

Electricity use from renewable or alternative sources is one of Sansiri's approaches to advance the efficiency of the company's energy use. In 2019, Sansiri installed solar panels at our business units to increase the proportion of renewable energy, in order to replace the need for external energy purchases.

523,292 kilowatt-hours per year
Electricity generated through Sansiri's solar panels

354,675 kilowatt-hours per year of electricity generated by solar panels at the precast factory, which was

18.53 percent

of the factory's total electricity consumption

89,579 kilowatt-hours per year of electricity generated by solar panels at Sansiri Escape Hotel Collection Khao Yai, which was

9.35 percent

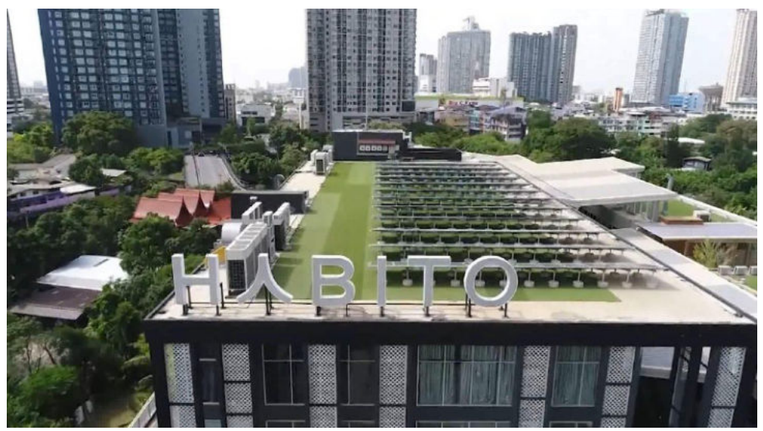
of the hotel's total electricity consumption

79,038 kilowatt-hours per year of electricity generated by solar panels at Habito Mall, or

4.98 percent

of Habito Mall's total electricity consumption

Solar Panel Installation at Habito Mall



Sansiri installed solar panels at Habito Mall, in line with Sansiri's Green Mission policy of targeting a 10 percent reduction in energy consumption by 2022. Increasing the use of renewable or alternative energy lowers the proportion of electricity purchased from external parties in the future.

Water Management

Water resources are one of the key factors that support Sansiri's operations. All business units use water for various activities within their business area. In particular, the precast factory uses a large quantity of water in its production process. Sansiri not only focuses on water sufficiency, but also takes into consideration the effects that our water consumption may have on surrounding communities. Sansiri aims to reduce our water consumption per metre by 10 percent by 2022, in line with the company's sustainability policy. The scope of this target covers the operations of Sansiri and Plus Property head offices, the precast factory, Sansiri Escape Hotel Collection Khao Yai and Hua Hin, and Habito Mall.

Sansiri's Water Consumption

Business Unit	Total Water Consumption (m^3)			Total Water Consumption Intensity (m^3/m^2)			Percentage of Water Consumption Compared to the Total Operational Area		
	2017	2018	2019	2017	2018	2019	2017	2018	2019
Sansiri Head Office	36,321	40,628	40,846	3.08	3.39	3.92	31.09%	26.9%5	20.37%
Plus Property Head Office	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Precast Factory	34,189	50,246	107,316	0.38	1.09	1.10	29.27%	33.3%3	53.51%
Sansiri Escape Hotel Collection Khao Yai	16,902	23,694	22,577	1.73	2.43	2.31	14.47%	15.72%	11.26%
Sansiri Escape Hotel Collection Hua Hin	9,902	18,448	14,074	1.77	3.29	2.51	8.48%	12.24%	7.02%
Habito Mall	19,494	17,754	15,743	1.67	1.52	1.35	16.69%	11.78%	7.85%
Sansiri's Total Water Consumption	116,808	150,770	200,556	0.92	1.18	1.59	100%	100%	100%

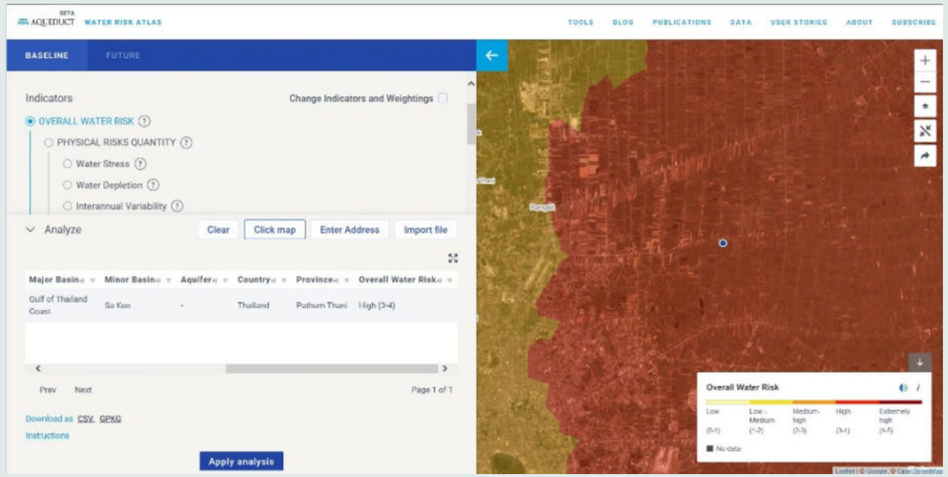
Reduce water consumption by **10 percent** per square metre by 2022

Remarks:
- Sansiri's water consumption is taken from water metres or utility bills at each operational area.
- Sansiri expanded our 2019 data collection scope to cover Sansiri Escape Hotel Collection Khao Yai and Hua Hin, and Habito Mall, when compared to the data that was collected in 2018, which only covered Sansiri's and the precast factory.

Water Risk Assessment

Sansiri's business units that are located in community areas use water sources that are provided by local authorities, who have limited ability to distribute sufficient water supply to businesses on a continual basis. Due to the high water consumption in the production process at the precast factory, Sansiri conducted a water risk assessment using the online Aqueduct tool. The Aqueduct Water Risk Atlas is run by the World Resources Institute, a research organisation that collects information regarding location-based risks, such as food scarcity and water shortages. The assessment results revealed that the factory is located within a water stressed area, with high risk of water shortages (High Level: 3-4). Since then, Sansiri has put in place measures in the event of a water shortage in the factory's production process, in order to avoid potential damages to the business.

Water Risk Assessment



Sansiri conducted a water risk assessment and discovered that the precast factory is located in an area with high water risk. Thus, Sansiri planned and set preventive measures within the production process in the event of water scarcity, in order to avoid potential damages to the business.

Wastewater Management

Sansiri's use of water resources can result in wastewater production. Therefore, Sansiri has implemented proper and standardised wastewater management, in order to reduce the impact on the environment and surrounding communities. Furthermore, the company reuses treated wastewater to reduce the use of water resources for some of our business units and to respond to the needs of stakeholders.

Wastewater Management Process

Sansiri's and Plus Property's Head Offices

The two head offices are located in buildings with installed wastewater management systems, which combines wastewater from different offices in the building. The wastewater is treated according to the Pollution Control Department's wastewater management standards before being released into public water sources. The buildings' central management is responsible for managing the buildings' wastewater treatment.

Precast Factory

An industrial wastewater treatment system was installed at the precast factory in line with the limits set by the Industrial Effluent Standards prior to being released into public water sources. A portion of the treated wastewater is reused within the factory area.

Sansiri Escape Hotel Collection Khao Yai and Hua Hin

launched its hospitality services, and installed wastewater treatment systems to accommodate the volume of wastewater from hotel guests. The wastewater treatment system ensures that the water quality is within the limits set by the Pollution Control Department, prior to drainage to public water sources. A portion of the wastewater is reused, such as for watering plants at the hotels.

Habito Mall

The community mall installed a wastewater treatment system to support its retail stores and visitors. The wastewater treatment system ensures that the water quality is within the limits set by the Pollution Control Department, prior to drainage to public water sources.

Waste Management

Sansiri's business operations and project development contribute to increased waste production. Thus, Sansiri places importance on waste management, to minimise environmental and social impacts. The company has set a target to reduce solid and industrial waste by 10 percent by 2022, aligning with Sansiri's Green Mission policy.

Waste Management in Sansiri's Office Buildings



Sansiri's and Plus Property's head offices developed a waste separation and reduction approach within their buildings. This includes a campaign to ban the use of plastic bottles at Sansiri's head office and sales offices, installing a food waste grinder in kitchens to turn food scraps into soil amendments, delivering plastic and paper waste for recycling, and donating straws to be made into pillows for patients.

10 percent

target waste reduction in office buildings by 2019, compared to base year 2018.

20 percent

target recycling rate for the company by 2019, compared to base year 2018.

82.14 percent

waste recycling rate at Sansiri's head office. Waste is separated into paper, plastic, organic waste, glass, and metal, totaling 10,565 kilogrammes in 2019.

Remark:

- Sansiri currently focuses on paper and plastic waste that is generated in the workplaces at Sansiri's and Plus Property's head offices.

Waste Management at Precast Factory

Sansiri manages waste at the precast factory through methods such as organising bids for buyers to dispose of wet concrete leftovers and scraps of concrete slabs in landfill. The company has a target to reduce waste to landfill and to recycle waste in the production process, which can also help to reduce production costs.

Waste Management at Construction Sites



In 2019, Sansiri collaborated with project contractors to encourage construction workers to participate in waste separation programs, in order to recover reusable materials. The company organised different programs to support waste management at construction sites. These campaigns include separating waste in return for food or drink coupons and producing materials from scrap metal and plywood. The money obtained from selling separated waste is re-invested into the programs, to promote recycling and reduce waste to landfill from construction activities.

Solid Waste Management for Sansiri's Residents

Sansiri manages waste for our residents by separating and reducing solid waste generated in different projects, as well as supporting and listening to residents' feedback on waste management. Furthermore, Sansiri introduced innovations into the waste management process, including using an application for waste recording and recycling, installing electric food waste grinders, and using the "Glom Gling" rotating compost bin for organic waste.



Management of Waste from Residential Consumption

Sansiri installed ten food waste grinders, an innovation that transforms waste into soil amendments. These food-waste machines have been installed in common areas of all high-rise projects that were developed in 2019 and onwards.



Promoting Correct Waste Separation for Residents

Sansiri partnered with the "Go Greens" startup to develop an application to provide knowledge on waste separation to residents. Activities to create awareness of correct waste separation were also conducted, focusing on inorganic waste recycling for paper, glass, plastic, and metal.



In addition, Sansiri organised the "Recycling Day for Village", where participating residents correctly sorted their trash into the recycling bags provided. The bags were returned to the waste disposal company, and residents received monetary compensation as well as participation points.

Environmental Complaints from Sansiri's Operations

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

Channels for Environmental Complaints		
Call Centre	**Facebook**	**Twitter**
Tel. 1685	facebook.com/sansirifamily	@SansiriPLC
Instagram	**Website**	**Complaint Channels**
instagram.com/sansiriplc	sansiri.com	sansiri.com

2019 Environmental Complaint Results

Zero complaints
regarding environmental issues and conditions surrounding the projects related to traffic in the project sites, damages to the surrounding communities or environment, and noise pollution. No complaints were filed related to conflict with environmental laws.

Seven complaints
regarding environmental issues associated with dust, noise, vibration, and cleanliness around the project area.

All complaints
were resolved, and the impacts mitigated in 2019.

Occupational Health and Safety

Sansiri conducts business upon the foundation of occupational safety. Therefore, the company focuses on managing occupational health and safety with efficiency and conducts business processes with control and consistency. This reflects the company's ability to manage occupational safety risks, increase operational efficiency and reputation, as well as fulfill our responsibility towards our employees. Sansiri established the occupational health and safety framework to align with occupational health regulations and standards in areas under our control, which includes project developments, the precast factory, and office buildings. The company regular monitors safety across the company.

Occupational Health and Safety Management

Sansiri's Safety Management Structure & Safety Committees

Sansiri established two safety committees: the Plus Property Safety Committee and the Precast Factory Safety Committee. Additionally, a designated function oversees employee welfare and well-being at the head office. This function is responsible for the safety of all employees, including at the office building and in project development areas. Sansiri's welfare function is also responsible for receiving feedback from employees, together with related functions, to determine preventive measures for potential safety issues that may affect employees and contractors. The department also provides aid and assistance to employees in case of an accident, such as through supporting medical fees for work-related injuries.

Occupational Health and Safety Approach

Sansiri established responsibility regarding its occupational health and safety operations according to the operational safety guidelines stated in the Good Corporate Governance handbook and the Business Code of Conduct. The objective is to reduce accidents within working areas, build a safety culture and improve the quality of life for employees. Sansiri focuses on improving and developing safety management processes in order to achieve our occupational health and safety targets.

Comply with regulations related to safety.

Comply with safety measures and the emergency plan.

Perform duty with caution and without impacting the surrounding communities or environment.

Investigate flaws to reduce the risk of accidents.

Conduct safety training by experts.

Limit personnel who can enter operational sites.

Support and promote good occupational health for all employees.

Office Building Safety

The Human Resources and Office Management Department is responsible for occupational health and safety at Sansiri's and Plus Property's head offices, Escape Hotel Hua Hin and Khao Yai, and Habito Mall. Sansiri is also responsible for determining the welfare of our employees and arranging activities to improve their safety and well-being.

Safety Responsibilities of the Human Resource and Office Management Department

Oversee company-level safety operations with other functions

Coordinate and communicate information regarding the building's central safety management system

Participate in safety training, such as the annual fire drill

Determine the welfare benefits to support the well-being of employees at various sites

Promote communication and relations between employees at the head office and precast factory or other construction projects, including projects that are currently under management

Safety Responsibility in Sansiri's Managed Projects

The Human Resource and Office Management Department at Plus Property, Escape Hotel, and Habito Mall are tasked with monitoring and managing safety in the workplace, which covers safety inspections, training, and data collection for reporting. They also coordinate with the Human Resource and Office Management Department at the head office and receive direction of the company's safety operations.

Safety Inspection in the Workplace
Sansiri conducts a Job Safety Analysis (JSA) and assesses safety within the office, as well as inspects the fire prevention and extinguishing system in Ratchapark Building and checks contractors' work permits.

Safety Training / Public Relations / Safety Curriculum Activities
Sansiri communicates about safety, occupational health and the environment in the workplace, including providing training to safety officers at both the managerial and supervisory levels. Safety bulletins are also created.

Fire Evacuation Drills and Basic Firefighting Training

Sansiri arranges annual fire evacuation drills for all employees to be prepared in the event that there is a fire at the office building. Basic firefighting training is also provided to control the fire from spreading uncontrollably to other areas.



Safety at the Precast Factory

Operations at the precast factory involve high-risk activities that may lead to unsafe events. Thus, Sansiri established the Safety, Occupational Health and Working Environment Committee and the Environment, Safety and Occupational Health Department at the factory to be responsible for overseeing and managing safety, in line with the factory's safety guidelines. This includes conducting training programs, promoting safety, and reporting on safety performance to the Human Resource and Office Management Department at the head office.

Safety Responsibilities at the Precast Factory

The Safety, Occupational Health and Working Environment Committee and the Environment, Safety and Occupational Health Department oversee and monitor safety operations, from the production process, through to transportation to construction sites and installation of the precast concrete slabs prior to the hand-over to the contractor and other relevant parties to proceed with construction.

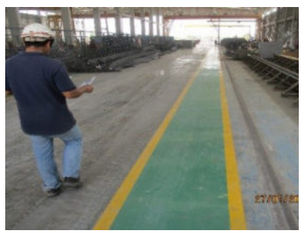
- Review policies and plans regarding occupational safety.
- Review the occupational safety manual and recommend safety measures, in compliance with regulations.
- Support occupational safety activities or training (e.g. using persona protection equipment)
- Control and prevent against occupational harm, including setting a system to record unsafe working conditions thatemployees at all levels must comply with.
- Consolidate safety performance statistics in operational areas.
- Evaluate the occupational safety performance in operational areas.
- Perform other safety-related duties, as assigned by the employer.
- Report the annual performance of the Safety, Occupational Health and Working Environment Committee.
- Monitor, revise, and improve the production process to reduce environmental impact in operations.

Safety Training and Activities at the Precast Factory

Sansiri organised safety training for employees and contractors who are working at the precast factory. All employees must pass the safety curriculum and be able to comply with the safety policy stated in Sansiri's Business Code of Conduct and safe operation guidelines. More than 750 employees and contractors participated in the training in 2019.



Occupational Safety for New Employees
All employees must receive safety training.



Safety Committee
Determine and review the occupational health and safety policy on an annual basis.



Safety for Crane Operations



Organise weekly Safety Talks and activities to provide safety-related knowledge at the company's construction sites.



Conduct surveillance to prevent drug abuse in the company.



Control high-risk work (e.g. work at height).



Check drivers' alcohol levels to prevent accidents in the product delivery service.



Conduct annual safety checks of building usage.



Provide basic firefighting training and conduct annual fire drills.

Safety in Construction and Project Development Sites

Operations in construction and development sites involve heavy machinery and equipment. Therefore, they are considered high-risk areas for accidents. The precast factory's Environment, Safety and Occupational Health Department is responsible for overseeing the precast structure installation, where the slabs are transported from the precast factory. Then, the Project Development Department and construction managers are responsible for overseeing the construction process according to the architectural design and monitoring contractors' work according to the safety procedure, to deliver the project within the set timeframe.

Safety of the Precast Structure Installation

The precast factory's Environment, Safety and Occupational Health Department oversees the safety of the precast concrete slab installation process, from the transportation of the precast concrete from the factory to the construction site, to the structure installation, prior to transferring the duties to the Project Development Department.

Oversee the safe delivery

of the precast concrete from the factory, with the least environmental impact.

Control the precast concrete installation process

to meet set standards.

Assign engineers and safety officers

to train installation control officers, contractors, and crane operators, according to the Precast Installation Manual.

Assess and oversee employees and contractors to ensure that they receive safety training,

including crane operation, personal protection equipment usage, compliance with the Precast Installation Manual, and inspection of equipment and site readiness.

Safe Structure Construction according to the Architectural Design

The Project Development Department and construction managers are responsible for overseeing the contractors in the construction process, to ensure adherence to the architectural design after the completion of the precast installation. This is to ensure that the operations proceed in accordance with the safety requirements in the terms and conditions in the contracts and the construction safety manual for supervisors.



Provide recommendations, review, and monitor the safety plans

and prevent accidents by contractors throughout project development.



Cooperate with contractors to manage the temporary utility systems,

such as water, electricity, and waste collection, to keep the project in order.



Operate according to the safety operations plan

and prevent accidents to reduce loss.



Oversee and communicate safety matters before starting operations,

such as the Morning Safety Talks.



Conduct safety survey on a daily basis

and conduct meetings with the Project Development Department to discuss safety issues on a weekly basis.



Halt payment

in the case where contractors do not comply with safety measures.

Occupational Health and Safety Performance

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

2019 Safety Statistics in Construction Sites		
Type of Safety Statistic	**Safety Performance (Cases per 200,000 hours)**	**Safety Target (Cases per 200,000 hours)**
Sansiri Employees		
Work-related injury	1	0
High-consequence work-related injuries	1	0
Recordable work-related injuries	0	0
Contractors in Construction Sites		
Work-related injury	1	0
High-consequence work-related injuries	0	0
Recordable work-related injuries	0	0
Sansiri achieved its target of zero fatalities from its operations in 2019.		

Remark:

- Safety statistics in the construction sites are measured by the number of cases per 200,000 hours, covering employees and contractors in Sansiri's high-rise projects and employees in low-rise projects that are under development, the precast factory, Siripinyo Building, Sansiri's head office, Ratchapark Building, Escape Hotels in Hua Hin and Khao Yai, and Habito Mall.

ORGANIZATION TRANSFORMATION

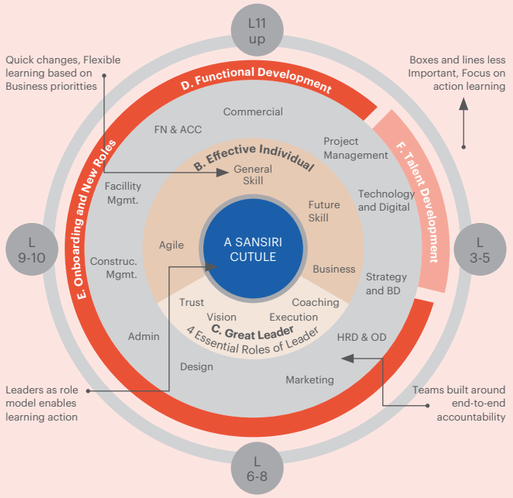
Human Capital Development

Human capital is a key resource and factor in driving business growth and maintaining business competitiveness in an efficient and successful manner, in line with the set strategy. Therefore, Sansiri established our human capital development approach for employees at all levels to learn and understand their work and responsibilities, within the context of current and future global trends. The company provides opportunities for employees to exchange and apply new knowledge in their work and evaluates the employees' capabilities in all related areas. The purpose is to establish a human capital development approach that enables employees to be able to achieve the targets according to the framework and to grow sustainably in their field.

Sansiri's Human Capital Development Approach

Sansiri designated the Human Resources and Office Management Department to develop employees' capabilities, particularly to build an understanding of the company's working details, in order to be able to apply information technology to support efficient work processes. Sansiri also established a human capital development strategy and plan, including a programme to retain high-performing employees in the long term.

Sansiri's Development Roadmap



Sansiri places great emphasis on human capital development in order to create business competitiveness and sustainable business growth. New employees at all levels participate in the Onboarding Programme to learn skills to adapt in the company. Promoted employees join the New to Role Programme, which helps employees to adapt to their new roles effectively. In addition, current employees can participate in various programmes to develop their knowledge and skills for effective individual development, such as the Leadership Development Programme, Functional Development Programme, Talent Development Programme, and the Sansiri Culture Programme, which promotes employee understanding and work behaviour that align with corporate culture.

Sansiri's Human Capital Development Objectives

All Sansiri employees will continue to develop their potential through various development programmes. This will enable employees' readiness in responding to current and future business challenges, and grow together with the company.

Development Plan Categories

Sansiri Culture

Course consisting of five parts, as follows: know and understand customers; challenge old concepts and start new initiatives; consider each success as part of one big success; take on a new perspective to achieve results; and be honest and faithful to oneself and the company.

Effective Individual

Development foundation course for each employee to work effectively, as follows:
- General skills development, such as communication, problem solving, and planning.
- Skills for the future, such as data analysis.
- Business development, such as real estate development, and basic finance for employees.

Great Leader

Course that promotes all three qualities in Sansiri leadership: creating the company's vision; building employee engagement; and making profit for the company.

Functional Development

Professional development course in various fields, such as accounting and finance, construction, sales, human resources, and marketing.

Onboarding and New to Role

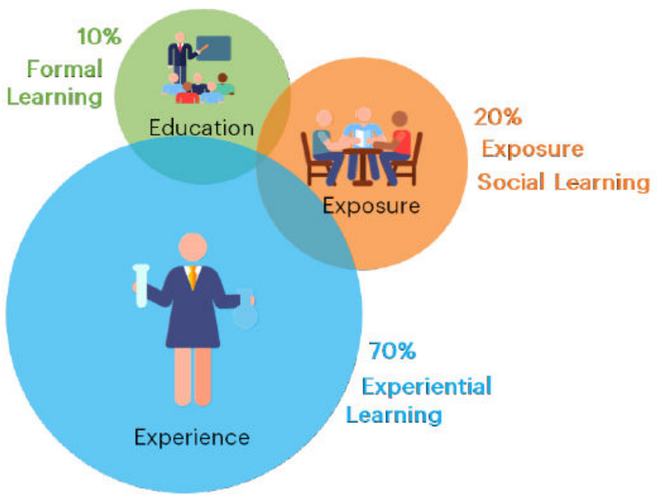
Courses for preparedness and confidence in the workplace.

Talent Development

Course to develop selected employees to strengthen and increase the mindset tool set and skill set.

Strategic Content

Sansiri's human capital development strategy is implemented in four aspects, as follows:



1. Designing the learning programme using the 10:20:70 model, in order to have various platforms to support applicable human capital development objectives, such as classroom learning, online learning, coaching, and special assignments.
2. Defining the course content to meet business needs and to be applicable to the work, by working with subject matter experts (SMEs) to share their knowledge and experience, and to incorporate that into developing the courses.
3. Measuring learning progress, to develop programmes that provide the maximum benefit to employees and the company. The evaluation is divided into 4 levels (i.e. areas):
   Level 1 : Measurement of satisfaction (100 percent measurement)
   Level 2 : Measurement of understanding (100 percent measurement)
   Level 3 : Measurement of implementation or behavioral change after training (60 percent measurement)
   Level 4 : Measurement of the impact on business results (30 percent measurement)
4. Establishing various learning platforms that can be easily accessed anywhere and anytime (i.e. intermediate) by creating a continuous learning style and encouraging employees to develop themselves with support from their supervisor.

Training Course and Programme Highlights

Game Changer 2019v





Sansiri organised the Game Changer 2019 training course, which was a hackathon for employees who are responsible for high-rise projects, with a focus on the design of Sansiri products and projects to meet the continuously changing customer needs. This course also increases the knowledge and skills required to develop start-ups, within the context of business operations. The course encourages the fifty participants to form good relations with one another, through the course activities.

Examples of projects that stemmed from employees' perspectives under the Game Changer 2019 course are as follows:

Project Name	Details
Complete Use	A condominium based on the concept of "Living and investing together". The registered rooms can be legally rented on a daily and monthly basis. The rooms are duplexes, where service areas can be separated between the main resident and temporary tenant.
Together	A concept of using common areas in condominiums as central facilities, such as for arranging parties or building relationships for project residents.
Con [do] rm	A project that uses the concept "Compact fast profit condo with like minded community", a small condominium located in the vicinity of a school or university, to provide accommodations to students in the area. The condominium has facilities and convenience stores that support a convenient lifestyle and community living.
Siri Lay GO	A project based on the concept "Taylor your Dream Home", which allows customers to select and customise the items in their home under a limited budget, by avoiding unnecessary appliances and catering to customer needs.



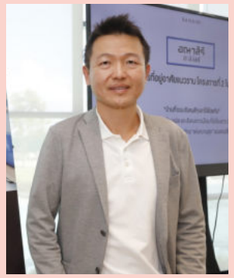
"The advantage of participating in the Game Changer 2019 training course is to use creativity to create change and differentiation in the property market. During participation, I saw the cooperation, commitment, and help from everyone, in order to bring the project to life."

Mr. Phumphat Ritthitada
Assistant Director of Project Management

PL MISSION 2019 Course

Sansiri organised the PL MISSION 2019 course for employees in the Project Development Department (Low-Rise) who are involved in cost management. The course objective is to instill the concept of business ownership in three aspects: Entrepreneurship Mindset, Proactivity, and Integrity. Employees who participate in this project learn about employees' viewpoints, business operations, and project cost management. Participants also become aware of their abilities through their performance evaluation. This project contains activities to exchange work experiences with other employees through relevant tools, such as the COO's Perspective or FN's Perspective, which are used for future project development.





"Benefits of the PL Mission course are to help participants to clearly understand the organisation's goals and work in the same direction, which results in employees being able to work according to the set goals. The course also helps employees to learn and understand the concepts of entrepreneurship, proactivity, and integrity, as well as creates inspiration to work. In addition, this course helps employees to get to know each other better. The course consists of inviting external and internal speakers, as well as conducting past case studies, which allows employees to work in the same direction. The key result from this course is to enable the team to become stronger."

Mr. Anat Kittikulmethi
Deputy Managing Director of Project Development Department (Low-Rise)

SANSIRI AWARDS 2019

Sansiri organised the SANSIRI AWARDS programme, to award employees who possess working behaviours that can advance the company's business, by enhancing employees' potential and competence and supporting employees to meet the organisation's behavioural expectations. There are three award categories to cover all functions and levels within the company, including the Corporate Award, Functional Award, and Individual Award. In 2019, there were 400 winners.

SANSIRI AWARD 2019
FROM OUR CULTURE TO PROUDNESS

1 **MASTERPIECE**



Masterpiece Award

To promote and support employees who aim to improve products and services in two aspects: efficiency and profitability.

2 **THE EXCELLENCE**



Excellence Award

To promote the motivation that results in operations that are more efficient when compared to set standards.

3 **CULTURE AWARD**



Culture Award

To drive employee behaviour in accordance with Sansiri's good corporate culture. This can have a positive impact on customers, shareholders, society, and employees.

Interview with the Culture Award Winners



Mr. Chakkraphong Sawangsri
Human Resources and Office Management
received the Challenge the Ordinary Award

"The reason that I think I was rewarded is that I personally like to try and challenge myself and my team with new methods or procedures, and I am not afraid of change because it is fun and challenging. In the end, I believe that challenges will give us good opportunities to fully demonstrate our capabilities and potential."



Mr. Uthen Haloon
Property Management
Residential – Hua Hin
received the Results-Oriented Award

"Every assignment is an opportunity to deliver the best work. **The efficient work technique** is that we must always be aware that we contribute to the company's success. Dedication and attention to every step is the key. I use methods of observation and study of work all the time, until I become a part of and love that piece of work. This is a driving force to develop our work in order to achieve the best results."



Ms. Sirilak Champaawong
Property Management
Residential – Hat Yai
received the Customer Centric Award

"Customers are important and are **the driving force for good service.** We intend to provide the best service in order to satisfy our customers or for them to say 'thank you', which encourages us. Moreover, I have a good supervisor, who acts as both a role model in the workplace and for providing service that is to standard."



Ms. Monruedee Phongsawirat
Project Procurement
received the Integrity Award

"Honesty is important in every job, especially in procurement, and it is the **foundation upon which we work.** We should comply with the rules and regulations of the company, prioritise the benefits of the company, adhere to transparency and clear and verifiable standards. In addition to working systematically, it also builds our credibility."



Mr. Chaimongkol Kumkan
Project Development Department (Low-Rise)
received the Goal Synergy Award

"Working as a team requires the cooperation of everyone in order to be successful. Thank you to everyone who has been involved in the low-rise projects that I have played a part in managing. Regarding **ways to work together**, we must listen to and help each other. Remember that we alone cannot succeed, therefore we should aim for the same goal, where everyone takes the best care of their responsibilities. That way, all work will be a success."

Employee Training Results in 2019

Sansiri set the training approach and programmes for permanent employees in all positions and lines of work, and continuously monitors the employee training results.

Target for Training Hours 17 hours/person/year		
19.34 hours/person/year Average training hours for male employees	**16.78 hours/person/year** Average training hours for female employees	**20 Million Baht** Total budget for employee training programmes
18.06 hours/person/year Average training hours for employees in 2019		

Talent Attraction and Retention

Recruiting talent, and retaining employees, are important in developing the company to be able to grow and maintain our business competitiveness in an efficient and sustainable manner. Talented employees are able to help develop the company to respond to the needs of the real estate market, and support Sansiri to achieve our goal of becoming the Dream Place of Work by 2021. This will further create motivation for employees, and increase the company's ability to retain those with potential.

Talent Attraction Approach

Sansiri's Human Resources and Office Management Department is responsible for recruiting employees, in order to increase the rate of hiring employees with potential, and to create diversity in the company, regardless of gender, nationality or ethnicity. Sansiri's recruitment process considers the capabilities and skills to collaborate within the company. Furthermore, Sansiri creates information regarding external attitudes, in order to develop the company into the best place to work and to create a good image.

Talent Attraction

Sansiri recruits its talent through the public relations programme, which is a channel to contact personnel with the desire to work with Sansiri. The programme also provides online channels to recruit employees. In addition, Sansiri collaborates with educational institutions to create awareness among the talented new generation, as potential applicants or clients in the future.



Company Branding Programme

Sansiri continuously showcases our company image, as a way to publish information regarding our human resource management policy, such as our corporate culture or working atmosphere. Projects include the University Road Show, and participation in job fairs at the national, provincial, and institutional levels, so that those who are interested in working with Sansiri receive accurate information and have a direct communication channel.



Sansiri Internship Programme

Sansiri collaborated with educational institutions to recruit 38 students from various disciplines and universities to join the vocational training programme. The programme design focuses on developing students in the leadership, business acumen, and social responsibility aspects, with a mentor to take care of and teach each student closely. Students study and participate in actual operations, in order to integrate their knowledge and skills into practice.



Looking into the Future Programme

Sansiri gives importance to the new generation, through academic collaboration with five disciplines from four universities, which is broken down into four collaboration levels. The levels are student acceptance for vocational training, academic exchange, course evaluation, and research and development. The purpose is to expand the channels to create brand awareness among the new generation, who are target groups for employees and customers in the future.



Vacancy Advertisement

Sansiri publishes job opportunities via social media, such as Facebook, LinkedIn, and job posting websites. In parallel, Sansiri also re-designed our job application website to be more modern and convenient.



"Sansiri sets the market direction for a better quality of life and well-being, from the company vision through to employees. I am proud to have the opportunity to support the company to achieve its goals by communicating the Sansiri brand to the target audience through various channels, in order to create awareness and increase opportunities to recruit the talented, young generation who are also Sansiri's potential customers in the future."

Mr. Sorapong Tulayakorn
Assistant Manager of Human Resources and Office Management Department

Sansiri's Employment Statistics 2019

Sansiri records the employment statistics by gender and age, to provide the annual overview and trends.

Employment Rate in 2019 1,043 persons or 24.56 percent	Age below 30 years 574 persons (13.5 percent)	Male 63.07 percent
		Female 36.93 percent
	Age 30-50 years 452 persons (10.6 percent)	Male 58.63 percent
		Female 41.37 percent
	Age over 50 years 17 persons (0.4 percent)	Male 70.59 percent
		Female 29.41 percent

Talent Retention and Engagement

The Human Resources and Office Management Department is responsible for determining the talent retention approach, to enable the business to grow continuously through the cooperation of skilled employees and their understanding of Sansiri's corporate culture. The approach consists of establishing a transparent performance assessment process, adjusting operational guidelines to facilitate employees' efficiency, developing programmes and benefits to motivate and reflect Sansiri's care for our employees, and monitoring the annual turnover rate.

Eployee Performance Assessment

In 2019, the Human Resources and Office Management Department used the Performance Management System to define the Key Performance Indicators (KPIs), to plan career advancement and to promote behaviours that are consistent with the corporate culture.

All Permanent Employees (100 percent)
receive their performance assessment twice a year.

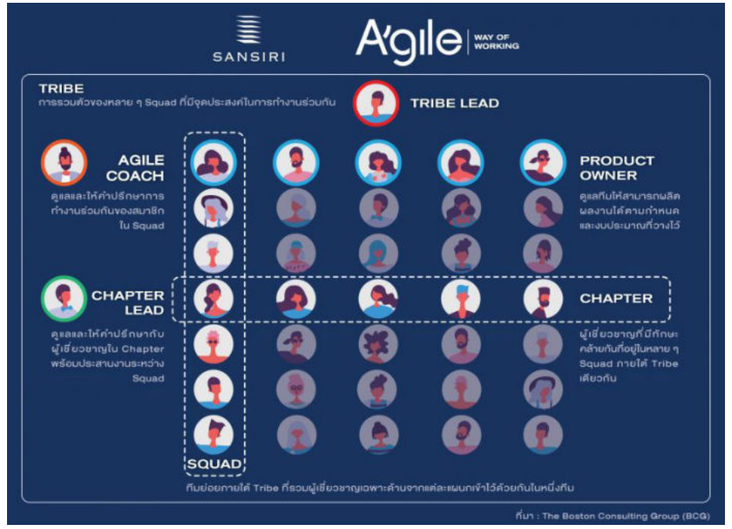
Performance Assessment Methods
consist of comparing performance to KPIs and feedback from colleagues (360-degree method).

Performance Against KPIs
that were discussed and mutually agreed upon between the employee and supervisor.

Promotion and Pay Raise
are in line with employee competence and the performance assessment results.

Agile: A Work Process for the New Generation of Employees

By 2021, Sansiri aims to be the most preferable organisation to work with. The company is adopting the Agile method, which is to adjust work processes in the company to be more streamlined and efficient. The method focuses on cross-functional work that brings together employees with specific expertise from each department to develop the project in a faster manner, forming a squad. This helps keep work streamlined, allows employees to show their full potential, have decision-making authority, and develop capabilities to provide services to customers faster. It also creates a good attitude among employees, as it is an opportunity for them to innovate and drive changes on their own.





In 2019, the Agile working method allowed for faster coordination and more efficient decision-making. In addition, it lessened the communication gap between related departments, as experts from each department collaborated on the project. Sansiri also implemented the Agile method on the Sansiri Internship Programme, which allowed student participants to be assigned to more challenging assignments. Students had direct responsibility, and were able to learn and apply Agile working to various aspects of the internship.

Work from Home

Sansiri recognises and gives importance to work efficiency that not only occurs in the office and the environment that promotes work for each individual. Therefore, Sansiri allows employees to work from outside the office, which is expected to increase work potential, reduce the energy used in the office and greenhouse gas emissions, and protect the environment by reducing fuel consumption from travelling.





"I've experienced improved work efficiency and performance. Working in this manner allows us to determine the tasks for completion and helps to motivate us to complete the tasks as planned. Moreover, other tasks do not unexpectedly pop up, resulting in increased focus, fewer errors and continuity in work."

Ms. Shineepan Thitayarak
Director of Customer Relations Department (Low-Rise)

#SansiriPride - Sparking an Understanding of Diversity & Equality

Sansiri celebrated Pride Month in June 2019 via #SansiriPride, to promote equality without limitations, such as on gender, social status or ethnicity.

Sansiri embraces diversity from within the company to the outside society, from adapting our original navy blue logo into rainbow colours, which represents diversity and the ability to live in unity.

In addition, Sansiri also organised art exhibitions throughout Bangkok, from the Siripinyo Building to Sansiri's head office, with rainbow-coloured glass with colourful reflections, where people were able to take photos together. The exhibitions have been expanded to other Sansiri projects throughout the city, such as XT EKKAMAI, The LINE Phahonyothin Park, and OKA HAUS, including the "Rainbow Crosswalk" at Habito Mall, which is a community mall at the T77 project.

Sansiri also showcased an independent film at SIRI HOUSE, a temporary exhibit space for movies on 11 June 2019, by collaborating with the Bangkok Screening Room to screen "The Gospel According to André". The film describes the life accomplishment of André Leon Tally, an influential figure in the American fashion media industry. A young, gay, black man who grew up in North Carolina in the southern United States, which is full of gender and colour discrimination, Tally was determined and not afraid of any obstacles, which made him successful and enabled him to become the editor-at-large of Vogue magazine.









"What makes us different makes us BEAUTIFUL. Glorify to the community diversity and equality! Come to T77 and snap your shot with our rainbow crosswalks and share your love forward."

Mr. Thossaporn Konkit
Assistant Manager of the Asset Management Department

Employee Welfare

Parental Leave

Sansiri encourages and supports the family institution by giving female employees the right to maternity leave for 98 days. The company does not deduct compensation for a period of 53 days, and Social Security covers another 45 days. Male employees receive a 14-day paternity leave to care for their wives, without deducting compensation.

Wellness Fiesta

Sansiri promotes good physical and mental health for employees, and teamwork and unity, by organising activities to test body strength, provide nutritional knowledge, and provide health recommendations through digital technology (i.e. mobile applications). The technology helps to look after the quality of life, including providing recommendations for eating, drinking, and receiving sufficient rest.

Gym Discount Benefits

Sansiri sources fitness facilities for our employees, in order to promote health and well-being. In 2019, Sansiri collaborated with external gyms for employees, including the Pathumwan Princess Hotel, Bangkok Marriott Marquis Queen's Park Hotel, and Fit-D Fitness Phayathai.

Virtual Hospital

Sansiri encourages employees to have new experiences, by collaborating with Samitivej Hospital to arrange a 'Virtual Hospital' room on the 17th floor, with medical equipment services, such as the thermometer, blood pressure monitor, and computer. Employees were able to receive services directly from medical personnel and could reimburse service fees by bringing documentation.

Health Check-Up in Collaboration with Hospitals

Sansiri's employees can choose to have a health check-up with a hospital of their choice, and can reimburse the check-up fees according to the set limit. Employees also receive discounts for additional examinations, which extends to family members.

Financial Planning

Sansiri provides financial benefits to employees, by providing special rates to purchase products in our service provider network. The objective is to support employees' financial management, which leads to a better quality of life.

Turnover Rate 2019

Sansiri tracks the turnover rate by gender and age, in order to monitor and evaluate the company's ability to retain employees. The primary reason for leaving the job is related to family matters. Sansiri plans to address this issue by establishing a flexible time policy, to support employees to strike a balance between work and personal life.

Turnover Rate in 2019 946 persons or 22.28 percent Decrease of 1.11 percent compared to 2018	Age under 30 years old, 409 persons (9.6 percent)	Male 10.3 percent
		Female 8.8 percent
	Age 30-50 years old, 512 persons (12.1 percent)	Male 12.2 percent
		Female 11.8 percent
	Age over 50 years old, 25 persons (0.6 percent)	Male 0.7 percent
		Female 0.4 percent

Corporate Social Investment

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

Corporate Social Investment Management

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

Management Structure for Corporate Social Investment	
Corporate Social Responsibility Committee (CSR committee) Responsible for determining and reviewing the investment approach and the implementation of social activities on an annual basis.	**Corporate Social Responsibility Working Team, Social Activities Segment, under the Corporate Planning and Sustainability Development Department** Responsible for conducting social activities in accordance with the company policy, and reporting progress to the President and results to the CSR Committee four times a year.

Corporate Social Responsibility (CSR) Approach - SOCIAL CHANGE

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

49.2 Million Baht
Support for SOCIAL CHANGE in 2019.

Business-Related Projects

Children's Rights in Sansiri (Good Place)

company to be child- and parent-friendly.

Extend Support to the Wider Society (Good Community)

Create a good quality of life for children and youth in society, in a sustainable manner.

Non-Business-Related Projects

Children's Safety Zone (Good Space)

Support the non-infringement of children's rights at construction sites.

Giving a Helping Hand to Children around the World (Good Global Citizen)

Contribute to the UNICEF Children's Emergency Fund.

Children's Rights in Sansiri (Good Place)

Sansiri gives importance to children's rights in the company, by making the office a place that is friendly to children and parents, so that children receive proper care and do not affect their parent's work. The company also promotes welfare that helps to improve the quality of life of employees and their families.

Supporting Children's Rights (Good Place)

Sansiri provides breastfeeding rooms at the head office, Siripinyo building, Ratchapark building, the precast factory, and Habito Mall, to enable employees to care for their children and breastfeed in appropriate areas.



Child's Corner & Breastfeeding Room

Sansiri supports our policy by promoting a family-friendly workplace. Child's corner and breastfeeding rooms are established at Siripinyo building, Ratchapark building, the precast factory, and Habito Mall to support female employees who recently gave birth to be able to provide only breastfeeding during the first 6 months.



Parental Benefits

Sansiri provides additional leave benefits for female employees on continuous maternity leave for a total of 98 days, and male employees who are on paternity leave for a total of 7 days. In 2019, 54 female employees and 43 male employees used this benefit. They include employees from the Sansiri head office, the precast factory, and Plus Property (Company Limited).



"If we believe that children are the future of the nation, we must allow children to grow with potential. This starts from breast milk, which is the best food for children. Although the benefits of the breastfeeding room may not be tangible or assessed, our past efforts prove that the returns are more valuable than money. We request every organisation's implementation, starting from today, in order to create a future for the nation together."

Mr. Uthai Uthai-Sangsuk
Chief Operating Officer, Sansiri Public Company Limited

Children's Safety Zone (Good Space)

Sansiri collaborates with our business partners to create a better quality of life for children and youth, by establishing a policy not to use child labour at construction sites and establishing a safe space for children (i.e. the Good Space), so that workers' children can have a safer and better quality of life.



Anti-Child Labour Policy at Construction Sites

Sansiri gives importance to fair employment, in order to prevent, stop, and eliminate labour trafficking, especially child labour, in business processes. Therefore, Sansiri requires all of our business partners who work in construction and product manufacturing to sign the "Child Labour Protection Agreement", which mandates that all child labour activities must comply with the Labour Protection Act B.E. 2541 (1998), Chapter 4 regarding the use of child labour. If a supplier or contractor violates the agreement, Sansiri will cancel the joint business operations and pursue legal action.



Children's Safety Zone (The Good Space)

The Good Space is a partnership between Sansiri, UNICEF Thailand, and our construction business partners since 2012, with the aim to create opportunities for access to education and promotion of basic public health services to children under the age of 14 of all nationalities, while their parents or guardians are working. The project mandates that the contractors must not be involved in child labour activities in the work or construction area.

From 2012 to 2019, the children's safety zones were set up in 57 construction projects. More than 1,500 children and youth have received basic education and health services, in accordance with Sansiri's policy.

Future Construction 2019

Mr. Apichart Chutrakul, President of Sansiri Public Company Limited, joined the Future Construction 2019 stage, which was organised by the Thai Contractors Association under H.M. the King (TCA) and announced Sansiri's intention to support the end of child labour and create a better quality of life for children in construction areas, on 26 September 2019. There were over 500 guests, including the former president of the Thai Contractors Association, guests of honour from governmental and private agencies, member construction companies, and allied companies.



Extend Support to the Wider Society (Good Community)

Sansiri conducts business in parallel with consistently helping society, under the company mission, including extending support to the wider society, especially the development of children and youth who will become a driving force in society.

Sansiri Academy

Sansiri Academy is a project to promote basic football skills. The project aims to instil discipline in athletes, as well as support sports equipment and promote good health for all children and youth, including the underprivileged or disabled. The project does not incur any costs to the participant, due to the belief that "Football (is), more than just a game". This means that football is a sports that is beyond just health, but is a sport that builds discipline and skills, and is filled with friendship and life lessons. Children who participate in the project can further advance their football skills in the future, at the educational, professional, and national levels. In 2019, Sansiri Academy had over 1,000 children and youth participants, with a budget of over 8.9 million Baht. In addition to teaching football skills, Sansiri Academy provides opportunities for children and youth to participate in various tournaments, such as the ACT Youth Invitation 2019, Sansiri Academy's Warm-Up with the Thai National Team, RBSC Youth Tournament 2019, and the Fox Dream Football Clinic. The theme of the latter is to awaken the dreams of Siamese 'foxes' to practice professional football skills with a team from England and Fox Hunt project's football players.

Sansiri Academy has been in operation since 2006, with over 8,000 youth participants. More than 100 children and youth from Sansiri Academy have been selected to become star football players in leading schools, such as Assumption College Thonburi and Suankularb Wittayalai School, or progress towards becoming professional athletes, following in the footsteps of seniors from Sansiri Academy, such as Chanathip Songkrasin (Jay), Patcharaphon Inthanee (Pim), Chinnaphat Leah (Bom) and the female national football player, Nattawadi Pram-nak (Amp).







Sansiri PLUS RUN4U #3





On 29 September 2019, Sansiri and Plus Property Co., Ltd. organised the 3rd “Run for You” event at the State Railway Public Park, which is a charitable run to help children who lack opportunities through the Sermkla Foundation. There were more than 1,400 participants. Funds that were received after the deduction of expenses amounted to 3,140,418 Baht, which were given to the Sermkla Foundation.

SANSIRI CLUB

Sansiri established the SANSIRI CLUB in 2019 to conduct activities for the society, community, and the environment. The project is managed and operated by a group of volunteer employees to promote the development of the society, community, and youth. Currently, there are more than 21 activities under 4 clubs, with approximately 227 employee participants.



SAN Kids

Project to add colour and foster imagination in the children’s safety zones. The objective is to promote the development of children and youth who are with construction workers.



SAN Green

Project to create handmade notebooks from waste paper, to support educational costs for underprivileged children in remote areas.



SAN ASA

Project to clean up and develop surrounding community areas to be liveable.



SAN Service

Project to renovate temples and schools that are remote, using employees’ technical skills.

Good Space Building Colouring (SAN Kids)

Sansiri participated in a colouring activity in the children’s safety zone, to increase the learning area of the Kanasiri Ratchapruek 346 project on 25 May 2019. The objective of the learning area is to promote a good quality of life for underprivileged children in the project construction area. Thirty-six employees participated in this activity.



SAN ASA

In 2019, Sansiri participated in cleaning a multi-purpose courtyard and its surrounding areas, by pruning trees, refining the landscape and repairing restrooms at Wat Nong Kae, Hua Hin District, Prachuap Khiri Khan Province. Forty employees participated in this activity.



Sansiri Backyard

The Sansiri Backyard project aims to utilise vacant space that is yet to be developed, in the form of organic plots. The project consists of planting organic vegetables and fruits that are ready for delivery to employees, residents, nearby communities, and underprivileged children. The projects also promotes the sense of a sustainable community within the city, a learning area, and health-conscious and environmental-friendly living. In 2019, the project was implemented within an area of over 14 rai at the T77 project and Hua Hin. A portion of the produce that were for sale have been returned to society. Sansiri also plans to use this organic produce at SIRI HOUSE and Escape Hotel in Hua Hin and Khao Yai in the future.





Giving a Helping Hand to Children around the World (Good Global Citizen)

Sansiri prioritises helping and respecting the rights of children and youth, both domestically and internationally. Therefore, Sansiri collaborated with UNICEF, which is responsible for helping children and youth globally, by contributing Sansiri's profits to the fund to directly help children in emergencies.

Global Emergency Fund for Children

Sansiri contributes to social investments for children by donating 1 million US dollars, or about 30 million Baht, to the UNICEF Emergency Fund annually. In 2019, Sansiri donated over 30.66 million Baht to the fund in its 9th consecutive year, totaling 295.91 million Baht throughout the project. Sansiri does not tie limitations to this donation, in order to help children who are in need of urgent assistance from disasters around the world.



The Art of Joy for UNICEF Project

Sansiri continued with its intention to help children sustainably through its painting auction, called "The Art of Joy", in which the proceeds were donated to UNICEF. The activity auctioned off masterpieces from international artist Sarah Corynen. This auction was organised to help children in both domestic and international UNICEF projects. Proceeds from the auction amounted to 362,000 Baht.



BRIGHT TOMORROW UNICEF NextGen Thailand

Sansiri supported UNICEF NextGen Thailand in organising the "Bright Tomorrow" event, a lifestyle activity to raise awareness and funds to continue the mission of changing lives for Thai and global children. The event consisted of three activities: "CHEF'S TABLE with Charlie X Pleng", by Chef Charlie Joan, who made delicious tasters, "MIND ON CANVAS with Panyawee", an arts creation activity with a new-generation abstract artist Panyawee Phongsinthai (Pan), and "QUEENS FOR KIDS with PANPAN", an entertainment activity from Drag Queens that created fun and excitement throughout the night. All proceeds from the event, after the deduction of expenses, totaled 54,968.58 Baht, and was donated to UNICEF NextGen Thailand to support Youth Challenge activities that support disadvantaged children and youth in Thailand.



Sansiri's Social Projects

Sansiri engages with the community during the initial project development or construction phase, or during the preparation of the Environmental Impact Assessment (EIA) report, which Sansiri gives importance to. This is a channel for community members to participate in the development of Sansiri's projects, in addition to social investment projects.

In 2019, Sansiri prepared EIA reports for 8 projects, in accordance with the set plan. Results show that the operations do not have a negative impact on the well-being of the community.

Children's Rights and Business Principles of Sansiri

Sansiri commits to conducting business ethically and with respect to children's rights throughout our operations. The company complies with the policy, with the aim of preventing child labour within the organisation and in activities that are conducted with all of Sansiri's business partners, such as the Zero-Tolerance Policy Against Child Labour and guidelines based on the Children's Rights and Business Principles (CRBP), since 2011.

Approach to Promoting Children's Rights within the Company

Sansiri assigned the Corporate Social Responsibility (CSR) Committee the responsibility to control and determine the direction of children's rights protection within the company, by adhering to the Children's Rights and Business Principles (CRBP), which is an important approach in carrying out social responsibility work, or Social Change, in Sansiri. This includes initiating projects related to children within the organisation.

Sansiri's Guidelines based on Children's Rights and Business Principles (CRBP)

- Right of Survival
- Right of Protection
- Right of Development
- Right of Participation

(More information regarding the "Children's Rights and Business Principles", or CRBP, is accessible at https://www.thaicsr.com/2015/08/blog-post_20.html)



In 2019, Sansiri received the recognition of partner to UNICEF Thailand, or UNICEF's First Selected Partner in Thailand. This achievement was due to Sansiri's determination to help children in a true and sustainable manner. Sansiri has pushed forward policies at the organisational and social levels, onto the national level, under various collaborative projects. Examples include the IODINE PLEASE project, a campaign to solve iodine deficiency in Thailand by working with our network to push forward legislation successfully, and the Child Rights project that supports not using child labour at construction sites through a declaration of intent. The latter initiative has expanded to include construction partners to commit to ending child labour. Furthermore, Sansiri implemented the Good Space project, which is a safe zone provided to children at construction sites, to promote their rights to live safely and to have equal access to education and public health services. There are currently 57 children's safety zones in construction sites that cover more than 1,500 children. The success was achieved through the cooperation of partners, suppliers, and employees who were aware of and understood the rights of children, and agreed that it is an important topic for all, to give children the opportunity to have a better foundation for life. Sansiri continues our commitment to help children, as well as support the importance of all organisations' participation in caring for children through business processes, in order to contribute to their development, in parallel with conducting sustainable business into the future.

Zero-Tolerance Policy Against Child Labour

Sansiri promotes children's rights throughout the entire value chain and commits to conducting business in accordance with said business principles. Therefore, Sansiri established the Zero-Tolerance Policy Against Child Labour as a framework for our operations, especially those that involve partners and contractors, in order to prevent child labour throughout the business process and throughout Sansiri's real estate development process.

Zero-Tolerance Policy Against Child Labour

Sansiri established policies against child labour in accordance with the Children's Rights and Business Principles (CRBP). Principle 1 concerns the respect for children's rights, and pledges to support children's rights. Principle 2 concerns the support to eliminate child labour in operations and business dealings, as a foundation for supporting Sansiri's business operations to be in accordance with all 10 principles, and to be in line with Sansiri's intention, that is free from child labour, and helping children who are in need.

Reiterate to business partners not to use child labour under the age of 15.

Reiterate to business partners not to use child labour under the age of 18 in workplaces that are harmful to children, as defined by the Labour Protection Act.

Prevent children and youth from entering the construction areas of the company.

Discourage parents from bringing their children to live in general or construction workers' accommodations. Permission is granted if it brings maximum benefit to the child.

Reiterate to business partners not to exploit children or engage in child labour activities.

Cancel the trade or employment contract with the supplier immediately, upon identifying and proving that the supplier engaged in child labour.

Punish as appropriate, in the event of a violation of the guidelines or neglect of the principles and guidelines, which the company considers to be a breach of contract.

Child Labour Risk Management

During the construction phase of various projects, there is a risk of child labour due to the nature of work that requires contracting a large number of workers from various sources to complete project construction within the specified timeframe. Sansiri is therefore aware of this risk, and has established measures in the form of a Supplier Code of Conduct. All suppliers or contractors must provide signed acknowledgement that they will abide by the anti-child labour policy, including undergoing evaluations and inspections by Sansiri employees in the construction area, to ensure compliance.

Children's Rights within Sansiri



In 2019, Sansiri had 100 projects on hand.



In 2019, no projects were found to use child labour. (100 percent)



In 2019, no partners were found to use child labour.

Complaints regarding Child Labour

Sansiri established a channel to receive complaints regarding child labour in Sansiri's business. Responsible personel receive complaints through the Call Center 1685 and www.sansiri.com website, and take actions for resolution. In 2019, no complaints nor evidence was reported regarding the use of child labour in business operations.

TECHNOLOGY AND BUSINESS ANALYTICS

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Innovation at Sansiri

Innovation is a key business driver in this era. Sansiri focuses on business development through the integration of technology to create innovations in the real estate business and sets advance safety standards to deliver products and services to customers and residents. From project design through to construction completion, Sansiri and our partners collaborate to fulfil customers' needs and to support the changes in current and future global trends.

Innovation Management

Sansiri appointed the Sustainable Innovation and Design Department to be responsible for innovation development to support business operations, in collaboration with the Project Development Department. Innovations are integrated into the project design process. Sansiri's innovation management falls under the following three aspects:



Design Process Innovation

Develop the quality of the design to fulfil the needs of different customer groups, in an efficient and up-to-date manner.



Product Design Innovation

Develop products for construction and residential living that are aesthetic and of quality, and that respond to residents' needs.



Service Innovation

Create the residential living experience through innovations such as mobile phone application services, plastic bottle recycling, renewable energy for electric vehicles, and the project's common area services.

Sansiri's Innovation Development in 2019



20 Million Baht

R&D investment for innovations regarding residential living, health and well-being, construction, and lifestyle.



8 Innovation Projects

that were implemented in project developments or services for Sansiri's residents and customers.



6 Innovation Projects

that are in the research phase for integration into Sansiri's project development and services.

Siri Ventures

Siri Ventures is a joint venture between Sansiri and Siam Commercial Bank Public Company Limited. The project has 100 million Baht of initial registered capital to conduct research and development on new technologies and products. This is in collaboration with research groups, inventors, manufacturers, and start-ups. Siri Ventures' target is to build a network with at least 300 new innovation developers by 2020, and to promote Thailand's residential innovations to a global level, as well as to support our core business to grow sustainably.



Develop technologies and innovations for real estate and residential living.



Enhance the Home Service Application's capabilities for Sansiri's residents, in order to provide comprehensive living services, and to expand the scope of services for the market.



Drive Thai PropTech start-ups that have investment potential through the Property Technology Accelerator Programme.

Innovation Projects at Sansiri

Safety Innovations for Residents

Digital Fence

sends an immediate warning signal when an intruder enters the project area. The company plans to install the system at all low-rise projects in the future.

Biometrics

for face recognition, fingerprints and contractors' information storage, to be used for monitoring in case of an emergency.

Smart Access QR Code

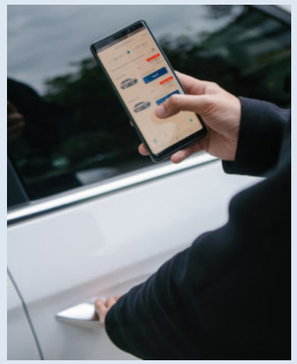
Safety technology for condominium projects that uses QR codes to confirm the identity of visitors. Residents can send a QR code to visitors to scan to enter the project's reception area.

RFID Sensor

Attached to the front of the vehicle, the RFD sensor sends a signal to the receiver that is located at the barrier gate, so that residents can enter and exit the projects using an automated system.

Service Innovations



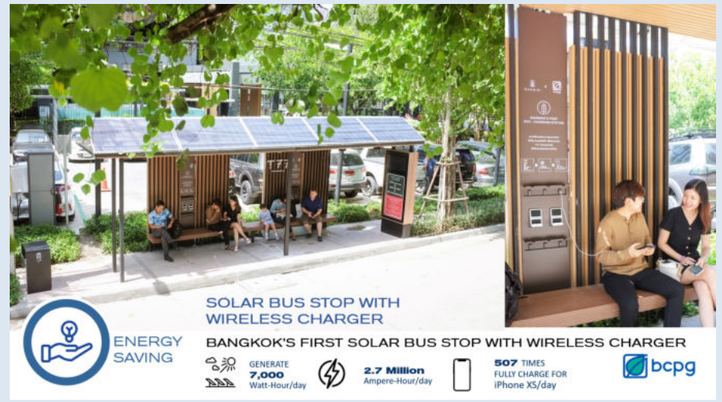


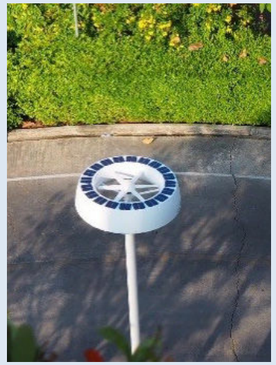
Smart Move

Sansiri, under the "Complete Your Living Experience" concept, collaborated with four main partners, who are Honda, Haupcar, SHARGE and EA Anywhere, to launch a ride-sharing platform, as well as to install electronic car sharing and EV charging services at all high-rise projects. Since its launch in 2018, the project installed 7 stations with 13 vehicles and is currently installing an additional 2 stations with 4 vehicles. In 2020, Sansiri expects to reduce greenhouse gas emissions by more than 7.5 tonnes per year, which is equivalent to approximately 5.7 rai of green forest area.

Solar Bus Stop

In the Solar Bus Stop project, Sansiri installed solar panels to provide electricity for bus stop users to charge their mobile phones. The system can produce 1,400 amperes per hour per day, which helps to reduce CO_2 by 1.454 tonnes per year, which is equivalent to growing a 1.07-rai forest. The project also reduces electricity costs by 11,283 Baht per year.





OMNIFLOW Lighting System Installation

Sansiri developed OMNIFLOW, a smart path lighting system that uses solar and wind power to reduce the use of electricity in the project areas. Sansiri has installed the system in various locations, such as Habito Mall, the precast factory, and THE LINE - Pradipat.





REFUN MACHINE

The REFUN Machine is an automated machine that buys recyclables, where users can exchange plastic bottles and aluminium cans for refund and points. The objective is to promote and provide incentives for proper waste disposal and enhance environmental responsibility. The machines have been successfully installed at 9 of Sansiri's high-rise projects.

EV CHARGER

Since 2016, Sansiri recognises the importance of renewable energy and supports the use of environmental-friendly electric vehicles to mitigate the worsening air pollution. Sansiri has installed EV chargers at various projects, to facilitate and support future growth demands. Twenty projects were installed in 2019.

Low-Carbon Society

The current state of global climate change is accelerating the impact on humans and the environment. Sansiri recognises these implications and has a management approach to mitigate our business impacts on climate change. Sansiri appointed different departments to be responsible for reducing these impacts, in line with the company policy. Examples include energy-saving project design and innovations to increase efficiency in alternative or renewable energy production, in order to respond to residents' needs and protect the environment under the low-carbon society concept.

Project Management to Reduce Greenhouse Gas Emissions

Responsibility for Project Design and Eco-Friendly Product Procurement

Sustainable Innovation and Design Department and Project Development Department

Assess market demands, project value, and competitors within the project area with the Business Development Department and Marketing Product Department. The objective is to develop the project concept to meet customers' current and future needs, as well as develop innovations and property technology in cooperation with SIRI VENTURES. Examples include ventilation systems in high-rise and low-rise projects, or electricity generation from renewable energy to reduce energy consumption and greenhouse gas emissions.

Design Target to Reduce Energy Consumption and Greenhouse Gas Emissions

Sansiri's project design and product sourcing approach is to reduce energy consumption during the resident's stay to be lower than the global average building energy consumption in the real estate industry.

150-170 Kilowatt-hours per Square Metre per Year

is the global average energy use intensity for buildings, according to a report by the United Nations Environmental Programme. Since 2018, Sansiri commits to designing projects that have an equal or lower energy use intensity.

46.63 Kilowatt-hours per Square Metre per Year

is Sansiri's average energy use intensity, covering Sansiri's and Plus Property's head offices, the precast factory, Escape Sansiri Hotel Collection Khao Yai and Hua Hin, and Habito Mall.

High-Rise Project Design Concept

Sansiri's Breathable Condominium concept aims to reduce energy consumption and greenhouse gas emissions from high-rise projects. The concept is to enable the use of the surrounding environment for energy savings.

Breathable Condominium

In 2018, Sansiri started to develop high-rise condominiums using the project ventilation and unit ventilation systems to lower the temperature within the project, in order to reduce energy consumption. In 2019, Sansiri implemented this concept at THE LINE - Pradipat, TAKA HAUS Ekamai 12, OKA HAUS Sukhumvit 36, THE BASE Saphanmai, THE LINE Phahonyothin Park, and The Monument Sanampao.



Low-Rise Project Design Concept

Sansiri seeks to reduce energy consumption and greenhouse gas emissions in low-rise projects, such as single-detached houses and townhouses, by focusing on increasing the ratio of renewable energy and using the Cool Living Designed Home concept. The Cool Living Designed Home reduces heat trapping within the house and increases air ventilation. In the long term, this indoor cooling system reduces energy consumption.

Progress of Solar Panel Installation at Sansiri's Projects

In 2019, Sansiri collaborated with BCPG Public Company Limited to install solar panels at 25 of Sansiri's low-rise projects. The project targets a total production capacity of over 2 megawatts, which is equivalent to 1,778 tonnes of CO_2 by 2021.





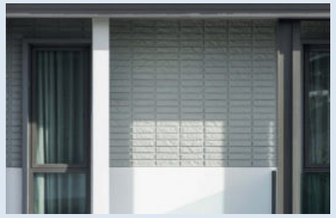
Cool Living Designed Home

Sansiri developed the Cool Living Designed Home concept, with a focus to invent and develop design approaches to reduce the temperature and control the humidity within the home, increase air conditioning efficiency, and reduce the risk of germs that may affect residents' health. The project uses the solar attic ventilation system, which can reduce heat accumulation throughout the day using the solar-powered fan system. This system increases ventilation and reduces heat within the attic and the house, resulting in electricity savings from air conditioning by 10 percent, or approximately 7,884 kilowatt-hours per year. In 2019, Sansiri implemented this concept at the Burasiri and Setthasiri projects, with expansion plans to other projects in the future.



Solar Attic Fan & Ventilation System

reduce heat in the attic, which cools down air within the house and reduces germ accumulation by using solar energy.



UV Shield Colour and Heat-Absorbing Green Glass

protects and prevents solar heat from coming into the house.



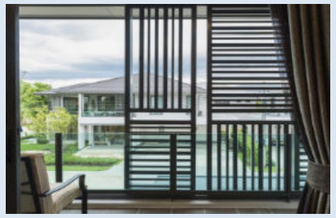
Breeze Panel

helps to ventilate air inside the house.



Roof Shade

is extended to help shield sunlight and reduce heat inside the house.



Shading Screen

is designed to optimise sunlight and breeze absorption, based on their direction.



Texture Wall

is designed to reduce heat from sunlight.

Greenhouse Gas Emissions Reduction Performance

Sansiri's property development aligns with our sustainability target to reduce the impact on climate change. The company optimises the use of resources and energy, and promotes the integration of technology and innovation into our business operations and project design. Sansiri monitors our business activities' greenhouse gas emissions, including those of our subsidiaries.

Greenhouse Gas Emissions from Sansiri's Business Activities in 2019

In 2019, greenhouse gas emissions from Sansiri's business activities amounted to 5,816.70 tonnes of CO_2 equivalents, or 35.94 kilogrammes of CO_2 equivalents per m2 per year.

Direct Greenhouse Gas Emissions (Scope 1) (Tonnes of CO_2 equivalents)		Indirect Greenhouse Gas Emissions (Scope 2) (Tonnes of CO_2 equivalents)		Other Indirect Greenhouse Gas Emissions (Scope 3) (Tonnes of CO_2 equivalents)		Sansiri's Total Greenhouse Gas Emissions (Tonnes of CO_2 equivalents)	
2018	2019	2018	2019	2018	2019	2018	2019
2,011.93	1,110.56	4,193.97	3,429.03	1,682.29	1,277.10	7,888.19	5,816.70

Overall, greenhouse gas emissions reduced by 2,071.48 tonnes of CO_2 equivalents, or 26.26 percent, which is equivalent to planting 515 trees.

Remarks

- Direct greenhouse gas emissions (scope 1) was calculated from the use of benzene and diesel fuel at Sansiri's and Plus Property's head offices, the precast factory, Escape Sansiri Hotel Collection Khao Yai and Hua Hin, and Habito Mall.
- Indirect greenhouse gas emissions (scope 2) was calculated from electricity use at Sansiri's and Plus Property's head offices, the precast factory, Escape Sansiri Hotel Collection Khao Yai and Hua Hin, and Habito Mall.
- Indirect greenhouse gas emissions (scope 3) was calculated from energy use from employee transport at Sansiri's and Plus Property's head offices, the precast factory, Escape Sansiri Hotel Collection Khao Yai and Hua Hin, and Habito Mall.
- Emissions factors are based on the Thai National Life Cycle Inventory Database, which is developed by the Thailand National Metal and Materials Technology Center (MTEC), the National Science and Technology Development Agency (NSTDA), and the IPCC database.
- Emissions factors from electricity use are adjusted based on the latest information from Thailand Greenhouse Gas Management Organisation (TGO).

Sansiri monitors greenhouse gas emissions of projects that adopt the energy-saving design concept and renewable energy, in order to assess the efficiency of reducing greenhouse gas emissions into the environment.

Project Development Performance Towards a Low-Carbon Society



Energy-Saving Project Design Concept

Project developments that were in progress and those that were completed according to the energy-saving project design concept in 2019 are expected to reduce air-conditioning energy use by 10 percent, or 7,884 kilowatt-hours per year, which is equal to 4,465 tonnes of CO_2 equivalents per year.



Renewable Energy Sources

In 2019, renewable energy sources in Sansiri's projects and our subsidiaries generated over 523,000 kilowatt-hours per year of electricity, which is equal to reducing greenhouse gas emissions by 300 tonnes of CO_2 equivalents per year.

Remark: The scope of greenhouse gas emissions reduction from projects with renewable energy generation covers 3 buildings: the precast factory, Escape Sansiri Hotel Collection Khao Yai, and Habito Mall.

Supply Chain Management

Sansiri's business operations rely on the collaboration of various trade partners and suppliers. In order to manage the business value chain effectively, Sansiri has established supply chain management to deliver quality products and services to customers, in a timely manner. Product procurement and supplier contracting must consider safety in the production process, quality standards of raw materials and products, and environmental responsibility, as stated in Sansiri's policy.

The Project Procurement Department is responsible for the procurement process, in collaboration with suppliers and contractors, who are under the Supplier Code of Conduct's framework, to ensure that they deliver products and services that comply to set standards. Furthermore, the department promotes and enhances business operations between Sansiri and our suppliers or contractors, to sustainably move towards social and environmental responsibility.

Supplier Code of Conduct

Sansiri's Supplier Code of Conduct was established to set an excellent and sustainable operational standard between Sansiri and all of our suppliers and contractors. The Supplier Code of Conduct aligns with Sansiri's guidelines, which covers the following criteria: Business Ethics, Human Rights and Labour Standards, Quality Management, Occupational Health and Safety, and the Environment.



Business Ethics

Ensure business ethics, transparency, and fairness for all stakeholders in accordance with the law and governmental regulations. Do not engage in any form of corruption.



Human Rights and Labour Standards

Value, respect and support human rights by adhering to children's rights and business principles. All suppliers must comply with the Zero-Tolerance Policy Against Child Labour. Treat employees with fairness and equality, in accordance with applicable laws.



Quality Management

Deliver products and services correctly and on time. Comply with quality management standards and processes.



Occupational Health and Safety

Uphold occupational health and safety standards in accordance with laws and governmental regulations. Establish measures or plans to effectively respond to emergencies.



Environment

Conduct environmental operations in accordance with the law. Establish measures to prevent, correct, or mitigate environmental impacts in an effective manner. Utilise environmental resources efficiently to prevent negative impacts on the environment.

(More information on the Supplier Code of Conduct is available at https://www.sansiri.com/pdf/SustainabilityReport/03-supplier-code-of-conduct-TH.pdf)

Child-Friendly Supply Chain

The scope of Sansiri's Supplier Code of Conduct covers human rights, by establishing guidelines to not use child labour in business operations, under the Zero-Tolerance Policy Against Child Labour, which is stated in the Terms of Reference (TOR) of the procurement contract. All suppliers and contractors must strictly comply with the policy, in order to ensure child-friendly business operations. In 2019, Sansiri did not find nor receive any complaints or evidence regarding the use of child labour in business processes and the value chain.

From 2019 to 2020, Sansiri established a target to increase collaboration among suppliers and competitors in the real estate industry, as well as creating partnerships in the governmental sector to further anti-child labour causes in business processes, using an assessment approach that is more transparent and verifiable. In 2021, Sansiri's target is to assess and confirm that all suppliers and contractors do not utilise child labour in their business processes.

Supplier Risk Assessment

Sansiri recognises the risks that may arise from our supply chain, which can affect business operations. Therefore, the company conducted a risk assessment and established preventive measures against those risks. Potential supply risks include an increase in the prices of materials due to the raw materials' inherent price and rising demand for construction materials for other projects. Thus, Sansiri established measures to control the risks that may occur from the price volatility of construction materials.

Supplier Risk Preventive Measures

- Procure construction materials directly from manufacturers through a bidding process, to compare the product quality using a transparent and verifiable method.
- Set the delivery price of the construction materials in advance, in order to reduce the risk of rising construction material prices.
- Source more trade partners, in order to support Sansiri's project expansions.
- Organise departments to oversee and closely monitor the price fluctuations of construction materials in key categories.

Sansiri's Supplier Management

Sansiri established the supplier management structure, in order to ensure responsibility for the procurement of construction materials and products in the projects to be in line with the company's objective to deliver quality projects. Other objectives include the continuous sourcing of new suppliers in order to reduce the risk of supplier shortage and increase opportunities for product procurement that respond to ever-changing project concepts.

Supplier Management Structure

Supplier Registration to Develop the Project

The Project Procurement Department, Project Development Department, Quality Control Department, Customer Relations Department, and Home Care Department are responsible for evaluating suppliers based on the criteria of characteristics and product and service quality.

Quality Material & Product Procurement

The Project Procurement Department, Sustainable Innovation and Design Department, and Project Development Department are responsible for ensuring conformity to the project concept and market demands.

Construction Material Cost Estimation

The Project Procurement Department and Quantity Surveyor Department are responsible for assessing the costs of construction materials and supplier contracts according to set standards.

Supply Chain Management Objectives

Reduce the costs

of procurement for high-rise projects by 14 percent, and low-rise projects by 5 percent, compared to 2018.

Maintain quality standards

for products and contractor work, covering environmental and social aspects.

Source new suppliers,

to create opportunities to integrate innovation into Sansiri's project development.

Sansiri selects suppliers and contractors using a preliminary qualification assessment, supplier registration, and bidding. Furthermore, Sansiri organises a production site assessment, to ensure that the quality of the production process is in line with the company's needs prior to bidding. This is to ensure the selection of the best suppliers, both in quality and product value.

Sansiri's Suppliers and Budget Spend 2019

37 suppliers

and contractors registered with Sansiri in 2019, or 14 percent of total suppliers and contractors.

293 suppliers

and contractors in total in 2019.

1,555 Million Baht

in costs from Sansiri's domestic supplier and contractor bidding process.

300 Million Baht

in cost reduction from the bidding process, which exceeded the target of 230 million Baht, which represents a 9 percent cost reduction for low-rise projects, and 17 percent cost reduction for high-rise projects when compared to 2018.

Supplier Assessment Standards

Sansiri monitors and assesses supplier operations on a regular basis. The Project Procurement Department, Quality Control Department, Home Care Department, and Project Development Department are responsible for conducting a supplier assessment based on set criteria twice a year, during and after the project. The supplier assessment covers product quality, installation quality, warranty terms, and coordination with Sansiri. Suppliers and contractors who pass the supplier assessment are provided incentives for meeting set standards.

Product delivery

is according to the project schedule.

Product standards

and safety assessment results throughout the trial period.

Corrective action

that is fast and effective.

After-sales service

aligns with Sansiri's standards, and the number of customer complaints are within the acceptable level.

Sansiri Quality Day



Sansiri organised the Sansiri Quality Day, which is an awards ceremony for the Project Development Department, suppliers, and contractors with outstanding assessment results according to set standards, who consistently deliver quality products or services. The objective of Sansiri Quality Day is to foster and maintain quality operations as well as to build good relationships with suppliers and contractors. Awards were divided into the Diamond Award and Gold Award categories, with 46 awards in total.

Excellent Contractor Awards 2019

Single-Detached House Projects

Diamond Quality Award
- Burasiri Bangna Project Development Department

Gold Quality Award
- Setthasiri Pattanakarn Project Development Department
- Burasiri Pattanakarn Project Development Department
- Setthasiri Phahol-Watcharapol Project Development Department
- Burasiri Panya Indra Project Development Department
- Setthasiri Krungthep Kreetha Project Development Department
- Kanasiri Salaya 2 Project Development Department
- Burasiri Ratchaphruek 345 Project Development Department

Townhouse Projects

Gold Quality Award
- Burasiri Ratchaphruek 345 Project Development Department
- Siri Place Kallapapruek Project Development Department
- Siri Place Rangsit Project Development Department
- Siri Place Charan - Pinklao Project Development Department
- Siri Place Suksawat - Rama 3 Project Development Department
- Siri Place Nawanakorn Project Development Department
- Siri Place Rattanathibet Project Development Department

Condominium Projects

Diamond Quality Award
- THE LINE Asoke - Ratchada Project Development Department
- Construction Manager: Project Direction Company Limited

Gold Quality Award
- dcondo Campus Kamphaengsaen Project Development Department
- Construction Manager: Plus Professional Company Limited








Excellent Contractor Awards 2019

Single-Detached House Projects



Diamond Quality Award
3 companies



Gold Quality Award
7 companies

Project Procurement Award (PP Award) 2019

Product Delivery and Installation



Diamond Partner Award
1 company



Gold Partner Award
1 company

Product Delivery



Diamond Partner Award
1 company



Gold Partner Award
1 company

Contractor with Excellent After-Sales Service 2019

Single-Detached House Projects



Home Care Award
1 company

Townhouse Projects



Home Care Award
1 company

Condominium Projects



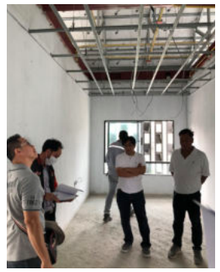
Home Care Award
1 company

Sustainable Operations in the Supply Chain

In 2019, Sansiri's Project Procurement Department conducted supplier audits with ESG criteria. The criteria covered sustainability topics, with topics regarding quality management, human rights regarding children and labour, occupational health and safety, and the environment.

Supplier Auditing







Sansiri conducts business on the foundation of producing quality products and services under appropriate management, that continue to satisfy customers or residents. Inspections are conducted to ensure that the project quality meets the standard criteria set by Sansiri, in order to deliver a good experience to customers.

Product and Service Quality

Sansiri conducts business on the foundation of producing quality products and services under appropriate management, that continue to satisfy customers or residents. Inspections are conducted to ensure that the project quality meets the standard criteria set by Sansiri, in order to deliver a good experience to customers.

Product Quality Control

Sansiri assigned responsibility to specific personnel to control the quality of construction and project development, from the pre-construction, construction through to the ownership transfer and resident move-in. The product quality control process is in accordance with the defect reduction policy, and prevents the re-occurrence of defects in future projects. Training courses on monitoring and quality assessment are also conducted for employees. In addition, Sansiri introduced new technology to support more efficient quality control.

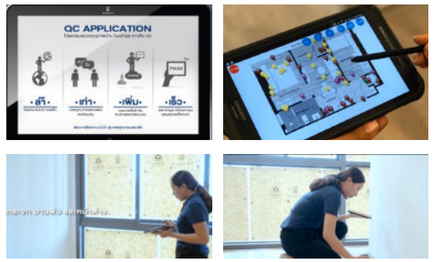
Responsibility of Project Quality Control

The Design Department and Project Development Department

collaborate with construction managers to oversee contractor and supplier operations, to ensure that the construction meets set standards and ensure the quality of the project.

The Quality Control Department and Construction Standard Department

inspect the project quality at each stage of the project cycle, using the QC Tablet and PJ & CM Inspector application, as well as conduct trainings on working standards for relevant personnel.



The Customer Relations Department

supports customers during ownership transfer, on instalment payments and product inspection, as well as advise on mortgage loans.

The Home Care Department

resolves items in the repair list, monitors the progress, and records the reports in the database in a systematic manner.

The Call Centre Department

provides information, receives suggestions and complaints, and coordinates with relevant departments to resolve customer issues.

Project Quality Control Training

Sansiri established project quality control training curricula for the Project Development Department, project managers, and contractors to use as criteria for construction and quality control assessment after construction is completed. The training is also intended to support the delivery of quality projects to customers in line with Sansiri's sustainability targets, as follows:

Curriculum 1 Standards and scope of work for the Project Procurement Department.	**Curriculum 2** Standards for roof, ceiling, door and door frame structures.	**Curriculum 3** Waterproofing standards
Curriculum 4 Standards for cement and skim coats.	**Curriculum 5** Standards for paint works and rust preventive paint for metal fences.	**Curriculum 6** Standards for marble tiling works and adhesive plasters.
Curriculum 7 Standards for sanitary works and kitchen sets.	**Curriculum 8** Standards for wood flooring and termite baiting system.	**Curriculum 9** Standard for aluminium and mirror works.
Curriculum 10 Standards for sealants and repair of cracks and water leakage.	**Curriculum 11** Standards for air conditioning and electricity systems.	**Curriculum 12** Standards for public utility system and common area works.
Curriculum 13 Standards for precast concrete slab production and installation.	**Curriculum 14** Standards for QC System (low-rise and high-rise).	**Curriculum 15** Standards for land reclamation and road studs.
Curriculum 16 Learning, caring for, and understanding the standards, as well as resolving quality issues in a sustainable manner 2019.	  	

Project Quality Control Inspection

The Project Development Department and Quality Control Department are responsible for assessing the project quality and safety of construction. The Quality Control Department uses the QC application to inspect for defects and repair items, which enables a more convenient and efficient working process.

Inspection Standards for Construction and Construction Managers

Sansiri divides construction into high-rise and low-rise projects, with the following inspection categories:
- Low-rise is divided into 4 QC categories.
- High-rise is divided into 3 QC categories.

A scoring system was established to assess project standards. The scoring criteria is based on the project type. If the inspection results indicate that the criteria has not been met, the contractor must repair the identified defects, and the quality inspection is re-conducted. The scoring criteria are as follows :

Score Higher than 85 Percent for Siri Place, Anasiri, Kanasiri, Saransiri, Burasiri, and Sethasiri projects and condominium segments B,C, and D	**Score Higher than 87 Percent** for Narasiri, Baan Sansiri, and condominium segments A and S.

Inspection Levels

Level 1: Score is higher than or equal to 85 or 87 percent and receive inspection results "passed repair or passed QA standards"
Next Step: Repair works in the next phase or transfer to customers.

Level 2: Score is higher than or equal to 85 or 87 percent but receive inspection results "did not pass requirements"
Next Step: Repair the work that did not pass the requirements and re-conduct the quality inspection.

Level 3: Score is higher than or equal to 85 or 87 percent and receive inspection results "did not pass QA standards"
Next Step: Repair the entire work and re-conduct the quality inspection.

Pre-Ownership Transfer

Project Quality Monitoring and Assessment Details	
Low-Rise Projects	- Structural works, precast concrete installation, on-site sanitation system, and termite baiting system. - Construction works before closing the ceiling, water and indoor sanitation systems, electrical communication system, ceiling structure, and outdoor sanitation system. - Architectural works for floor, wall, and ceiling, and behind-wall electrical and sanitation works. - End-product and finishing for all architectural works and functions for electrical communication systems, water and sanitation systems, air conditioning system, sanitary works, and furniture.
High-Rise Projects	- Pre-ceiling closure works, water and indoor sanitation system inspection within the electrical communication system, and ceiling structure. - Systems and architectural work, floor and wall systems, floor and wall tiling. - End-product and finishing for all architectural works and functions for electrical communication systems, water and sanitation systems, air conditioning system, sanitary works, and furniture.

Common Area Assessment Checklist

Low-Rise Projects	High-Rise Projects
- Utility, electrical, water, and telephone systems. - Road and walkway works. - Sanitation, wastewater treatment, drainage and clarifier systems. - Landscape, softscape/hardscape works. - Project fencing. - Clubhouse and swimming pools. - Access control security system, CCTV and fire alarm system.	- Building, clubhouse, swimming pool, and fitness centre inspection. - Sanitation, wastewater treatment, drainage, and booster pump systems. - Landscape, softscape/hardscape works. - Utility, electrical, water, and telephone systems. - Access control security system, CCTV and fire alarm systems. - Lift system. - Other main equipment systems.

Post-ownership transfer

Projects that have Transferred Ownership
- Construction and repair standards for single-detached houses, townhouses and condominiums, central quality control system. Improve the quality control system for utilities prior to ownership transfer, to reduce the recurrence of repetitive issues.



Supplier Code of Conduct Audit for Contractors
For operations according to the Zero-Tolerance Policy Against Child Labour in all of Sansiri's property development areas.

QCP SANSIRI DRONE





Sansiri is committed to improving our property development business in all aspects, by integrating technology and innovation into the quality inspection system. This includes the use of drones to inspect the project quality using aerial photography, and for other applications in project development, to prevent defects prior to customer delivery.

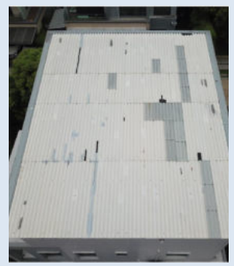


Used for aerial photography and report development that accompanies the consideration of contractor payment according to the terms in the agreement.



Used for inspecting project progress and photographing the project's surrounding areas, which can be presented in 2D and 3D files.





Used for inspecting construction issues in high areas, such as roofing and high-rise exterior walls, as well as investigating residents' complaints to find appropriate resolutions.



Used in aviation surveys of land boundaries and plots to be purchased for property development.

Project Quality Performance

Sansiri's project quality control performance is measured by complaints received from the residents and customers within the project. The Project Development Department and Quality Control Department summarises defects annually, for use in planning and developing measures to prevent the reoccurrence of the issues in future projects.

Scope of Project Quality Inspection 2019

Single-Detached House Projects
3,502 units

Townhouse Projects
2,753 units

Condominium Projects
8,073 units

Project Quality Complaints

3 complaints regarding the quality of the residential unit

and common area from customers were verified.

100 percent

of complaints regarding the quality of the residential unit and common area were resolved.

Service Quality Control

Sansiri recognises the importance of resident and customer service, where the company operates according to the international standard ISO 9001:2015. This is to ensure that visitors receive a highly satisfactory experience. Sansiri develops touchpoints to build customer relationships and good corporate reputation. The company has set up a complaint management process, as well as a resident and visitor satisfaction survey. Results of the satisfaction survey and service-related complaints are presented under the "Customer Relationship Management" section in this report.

ABOUT THIS REPORT

ABOUT THIS REPORT GRI 102-45, GRI 102-50, GRI 102-51, GRI 102-52, GRI 102-54

Sansiri Public Company Limited has developed our Sustainability Report 2019, which is our fourth report. The report discloses the company's management approach and performance on key sustainability topics to all stakeholder groups, addressing the economic, social, and environmental dimensions. The scope of this report covers Sansiri Public Company Limited, Plus Property Company Limited, Precast Factory, Escape Sansiri Hotel Collection Khao Yai and Hua Hin, and Habito Mall, in which Sansiri holds 50 percent or more of the shares and is under the company's management in Thailand. The report covers the period from 1 January to 31 December 2019 and has been prepared in accordance with the GRI Standards: Core Option.

Sustainability Material Topic Identification GRI 102-32, GRI 102-46, GRI 102-49, GRI 102-56

Sansiri has compiled and reviewed both external and internal factors that relate to company operations, in order to assess and prioritise sustainability material topics in 2019. The Corporate Planning and Sustainability Development Department was responsible for considering sustainability material topics that are of significance to stakeholders, prior to gaining approval by executives and the Corporate Governance Committee, and disclosing those topics' performance.

In 2019, the company assessed the sustainability material topics internally with the Sustainability Working Team, executives, and the Corporate Governance Committee. In this report, Sansiri did not prioritise topics regarding corporate governance, Business Code of Conduct, nor risk and crisis management that affect shareholders and investors, since these topics are fundamental to the organisation and are required to be reported on a continuous basis.

Material Topic Identification

Identify sustainability material topics, including risks and opportunities that affect business operations, direction, and strategy, topics that are of stakeholder interest and/or within the same industry, through to considering global trends in sustainable development.

Material Topic Prioritisation

Prioritise selected material topics, taking into account the following: significance of stakeholder interest in the selected topic, significance of the risks and opportunities to business operations, as well as the impact boundary of those topics.

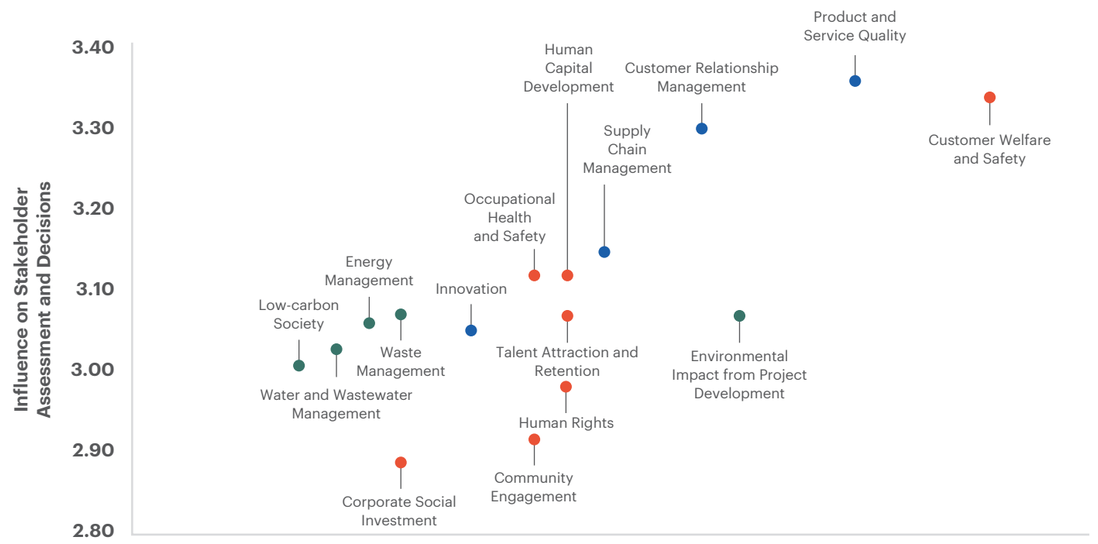
Material Topic Validation

Summarise sustainability material topics and ensure compliance with GRI Standards (Core Option) for accuracy and completeness. The material topic content is reviewed and approved by the Corporate Governance Committee for disclosure in the annual Sustainability Report.

Sustainability Reporting Development

Improve sustainability reporting by considering stakeholder feedback from all communication channels, to greater reflect the topics that are of stakeholder interest. Sansiri plans to verify the contents of our Sustainability Report by an external party in the future.

Sustainability Material Topics GRI 102-47



Significance of Economic, Environmental and Social Impacts

Economic

- Supply Chain Management
- Product and Service Quality
- Innovation
- Customer Relationship Management

Environmental

- Environmental Impact from Project Development
- Water and Wastewater Management
- Waste Management
- Energy Management
- Low-carbon Society

Social

- Occupational Health and Safety
- Customer Welfare and Safety
- Human Capital Development
- Talent Attraction and Retention
- Corporate Social Investment
- Community Engagement
- Human Rights

Sustainability Material Topics and Scope of Reporting [GRI 102-40, 102-47]

Sansiri has identified and prioritised material topics that are considered within both internal and external contexts. Details of the sustainability material topics that have a significant impact on Sansiri and its stakeholders, and their respective impact boundary, are as follows.

Sustainability Dimension	Sustainability Material Topic	GRI Standards Relevant to Material Topic	Impact Boundary				
			Internal	External			
			Executive and Employee	Customer, Tenant, and Resident	Supplier and Contractor	Community and Society	Government and Regulator
Economic	Supply Chain Management	GRI 204: Procurement Practices GRI 308: Supplier Environmental Assessment GRI 414: Supplier Social Assessment	√		√		
	Product and Service Quality	GRI 204: Procurement Practices GRI 414: Supplier Social Assessment	√	√	√		
	Innovation	GRI 305: Emissions GRI 308: Supplier Environmental Assessment	√	√	√		
	Customer Relationship Management	GRI 416: Customer Health and Safety	√	√			
Environmental	Environmental Impact from Project Development	GRI 301: Materials GRI 302: Energy GRI 303: Water GRI 306: Effluents and Waste GRI 307: Environmental Compliance	√	√	√	√	√
Environmental	Low-carbon Society	GRI 305: Emissions	√	√	√	√	√
Social	Community Engagement	GRI 201: Economic Performance GRI 413: Local Communities	√	√		√	
Social	Corporate Social Investment	GRI 201: Economic Performance GRI 413: Local Communities	√	√		√	
Social	Human Rights	GRI 408: Child Labor GRI 412: Human Rights Assessment	√		√	√	√
Social	Human Capital Development	GRI 404: Training and Education	√		√		
Social	Talent Attraction and Retention	GRI 401: Employment GRI 404: Training and Education	√		√		
Social	Occupational Health and Safety	GRI 403: Occupational Health and Safety	√		√		
Social	Customer Welfare and Safety	GRI 416: Customer Health and Safety	√	√			

Remark:

- External stakeholders who are not included in the table are investors, shareholders, and competitors, due to a change in the details of sustainability material topics in 2018.

Stakeholder Engagement GRI 102-40, 102-42, 102-43, 102-44

Sansiri has defined the process of engaging with all seven external and internal stakeholder groups, which is considered an important element in determining the direction of operations for sustainable development. Sansiri has analysed the company's operations in order to identify the stakeholder groups that are affected. Stakeholder communication is conducted to inform them of material topics that are of interest to each stakeholder group. Stakeholder feedback is integrated in the company's decision-making and business planning process.

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

Contact Channel

For more information, please contact:

Sustainability Development Department, Office of the President

Sansiri Public Company Limited (Head Office)
59 Soi Rim Khlong Phra Khanong, Phra Khanong Nuea Sub-district
Vadhana District, Bangkok 10110
Phone 02-027-7888
Fax 02-109-5479
Email SSD@sansiri.com

Sustainability Performance

Economic

GRI	Description	Unit	2016	2017	2018	2019
201-1	**Direct Economic Value Generated**					
	Total Revenues	Million Baht	34,395.00	31,756.73	27,146.45	26,290.91
	Economic Value Distributed					
	Operating expense	Million Baht	5,827.70	6,103.72	5,554.97	4,643.97
	Employee benefits	Million Baht	2,221.30	2,395.82	2,588.96	2,488.61
	Payment to governments (i.e. taxes)	Million Baht	944.29	818.88	771.65	839.17
	Dividend payments	Million Baht	2,285.67	1,857.01	1,633.97	1,431.81
	Interest payments	Million Baht	1,425.14	1,317.32	1,800.34	1,837.51
	Community investments	Million Baht	57.44	54.95	52.02	60.00
	Donation	Million Baht	36.37	34.43	31.5	30.66
	Community investment	Million Baht	21.07	20.52	20.52	18.56
	Volunteer	Baht Equivalent	n/a	n/a	n/a	10.78
N/A	**Customer Satisfaction Survey**					
	Satisfaction target	%	> 90	> 90	> 85	> 85
	Total CSI Score	%	91	82	90.35	90
	Touch Point 1	%	n/a	n/a	91.07	89
	Touch Point 2	%	n/a	n/a	84.32	85
	Touch Point 3	%	n/a	n/a	82.47	82
	Touch Point 4	%	n/a	n/a	87.00	86
	Special Touch Point 1	%	n/a	n/a	93.00	92
	Special Touch Point 2	%	n/a	n/a	99.56	n/a
	Special Touch Point 3	%	n/a	n/a	95.03	96

Environmental

GRI	Description	Unit	2016	2017	2018	2019
N/A	**Useful Area**					
	Total Useful Area	**m²**	**127,643.28**	**127,594.28**	**127,828.28**	**126,325.28**
	Sansiri head office	m²	11,882.00	11,783.00	11,987.00	10,430.00
	PLUS head office	m²	2,566.00	2,616.00	2,646.00	2,700.00
	Precast factory	m²	90,814.00	90,814.00	90,814.00	90,814.00
	Escape-Khao Yai	m²	5,501.00	5,501.00	5,501.00	5,501.00
	Escape-Hua Hin	m²	5,199.00	5,199.00	5,199.00	5,199.00
	Habito mall	m²	11,681.28	11,681.28	11,681.28	11,681.28
302-1 (CRE)	**Energy Consumption**					
	Total energy consumption within the organization	**MWh/year**	**3,125.67**	**5,670.49**	**5,999.76**	**5,890.80**
	Sansiri head office	MWh/year	578.38	639.94	689.22	594.09
	PLUS head office	MWh/year	285.22	277.71	244.28	370.50
	Precast factory	MWh/year	1,241.07	1,419.54	1,814.51	1,913.64
	Escape-Khao Yai	MWh/year	n/a	940.32	976.00	958.44
	Escape-Hua Hin	MWh/year	n/a	464.98	484.75	466.13
	Habito mall	MWh/year	1,021.00	1,928.00	1,791.00	1,588.00
	Self-generated renewable energy	**MWh/year**	**0.00**	**0.00**	**0.00**	**523.29**
	Sansiri head office	MWh/year	n/a	n/a	n/a	n/a
	PLUS head office	MWh/year	n/a	n/a	n/a	n/a
	Precast factory	MWh/year	n/a	n/a	n/a	354.68
	Escape-Khao Yai	MWh/year	n/a	n/a	n/a	89.58
	Escape-Hua Hin	MWh/year	n/a	n/a	n/a	n/a
	Habito mall	MWh/year	n/a	n/a	n/a	79.04

GRI	Description	Unit	2016	2017	2018	2019
G4-CRE1	**Energy Intensity**					
	Building energy intensity	**KWh/m²/year**	**24.49**	**44.44**	**46.94**	**46.63**
	Sanrisiri head office	KWh/m²/year	53.15	54.31	58.49	56.96
	PLUS head office	KWh/m²/year	111.15	108.23	95.20	137.22
	Precast factory	KWh/m²/year	81.44	93.15	19.98	21.07
	Escape-Khao Yai	KWh/m²/year	n/a	170.94	181.07	174.23
	Escape-Hua Hin	KWh/m²/year	n/a	89.44	98.91	89.66
	Habito	KWh/m²/year	n/a	n/a	153.32	135.94
CRE2	**Water consumption**					
	Building water consumption	**m³/year**	**47,698.00**	**116,808.00**	**150,770.00**	**200,556.00**
	Sanrisiri head office	m³/year	36,154.00	36,321.00	40,628.00	40,846.00
	PLUS head office	m³/year	n/a	n/a	n/a	n/a
	Precast factory	m³/year	n/a	34,189.00	50,246.00	107,316.00
	Escape-Khao Yai	m³/year	n/a	16,902.00	23,694.00	22,577.00
	Escape-Hua Hin	m³/year	n/a	9,902.00	18,448.00	14,074.00
	Habito mall	m³/year	11,544.00	19,494.00	17,754.00	15,743.00
	Building water intensity	**m³/m²/year**	**0.37**	**0.92**	**1.18**	**1.59**
	Sanrisiri head office	m³/m²/year	3.04	3.08	3.39	3.92
	PLUS head office	m³/m²/year	n/a	n/a	n/a	n/a
	Precast factory	m³/m²/year	n/a	0.38	1.09	1.10
	Escape-Khao Yai	m³/m²/year	n/a	1.73	2.43	2.31
	Escape-Hua Hin	m³/m²/year	n/a	1.77	3.29	2.51
	Habito mall	m³/m²/year	0.99	1.67	1.52	1.35
	Greenhouse Gas Emissions (GHGs)					
	Total GHGs emissions (Scope 1 + 2)	**kgCO_2e/year**	**2,708,704.05**	**2,153,536.74**	**5,504,388.98**	**4,539,594.35**
305-1 (CRE)	**Direct (Scope 1) GHG emissions**	**kgCO_2e/year**	**1,483,575.19**	**793,062.04**	**2,011,928.58**	**1,110,561.55**
	Motor Gasoline	kgCO_2e/year	1,483,575.19	793,062.04	1,954,887.37	973,412.33
	Diesel	kgCO_2e/year	n/a	n/a	57,041.21	137,149.23

GRI	Description	Unit	2016	2017	2018	2019
305-2 (CRE)	**Energy indirect (Scope 2) GHG emissions**	**kgCO_2e/year**	**1,225,128.87**	**1,360,474.69**	**3,492,460.40**	**3,429,032.80**
	Sansiri head office	kgCO_2e/year	336,673.46	372,507.86	401,193.80	345,822.12
	PLUS head office	kgCO_2e/year	166,028.56	161,652.60	142,196.68	215,665.59
	Precast factory	kgCO_2e/year	722,426.85	826,314.23	1,056,223.91	1,113,929.84
	Escape-Khao Yai	kgCO_2e/year	n/a	547,360.27	568,129.60	557,907.92
	Escape-Hua Hin	kgCO_2e/year	n/a	270,662.53	282,175.30	271,332.53
	Habito mall	kgCO_2e/year	n/a	n/a	1,042,541.10	924,374.80
	Indirect activity (Scope 3) (Transportation of Employee)	**kgCO_2e/year**	**n/a**	**n/a**	**1,682,290.45**	**1,277,100.89**
	Gasohol 95	kgCO_2e/year	n/a	n/a	777,792.22	1,008,824.14
	Diesel	kgCO_2e/year	n/a	n/a	106,254.47	137,149.21
	NGV	kgCO_2e/year	n/a	n/a	3,606.65	2,197.56
	LPG	kgCO_2e/year	n/a	n/a	1,317.57	4,846.65
	Taxi (LPG)	kgCO_2e/year	n/a	n/a	793,319.54	124,083.33
CRE3	**Greenhouse Gas Emissions Intensity**					
	GHGs emissions intensity (Scope 1 + 2)	kgCO_2e/m²/year	21.22	16.88	43.06	35.94
CRE4	**Greenhouse Gas Emissions Intensity from New Construction and Redevelopment Activity**					
	Greenhouse gas emissions intensity from sales	kgCO_2e/Million Baht	78.75	67.81	202.77	172.67
306-2	**Hazardous Waste**					
	Total hazardous waste	Tonnes	n/a	n/a	n/a	n/a
	Non-Hazardous Waste					
	Total non-hazardous waste	**Tonnes**	**1,872.62**	**2,050.82**	**2,150.80**	**2,764.52**
	Reuse	Tonnes	n/a	n/a	n/a	n/a
	Recycling	Tonnes	n/a	n/a	n/a	10.57
	Composting	Tonnes	n/a	n/a	n/a	n/a
	Recovery (including energy recovery)	Tonnes	n/a	n/a	n/a	n/a
	Incineration	Tonnes	n/a	n/a	n/a	n/a

GRI	Description	Unit	2016	2017	2018	2019
	Deep well injection	Tonnes	n/a	n/a	n/a	n/a
	Landfill	Tonnes	1,872.62	2,050.82	2,150.80	2,753.95
	On-site storage	Tonnes	n/a	n/a	n/a	n/a
	Other	Tonnes	n/a	n/a	n/a	n/a
307-1	**Non-Compliance with Environmental Laws and Regulations**					
	Significant Fines and Non-Monetary Sanctions					
	Total monetary value of significant fines	Million Baht	0	0	0	0
	Total number of non-monetary sanction	Cases	0	0	0	0
	Cases brought through resolution mechanism	Cases	0	0	0	0

Remarks:

- In 2019, direct GHG Emissions is calculated from Gasoline and Diesel utilisation in Sansiri Head Office, Precast Factory, and Property Service Head Office employee's transportation only.
- In 2019, indirect GHG Emissions is calculated from electricity utilisation in Sansiri Head Office, Precast Factory, and Property Service Head Office with an extended coverage to Escape Hotel (Khao Yai), Escape Hotel (Hua Hin), and Habito community retail.
- In 2019, GHG intensity covered scopes 1 and scope 2 from Sansiri Head Office, Precast Factory, and Property Service Head Office with an extended coverage to Escape Hotel (Khao Yai), Escape Hotel (Hua Hin), and Habito community retail.
- GHG Emissions Factor referred to the Thai National Life Cycle Inventory Database, Thailand Greenhouse Gas Management Organization and IPCC.

Social

GRI	Description	Unit	2016		2017		2018		2019	
			Male	Female	Male	Female	Male	Female	Male	Female
Labour Practices										
102-8	**Workers and Employees**									
	Total number of workers and employees	**Persons**	**3,448**		**3,744**		**4,155**		**4,246**	
			1,751	**1,697**	**2,008**	**1,736**	**2,226**	**1,929**	**2,321**	**1,925**
	Employees (Only full-tim eemployee)	Persons	3,448		3,744		4,155		4,246	
			1,751	1,697	2,008	1,736	2,226	1,929	2,321	1,925
	Workers (e.g. contractor)	Persons	n/a		n/a		n/a		n/a	
			n/a		n/a		n/a		n/a	

GRI	Description	Unit	2016		2017		2018		2019	
			Male	Female	Male	Female	Male	Female	Male	Female
	Employee by Employment Contract									
	Total	Persons	3,448		3,744		4,155		4,246	
			1,751	1,697	2,008	1,736	2,226	1,929	2,321	1,925
	Permanent	Persons	2,558		2,878		3,179		3,265	
			1,295	1,263	1,521	1,357	1,712	1,467	1,764	1,501
	Temporary	Persons	890		866		976		981	
			456	434	487	379	514	462	557	424
	Employee By Age Group									
	<30 years	Persons	782		1,171		1,337		1,278	
			401	381	638	533	762	575	757	521
		% of this age	22.68%		31.28%		32.18%		30.10%	
			51.28%	48.72%	54.48%	45.52%	56.99%	43.01%	59.23%	40.77%
	30-50 years	Persons	2,533		2,457		2,682		2,807	
			1,273	1,260	1,300	1,157	1,385	1,297	1,475	1,332
		% of this age	73.46%		65.63%		64.55%		66.11%	
			50.26%	49.74%	52.91%	47.09%	51.64%	48.36%	52.55%	47.45%
	>50 years	Persons	133		116		136		161	
			77	56	70	46	79	57	89	72
		% of this age	3.86%		3.10%		3.27%		3.79%	
			57.89%	42.11%	60.34%	39.66%	58.09%	41.91%	55.28%	44.72%
	Employee by Employment Type									
	Thailand	Persons	3,448		3,744		5,131		4,246	
			1,751	1,697	2,008	1,736	2,740	2,391	2,321	1,925
	Full-time	Persons	2,558		2,878		4,155		4,246	
			1,295	1,263	1,521	1,357	2,226	1,929	2,321	1,925
	Part-time	Persons	890		866		976		0	
			456	434	487	379	514	462	0	0
405-1	**Diversity of Governance Bodies and Employees**									
	Board of Directors	**Persons**	**10**		**10**		**12**		**11**	
			10	**0**	**10**	**0**	**12**	**0**	**11**	**0**
		% by gender	**100%**	**0%**	**100%**	**0%**	**100%**	**0%**	**100%**	**0%**
	<30 years	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
		% of this level	0%	0%	0%	0%	0%	0%	0%	0%

GRI	Description	Unit	2016		2017		2018		2019	
			Male	Female	Male	Female	Male	Female	Male	Female
	30-50 years	Persons	1		1		1		1	
			1	0	1	0	1	0	1	0
		% of this level	100%	0%	100%	0%	100%	0%	100%	0%
	>50 years	Persons	9		9		11		10	
			9	0	9	0	11	0	10	0
		% of this level	100%	0%	100%	0%	100%	0%	100%	0%
	Top Management	**Persons**	**3**		**4**		**4**		**4**	
			3	**0**	**4**	**0**	**4**	**0**	**4**	**0**
		% of this level	**100%**	**0%**	**100%**	**0%**	**100%**	**0%**	**100%**	**0%**
	<30 years	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
		% of this level	0%	0%	0%	0%	0%	0%	0%	0%
	30-50 years	Persons	3		1		0		0	
			3	0	1	0	0	0	0	0
		% of this level	100%	0%	25%	0%	0%	0%	0%	0%
	>50 years	Persons	0		3		4		4	
			n/a	n/a	3	0	4	0	4	0
		% of this level	0%	0%	75%	0%	100%	0%	100%	0%
	Senior Management	**Persons**	**60**		**68**		**72**		**80**	
			35	**25**	**40**	**28**	**41**	**31**	**43**	**37**
		% of this level	**58.33%**	**41.67%**	**58.82%**	**41.18%**	**56.94%**	**43.06%**	**53.75%**	**46.25%**
	<30 years	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
		% of this level	0%	0%	0%	0%	0%	0%	0%	0%
	30-50 years	Persons	34		45		44		50	
			20	14	27	18	25	19	27	23
		% of this level	58.82%	41.18%	60.00%	40.00%	56.82%	43.18%	54.00%	46.00%
	>50 years	Persons	26		23		28		30	
			15	11	13	10	16	12	16	14
		% of this level	57.69%	42.31%	56.52%	43.48%	57.14%	42.86%	53.33%	46.67%
	Middle Management	**Persons**	**71**		**80**		**118**		**130**	
			31	**40**	**40**	**40**	**62**	**56**	**72**	**58**
		% of this level	**43.66%**	**56.34%**	**50.00%**	**50.00%**	**52.54%**	**47.46%**	**55.38%**	**44.62%**
	<30 years	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
		% of this level	0%	0%	0%	0%	0%	0%	0%	0%

GRI	Description	Unit	2016		2017		2018		2019	
			Male	Female	Male	Female	Male	Female	Male	Female
	30-50 years	Persons	61		73		107		121	
			28	33	38	35	58	49	68	53
		% of this level	45.90%	54.10%	52.05%	47.95%	54.21%	45.79%	56.20%	43.80%
	>50 years	Persons	10		7		10		9	
			3	7	2	5	4	6	4	5
		% of this level	30.00%	70.00%	28.57%	71.43%	40.00%	60.00%	44.44%	55.56%
	Manager	**Persons**	**382**		**421**		**442**		**447**	
			191	**191**	**209**	**212**	**220**	**222**	**218**	**229**
		% of this level	**50.00%**	**50.00%**	**49.64%**	**50.36%**	**49.77%**	**50.23%**	**48.77%**	**51.23%**
	<30 years	Persons	2		8		9		4	
			1	1	5	3	5	4	1	3
		% of this level	50.00%	50.00%	62.50%	37.50%	55.56%	44.44%	25.00%	75.00%
	30-50 years	Persons	352		388		406		412	
			173	179	188	200	200	206	200	212
		% of this level	49.15%	50.85%	48.45%	51.55%	49.26%	50.74%	48.54%	51.46%
	>50 years	Persons	28		25		27		31	
			17	11	16	9	15	12	17	14
		% of this level	60.71%	39.29%	64.00%	36.00%	55.56%	44.44%	54.84%	45.16%
	Supervisor	**Persons**	**297**		**309**		**349**		**373**	
			140	**157**	**147**	**162**	**152**	**197**	**152**	**221**
		% of this level	**47.14%**	**52.86%**	**47.57%**	**52.43%**	**43.55%**	**56.45%**	**40.75%**	**59.25%**
	<30 years	Persons	7		25		35		30	
			2	5	7	18	10	25	5	25
		% of this level	28.57%	71.43%	28.00%	72.00%	28.57%	71.43%	16.67%	83.33%
	30-50 years	Persons	278		272		303		329	
			131	147	133	139	138	165	143	186
		% of this level	47.12%	52.88%	48.90%	51.10%	45.54%	54.46%	43.47%	56.53%
	>50 years	Persons	12		12		11		14	
			7	5	7	5	4	7	4	10
		% of this level	58.33%	41.67%	58.33%	41.67%	36.36%	63.64%	28.57%	71.43%
	Officer/Staff	**Persons**	**2,635**		**2,862**		**3,170**		**3,212**	
			1,351	**1,284**	**1,568**	**1,294**	**1,747**	**1,423**	**1,832**	**1,380**
		% of this level	**51.3%**	**48.7%**	**54.8%**	**45.2%**	**55.1%**	**44.9%**	**57.0%**	**43.0%**

GRI	Description	Unit	2016		2017		2018		2019	
			Male	Female	Male	Female	Male	Female	Male	Female
	<30 years	Persons	773		1,138		1,292		1,244	
			398	375	626	512	747	545	751	493
		% of this level	51.49%	48.51%	55.01%	44.99%	57.82%	42.18%	60.37%	39.63%
	30-50 years	Persons	1,805		1,678		1,821		1,895	
			918	887	913	765	963	858	1,037	858
		% of this level	50.86%	49.14%	54.41%	45.59%	52.88%	47.12%	54.72%	45.28%
	>50 years	Persons	57		46		57		73	
			35	22	29	17	37	20	44	29
		% of this level	61.40%	38.60%	63.04%	36.96%	64.91%	35.09%	60.27%	39.73%
401-1	**New Employee Hires**									
	Total number of new employee	Persons	1,013		1,100		1,304		1,043	
			585	428	657	443	755	549	639	404
	Rate of new employee	%	29.38%		29.38%		31.38%		24.56%	
			33.41%	25.22%	32.72%	25.52%	33.92%	28.46%	27.53%	20.99%
	<30 years	Persons	430		525		727		574	
			232	198	313	212	425	302	362	212
		%	12.47%		14.02%		17.50%		13.52%	
			53.95%	46.05%	59.62%	40.38%	58.46%	41.54%	63.07%	36.93%
	30-50 years	Persons	559		559		568		452	
			338	221	332	227	325	243	265	187
		%	16.21%		14.93%		13.67%		10.65%	
			57.78%	51.64%	59.39%	40.61%	57.22%	42.78%	58.63%	41.37%
	>50 years	Persons	24		16		9		17	
			15	9	12	4	5	4	12	5
		%	0.70%		0.43%		0.22%		0.40%	
			2.56%	2.10%	0.75%	0.25%	0.56%	0.44%	70.59%	29.41%
	Employee Turnover									
	Total number of employee turnover	Persons	671		723		972		946	
			384	287	350	373	591	381	541	405
	Rate of employee turnover	%	19.46%		19.31%		23.39%		22.28%	
			21.93%	16.91%	17.43%	21.49%	26.55%	19.75%	23.31%	21.04%

GRI	Description	Unit	2016		2017		2018		2019	
			Male	Female	Male	Female	Male	Female	Male	Female
	Turnover by level									
	Top Management	Persons	0		0		0		0	
		% turnover of total employee	0%		0%		0%		0%	
		Persons	0	0	0	0	0	0	0	0
		% by gender	0%	0%	0%	0%	0%	0%	0%	0%
	Senior Management	Persons	2		1		9		8	
		% turnover of total employee	0.06%		0.03%		0.22%		0.19%	
		Persons	0	2	1	0	5	4	6	2
		% by gender	0%	100%	100%	0%	55.56%	44.44%	75.00%	25.00%
	Middle Management	Persons	7		3		12		16	
		% turnover of total employee	0.20%		0.08%		0.29%		0.38%	
		Persons	5	2	3	0	5	7	8	8
		% by gender	71.4%	28.6%	100.0%	0.0%	41.7%	58.3%	50.0%	50.0%
	Manager	Persons	30		43		61		61	
		% turnover of total employee	0.87%		1.15%		1.47%		1.44%	
		Persons	19	11	34	9	27	34	35	26
		% by gender	63.33%	36.67%	79.07%	20.93%	44.26%	55.74%	57.38%	42.62%
	Supervisor	Persons	26		38		55		63	
		% turnover of total employee	0.75%		1.01%		1.32%		1.48%	
		Persons	8	18	16	22	36	19	39	24
		% by gender	30.77%	69.23%	42.11%	57.89%	65.45%	34.55%	61.90%	38.10%
	Officer/Staff	Persons	606		638		835		798	
		% turnover of total employee	17.58%		17.04%		20.10%		18.79%	
		Persons	352	254	296	342	518	317	453	345
		% by gender	58.09%	41.91%	46.39%	53.61%	62.04%	37.96%	56.77%	43.23%

GRI	Description	Unit	2016		2017		2018		2019	
			Male	Female	Male	Female	Male	Female	Male	Female
	Turnover by Age									
	<30 years	Persons	242		292		421		409	
			139	103	141	151	256	165	240	169
		% turnover of total employee	7.02%		7.80%		10.13%		9.63%	
			7.94%	6.07%	7.02%	8.70%	11.50%	8.55%	10.34%	8.78%
	30-50 years	Persons	414		420		536		512	
			235	179	202	218	326	210	284	228
		% turnover of total employee	12.01%		11.22%		12.90%		12.06%	
			13.42%	10.55%	10.06%	12.56%	14.65%	10.89%	12.24%	11.84%
	>50 years	Persons	15		11		15		25	
			10	5	7	4	9	6	17	8
		% turnover of total employee	0.44%		0.29%		0.36%		0.59%	
			0.57%	0.29%	0.35%	0.23%	0.40%	0.31%	0.73%	0.42%
401-3	**Parental Leave**									
	Employees that were entitled to parental leave	**Persons**	**1,263**		**1,357**		**1,467**		**3,265**	
			0	**1,263**	**0**	**1,357**	**0**	**1,467**	**1,764**	**1,501**
	Employees that took parental leave	Persons	54		63		57		96	
			0	54	0	63	0	57	42	54
	Employees that return to work after parental leave ended	Persons	47		55		86		95	
			0	47	0	55	30	56	42	53
	Employees that return to work after parental leave ended that were still employed 12 months after their return to work	Persons	41		46		73		90	
			0	41	0	46	25	48	41	49
	Return to work rate	%	87.04%		87.30%		150.88%		98.96%	
			0.0%	87.0%	0.0%	87.3%	52.6%	98.2%	43.8%	55.2%
	Retention rate	%	75.93%		73.02%		128.07%		93.75%	
			0.0%	75.9%	0.0%	73.0%	43.9%	84.2%	42.7%	51.0%
404-1	**Employee Training**									
	Average hours of training per year per employee	**Hours/person/ year**	**24.00**		**26.76**		**17.86**		**18.06**	
			15.63	**18.27**	**27.73**	**25.78**	**16.58**	**19.13**	**19.34**	**16.78**
	Board of Directors	Hours/person/ year	1.84		23.49		14.90		12.92	
			3.69	0.00	24.31	22.67	22.13	7.67	11.50	14.33
	Top Management	Hours/person/ year	11.19		134.77		87.16		28.68	
			10.27	12.11	90.55	179.00	87.09	87.22	33.55	23.81

GRI	Description	Unit	2016		2017		2018		2019	
			Male	Female	Male	Female	Male	Female	Male	Female
	Junior Management	Hours/person/ year	36.61		37.39		37.44		30.49	
			32.30	40.92	33.33	41.46	37.68	37.19	28.99	32.00
	Operation	Hours/person/ year	21.84		16.27		14.64		17.06	
			20.75	22.93	12.41	20.12	14.20	15.08	18.95	15.17
	Percentage of employees received regular performance and career development review	**% of total employee**	**95.68%**		**91.35%**		**87.69%**		**88.92%**	
			48.15%	**47.53%**	**48.82%**	**42.52%**	**46.40%**	**41.29%**	**47.78%**	**41.14%**
	Top Management	% of total employee	n/a		n/a		n/a		0.05%	
			n/a	n/a	n/a	n/a	n/a	n/a	0.05%	0%
	Senior Management	% of total employee	1.70%		1.68%		1.61%		1.91%	
			0.99%	0.71%	1.01%	0.67%	0.91%	0.7%	1.06%	0.85%
	Middle Management	% of total employee	2.07%		2.00%		2.72%		2.97%	
			0.97%	1.11%	0.99%	1.01%	1.4%	1.32%	1.65%	1.32%
	Manager	% of total employee	11.73%		10.76%		10.20%		10.24%	
			5.74%	5.99%	5.37%	5.40%	4.98%	5.22%	5.03%	5.21%
	Supervisor	% of total employee	8.78%		7.91%		7.82%		8.28%	
			4.20%	4.57%	3.82%	4.09%	3.37%	4.45%	3.35%	4.93%
	Officer/Staff	% of total employee	71.39%		68.99%		65.34%		65.47%	
			36.25%	35.14%	37.63%	31.36%	35.74%	29.6%	36.64%	28.83%

Remark:

- Total number of employees included only Sansiri's employees. Information on worker will be collected in the future.

GRI Content Index

GRI Standard	Disclosure		Page Number(s) and/or URL	Omission / Remark
General Disclosures				
GRI 102: General Disclosures 2016	102-1	Name of the organization	20 , 150 , 155	-
	102-2	Activities, brands, products, and services	18 , 20-23	-
	102-3	Location of headquarters	20 , 42 , 155	Also referred to in the Reader's Opinion Survey section and website https://www.sansiri.com
	102-4	Location of operations	20	-
	102-5	Ownership and legal form	20	Also referred to in the website https://www.sansiri.com
	102-6	Markets served	20	-
	102-7	Scale of the organization	21-22	See also in Sansiri Financial Statements sector in Annual Report 2019
	102-8	Information on employees and other workers	21 , 160-161	-
	102-9	Supply chain	23 , 136	-
	102-10	Significant changes to the organization and its supply chain	See remark	
	102-11	Precautionary Principle or approach	30-34	There is no significant to the organization and its supply chain 2019
	102-12	External initiatives	41 , 47	
	102-13	Membership of associations	See remark	Sansiri is a member of Thai Real Estate Association (TREA: http://www.thairealestate.org) Thai condominium Association (http://www.thaicondo.or.th) and Real Estate Information Centre (REIC: http://www.reic.or.th)
	102-14	Statement from senior decision-maker	8-9	
	102-15	Key impacts, risks, and opportunities	33	
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	102-20	Executive-level responsibility for economic, environmental, and social topics	26 , 27	See also in Sansiri Annual Report 2019
	102-22	Composition of the highest governance body and its committees	25 , 27	Also referred to in the Sansiri Annual Report 2019 and website https://www.sansiri.com
	102-23	Chair of the highest governance body	25	Also referred to in the Sansiri Annual Report 2019 and website https://www.sansiri.com
	102-24	Nominating and selecting the highest governance body	27 , 28	Also referred to in the Sansiri Annual Report 2019 and website https://www.sansiri.com/eng/shareholder-agm
	102-26	Role of highest governance body in setting purpose, values, and strategy	25-26	-
	102-27	Collective knowledge of highest governance body	47	-
	102-28	Evaluating the highest governance body's performance	28	Also referred to in the Sansiri Annual Report 2019
	102-29	Identifying and managing economic, environmental, and social impacts	154-155	-
	102-30	Effectiveness of risk management processes	26 , 31-32	-
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	102-32	Highest governance body's role in sustainability reporting	25-26 , 150	-
	102-33	Communicating critical concerns	34	-
	102-34	Nature and total number of critical concerns	34	See also in Risk Factor section of Sansiri Annual Report. Quantitative information is confidenttial.
	102-35	Remuneration policies	See remark	See Remuneration of Directors and Management section of Sansiri Annual Report 2019.
	102-36	Process for determining remuneration	See remark	See Remuneration of Directors and Management section of Sansiri Annual Report 2019.
	102-37	Stakeholders' involvement in remuneration	See remark	See Remuneration of Directors and Management section of Sansiri Annual Report 2019.
	102-40	List of stakeholder groups	152-154	-
	102-41	Collective bargaining agreements	See remark	Information is not available. Sansiri currently does not collaborate with trade unions to establish collective bargaining agreements. Such actions are planned to be initiated in the future.
	102-42	Identifying and selecting stakeholders	152 , 154	-
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	305-3	Other indirect (Scope 3) GHG emissions	131	xx
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GRI 404: Training and Education 2016	404-3	Percentage of employees receiving regular performance and career development reviews	104 , 167	-
CORPORATE SOCIAL INVESTMENT				
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	51 , 110-117 , 156	-
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	111-117	-
HUMAN RIGHTS				
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	120-121	-
GRI 412: Human Rights Assessment 2016	412-2	Employee training on human rights policies or procedures	119 , 134	-

Reader's Opinion Survey

Your opinion will be incorporated into the improvement of Sansiri's Sustainability Report.
Please mark X in the relevant boxes, and provide a comment in the space provided.

1. Which stakeholder group applies to you?

☐ Sansiri's Employee ☐ Customer / Resident / Tenant
☐ Partner / Supplier / Contractor ☐ Investor / Shareholder / Financial Institution
☐ Government / Regulator ☐ Community / Society
☐ Other (Please specify .....)

2. How did you find out about Sansiri's Sustainability Report?

☐ Sansiri's Website ☐ Seminar / Lecture / Exhibition ☐ Sansiri's Employee
☐ Annual General Meeting of Shareholders ☐ Other (Please specify .....)

3. Please rate your level of satisfaction with the Sansiri Sustainability Report 2019:

Report completeness	☐	High	☐	Medium	☐	Low	☐ Needs improvement
Topic establishment process	☐	High	☐	Medium	☐	Low	☐ Needs improvement
Interest in the report content	☐	High	☐	Medium	☐	Low	☐ Needs improvement
Content easy to understand	☐	High	☐	Medium	☐	Low	☐ Needs improvement
Report design	☐	High	☐	Medium	☐	Low	☐ Needs improvement
Overall report satisfaction	☐	High	☐	Medium	☐	Low	☐ Needs improvement

4. Which of Sansiri's sustainability topics were you most interested in? (Please specify your reason).

.....

5. Additional suggestions to improve the next report.

.....

Please complete the survey and return to Sansiri Public Company Limited.

Thank you for your cooperation.

SURVEY OF READERS' OPINION

Sustainability Report 2019
Sansiri Public Company Limited

กฎหมาย

แนวพับ

ชำระค่าบริการเป็นเงินเชื่อ
ใบอนุญาตพิเศษที่ พ.107/2554
ปณศ.สามเสนใน

สิ่งตีพิมพ์

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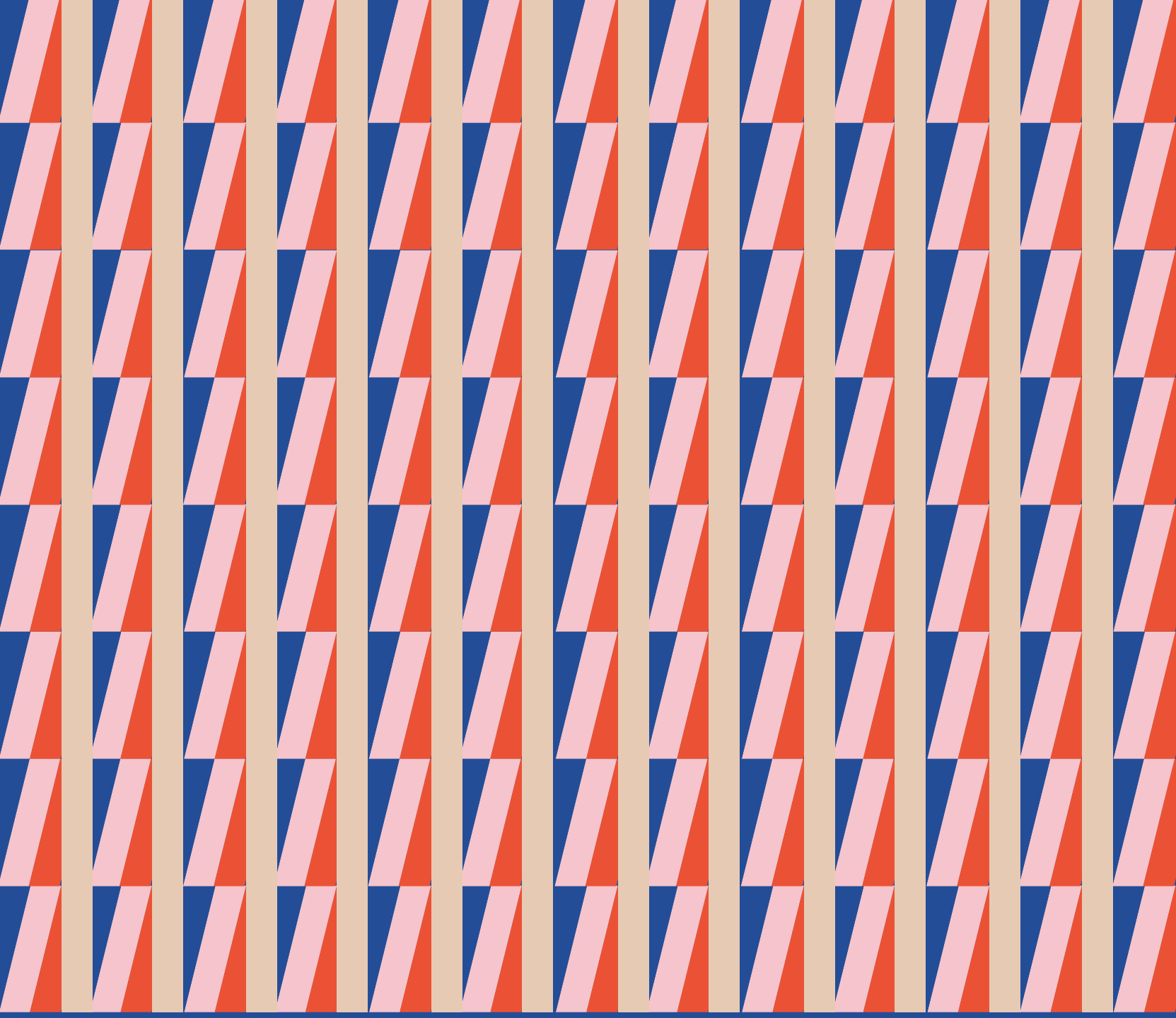

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