



**SUSTAINABILITY
DEVELOPMENT**

2021



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Sustainability Development

Operating a sustainable business is a challenging task which requires co-operation from all parties including our executives and employees. We intend to operate ethically and sustainably across our entire portfolio. We are committed to sustainable practices throughout our operations, whilst delivering an exceptional level of Thai hospitality for our customers. Companies that respond effectively to the challenges of sustainability can gain a competitive advantage and increase share value. We strive to develop sustainable hospitality strategies and encourage sustainability wherever we operate.

Mr. Thirayuth Chirathivat
Chief Executive Officer

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Vision & Mission



Hotel Business

- **VISION**
To be the leading global hospitality group of Thai origin
- **MISSION**
To provide locally-relevant, Thai-inspired experiences in each of our global destinations, delighting guests through a blend of innovation, authentic family values and the unique passion of Centara's people, whilst maintaining a commitment to sustainability.

Food Business

- **VISION**
To be the #1 restaurant business in Thailand in the hearts of our consumers, leading with innovations and delivering value-for-money for all occasions.
- **MISSION**
To deliver delicious and affordable meals to all our customers and always providing our service warmly from our hearts. We strive to create product innovations and store experiences that respond to our customer's ever-evolving lifestyles in order to provide a truly memorable dining experience. All this in support of, and serving as CRG's long-term commitment to the community around us and our unwavering commitment to sustainable growth.

Corporate Value..

I·CARE



Sustainability Award



Business Strategy

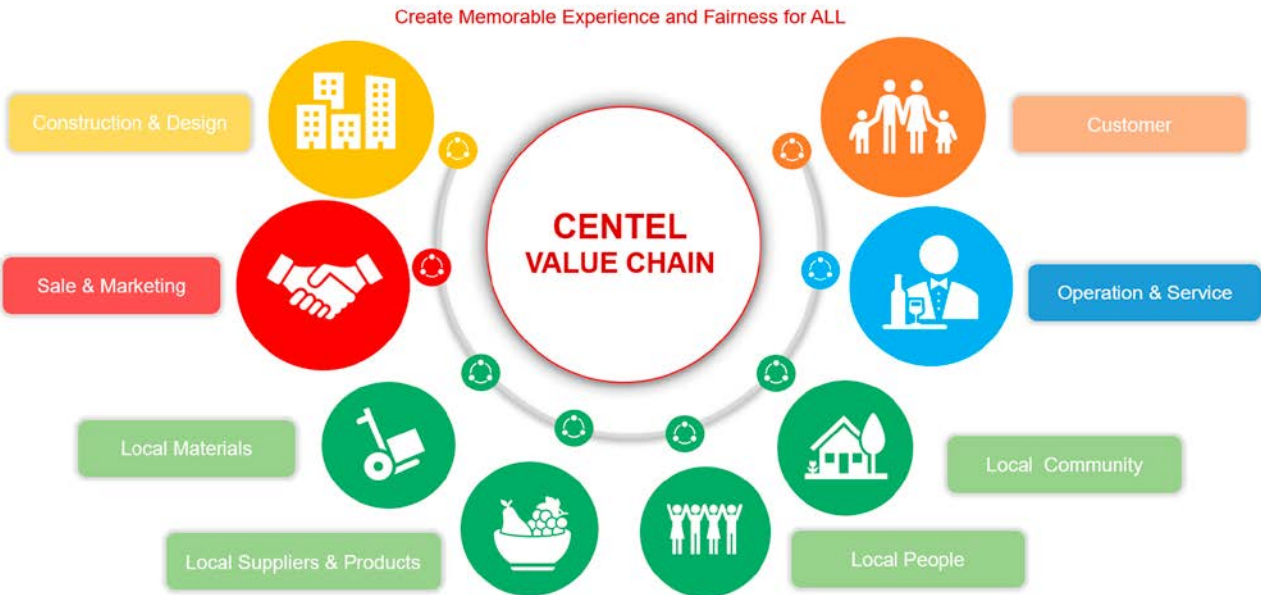
- Hotel Business Strategy

The Company revised its hotel business strategy to reflect the overall current situation. The Company has formulated the five-year strategic plan 2022-2026 to achieve the goal of becoming a top 100 global hotel operator and set out to generate 14 billion baht of revenue by 2026 by investing in new projects overseas such as Japan and Maldives, creating retreat-style resorts that focus on health and wellness, adding value to existing hotels and resorts through development, renovation, and improvement, collaborating with other companies under Central Group to improve the hotel business and create new brands, expanding the hotel management business, adopting new technologies in services, using more targeted sales and marketing strategies, attracting new customers, and maintaining the existing customer base through the CentaraThe1 rewards programme.

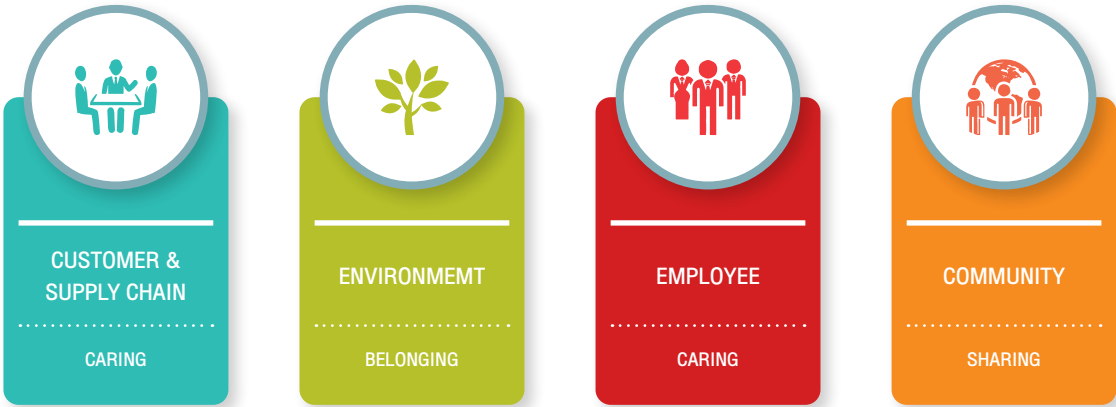
- Food Business Strategy

The Company strives for the food business under Central Restaurant Group to become the leader in food business by improving its store designs to meet the new normal lifestyle such as Mister Donut and Auntie Anne’s container stores, 24-hour KFC stores, hybrid cloud kitchens of Japanese brands, and cloud kitchens for Thai cuisine, introducing new sales method through fast-growing delivery platforms and applications, and acquiring the new brand, Som Tam Nua to expand its portfolio to respond to diverse needs of customers. Various brands have created sub-brands or virtual brands, developed ready-to-eat menu items, and opened a dessert cafe such as Oty dessert cafe of Ootoya. The Company plans to expand the brands of existing brands across Thailand to expand the customer base and offer more options to customers in Bangkok Metropolitan areas and other provinces with a focus on maintaining its high-quality standards and continuous development of new products. Apart from that, the Company plans to introduce new sales channels to expand the customer base and create business opportunities for more income and profit in the future.

Sustainability Management



Sustainability Policy and Framework



CENTEL has established a sustainability development policy as a guideline for sustainable business growth covering economic, social, and environmental dimensions using the sustainability development concept as the pillar for all our operating processes, instilled in our operational lines and operational plans to ensure connectedness, create a balance in economic, social and environmental dimensions throughout the supply chain, and achieve the goals of sustainability development, bringing the

greatest benefits to all stakeholders. The company has set up the Working Team on Sustainability Development consisting of working members from both the hotel and food businesses to transform executives’ policies into sustainable operation guidelines for all divisions, promoting sustainability approaches at the employee level across the organization. The working team has established the framework and goals for sustainability in the three following dimensions:



For more information on the company’s sustainability policy:
<https://investor.centarahotelsresorts.com/th/sustainability/corporate-governances-document>

Sustainability Structure

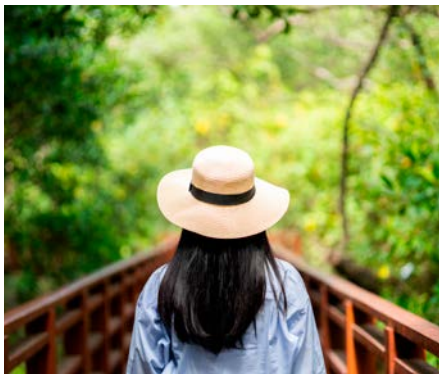
CENTEL has established a sustainability operational structure with the Chief Executive Officer and the President as the leaders to drive integrated sustainable operations. The Working Group on Sustainability Development co-ordinates with various departments of the hotel business and food businesses to report operating results in the economic, social, and environmental dimensions to the Risk and Governance and Sustainability Development Committee which is responsible for supporting and

overseeing sustainable operations. Meeting is held every three months to review and follow up on the company's operations to achieve the goals as determined in the company's business practices and sustainability policies which will lead to the achievement of sustainability development in economic, social, and environmental dimensions following the Sustainable Development Goals (SDGs) of the United Nations.



In 2021, the Risk Management and Corporate Governance Committee approved the sustainable development goals in the environmental dimension of the hotel business. The 10-year action plan was created to reduce resource use in business operations and greenhouse gas emissions by 20 percent from the 2019 base year. On top of that, the committee

approved the preparation of the Task Force on Climate-related Financial Disclosures report to use the results from the analysis in formulating the Company's short-term and long-term climate change management strategies.



Sustainability Awareness

The Company has promoted sustainable development knowledge among employees in the relevant departments by providing in-house trainings on the hotel and food business as well as external trainings to provide opportunities for exchanging ideas and experiences regarding sustainable development in the environmental, social, and governance dimensions to apply to the work of the organization. Employees have had

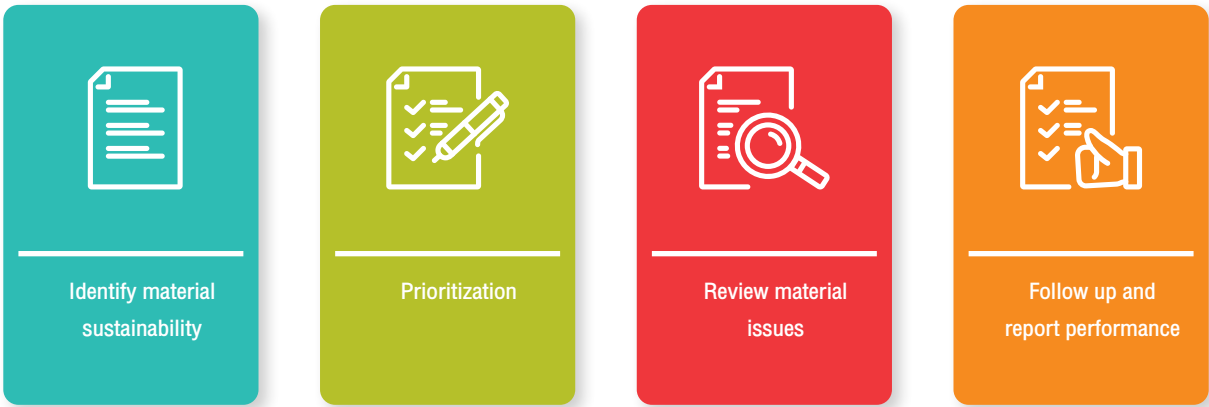
opportunities to learn from experts from various agencies and organizations such as the Securities and Exchange Commission, the Stock Exchange of Thailand, Thailand Greenhouse Gas Management Organization (Public Organization), Thaipat Institute, Greenview (The Global Sustainable Tourism Council-Recognized System), UNDP, and UNICEF.

Materiality Assessment

The Company has conducted the materiality assessment of important sustainability issues that are relevant to the Company’s operations covering the economic, social, and environmental aspects, important issues that are relevant to sustainability standards at the global level for the hotel and

food business as well as important operational risks that are relevant to all stakeholders including customers, suppliers, employees, management team, community, society, environment, and other stakeholders.

Steps of Materiality Assessment



1. Identify material sustainability issues

CENTEL analysed and compared significant risks in the hotel and food business as well as important issues from the stakeholder engagement activities with sustainability issues of hotel and food businesses around the world. All the issues identified as important are presented to the executives.

2. Prioritization

The Company analyzed and examined information about key sustainability issues identified by stakeholders and key issues for the organization and relevant agencies by dividing the issues into three groups including economic, social, and environmental issues under 13 topics and prioritizing those into two groups including issues that are important to the organization’s business and issues that stakeholders view as important

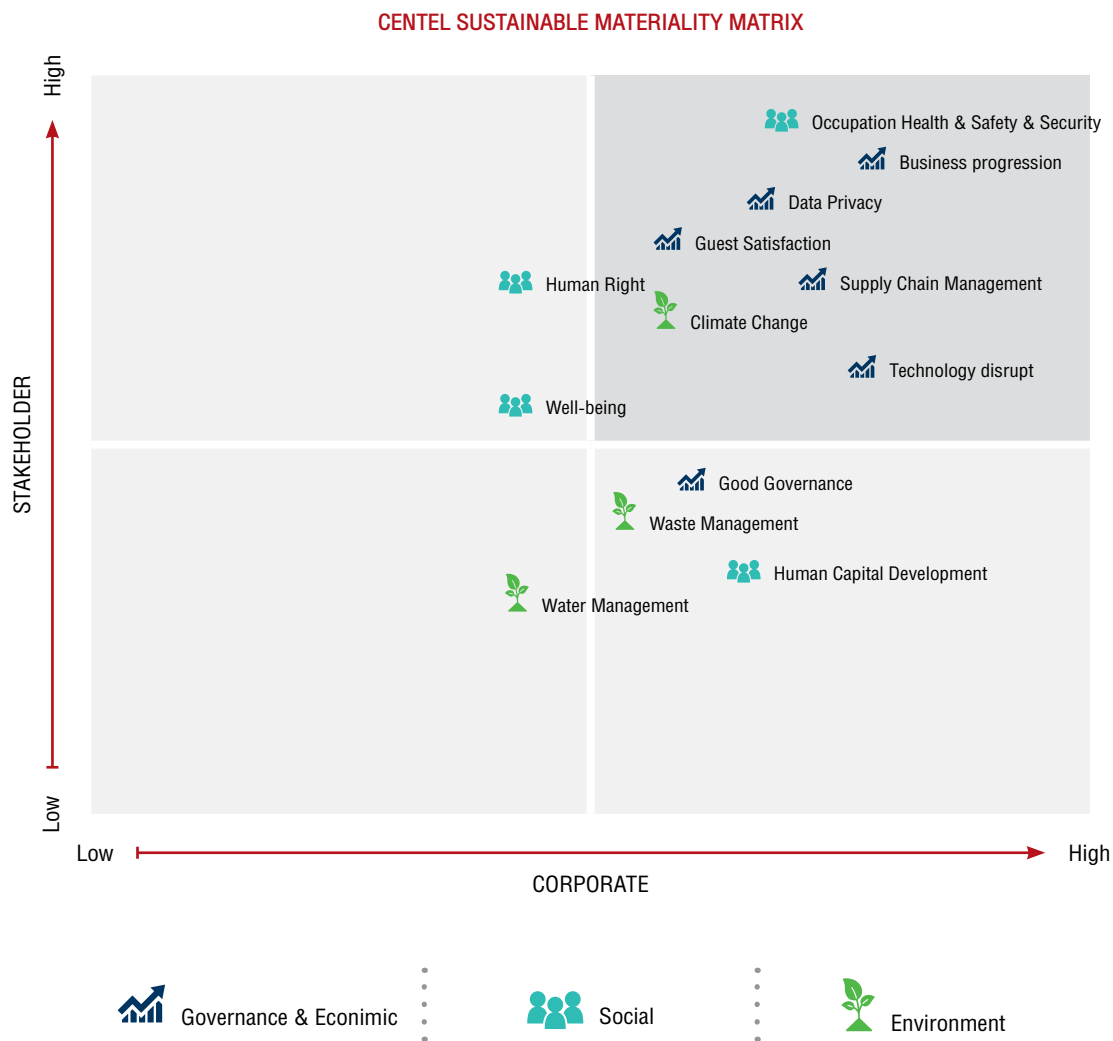
3. Review material issues, follow up and report performance

In 2021, CENTEL reviewed the completeness of material sustainability issues by reviewing the priority of the sustainability issues on business progression. The working group recommended that the Company give greater priority to the issue due to the significant and prolonged impact of Covid-19 pandemic on the hotel and food business. As a result, the Company needed to have a business plan to cope with the situation and look for new business opportunities to meet the new lifestyle. The initiative had to be presented to the Risk and Governance and Sustainable Development Committee for approval as well as the action plan, which was approved by the group’s executives and has been regularly monitored on performance

Change of Material Sustainability Issues

Material sustainability issues in 2021 remained unchanged from 2020.

Sustainability Materiality Matrix



Material Issues




Material Issues	Scope of Impact (In/Outside Organization)	Aspects Stated in the Report
1. Business Progression	All departments / Customers, Suppliers, Shareholders	Market and competition
2. Guest Satisfaction	All departments / Customers	Customer relationship management
3. Supply Chain Management	All departments / Suppliers, Communities	Supply chain management
4. Corporate Governance	All departments / Customers, Suppliers, Shareholders	Corporate Governance
5. Data Privacy	All departments / Customers	Personal data protection and privacy
6. Technology disruption	All departments / Customers	Market and competition
7. Human Rights	All departments / Suppliers	Human resource management
8. Human Capital Development	All departments / Customers	Competency and skill enhancement for employees
9. Well being	All departments / Communities	<ul style="list-style-type: none"> • Human resource management • Social and community development
10. Safety and Security	All departments / Customers, Communities	Occupational health and safety
11. Climate Change Management	All departments / Customers, Communities	Environment Dimension
12. Waste Management	All departments / Customers, Communities	Environment Dimension
13. Water Management	All departments / Customers, Communities	Environment Dimension

11. Stakeholders Engagement in Corporate Value Chain (1/2)

CENTEL has identified various groups of stakeholders and provided communication channels to listen to their feedback and expectations which will help improve processes in response to stakeholders' feedback and expectations.

Stakeholder	Engagement and Communication Channels	Interests and Expectations	Responses and Actions
 Customers	<ul style="list-style-type: none"> Customer satisfaction survey after using the service Customer interaction while providing the service Customer complaints through various complaint channels Online customer communication 	<ul style="list-style-type: none"> Service quality during the COVID-19 pandemic Service variety to meet customer needs Up-to-date, complete, and accurate information 	<ul style="list-style-type: none"> Offer satisfying services with the unique Thai hospitality Deliver a variety of products to provide customized services to customers Organize the Centara Complete Care program to ensure trust in our cleanliness and safety during the COVID-19 pandemic Provides accurate information about our services and products Develop technology to provide customers with efficient services and quick and easy access to services Prioritise customers' security and privacy Create a strict plan to support and manage the security and privacy of customers' information
 Suppliers	<ul style="list-style-type: none"> Annual suppliers meet-ing Channels for receiving complaints Suppliers survey 	<ul style="list-style-type: none"> Sustainable business partnership Joint development of innovation for business partnership Suppliers relationship during the COVID-19 pandemic 	<ul style="list-style-type: none"> Implement the one-item-one-price ordering system Transparent, fair, and verifiable procurement process Create manuals and guidelines on business partnership based on the ESG sustainability concept Provide support to suppliers and business partners within the support framework for the COVID-19 pandemic
 Employees	<ul style="list-style-type: none"> Orientation for new employees Townhalls to allow executives to closely interact with employees Annual employee satisfaction survey Establishment of the employee welfare committee Relationship building activities to promote employee engagement 	<ul style="list-style-type: none"> Career advancement Work-life balance Appropriate compensation and welfare Opportunities to provide feedback Measures to support employees during the COVID-19 pandemic 	<ul style="list-style-type: none"> Develop a plan to enhance the skills, knowledge and competency of employees Review the compensation and welfare of employees to ensure appropriateness and fairness Treat employees as family to build loyalty to the organization through various activities Determine measures to support employees affected by the COVID-19 pandemic Improve the work environment according to the occupational health criteria Analyze the data from the employee satisfaction survey to create a plan to meet employee needs Adjust the operational system to be in line with measures to prevent the spread of COVID-19.
 Communities and Society	<ul style="list-style-type: none"> Community relations activities through volunteer activities Listen to the opinions of the communities and society through various channels 	<ul style="list-style-type: none"> Create jobs, career, and value for the communities and society Develop the community for sustainable growth Support activities for the communities 	<ul style="list-style-type: none"> Promote, enhance, and build good relationships with the communities and society to be able to live together in a sustainable way Share knowledge to allow the communities to grow together with the company's business Generate income for the communities, both directly and indirectly, for the growth of the community's economy

11. Stakeholders Engagement in Corporate Value Chain (2/2)

Stakeholder	Engagement and Communication Channels	Interests and Expectations	Responses and Actions
 Environment	<ul style="list-style-type: none"> Survey and assess the direct and indirect environmental impacts from business operations 	<ul style="list-style-type: none"> Reduce environmental impact both in the short and long terms Take care and preserve the environment around the community 	<ul style="list-style-type: none"> Monitor and manage natural resource use for maximum benefits Improve business processes to reduce environmental impact on a regular basis Adopt innovation and technology to help in operation processes Promote and create environmental knowledge for employees and communities Support actions to reduce greenhouse gas emissions
 Shareholders	<ul style="list-style-type: none"> Investor relations activities Annual General Meeting Company website, online media, and publications Channels for receiving notifications of investor relations information 	<ul style="list-style-type: none"> Cost-effective business performance with steady and sustainable growth Readiness for dealing with crises that affect business Business recovery plan after being affected by the COVID-19 pandemic 	<ul style="list-style-type: none"> Participate in providing feedback on business operations Organize activities to meet investors and shareholders regularly Listen to suggestions from shareholders equally Present the organization's information on operational results as well as direction and business plans
 Overall Stakeholders	<ul style="list-style-type: none"> Company website Complaints through various complaint channels 	<ul style="list-style-type: none"> Transparent and accountable business operations 	<ul style="list-style-type: none"> Oversee business based on good governance according to the requirements and laws Disclose business information regularly













Membership of Associations




The company has become a member of organizations or agencies which work towards economic and social goals. Additionally, the company's management has joined as a committee of various organizations or agencies as follows:

1. Thai Hotels Association
2. Thai Spa Association
3. Thai Chamber of Commerce
4. Thai Listed Companies Association
5. The American Chamber of Commerce in Thailand (AMCHAM)
6. British Chamber of Commerce Thailand (BCCT)
7. Pacific Asia Travel Association (PATA)
8. Pacific Asia Travel Association Thailand Chapter (PATA)
9. Thailand Incentive and Convention Association (TICA)
10. The Tourism Council of Thailand (TCT)
11. The Thai Institute of Directors Association (IOD)
12. Collective Action Coalition -Thailand's Private Sector Collective Action Coalition Against Corruption: (CAC)
13. Sustainability Disclosure Community (SDC)
14. Thailand Carbon Neutral Network (TGO)
15. Vibhavadi Zero Waste : phase 2

Economic Dimension

Goals and Performance in Economic Dimension

Performance in Governance	Excellent corporate governance every year	     
	Certification of the Thai Private Sector Collective Action Coalition Against Corruption (CAC)	 
Target 16.5 / Indicator 16.5.1	100 percent of employees received a training on anti-corruption and business ethics	 100%
Performance in Economic Dimension	Customer satisfaction of all brands meets the goal.	 88.9%
	Suppliers signed and acknowledged the Code of Conduct & Guidelines for Business Partners and Suppliers.	 37%

 Achieved the goal
  Achieving the goal
  In progress

Corporate Governance

The company puts a great emphasis on corporate governance to build trust and credibility among its stakeholders. As a result, the company is committed to managing the organization based on good corporate governance and recognizing the importance of good corporate governance. The corporate governance structure consists of a board that oversees and operates with transparency according to the framework for good corporate governance policy. The board also focuses on the management of risks

caused by internal and external factors to ensure that the organization can continue to operate using risk identification and risk management process that covers sustainability issues throughout the supply chain and supports the risk culture so that all employees across the organization have the knowledge and understanding of risk management.

(More details in [The Management Structure and Corporate Governance topic in 56-1 One Report](#))

Business Ethics

At the heart of business operations is adherence to ethics including fairness and morality in conducting business with all stakeholders. The Board of Directors has established the principles and guidelines for directors, executives, employees and all stakeholders as follows:

- The company operates with honesty, integrity, and ethics, and enhances its business for continuous and sustainable growth.
- Realize the importance of customer satisfaction and develop services and products that effectively meet the needs of customers at all times. Treat business partners equally with regard to the company's best interest and based on fair compensation for both parties to avoid situations that may lead to conflicts of interest.
- Treat employees fairly, respect individuality and human dignity, avoid discrimination in terms of opportunities, rewards, promotion, and relocation as well as enhance the potential and knowledge of employees.
- Conduct business that is beneficial to the economy and society and focus on environmental conservation as well as the local traditions of the communities in which the company operates.
- Co-operate with the government to strictly comply with the rules and regulations regarding business operations

Governance

The Company has created the code of conduct for directors, executives, and employees following Central Group's guidelines with an aim of promoting corporate governance, sustainable business operations, fairness, transparency, traceability, and accountability for shareholders, customers, suppliers, executives, employees, and society to establish a framework and procedures for the Company's conduct, customer focus, maintaining the Company's interests, and social behaviour and for reporting actions that are not in line with the Company's code of conduct. The Company requires that all employees are informed about and review the Company's code of conduct on an annual basis. In 2021, the Company

required employees at the management and executive levels to review knowledge and take a test on the Company's code of conduct including 1,403 employees from the hotel business and 3,145 from the food business or 4,548 employees in total, which completely meets the goal. 90.37 percent of employees at the supervising and operational levels reviewed and took a test on the Company's code of conduct. The Training Division of the Human Resource Department is responsible for operating and reporting the performance to the management and the board of directors. All new employees are required to signed and acknowledged the Company's code of conduct to strictly comply with the established procedures.



Code of Conduct

1. Business Conduct

In performing duties, obey all applicable laws, bylaws, and policies. To perform duties professionally with vision, ethics, integrity, prudence, and care. Be prepared to cope with all risks that may arise for the best interests of the company and stakeholders, with primary regard for the company's sustainable growth. To dedicate yourself to your duties with the utmost commitment, competency, and integrity. Be diligent in carrying out work inspection. Always strive to acquire more knowledge, learning and understanding.

Relationships with colleagues and stakeholders

Treat colleagues, superiors, subordinates, customers, business partners, shareholders, and the community with humility, courtesy, sincerity, honour, and respect for their rights and dignity, while remaining open, tolerant, patient, and firm. Do not abuse your authority. Serve as a good role model.

Upholding justice

Stay impartial; treat everyone fairly. Have the courage to punish wrongdoers, reward staff according to their merit, promote staff who are capable, and take responsibility to ensure there is no tolerance for discrimination or harassment within your sphere of accountability.

2. Customer Focus

Focus on enhancing and maintaining customers' trust and loyalty at all times, while paying due regard for customers' safety and welfare, and constantly improving the quality of products, services, and innovations to meet defined timeframes and standards. Take customer feedback seriously, handle complaints fairly and promptly, and responsibly safeguard customers' information. Ensure that the company's labeling, advertisement, and other communication media are truthful, clear, and straightforward. Conduct business with due respect for society's cultural and ethical beliefs.

3. Safeguarding the company's interests

Encourage and ensure that the company, and the people under your responsibility, conduct business transparently and with full integrity. Communicate to customers, business partners, contractors, and suppliers that the company expects each employee to comply with corporate governance standards. Treat as the top priority the company's interests above personal interests. Avoid any direct or indirect conflicts of interest. Refrain from engagement in personal businesses which may compete with the company, or in taking advantage of a business opportunity which belongs to the company. Refrain from abusing authority for personal or others' gains, including engagement in transactions with potential personal interests on behalf of the company. Do not leverage your company title, status or position to gain personal interests provided by contractors, suppliers, etc. Do not deal in trading, transferring, or taking transfer of the company's securities (stocks/ shares) by exploiting for personal or others' gains internal information not yet disclosed ("inside information").

Taking/ Giving bribes

Refrain from active or passive acceptance or provision of undue assets or benefits with the company's stakeholders to conclude business deals, including bribe payment or acceptance, whether in cash or in kind. Refrain from active or passive infringement of corporate governance standards.

4. Social Conduct

Social Behavior

Maintain socially acceptable dignity and behave appropriately in line with respective roles, duties, occasions, and do nothing that would tarnish the company's image. Permit only authorized persons to give interviews or engage with the public media.

Protecting the company's confidentiality

Strictly protect the company's and stakeholders' confidential information, preventing leaks to any unrelated third parties, even after employment termination, except when such communication is required by law or bound by obligation.

Political neutrality

Strictly maintain political neutrality; exercise of personal political freedom must not undermine the company's image or integrity.

Social and community engagement

Recognizing its obligations to repay communities and society at large for its sustainability and growth, the company is aware of its community and social responsibility and advocates similar practices by its business partners and stakeholders.

Use of social media/ network

Exercise discretion and responsibility when using the social media/ network, avoiding expression of improper comments which could undermine the company's reputation, image or public perception.

5. Whistleblowing guidelines

If you notice any action that is not in line with the Company's conduct, corruption, or illegal act, you should report to the Chief Executive Officer or Chairman of the Audit Committee without fear of disciplinary penalty. The person who reports the action will receive protection, and the Company will keep the name of the person and information received confidential. The Company has established appropriated protection measures for complaints. With sufficient evidence and facts, the case will be examined and investigated to find solutions and prevent repeated incidents in a timely manner in accordance with the Whistle-Blower Investigation Handbook, which has established a procedure for considering violations of the code of conduct, complainant protection, reviewers, consideration period, penalties for violating the code of conduct, and finding the root cause to find a way to prevent the problem from happening again.

Internal Audit and Control

The Company recognizes the importance of good corporate governance and has established the Internal Audit Office as an essential tool for monitoring operations and management to ensure appropriateness. The Director of the Internal Audit Office is responsible for presenting the annual audit plan and interim audit improvement plan and for reporting the

audit results directly to the Audit Committee following the internal audit standards and internal auditor ethics.

In addition, the Company has raised employees' awareness of the No Gift policy and notified all stakeholders via its website in order to ensure that everyone complies with the policy.

Anti-corruption

The company values and adheres to transparent and honest business operations that strictly comply with the law. The company Realizes that corruption not only affects its operations, reputation, and image, but is also an obstacle to its sustainable growth. Therefore, the company has established the anti-corruption policies, and whistle-blower investigation handbook, measures as a code of conduct. Directors, executives, and employees who fail to comply are subject to internal investigation and consideration following the company's regulations and relevant laws. Additionally, the company will not demote, punish, or take any adverse actions against the directors, executives, and employees who refuse to involve with corruption even though the company will lose business opportunities. The company has performed the following actions:

1. The company has assessed various risks regarding fraudulent conducts and set measures to be enforced with the aim of preventing and stopping fraud which is part of good internal control system.
2. The company has established operational guidelines consisting of operational procedures with sufficient details in accordance with the anti-corruption policy and that is able to prevent any fraud in business operations which includes charitable donations, corporate sponsorships, gift giving or receipt, hospitality (recreation), granting of money or benefits, and political support.
3. The company has established an internal control system to ensure that the anti-corruption policy is both efficient and effective, covering documentation for financial transactions, accounting processes, human resource system, and other systems related to the company's business.
4. The company has provided secure communication channels for whistleblowers, claimants, and collaborators in investigations to ask for confidential advice and submit requests, suggestions, information/ reports or any complaints relating to actions that are alleged to be fraud as well as various relevant measures to protect those reporting fraud, taking into account the safety of the whistleblower, claimant or collaborator in investigations.
5. The company has communicated about the anti-corruption policy, both internally and externally, to ensure successful implementations of the policy with wide impacts such as by publishing the anti-corruption policy on the company's website and by creating public relations signage in order for directors, executives, and employees to learn about, understand, and follow regularly. Letters are also sent out to all business partners to ensure that each part of the business can be transparently carried out based on the anti-corruption measures that have been enforced.
6. The company has arranged orientations and trainings for employees to promote knowledge and understanding of the anti-corruption policy that have been enforced and has provided several examples for employees to apply.

As we conduct our business as part of the society with a commitment to make Thailand corruption-free, the company joined Thailand's Private Sector Collective Action Coalition Against Corruption (CAC), a project co-created by the Thai Institute of Directors (IOD), the Thai Chamber of Commerce, foreign chambers of commerce, Thai Listed Companies Association, the Thai Bankers Association, the Federation of Thai Capital Market Organizations, the Federation of Thai Industries, and the Tourism Council of Thailand on 1st September 2011 and was certified as a member on 22 April 2016 and re certified on 5 August 2019. The second recertified will be complete in year 2022.

The company has established the "Anti-Corruption Measures" as a guideline for all employees to adhere to and to promote the company's commitment and business guidelines among stakeholders. The company has published the anti-corruption policy on the company's website <http://centel-en.listedcompany.com/cg.html> and sent letters to business partners so that business operations are conducted honestly and transparently under the established measures. The company has invited business partners to participate in Thailand's Private Sector Collective Action Coalition Against Corruption.

The company has been communicated the No Gift Policy for all festivals and occasions to employee and all stakeholders on company website and other internal channel.

Reporting and Receiving Complaints or Whistleblowing

The Company has set up the whistle-blowing policy and provided channels for all stakeholders to report clues, complaints, concerns, suspected conducts that violate or do not comply with the laws, regulations or ethics, and malpractices and to submit evidence to relevant agencies. Aside from that, the Company has created the Whistle-Blower Investigation Handbook to determine the details and procedures for fact checking, starting from complaint reporting of persons with the right to file complaints, steps and procedures

for fact checking of misconduct and corruption cases to the final procedure. The Audit Committee is responsible for investigating the facts and reporting to high-level management, the board of directors, and relevant parties, and considering the penalty in case of violations of the laws or the Company's rules. Additionally, the Company has established measures to protect the rights of the persons who report or submit complaints.

Contact Channels

The Company has established steps and methods for filing complaints and reporting misconduct, corruption, misbehavior, and violations of laws, regulations, rules, orders, code of conduct, and ethics of the Company's employees as follows:

Those with the right to complaint can file their complaints to the persons with the rights to receive complaints through the following

three channels: make a verbal complaint directly to the person with the rights to receive complaints, send a complaint to the email address of the person with the rights to receive complaints or to <https://investor.centarahotelsresorts.com/en/sustainability/whistleblowing> and write a letter to the person with the rights to receive complaints or contact the following agency:

- **Office of the Secretary of the Audit Committee**

Tel: (02) 769-1234 ext. 6658 Email Address: whistleblower_centel@chr.co.th
Postal address: Audit Committee, Central Plaza Hotel Public Company Limited
999/99 Rama I Road, Pathumwan, Pathumwan, Bangkok 10330

If you have any question regarding anti-corruption policy and measure, please contact:

- **Office of the Secretary of the Company**

Tel: (02) 769-1234 ext. 6132 Email Address: co.secretary_centel@chr.co.th
Postal address: Office of the Secretary, Central Plaza Hotel Public Company Limited
999/99 Rama I Road, Pathumwan, Pathumwan, Bangkok 10330

The complainant can choose to remain anonymous if the complainant sees that such disclosure will cause any damage to the complainant. However, if the complainant chooses not to disclose himself or herself, the complainant must include sufficient factual details of the complaint to demonstrate that there are reasonable grounds for any action against the Company, its employees, or stakeholders through corruption or non-compliance with laws, rules, regulations, protocols, company orders or the Company's code of conduct. Complainants can report complaints through more than one channel and do not need to disclose themselves. Nonetheless, disclosure of complainants will enable the Company to notify the results of operations or additional details of the complaint.

Number of corruption cases and complaints through the whistleblowing channel

2021		Number of Cases	Reviewed and Resolved	Under Review
Corruption	Hotel business	0	0	0
	Food business	29	27	2
Complaints through the whistleblowing channel	Hotel business	4	4	0
	Food business	3	1	2
Total		36	32	4

Risk Management

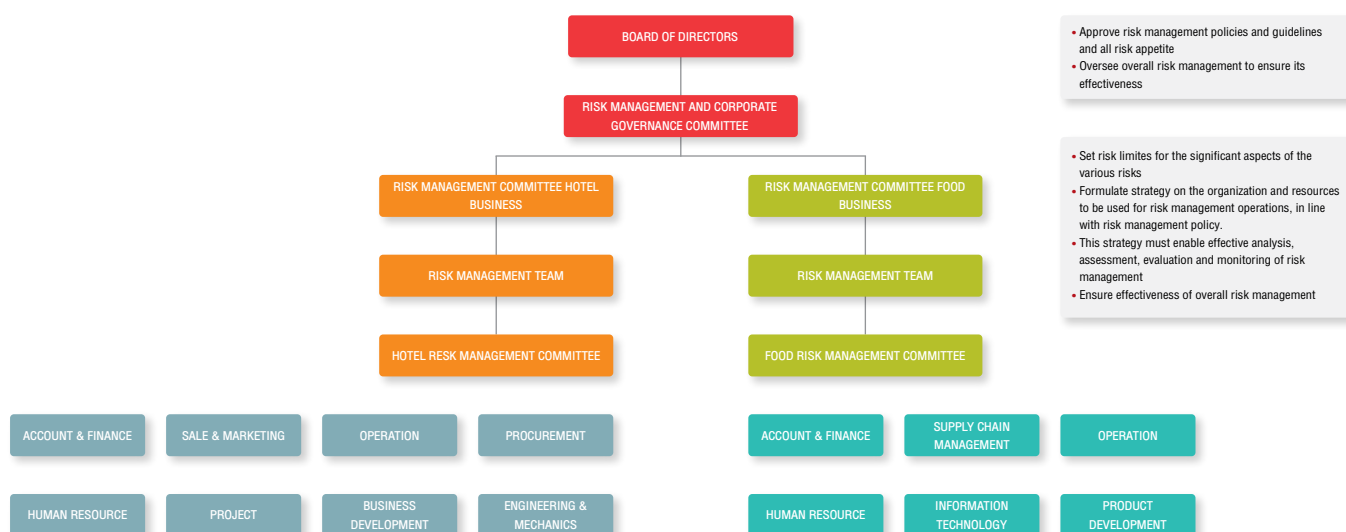
The Company focuses on risk management to ensure steady business operations and sustainable growth. Risk management is a tool that helps executives identify and manage risks more efficiently and effectively. As a result, the board of directors has established the risk management policy according to the principles of corporate governance which allows the Company to separate the risk management function from departments that cause the risks. To ensure efficient and effective risk management, the Risk Management Committee and Risk Management Department have been established to evaluate the risk levels based on the probability of occurrence, potential impact, risk factors,

and emerging risks to be presented to the management and board of directors in a timely manner which allows them to manage such risks by considering the costs and benefits of controlling the risk to be at an acceptable level and to respond to any risk or crisis in a way that minimize operational disruption and by continuously monitoring risk management to ensure proper handling and to evaluate performance by making important risks KPIs of the risk owners to ensure efficient operations and reduce risks that might affect the Company's operations. There is close collaboration between risk owners and the Risk Management Department.

Risk Management Process



Risk Management Structure



In 2021, the Company assigned Mr. Kris Tossanoot, Senior Director of Corporate Affairs & Legal, to be in charge of risk management, risk management supervision, risk management process verification and risk

monitoring, and reporting to the Risk Management and Oversight Committee to be presented to the board of directors.

Business Continuity Management

The Company has established the business continuity management policy to create confidence in business operations in case of a business disruption. The Company has formulated the business continuity plan (BCP) to gather documents and information, measure, and test work efficiency, and maintain and improve business continuity. If business

continuity management is efficient, it can be assured that even when facing a business disruption, the Company can operate at the lowest acceptable level to continue operations.

Risk Culture

The Company is committed to cultivating the risk culture throughout the organisation and among the board of directors and the management executives to promote engagement, implement the risk management framework across the organization as a tool for strategic planning and operation, and to provide insight for important decision making. The Company promotes the risk culture by establishing the guidelines for risk management culture to be used throughout the organisation. All employees

are responsible for identifying, managing, and reporting risks that are related to their duties. All executives and employees are responsible for complying with the risk management policy and procedures. Additionally, the Company has organised a training on business unit's risk management to create understanding of risk management framework among employees, promote risk responsibility, communicate risk information, and ensure that they can apply the concept to business operations.

Covid-19 Risk Management

During the Covid-19 outbreak, the Company's management set up the Emergency Responsible Team or ERT consisting of the Chief Executive Officer, Deputy Chief Executive Officer, Chief Financial Officer, Vice President of Marketing, Sales Department, Human Resource Department, Operation Department, Project Department, Business Development and Procurement Department that meet on a regular basis. The ERT evaluates

situations, monitors the government's measures, and encourages business units and departments to comply with the specified rules. Aside from that, the team considers the financial plan, cost reduction, and work plans of each department and reports to the board of directors.

Task Force on Climate-related Financial Disclosures (TCFD) Reporting

In 2021, the Risk and Corporate Governance and Sustainable Development Committee approved the hotel and food business to evaluate risks from climate change, which can affect the business, by gathering financial information and business operations that can affect climate change to allow appointed risk analysis experts to assess associated impact. The process is undergoing and is expected to be completed in 2022. The Company will be able to use the analytical results and experts' advice to further formulate its strategies and action plans.



CORE ELEMENTS OF RECOMMENDED CLIMATE-RELATED FINANCIAL DISCLOSURES

- **GOVERNANCE**
The organisation's governance around climate-related risks and opportunities
- **STRATEGY**
The actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.
- **RISK MANAGEMENT**
The processes used by the organisation to identify, assess and manage climate-related risks.
- **METRICS AND TARGETS**
The metrics and targets used to assess and manage relevant climate-related risks and opportunities.

Service Innovation

In 2021, relating to quality of service and seamless customer experience, the Company launched various projects to enhance the service, especially in the era of COVID-19 where consumer behaviors and expectations are changing rapidly. Service innovations are the key to reaching that goal, both through hotel technology and processes. Such innovations aimed for an increase in operational efficiency, offer a more reassuring & safer customer journey and create more value for the customers.

Following strategic discussion, the company launched Guest Digital Service in various hotels in Thailand to improve both guest journey and internal work process. Hotel staff always supply swift responses and services to queries of guests including pre-check in, in-room ordering, spa reservation, laundry, maintenance service and turndown requests through contactless digital service. This has provided guests with instant access to information with reduced waiting time and further improved convenience

and customer experience. In addition, to create confidence in luggage handling, QR luggage tag service has been introduced to ensure ability to track and ensure prompt and efficiency delivery. Creating a culture that supports innovation is key to encouraging our employee to take part and open for feedback as a user then adjusting according to their valid concern is also important.

To compensate for the lack of international arrivals an F&B strategy was devised to target residents instead. Government supported travel initiatives aided those initiatives. A strong emphasis was given to online and delivery initiatives and a proprietary platform was launched while continuing collaborating with HungryHub, Grab and Robinhood. In Bangkok Centara initiated a meet-from-home catering product, catering to meeting participant homes. Staycation with incorporated meal elements proved successful, as did in-suite dining during the periods with highest restrictions. To support the local initiatives, we engaged local bloggers.



EXCLUSIVE IN-SUITE DINING

The Centara Grand at CentralWorld has launched a new culinary offer for you and your guests to experience the finest cuisine of our award-winning restaurants served in the comfort of a luxurious suite combined with stunning city views from up high.

This experience is aligned with our Centara Complete Care programme which was developed to ensure the protection, safety and wellbeing of our guests.

Ventisi set menu priced at THB 2,200++ per person
Uno Mas set menu priced at THB 3,800++ per couple
Red Sky set menu priced at THB 4,200++ per person

SPECIAL OFFERS

*At a minimum consumption of THB 9,888 you can enjoy a complimentary overnight stay in the suite you are dining in (terms & conditions apply).
 *Additional accommodation offers are available, for as low as THB 1,600 per night in a Deluxe Room (not inclusive of breakfast) for more information, please contact our Reservations Team at 02-100-6262 or email cgwreservations@chr.co.th

Available daily from 17:00 hrs. onwards
 Advance reservation is required (bookings for the same day to be made before 14:00 hrs.)







For further information call T: 02-100-6255 E: diningcgw@chr.co.th
[centragrandcentralworld.com](https://www.centragrandcentralworld.com) @centragrand.centralworld

ดินเนอร์ในห้องพักรูขุ

"Exclusive In-Suite Dining" เป็นประสบการณ์พิเศษที่มอบให้แก่นักท่องเที่ยวและผู้เข้าพักทุกท่านที่เข้าพักในห้องพักหรูของศูนย์การค้าเซ็นทรัลเวิลด์ กรุงเทพฯ ที่คุณสามารถเพลิดเพลินกับการรับประทานอาหารค่ำที่หรูเลิศในห้องพักของคุณได้อย่างสะดวกสบายและปลอดภัย

***ถ้าคุณใช้จ่ายค่าอาหารรวมอย่างน้อย 9,888 บาท คุณจะได้รับที่พักคืนฟรี 1 คืน (ในห้องพักที่มีเตียงเดี่ยว 1 เตียง)

***ถ้าคุณใช้จ่ายค่าอาหารรวมอย่างน้อย 16,000 บาท (รวมอาหารเช้า) คุณจะได้รับห้องพักดีลักซ์ฟรี 1 คืน (ไม่รวมอาหารเช้า)

ที่พักพร้อมอาหารเช้า 3 คืน ราคาเริ่มต้นที่ 1,600 บาท (ไม่รวมอาหารเช้า)

สำหรับข้อมูลเพิ่มเติม กรุณาติดต่อทีมการจองห้องพัก โทร. 02-100-6255 หรืออีเมล diningcgw@chr.co.th หรือเยี่ยมชมเว็บไซต์ www.centragrandcentralworld.com



On a technology front, Centara continued the roll-out of the Symphony Point of Sales system to improve the guest experience and streamlined management of data. Baht booster, a value-added programme was implemented to increase guest spent in Food & Beverage.

Year 2021 Centara Collaborates with True Digital Park in Startup Competition “Centara Hotels and Resorts X True Digital Park present CENTARA Startup Sandbox” Competing teams for the “CENTARA Startup

Sandbox” has to deal with a challenge: “How might we help clients experience their preferred destination or any hospitality offering while still providing them with a more exclusive and memorable services. The Startup Sandbox project, held in collaboration with True Digital Park will see teams compete for a chance to join the three-month programme, during which executives from Centara will provide regular consultation sessions and be the judge for the teams’ final pitch.



For food business, Mister Donut introduced the latest mobile tuk tuk model, a new way to expand branches in new locations to efficiently reach customers in various places and communities and to communicate with customers. The unique strength of the model is its compact size that allows for agility, flexibility, and accessibility as well as expansion of mobile stores that can be moved to target locations such as educational institutions, universities, hospitals, and communities to reach more customers. It also

comes in bright, attractive designs that can differentiate the stores and increase sales opportunities. Moreover, the Company has prepared for the franchise model to provide the opportunity to small businesses, new investors, and young entrepreneurs to become our business partners.



Innovation for Productivity Enhancement

Due to the changing consumer lifestyle in the digital transformation era, technology has played a vital role in responding to customer lifestyle. In 2021, the food business launched the Project @NooYimCRG AI Revolution to meet the needs of applicants in the digital era using AI technology as intermediary between the Company and applicants, a real-time private communication with the recruiter with 1,100 questions and answers under six categories based on the recruiter's direct experience. As a result, NooYimCRG has a wide range of questions and answers that meet the needs of applicants in a two-way communication style, allowing applicants and NooYim to quickly converse on all issues including job application, job qualifications, job titles, and job vacancies.

Applicants can quickly apply for a position by sending a short profile, which will be stored in the candidate pool system and will be efficiently forwarded for interview appointment, meeting the needs of applicants through a systematic approach that offers a hassle-free experience for applicants 24

hours every day. The system also supports the work of recruiter by reducing the steps in recruiting and screening applicants and allows the recruiter to review application forms on a real-time basis by sending Line notifications.

Project @NooYimCRG AI Revolution was the dedicated work of over 30 recruiters who have screened applicants' inquiries and studied the new work system to create Chat Bot- NooYimCRG which reflects the hard work of our recruiters and technological expertise of our IT experts. Project @NooYimCRG AI Revolution is a successful innovation from the CRG Innovation Award 2020, which has brought pride to the CRG HR Team and promoted continuous innovation for further growth.

Project @NooYimCRG AI Revolution joined the Thailand HR Innovation Award 2021 and received the Silver Award 2021 from the Personnel Management Association of Thailand (PMAT) in collaboration with the Institute of HR Professional Development, Thailand Productivity Institute, and the Faculty of Human Resource Development, NIDA.



Responsible Customer Services

Customer Confidence During Covid-19 Situation

The Company focuses on occupational health and safety of customers, service users, and employees in accordance with the Centara Complete Care programme – Travel with total peace of mind (<https://www.centarahotelsresorts.com/th/centara-complete-care/>). All hotels and resorts of Centara have established hygiene teams to be in charge of safety, hygiene, and compliance with the 12-pronged action plan: 1. Social Distancing 2. Health & Hygiene Practices 3. Enhanced Sanitisation– The enhanced cleaning protocols include the increased sanitation frequency of common areas and high touch points 4. Check-In and -Out – All front desk staff are required to maintain at least 1.5 metres away from customers. The registration process includes health check forms and electronic payment options will be offered. 5. Rooms – Housekeeping staff are required to wear face masks and single-use gloves, clean rooms only when guests have vacated the space. 6. Dining

– Seating in restaurants is reduced and arranged in a way to maintain safe distancing. 7. Fitness & Pool– Chlorine levels at the pool will be periodically monitored for maximum efficacy. Sun loungers and fitness equipment will be rearranged and spaced at least 1.5 metres apart. 8. Spa – Only single guest spa treatments will be permitted. 9. Kids' Club – Playroom staff are thoroughly trained on hygiene and are required to strictly follow the cleaning protocols, with toys sanitised every 15 minutes. 10. Event– Seating arrangements are made to respect safe distancing, and after every event, meeting rooms will be sprayed with specialized disinfection solution. All event attendees will be required to wear face masks. 11. Training & Personnel – All staff are intensely trained on hygiene and cleaning protocols. Hotel staff teams are re-organised to minimise cross-infection. 12. Accreditation & Monitoring - Dedicated Hygiene Managers have been appointed to monitor the health and hygiene standards across all hotels under Centara group.

Centara Hotels and Resorts have passed the assessment of the Amazing Thailand Safety and Health Administration (SHA), a programme with collaboration from the Tourism Authority of Thailand (TAT), Ministry of Tourism and Sports, Department of Disease Control, Department of Health, Department of Health Service Support, and Ministry of Health. Public health measures and quality service standard are combined to build confidence

and ensure that all tourists will receive a happy and safe experience from the products and services of Thailand. Moreover, the Company has received the “SHA Plus” certification that requires at least 70 percent of employees to be fully vaccinated as well as the “SHA Extra Plus” certification for hotels that are associated with a hospital and are certified for providing Covid-19 tests to tourists under the Test & Go programme.



For the food business, the Company has placed a great emphasis on hygiene and safety of customers and employees and has issued the “Three Principles and 17 Proactive Measures for New Normal” (<https://www.facebook.com/watch/?v=869035453593013>) to ensure that employees are able to work properly, reduce the risk of infection or spread of the virus, and build confidence. The three principles and 17 measures include:

1. Cleanliness Procedure – strict screening and cleanliness control at all steps
2. Consideration of Social Distancing Measures – emphasise social distancing by providing proper and safe service areas in the stores
3. Contactless Service – contactless service from food preparation to payment.

To respond to the Covid-19 pandemic, the Company has established the vaccine policy to communicate with customers and demonstrate that the Company emphasises the safety of customers and employees. The Company has raised its safety and hygiene standards to the highest level by expanding the scope of the Centara Complete Care programme for more strictness and coverage. Since September 2021, guests, customers, and visitors have been required to show a vaccine certificate and measure their body temperature before entering the premises.



Customer Satisfaction Survey

In terms of customer satisfaction in its services, the Company has collected user data of the Review Pro system from customer survey and questionnaires using the following methods: 1.In-Stay Survey – a short questionnaire with one question on satisfaction of customers who have stayed at the hotels or resorts for more than two nights sent to the email address with which the customer has registered. 2.Guest Satisfaction Survey (GSS) – a questionnaire that covers hotel services and amenities. Customers will receive a questionnaire within 48 hours after check-out. 3.Online Reputation

Management (ORM) or Guest Review Index (GRI) – a customer satisfaction survey to solicit feedback and suggestions on customer services via online channels and social media as well as opinions of customers who make online reservations through online travel agencies (OTA). The customer satisfaction results were analysed and reported to management, the Risk and Oversight Committee, and the board of directors every three months. The plan to improve customer satisfaction is also reported to improve customer satisfaction.

Customer Satisfaction Survey Score

In 2021, the guest satisfaction survey (GSS) score was 88.9 percent, which was 0.1 percent higher than target, and the online reputation management (ORM) or guest review index (GRI) was 88.5 percent, which was 0.2 percent higher than target.

In 2021, due to travel restrictions during the Covid-19 pandemic, hotel guests were mostly Thai. As a result, responding to the needs of Thai customers might be different from responding to those of foreign customers. The Company adjusted its services to Thai customers and determined higher local customer satisfaction as KPI. The operating results achieved the target. Additionally, the Company set the target to reduce customer complaint to less than 20 percent. In 2021, the overall customer complaint rate was at 19.4 percent, a decrease from 22.1 percent in 2020. The Company's plan was able to reduce complaint rate of the top 5 issues by 85 percent in 2021 compared to 2020. All complaints

were handled and resolved to ensure highest customer satisfaction. To create customer satisfaction in services, if a problem arises, it should be immediately handled by interacting with the customer rather than trying to resolve the problem after the customer has already filed a complaint and left. Therefore, the Company has created the quality programme to regularly monitor service systems and to review knowledge on a continual basis. There is a system to measure guests' satisfaction on a daily basis to improve the service systems for customers and service users. In terms of the food business, the Company has established the service quality framework with each brand creating its own guidelines for quality control. In case of complaint, each food brand will contact customers within 24 hours to resolve the problem by finding the root cause, handling the problem, improving its service, and letting the branch know to avoid repeated mistakes

Guest Satisfaction Survey Score



Personal Data Protection and Privacy

The Company recognises the importance of data protection and data privacy, which are important to the organisation's sustainable operations, to respond to stakeholders' expectations and needs. As a result, the Company has established the guidelines for information technology service management (ITSM) and information security management (ISM). In 2021, the Company reviewed and formulated the information security policy consisting of measures and procedures with which employees are required to comply to achieve its goal. Employees are required to ensure the confidentiality, integrity, accuracy, and availability of the organisation's information, which is a binding agreement between the organisation and customers. Relevant policies include information security structure policy for the organisation, human resources security policy, asset management policy, access control policy, cryptography policy, physical and environmental security policy, operations security policy, communications security policy, the policy of acquisition, development, and maintenance of information system, supplier relationships policy, information security incident management policy, business continuity management policy, and compliance policy.

The Company continuously communicated the privacy policy and standard operating procedure to hotel and restaurant employees, customers, suppliers, general public, and stakeholders and published the personal data protection policy on the Company's website, the hotel business's website, and the food business's website. The Company provided an opportunity for employees to review the practices and requirements of the Personal Data Protection.

Notice of Data Security Incident

On 14th October 2021, we were made aware of an alleged cyber-attack threatening the security of the Centara Hotels & Resorts network. Immediately after receiving the notification, we appointed a reputable, digital forensic consultant to deploy an investigation to identify and validate the compromised data.

After the extensive and thorough forensic evaluation required to establish the veracity and details of the claim, we can confirm that a breach impacting a limited section of our network has occurred and we are taking every possible action to further improve our security measures and prevent such a malicious attack in the future.

<https://investor.centarahotelsresorts.com/storage/download/cg-document/20200630-centel-privacy-policy-th.pdf>
<https://www.centarahotelsresorts.com/privacy-policy/> <http://www.crg.co.th/privacypolicy/>

Supply Chain Management

The company emphasizes the importance of doing business with its partners transparently, honestly, and along with sustainable business operations in accordance with the company's supply chain management policy, covering economic, social and environmental dimensions. The company also focuses on safety and occupational health issues with the goal of directly and indirectly supporting, promoting, and enhancing suppliers and business partners who are directly or indirectly associated with the company to collectively create a supply chain management that is socially responsible in the long term. The company has created the code of conduct and guidelines for business partners and suppliers which highlights business ethics and Labor treatment in accordance with human rights principles, occupational health and safety, environmental sustainability, efficiency improvement, product and service innovation development in order for suppliers and business partners to follow the guidelines and apply the principles to their organizations. All suppliers and business partners are informed about the company's code of conduct and guidelines for suppliers and business partners.

In 2021, the Company revised and formulated the new sustainable procurement policy as a guideline for procurement to support sustainable business operations that are in line with the Company's sustainable development policy under the framework for excellent, transparent, and verifiable procurement process operations and management covering the environmental, social, and governance issues and adhering to the green procurement policy with an aim of promoting and supporting products and services that help reduce environmental impact, greenhouse gas emissions, taking into account occupational health and safety and focusing on suppliers that place an emphasis on environmental issues following the 3 R: Reuse–Refill–Recycle concept, international human rights principles, fair and equitable employee treatment while against forced labour and modern slavery.

The Company analysed and prioritised suppliers by determining the criteria for supplier classification based on the number of sales transactions per year between the Company and the suppliers. Supplier are classified into two groups including main suppliers and general suppliers based on the amount of sales transactions specified by the Company to ensure efficient supplier management for both the hotel and food businesses. The Company also evaluates its suppliers using the environmental, social, and governance (ESG) factors every year.

Supplier Analysis



Number of suppliers	Hotel Business	Food Business
Total suppliers	2,200	1,709
Main suppliers (Tier 1)	20	124
General suppliers (Tier 2)	137	632
New suppliers	220	283
Ratio between domestic procurement and overseas procurement (%)	97:3	90:10
Number of suppliers signed for Code of Conduct & Guidelines for Business Partners and Suppliers	1,430	17

Supplier Relationship

Despite the Covid-19 situation, the Company met its suppliers online and in person following the Covid health measures to listen to their opinions and suggestions for improvement and development of efficient and procurement system and sustainable business operations of the Company and suppliers. In 2021, 40 meetings were held with important agendas including price and

condition negotiation, business idea exchange, and problem summary and analysis for solution finding. The Company also provided trainings on cleaning system, insect disposal procedures, and product development to respond to the needs of the Company.

Supplier Evaluation

Due to various restrictions during the Covid-19 pandemic, the Company issued measures to prohibit physical meetings and travelling to high-risk areas. As a result, supplier evaluation has been partially conducted in an online format and on-site visits have been minimized to ensure the safety of procurement staff. The Company was able to evaluate 18 percent of its main suppliers.

Supplier evaluation considers five main issues comprising pricing potential, product and service quality that meet the quality standard and needs, are GMP, HACCP, and ISO certified, and are delivered completely and on time with reliable logistic system, improvement potential and new products developed to meet the Company's needs, employee treatment and social and environmental responsibility, and ethical business conduct and good corporate governance

Supplier Support During Covid-19 Situation

The hotel business has continuously provided assistance to its suppliers during the Covid-19 pandemic by notifying the amount and number of products needed for each month to help suppliers reduce inventory and delivery costs, notifying suppliers of how to report problems and coordinate virtually (Line, email, and telephone) to avoid travelling to the hotels, informing suppliers and outsourcers of measures and rules that must be followed before entering the premises, and providing hand sanitisers at delivery locations.

The food business provided assistance to its suppliers by ordering the stock oversupply of suppliers to create promotional campaigns in order to help suppliers reduce their inventory and prevent possible damage of raw materials in case the products cannot be distributed before their expiry dates. The suppliers were willing to provide discounts to the Company as reciprocity during the Covid-19 outbreak and have been able to continue operation.

Eco-friendly products and/or materials

Following the sustainable procurement policy and environmentally friendly procurement under the green procurement policy, even though the hotel and food businesses were directly affected by the Covid-19 pandemic in 2021, the Company still placed an emphasis on environmentally friendly procurement. The hotel business had a five percent rate of environmentally friendly procurement whereas the food business had a 1.26 percent rate.

The hotel business focuses on purchasing green label products such as A3 and A4 papers, whiteboard markers, toilet papers, biodegradable packaging and straws, glass water bottles to reduce the amount of waste and

plastic, energy efficient electrical appliances, No.5 certified air conditioner, eco-friendly cleaning products, energy efficient R-410A and R-32 refrigerant to reduce CFC in the atmosphere, and green label paint.

The food business also has a policy to support environmentally friendly products such as RSPO palm oil, FSC and PEFC certified paper boxes and bags made from planted wood using eco-friendly production process, and paper cups for takeaways and deliveries. The Company also reduces the use of disposable plastics by shifting to biodegradable straws, paper shopping bags, and plastic bags made from 50% recyclable materials.

Social Dimension

Goals and Performance in Social Dimension

Performance in Social Dimension	Average hours of training of hotel employees More than 10 hours per person per year	 8 hours /person/year
	Zero work injury rate	 2.7
Target 5.1 / Indicator 5.1.1	Employment of persons with disabilities as required by law Continuous employment of elderly persons	 100%
	The total number of female managers in hotel business and food business accounts for more than 50 percent.	 88.9%
	The amount of social support development in 2021	 154 million baht



Achieved the goal



Achieving the goal



In progress

The Company is committed to enhancing the potential and quality of life of employees, supporting equality and human rights, and helping society in various ways under the concept to create jobs and sustainable communities and society in all areas where the Company operates. The Company focuses on hiring local people, providing income-generating opportunities to vulnerable people such as people with disabilities, underprivileged and elderly persons, and supporting local products and services to generate economic growth for nearby communities and society.

Human Resource Management

Human resource management is an important issue for the Company's operation to ensure steady and sustainable growth. Quality "employees" are valuable assets in business operations. Therefore, the Company is committed to improving the process and management systems of human resources to keep up with today's lifestyle, respond to fast-changing technology, and ensure highest employee potential to allow the Company to become a sustainable organization. The Company focuses on recruitment and staffing, training and development, appropriate and fair compensation and welfare, payroll management, appraisals and performance management, conflict resolution, and employee relation.

The Company takes care of its employees like family members, treat them with fairness and equity in recruitment, appointment, transfer, and promotion based on moral and international human rights principles to bring out employee potential in order to create highest value for the organization.

Culture of Diversity

Creating a corporate culture or employees' DNA amidst a diversity of race, culture, belief, and ethnicity is a challenge. However, with the Company's policies and beliefs that embrace diversity and differences of employees, all employees in the organization will be treated equally without discrimination or alienation. Having employees from different races working together allows for cultural learning and understanding as well as diverse knowledge and experience that are useful for the organization's work, providing a variety of information, perspectives, and expertise. Another

important benefit of having multicultural employees is promoting cross-cultural learning and mutual respect.

An important approach to managing cultural diversity in an organization is to promote equality, starting from the selection process that allows everyone equal rights, standardized compensation and benefits based on competency and performance, to proper work environment.

Employee Recruitment

The company's recruitment, both in the hotel and food business, focuses on compliance with the human rights principles in terms of equality and right to be treated equally without discrimination against race, skin colour, gender, age, religion, and belief. The company hires people from all races by considering their qualifications that are suitable for the positions applied. Employees in the organization can rotate or transfer to work in other areas as appropriate to improve skills and increase opportunities for career advancement. All new employees will receive an orientation to ensure understanding of the vision, corporate values

and culture, requirements, and employee benefits before work. Since the company operates in many locations around the world, treating workers in accordance with the laws and human rights principles is an issue that the management emphasizes. The company adheres to the international labour law, determines compensation and benefits appropriately according to employees' experience and competency, and compares its compensation with other companies in the same business group so that male and female employees at all level are equally compensated.

Remuneration and benefits

The Company provides various benefits for employees in accordance with the law as well as additional benefits for employees such as weekly holidays, public holidays, annual vacation, uniform, food, life insurance and health insurance, annual health check-up, staff room rates, dormitory (in certain branches), shuttle bus (in certain branches), outpatient medical expenses and dental expenses (in certain branches), compensation fund (in certain branches), provident fund, other financial aids, savings cooperative, funeral assistance association, and financial assistance for employees' children in the form of scholarships.

The Company set up the Employee Welfare Committee in each business unit to present employee needs and propose guidelines on employee welfare arrangements to executives, and discuss solutions to meet the needs of employees. In 2021, the Company increased employee loans, starting with the headquarters and hotels in Bangkok and later expanding to other hotels under the group, and changed the conditions of provident fund to allow employees to resign and rejoin the Company.

In terms of the food business, additional benefits have been adjusted for employees following the management's approval. The additional benefits include: expanding the rights for marital leave to all employees and gender identities, extending the rights to leave for funeral arrangements to life partner and lawful and legally adopted children who died, expanding the rights to receive gifts for male employees whose wife has given birth to a child (registered spouse or children certified by the male employees), extending

the rights of those receiving group accident insurance and life insurance to employees' partners according to the Civil Partnership Act, expanding the coverage of financial assistance in case of death to life partner and lawful and legally adopted children who died, and expanding the marriage financial assistance to all employees and gender identities. Moreover, employees have recently been entitled to eye exam and allowance for eyeglasses once a year. Full-time employees will be reimbursed with the actual amount not exceeding 1,000 baht.

Due to the Covid-19 pandemic, the Company has created a plan to take further care of employees. The Company allowed employees to work at home when there was a high rate of infection and limited the number of employees attending the office by splitting employees into Team A and B to reduce the risk of transmission. The Company sprayed disinfectant in the office when an employee was found to be infected. The executives introduced a policy to provide additional covid insurance to employees and developed a policy regarding sick leave as a result of quarantine in case of high risk of infection. The Company also provided Covid-19 vaccines and antigen test kits (ATK) to employees and ATK guidelines at the expense of the Company. The Company also adjusted its work arrangements to ensure safety following the Centara Complete Care standard. Apart from that, the Company provided survival bags to employees with Covid-19 infection who need to quarantine at home and collaborated with Central Group to build a community isolation centre for employees with Covid-19 infection who were unable to self-isolate at home.

Corporate Culture I • CARE

The Company provided a training on the I- CARE corporate values for all employees. New employees will learn about the core values at orientation. Employees are instilled with the values in all their work. For example, innovation is emphasised through the design thinking training

where employees get a chance to apply the concept to their work which were able to participate in the Innovation Convention. The Customer value is also emphasised by making it a KPI of all departments where customer services and satisfaction must be evaluated.

Employee Engagement

The Company organised activities to build employee engagement throughout 2021. The activities were adjusted to a hybrid format where participants meet face-to-face and virtually, taking into account the severity of the Covid-19 outbreak and related measures at that time. The activities

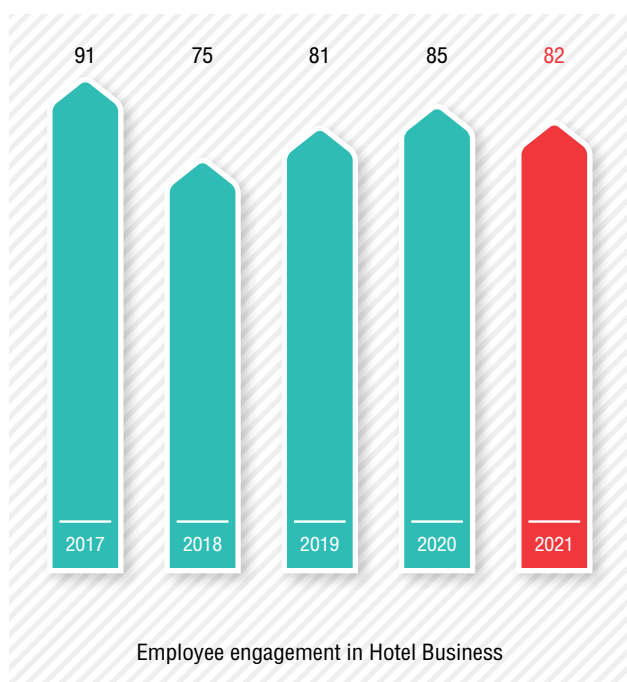
were divided into activities to communicate the direction or situation of the business including town halls, business direction sessions, and CEO Talks as well as virtual annual activities on special days to build workplace relationships with employees.

Employee Engagement Evaluation

The Company evaluated employee engagement through the CG Voice programme together with the Central Group in collaboration with Kincentric by conducting a survey on employees at all levels¹

Hotel Business

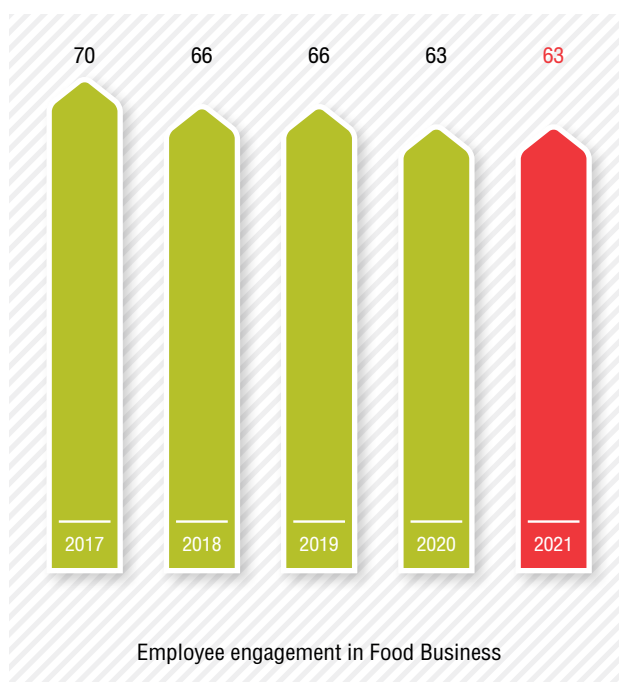
In 2021, Employee engagement level was 82 percent, which was lower than the 85-percent target by three percent and lower than the best employer by five percent. 2,548 employees participated in the engagement survey, of which 1,387 were male, accounting for 54.43 percent of employees and 1,161 were female, accounting for 45.56 percent of employees. The results revealed a good level of employee satisfaction in various dimensions. Among the issues that must be taken into consideration from the survey results were wages and benefits. The Company has restructured regularly to reduce the gap compared to the labour market and within the industry. The relationship of employees with senior management is another issue to take into consideration, which might have resulted from various changes that took place during the Covid-19 pandemic to cope with highly unusual and uncertain situations. As a result, employees felt that the Company did not take into account employees' views and opinions on certain issues. Once the survey had been completed, the results were analysed to create a focus group and an action plan. Then, the goals and operational procedures were communicated to employees. The outcomes were monitored and satisfaction was continuously measured to improve such issues in order to respond to the needs of employees as much as possible.



Food Business

Employee engagement level was at 63 percent, which was 3 percent lower than the average in Thailand and 24 percent lower than the best employer. 4,432 employees participated in the engagement survey, of which 1,229 were male, accounting for 27.7 percent of employees, and 3,203 were female, accounting for 72.3 percent of employees. The top three factors affecting employee engagement in the food business were customer focus, decision making, and I-CARE culture, respectively. Factors that required improvement were rewards and recognition, senior leadership, and infrastructure.

After surveying employee engagement, the Human Resource Department formulated a plan to address the problems of rewards and recognition, senior leadership, infrastructure, and collaboration. The Engagement Sponsorship Committee (ESC) consisting of relevant departments was established to come up with solutions. The ESC studied the problems in depth, organised workshops with each department, conducted in-depth interviews, and analysed relevant data to plan and develop appropriate solutions. The action plan consisted of reviewing the wage and welfare policy for attractiveness and competitiveness, encouraging all leaders to be “approachable leaders” through the FANCE (friendly, approachable, native, clear communication and direction, and empathy) model, improving infrastructure and technology to help employees work more conveniently and efficiently, creating a recognition culture, and coordinating between business unit.



Training and Development

Employee Training and Development Plan

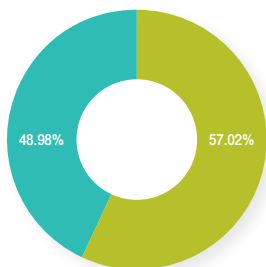
In 2021, the Company focused on training and development for employees in the hotel business at all levels according to the needs of the business. For example, operational staff were trained on excellent customer services and how to raise service standards to meet customer needs. Supervisors were trained on people management and how to adjust their mindset for work and life. Trainings for employees in the hotel business were divided into five courses including management and leadership (157 courses), safety (151 courses), e-Learning (1,224 courses), functional (3,940 courses), and fundamental (5 courses). However, due to the Covid-19 pandemic, which has severely affected the tourism and hotel business from 2020 to 2021, employees continue to strictly adhere to the preventive measures and work from home policy. As a result, the Company's personnel

development plan has been adjusted to the situation by changing from classroom learning to online learning for certain courses that could be conducted virtually such as Be Proactive - The Power of Effectiveness, Being a Better Coach, and Code of Conduct and Anti-Corruption. On top of that, the Company promoted, sought, and recommended courses that could be attended virtually for free from other sources including online platforms, websites, and live stream learning. The Company has set the goal of having hotel staff attend online courses for at least 10 hours per person.

Evaluation of the Success of Employee Training and Development

Employees can apply knowledge and techniques from training to work to improve efficiency and to their everyday life such as Be Proactive – The Power of Effectiveness which allows employees to practice mindfulness, accountability, and acceptance, Being a Better Coach which provides an opportunity for

employees to learn different techniques of supervision that match each employee's personality to create a good relationship between the supervisor and the subordinates, leading to greater efficiency in their own departments.



All Training Courses in Hotel business

- Online Courses
- Offline Courses



62.38%

Employees attended the courses



84 HOURS

The average training hours
⌚ 84 Hours / Person / Year



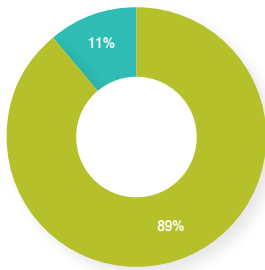
Total training cost in 2021
💰 7,584,022.84 THB

For the employee development plan in the food business, the employee development plan was designed based on the competency that meets the three main goals comprising business direction, current and future work trends, and employees' needs for work. There were five course groups: compulsory, management and leadership, digital and future skill, and functional. Employee development trainings for the food business were divided into five course groups: on-boarding programme (2 courses), compulsory (10 courses), management and leadership (14 courses), digital and future skill (17 courses), and functional (four courses). The courses were changed from on-site learning to online learning. For on-site courses, instructors and participants were required to strictly comply with the Covid-19 control measures. Everyone had to take ATK testing before attending a class and measure their body temperature before entering the premises. Hand sanitizers were provided in various areas, and social distancing between participants was maintained.

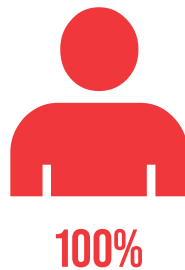
Evaluation of the Success of Employee Training and Development

Over 9,158 operational staff completed the food sanitation training and obtained certificates. Employees had the opportunity to learn and develop themselves through new online courses, especially courses on digital skills, which had up to 17 courses. Employees had the opportunity to learn from

a group of courses, both core courses and courses on management and leadership, which aimed to meet workplace needs and improve efficiency. 12 training courses were organised for specific departments and brands.



All Training Courses in Food business
● Online Courses ● Offline Courses



Employees attended the courses



The average training hours
⌚ **3.7** Hours / Person / Year



Training hours of male employees
⌚ **5.8** Hours / Person / Year



Training hours of female employees
⌚ **5.8** Hours / Person / Year



Training hours of executive employees
⌚ **5.8** Hours / Person / Year



Total training cost in 2021
💰 **7,104,300** THB

Talent Development and Succession Plan

In 2021, **the hotel business** implemented the Talent Development and Succession Plan programme. Centara hotels and resorts' supervisors and executives selected talents according to the criteria. The programme started with how to write an individual career development plan and self-development goals. Participants are expected to follow the plan. The information will be updated every three to four months to ensure that participants have developed themselves according to the plan. This year, 70 employees were selected to join the programme.

The food business has also developed individual career development plan and encouraged employees to develop themselves by focusing on coaching and hands-on experience, taking into account employee's career goals such as project assignment, transferring or working across lines of work, and representing supervisors. 116 employees joined the programme. Moreover, employees were chosen to join Central Group's special training programmes such as Leader as Coach programme and Management Development Programme 1 and 2 to enhance their potential.

Occupational Health and Safety, and Quality of Life

The Company aims to achieve an accident-free workplace and reduce the workplace injuries. To reduce risks to life, injuries, and work-related sickness, the Company focuses on occupational health, safety, and proper work environment for employees. The Company created management guidelines that are in line with international standards, raised awareness of occupational health and safety among employees and related parties, had a process to promote employee well-being, assessed risks associated with the Company's operations, and reviewed control and preventive measures continuously.

The Company has a safety and occupational health committee for each business unit to operate in accordance with the guidelines set by the Company. The Company provided training on occupational health and safety for employees in relevant departments and annual health check-up for all employees with special health check-up programme for employees who are in close contact with food to ensure the safety of employees and customers. The Company also provided trainings on safety and occupational health to 7,166 operational hotel staff. 1,272 employees attended the fire training course. 1,508 employees attended the Centara Complete Care course.

1,763 employees attended the food hygiene and food safety course. 2,517 employees attended the Covid-19 course. 46 employees attended the chemical training course. 60 employees attended the safe steps course. For the food business, 9,158 employees attended the food sanitation course and received certificates. The Safety for Staff CRG course was organised 29 times with 1,460 employees attending.

In addition to trainings on various topics, the Company prepared a medical room with a doctor and a registered nurse to provide care for illness or injuries before transferring to a medical facility if specialised medical equipment is required. The Company has reviewed the guidelines for safety and occupational health to ensure knowledge development of safety, occupational health, and work environment in accordance with laws, regulations and international standards to raise the safety and occupational health standards and ensure a better work environment by creating a safety response plan. The executives also place a great emphasis on the safety and health of employees during the Covid-19 pandemic. The work from home policy and guidelines have been established.



Human Rights

The Company focuses on operating business that is not related to human rights violations of any kind and adheres to the human rights principles under the human rights framework that respects human dignity and equality according to the law, the United Nations Guiding Principles on Business and Human Rights : Implementing the Protect, Respect, Remedy Framework (UNGPs), and the International Labour Organization; ILO Declaration on Fundamental Principles and Rights at Work without discrimination against race, religion, gender, skin colour, language, ethnicity, or any other status. The Company has established the child protection policy and guidelines on children's rights protection. Apart from that, the Company sent employees to attend the Better Business for Children: Advanced Course organised by UNICEF Thailand. The Company has operated according to the Children's Rights and Business Principles (CRBP) of UNICEF on the topic of promoting children's access to safe services and has set up activity areas for kids such as Kids

Club and Kids Spa and offered Kids Menu to provide children with access to various services to meet their needs just like adult customers.

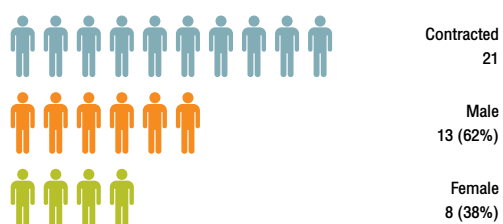
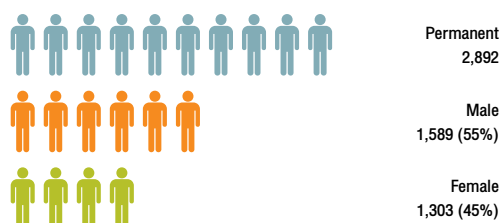
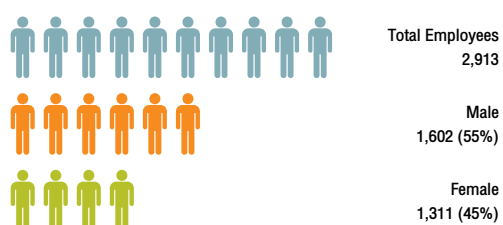
In addition, the Company has taken steps to promote equality and eliminate unfair treatment between genders. For example, job postings and job qualifications do not mention gender identity or sexual orientation to provide opportunity for recruitment to male and female applicants for all job positions. The Company focuses on preventing and resolving sexual harassment in the workplace by providing guidelines on sexual harassment in the workplace for employees.

The Company plans to conduct human rights due diligence with key stakeholders to identify human rights risks and to find ways to prevent or reduce the risks. The plan is currently undergoing.

Employee Information

Total Number of Employees (*Not including Part-time)

• Hotel Business

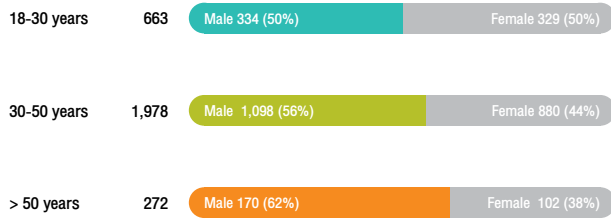


• Food Business

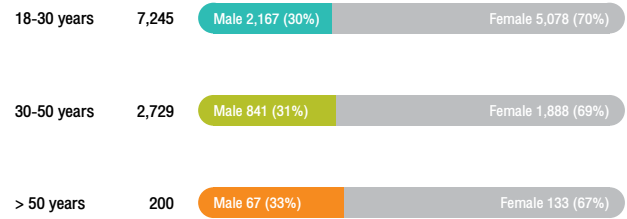


Total Number of Employees by Age

Hotel Business

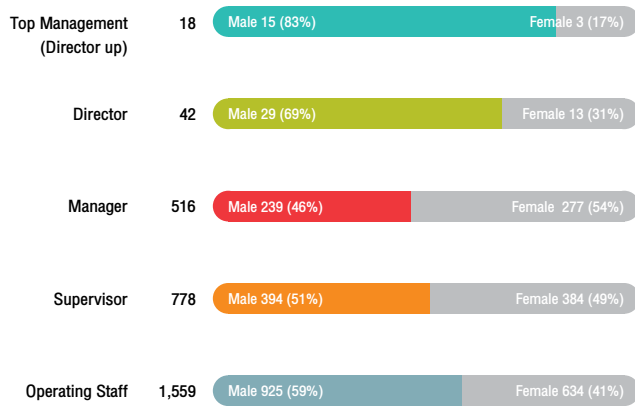


Food Business

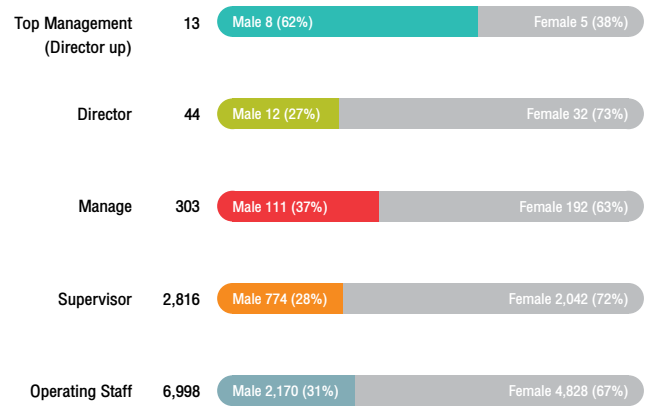


Total Number of Employees by Level

Hotel Business

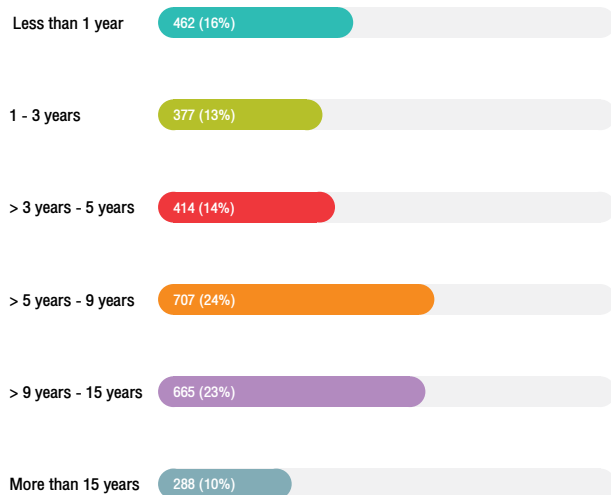


Food Business

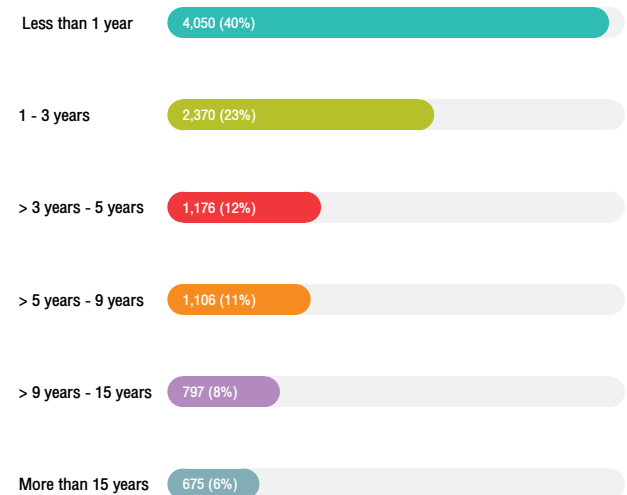


Total Number of Employees by Number of Work Experience Year

Hotel Business

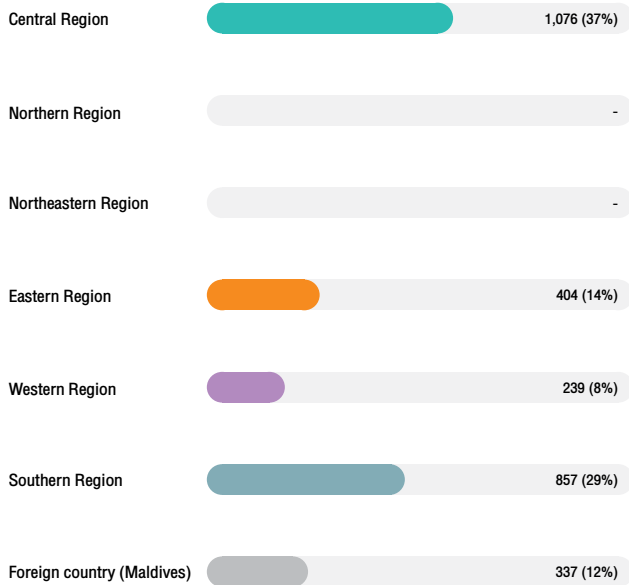


Food Business

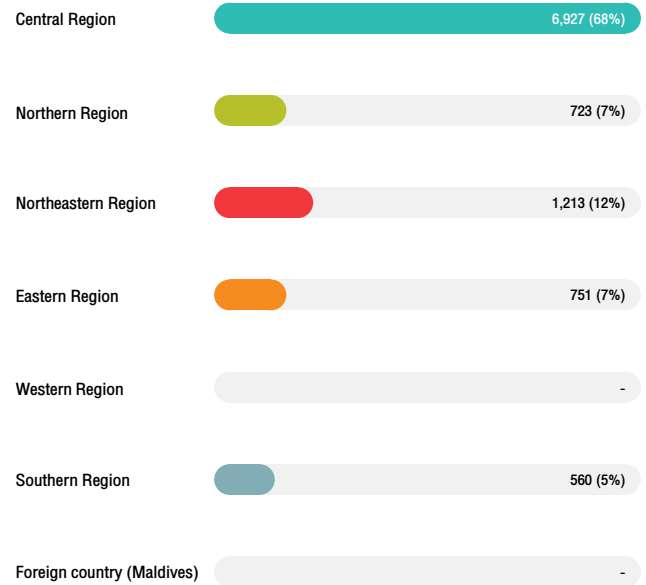


Number of Employees by Region

• Hotel Business

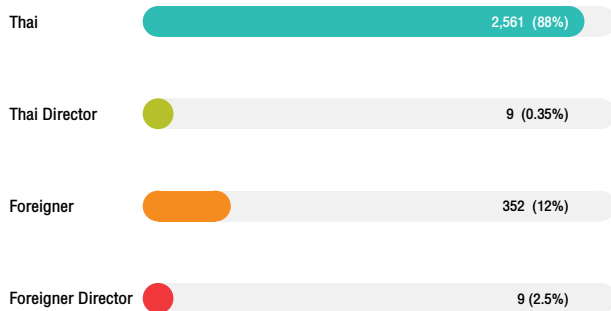


• Food Business

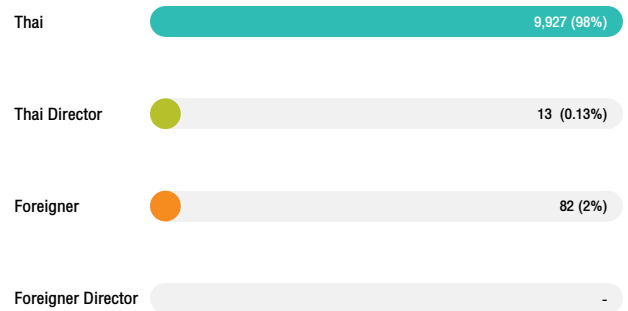


Number of Employees by Nationality

• Hotel Business



• Food Business

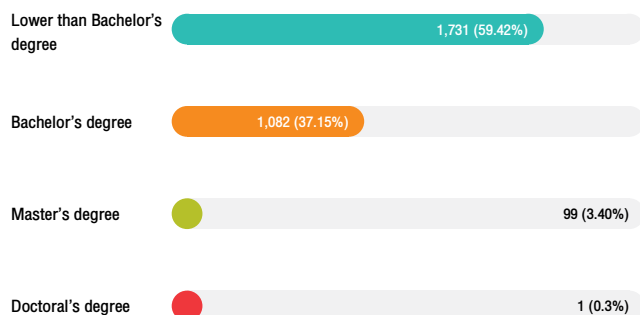


* Foreigner employees for Hotel Business : 33 Nationalities - Cambodian, Kazakhstan, Kenyan, Canadian, Chinese, Dutch, Nepalese, Japanese, French, Filipino, Bangladeshi, Belarusian, Pakistani, Maldives, Malaysian, Burmese, Vietnamese, German, Russian, Lebanese, Swiss, Swede, Spanish, Sri Lankan, American, British, Italian, Egyptian, Iranian, Indian, Indonesian, Australian, Austrian

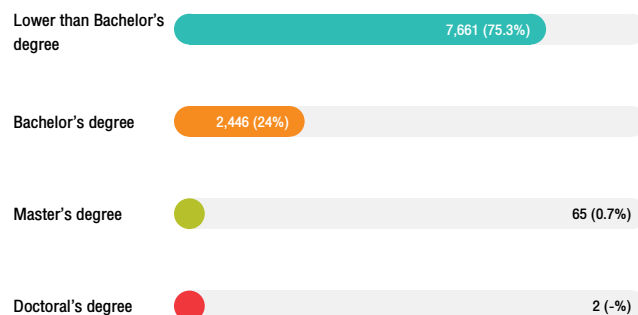
** Foreigner employees for Food Business: 4 Nationalities - Chinese, Japanese, Burmese, Laotian

Number of Employees by level of Education

Hotel Business

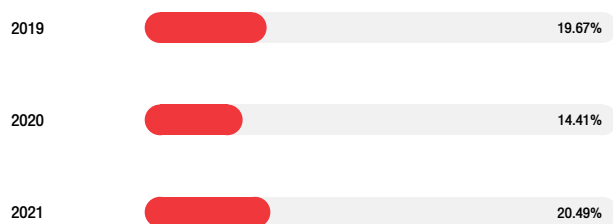


Food Business

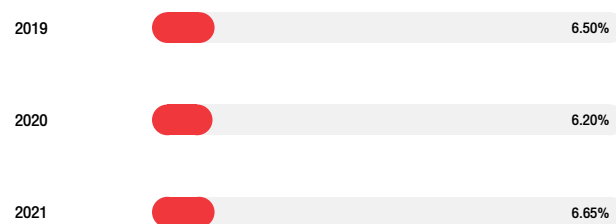


Turnover Rate

Hotel Business

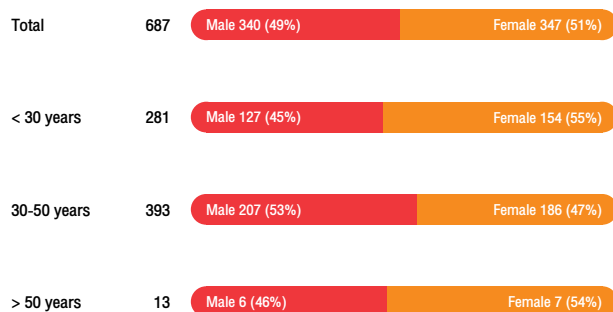


Food Business

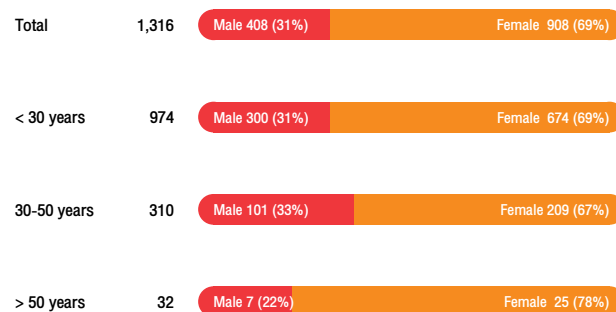


Number of Turnover

Hotel Business

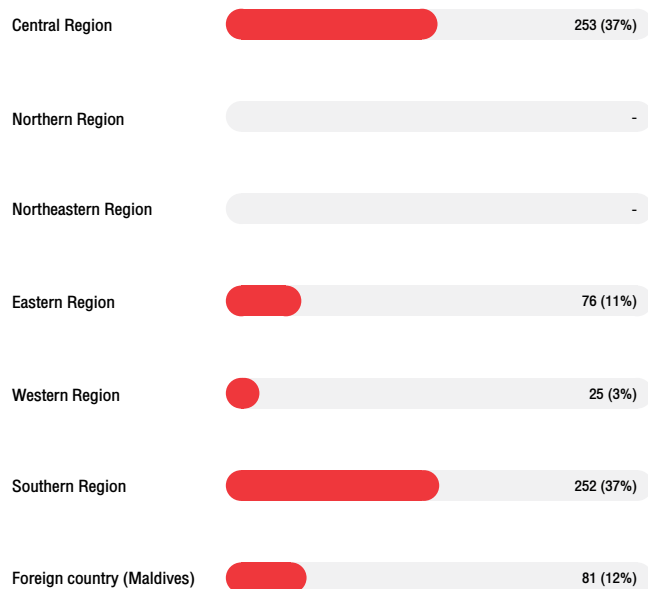


Food Business

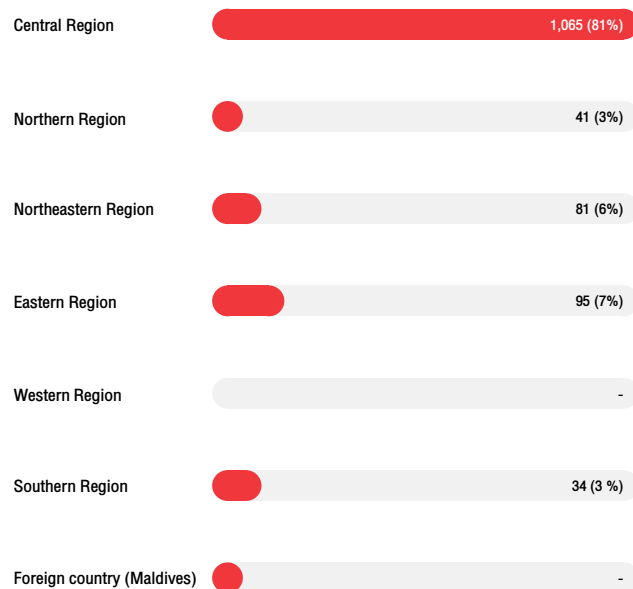


Number of Turnover by Region

• Hotel Business

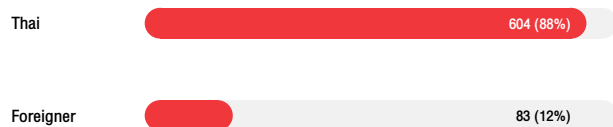


• Food Business

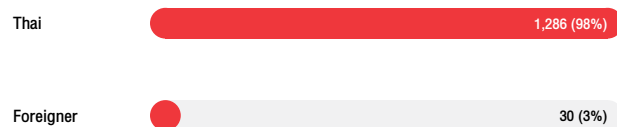


Number of Turnover by Nationality

• Hotel Business



• Food Business

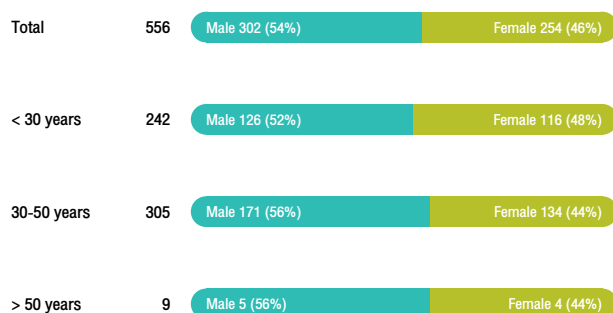


* Turnovered Foreigner Employees in Hotel Business: 15 - Nationalities : Kazakhstan, Canadian, Chinese, French, Filipino, Nepalese, Belarusian, Bhutanese, Maldives, Sri Lanka, American, Indian, Indonesian, Egyptian, Australian

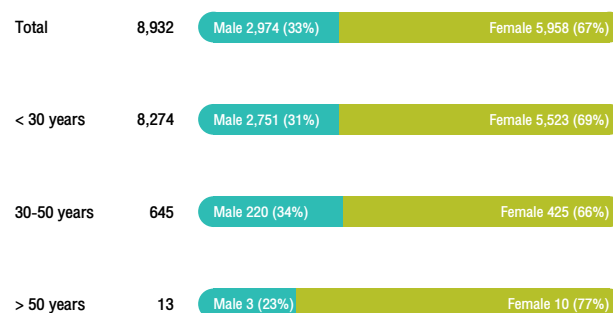
** Turnovered Foreigner Employees in Hotel Business: 3 - Nationalities : Japanese, Burmese, Laotian

Number of New Employees

• Hotel Business

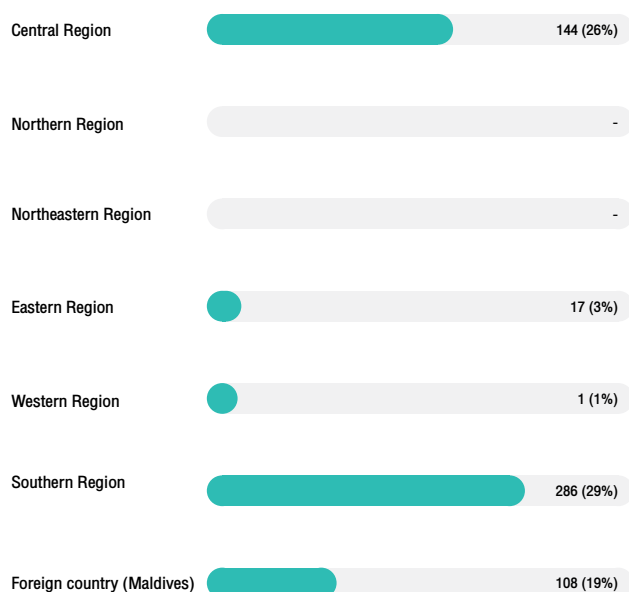


• Food Business

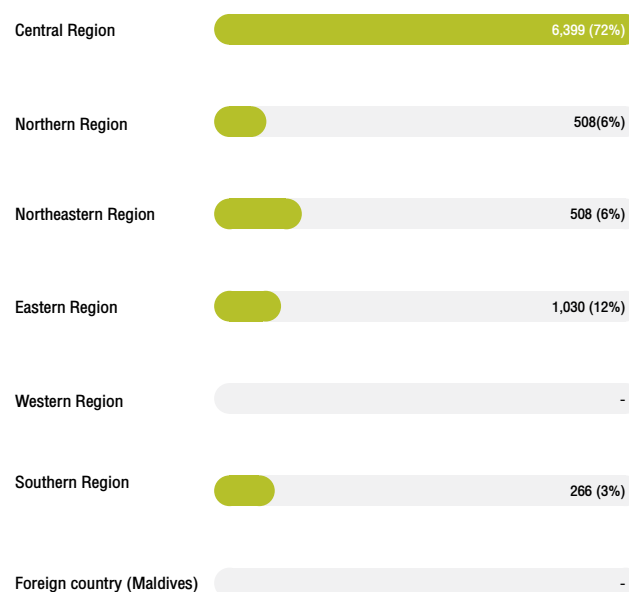


Number of New Employees by Region

• Hotel Business

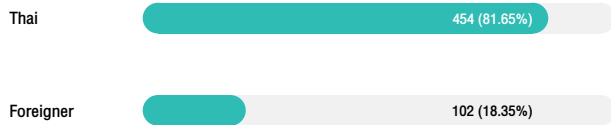


• Food Business



Number of New Employees by Nationality

Hotel Business



Food Business

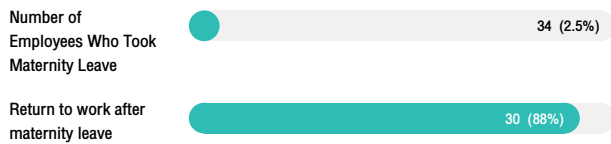


* New foreigner employees in Hotel Business: 7 Nationalities - Cambodian, Kazakhstan, Canadian, Japanese, Nepalese, Bangladeshi, Pakistani, Filipino, Maldives, German, Singaporean, Sri Lankan, American, Italian, Iranian, Indian, Egyptian

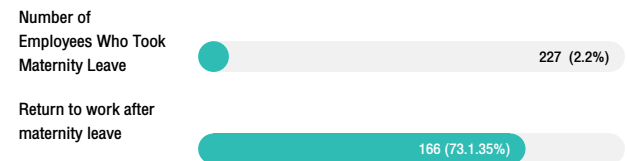
** New foreigner employees in Food Business: 2 Nationalities - Burmese, Laotian

Number of Employees Who Took Maternity Leave

Hotel Business



Food Business

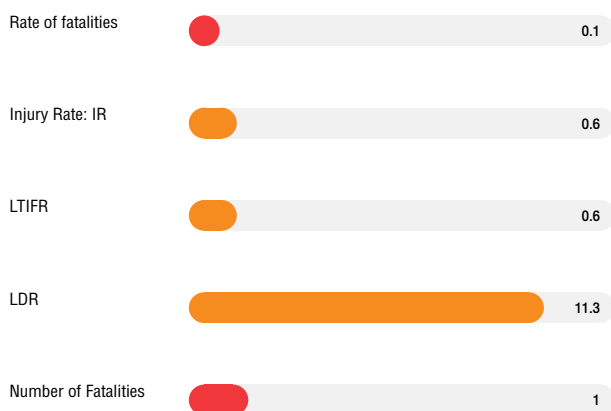


Occupational Health and Safety

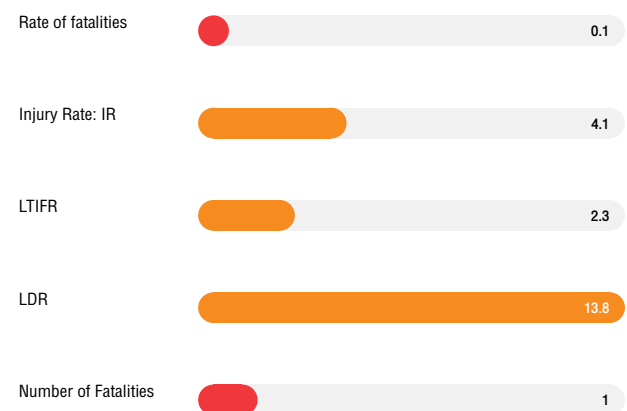


Rate of Employees Injured at Work
(*1,000,000 MH)

Hotel Business



Food Business



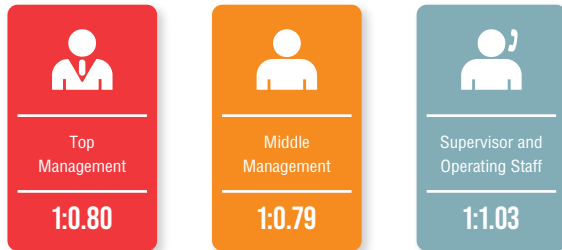
Sick leave (Day) 1,219



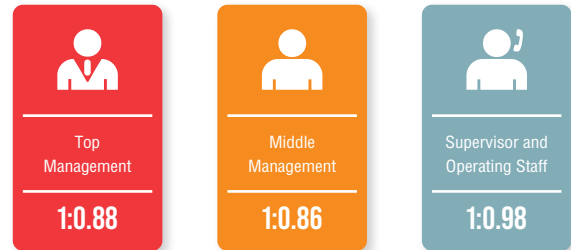
Sick leave (Day) 1,566

Ratio of Salary and Basic Remuneration of Male and Female Employees

Hotel Business

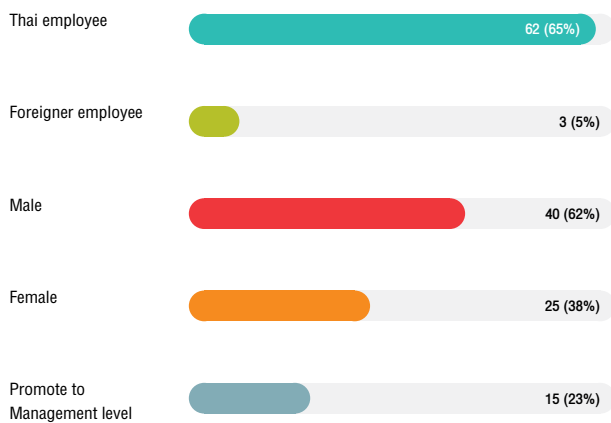


Food Business

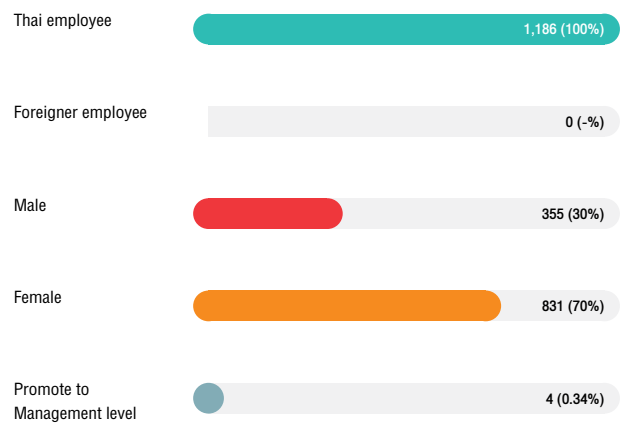


Employee Promotion

Hotel Business

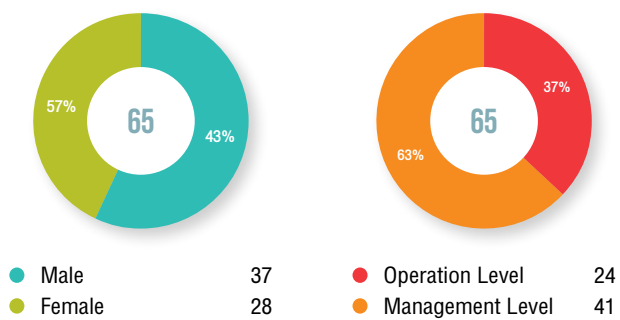


Food Business



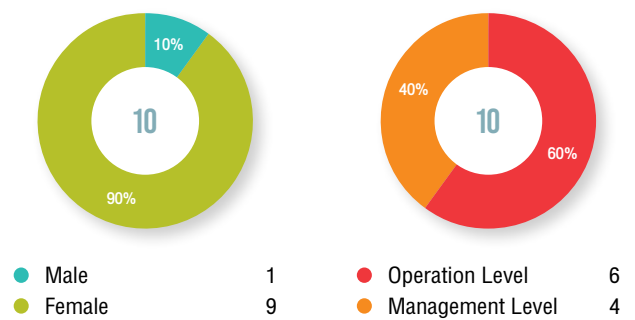
Elder Employee

Hotel Business



Cost 46,000,000 THB

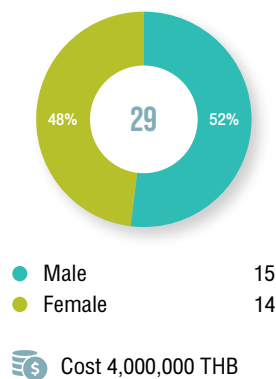
Food Business



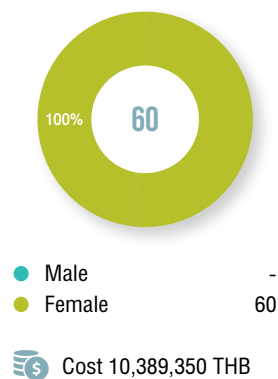
Cost 773,620 THB

Employment for People with Disabilities

• Hotel Business

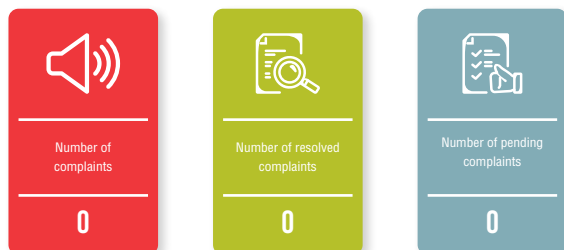


• Food Business

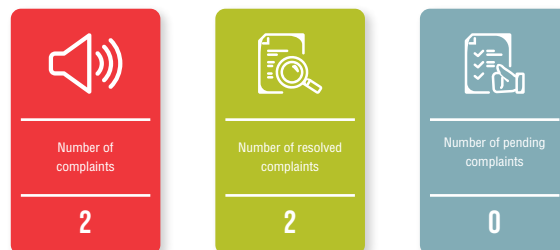


Employee Complaints in Labor Practices

• Hotel Business



• Food Business



Volunteer Employee



Student Internship

The hotel business has implemented a cooperation programme with educational institutions by joining with the Central Group and Mahidol University to implement the “developing capacity and promoting employment of people with disabilities through hospitality internship programme for people with disabilities, Mahidol University” for three years from 2020 to 2022. The hotel business also conducted a project to accept 785 students

The food business conducted the bilateral, cross-disciplinary education, and internship programme by collaborating with CRG and more than 332 educational institutions across the country to develop quality students through academic and vocational education and through hands-on professional experience to provide educational opportunities to more than 1,300 students every year, including students at the vocational, advanced vocational, bachelor's degree, and master's degree levels, with scholarships throughout the programme.

In 2021, the food business accepted 900 students from the bilateral, cross-disciplinary education, and internship project to the professional experience programme and complied with the safety measures of the Ministry

of Public Health to ensure safety and confidence in student transport from their homes and educational institutions. The Company changed the format of public relations, interviews, and orientation to fully online sessions to support Covid-19 measures. Students participating in the programme will gain knowledge, experience, skills from the professional experience trainings, and professional certificates upon graduation as well as career advancement opportunity in the food business as the internship period is counted towards their year of work experience in order to efficiently develop a new generation of quality and expert managers for the labour market. “More than the experience gained from an internship is an opportunity for career advancement.”

of Public Health to ensure safety and confidence in student transport from their homes and educational institutions. The Company changed the format of public relations, interviews, and orientation to fully online sessions to support Covid-19 measures. Students participating in the programme will gain knowledge, experience, skills from the professional experience trainings, and professional certificates upon graduation as well as career advancement opportunity in the food business as the internship period is counted towards their year of work experience in order to efficiently develop a new generation of quality and expert managers for the labour market. “More than the experience gained from an internship is an opportunity for career advancement.”

Social and Community Development

The hotel business contributed to help society during the Covid-19 pandemic by providing 8,786 rooms and food from Centara Grand at Central World and Centara Grand at Central Plaza Ladprao to healthcare professionals working at vaccination centres worth 22,533,440 baht. Centara Grand Central, Centra by Centara Government Complex Hotel, and Centra by Centara Maris Resort Jomtien provided 380 bedsheets and 84 pillow cases to Covid-19 patients at community isolation centres in Bang Khae district. Moreover, Centara Grand at Central World provided 200 bedsheets, 200 towels, and 200 pillow cases to the community isolation centre at Wat Borom Niwat School in Pathumwan district.

The food business provided support for community and social development in 2021 worth 131,913,508 baht through various projects. For education, the Company provided 122 scholarships worth 1,505,500 baht to bilateral students in 2021 to support education and provide educational opportunities to students across the country. To support employment of people with disabilities (masseur), the Company supported job creation for visually impaired people who have expertise and experience in Thai massage by hiring three of them as full-time masseurs worth 290,067 baht (March-December 2021). The bilateral, cross-disciplinary education, and internship programme in 2021 accepted 901 students with spending worth 123,168,920 baht. The new graduate employment co-payment project with the Ministry of Labour accepted 100 participants with a budget of 5,235,345.62 baht










In addition, the hotel and food businesses collaborated with the Central Group to support society under the Central Tham campaign through various projects. To support job creation and skill development for people with disabilities, the Company created an academic collaboration with Ratchasuda College, Mahidol University to provide educational and professional development opportunities for people with disabilities. In 2021, CRG accepted 13 students for internship programmes in the Central

Group with a professional development training budget of 1,713,675 baht. The Company also joined the Central Group in helping flood victims from tropical storm Dianmu in nine provinces including Phitsanulok, Phetchabun, Tak, Chaiphaphum, Nakhon Ratchasima, Khon Kaen, Lop Buri, Ayutthaya, and Chanthaburi, by distributing 1,900 survival bags and essential items in times of crisis to 7,600 flood victims worth 613,700 baht.

Environmental Dimension

Goals and Performance in Environmental Dimension

Performance in Environmental Dimension	The amount of greenhouse gas emissions in the hotel and food business operations	91,597.47 MTCO2e
		
Target 9.4 / Indicator 9.4.1	Conduct various projects to reduce greenhouse gas emissions	1,640.67 MTCO2e
		
Target 11.6 / Indicator 11.6.1	Install additional solar panels in the food business	2 locations
		
Target 12.3 and 12.5 / Indicator 12.3.1 and 12.5.1	The amount of landfill waste decreases by 20 percent from 2019.	 61%
		
Target 13.3 / Indicator 13.3.1	Recycling Rate > 50%	 37%
	Surplus Food Donation to people in need and reduce food waste and Green House Gas	 15,234.65 Kg. Total 68,442 meals



Achieved the goal



Achieving the goal



In progress



CENTEL integrates environmental sustainability policies and practices with its brands. The Company is committed to conducting business in an environmentally friendly manner, taking into account potential environmental impact that may directly and indirectly result from its operations. The Company manages its resources for highest efficiency, manages its waste systematically and in accordance with rules and regulations, raises awareness of the impact of climate change on our planet and why actions are needed to reduce global

warming, and leveraged technology to develop methods to measure and manage progress in various areas every month, quarter, and year. In 2021, the Company developed an additional environmental sustainability policy with a focus on preserving natural resources, reducing pollution, preventing climate change, and preserving biodiversity and ecosystems as a framework and guideline for environmental operations.

Environmental Management of Hotel Business

Our commitment to sustainability has put us on the path to long-term success, where we acknowledge and appreciate that the strength of the local community and the overall health of the environment in which we operate has a direct impact on our business and consequently the prosperity and security of the destinations where we operate. Therefore, it is our intent and our primary goal to continue to be a positive stakeholder in Thailand and in the foreign markets where we operate.

We recently announced a renewed commitment to environmental sustainability with new long-term goals to meet climate-related targets. The 10-year corporate level roadmap includes measurable goals for four key initiatives, including a 20% reduction in energy and water usage, greenhouse gas emissions, and the amount of waste sent to landfills by the company.

To achieve these goals, we are implementing solar power projects, installing sub-metering systems for water and electrical management and doing other special projects.

Energy conservation measures and heating system upgrades are being implemented wherever possible and the company is working to ensure that the waste management policy, including food waste, is being strictly followed by each property.

By 2025 and to further demonstrate our commitment to long-term sustainability, we aim to have 100% of our properties certified to an international sustainability standard as well as to eliminate single-use plastic items from the entire guest journey.



In 2021, Centara became the first Asian hospitality group to formally incorporate the GSTC Criteria by undergoing the process of GSTC Recognition in its internal sustainability system, called Centara EarthCare.

By using GSTC-Recognized systems, we embed the GSTC Criteria, which includes the full range of environmental and social considerations specifically developed for the tourism sector, throughout our management processes and set each property on the path of continuous improvement and achieving third-party external certification.

Since 2020, for tracking, measuring, benchmarking, and improving in areas of environmental sustainability and social performance at properties, we are using the Greenview Portal, which is a GSTC-Recognized System for the hospitality industry.

Remark: For the purposes of this report, the Company's baseline year is 2019 (the "Baseline Year"), which was the most recent normal year since the COVID-19 pandemic and the restrictions that it caused on domestic and foreign travel. Unless stated otherwise at an individual chart, the number of properties included in the calculation totaled 17 over the period of analysis.

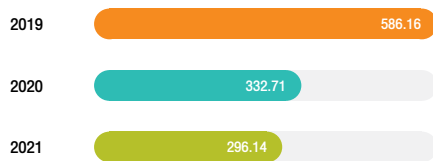
Energy

Energy consumption is measured by the type of energy used and steps are continuously taken to minimize the overall consumption.

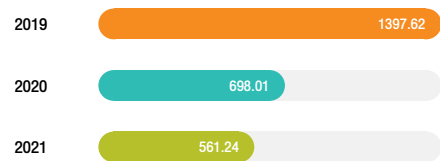
The main non-renewable sources used in Thailand and The Maldives properties are Purchased Electricity, LPG, Diesel and Gasoline, while some properties also use Purchased Chilled Water and Charcoal.

In 2021, the Total Energy Consumption was 296.14 Terajoules (TJ) and the Energy Consumption per Gross Floor Area (sqm.) was 561.24 Megajoules (MJ) which was 19.59% lower than last year and 59.84% lower than the Baseline Year.

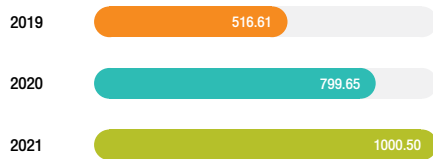
Total Energy Usage (TJ)



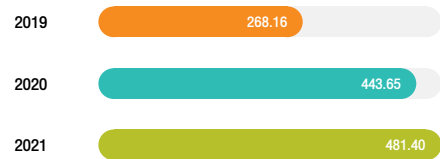
Total Energy Per Sqm (Gfa) Usage (MJ)



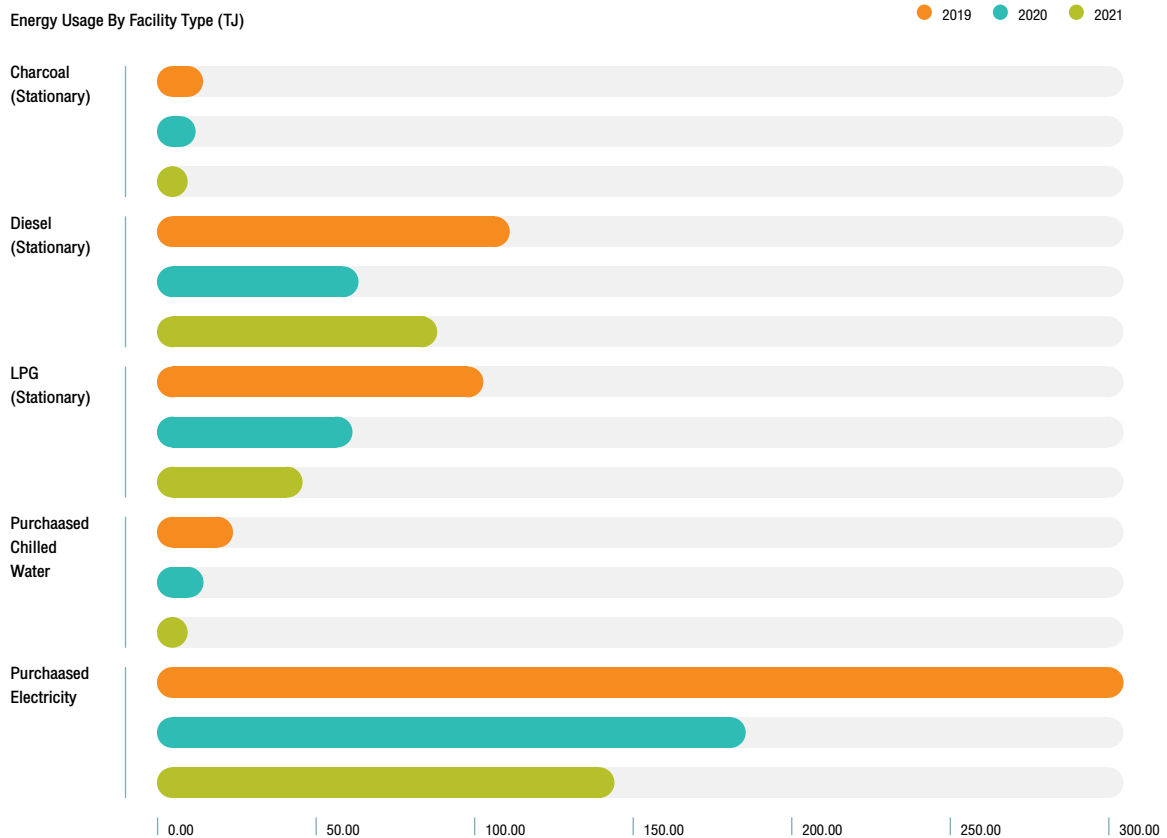
Total Energy per Occupied Room Usage (MJ)



Total Purchased Electricity per Occupied Room Usage (MJ)



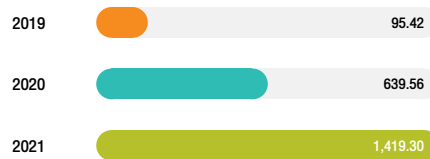
Energy Usage By Facility Type (TJ)



Renewable Energy

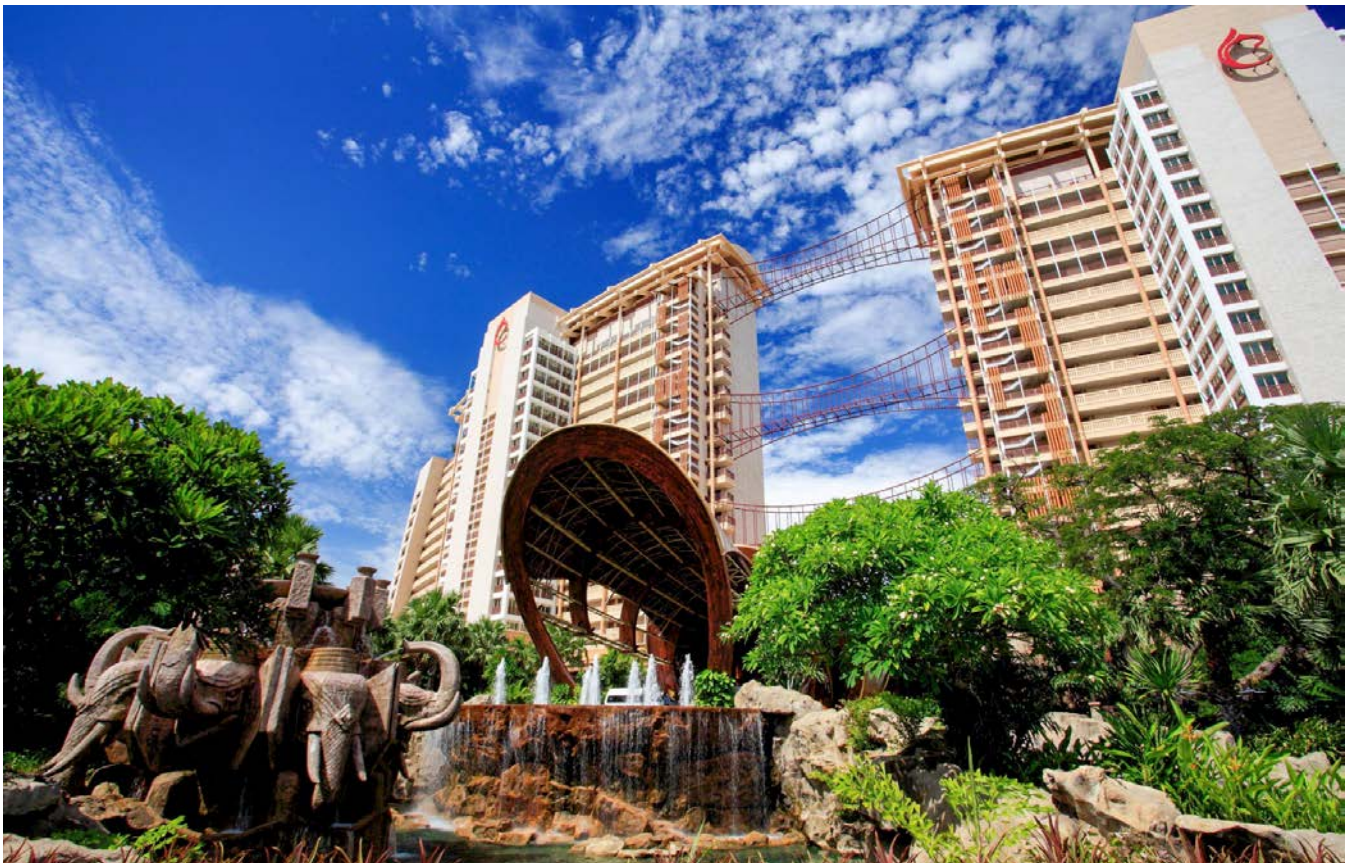
In December 2019, Centara Ras Fushi Resort & Spa Maldives installed rooftop solar panels that generated enough pollution free power to supply close to 40% of the property's energy needs. In 2021, Centara Ras Fushi Resort & Spa Maldives produced a total of 1,419.30 Gigajoules of electricity or about 270,000 litres of diesel fuel reduction and around 339,000 USD saving compared to 2019.

Renewable Energy Usage (GJ)



Variable Frequency Drive Installation

Centara Grand Mirage Beach Resort Pattaya installed Variable Frequency Drive (VSD) at the lazy river pump that allows the user to adjust the swim current generated by the pump, helping to save 23.14% of electricity. The average electricity usage for VSD control is 14.22 kWh while the existing normal starter control is 18.5 kWh.



Emission

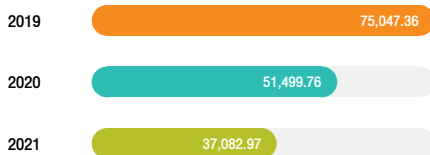
We are committed to reducing pollution and protecting the climate by implementing various standards into the business. The long-term goal was set for the management of energy, public utilities, stewardship of climate conditions, and the surroundings, fitting usage volumes and focusing on lowering consumption, and implemented practices to minimize air, water and soil pollution, including from runoff, erosion, and ozone-depleting substances.

We identify Greenhouse gas emissions from all sources, calculate them where possible and implement procedures to minimize them. We monitor and report on our Scope 1 and 2 emissions from energy usage and refrigerant consumption, while Scope 3 from employee business air travel, water usage and non-diverted waste.

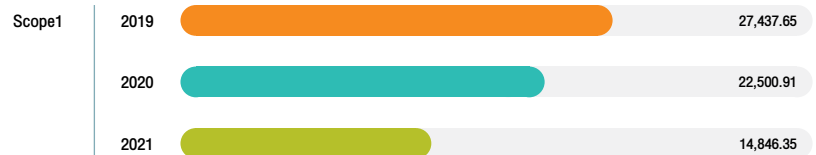
The employees are encouraged to undergo training to recognize the importance of climate change and minimize the use of harmful substances, including pesticides, paints, swimming pool disinfectants and cleaning materials and substitute, when available, by innocuous products or processes. Manage the storage, use, handling and disposal of chemicals properly is also emphasized.

In 2021, the total GHG Emissions was 37,082.97 Metric Tons of CO₂ equivalent, and the GHG Emissions (Scope 1&2) per Gross Floor Area (sqm.) was 64.85 Kilograms of CO₂ equivalent which was 35.22% lower than last year and 60.02% lower than the Baseline Year.

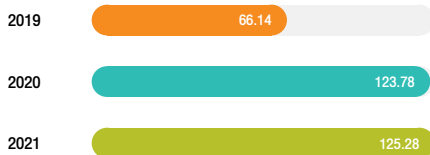
TOTAL GHG Emissions (MTOC2e)



GHG Emissions by Scope (MTOC2e)



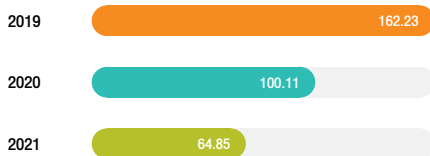
TOTAL GHG Emission per Occupied Room (KGC02e)



Scope 2



TOTAL GHG Emissions (KGC02e/sqm) Scope 1 & 2



Scope 3



Earth Hour

In the beginning of 2021, most of our hotels and resorts were highly impacted by Covid-19 and many of them were closed during the Earth Hour. The operating hotels together with the hotel guests and staff celebrated Earth Hour and saved over 2,000 kWh of energy or approximately 3,000 KG Co2-e in Greenhouse Gas Emissions.



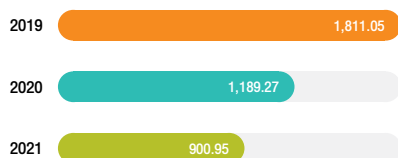
Water and Effluents

The availability of water is critical for a successful hospitality business; therefore, the company takes the management of its water sources and the management of its water consumption seriously. Similar to energy, each property operates differently; however, all properties are encouraged to limit or reduce water consumption when and wherever possible. Low flow showerheads, water taps, and dual flush toilets are installed where possible to reduce water usage without negatively impacting the guest experience and guests are encouraged to take part in water conservation efforts by participating in the reuse linen and towel programmes.

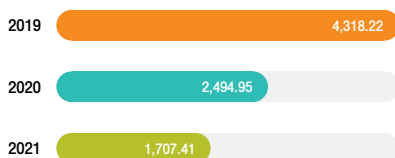
Water is received from multiple sources including purchasing from the local municipality, collecting from groundwater sources, purchasing tanker water, and desalinating salt water.

The total Water Consumption was 900.95 Megalitre in 2021, and the Water Consumption per Gross Floor Area (sqm.) was 1,707.41 Litres which was 31.57% lower than last year and 60.46% lower than the Baseline Year.

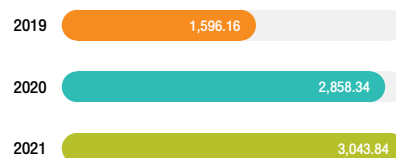
TOTAL Water Consumption Usage (ML)



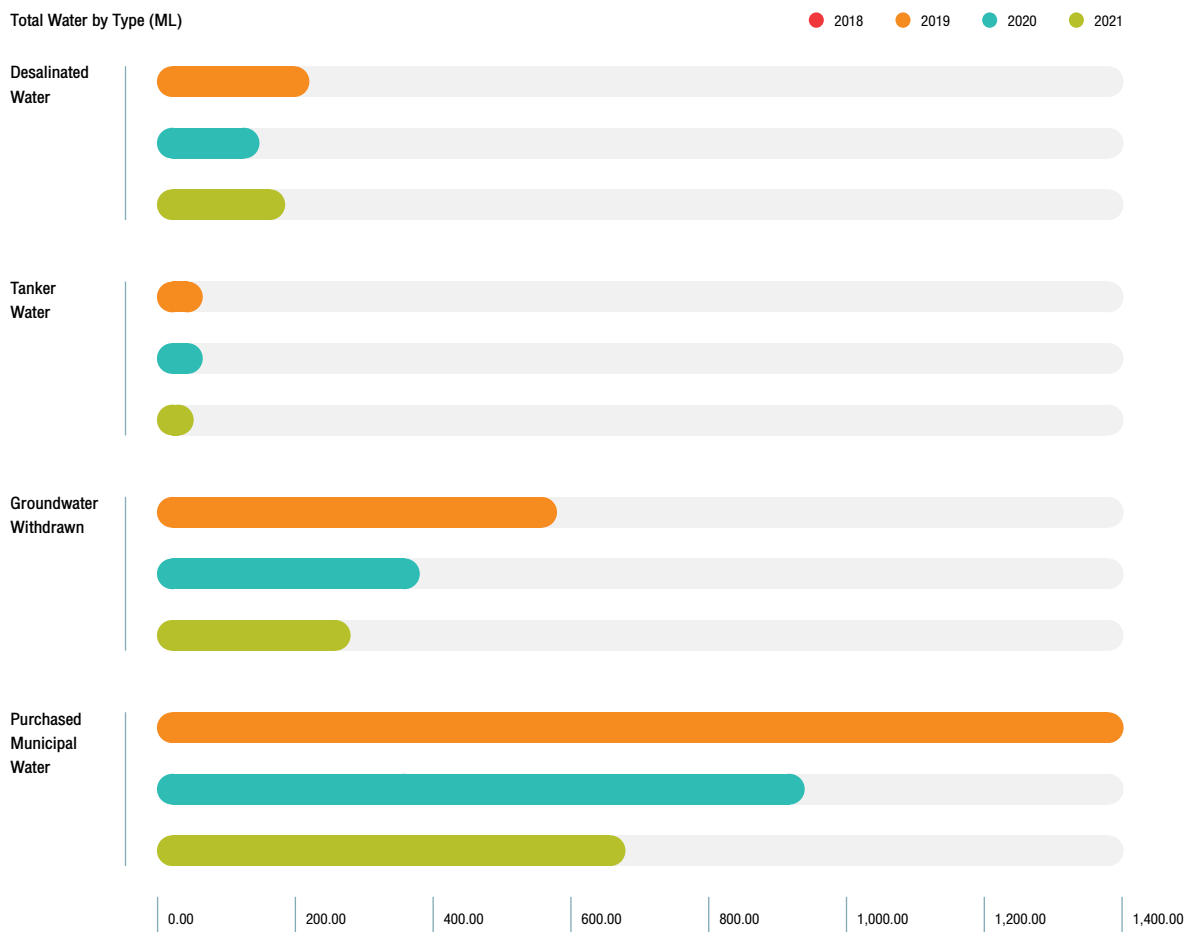
TOTAL Water Consumption Per sqm (GFA) Usage (L)



TOTAL Water Consumption per Occupied Usage (L)



Total Water by Type (ML)



Water Discharge

Wastewater is effectively treated and is only reused or released safely, with no adverse effects to the local population or the local environment. The monthly wastewater analysis report is done by a certified laboratory and a yearly inspection report of the system is conducted by a qualified inspector or adviser. Most of the resort properties saved around 80% of their freshwater by reusing treated water for irrigation around the resort green areas.

Water Discharge - Usage (ML)



Waste Management

Waste, including food waste, is measured and properly disposed so that it has no adverse effects on the local population or the environment. Waste management plans are in place to reduce waste and, where reduction is not feasible, to reuse or to recycle it.

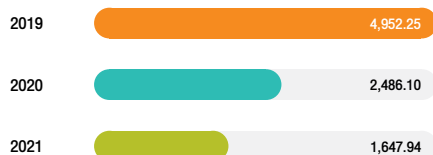
The most important aspect of the waste management plan is to minimise the production of any solid waste and ensure that disposal will not have an adverse environmental impact. This includes minimise products & materials with packaging and where possible, utilising re-useable goods rather than disposable ones. When this is not possible, use recyclable or biodegradable containers, as well as utilising organic waste through a management programme such as composting, fertiliser, food donation, animal feed and others is encouraged.

The waste collection is handled by an authorized/licensed waste disposal contractor/service provider or by the local authority at each area or property and the team ensure that this policy is communicated to waste carriers and will make every effort to audit the contractors regularly for compliance with this policy.

Waste segregation bins are provided throughout all properties and all segregated waste are centralised at the property's garbage room whereby appropriate separated zone of each type of waste with clear designation.

In 2021, the total Waste Generated was 1,647.94 Metric Tons, and the total Waste Generated per Occupied Room was 5.57 Kilograms which was 6.93% lower than last year but 27.56% higher than the Baseline Year.

Total Waste Generated - Usage (MT)



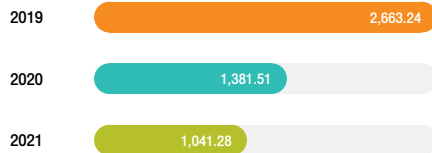
Total Waste Generated Per Occupied Room - Usage (KG)



Non-diverted Waste

The Non-diverted Waste includes Landfilled Waste, Incinerated Waste (Offsite), Incinerated Waste (Onsite), and Hazardous Waste Disposed from the hotels/resorts' operation. Total Non-diverted Waste in 2021 was 1,041.28 Metric Tons.

Non-Diverted Wasted - Usage (MT)



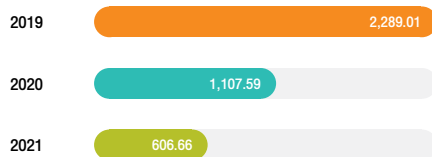
Total Non-Diverted Wasted per Occupied Room - Usage (KG)



Diverted Waste

The important step to ensure effective recycling practices is onsite waste segregation. Recycling is considered when reusing the item can no longer be carried out. The Diverted Waste are all recyclable materials includes plastic, paper, cardboard, metal, glass and kitchen grease while some of the food waste is sent for farm feed, compost and converted to biogas. In 2021, Total Diverted Waste was 606.66 Metric Tons.

Diverted Waste - Usage (MT)



Total Diverted Waste per Occupied Room - Usage (KG)



Hazardous Waste

Hazardous Waste has the potential to have significant adverse effects on public health and the environment because of its inherent toxicological, chemical and physical characteristics. Common potential hazardous wastes that are expected to be generated at the properties include; Unwanted, expired or contaminated chemicals including cleaning agents and detergents, disinfectants, oils, greases, solvents and solvent based paints, pool, landscaping and pest control substances; Office products including expired printer cartridges and photocopying fluids; General items such as batteries and fluorescent lamps.

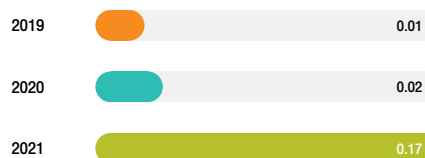
Since the pandemic, Biohazardous Waste generated in hotels/resorts has been increasing. They are contaminated masks and other protective gear/ personal protective equipment (PPE) used by guests and hotels staff and all waste containing infectious materials or potentially infectious substances or contaminated with bodily fluids or other infectious materials that need to be safely discarded in dedicated facilities and then typically burned, sterilized with steam, or chemically disinfected.

Total Hazardous Waste Disposed in 2021 was 48.87 Metric Tons. Given the COVID-19 Pandemic, such an increase in Hazardous Waste is expected and applauded as it shows that the Company is properly tracking and disposing of such dangerous materials.

Hazardous Waste - Usage (MT)



Total Hazardous Waste Disposed per Occupied - Usage (KG)



Plastic Waste to Oil

Our hotels in Bangkok, in collaboration with Corsair Group, converted waste plastics, such as used plastic bags, wrapping materials and packaging products, into low sulphur oil. This oil is similar in character to crude oil and can be refined into diesel, gasoline and kerosene or partially used for creating new plastic products. In 2021, over 315 kilograms of plastic waste from the hotel operations was sent to Corsair's Waste Plastic to Oil / Chemical Recycling facility and produced approximately 158 litres of sulphur oil



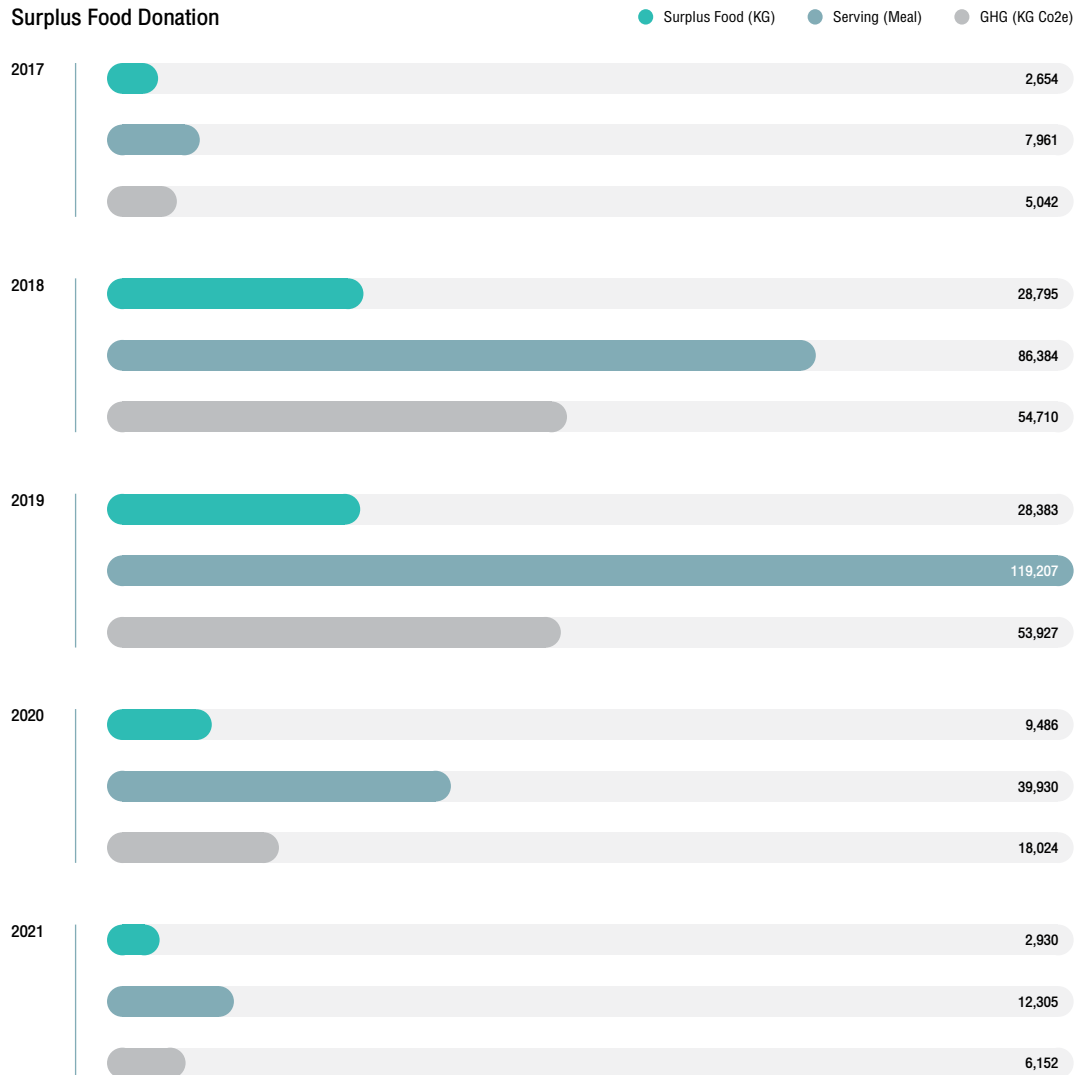
Food Waste Composting Machine

The food waste composting machines were used at Centara Grand Beach Resort Phuket and Centra by Centara Maris Resort Jomtien, converting organic waste into cooking fuel and fertilizer, helping to reduce Green House Gas emissions. The latest 100-kilogram capacity machine was installed at Centara Reserve Samui. The machine can produce BioGas equivalent LPG 4.60 kilograms and reduce 250 kilograms of CO2-e of greenhouse gas emissions daily.



Surplus Food Donation

Our properties in Bangkok, Hua Hin and Phuket have been active partners with Scholars of Sustenance Foundation (SOS) – Thailand since 2017, donating good quality cooked food, bakery and fruits to help eliminate hunger and food waste. In the prolong pandemic situation, the amount of surplus food donation was significantly reduced due to the business level. In 2021, we were able to contribute 2,929.65 kilograms of food which provided 12,305 servings to the orphanages, refugees, disabilities and low-income people, and 6,152 kilograms CO₂-e of greenhouse gas emissions were diverted from landfills by reducing this amount of food waste.



Plastic-Free Resort

The newly launched luxury concept, Centara Reserve Samui's environmental focus means it is 100% plastic-free and also home to specialised water treatment facilities that bottle in-resort still and sparkling water. Moreover, an organic herb garden and sustainable seafood are available, while food waste is transformed into fertilizer and biogas for use in the kitchen.



Biodiversity

The company aims to highlight biodiversity at all properties. When conducting the day to day operations or the planning process for new properties and always considers biodiversity and maintaining natural landscapes including; 1) Supports and contributes to biodiversity conservation when and where possible; 2) Pays close attention to protected areas that have high biodiversity value; 3) Does not knowingly introduce invasive species to its landscaping and removes invasive species when they are found; and 4) Does not hold any wild animal captive and any animals that are onsite, like fish, are treated humanely.



Award and Recognition

ASEAN Green Hotel Standard

- Centara Grand Beach Resort & Villas Hua Hin
- Centara Grand at Central Plaza Ladprao Bangkok
- Centara Hotel Hat Yai

Green Hotel (G Mark) by Department of Environment Quality Promotion, Ministry of Natural Resources and Environment

- Centara Grand Beach Resort & Villas Hua Hin
- Centara Grand at Central Plaza Ladprao Bangkok
- Centara Hotel Hat Yai
- Centra by Centara Maris Resort Jomtien



Environmental Management of Food Business

Central Restaurants Group or CRG operates under a policy that focuses on environmental issues by reducing environmental impact, driving the implementation of environmental management under the executives' framework in all brands, and creating awareness among employees in the food business. The Company began with the CRG Waste Segregation project to provide opportunity for employees to learn about waste separation and

expand the concept to the group's restaurants to reduce the amount of landfill waste. The Company also implements the policy to replace plastic straws with straws made from natural materials, which help reduce the use of plastic straws, and uses environmentally friendly packaging. In 2021, the Company started the Rak A-harn project for Mister Donut to deliver doughnuts to SOS Thailand.



Environmental Management of Food Business

Energy

In 2021, the following projects were conducted to reduce electricity costs: the Smart Solar Rooftop project which installed solar panels on the roof of one KFC drive-thru branch and the CRG Manufacturing (CRGM)

plant with the total power generation system installation size of 270.45 kWp, which is able to reduce electricity use by approximately 315,782 baht per year and greenhouse gas emissions by approximately 177,153.7 kgCO₂e.



The food business adopted new innovations to reduce energy consumption in its operations. The Company started with the Smart Relay & Remotely monitor temp. by IoT project by installing the Relay & Remotely monitor temp. by IoT equipment in nine branches that had split type air conditioners installed, which helped reduce energy consumption by approximately 159,852 baht per year, and greenhouse gas emissions by 17,935 kgCO₂e.

The Company also implemented the Smart LPG Optimizer in gas tank areas to extract gas left in cylinders for use, starting at three branches of

Grab kitchens, which recovered 8,542 kilograms of gas and saving costs of the three branches by up to 17 percent.

The total energy consumption of the food business from electricity and LPG consumption data collected in 2021 was at 294.77 terajoules, decreasing by 4 percent from 2020.



TOTAL ENRGY USAGE (TJ)



Emission

In 2021, the food business collects greenhouse gas emissions data from its operations. The total greenhouse gas data was at 54,514.50 metric tonnes, decreasing by four percent from 2020. Scope 1 greenhouse gas data collection was the calculation of the amount of LPG used by all brands, Scope 2 from the electricity consumption data, and Scope 3 data collection was the calculation of the amount of waste (landfills) and water supply.

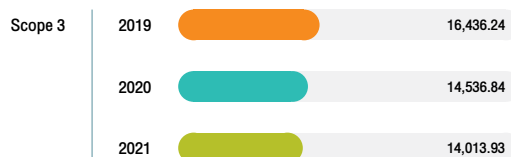
TOTAL GHG Emissions (MTOC₂e)



TOTAL GHG Emissions (KgCO₂e/sqm) Scope 1 & 2



GHG Emissions by Scope (MTOC₂e)



Water Management

The total water consumption of the food business in 2021 was at 649.10 megalitres, decreasing by 14 percent from 2020

Water Usage (Megalitre)



Waste Management

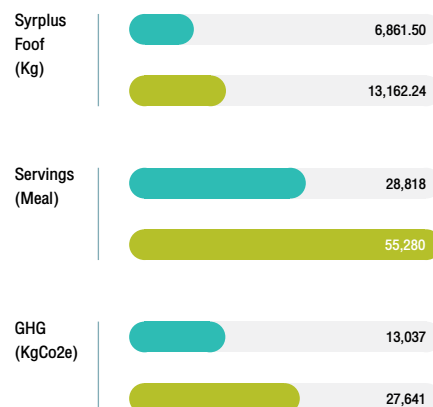
In 2021, the amount of waste resulting from the production processes and services of the food business was 4,766.83 metric tonnes, decreasing by two percent from 2020. The food business started the waste separation policy to reduce the amount of waste in landfills. This led to the start of the “Rak A-harn” project in five branches of Mister Donut in 2020 and expanding to 23 branches in Bangkok, Prachuap Khiri Khan, Phuket and Chiang Mai in 2021, which distributed doughnuts every day to SOS Thailand, to deliver good quality food left from sales to the underprivileged in social centres in various areas as well as the impoverished in Bangkok, Prachuap Khiri Khan, Phuket and Chiang Mai. The total donation was 13,162.24 kilograms, which was equivalent to 55,280 meals, or 138,200 doughnuts, worth 3,455,000 baht. By joining the project with SOS Thailand, the Company was able to reduce greenhouse gas emissions by 27,641 kgCo2e.

Total Waste Generated (Metric Tons)



Surplus Food Donation

2020 (5 Branches) 2021 (23 branches)



Guidelines for Sustainable Development Reporting

About This Report

Central Plaza Hotel Company Limited prepared this sustainable development report as part of the sixth-year annual report to present its sustainable development results to all stakeholders covering economic, social, environmental, and corporate governance dimensions. This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core Option, demonstrated the practice following the criteria of

the United Nations Global Compact (UNGC), Global Sustainable Tourism Council :GSTC and environmental management standards for sustainable tourism, and connected the organization’s sustainable operations to the United Nations’ Sustainable Development Goals (SDGs).

Report of boundaries

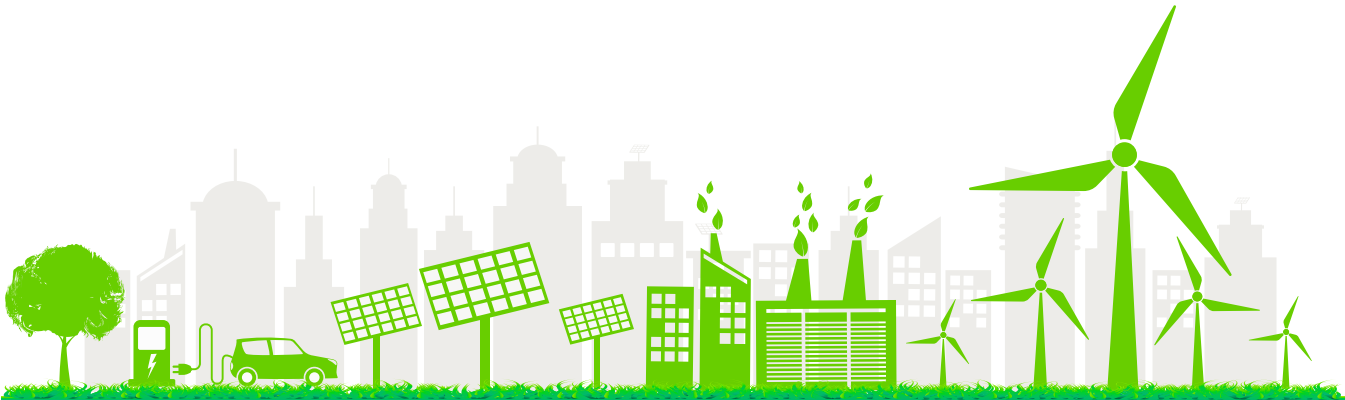
The sustainable development report presents operating results for 2021 from 1 January 2021 to 31 December 2021 covering the hotel business and food business under Central Plaza Hotel Public Company Limited and Central Restaurants Group Company Limited which operate in Thailand and overseas. The storage of the environmental data of 19 own hotels from Centara’s

internal sustainability standard ‘Centara EarthCare’ recognized by The Global Sustainable Tourism Council (GSTC) and 18 food brands.

Quality Control of the Report

The Sustainable Development Unit is the core unit for coordinating and controlling the preparation of the report to ensure accuracy and completeness. The unit is responsible for verifying related information in compliance with the guidelines. This report has been reviewed by executives from each business unit and functions to ensure the completeness, accuracy and cover stakeholders’ expectation. At present, the Company has no policy for seeking external assurance for this reporting.

All inquiries regarding this report, please contact the Sustainable Development Department, Central Plaza Hotel Public Company Limited, Tel. 0 2769 1234 Email : chuleegornth@chr.co.th



GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER AND/OR URL	RELATION TO SDGS
GRI 102:	General Disclosure 2016 Organization profile		
*	102-1 Name of organization	56-1 One Report Cover page	
*	102-2 Activities, brands, products, and services	56-1 One Report page 10-13, 43-44, 47- 49, 75-77 Back Cover page	
*	102-3 Location of headquarters	56-1 One Report Back Cover page, page 204	
*	102-4 Location of operations	Page 454-455	
*	102-5 Ownership and legal form	Page 204	
*	102-6 Markets served	Page 104-110, 454-455	
*	102-7 Scale of the organization	Page 16, 50-71, 75-78, 154	
*	102-8 Information on employees and other workers	Page 154-157	SDG 8
*	102-9 Supply chain	Page 145-146	
*	102-10 Significant changes to the organization and its supply chain	There were no significant changes to our organization or supply chain in the reporting period.	
*	102-11 Precautionary Principle or approach	Page 118-119	
*	102-12 External initiatives	Page 132	
*	102-13 Membership of associations	Page 132	
	Strategy		
*	102-14 Statement from senior decision-maker	Page 22-23, 122	
	102-15 Key impacts, risks, and opportunities	Page 126	
	Ethics and integrity		
*	102-16 Values, principles, standards, and norms of behavior	Page 124-126	SDG 16
	102-17 Mechanisms for advice and concerns about ethics	Page 134	
	Governance		
*	102-18 Governance structure	Page 223	
	102-19 Delegating authority	Page 127	
	102-20 Executive-level responsibility for economic, environmental, and social topics	Page 127	
	102-21 Consulting stakeholders on economic, environmental, and social topics	Page 131-132	
	102-22 Composition of the highest governance body and its committees	Page 211-232	

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GRI STANDARD	DISCLOSURE	PAGE NUMBER AND/OR URL	RELATION TO SDGS
	102-23 Chair of the highest governance body	Page 223-224	
	102-24 Nominating and selecting the highest governance body	Page 418-423	
	102-25 Conflicts of interest	Page 413-421	
	102-26 Role of highest governance body in setting purpose, values, and strategy	Page 226	
	102-27 Collective knowledge of highest governance body	Page 228	
	102-28 Evaluating the highest governance body's performance	Page 241 -242	
	102-29 Identifying and managing economic, environmental, and social impacts	Page 128-129	
	102-30 Effectiveness of risk management processes	Page 128-129	
	102-31 Review of economic, environmental, and social topics	Page 129	
	102-32 Highest governance body's role in sustainability reporting	Page 179	
	102-33 Communicating critical concerns	Page 128	
	102-34 Nature and total number of critical concerns	Page 128	
	102-35 Remuneration policies	Page 232	
	102-36 Process for determining remuneration	Page 230,232	
	102-37 Stakeholders' involvement in remuneration	Page 230	
	102-38 Annual total compensation ratio	Page 232, 235-236	
	102-39 Percentage increase in annual total compensation ratio	Page 236	
	Stakeholder engagement		
*	102-40 List of stakeholder groups	Page 131-132	
*	102-41 Collective bargaining agreements	Page 149	SDG 8
*	102-42 Identifying and selecting stakeholders	Page 131-132	
*	102-43 Approach to stakeholder engagement	Page 131-132	
*	102-44 Key topics and concerns raised	Page 129	
	Reporting practice		
*	102-45 Entities included in the consolidated financial statements	Page 102-110	
*	102-46 Defining report content and topic Boundaries	Page 179	
*	102-47 List of material topics	Page 179	
*	102-48 Restatements of information	Page 179	
*	102-49 Changes in reporting	Page 179	
*	102-50 Reporting period	Page 179	
*	102-51 Date of most recent report	Page 179	

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GRI STANDARD	DISCLOSURE	PAGE NUMBER AND/OR URL	RELATION TO SDGS
*	102-52 Reporting cycle	Page 179	
*	102-53 Contact point for questions regarding the report	Page 179	
*	102-54 Claims of reporting in accordance with the GRI Standards	Page 179	
*	102-55 GRI content index	Page 180	
MARKET PRESENCE			
GRI 103 : Management Approach	103-1 Explanation of the material topic and its Boundary	Page 125-126	
	103-2 The management approach and its components	Page 125-126	
	103-3 Evaluation of the management approach	Page 125-126	
GRI 202: Market Presence	202-2 Proportion of senior management hired from the local community	Page 156	
INDIRECT ECONOMIC IMPACTS			
GRI 103 : Management Approach	103-1 Explanation of the material topic and its Boundary	Page 125-126	
	103-2 The management approach and its components	Page 125-126	
	103-3 Evaluation of the management approach	Page 125-126	
GRI 203: Indirect Economic Impacts	203-1 Infrastructure investments and services supported	Page 64-65, 72 , 89	
	203-2 Significant indirect economic impacts	Page 142, 163-164	SDG 1, SDG 3, SDG 8
PROCUREMENT PRACTICES			
GRI 103 : Management Approach	103-1 Explanation of the material topic and its Boundary	Page 125-126	
	103-2 The management approach and its components	Page 145	
	103-3 Evaluation of the management approach	Page 145	
GRI 204: Procurement Practices	204-1 Proportion of spending on local suppliers	Page 146	
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GRI 103 : Management Approach	103-1 Explanation of the material topic and its Boundary	Page 133	
	103-2 The management approach and its components	Page 134	
	103-3 Evaluation of the management approach	Page 134-135	
GRI 205: Anti-corruption	205-2 Communication and training about anti-corruption policies and procedures	Page 134	SDG 16
	205-3 Confirmed incidents of corruption and action taken	Page 137	

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GRI STANDARD	DISCLOSURE	PAGE NUMBER AND/OR URL	RELATION TO SDGS
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GRI 103 : Management Approach	103-1 Explanation of the material topic and its Boundary	Page 165, 176	
	103-2 The management approach and its components	Page 132, 165, 176	
	103-3 Evaluation of the management approach	Page 165, 176	
GRI 302:Energy	302-1 Energy consumption within the organization	Page 166, 176-177	SDG 8 SDG 13
	302-2 Energy intensity	Page 166	SDG 8 SDG 13
	302-4 Reduction of energy consumption	Page 166, 176-177	SDG 8 SDG 13
	302-5 Reductions in energy requirements of products and services	Page 166, 176-177	SDG 8 SDG 13
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GRI 103 : Management Approach	103-1 Explanation of the material topic and its Boundary	Page 165, 176	
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GRI 303: WATER AND EFFLUENTS 2018	303-3 Water Withdrawal	Page 170	
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GRI 103 : Management Approach	103-1 Explanation of the material topic and its Boundary	Page 165, 168, 176	
	103-2 The management approach and its components	Page 128, 165, 168, 176	
	103-3 Evaluation of the management approach	Page 165, 168, 176	
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	Page 168,177	SDG9, SDG13
	305-2 Energy indirect (Scope 2) GHG emissions	Page 168,177	SDG9, SDG13
	305-3 Other indirect (Scope 3) GHG emissions	Page 168,177	SDG9, SDG13
	305-4 GHG emissions intensity	Page 168	SDG9, SDG13
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WASTE			
GRI 103 : Management Approach	103-1 Explanation of the material topic and its Boundary	Page 165, 168, 176	
	103-2 The management approach and its components	Page 128, 165, 168, 176	
	103-3 Evaluation of the management approach	Page 165, 168, 176	

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GRI STANDARD	DISCLOSURE	PAGE NUMBER AND/OR URL	RELATION TO SDGS
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 171	
	306-2 Management of significant waste-relates impacts	Page 171	
	306-3 Waste generated	Page 171-173, 178	
	306-4 Waste diverted form disposal	Page 171-173	
	306-5 Waste diverted to disposal	Page 171-173	

SUPPLIER ENVIRONMENTAL ASSESSMENT

GRI 103 : Management Approach	103-1 Explanation of the material topic and its Boundary	Page 145	
	103-2 The management approach and its components	Page 131, 145	
	103-3 Evaluation of the management approach	Page 145	
GRI 308: Supplier Environmental Assessment	308-1 New suppliers that were screened using environmental criteria	Page 146	

EMPLOYMENT

GRI 103 : Management Approach	103-1 Explanation of the material topic and its Boundary	Page 148	
	103-2 The management approach and its components	Page 131,148	
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GRI 401: Employment	401-1 New employee hires and employee turnover	Page 159-160, 157	SDG 5, SDG 8
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 149	SDG 8
	401-3 Parental leave	Page 160	SDG 5, SDG 8

OCCUPATIONAL HEALTH AND SAFETY

GRI 103 : Management Approach	103-1 Explanation of the material topic and its Boundary	Page 153	
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	403-2 Hazard identification, risk assessment, and incident investigation	Page 153	
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	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 153	
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	403-10 Work-relates ill health	Page 160	SDG 3, SDG 8
TRAINING AND EDUCATION			
GRI 103 : Management Approach	103-1 Explanation of the material topic and its Boundary	Page 148	
	103-2 The management approach and its components	Page 131, 148	
	103-3 Evaluation of the management approach	Page 147-148	
GRI 404: Training and Education	404-1 Average hours of training per year per employee	Page 147, 151-152	SDG 4, SDG 5, SDG 8
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 151-152	
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 151-152	SDG 5, SDG 8
DIVERSITY AND EQUAL OPPORTUNITY			
GRI 103 : Management Approach	103-1 Explanation of the material topic and its Boundary	Page 148	
	103-2 The management approach and its components	Page 148	
	103-3 Evaluation of the management approach	Page 148	
GRI 405: Diversity and Equal opportunity	405-1 Diversity of governance bodies and employees	Page 228, 154-157	SDG 5, SDG 8
	405-2 Ratio of basic salary and remuneration of women to men	Page 161	SDG 5, SDG 8, SDG 10

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	103-2 The management approach and its components	Page 134-135	
	103-3 Evaluation of the management approach	Page 134-135	
GRI 406: Non-Discrimination	406-1 Incidents of discrimination and corrective actions taken	Page 162	
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
GRI 103 : Management Approach	103-1 Explanation of the material topic and its Boundary	Page 149	
	103-2 The management approach and its components	Page 131, 149	
	103-3 Evaluation of the management approach	Page 149	
GRI 407: Freedom of Association and Collective Bargaining	407-1 Operation and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 149	
LOCAL COMMUNITIES			
GRI 103 : Management Approach	103-1 Explanation of the material topic and its Boundary	Page 148,163	
	103-2 The management approach and its components	Page 131, 148, 163	
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GRI 413: Local Communities	413-1 Operations with local community engagement, impact assessments, and development programs	Page 148,163	
SUPPLIER SOCIAL ASSESSMENT			
GRI 103 : Management Approach	103-1 Explanation of the material topic and its Boundary	Page 145	
	103-2 The management approach and its components	Page 131, 145	
	103-3 Evaluation of the management approach	Page 145	
GRI 414: Supplier Social Assessment	414-1 New suppliers that were screened using social criteria	Page 146	
CUSTOMER PRIVACY			
GRI 103 : Management Approach	103-1 Explanation of the material topic and its Boundary	Page 145	
	103-2 The management approach and its components	Page 131, 145	
	103-3 Evaluation of the management approach	Page 145	
GRI 418: Customer privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 145	SDG 16

UN Global Compact Principles

Currently, CENTEL has not yet signed a pledge to comply with the Ten Principle of the UN Global Compact (UNGC). However, CENTEL has studied and implemented it as a guideline in its operations for the company's sustainable development as follows:

Main Issues	Principle	56-1 One Report Page Number
Human Rights	1. Support and respect human rights protection declared internationally to the extent of permissible power.	134-135, 145, 156
	2. Regularly monitor and prevent business from being involved in human rights abuses.	134-135, 145, 156
Labour	3. Promote and support the freedom of labour association and the realisation of the right to collective bargaining.	148-149
	4. Eliminate forced labour in all forms	148-149
	5. Seriously abolish the use of child labour.	148-149
	6. Eliminate discrimination in employment and occupation	148-149
Environment	7. Support guidelines for operations that may affect the environment.	164-178
	8. Volunteer to create activities that promote the enhancement of environmental responsibility.	164-178
	9. Promote the development and dissemination of environmentally friendly technology.	164-178
Anti-Corruption	10. Operate in an anti-corruption way against extortion and all forms of bribery	134-137



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