



Sustainability Report



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Operating a sustainable business is a challenging task that requires co-operation from all parties including our executives and employees. We intend to operate ethically and sustainably to deliver an exceptional level of Thai hospitality for our customers and equally focus on all stakeholders. We believe that companies which sustainably conduct their business by taking into consideration economic, social, and environmental aspects will be able to gain a competitive advantage and increase organizational value. Our company is committed to sustainable development strategies that will lead us to sustainable growth.

Centara recognizes that social and environmental responsibility is vital to younger generations. Our environmental management principles have been applied to take care and protect the surrounding environment, promote innovations, and implement energy, water, and supply chain management to reduce environmental impacts that primarily focuses on safety. We have worked with employees, management, suppliers, customers, and communities to promote sustainable business growth everywhere we operate.

The important goal of environmental management amidst intensified climate change is to advance our company to Net Zero by 2050 with the goal in the first phase of reducing greenhouse gas emissions to 20% by 2029 (compared to the base year of 2019), reducing energy and water consumption and waste sent to landfills by 20%, increasing the share of renewable energy, expanding green areas to absorb carbon dioxide, and cultivating employees' awareness of environmental conservation across all businesses to create sustainability for our business, society, and environment in the long term.

Thirayuth Chirathiwat
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



THAILAND SUSTAINABILITY
INVESTMENT 2018-2022



SUSTAINABILITY RECOGNITION
DISCLOSURE 2020-2022



CENTARA SUSTAINABILITY SYSTEM
GSTC RECOGNITION



GSTC-RECOGNIZED STANDARDS
FOR HOTELS 2022
(Corporate and 12 Hotels)



THAILAND DIGITAL EXCELLENCE
AWARDS 2022 "ESG REVOLUTION"
(CENTRAL RESTAURANTS GROUP)



THE ASIA CORPORATE EXCELLENCE &
SUSTAINABILITY AWARDS 2022 (ACES)
"INDUSTRY CHAMPIONS OF THE YEAR"
(CENTRAL RESTAURANTS GROUP)

Business Strategy

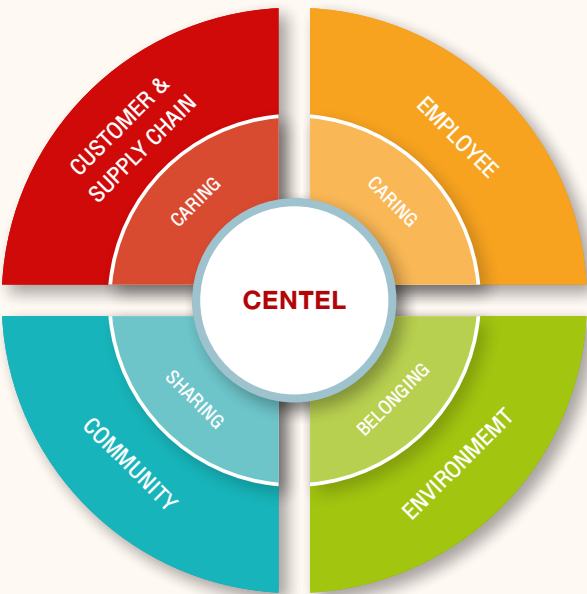
- Hotel Business Strategy

The Company (CENTEL) has reviewed Centara Hotels & Resorts business and created a five-year strategic plan (2022-2026) to become a top 100 hotel group by 2027 including 1) creating a total income of more than 16 billion baht by 2026, 2) investing in new projects overseas in Japan and Maldives and creating retreat-style resorts that focus on health and wellness, 3) adding value to Centara hotels & resorts brands through development, 4) increasing collaboration with other companies under the Central Group to improve the hotel business and create new brands, 5) expanding the hotel management business, 6) adopting new technologies in services, 7) launching effective sales and marketing campaigns, attracting new customers, and maintaining the existing customer base through the CentaraThe1 rewards program, 8) developing personnel to enhance their knowledge and competencies for change under The Place To Work concept, and 9) increasing the share of renewable energy and improving energy efficiency to reduce greenhouse gas emissions.

- Food Business Strategy

Central Restaurant Group Company Limited (CRG) revised its strategy to respond to current situations by accelerating branch openings of potential brands, adding new brands to its portfolio, and engaging in win-win relationships with partners to enhance its business potential. The company also focuses on cost management such as reducing waste from cooking, controlling unnecessary expenses, and improving its food quality. The company maintains its sales by combining online or delivery sales channels with offline stores and implements online and offline marketing to provide customers with a wide range of access to our products and services. The company creates a good dining experience and differentiates the experience from take-home orders. The company has accelerated the expansion of new distribution channels, both deliveries and online channels, and has developed products to suit each service channel such as Grab & Go, take-home, and ready-to-eat (RTE) menus. Moreover, the company has closely collaborated with leading partners to expand its menu variety and promotions to increase sales with a focus on value-for-money and unique menus for target customers. The company has adopted technologies to increase efficiency such as taking orders through QR code and store applications and has used the information to create a good customer experience

Sustainable Management



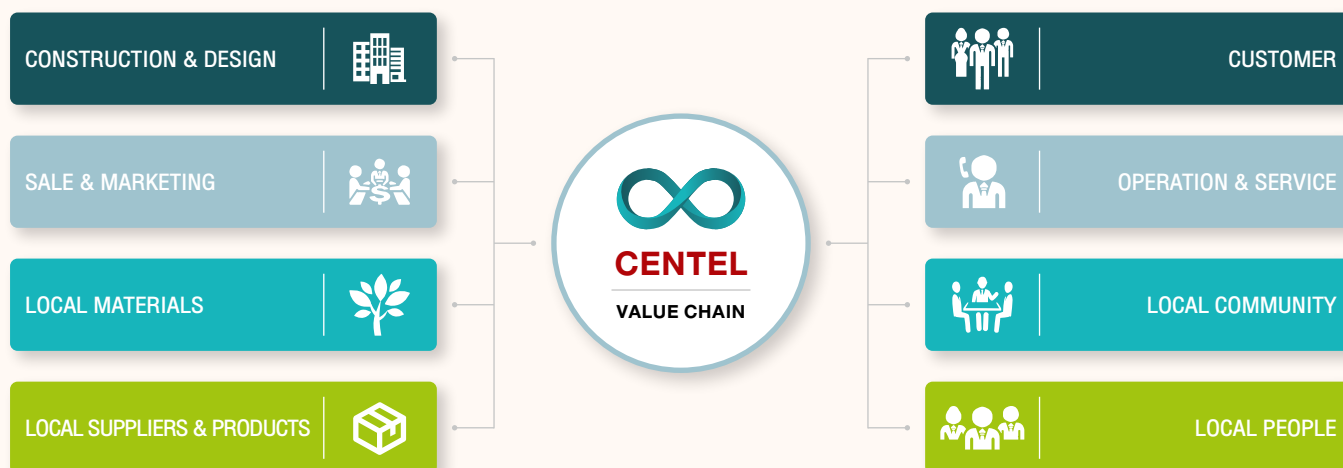
Central Plaza Hotel Public Company Limited (CENTEL) conducts two main businesses including the hotel business in Thailand and abroad and the food business focusing on conducting its businesses responsibly with good governance to ensure sustainability in the economic, social, and environmental aspects. CENTEL announced its sustainability policy in 2019 as a framework for its business operations. The company's management set up the Sustainability Working Group consisting of members from the hotel and food business's business units who are responsible for implementing the Board of Directors' sustainability policy in the operations of all units, leading to sustainability at the employee level across the organization. The company has determined the three pillars of sustainable management, including Caring-Sharing-Belonging which focuses on the 4 stakeholders which are customers-suppliers, employees, communities, and environment.

Sustainability Development Policy: <https://investor.centarahotelsresorts.com/storage/download/cg-document/20190401-centel-policy-on-sustainable-development-en.pdf>

In 2022, the Risk Management and Corporate Governance Committee proposed the Net Zero goal to the Board of Directors with the first phase goal in 10 years from 2020-2029 of reducing greenhouse gas emissions to 20% compared to the base year in 2019 and the second phase goal in 2030 of reducing greenhouse gas emissions by 50% compared to the

base year with the goal of increasing the clean energy share, planting trees to absorb carbon dioxide of 200,000 trees, and declaring its commitment to achieving Net Zero by 2050 with the goals of achieving net zero in Scope 1 and 2 and expanding to Scope 3 in the next year.

CREATE MEMORABLE EXPERIENCE AND FAIRNESS FOR ALL



Sustainable Management Goals

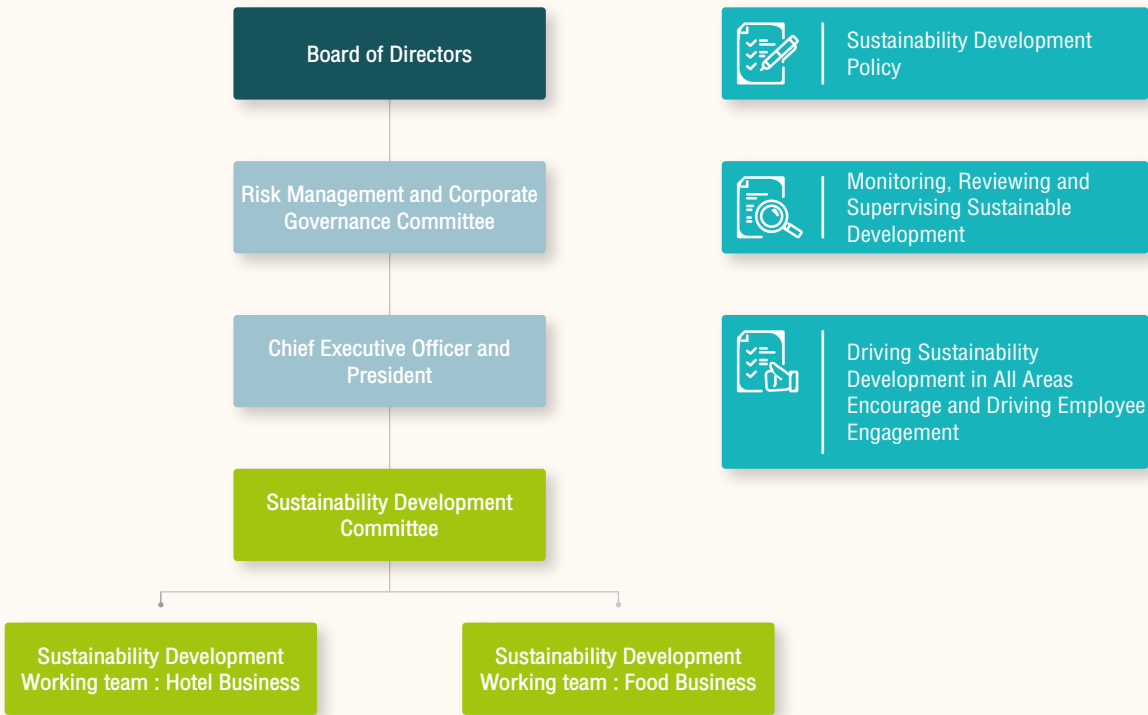
The sustainable development policy has led to sustainability strategy and goals for sustainable business growth covering the economic, social, and environmental dimensions.



Sustainability Structure

CENTEL has established a sustainability operational structure with the Risk Management and Corporate Governance Committee responsible for determining the sustainable development framework according to the Board of Directors’ policy and the Chief Executive Officer as the leader to drive the integrated sustainable operations. The Working Group on Sustainability Development coordinates with various departments of the hotel business and food business to report operating results in the economic, social, and environmental dimensions to the Risk Management

and Corporate Governance Committee which are presented to the Board of Directors for opinions and recommendations. A meeting is held every three months to review and follow up on the company’s operations to achieve the goals in the economic, social, and environmental dimensions following the Sustainable Development Goals (SDGs) of the United Nations and the operational framework for listed companies specified in the regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission.



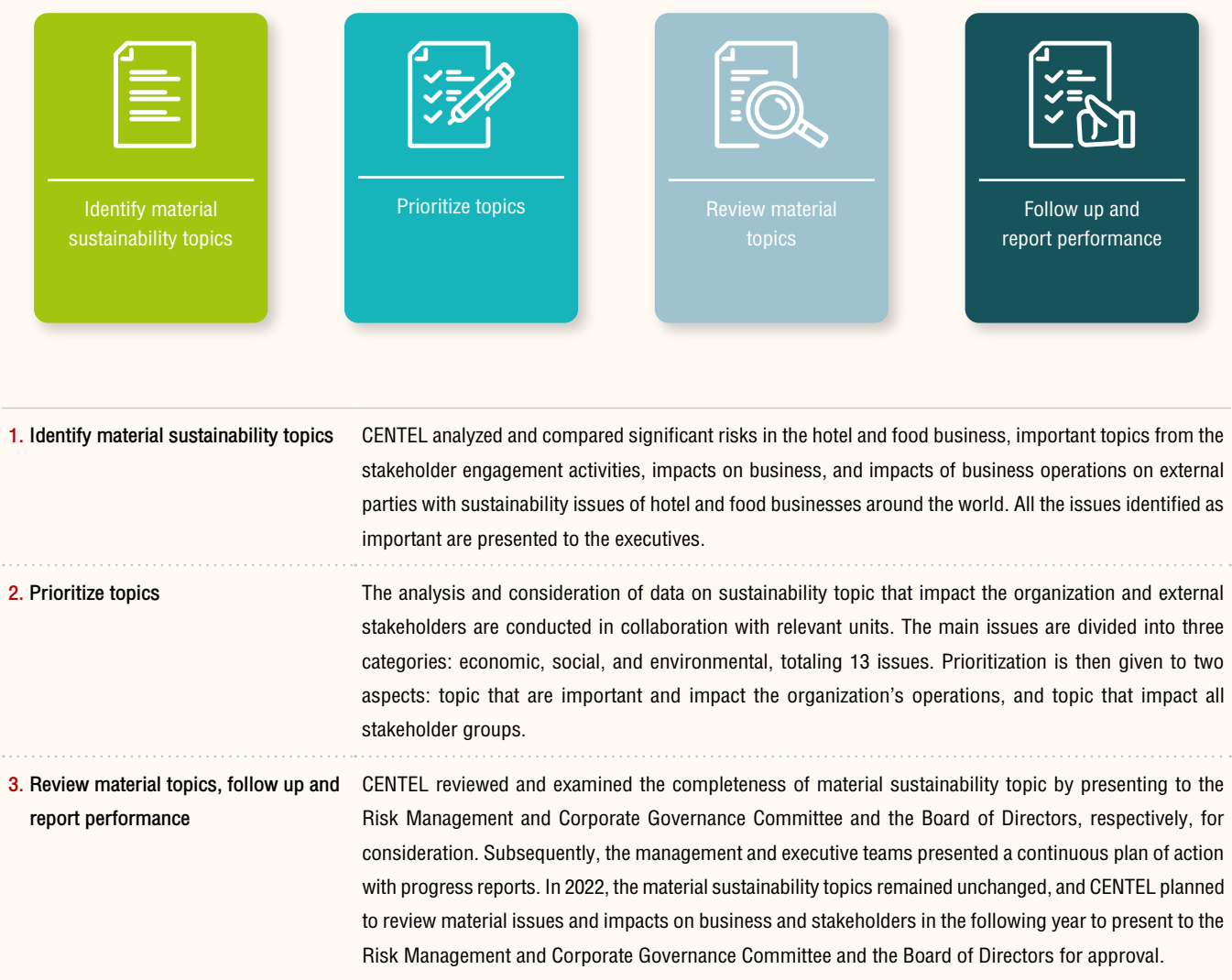
Sustainability Awareness

Recognizing the importance of sustainability, the management has promoted sustainable development knowledge among employees by providing in-house trainings on the hotel and food business, applying successful lessons throughout the organization, supporting employees in the Sustainable Development Department and relevant units in attending external trainings to keep up with the global and local trends on sustainability in environmental, social, and governance dimensions which constantly change and to learn about new knowledge and tools that the

organization can apply. Moreover, 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, Global Reporting Initiative (GRI), Global Sustainable Tourism Council (GSTC), Greenview (The Global Sustainable Tourism Council-Recognized System), and S&P Global. The company also provided in-house trainings to employees at the management and operational levels.

Materiality Assessment

CENTEL 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 risks that are relevant to all stakeholders including customers, suppliers, employees, management team, community, society, environment, and other stakeholders. The steps of materiality assessment are as follows:



Material Topics and Scope of Material Topics

CENTEL material sustainability topics that impact its business and stakeholders covering the economic, social, and environmental aspects are as follows:



Priority and Scope of Material Topics ^(1/2)

	Material Topics and Action Plans	Scope of Impact (In/ Outside the Company)	Impacts on Business and Stakeholders
	1. Business Progression Plan and formulate a business strategy to achieve the goals	All departments / Customers, Suppliers, Shareholders, Investors	Expand market and increase revenue for the company by offering a wide range of products and services that respond to customer needs, building investor confidence, and providing customer access to a variety of services that match their needs.
	2. Occupational Health and Safety Create plans to ensure the well-being of customers, users, and employees	All departments / Customers, Communities	Reduce loss and risks from complaints concerning service safety from employees, customers, and suppliers as well as communities and society by ensure safety and well-being
	3. Data Privacy Establish a data privacy policy, create a guideline on the usage of stakeholders' personal data, and assign a unit responsible for data security	All departments / Customers	Reduce operational risks by establishing prevention systems and guidelines and earn the trust of customers and service users that their personal data are well-managed.
	4. Supply Chain Management Create Suppliers' Code of Conduct and guidelines as well as supplier development guidelines and conduct supplier evaluations	All departments / Customers	Systematic supply chain management allows the company to continuously plan its operations, deliver quality products and services to customers, increase its competitiveness, systematically manage its supply chain during crises, building positive relationships with suppliers, and enabling suppliers to grow together with the company in the long term.
	5. Guest Satisfaction Conduct customer satisfaction survey through various channels, use the survey results to create service improvement plan for maximum efficiency, and respond to customer needs	All departments / Customers, Communities	Customers are loyal to the company's products and services, leading to sustainable growth and customer base that generate revenue for the company. The company continues to improve its service innovations. Customers and the society receive quality services that match their needs.
	6. Climate Change Management Formulate a strategic plan to cope with climate change, collect data on energy consumption, water consumption, and waste management to calculate the amount of greenhouse gas emissions, and analyses potential risks	All departments / Customers, Communities	The company is able to plan and prepare to cope with the risks that will impact its operations, create new business opportunities, and reduce negative impacts on the communities, society, and environments from the company's operations.
	7. Technology Disruption Formulate the cybersecurity policy and guidelines and develop service innovations that respond to technology disruption.	All departments / Customers	The company is able to deal with technology transition, has security systems that allow the company to operate continuously, respond to customer needs in the age when technology is crucial to life, and strengthen the company amidst increasingly high competition.

Priority and Scope of Material Topics ^(2/2)

	Material Topics and Action Plans	Scope of Impact (In/ Outside the Company)	Impacts on Business and Stakeholders
	8. Human Rights Establish equal labour treatment policy and guidelines, focus on equal treatment of employees, respect human rights, compensate fairly and appropriately, provide labour complaint channels, and establish a system for complaint investigation. mechanism	All departments / Customers, Suppliers, Shareholders	The company is accepted by the society, has a positive image on human rights, is able to foster engagement with employees, customers, suppliers, and the society, and increase business opportunities. Customers, suppliers, and employees are taken care of and equally protected on human rights without discrimination.
	9. Corporate Governance Oversee the company using corporate governance principles and establish governance policy and procedures to ensure that the company can operate to create sustainable returns in the long term.	All departments / Suppliers, Customers, Communities, Public sector, Shareholders	The company is able to conduct business in the long term and create organizational value, and gain acceptance from all stakeholders, leading to economic stability and growth and driving the society to sustainable growth.
	10. Waste Management Establish effective policy and guidelines to manage waste from services, sort waste to increase the recycle rate, and reduce the amount of waste sent to landfills.	All departments / Customers, Communities	Systematic waste management can reduce costs and have negative impacts on the communities, society, and environment.
	11. Human Capital Development Employee management and skill development encourages all employees to receive opportunities to develop knowledge and skills and apply the skills to improve work and services and increase opportunities for career advancement.	All departments / Communities	The company's personnel has skills and knowledge that can be applied to work and drive the company's growth. Employees receive opportunities to develop skills to prepare for career advancement in their fields.
	12. Community Development Promote the development of communities where the company operates to create sustainable growth in the communities and society.	All departments / Customers, Communities	Create a positive image for the company and gain acceptance from the communities and society where it conducts business. The community and society are prosperous, with increased income and improved quality of life.
	13. Water Management Formulate policy and guidelines on efficient water consumption, use treated water for maximum benefits, and adopt technology to maximize water usage efficiency.	All departments / Customers, Communities	The company is able to efficiently manage water usage costs, reduce conflicts and impacts on the surrounding communities where it operates, and systematically manage wastewater to prevent impacts on the communities.



Environmental dimension (E)



Social dimension (S)



Economic dimension (G)

Stakeholder Engagement ^(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 • 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 • Provide accurate information about our products and services • Develop technology to provide customers with efficient services and quick and easy access to services • Prioritize 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 meeting • Channels for receiving complaints • Suppliers survey 	<ul style="list-style-type: none"> • Compliance with sustainable procurement policy and Suppliers' Code of Conduct • Sustainable business partnership • Joint development of innovation for business partnership 	<ul style="list-style-type: none"> • one item one price 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 with the support framework specified by the company
 Employees	<ul style="list-style-type: none"> • Orientation for new employees • Townhalls to allow executives to closely interact with employees • Annual employee satisfaction survey • Regular communication with employees • Establishment of the employee welfare committee • Relationship building activities to promote employee engagement 	<ul style="list-style-type: none"> • Respect for human rights without discrimination and equal employee treatment • Career advancement • Work-life balance • Appropriate compensation and welfare • Opportunities to provide feedback 	<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 a family to build loyalty to the organization through various activities • 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

Stakeholder Engagement ^(2/2)

Stakeholder	Engagement and Communication Channels	Interests and Expectations	Responses and Actions
 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 and career and support employment in the communities Expand employment opportunities to disabled and senior people Create value for the communities and society through assistance in various aspects Develop the community for sustainable growth Support activities for the communities Transfer knowledge and skills to people in 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' economy.
 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"> Action plans that take into consideration negative environmental impacts both in the short and long terms Create positive impacts in preserving natural resources for future generations 	<ul style="list-style-type: none"> Monitor and manage natural resource use for maximum benefits Improve business processes to reduce environmental impact regularly 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 in every operational step
 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 plan to prepare for the country reopening 	<ul style="list-style-type: none"> Participate in providing feedback on business operations Organize activities to meet investors, analysts, and shareholders regularly Listen to suggestions from shareholders equally Present the organization's information on operating 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













Participating as a Member of Various Organizations:


CENTEL has joined as a member and partner of a network organization or agency established to promote the operation of the economy, society, and environment to become a clear moral form. Supporting the network of both public and private sectors in promoting and developing sustainable society, including the company executives who have joined as board members of various organization, as follow:


1. Thai Hotels Association
2. Thai Spa Association
3. The 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
15. ViBhavadi Zero Waste : phase 2
16. Thai Renewable Energy (RE100) Association
17. Member of Energy Beyond Standards, Department of Energy Development and Efficiency, Ministry of Energy

Economic and Governance dimension:

Target and performance results of Economic and Governance

Topic	Objective	Operation, 2022	
Business Performance	Hotel Business: The average revenue per available room (RevPAR) was 1,700-1,900 baht in the year 2022.	2,486 Baht	
	In the year 2022, Food business expanded its number of branches to more than 200 branches.	215 Branches	
Data Privacy	100% of the Data Protection Officer (DPO) staff of the hotel have passed the training on personal data protection laws.	100%	
Supply Chain Management	100% of the hotel business partners are aware of the Code of Conduct for Supplier and Business partner and practices guidelines.	68 %	
Guest Satisfaction	The overall customer satisfaction rate for the hotel business, across all brands, is 89.1%.	88.6%	
Technology Transformation	100% of the hotel employees have received training on Cyber Security.	71%	
Governance Management	The assessment of business supervision and management at the "Excellent" level.		
	The score for evaluating the quality of the Annual General Meeting of Shareholders is 100 points	100 Scores	
Sustainable Development Goal (SDG) 16.5 / Indicator 16.5.1.	Renewal of certification as a member of the Thai Private Sector Collective Action Coalition against Corruption.		
	100% of employees have received training on anti-corruption and organizational ethics.	100%	

 Achieved the goal

 Achieving the goal

Corporate Governance Structure

CENTEL 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 is overseas and operates with transparency according to the framework for corporate

governance policy. The board also focuses on the management of risks caused by internal and external factors to ensure 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.

Good Corporate Governance Principles Guideline:

<https://investor.centarahotelsresorts.com/storage/download/cg-document/20190108-centel-cg-2018-en.pdf>

Business Ethics

The cornerstone of conducting business is to adhere firmly to ethical principles, including fairness and integrity in conducting business with all stakeholders, including shareholders, customers, business partners, creditors, competitors, society, communities, environment, and the government. The board of directors has established principles and guidelines for executives, employees, and all stakeholders, such as shareholders, customers, business partners, creditors, competitors, society, communities, environment, and the government to follow in order to ensure clear compliance with business ethics. The board has also established mechanisms and processes to ensure that these principles are implemented seriously and rigorously.

Good Corporate Governance Principles Guideline:

<https://investor.centarahotelsresorts.com/storage/download/cg-document/20190108-centel-cg-2018-en.pdf>

Governance

CENTEL has created a code of conduct for directors, executives, and employees following Central Group's guidelines to promote corporate governance 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 behavior and for reporting actions that are not in line with the company's code of conduct. The company requires all employees are informed about and review the company's code of conduct on an annual basis.

In 2022, CENTEL required employees and executives to review knowledge and take a test on the company's code of conduct, with the Training Division of Human Resource Department responsible for the task, including 3,746 employees from the hotel business and 4,714 from the food business or 8,460 employees in total. 100% of employees completed the training and took the test. The results were reported to the management and the Board of Directors. All new employees are required to sign and acknowledge the company's code of conduct to strictly comply with the established procedures. In 2022, the company reviewed the code of conduct for directors, executives, and employees which had been implemented for a certain period and planned to improve its details and key issues to respond to the current situation and social changes. It is scheduled to be completed by the second quarter of 2023.



Internal Audit and Control

CENTEL recognizes the importance of good corporate governance and has established the Internal Audit Office that is independent in performing audit and evaluations of each unit's internal control to ensure compliance with the policy and guidelines. CENTEL is also 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 to reduce potential risks that might prevent the company from achieving its goals.

Anti-corruption

CENTEL values and adheres to transparent and honest business operations that strictly comply with the law and support anti-corruption. The company realizes that corruption not only affects its operations, reputation, and image but is also an obstacle to its sustainable growth. In 2022, the company reviewed the following anti-corruption policy and rules and internal investigation:

1. CENTEL has assessed various risks associated with conduct that might lead to fraud and corruption and has established measures to be enforced with an aim of preventing and stopping fraud which is part of good internal control system.
2. CENTEL 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 receiving, hospitality (recreation), and granting of money or benefits, and political support.
3. CENTEL has established an internal control system to ensure that the anti-corruption policy is both efficient and effective, covering the work processes of all units. The company plans to audit the Internal Audit Office that conduct audits on corruption annually. If there is any suspicion of corruption, an audit will be conducted and its results will be presented to the Audit Committee and the Board of Directors, respectively.
4. CENTEL has provided communication channels and transparent and fair procedures for reporting clues and complaints as well as measures to protect those reporting fraud, taking into account the safety and harm of the whistleblowers.
5. CENTEL has communicated about the anti-corruption policy, both internally and externally, to cover all stakeholders such as customers, suppliers, and employees by publishing the anti-corruption policy on the company's website, creating public relations signage, and sending emails to ensure that part of the business can be transparently carried out based on the anti-corruption measures that have been enforced.
6. CENTEL 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 understand and recognize the importance of co-operation to comply with the anti-corruption policy.
7. CENTEL has announced the no gift policy on an annual basis and has communicated it to all employees and stakeholders through the company's website as the guiding principle that need to be strictly complied with.

CENTEL has published the anti-corruption policy on the company's website, <http://centel-th.listedcompany.com/cg.html>, sent letters to suppliers to ensure so that business operations are conducted honestly and transparently under the established measures, and invited suppliers to participate in Thailand's Private Sector Collective Action Coalition Against Corruption.



Member of Thailand's Private Sector Collective Action Coalition **Against Corruption**

CENTEL has joined Thailand's Private Sector Collective Action Coalition Against Corruption, a project co-created by the Thai Institute of Directors (IOD), the Thai Chamber of Commerce, Joint Foreign Chambers of Commerce in Thailand, 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 1 September 2011 and was certified as a member on 22 April 2016 and recertified for the second time on 5 October 2022. The company will get recertification again after the three-year term.

Receiving Information and Complaints and Fact **Checking**

CENTEL 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 misconduct 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 fraud, corruption, and misconduct 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, CENTEL has established measures to protect the rights of the persons who report or submit complaints.

In addition, CENTEL has established the remedial and compensation plan and penalty for the wrongful person as well as preventive measures to avoid future complaints, ensuring that the company will have sufficient measures to prevent future misconduct.

In 2022, there was no clue reporting or complaints regarding fraud or violation of the company's corporate governance policy that negatively and significantly affects the company, either in monetary or non-monetary form.

Complaint and Reporting **Misconduct Channels**

CENTEL has established procedures and methods for filing complaints or reporting misconduct, such as corruption, coercion, non-compliance with laws, regulations, rules, company directives, and ethical standards or codes of conduct for employees and staff of the company. The following are three channels through which complainants can submit their complaints to the authorized recipient:

1. Directly file a verbal complaint to the authorized recipient
2. File a complaint through the authorized recipient's email address or through the website <https://investor.centarahotelsresorts.com/en/sustainability/whistleblowing>
3. File a complaint by letter to the authorized recipient or contact the following units:

- **Office of the Audit Committee**

Email: whistleblower_centel@chr.co.th
Postal address: Audit Committee Central Plaza Hotel Public Company Limited,
999/99 Rama 1 Road, Pathumwan Sub-District, Pathumwan District,
Bangkok 10330

If there are any questions about the company's policy and measures to prevent

- **Corporate Secretary Office**

Email: co.secretary_centel@chr.co.th
Postal address: Corporate Secretary Office
Central Plaza Hotel Public Company Limited, 999/99 Rama 1 Road,
Pathumwan Sub-District, Pathumwan District, Bangkok 10330.

Number of complaints in the year 2022

Topic of Complaints	Number of Complaints		Number of Resolved Complaints		Number of Pending Complaints	
	Hotel Business	Food Business	Hotel Business	Food Business	Hotel Business	Food Business
Corruption	-	-	-	-	-	-
Customer Service	14	-	14	-	-	-
Safety and Occupational Health in Service	2	1	2	1	-	-
Employment	-	1	-	1	-	-
Violation of human rights of employees	-	3	-	3	-	-
Operations that have an impact on the community	-	1	-	1	-	-
Other	-	4	-	2	-	2
Total	16	10	16	8	0	2

Risk Management

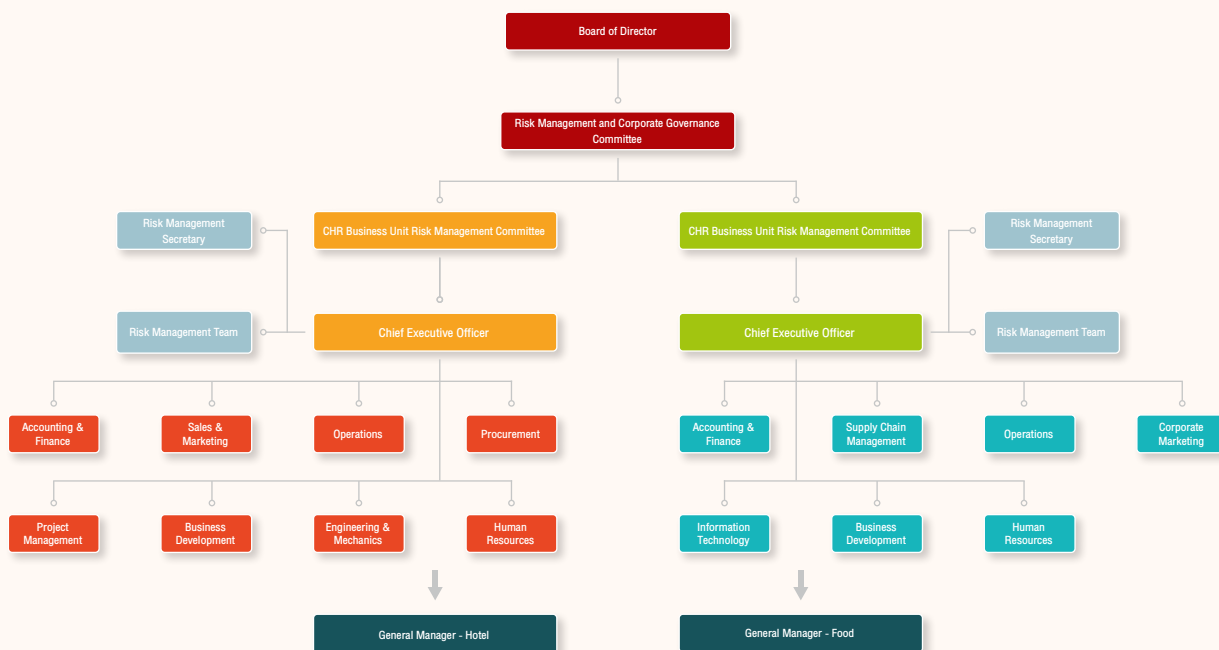
CENTEL focuses on risk management to ensure steady business operations and sustainable growth. Risk management is a tool that helps executives identify and manage risks more efficiently and effectively. As a result, the Board of Directors has established the risk management policy according to the principles 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 with close collaboration between the risk owner and the Risk Management Department.

Risk Management Policy:

<https://investor.centarahotelsresorts.com/storage/download/cg-document/20230119-centel-policy-risk-management-en.pdf>

Risk Management Structure



Risk Assessment Process

The risk assessment process is a continuous activity, starting from considering the objectives, identifying the risks, categorizing the risks, and assessing the chance and potential impacts to consider the risk level and select high-risk area for considering risk management measures. The

process aims to bring down the risk level to an acceptable level. Moreover, a risk report, monitoring, and review must be conducted as risks whose level has not been reduced must be assessed and considered to create a risk management plan.



In 2022, CENTEL assigned Mr. Taschai Pattanakosai, Senior Director of Corporate Risk & Legal, to be in charge of risk management, risk management oversight, risk review, risk management monitoring, and performance reporting to the Risk Management and Corporate Governance Committee and the Board of Directors. A 2022 annual review of the risk management policy was conducted to 1) consider organizational risks and risk indicators that might affect the company’s operations, 2) review and

update the risk management framework by adding a new risk assessment criterion following the newly effective laws such as risk assessment on personal data leakage, and 3) to review the business continuity management (BCM) policy and the guideline on the business continuity plan (BCP) which have been approved by the Risk Management and Corporate Governance Committee and the Board of Directors.

Business Continuity Management Policy:
<https://investor.centarahotelsresorts.com/storage/download/cg-document/20230119-centel-policy-business-continuity-en.pdf>

Risk Culture

The Board of Directors and executives are committed to cultivating the risk culture throughout the organization and establishing the risk management framework across the organization as a tool for strategic planning and operation and for providing insight for important decision making. All employees are responsible for identifying, managing, and reporting the risks that are associated with their roles. All executives and employees are responsible for complying with the risk management policy and procedures. Additionally, the company has organized a training

on business unit's risk management to create understanding of risk management framework among employees and risk responsibility and has communicated risk information which can be implemented in each business unit's operations. The company has a plan to review the knowledge and understanding of risk management to ensure that all employees understand risks and management approaches for emerging risks and those that might occur in the future.

Innovation

CENTEL focuses on adopting technology to develop its products and services to respond to demand and deliver value and highest satisfaction to customers and guests in the digital economy era.

In 2022, the hotel business focused on applying digital solutions to offer services to customers to improve customer service efficiency when there was a shortage of service workers.

1. The company has adopted and expanded Guest Digital Solution to all Centara hotels and resorts to respond to customer needs in the digital age. Guests can communicate with our staff to request services and make reservations through the system, which improves our hotels' communication with customers and guests. Customers' requested services are sent to the control center to ensure accurate services are delivered to customers, and the request status can be tracked on a real-time basis. Moreover, the digital guest solution is linked to staff ticketing. Once a service request has been made, the system will send the request directly to the responsible staff and record the service information on the system that is able to track service completion and analyze problems if an error occurs to plan a preventive measure and improve the services
2. The hotel business has developed the pre check-in service mobile system that allows customers to check in their stay through their phone to facilitate customers. The system is being tested and will be available for customers in 2023. Moreover, our restaurants and spas have offered service menus on iPad to reduce paper use and cost of printing menus. QR code has also been offered for in-room food ordering and ordering from other areas such as the pool, providing quicker services to our customers. Since the Covid-19 situation, the QR code system has generated over 14 million baht of revenue.
3. In addition, the hotel business has introduced the Wellness Chef Program to offer healthy food that requires little cooking to customers to preserve nutrients and healthy breakfast to provide healthier options for customers. The program was initially launched at our five-star hotels with plans to expand to other hotels under the Group.
4. "Eat Well" service has been introduced to offer informative healthy menu options that meet the healthy needs of customers. The service allows customers with dietary restrictions to make special orders such as menus for customers with diabetes or kidney disease, food for cardiac patients, gluten-free, low-sodium, low-calorie, and vegetarian food with information on the menus where customers can choose from.

In 2022, the food business has adopted new technologies to its services such as

1. QR Ordering that allows customers to order using a QR code
2. Saving time for employees by using food delivery robots that reduce serving time, leading to a decrease in work time by 0.5 FTE per branch
3. Improving the CRG e-Coupon System to increase sales from electronic coupons by approximately 500,000 baht and adding a channel to use the coupons through The 1 Application with the total coupon usage worth approximately 5 million baht
4. Partnering with C-Coin, Shopee Pay, and KFC True Money to expand payment channel.
5. Developing the QR Survey on receipt which allows customers to scan a QR code on their receipt. 177,000 customers completed the survey. Moreover, the company has developed a plant-based menu for Auntie Anne's, 'Meat Zero Pizza Pretzel' topped with rich mozzarella cheese and delicious plant-based meat that tastes like real chicken meat to meet the needs of modern customers who care about their health and those who are flexible vegetarians (flexitarian).

In addition, the food business has improved its work system by adopting technology to enhance efficiency and increase work speed for employees such as the promotion margin that facilitate the marketing team in conducting a cost-benefit analysis of promotions and the area visit report that records store visit information which helps reduce paper use and allows for data history search used to summarize and compare points across different branches.

KFC has connected the POS system to order records on online delivery applications including Grabfood, Food Panda, and Line Man which increases service speed and reduces order errors. The average food preparation rate on the delivery system has improved by two minutes from the normal average rate of seven minutes and the delivery customer satisfaction score increased by 10%. KFC eMP&C Production Screen and KFC QPM System have been developed to reduce the time used to forecast production, accelerate product audit during the day, and reduce the amount of food waste from production. The KFC Digital Success Routine allows for real-time data monitoring and the KFC Bench Plan helps in advance staff planning.

Innovation Promotion

CENTEL encourages employees to utilize their potential to develop service innovation, improve their work, and present the development plan to the management for implementation that will enhance work efficiency. The food business organized the Innovation Convention under the ‘Innovation Elevating Work & Life’ theme with 15 projects competing at the event. 12 of which were innovations that could be further developed for implementation; for example

1. CRG Warehouse Shopping: a channel for sales of old assets that each brand kept in their warehouses to promote reuse to maximize benefits from the company’s assets

2. Inventory Application: an application that facilitates asset count and records on mobile application and generate reports on the website

3. Promotion Calculator: a program that calculates the profit structure from each promotion that enables the Marketing Department and other relevant departments to easily analyze each promotion’s profit

4. Service Requisition Form: an online employee service request system that turned paper use into a web-based system
5. Smart Power Meter: using digital power meter and IoT technology to monitor real-time electricity usage units in each branch

6. Requisition online: a new employee request that reduces the procedures and time and allows for two-way communication which enables status update and timely monitoring

7. Smart VSD: a VSD that detects the smoke of hoods and adjust working cycle to properly meet the needs. The program provides an opportunity for employees to demonstrate their skills which are not limited to work-related skills and for the company to implement employees’ ideas to improve its tools for better operational efficiency of the company

Service Quality

Service is the core of the hotel and restaurant business. CENTEL sets frameworks and guidelines for service quality, with a focus on creating maximum customer satisfaction and delivering exceptional experiences to customers and service users across all brands. The company maintains service standards that meet established criteria and continuously develops services that exceed expectations. It aims to continuously increase customer and service user satisfaction to foster brand recognition, customer loyalty, and a positive reputation.

The hotel business aims to resolve 100% of customer complaints while they are still on the premises, while the food business sets a goal to resolve complaints received through the call center within 24 hours.

Customer Satisfaction Survey

The Hotel business conducts customer satisfaction evaluations through data collection from customers using the Review Pro system, which includes surveys and customer feedback on service usage. There are three formats for evaluation:

1. In-Stay Survey, a brief questionnaire that asks about customer satisfaction during stays longer than 2 nights, sent via email to registered customers.

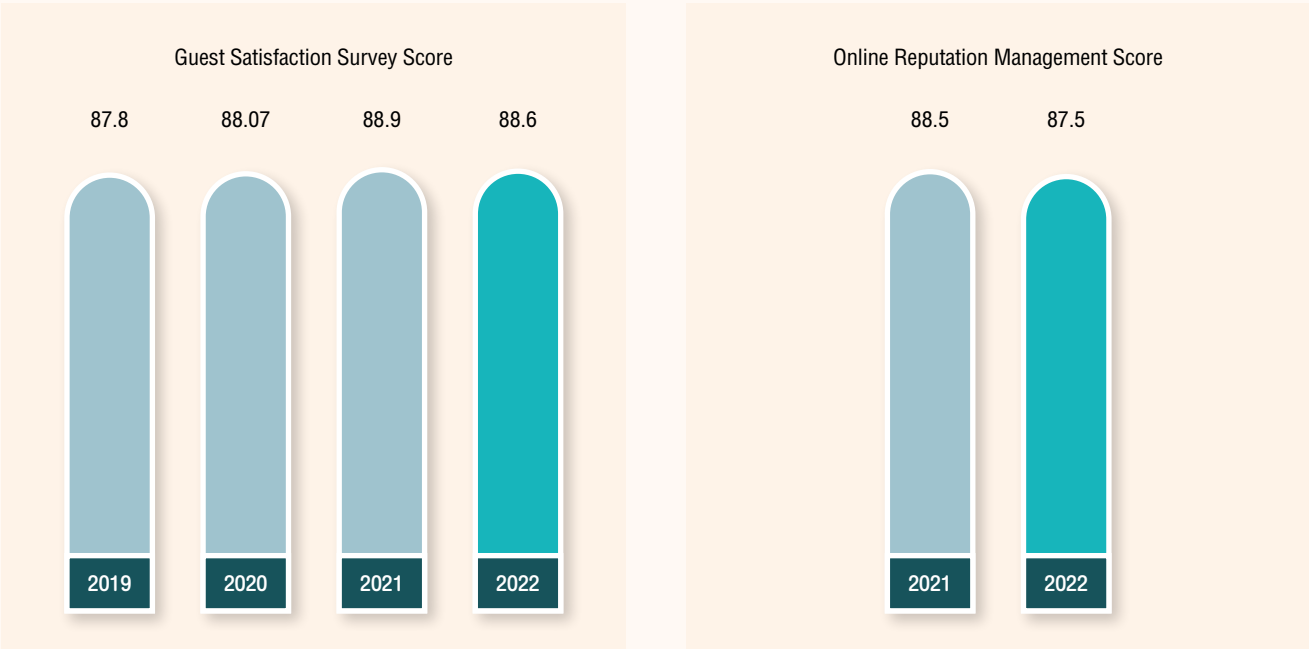
2. Guest Satisfaction Survey (GSS), a comprehensive survey on hotel services and amenities, given to customers 48 hours after check-out

3. Online Reputation Management (ORM) or Guest Review Index (GRI), which measures customer satisfaction through the collection of feedback and suggestions for service improvement from customers via online and social media platforms.

The operations team summarizes the results of the evaluations and reports them to the management, risk and oversight committees, and the board of directors every 3 months, including plans for improvement to ensure maximum customer satisfaction. The Operation Department summarized the survey results and report to the management, Risk Management and Corporate Governance Committee, and the Board of Directors every three months. The Department also reported the plan to improve customer satisfaction to maximize customer satisfaction

Customer Satisfaction Performance

In 2022, the guest satisfaction survey (GSS) was 88.6%, which was 0.5% lower than the target, and the online reputation management (ORM) or guest review index (GRI) was 87.5%, which was 1.2% lower than the target.



Due to the Covid-19 outbreak, hotel guests were mostly Thai. As a result, the hotel business adjusted its services to respond to the needs of Thai customers to improve guest satisfaction score to achieve the target. The hotel business conducts market analysis to prepare its services in case there is a similar change in customer segment. The sudden shortage in experienced personnel urged the company to adjust its employee development plan to increase skills and work efficiency of employees with a limited number of staff so that they can perform various duties to serve customers. The company will continue this plan in 2023 to develop new skills for employees.

In addition, the hotel business has adopted Net Promoter Score (NPS) to measure customer loyalty to the brand using a simple question, will you recommend our hotel to your friends, family members, or colleagues? The company's brand loyalty is at a very high level, leading to customers choosing to book their stay directly with the hotel over other hotel reservation service providers, which reduces the fees that the company has to pay the service providers. The hotel business has also established new measures to satisfy customers and focused on customer service during the stay to maintain the level of brand loyalty.

With an aim of resolving all guest complaints during their stay to maximize guest satisfaction and impress guests to increase repeat stays, the company has provided channel to communicate with customers during their stay to build positive relationships with customers and guests and has implemented service quality audit to ensure that customers will receive appropriate and impressive experience. Such system has helped reduce customer complaint rate and increase service satisfaction.

The food business has established the service quality framework. Each brand has its own guidelines to control its service quality. In case there is customer complaint, each restaurant brand will contact the customer within 24 hours to resolve the problem and will find out the cause for improvement. The food business ensures that the branches do not repeat the same mistake and limits the rate of unaddressed customer line at 4%. In 2022, the rate was 2.68% and limit the number of complaints on call center services at 3 lines per year. In 2022, there was no customer complaint on call center service.

CENTEL has established the personal data protection policy and personal data management guidelines for customer, supplier, and stakeholder information and published the policy information on the company's website, the hotel business's website, and the food business's website. CENTEL has appointed data protection officers (DPO) to comply with the laws and monitor strict compliance with the laws and the personal data protection regulation to the DPO to ensure that all units and relevant employees strictly comply

Request for Personal Data

In 2022, there was no request to exercise the personal data rights or complaint concerning personal data.



Information Security Management

CENTEL has developed an information security policy in 2021, which includes 13 related sub-policies, including

- Information Security Structure Policy for the organization
- 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
- Compliance Policy

In 2022, Hotel business has reviewed the significant details of the Information Security Policy and added the management framework as follows:

- Created the cyber security assessment program and roadmap to assess the weakness and action plan
- Improved the IT asset inventory system for better efficiency
- Reviewed and monitored the HW/SW patch updates and upgrades according to the safety standards
- Created the safety standards for web and mobile application development

Moreover, the company has created the basic cybersecurity training program for everyone in the organization. The Information Technology Department has communicated and educated employees on the Cyber Security Attack and Self-Protection topic and conducted a phishing test on everyone in the organization to measure and evaluate the organization's knowledge and understanding of cybersecurity risk. The results showed that only 0.22% of employees responded to the phishing mail by filling out information in the phishing simulation system.

Food business has formulated the security policy that specifies the details in 11 categories including:

- Accountability, Identification and Authentication
- Asset Management
- Corporate Management
- Backup Policy, Software Licensing and Intellectual property
- Preventing Malware
- Network and Server Policy
- Internet Security Policy
- E-mail Policy
- Software Development
- Business Continuity Management

Food business plan has been made to train employees on cybersecurity knowledge and safety within the year 2023.

Sustainable Supply Chain Management

Sustainable supply chain management is a priority for the company, which places importance on conducting business with transparent, honest, and ethical partners. This is in line with the company's sustainable supply chain management policy, which covers economic, social, and environmental dimensions, as well as attention to occupational health and safety issues. The company aims to support, promote, and develop its business partners and stakeholders, both directly and indirectly, in order to create a responsible and sustainable supply chain in the long term. The company has developed sustainable procurement policies, environmentally friendly procurement policies, and codes of conduct and guidelines for business partners, in order to ensure that they are adhered to as standards of practice. All business partners and stakeholders have been informed of the company's code of conduct and guidelines.

Sustainable Supply Chain Management Performance

In 2022, CENTEL operated following the sustainable procurement policy that is in line with the company's sustainable development policy under the operational and management framework for procurement process excellence, transparency, and accountability covering the environmental, social, and governance (ESG) issues and adhered to the green procurement policy to promote and support products and services that contribute to reducing environmental impact and greenhouse gas emissions, receive certification for greenhouse gas emissions, take into consideration occupational health and safety, international human rights, and fair and equal employee treatment, and refuse any suppliers whose business is involved with modern slavery.

CENTEL has analyzed and prioritized suppliers by determining the important criteria for categorizing suppliers using the data of sales and purchase amount between the company and the supplier. The categories include highly critical suppliers, critical suppliers, and non-critical suppliers with sales and purchase amount according to the company's criteria as the guidelines for managing suppliers efficiently divided into hotel business suppliers and food business suppliers. The company also assesses its suppliers covering environmental, social, and governance (ESG) issues regularly every year.

Grouping the Importance of Supplier



Supplier	Hotel Business	Food Business
Total number of suppliers (units)	2,495	1,784
Critical suppliers that cannot be replaced by others (units)	0	15
Primary suppliers with orders over 5 million (units)	66	118
Secondary suppliers with orders under 5 million (units)	249	575
New suppliers in 2022 (% of total number of suppliers)	13%	4%
Community enterprise	20	0
The proportion of Local and International product orders (%)	95:5	90:10
Partners who have signed and acknowledged the Code of Conduct for Suppliers and Business Partners (%)	68%	2%

Supplier Relationship

CENTEL has built engagement between the company and its suppliers to conduct business based on the code of conduct and held meetings with suppliers to listen to their suggestions and clarify the revised code of conduct to ensure mutual understanding and analyze the problem to find a solution together.

In 2022, the hotel business suppliers received the reviews on the sustainable procurement policy, supplier code of conduct, and no gift policy. Food business suppliers have presented their comments on cost reduction plan, sales promotion, new technology adoption to improve

product and service efficiency, trainings with suppliers to analyze problems, ways to improve work method, ways to reduce costs and work processes that do not affect the quality of products and services, ways to apply technologies to reduce documentation and allow traceability, and working with suppliers on order forecasting so that suppliers will be able to properly prepare raw materials, reducing raw material loss that might happen if the products cannot be released in time according to the shelf life of the raw materials.

Supplier Evaluation

CENTEL puts a great emphasis on supplier evaluation and has created the supplier evaluation form based on the five main principles consisting of product and service quality that meet the quality standards and needs, receive quality standard certification, deliver on time and completely with reliable logistics system, pricing potential, development potential and new product development that respond to the company's needs, employee treatment and social and environmental responsibility, and ethical business conduct and good corporate governance.

The basic standard certifications that suppliers must receive such as FSC and PEFC which are standards for sustainable forestry as well as ISO, HACCP, and Green Industry and must pass the food and packaging quality audit.

In 2022, the hotel business conducted an evaluation of 54 critical and non-critical suppliers including onsite evaluation of 20 suppliers, online

evaluation of 19 suppliers, and survey evaluation of 15 suppliers. CENTEL has added supplier evaluation on ESG issues, environmental issues, social issues, employee treatment, social support, and governance for six suppliers. The hotel business aims to evaluate a total of 55 suppliers or 47% of all critical suppliers consisting of onsite evaluation of 18 suppliers and online evaluation of 15 suppliers.

Policy on Supply Chain Management:

<https://investor.centarahotelsresorts.com/storage/download/cg-document/20190401-centel-policy-on-supply-chain-management-en.pdf>

Sustainable Procurement Policy:

<https://investor.centarahotelsresorts.com/storage/download/cg-document/20210507-centel-sustainable-procurement-policy-en.pdf>

Code of Conduct and Guidelines for Business partners and Suppliers:

<https://investor.centarahotelsresorts.com/storage/download/cg-document/20190401-code-of-conduct-and-guidelines-for-business-partners-and-suppliers-en.pdf>

Eco-friendly Products and/or Materials

From the company's sustainable procurement policy and support for procurement of environmentally friendly products under the green procurement policy, the hotel business's green product procurement accounted for 10% of total purchase amount and that of the food business accounted for 8.3% of total purchase amount.

The hotel business has added six items of environmentally friendly products to its services including glass water bottles to reduce the amount of waste and plastic use, paper meal boxes, biodegradable coffee cups and lids, biodegradable straws, energy saving lightbulbs and seven green label products including tissues, printing papers, whiteboard markers, building paint, fire extinguishers, printers and copy machines, eco-friendly cleaning products, R-410A and R-32 refrigerant produced to save energy and reduce CFC emissions, and Label No. 5 electronic appliances and air conditioning.

The food business supported eco-friendly procurement including RSPO palm oil worth 130 million baht, FSC and PEFC certified paper straws, boxes, and bags made from planted wood using eco-friendly production process, and paper cups for takeaways and deliveries. Moreover, the company reduces the use of disposable plastics by shifting to biodegradable straws, paper shopping bags, and plastic bags made from 50% recyclable materials to reduce new plastics.

In 2022, CENTEL began collecting data on the amount of carbon credit certified products in cooking oil category. The hotel business and food business used the total of 3,149,528 liters.

Social Dimension

Goals and Performance in Social Dimension 2022

	Goals	Performance results 2022	
Social Performance Results	Average training hours for hotel business employees: 12 hours/person/year	26 hrs/personal/year	
	Work-related fatality rate: 0	0	
Goal 5.1 / Indicator 5.1.1	Hiring of disabled individuals in compliance with legal requirements: 100% Continuous employment of elderly individuals	100%	
	Total number of female executives at manager level or higher in hotel and food business: more than 50%	69%	
Goal 8.8 / Indicator 8.8.1"			



Achieved the goal



Achieving the goal

CENTEL strives to enhance the potential and quality of life for employees, support equality for human rights, provide social support in various aspects with an aim of creating jobs, careers, and sustainable communities and society in all areas where the company operates, focusing on employing locally and offering opportunities to vulnerable people to provide for themselves and families by hiring disabled people, the underprivileged, and the elderly to generate income for people in the communities and support procurement of products and services from communities in the areas to create economic growth for the surrounding communities and society.

Human Rights

CENTEL 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, ILO Declaration on Fundamental Principles and Rights at work without discrimination against race, religion, gender, skin color, language, ethnicity, or any other status, and the labor laws of countries where the company operates which cover human rights issues such as child labor, forced labor, discrimination and sexual harassment. The company has raised awareness about human rights respect and practices among employees and suppliers to prevent human rights violations by all stakeholders by providing trainings on human rights with other businesses and on basic human rights for employees. CENTEL has established the human rights policy and guidelines related to customer service to ensure strict compliance of employees such as child protection policy, guidelines

on treating people with disabilities, and guidelines on treating solo female guests to ensure safety.

CENTEL 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. CENTEL focuses on preventing and resolving sexual harassment in the workplace by providing guidelines on sexual harassment in the workplace for employees.

CENTEL has not conduct human rights due diligence with key stakeholders to identify human rights risks and to find ways to prevent or mitigate the risks. CENTEL has planned to conduct the assessment with the help of expert consultants, to be completed by the year 2023.

Policy on Human Rights:

<https://investor.centarahotelsresorts.com/storage/download/cg-document/20190401-centel-human-rights-policy-en.pdf>

Human Resource Management Strategy

Human resource management is an important issue for the Company's operation to ensure steady and sustainable growth. "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 relations.

CENTEL takes care of its employees like family members, and 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 the highest value for the organization to become Thailand Best Employer and "The Best to be Workplace" to support human resource and organizational development in all dimensions and create a positive experience for employees, which is at the heart of a happy organization and the foundation for sustainable growth.

CENTEL has established the five-year human resource strategic plan (2022-2026) to change the organizational leadership and culture to be in line with new economic environment, improve work efficiency, create leadership and promote sustainability for the organization and governance, encourage employee engagement, and become Thailand Best Employer.



Diversity and Inclusion

CENTEL's human rights policy focuses on the equal value and human dignity amid racial, cultural, and belief diversity among employees. CENTEL has developed a mindset that supports acceptance of diversity and differences in the workplace and values the differences in employees, leading to a guideline requiring equal employee treatment, non-discrimination, and not making employees feel isolated at work.

The main cultural diversity management approach is to create equality, starting from recruitment that provides equal opportunities for all, compensation and welfare provided on the same standard by considering employee competency and performance, proper environment, and executives being role models in acceptance of diversity and differences in employees.

The diversity and differences among employees in an organization lead to the creation of new innovations that have been thought and decided upon from various perspectives. Understanding different viewpoints leads to creating benefits for the organization in producing diverse products and services to meet customers' needs to the fullest extent.

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.

The hotel business implements two approaches for personnel recruitment, internally and externally. Internal recruitment is the recruitment of personnel or candidates inside the organization for an opening. Once there is a job opening, an announcement will be made to invite existing personnel with the specified qualifications to apply for the position or transfer an existing employee from the same or different department to fill the position. External recruitment is the recruitment of personnel or candidates from outside the organization, offering an opportunity for a qualified person to join the company. The first step in recruitment is determining the position and qualifications followed by searching for the candidates, postings the jobs, and selecting the qualified candidate. If the position cannot be filled, the company might use a recruitment agency.

The food business uses the following approaches to recruit employees.

1. For full-time office staff, the company seeks for candidates with a vocational certificate or bachelor's degree or higher with required qualifications for the position.
2. For store managing staff, the company focuses on those with 1-5 years or more of experience in restaurant management and promoting potential employees for an opportunity to advance in their career.
3. For operational staff, the company does not require any experience in restaurant service for full-time or part-time employees.

CENTEL chooses appropriate media to promote recruitment such as announcing job openings for existing employees in the hotel business, food business, and Central Group, organizing Career Day and Open House events, and using offline and online channels including recruitment websites such as JobsDB, JobTopgun, JobBKK, and JobThai that are suitable for the target candidates as well as social media, for example, LinkedIn, Facebook, Instagram, Line Group Posting, and LineOA @NooYimCRG. Moreover, the company offers the peer-to-peer recruitment program in which employees can recommend a friend or acquaintance to apply for a job at the company. CENTEL has created a job interview structure and tests for selecting qualified candidates.

In 2022, the cost of recruiting hotel staff was 871,535 baht and that of restaurant staff was 2,053,827 baht, totaling 2,871,362 baht.

CENTEL has adjusted its recruitment strategy by offering online job interview through MS Teams, Zoom or Google Meet and changing the behavioral interview to maintain recruitment efficiency. For positions that require a face-to-face interview, the Recruitment Department implemented measures to prevent high risks from the job interview by requiring all candidates to have received at least two vaccine doses and wear a face mask throughout the interview. There was no Covid-19 infection at the company caused by job interviews and no infection cluster at the workplace. The problem with recruitment after Covid-19 was the relocation of labour from the city to their hometowns, creating a shortage of experienced hotel staff at all levels. As the hotel industry started to recover and demand from customers rose, hotels were competing for staff at an unusually high cost. Therefore, staff had higher bargaining power and labour behavior has changed. As applicants began to recognize the importance of developing various skills to ensure job security, they began looking for jobs that allow them to develop and stretch to quickly become successful in their career and offer equal welfare and treatment without discrimination.

CENTEL has a human resource management system that stores employee information for reference and planning to achieve the company's goals and policies. The food business has used myHR, a human resource information system (HRIS) for human resource operations and data management such as manpower planning, work design, employment, wage and compensation improvement. The company uses Power BI analytical system and talent analytics to create talent development plan as well as key position analysis to identify positions that will affect the company's business to prevent risks and determine the replacement plan for those positions. The company conducts performance evaluation to promote employees for higher roles in the work for which they are responsible.

CENTEL promotes employment of persons with disabilities and senior people. In 2022, Central Plaza Hotel Public Company Limited received the Outstanding Sustainability Model Organization in the Thai Capital Market for Supporting the Disabled 2022 from the Securities and Exchange Commission and the Ministry of Finance and Department for Empowerment of Persons with Disabilities. Centara Grand Beach Resort & Villa Hua Hin, Central Restaurants Group Co., Ltd., and CRG International Food Co., Ltd. won the Outstanding Disability Employer Award from the Ministry of Social Development and Human Security.



Remuneration and Benefits

The consideration of employee compensation in the company is based on the established principles, which provide appropriate compensation compared to the standard compensation in the same industry. There is no discrimination based on gender, race, religion, and belief, and the principle of equality is followed in assessing compensation based on performance. The management pays importance to managing salary rates and basic compensation between men and women as equally as possible. As for the policy of considering salary increments, guidelines and procedures have been established for evaluating employee performance and managing compensation based on the established criteria.

CENTEL has provided various benefits for employees as required by law, and additional benefits such as weekends off, public holidays, annual vacation days, uniforms, life and health insurance, annual health check-ups, discounted employee housing, dormitories (in some branches), shuttle services (in some branches), outpatient medical expenses and dental expenses (in some branches), compensation funds (in some branches), retirement funds (for business units only), various forms of financial assistance, savings cooperatives, charitable associations, and educational support for children.

CENTEL 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 2022, the Welfare Committee discussed with the management to revise the service charge criteria for certain branches, adjusted the minimum wage and impacts in accordance with the labor law on 19 September 2022 effective on 1 October 2022, and adjusted the wage according to labor skill standards specified by the Department of Skill Development.

For the food business, the management has added health benefits by expanding health expense coverage to glasses and contact lenses for employees with visual problems. Moreover, the company focuses on equal

benefits by extending welfare to LGBTQ life partners, unmarried spouses, and adopted children. Employees are allowed to take marriage leave, receive financial support for marriage, take funeral leave, and receive visit gifts. Food business staff were able to work from anywhere under a hybrid format that was result-oriented, allowing employees to work at the office for three days and work remotely for two days (depending on their job). Additionally, to respond to the new working style, the company adjusted its equipment and working environment such as switching from office phone to 3CX system, facilitating notebook access from anywhere, providing a common space for those mostly working from anywhere, and upgrading to its computer system to Office365. The company plans to review its policy on allowances for travel, accommodation, stipend, and vehicle fuel to adjust to the situation and changing working option. The company also plans to review maternity leave in accordance with the law in term of the number of days and wage payment. If the female employee would like to take additional leave, she could take the leave without pay. Furthermore, the company plans to review the benefits apart from those required by law in 2023 including parental leave and spouse parental leave.

CENTEL has prepared a plan to increase the provident fund welfare for employees to support the increasing number of employees in both the hotel and food business.

Driving the culture of I•CARE organization

CENTEL provides training on the values of I-CARE to all employees. For new employees, knowledge is imparted through training, while existing employees have their knowledge reviewed through campaigns and I-CARE training boards. Furthermore, values are instilled in the actual work of employees, such as by focusing on innovation through Design Thinking training, which is then applied to actual work and even used to enter innovation competitions like the Innovation Convention. The importance of customers is emphasized, with customer service and satisfaction being one of the KPIs evaluated by all departments.

Employee Engagement

CENTEL organized activities to build employee engagement throughout 2022. 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

to convey business goals and direction and promote life quality knowledge such as financial literacy, mental health, monthly recreational activities, activities to cultivate organizational culture and cooperation, activities to celebrate important days, and staff party to continuously foster employee relationship.

Employee Engagement Evaluation

CENTEL evaluated employee engagement through the CHR&CRG Voice program together with the Central Group in collaboration with Kincentric by conducting a survey on employees at all levels. In 2022, the results of employee engagement evaluation of the hotel and food business were as follows:

Hotel Business Employee satisfaction survey results for the hotel business in 2022 were satisfying with satisfaction score at 85%, which was lower than target by 1% (86% target). Nonetheless, compared to the results in 2021, it was an increase of 3% (82% in 2021). Compared to the average, the current year's result was higher than the average of companies in the labor market by 14% (market average was 71%). Compared with other business units under Central Group, it was at a good level since employee engagement of the Central Group was at 72%. 3,287 employees responded to the survey consisting of 1,851 male employees or 56.31% and 1,436 female employees or 43.69%. There were three issues that employees expressed their needs for the company's improvement. The top 3 issues included:

- Work supplies and equipment which the Administration Department has planned to resolve the problem and improve work efficiency by updating the progress with employees continuously
- Compensation on which the Administration Department has conducted a labor market survey to consider an appropriate compensation structure that is competitive to competitors in the market
- Supervisor development with guidelines for developing skills of supervisors.

The top 3 issues that employees are most satisfied with were:

- Corporate values
- preparation for changing customer demand
- company's missions that helps determine work direction

The company used the survey results to organize focus group and action plan for 2023 and communicated the satisfaction survey results 2022 to employees as well as the goals and operational procedures suggested by employees. The company will monitor and report performance and progress to communicate with employees throughout 2023.

Food Business In 2022, employee engagement remained unchanged from the previous year at 64%, which was 7% lower than the average of Thai companies and 24% lower than Thailand Best Employer. 4,237 employees responded to the survey consisting of 1,181 male employees or 28% and 3,056 female employees or 72%. Despite the same 64% of employee engagement, when considering each factor affecting the engagement, there were significant increases in all dimensions (average of +7%) compared to the previous year, a result from the appointment of the Engagement Committee which comprise of members from all departments related to the issue who are responsible for planning and implementation.

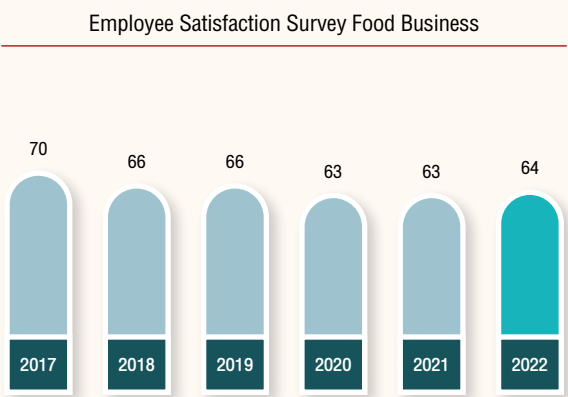
There were three issues that employees expressed their needs for the company's improvement. The top 3 issues included:

- Rewards and motivation
- Supervisor development
- Work supplies and equipment

The top 3 issues that employees are most satisfied with were

- Preparation for changing customer demand
- Freedom for decision making
- Corporate values

The Human Resource Department collaborated with the Engagement Committee to develop a plan for 2023 at two levels including organizational plan which is a strategic plan that affects employees overall. It is a continuous review from 2022 on wage survey issue and a review of the remuneration and welfare policy that is attractive and market competitive in order to create a positive work culture and improve work processes and technologies to help employees work more conveniently and efficiently with a focus on talent development and retention, and departmental plan co-created by the Human Resource Department and department executives.



Training and Development

Employee Training and Development Plan for Hotel Business Employees

In 2022, CENTEL focused on training and developing employees at all level, depending on business needs. For instance, operational staff were trained on customer service excellence and enhancement of service standards to respond to all customer needs. Supervisors were trained on people management and work-life mindset adjustment. Moreover, the company has publicized and recommended free online courses from other sources including platforms and websites and live streaming learning and has required each employees to complete at least 12 hours of learning.

The Training Division organized five employee development programs including 133 management and leadership programs, 153 safety programs, 799 online programs, 5,249 specialization programs, and 5 basic programs, totaling 6,339 programs. Due to the ongoing Covid-19 outbreak early 2022,

the company maintained its online training programs through Microsoft Teams and promoted online web-based courses to ensure continuous development of employees. After the situation started to improve midyear, the company brought back classroom learning, starting with I-CARE training to provide an opportunity for employees to review and recognize the values for work and for employees who work from home to meet face-to-face again in order to improve communication between divisions for greatest efficiency. For hotels and resorts that remained open, employee trainings were focused on specialization trainings for each division to ensure understanding and practices that meet the company's standards. Online courses accounted for 66% and classroom learning accounted for 34%.



Employee Training and Development Plan for Food Business Employees

The employee training and development plan for food business employees was designed to achieve 3 important goals consisting of

1. Business direction
2. Work trends
3. Work necessity of employees

The training programs are divided into five groups including one pre-work course, 14 leadership development courses, 4 talent and manager development courses, 13 digital and future skill development courses, and 12 specialization courses, totaling 44 courses. The company provided trainings in various formats to flexibly respond to situation in each period including online training courses, online learning, and onsite training. Strict measures to prevent the spread of Covid-19 were imposed on onsite learning for instructors and participants following the company's policy. In 2022, online training accounted for 87% and onsite training accounted for 13% with satisfaction score for instructor of 96.2% and content of 97.2%. The average pre- and post-test results of all courses showed the pre-test

results at 72.6% and post-test results at 92.4%. 10,882 operational staff passed the food hygiene course and receive the certificate.

In addition, employees had an opportunity to learn and develop through new online training courses, especially courses on digital and future skills with 14 courses provided. All employees at the administrative level received the Leader as Coach training to cultivate the coaching culture in the organization. In 2023, the company plans to expand the program to employees at the managerial level.

The food business established the training standards following the criteria of Central People Development Center Co., Ltd. Instructors must pass the Ministry of Labor's standards taught by the Ministry's experts in order to renew their instructor license issued by the Ministry's experts every year. The Human Resource Department has not had a plan to evaluate and review by an external party, but is following the standards specified by Central People Development Center Co., Ltd.

Talent Development and Succession Plan

In 2022, CENTEL in collaboration with Thammasat Business School (CONC) developed the curriculum for the leadership development program for potential food business employees to prepare them for team leadership and business operation roles. The program was divided into two courses including CRG Key Driver for employees consisting of Data-Driven Commercial Strategy course and Digital Transformation for Food Industry course with 37 participating employees and CRG Key Changer for managers consisting of Data-Driven Commercial Strategy course and Business Acumen course with 47 participating employees for employees

with managerial potential. The company encouraged employees to join Central Group's training programs including Management 1 Development Program (MDP1), Management 2 Development Program (MDP2), Growth in Role program, Communicating with Infographic program, and Leader as Coach program to enhance coaching skills for supervisors and creating a coaching culture in the organization with an aim of developing leadership traits for business and building a network of executives in Central Group to promote positive relationships and collaborations between businesses under the group.



External Training Program Using the Company's Knowledge

With an emphasis on knowledge sharing for other agencies and educational institutions, CENTEL organized an internship program to provide undergraduate students with an opportunity to gain a hands-on work experience and prepare for future employment. The hotel business collaborated with the University of Baguio to recruit student interns to provide them with an opportunity to learn about work processes and gain social and professional experience while employees gain coaching experience. Aside from providing knowledge to the students, employees received an opportunity to develop leadership and communication skills within the three-month internship period.

In 2022, the hotel business expanded the disabled person development for the service industry program. Centra by Centara Government Complex Hotel & Convention Centre Chaeng Watthana in collaboration with the Asia-Pacific Development Center on Disability (APCD) organized a one-month disabled person development for the hotel industry training program to provide a real work experience and an opportunity to develop teamwork skills. After the training, two disabled interns became the company's employees.

The food business continuously conducted the bilateral cooperative education and internship program in collaboration with 362 educational institutions nationwide. The company accepted 1,600 students at vocational certificate, undergraduate, and graduate levels per year to the program and granted scholarships for the entire program with an aim of enhancing the quality of students by providing students who already gained theoretical knowledge from educational institutions with an opportunity to experience real professional life. In 2022, the company accepted 1,000 bilateral, cooperative education, and intern students and gave them a professional certificate after graduation which allowed them to start working as a food business employee right after graduation with continued years' experience, creating a new generation of quality and experienced managers for the labour market following the idea that "More than internship experience is an opportunity for career advancement". The company plans to accept undergraduate students from educational institutions in the Southeast Asian region next year.

Safety, Occupational Health, and Quality of Life

Goal: 100% of employees received safety and occupational health training. There was zero workplace accident. There was zero lost time injury.

CENTEL's goal of safety, occupational health, and quality of life policy implementation is to reduce the risks that can lead to loss of life, injuries, and illness for employees. CENTEL has taken care of occupational health, safety and good working environment and has established management guidelines and practices according to international standards. CENTEL has promoted occupational health and safety awareness among employees and related parties. A process is in place to promote employees' health and assess the risks from the company's operations along with continuous reviews of control and prevention measures. A safety committee has been appointed for each business unit to ensure that operations are carried out in accordance with the guidelines set by the company. CENTEL organized trainings to educate employees in each department involved in operations on occupational health and safety. CENTEL arranged annual health check-up for all employees, and there is a special health check for employees who have close contact with food to ensure employees' and customers' safety and promote a basic safety knowledge to create employee awareness, ensure implementation in operations or customer services, and build customer confidence following the law.

The hotel business organized the following trainings: fire drill training with 1,439 participants, food safety & HACCP training with 520 participants, CPR & first aid trainings with 224 participants, cybersecurity trainings with 2,669 participants, and safe steps training with 104 participants.

The food business organized safety and occupational health trainings such as fire drills, food hygiene and food safety training, and food sanitation training. 32 training sessions were organized for operators and 167 training sessions were organized for food handlers. Employees who attended the training must pass the Department of Health's exam. If the employees passed the exam, they would receive a certificate which is valid for three years. 8,302 employees, or 77% of the total number of employees who were trained as of December 2022, received the valid certificates. 10,882 operational employees completed the food sanitation course and received the certificate.

In addition to knowledge training in various areas, CENTEL has set up a medical room with doctors and professional nurses treating initial illnesses or accident injuries before sending the sick or injured employees to a medical facility in case a specific medical equipment is required. CENTEL has reviewed the safety and occupational health practices to enhance knowledge on safety, occupational health, and working environment in accordance with the laws, regulations, and international standards with an aim of raising safety and occupational health standards and improving the working environment. Apart from that, the company has prepared a safety response plan.



Support for Social Development

From CENTEL's commitment to supporting potential enhancement and quality of life improvement for people in the communities and society in all areas where the company operates. In 2022, the company conducted the project with a total cost of 1,866,922.50 baht with the following details:

The 13th Million Gifts Million Smiles project	Organized the annual Christmas Lighting activity to donate to Pattaya Orphanage.
Centra by Centara Government Complex Hotel & Convention Centre Chaeng Watthana	Donated items and provided financial support for lunch at Nonthaphum Home for the Protection and Development of Persons with Disabilities, Nonthaburi province and provided the lobby area for "Community Shop" to support sales of products made by underprivileged persons, persons with disabilities, senior people, and professional group that creates social and eco-friendly products.
Centra by Centara Hotel Mae Sot	Purchased agricultural produce from Muser hill tribe villagers in Baan Huay Pla Lod Community, Mae Sot subdistrict to be used as raw materials in food cooking for customers, supporting the communities and generating income for villagers since 2017.
The KFC Sending Joy project	Used certain proceeds from sales of products in the campaign to support 20,000 meals of KFC fried chicken worth 780,000 baht to female inmates at four women's prisons who lack the opportunity to be with their family to send our support that they are not alone including Women's Central Prison, Women's Special Prison, Nakhon Ratchasima Women's Prison, and Chiang Mai Women's Prison.
The "This Meal for Medical Team"	Delivered CRG food products such as Mister Donut and KFC to raise the guard for Thai people and support the work of doctors, nurses, and medical workers at Covid-19 vaccination site off hospital in Bangkok by distributing 5,560 meals worth 210,295 baht.
The Women Cancer Project	Used the proceeds from sales of products under the brand's marketing campaign to support the purchase of medical supplies and equipment that help diagnose cancer for low income people through the Tiang Chirathiwat Foundation to be delivered to Thanyarak Foundation, Cancer Center of Nakhonping Hospital, and Ubon Ratchathani Cancer Hospital with 12 participating brands of CRG worth 240,895 baht
The 13th Million Gifts Million Smiles project	Delivered joyful gifts to children in southern border provinces and other provinces in Thailand by providing donated items from CRG brands worth 102,520 baht.
To help flood victims	The company together with the Central Group provided food and survival bags to help flood victims in 10 provinces including Ubon Ratchathani, Khon Kaen, Chantaburi, Phitsanulok, Rayong, Ayutthaya, Sisaket, Chaiyaphum, Surin, and Saraburi worth 515,382 baht.





CENTEL joined the Central Group on the “Central Group Blood Donation with Heart” social project to deliver 14 million cc of blood to the Thai Red Cross and gave the Blood Hero 2022 certificates and tokens of appreciation to employees who had been donating continuously for a long period. In 2022, hotel staff donated a total blood of 101,050 cc.



Employee Information (As at 31 December 2022))	Hotel Business								Food Business								CENTEL			
	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022

1. Employee Information

The total number of employees by gender (person)

Total number of employees	5,136				3,785				2,913				3,746				13,144				4,806				10,174				11,261				18,280				8,591				13,087				15,007			
Number of male employees	2,745		53%		2,032		54%		1,602		55%		2,082		56%		4,212		32%		1,478		31%		3,075		30%		3,469		31%		6,957		38%		3,510		41%		4,677		36%		5,551		37%	
Number of female employees	2,391		47%		1,753		46%		1,311		45%		1,664		44%		8,932		68%		3,328		69%		7,099		70%		7,792		69%		11,323		62%		5,081		59%		8,410		64%		9,456		63%	

The number of permanent employees by gender (person)

Total number of employees	5,005				3,728				2,892				3,637				5,464				4,777				4,710				4,791				10,469				8,505				7,602				8,428			
Number of male employees	2,674		53%		1,998		54%		1,589		55%		2,025		56%		1,717		31%		1,466		31%		1,404		30%		1,368		29%		4,391		42%		3,464		41%		2,993		39%		3,393		40%	
Number of female employees	2,331		47%		1,730		46%		1,303		45%		1,612		44%		3,747		69%		3,311		69%		3,306		70%		3,423		71%		6,078		58%		5,041		59%		4,609		61%		5,035		60%	

The number of temporary employees by gender (person)

Total number of employees	131		57		21		109		-		29		-		24		131		86		21		133	
Number of male employees	71	54%	34	60%	13	62%	57	52%	-	12	41%	-	11	46%	71	54%	46	53%	13	62%	68	51%		
Number of female employees	60	46%	23	40%	8	38%	52	48%	-	17	59%	-	13	54%	60	46%	40	47%	8	38%	65	49%		

The number of part-time/casual/temporary employees by gender (person)

Total number of employees	-	-	-	-	7,680	-	5,464	6,446	7,680	-	5,464	6,446						
Number of male employees	-	-	-	-	2,495	32%	-	1,671	31%	2,090	32%	2,495	32%	-	1,671	31%	2,090	32%
Number of female employees	-	-	-	-	5,185	68%	-	3,793	69%	4,356	68%	5,185	68%	-	3,793	69%	4,356	68%

The number of male employees by age (person)

Number of male employees under 30 years old.	790	29%	464	23%	334	21%	472	23%	3,340	79%	732	50%	2,167	70%	2,542	73%	4,130	59%	1,196	34%	2,501	53%	3,014	54%
Number of male employees between 30-50 years old.	1,650	60%	1,349	66%	1,098	69%	1,433	69%	830	20%	683	46%	841	27%	870	25%	2,480	36%	2,032	58%	1,939	41%	2,303	41%
Number of male employees over 50 years old.	305	11%	219	11%	170	11%	177	9%	42	1%	63	4%	67	2%	57	2%	347	5%	282	8%	237	5%	234	4%

The number of female employees by age (person)

Number of male employees under 30 years old.	844	35%	511	29%	329	25%	509	31%	6,186	69%	1,669	50%	5,078	72%	5,715	73%	7,030	62%	2,180	43%	5,407	64%	6,224	66%
Number of male employees between 30-50 years old.	1,341	56%	1,115	64%	880	67%	1,022	61%	2,592	29%	1,533	46%	1,888	27%	1,969	25%	3,933	35%	2,648	52%	2,768	33%	2,991	32%
Number of male employees over 50 years old.	206	9%	127	7%	102	8%	133	8%	154	2%	126	4%	133	2%	108	1%	360	3%	253	5%	235	3%	241	3%

The number of male employees by position (person)

Number of male operation	2,341	85.3%	1,705	83.9%	1,319	82.3%	1,754	84.2%	4,164	98.9%	1,356	91.7%	2,944	95.7%	2,562	73.9%	6,505	93.5%	3,061	87.2%	4,263	91.1%	4,316	77.8%
Number of male management	395	14.4%	311	15.3%	268	16.7%	315	15.1%	39	0.9%	111	7.5%	123	4.0%	900	25.9%	434	6.2%	422	12.0%	391	8.4%	1,215	21.9%
Number of male high-level executives	9	0.3%	16	0.8%	15	0.9%	13	0.6%	9	0.2%	11	0.7%	8	0.3%	7	0.2%	18	0.3%	27	0.8%	23	0.5%	20	0.4%

Employee Information (As at 31 December 2022))	Hotel Business								Food Business								CENTEL							
	2019		2020		2021		2022		2019		2020		2021		2022		2019		2020		2021		2022	

The number of female employees by position (person)

Number of female operation	2,016	84.3%	1,424	81.2%	1,018	77.7%	1,327	79.7%	8,838	98.9%	3,104	93.3%	6,870	96.8%	5,376	69.0%	10,854	95.9%	4,528	89.1%	7,888	93.8%	6,703	70.9%
Number of female management	372	15.6%	325	18.5%	290	22.1%	333	20.0%	89	1.0%	219	6.6%	224	3.2%	2,411	30.9%	461	4.1%	544	10.7%	514	6.1%	2,744	29.0%
Number of female high-level executives	3	0.1%	4	0.2%	3	0.2%	4	0.2%	5	0.1%	5	0.2%	5	0.1%	5	0.1%	8	0.1%	9	0.2%	8	0.1%	9	0.1%

The number of employees by work experience (person)

Number of employees with less than 1 year	831	16%	104	3%	462	16%	1,305	35%	6,279	48%	461	10%	4,050	40%	5,608	50%	7,110	39%	565	7%	4,512	34%	6,913	46%
Number of employees with 1-3 years	1,112	22%	871	23%	377	13%	517	14%	3,493	27%	1,270	26%	2,370	23%	1,853	16%	4,605	25%	2,141	25%	2,747	21%	2,370	16%
Number of employees with >3 years -5 years	694	14%	609	16%	414	14%	305	8%	978	7%	765	16%	1,176	12%	1,185	11%	1,672	9%	1,374	16%	1,590	12%	1,490	10%
Number of employees with >5 years -9 years	1,281	25%	1,066	28%	707	24%	543	14%	1,127	9%	971	20%	1,106	11%	1,044	9%	2,408	13%	2,037	24%	1,813	14%	1,587	11%
Number of employees with >9 years -15 years	794	15%	818	22%	665	23%	758	20%	658	5%	706	15%	797	8%	857	8%	1,452	8%	1,524	18%	1,462	11%	1,615	11%
Number of employees with more than 15 years	424	8%	326	9%	288	10%	318	8%	609	5%	636	13%	675	7%	714	6%	1,033	6%	962	11%	963	7%	1,032	7%

The total number of employees by religion (person)

Northern	-		66	2%	-		29	1%	1,341	10%	264	5%	723	7%	759	7%	1,341	7%	330	4%	723	6%	788	5%
Central	1,875	37%	1,393	37%	1,076	37%	1,499	40%	8,181	62%	3,428	71%	6,927	68%	7,472	66%	10,056	55%	4,821	56%	8,003	61%	8,971	60%
Northeastern	-		-		-		-		1,725		550		1,213		1,412		1,725	25%	550	16%	1,213	26%	1,412	25%
Eastern	673	13%	630	17%	404	14%	414	11%	1,089	8%	305	6%	751	7%	936	8%	1,762	16%	935	11%	1,155	9%	1,350	14%
Western	509	10%	327	9%	239	8%	-		-	0%	-	0%	-	0%	-	0%	509	3%	327	4%	239	2%	-	0%
Southern	1,569	31%	1,142	30%	857	29%	1,145	31%	808	6%	259	5%	560	6%	682	6%	2,377	13%	1,401	16%	1,417	11%	1,827	12%
Foreign Countries	510	10%	337	9%	337	12%	659	18%	-	0%	-	0%	-	0%	-	0%	510	3%	337	4%	337	3%	659	4%

The total number of employees by nationality (person)

Thailand	4,580	89.17%	3,399	89.80%	2,561	87.92%	3,142	83.88%	13,115	99.78%	4,691	97.60%	9,927	97.57%	11,201	99.47%	17,695	96.80%	8,090	94.16%	12,488	95.42%	14,343	96%
Cambodia	1	0.02%	1	0.03%	1	0.03%	1	0.03%	-	-	-	-	-	-	-	-	1	0.01%	1	0.01%	1	0.01%	1	0%
Kazakhstan	-	-	-	0.00%	1	0.03%	1	0.03%	-	-	-	-	-	-	-	-	-	-	-	1	0.01%	1	0%	
Kenya	1	0.02%	1	0.03%	1	0.03%	1	0.03%	-	-	-	-	-	-	-	-	1	0.01%	1	0.01%	1	0.01%	1	0%
Canada	2	0.04%	1	0.03%	1	0.03%	1	0.03%	-	-	-	-	-	-	-	-	2	0.01%	1	0.01%	1	0.01%	1	0%
China	9	0.18%	5	0.13%	1	0.03%	4	0.11%	5	0.04%	-	-	2	0.02%	2	0.02%	14	0.08%	5	0.06%	3	0.02%	6	0%
Japan	3	0.06%	1	0.03%	1	0.03%	5	0.13%	22	0.17%	-	-	3	0.03%	3	0.03%	25	0.14%	1	0.01%	4	0.03%	8	0%
Dutch	1	0.02%	-	-	2	0.07%	2	0.05%	-	-	-	-	-	-	-	-	1	0.01%	-	-	2	0.02%	2	0%
Denmark	1	0.02%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	0.01%	-	-	-	-	-	-
Taiwan	1	0.02%	1	0.03%	-	-	-	-	-	-	-	-	-	-	-	-	1	0.01%	1	0.01%	-	-	-	-
Nepal	14	0.27%	8	0.21%	8	0.27%	35	0.93%	-	-	-	-	-	-	-	-	14	0.08%	8	0.09%	8	0.06%	35	0%

Employee Information (As at 31 December 2022))	Hotel Business								Food Business				CENTEL										
	2019		2020		2021		2022		2019		2020		2021		2022		2019		2020		2021		2022
Bangladesh	78	1.52%	58	1.53%	45	1.54%	84	2.24%	-	-	-	-	78	0.43%	58	0.68%	45	0.34%	84	1%			
Bulgaria	1	0.02%	-	-	-	-	-	-	-	-	-	-	1	0.01%	-	-	-	-	-	-			
Belarus	1	0.02%	1	0.03%	1	0.03%	-	-	-	-	-	-	1	0.01%	1	0.01%	1	0.01%	-	-			
Brazil	-	-	1	0.03%	-	-	-	-	-	-	-	-	-	-	1	0.01%	-	-	-	-			
Pakistan	1	0.02%	1	0.03%	4	0.14%	13	0.35%	-	-	-	-	1	0.01%	1	0.01%	4	0.03%	13	0%			
Franch	9	0.18%	11	0.29%	7	0.24%	9	0.24%	-	-	-	-	9	0.05%	11	0.13%	7	0.05%	9	0%			
Cambodia	4	0.08%	3	0.08%	1	0.03%	-	-	-	-	116	1.14%	49	0.44%	4	0.02%	3	0.03%	117	0.89%			
Philipines	27	0.53%	21	0.55%	11	0.38%	45	1.20%	-	-	-	-	27	0.15%	21	0.24%	11	0.08%	45	0%			
Puttan	2	0.04%	2	0.05%	-	-	-	-	-	-	-	-	2	0.01%	2	0.02%	-	-	-	-			
Maldives	176	3.43%	117	3.09%	126	4.33%	192	5.13%	-	-	-	-	176	0.96%	117	1.36%	126	0.96%	192	1%			
Malaysia	1	0.02%	1	0.03%	1	0.03%	7	0.19%	-	-	-	-	1	0.01%	1	0.01%	1	0.01%	7	0%			
Morocco	1	0.02%	1	0.03%	-	-	-	-	-	-	-	-	1	0.01%	1	0.01%	-	-	-	-			
Germany	10	0.19%	8	0.21%	6	0.21%	7	0.19%	-	-	-	-	10	0.05%	8	0.09%	6	0.05%	7	0%			
Ukraine	2	0.04%	-	-	-	-	3	0.08%	-	-	-	-	2	0.01%	-	-	-	-	3	0%			
Russia	6	0.12%	4	0.11%	2	0.07%	2	0.05%	-	-	-	-	6	0.03%	4	0.05%	2	0.02%	2	0%			
Laos	-	-	-	-	-	-	-	-	-	-	61	0.60%	6	0.05%	-	-	61	0.47%	-	-			
Lebanon	-	-	-	-	1	0.03%	-	-	-	-	-	-	-	-	-	-	1	0.01%	-	-			
Vietnam	3	0.06%	2	0.05%	2	0.07%	5	0.13%	-	-	-	-	3	0.02%	2	0.02%	2	0.02%	5	0%			
Sri Langka	72	1.40%	53	1.40%	48	1.65%	70	1.87%	-	-	-	-	72	0.39%	53	0.62%	48	0.37%	70	0%			
Spain	1	0.02%	1	0.03%	1	0.03%	-	-	-	-	-	-	1	0.01%	1	0.01%	1	0.01%	-	-			
Switzerland	1	0.02%	-	-	1	0.03%	3	0.08%	-	-	-	-	1	0.01%	-	-	1	0.01%	3	0%			
Sweden	1	0.02%	1	0.03%	1	0.03%	1	0.03%	-	-	-	-	1	0.01%	1	0.01%	1	0.01%	1	0%			
America	4	0.08%	3	0.08%	2	0.07%	2	0.05%	2	0.02%	-	-	6	0.03%	3	0.03%	2	0.02%	2	0%			
Australia	7	0.14%	8	0.21%	4	0.14%	5	0.13%	-	-	-	-	7	0.04%	8	0.09%	4	0.03%	5	0%			
Austria	3	0.06%	2	0.05%	1	0.03%	8	0.21%	-	-	-	-	3	0.02%	2	0.02%	1	0.01%	8	0%			
England	9	0.18%	5	0.13%	4	0.14%	1	0.03%	-	-	-	-	9	0.05%	5	0.06%	4	0.03%	1	0%			
Italy	4	0.08%	3	0.08%	3	0.10%	2	0.05%	-	-	-	-	4	0.02%	3	0.03%	3	0.02%	2	0%			
India	71	1.38%	44	1.16%	54	1.85%	69	1.84%	-	-	-	-	71	0.39%	44	0.51%	54	0.41%	69	0%			
Indonesia	15	0.29%	6	0.16%	5	0.17%	16	0.43%	-	-	-	-	15	0.08%	6	0.07%	5	0.04%	16	0%			
Egypt	10	0.19%	4	0.11%	4	0.14%	8	0.21%	-	-	-	-	10	0.05%	4	0.05%	4	0.03%	8	0%			
Iran	-	-	-	-	1	0.03%	2	0.05%	-	-	-	-	-	-	-	-	1	0.01%	2	-			
South America	2	0.04%	-	-	-	-	-	-	-	-	-	-	2	0.01%	-	-	-	-	-	-			

Employee Information (As at 31 December 2022))	Hotel Business						Food Business						CENTEL											
	2019		2020		2021		2022		2019		2020		2021		2022		2019		2020		2021		2022	
No registered status	1	0.02%	7	0.18%	-	-	-	-	-	-	-	-	-	1	0.01%	7	0.08%	-	-	-	-	-	-	-
Not specify	-	-	-	-	-	-	-	116	2.41%	-	-	-	-	-	116	1.35%	-	-	-	-	-	-	-	-

The number of employees by education (person)

Lower than a bachelor's degree.	-	-	1,731	59%	2,404	64%	-	-	7,661	75%	10,648	95%	-	-	9,392	72%	13,052	87%
Bachelor's degree.	-	-	1,082	37%	1,250	33%	-	-	2,446	24%	558	5%	-	-	3,528	27%	1,808	12%
Master's degree.	-	-	99	3%	92	2%	-	-	65	1%	54	0%	-	-	164	1%	146	1%
Doctorate degree (Ph.D.).	-	-	1	0%	-	0%	-	-	2	0%	1	0%	-	-	3	0%	1	0%

The number of employees resignation (person)

Turnover Rate (%)	19.7	14.4	20.5	22.7	6.5	6.2	6.7	7.8	26.2	20.6	27.1	30.5												
The total number of employee resignations (excluding Part-time)	1,028	639	687	769	2,962	2,374	1,316	1,737	3,990	3,013	2,003	2,506												
Number of male employees	521	51%	307	48%	340	49%	368	48%	1,080	36%	867	37%	408	31%	489	28%	1,601	40%	1,174	39%	748	37%	857	34%
Number of female employees	507	49%	332	52%	347	51%	401	52%	1,882	64%	1,507	63%	908	69%	1,248	72%	2,389	60%	1,839	61%	1,255	63%	1,649	66%

The number of male resigned employees by age (person)

Number of male employees under 30 years old.	196	38%	112	36%	127	37%	106	29%	856	79%	637	73%	300	74%	351	72%	1,052	66%	749	64%	427	57%	457	53%
Number of male employees between 30-50 years old.	300	58%	174	57%	207	61%	246	67%	208	19%	222	26%	101	25%	135	28%	508	32%	396	34%	308	41%	381	44%
Number of male employees over 50 years old.	25	5%	21	7%	6	2%	16	4%	16	1%	8	1%	7	2%	3	1%	41	3%	29	2%	13	2%	19	2%

The number of female resigned employees by age (person)

Number of female employees under 30 years old.	201	40%	271	82%	154	44%	129	32%	2,280	121%	1,049	70%	674	74%	933	75%	2,481	104%	1,320	72%	828	66%	1,062	64%
Number of female employees between 30-50 years old.	283	56%	334	101%	186	54%	262	65%	634	34%	429	28%	209	23%	305	24%	917	38%	763	41%	395	31%	567	34%
Number of female employees over 50 years old.	14	3%	34	10%	7	2%	10	2%	48	3%	29	2%	25	3%	10	1%	62	3%	63	3%	32	3%	20	1%

The number of resigned employees by religion (unit:person)

Northern	-	7	1%	-	3	0%	83	3%	59	2%	41	3%	50	3%	83	2%	66	2%	41	2%	53	2%		
Central	379	37%	289	45%	253	37%	323	42%	2,419	82%	1,979	83%	1,065	81%	1,382	80%	2,798	70%	2,268	75%	1,318	66%	1,705	68%
Northeastern	-	-	-	-	-	-	175	-	124	-	81	6%	120	7%	175	4%	124	4%	81	4%	120	5%		
Eastern	85	8%	61	10%	76	11%	91	12%	191	6%	127	5%	95	7%	130	7%	276	7%	188	6%	171	9%	221	9%
Western	42	4%	34	5%	25	4%	-	0%	-	0%	-	0%	-	0%	42	1%	34	1%	25	1%	-	0%		
Southern	362	35%	211	33%	252	37%	266	35%	94	3%	85	4%	34	3%	55	3%	456	11%	296	10%	286	14%	321	13%
Foreign Countries	160	16%	37	6%	81	12%	86	11%	-	0%	-	0%	-	0%	160	4%	37	1%	81	4%	86	3%		

Employee Information (As at 31 December 2022))	Hotel Business						Food Business						CENTEL					
	2019	2020	2021	2022			2019	2020	2021	2022			2019	2020	2021	2022		

The number of resigned employees by nationality (person)

Thailand	-	-	604	88%	695	90%	-	-	1,286	98%	1,723	99%	-	-	1,890	94.4%	2,418	96.5%
Kazakhstan	-	-	1	0%	-		-	-	1		-		-	-	2	0.1%	-	
Canada	-	-	1	0%	-		-	-	-		-		-	-	1	0.0%	-	
China	-	-	2	0%	-		-	-	-		-		-	-	2	0.1%	-	
Nepal	-	-	3	0%	2	0%	-	-	-		-		-	-	3	0.1%	2	0.1%
Belarus	-	-	1	0%	-		-	-	-		-		-	-	1	0.0%	-	
Franch	-	-	2	0%	-		-	-	-		-		-	-	2	0.1%	-	
Cambodia	-	-	-		-		-	-	23	2%	14	1%	-	-	23	1.1%	14	0.6%
Philippines	-	-	6	1%	1	0%	-	-	-		-		-	-	6	0.3%	1	0.0%
Puttan	-	-	2	0%	-		-	-	-		-		-	-	2	0.1%	-	
Laos	-	-	-		-		-	-	6	0%	-		-	-	6	0.3%	-	
Maldives	-	-	34	5%	49	6%	-	-	-		-		-	-	34	1.7%	49	2.0%
Sri Langka	-	-	18	3%	12	2%	-	-	-		-		-	-	18	0.9%	12	0.5%
America	-	-	1	0%	1	0%	-	-	-		-		-	-	1	0.0%	1	0.0%
Australia	-	-	1	0%			-	-	-		-		-	-	1	0.0%	-	
India	-	-	7	1%	6	1%	-	-	-		-		-	-	7	0.3%	6	0.2%
Indonesia	-	-	3	0%	3	0%	-	-	-		-		-	-	3	0.1%	3	0.1%
Egypt	-	-	1	0%	-		-	-	-		-		-	-	1	0.0%	-	0.0%

The number of employees who resigned voluntarily by gender (people)

The total number of employees who resigned voluntarily	1,028 639 687 769								2,962 2,374 1,316 1,737								3,990 3,013 2,003 2,506							
Number of male employees who resigned voluntarily	521 51% 307 48% 340 49% 368 48%								1,080 36% 867 37% 408 31% 489 28%								1,601 40% 1,174 39% 748 37% 857 34%							
Number of female employees who resigned voluntarily	507 49% 332 52% 347 51% 401 52%								1,882 64% 1,507 63% 908 69% 1,248 72%								2,389 60% 1,839 61% 1,255 63% 1,649 66%							

The number of new recruit (person)

Total number of new recruits (exclude Part-time)	869				205				556				1,521				2,653				1,299				8,932				14,293				3,522				1,504				9,488				15,814			
Number of male employees	445	51%	101	49%	302	54%	778	51%	912	34%	484	37%	2,974	33%	4,634	32%	1,357	39%	585	39%	3,276	35%	5,412	34%																								
Number of female employees	425	49%	104	51%	254	46%	743	49%	1,741	66%	815	63%	5,958	67%	9,659	68%	2,166	61%	919	61%	6,212	65%	10,402	66%																								

The number of male new recruit (person)

Number of male employees under 30 years old.	227	51%	43	43%	126	42%	299	38%	767	84%	392	81%	2,751	93%	4,296	93%	994	73%	435	74%	2,877	88%	4,595	85%
Number of male employees between 30-50 years old.	201	45%	50	50%	171	57%	434	56%	143	16%	89	18%	220	7%	338	7%	344	25%	139	24%	391	12%	772	14%
Number of male employees over 50 years old.	17	4%	8	8%	5	2%	45	6%	2	0%	3	1%	3	0%	-	0%	19	1%	11	2%	8	0%	45	1%

The number of female new recruit (person)

Number of female employees under 30 years old.	242	57%	56	54%	116	46%	364	49%	1,365	78%	614	75%	5,523	93%	8,967	93%	1,607	74%	670	73%	5,639	91%	9,331	90%
Number of female employees between 30-50 years old.	178	42%	45	43%	134	53%	350	47%	366	21%	195	24%	425	7%	687	7%	544	25%	240	26%	559	9%	1,037	10%
Number of female employees over 50 years old.	4	1%	3	3%	4	2%	29	4%	10	1%	6	1%	10	0.2%	5	0.1%	14	0.6%	9	1.0%	14	0.2%	34	0.3%

Employee Information (As at 31 December 2022))	Hotel Business								Food Business								CENTEL							
	2019	2020	2021	2022					2019	2020	2021	2022					2019	2020	2021	2022				

The number of new recruit by religion (person)

Northern	-	0%	3	1%	-	0%	12	1%	26	1%	10	1%	508	6%	849	6%	26	1%	13	1%	508	5%	861	5%
Central	332	38%	100	49%	144	26%	621	41%	2,407	91%	1,233	95%	6,399	72%	9,902	69%	2,739	78%	1,333	89%	6,543	69%	10,523	67%
Northeastern	-	0%	-	0%	-	0%	-	0%	65	2%	17	1%	1,030	12%	1,566	11%	65	2%	17	1%	1,030	11%	1,566	10%
Eastern	82	9%	17	8%	17	3%	110	7%	80	3%	24	2%	729	8%	1,299	9%	162	5%	41	3%	746	8%	1,409	9%
Western	-	0%	3	1%	1	0%	-	0%	-	0%	-	-	-	0%	-	0%	-	0%	3	0%	1	0%	-	0%
Southern	228	26%	55	27%	286	51%	582	38%	75	3%	11	1%	266	3%	677	5%	303	9%	66	4%	552	6%	1,259	8%
Foreign Countries	190	22%	27	13%	108	19%	196	13%	-	0%	-	-	-	-	-	-	190	5%	27	2%	108	1%	196	1%

The number of new recruit by nationality (person)

Thailand	-	-	454	82%	1,221	80%	-	-	8,839	99.0%	14,237	99.6%	-	-	9,293	97.94%	15,458	97.74%
Cambodia	-	-	1	0%	-	-	-	-	-	-	-	-	-	-	1	0.01%	-	-
Kazakhstan	-	-	1	0%	5	0%	-	-	-	-	-	-	-	-	1	0.01%	5	0.032%
Canada	-	-	1	0%	-	-	-	-	-	-	-	-	-	-	1	0.01%	-	-
Japan	-	-	1	0%	4	0%	-	-	-	-	-	-	-	-	1	0.01%	4	0.025%
Nepal	-	-	3	1%	6	0%	-	-	-	-	-	-	-	-	3	0.03%	6	0.038%
Bangladesh	-	-	2	0%	23	2%	-	-	-	-	-	-	-	-	2	0.02%	23	0.145%
Pakistan	-	-	3	1%	12	1%	-	-	-	-	-	-	-	-	3	0.03%	12	0.076%
Myanmar	-	-	-	0%	-	-	-	-	74	0.8%	56	0.4%	-	-	74	0.78%	56	0.354%
Philippines	-	-	3	1%	7	0%	-	-	-	-	-	-	-	-	3	0.03%	7	0.044%
Laos	-	-	-	0%	-	-	-	-	11	0.1%	-	-	-	-	11	0.12%	-	-
Maldives	-	-	49	9%	110	7%	-	-	-	-	-	-	-	-	49	0.52%	110	0.696%
Germany	-	-	1	0%	3	0%	-	-	-	-	-	-	-	-	1	0.01%	3	0.019%
Sri Lanka	-	-	11	2%	45	3%	-	-	-	-	-	-	-	-	11	0.12%	45	0.285%
Singapore	-	-	1	0%	4	0%	-	-	-	-	-	-	-	-	1	0.01%	4	0.025%
America	-	-	1	0%	-	-	-	-	-	-	-	-	-	-	1	0.01%	-	-
Italy	-	-	1	0%	1	0%	-	-	-	-	-	-	-	-	1	0.01%	1	0.006%
Iran	-	-	1	0%	9	1%	-	-	-	-	-	-	-	-	1	0.01%	9	0.057%
India	-	-	21	4%	68	4%	-	-	-	-	-	-	-	-	21	0.22%	68	0.430%
Egypt	-	-	1	0%	3	0%	-	-	-	-	-	-	-	-	1	0.01%	3	0.019%

The number of job openings for internal employees (person)

Total number of job openings for internal employees	-	-	-	1,521	-	-	-	15,824	-	-	-	17,345
Number of male employees hired in the internal job openings	-	-	-	10	-	-	-	4,634	-	-	-	4,644
Number of female employees hired in the internal job openings	-	-	-	11	-	-	-	9,659	-	-	-	9,670

The number of employees on maternity leave (person)

Number of employees entitled to maternity leave	2,391	47%	1,753	46%	1,311	45%	1,664	44.4%	8,932	68.0%	3,328	69.2%	7,099	69.8%	7,792	69.2%	11,323	61.9%	5,081	59.1%	8,410	64.3%	9,456	63.0%
Number of employees who used maternity leave entitlement.	64	1%	67	2%	34	1%	15	0.4%	271	2.1%	135	2.8%	277	2.7%	195	1.7%	335	1.8%	202	2.4%	311	2.4%	210	1.4%
Number of employees who took maternity leave and returned to work afterward.	56	1%	56	1%	30	1%	13	0.3%	210	1.6%	108	2.2%	166	1.6%	151	1.3%	266	1.5%	164	1.9%	196	1.5%	164	1.1%

Employee Information (As at 31 December 2022))	Hotel Business								Food Business								CENTEL							
	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022

The Disability Employment (person)

Number of disable employees	54	1%	43	1%	29	1%	43	1%	242	2%	55	1%	60	1%	89	1%	296	2%	98	1%	89	1%	132	1%
Number of male disable employees	32		24		15		29		101		18		-		45		133		42		15		74	
Number of female disable employees	22		19		14		14		14		37		76		44		36		56		90		58	
Number of disable employees in opeation level.	-		-		29		43		-		-		79		89		-		-		108		132	
Number of disable employees	-		-		-		-		-		-		-		-		-		-		-		-	
Number of salaries for employees with disabilities (Baht)	7,000,000	6,000,000	4,000,000	6,100,000	17,500,000	9,741,314	10,389,350	981,048	24,500,000	15,741,314	14,389,350	7,08,048												

Hiring of elderly employees (Unit: person)

Number of elderly employees	131	3%	88	2%	65	2%	96	3%	11	0.1%	7	0.1%	10	0.1%	6	0.1%	142	0.8%	95	1.1%	75	0.6%	102	0.7%
Number of elderly male employees	73		50		37		62		1		-		1		-		74		50		38		62	
Number of elderly female employees	58		38		28		34		10		7		9		5		68		45		37		39	
Number of elderly employees at the staff level	87		40		24		35		11		7		6		5		98		47		30		40	
Number of elderly employees at the management level	58		48		41		61		-		-		4		1		58		48		45		62	
Amount of salaries for elderly employees (Baht)	55,000,000	45,000,000	46,000,000	66,000,000	4,800,000	1,798,572	773,620	267,976	59,800,000	46,798,572	46,773,620	66,267,976												

Employee promotions by gender (people)

Total number of employees promoted	240	5%	83	2%	65	2%	276	7%	-		550	11%	1,186	12%	4,344	39%	240*	0%	633	7%	1,251	10%	4,620	31%
Number of male employees	115	48%	53	64%	40	62%	164	59%	-		253	46%	355	30%	1,406	32%	115*	0%	306	48%	395	32%	1,570	34%
Number of female employees	125	52%	30	36%	25	38%	112	41%	-		297	54%	831	70%	2,938	68%	125*	0%	327	52%	856	68%	3,050	66%

Employee promotions by nationality (person)

Thai	-		69	83%	62	95%	236	86%	-		550	100%	1,186	100%	4,338	99.9%	-		619	97.8%	1,248	99.8%	4,574	99.0%
Foreigners	-		14	17%	3	5%	40	14%	-		-		-		6	0.1%	-		14	2.2%	3	0.2%	46	1.0%

Employee promotions by position (person)

Director Up	-		-		-		2	1%	-		-		-	0.3%	3	0.07%	-		-		4	0.3%	5	0.11%
Manager and Director	-		-		-		30	11%	-		-		-		1	0.02%	-		-		-		31	0.67%

Number of employees hired through Outsource/Agency *not company employees*

Total number of employees	-		-		-		468		-		-		-		31		-		-		-		499	
Number of male employees	-		-		-		281		-		-		-		20		-		-		-		301	
Number of female employees	-		-		-		187		-		-		-		11		-		-		-		198	

Employee Information (As at 31 December 2022))	Hotel Business				Food Business				CENTEL			
	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022
Number of Sales Employees												
Total number of employees	-	-	-	72 1.9%	-	-	-	8 0.1%	-	-	-	80 0.5%
Number of male employees	-	-	-	15 20.8%	-	-	-	3 37.5%	-	-	-	18 22.5%
Number of female employees	-	-	-	57 79.2%	-	-	-	5 62.5%	-	-	-	62 77.5%
Number of Female Sales Employees												
Number of female operation	-	-	-	18 32%	-	-	-	-	-	-	-	18 23%
Number of female management	-	-	-	38 67%	-	-	-	5 63%	-	-	-	43 54%
Number of female high-level executives	-	-	-	1 2%	-	-	-	-	-	-	-	1 1%
Number of male employees related to STEM : Science/ IT/ Engineering /Mathematics												
Total number of employees	-	-	-	532 14%	-	-	-	69 1%	-	-	-	601 4%
Number of male employees	-	-	-	297 56%	-	-	-	20 29%	-	-	-	317 53%
Number of female employees	-	-	-	235 44%	-	-	-	49 71%	-	-	-	284 47%
Number of female employees related to STEM : Science/ IT/ Engineering /Mathematics												
Number of female operation	-	-	-	182 14%	-	-	-	-	-	-	-	182 30%
Number of female management	-	-	-	50 9%	-	-	-	48 70%	-	-	-	98 16%
Number of female high-level executives	-	-	-	3 1%	-	-	-	1 1%	-	-	-	4 1%
Number of employees who are welfare committee members												
Total number of employees	-	-	-	125 3%	-	-	-	9 0.1%	-	-	-	134 0.9%
Number of male employees	-	-	-	67 54%	-	-	-	3 33%	-	-	-	70 52%
Number of female employees	-	-	-	58 46%	-	-	-	6 67%	-	-	-	64 48%
2. Compensation												
Employee compensation (Baht)												
Total Compensation	-	-	-	-	-	-	-	-	5,259,517,000	3,709,000,000	3,200,000,000	4,373,000,000
Provident Fund												
Number of employees who are members of Employee Provident Fund (person)	-	1,555 41%	1,110 38%	796 21%	-	541	518	534	-	2,096	1,628	1,330
Amount of money contributed by the company to the Employee Provident Fund (Baht)	-	-	-	-	-	-	-	-	-	36,000,000	29,000,000	-

Employee Information (As at 31 December 2022))	Hotel Business				Food Business				CENTEL			
	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022

Ratio of basic salary and compensation for male and female employees

High-level management positions, including Director and above	1 : 0.95	1 : 0.73	1 : 0.80	1 : 1.00	1 : 0.84	1 : 0.88	1 : 1.00	1 : 0.79	1 : 0.84	1 : 1.00
Executive level management positions	1 : 0.93	1 : 0.98	1 : 0.79	1 : 1.20	1 : 0.97	1 : 0.86	1 : 0.87	1 : 0.98	1 : 0.83	1 : 1.04
Operational level management positions.	1 : 0.96	1 : 0.98	1 : 1.03	1 : 0.79	1 : 0.97	1 : 0.98	1 : 0.98	1 : 0.98	1 : 1.01	1 : 0.89

3. Safety, occupational health, and environmental conditions in employees' work.

Total working hours of all employees (hours)

Injury Rate (IR) /per 1,000,000 operating hours	-	4.8	0.6	14.3	-	2.0	4.1	1.3	-	2.8	2.7	4.5
Lost Time Injury Rate (LTIR) /per 1,000,000 operating hours	-	-	-	1.1	-	2.2	2.3	0.0	-	2.9	1.6	0.3
Number of Fatalities	-	-	1	-	-	-	1	-	-	-	2	-
Total number of sick leave days taken by employees (days)	-	3,037	1,219	15,436	-	4,892	1,566	9,873	-	7,929	2,785	25,309

4. Promotion of relationship and employee engagement.

Important labor disputes (yes / no)	-	-	-	-	-	-	-	-	-	-	-	-
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Number of employees volunteering for social activities (person)

Number of employees participating in activities	3,806	1,110	75	1,325	3,806	22	-	-	7,612	1,132	75	1,325
Number of hours employees participated in activities (hours)	787,009	16,299	2,004	3,597	787,009	10	-	-	1,574,018	16,309	2,004	3,597

The number of complaints filed by employees regarding human rights violations and unfair labor practices (issue)

Complaints regarding human rights violations.	-	-	-	-	-	-	-	-	-	-	-	-
Complaints regarding unfair labor practices.	3	1	-	-	-	1	2	-	3	2	2	-
The number of complaints that have been resolved and addressed.	3	1	-	-	-	1	2	-	3	2	2	-
The number of complaints that are still under investigation or being addressed.	-	-	-	-	-	-	-	-	-	-	-	-

Employee Information (As at 31 December 2022))	Hotel Business				Food Business				CENTEL			
	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022

5. Employee development.

Training and development expenses for employees (baht)		8,500,000	7,584,022	7,026,116		9,600,000	7,104,300	7,894,200		18,100,000	14,688,322	14,920,316
Average training hours per employee per year (hours/person/year)	14	15	84	59	0	4.5	3.7	5.0	-	8.9	21.6	18.4
Average training hours per male employee per year (hours/person/year)	-	-	-	32	-	-	-	16.3	-	-	-	8.3
Average training hours per female employee per year (hours/person/year)	-	-	-	26	-	-	-	7.3	-	-	-	10.6

Number of employees who received training (person)

Total number of employees	-	-	-	3,746	-	-	-	11,261	-	-	-	15,007
Number of male employees	-	-	-	2,082 56%	-	-	-	3,716 33%	-	-	-	5,798 39%
Number of female employees	-	-	-	1,664 44%	-	-	-	7,545 67%	-	-	-	9,209 61%
The percentage of total employees	-	-	-	100	-	-	-	100	-	-	-	200

Number of male employees who attended training by position (person)

Number of male operation	-	-	-	1,754 84%	-	-	-	2,848 77%	-	-	-	4,602 79%
Number of male management	-	-	-	315 15%	-	-	-	867 23%	-	-	-	1,182 20%
Number of male high-level executives	-	-	-	13 1%	-	-	-	1 0.03%	-	-	-	14 0.24%

Number of female employees who attended training by position (person)

Number of female operation	-	-	-	1,327 79.7%	-	-	-	5,196 68.9%	-	-	-	6,523 70.8%
Number of female management	-	-	-	333 20.0%	-	-	-	2,342 31.0%	-	-	-	2,675 29.0%
Number of female high-level executives	-	-	-	4 0.2%	-	-	-	7 0.1%	-	-	-	11 0.1%

Number of male employees who attended training by age (person)

Number of male employees under 30 years old	-	-	-	472 23%	-	-	-	2,903 78%	-	-	-	3,375 58%
Number of male employees between 30-50 years old	-	-	-	1,433 69%	-	-	-	725 20%	-	-	-	2,158 37%
Number of male employees over 50 years old	-	-	-	177 9%	-	-	-	88 2%	-	-	-	265 5%

Employee Information (As at 31 December 2022))	Hotel Business				Food Business				CENTEL			
	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022

Number of female employees who attended training by age (person)

Number of female employees under 30 years old	-	-	-	509	31%	-	-	-	5,660	75%	-	-	-	6,169	67%
Number of female employees between 30-50 years old	-	-	-	1,022	61%	-	-	-	1,751	23%	-	-	-	2,773	30%
Number of female employees over 50 years old	-	-	-	133	8%	-	-	-	134	2%	-	-	-	267	3%
Number of employees trained in the Code of Conduct:	-	-	-	3,746		-	-	-	4,714		-	-	-	8,460	
Number of employees trained in anti-corruption:	-	-	-	3,746		-	-	-	4,714		-	-	-	8,460	

Number of employees trained in Cyber Security (person)

Number of employees	-	-	-	2,669		-	-	-	-		-	-	-	2,669	
The percentage of total employees	-	-	-	71%		-	-	-	-		-	-	-	18%	
Number of male employees	-	-	-	1,474	55%	-	-	-	-		-	-	-	1,474	
Number of female employees	-	-	-	1,195	45%	-	-	-	-		-	-	-	1,195	

The number of employees refers to those working for the company under an indefinite-term employment contract (permanent) and those working under a fixed-term employment contract (temporary).












The count of employees and non-employee workers is collected as of the reporting period. Information on non-employee workers is not included in this report as it is still being collected





Environmental Dimension

Goal: To reduce greenhouse gas emissions, energy consumption, water consumption, waste sent to landfill by 20% compared to the base year of 2019 and aim to become a net zero emission organization in 2050 (Net Zero 2050).

	Goal	2022 Performance
Performance in Environmental Dimension		
 Target 9.4 / Indicator 9.4.	Total greenhouse gas emissions in operating process	Totally 159,398 tCO2e
	Total greenhouse gas emissions in the hotel business operation	Totally 95,829.63 tCO2e
	Total greenhouse gas emissions in the food business operation	Totally 63,568.76 tCO2e
 Target 11.6 / Indicator 11.6.1	Greenhouse gas emissions reduction by 20% within 2029 compared to 2019	14 % MTCO2e 
	Proportion of using solar energy increased from 2021	27% 
 Target 12.3 and 12.5 / Indicator 12.3.1 and 12.5.1	Waste to landfill per occupied room decreased by 20% from 2019.	11% 
	Increase the ratio of recyclable waste more than 50%	37% 
 Target 13.3 / Indicator 13.3.1	Surplus Food donation to people in need	11,114.23 kilograms Totally 46,995 meals 
 Achieved the goal  Achieving the goal		

CENTEL is committed to conducting its businesses that are environmentally friendly, taking into account the direct and indirect impacts on the environment caused by the Company's operations. Therefore, CENTEL has developed a sustainable environmental and social policy framework, with key operational guidelines including efficient resource management, systematic waste management in compliance with regulations, raising awareness of the impact of climate change, and using technology to improve environmental management. CENTEL also collects data and measures progress to guide its environmental initiatives and achieve its goals.

Environmental and Social Sustainability Policy

<https://investor.centarahotelsresorts.com/storage/download/cg-document/20210507-centel-environmental-social-sustainability-policy-th.pdf>



Environmental Management in Hotel Business

The Board of Directors has approved a 10-year long-term environmental performance goal (2020-2029), consisting of 4 main goals including Reduction of energy consumption, Reduction of water consumption, Reduction of wastes for landfills, and Reduction of greenhouse gas emissions by 20% compared to the Baseline Year 2019. In 2022, amid an increasingly severe climate change crisis, CENTEL has expanded its important goal in environmental performance, which is aiming to become an organization with net zero greenhouse gas emission by 2050 (Net Zero 2050) and to increase the proportion of alternative energy use, as well as to increase green areas for carbon gas absorption.

To achieve the goal, the hotel business has accelerated the expansion of projects to install more solar panels, implemented system and equipment improvements to reduce energy consumption, reused released heat, waste segregation for recycling, reduced wastes to landfills, and implemented other special projects. The hotel business has continued to eliminate single-use plastic in guest journeys. The goal is to stop all use by 2025.

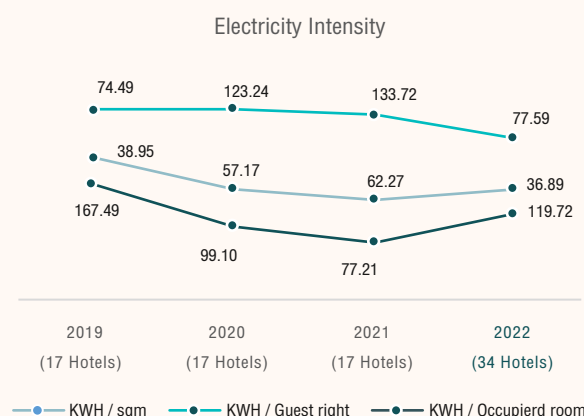
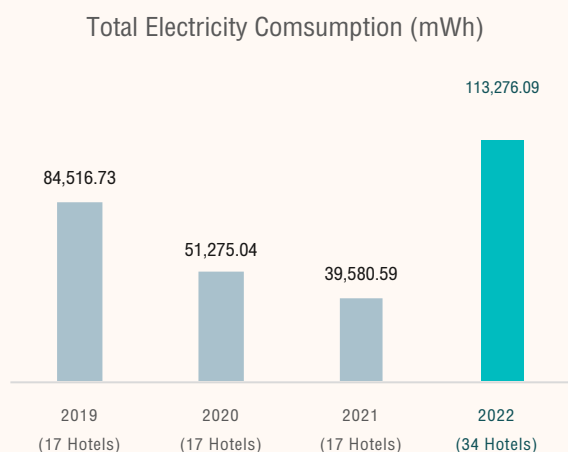
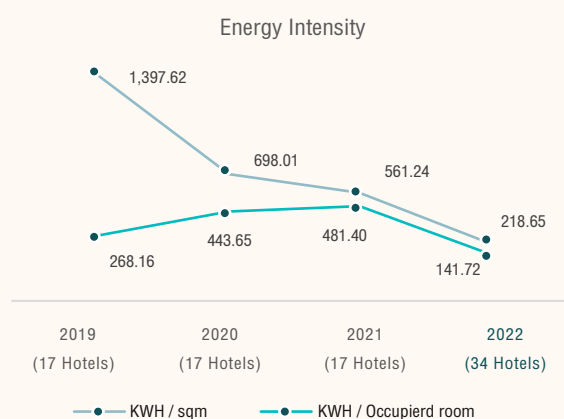
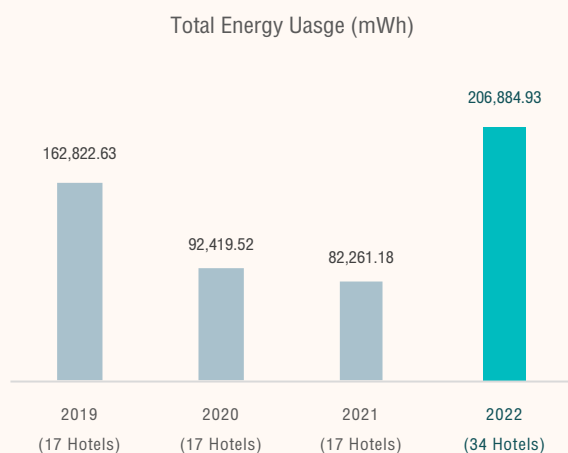
In 2020, the hotel business has implemented a sustainability system called Greenview Portal, which is certified by the Global Sustainable Tourism Council (GSTC) for data collection, measurement, and comparison of performance. Later, in 2021, the hotel business has implemented Centara's sustainability management system called "Centara EarthCare" and has been certified for GSTC-Recognized status, it is deemed as the first hotel chain in Asia to be certified for its sustainability management system in accordance with the standards of the Global Sustainable Tourism Council (GSTC). In 2022, 12 hotels and resorts under Centara hotels and resorts together with the head office have been assessed and granted a hotel sustainability certification from the Global Sustainable Tourism Council (GSTC) in accordance with an audit conducted by Vireo SRL, an auditing organization for sustainability performance in the tourism industry. In addition, the Company has also set a goal for all hotels and resorts in Centara Group to be certified for sustainability standards by 2025.

Remark: Environmental data of hotel business in 2019-2021, 17 hotels owned by the Company. In 2022, 34 hotels including hotels owned by the Company and hotels under the management of the Company to control the operations

Energy Management

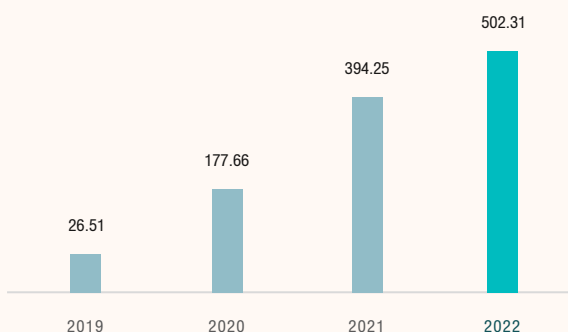
Goal: To reduce energy consumption by 20% within 2029 compared to the Baseline Year 2019 (unit: kWh per square meter)

In 2022, the total energy consumption from various sources was 206,884.93 megawatt hours, the total energy intensity rate was 218.65 kWh per square meter, decreasing 84% from the Baseline Year and the total energy intensity per guest room was 141.72 kWh, decreasing by 47% from the Baseline Year. Electricity consumption of the hotel business was 113,276.09 megawatts per hour, electricity intensity was 119.72 kWh per square meter, decreasing by 29% from the Baseline Year, and electricity intensity per occupied room was 77.59 kWh/occupied room, increasing by 4% from the Baseline Year and decreasing by 42% compared to the previous year.





Renewable Energy (mWh)



Renewable Energy

In 2019, Centara Ras Fushi Resort & Spa Maldives installed rooftop solar panels at the main building, which has generated enough pollution-free power to supply by 40% of the property's total energy needs. In 2022, a total of 502.31-megawatt hours of electricity can be generated from solar panels. The total electricity produced from the solar energy system is 1,100.73 megawatts, saving the cost of purchasing fuel for electricity generation.

Energy Consumption Reduction

The hotel business has implemented several energy reduction and energy efficiency projects, with an aim to achieve the goal of energy consumption reduction by 20% from the Baseline Year 2019, covering the development, improvement, change and application of new technologies to support becoming Smart Hotel, focusing on efficient energy consumption and usage, such as

- Smart motion sensors for guest room installation project to control room energy consumption for lighting and air conditioning systems with control system showing occupied room status, helping to reduce energy wastage, and immediately solving problems if room system has problems or needs to be fixed, this system was installed at Centara Grand at CentralWorld and Centara Reserve Samui
- Heat pump for hot pool jacuzzi Spa project which can reduce energy consumption by 2-3 times
- Magnetic-Bearing Chiller Compressors installation project, it is a refrigeration technology used in air conditioning system, helping to reduce the use of lubricating oil used for electrical system only, it can reduce energy consumption by 10%, and reduce maintenance costs, this system was installed at Centara Grand Mirage Resort Pattaya and is planned to be installed in 3 more hotels
- Chiller optimizer installation project which can help to reduce electricity consumption by 10-15%, this system was installed in 5 hotels
- Waste heat recovery by boiler economizer installation project, it is the process of reusing the heat released from the system to the boiler so that the hot steam will be used in the ironing room and to boil hot water in guest rooms, it can reduce energy consumption and extend the life of steam generator, this system was installed in 5 hotels and is planned to be installed in one more hotel next year.

Refrigerant

In 2022, the data on all types of refrigerants used in the operation of the hotel business was collected, and the calculation on the amount of greenhouse gas emissions from usage showed 13,137.9 tons of carbon dioxide equivalent.

Earth Hour

The hotel business has organized an activity 'Earth Hour' with hotel guests and employees continuously participating in activities in each hotel every year, with an aim to raise awareness and participation in energy consumption reduction.

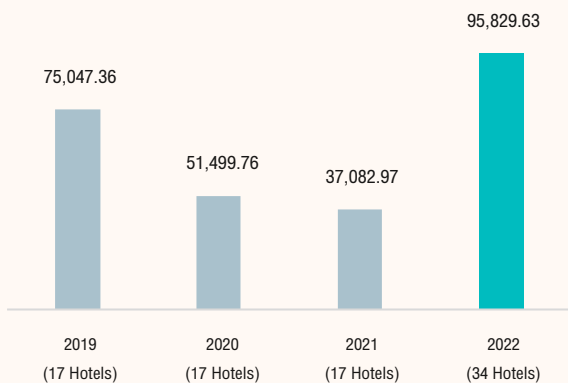


Greenhouse Gas

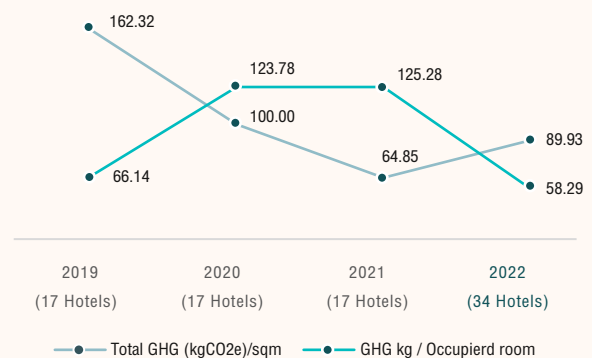
The hotel business has created a greenhouse gas inventory by collecting data on the sources of greenhouse gas emissions from various sources of operations to calculate the amount of greenhouse gas, monitored the data, and reported greenhouse gas emissions in Scope 1 and Scope 2 from energy consumption, electricity and refrigerant consumption including greenhouse gas emissions in Scope 3 based on the data of employee air travel, water consumption and the amount of waste for landfills.

In 2022, the amount of greenhouse gas discharged by hotel business was 95,829.63 metric tons of carbon dioxide equivalent with the concentration rate of greenhouse gas emissions per area at 89.93 kg carbon dioxide equivalent per square meter, 39% higher than the previous year and 45% lower than the Baseline Year (2019), while the intensity rate of greenhouse gas emissions per occupied room was 58.29 kilograms of carbon dioxide equivalent, 53% lower than the previous year and 12% lower than the Baseline Year (2019). The proportion of greenhouse gas emissions in Scope 2 was 53% of the total greenhouse gas emissions.

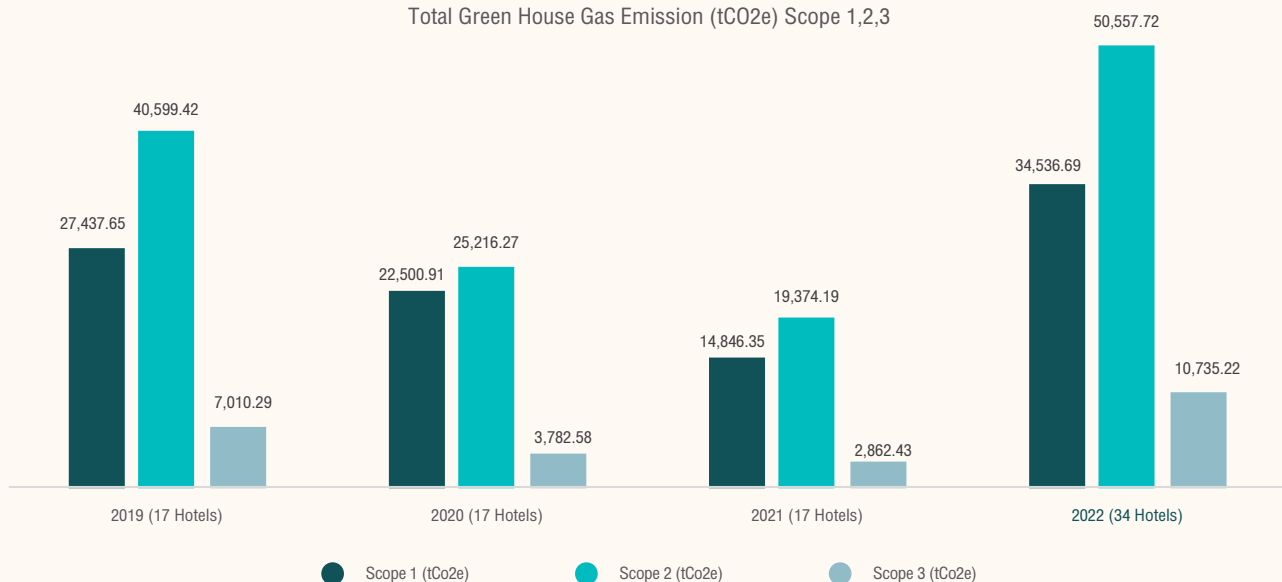
Total Green House Gas Emission (tCO₂e)

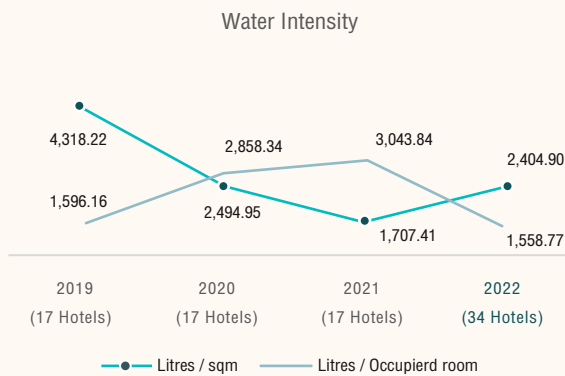
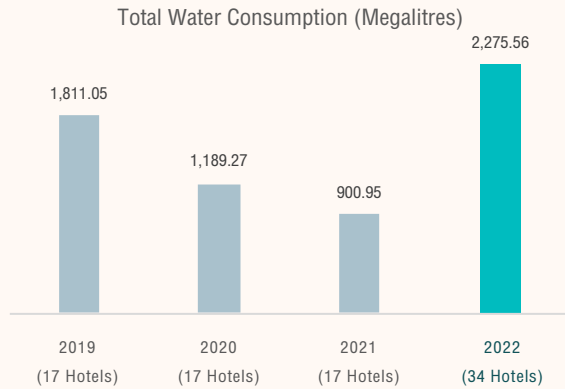


Greenhouse Gas Emission Intensity



Total Green House Gas Emission (tCO₂e) Scope 1,2,3





Water Consumption and Wastewater Management

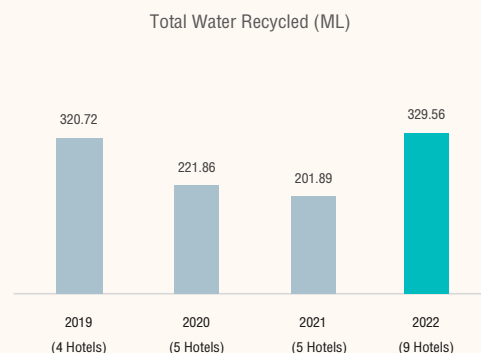
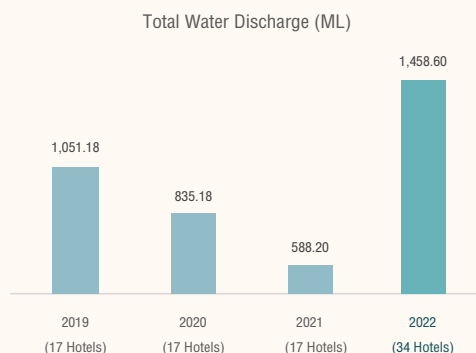
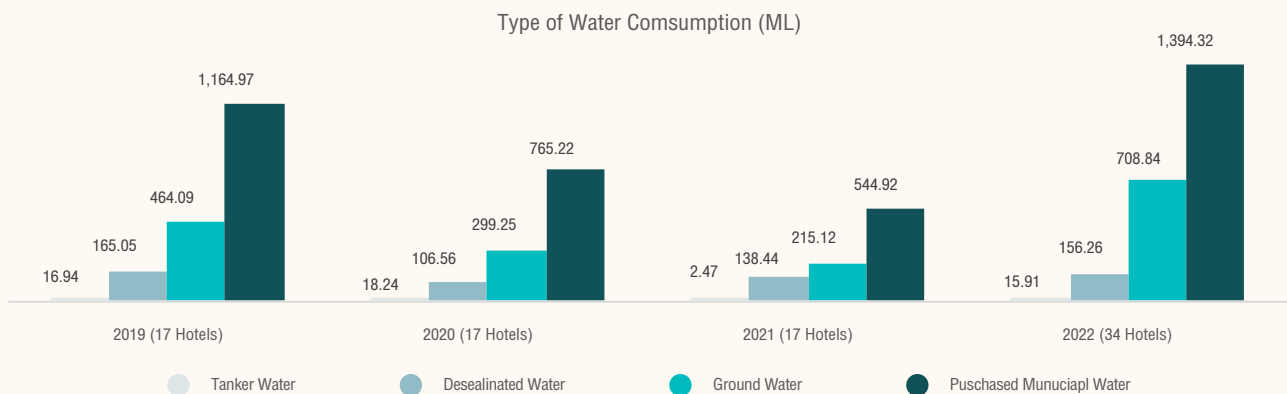
Goal: To reduce water consumption by 20% within 2029, by measuring from the intensity rate of water consumption (unit: liters per square meter compared to the Baseline Year (2019))

Under the defined water management service policy, the hotel business has operated by installing water-saving devices such as showers, faucets, and toilets in customer service areas and has encouraged customers to participate in water-saving by inviting them to participate in My Green Day and Going Greener program, reusing linen and towels for guests staying more than 1 night and all employees are trained on water saving and water consumption for maximum efficiency.

The total water consumption of the hotel business comes from many sources such as municipal water supply, groundwater, tanker water, and desalinated water. In 2022, the total water consumption was 2,275.56 megaliters, and the ratio of water intensity was 2,404.90 liters per square meter, increasing 41% from the previous year and decreasing 46% from the Baseline Year, while the ratio of water intensity per occupied room was 1,558.77 liters, decreasing 49% from the previous year and decreasing 2% from the Baseline Year.

Wastewater Treatment

The hotel business has formulated the guidelines for wastewater management by analyzing the quality of wastewater from a certified laboratory on a monthly. Additionally, the hotel business has also prepared an annual wastewater treatment system inspection report by a certified external auditor to ensure that the wastewater from the hotel business shall not cause any impact on surrounding communities.



Water recycling management

In 2022, a total of 9 hotels in Thailand and the Maldives implemented a water management policy for the utmost benefit by reusing treated water for watering plants and reducing water for a lawn to reduce water consumption. The total amount of reused water was 329.56 megaliters.

Waste Management

Goal: To reduce waste by 20% from the Baseline Year 2019 (unit: kilograms per occupied room)

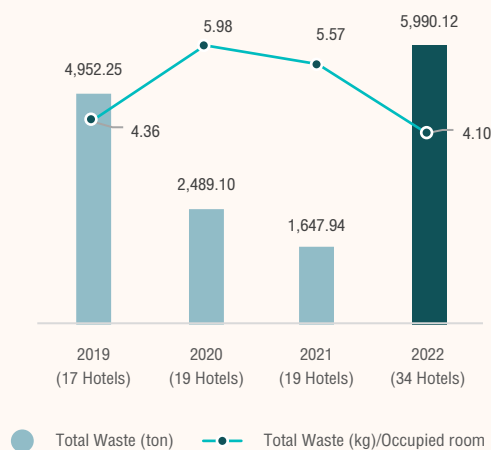
The hotel business has formulated the guidelines for waste management so that all hotels can properly operate, waste segregation is sorted from upstream to be forwarded to waste disposal service providers for proper disposal. There are 4 main categories of waste including general waste, food waste, hazardous waste, and recyclable waste. The contractor or waste disposal service provider must obtain a valid license, or be a local agency in each area responsible for waste disposal to ensure that waste from hotel operations shall not affect or shall have the least impact on communities and society in the area where the hotel operates and to reduce the amount of waste to landfills as much as possible, deliver recyclable waste into processing procedure to be useful again.

Each hotel provides separate waste bins in the service area and work area for employees, all waste will be forwarded to a waste room where waste

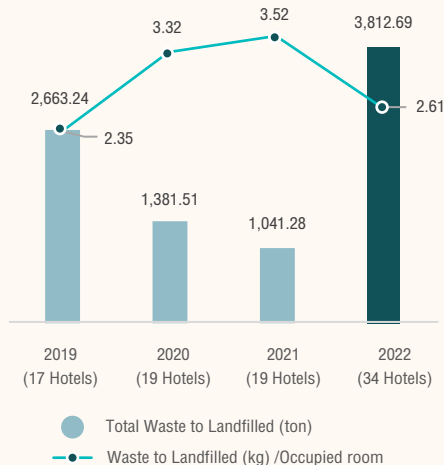
is clearly sorted and labeled for each type of waste along with recording the amount of waste each day, each type of sorted waste shall be passed on to waste disposal service providers, for example, recyclable waste e.g. various types of plastics, paper, aluminum; organic waste and food waste shall be used for composting and animal feed and converting into energy. In addition, employees are regularly communicated to review their knowledge of waste sorting, provided with training, and public relations materials are continuously provided. Partners are communicated to reduce the use of disposable packaging and bring packaging containing goods back. When partners send raw materials like vegetables and fruits, they must change into separate containers provided by the hotel to reduce the amount of waste.

Hazardous Wastes include packaging of various chemicals such as cleaners and detergents, antiseptics, oils, greases, solvents and paints, chemicals used for swimming pools and landscaping, various office products including expired toner cartridges, batteries and fluorescent lamps, etc., as well as infectious waste or contaminated with bodily fluids or other infectious materials that are required to be properly handled, which are usually eliminated by incineration, disinfection with steam or disinfection with chemicals. In 2022, the total amount of hazardous waste was 24.43 tons, and hazardous waste generated per occupied room was 0.02 kilograms, a decrease of 88% compared to previous year.

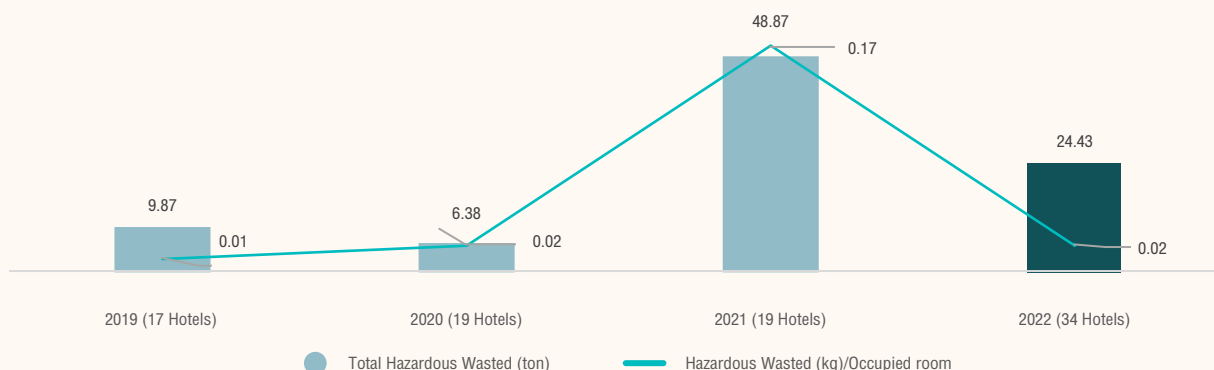
Total Waste Generated



Total Waste to Landfilled

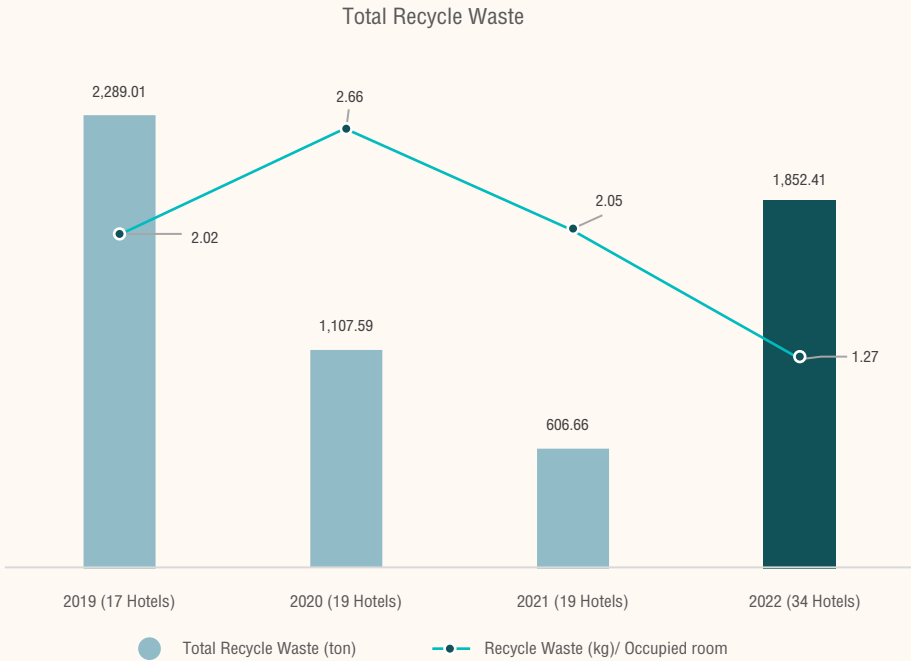


Total Hazardous Waste



Recyclable Waste

The waste segregation policy to reduce the amount of waste to landfills makes it possible to sort various types of recyclable waste, including plastic, paper, cardboard, metal, glass and cooking oil from hotel kitchens, including some food waste will be used as animal feed, for composting and be converted into biogas to reduce the amount of waste for landfills. In 2022, the total amount of recyclable waste was 1,852.41 tons, the average amount of recyclable waste per occupied room was 1.27 kilograms, a decrease of 38% from previous year.

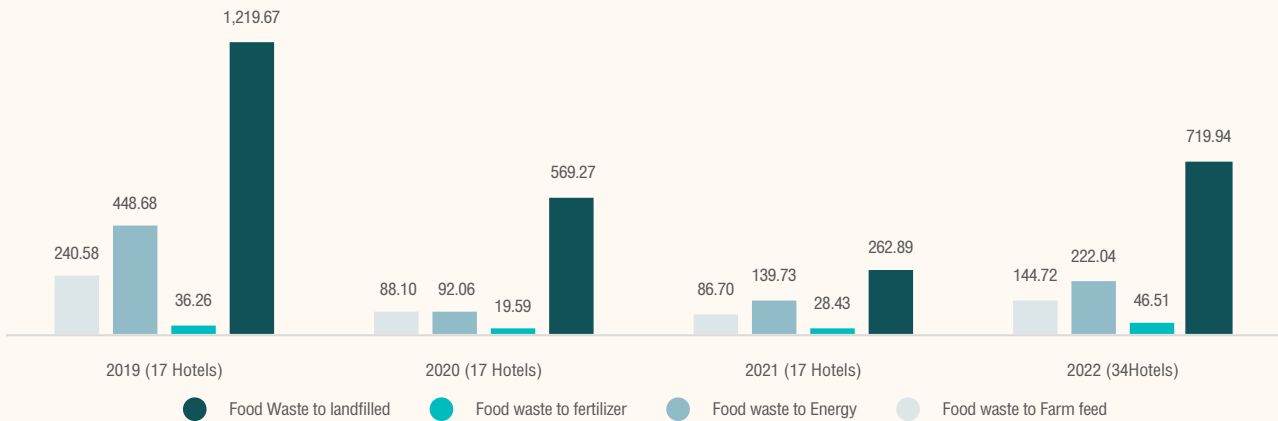


Food Waste

A policy of systematic food waste management has led to rigorous practice, as a result, the number of food waste in landfills tends to be decreased. In 2022, the total amount of food waste was 1,133.20 tons which were sent to landfills for 144.72 tons, the proportion of food waste to landfills was reduced to only 13% of the total amount compared to the previous year where the proportion was at 17%.



Food Waste

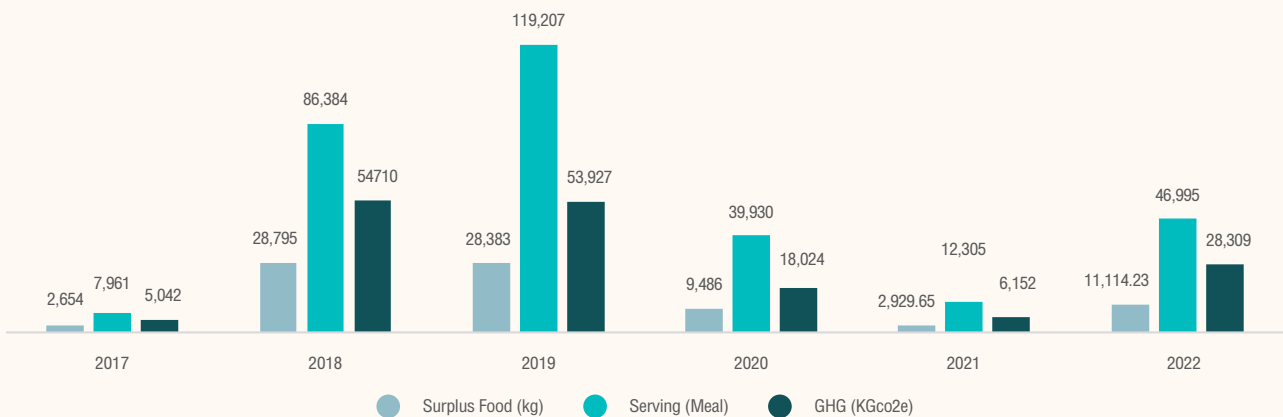


Organic Waste Machine

The hotel business has used organic waste disposer to covert food waste and other organic waste to fuel for cooking and fertilizer, Centra by Centara Maris Resort Jomtien is the first hotel equipped with organic waste disposer, then additional installations are conducted at Centara Grand Beach Resort Phuket and Centara Reserve Samui. The waste disposer can handle totally 230 kilograms of organic waste per day, with the fertilizer production rate of 230 liters per day, a total biogas production rate equivalent to liquid propane gas (LPG) of 10.58 kg per day. Greenhouse gas emissions can be reduced by 194.76 tons of carbon dioxide equivalent per year. In addition, in Maldives, the Company installed organic waste disposers with 500-kilogram size for composting at Centara Grand Island Resort & Spa Maldives and Centara Ras Fushi Resort & Spa Maldives, further information on organic waste management will be reported in 2023



Surplus Food Donation



Surplus Food Donation

The hotel business has continued to carry out the Surplus Food Donation Project with Scholars of Sustenance Foundation (SOS) Thailand to donate surplus food to the poor and vulnerable groups with needs, it is regarded as food waste management for maximum benefit. In 2022, hotels participating in the project donated 11,114.23 kilograms of surplus food, equivalent to 46,995 meals, and greenhouse gas emissions were reduced by 28.31 tons of carbon dioxide equivalent. Since the implementation of this project in 2017, the hotel business has donated a total of 83,361.88 kilograms of surplus food, equivalent to 312,782 meals, which can reduce greenhouse gas emissions by 166.16 tons of carbon dioxide equivalent.

Bio-Diversity Promotion

The Company is committed to preserving biodiversity and ecosystems with the policy covering significant issues as follows:

- To support and promote the participation in the conservation of biodiversity including the appropriate management of the Company's assets, focusing on protected natural areas and areas with high biodiversity to minimize the impacts on natural ecosystems, allowing ecosystems to be recovered and compensating for their participation in ecosystem conservation management.
- To provide measures to avoid taking exotic animals and plants into local ecosystems by using only native species in the landscape management and for restoring ecosystems where possible, especially in natural landscapes.
- To comply with policies and practices in relevant locality to reduce the impacts that will occur on the ecosystem
- If natural interactions with wild animals can be done without disturbing them and taking into account the consequences, and with responsible management to comply with natural behaviors of the wildlife.
- To not procure, breed or detain any wild animal species unless done by authorized persons with proper equipment and only for the purposes of conducting well-regulated activities in accordance with international laws, and the provision of habitation, supervision and control for any wild animals or pets must meet the highest standard of animal welfare.
- The Company will not hunt, consume, display, sell or trade any species of wildlife unless it is a part of controlled activities and in accordance with local requirements and international laws.

The hotel business has adopted the aforementioned policies as guidelines, provided trainings to educate employees and communicate with guests to avoid possible impacts.





Cultural Heritage

The Company is committed to preserving cultural heritage and reducing impacts damaging cultural heritage, policies and guidelines have been prepared as follows:

- To follow international and national standard guidelines as well as guidelines for entering the area of local communities and historical or cultural heritage sites to reduce the impacts that will cause any damage to communities as much as possible, and create values for locality, together with creating the highest satisfaction of tourists.
- To participate in the protection, preservation and development of cultural sites, places and traditions which have historical, archeological, cultural and spiritual significance for people in local communities and to not impede residents in local communities to access those cultural sites, places and traditions.
- To emphasize and apply authentic characteristics of traditional and contemporary cultures of locality together with the design, decoration, cooking, while respecting the wisdoms of local communities.
- To not sell, exchange or display antiquities or any other historic objects unless it is permitted by applicable local and international laws.

The hotel business supports the preservation of cultural heritage values and communicates information to customers and clients through products and services, such as local food festivals, local traditional activities, dressing in traditional clothes, providing customers with advices on local languages to be used for basic communication. In addition, basic information about Do's and Don'ts is prepared to communicate with customers for their understanding of local cultures and learning about the variety of ways of life in different areas by disseminating information about traditions and culture in each area through many channels used to communicate with customers such as websites, social media channels and digital channels inside the hotel.

Environmental Impact Assessment (EIA)

The hotel business conducts an environmental impact assessment, prepares a report on the implementation of measures to prevent and correct environmental impacts and measures to monitor the quality of the environment (Monitoring Report) twice a year in accordance with the requirements of the Office of Natural Resources and Environmental Policy and Planning, conducts an environmental impact assessment in case of new projects, covering 4 environmental-related issues based on requirements with details of potential impacts, measures to prevent and correct environmental impacts and monitoring the compliance with measures to prevent and correct environmental impacts, and prepares the report by a person authorized to conduct an environmental impact assessment from the Office of Natural Resources and Environmental Policy and Planning.



Sustainability assessment: the Global Sustainable Tourism Council (GSTC) for Hotel

The Global Sustainable Tourism Council or GSTC has established standards and guidelines for hotel sustainability in 4 main pillars, 24 topics, covering 67 sustainability issues under the sustainable tourism criteria of hotels including Section 1: Sustainability Management; Section 2: Social & Economic benefits; Section 3: Cultural Heritage; and Section 4: Environment.

In 2021, Centara Earth Care or Centara's Sustainability Management System has been accredited for GSTC-Recognized status by Global Sustainable Tourism Council, it is deemed as the first hotel group in Asia to be certified for its sustainability management system in accordance with GSTC standards. In 2022, twelve hotels and resorts under Centara Group along with its headquarters passed the assessment and audit of standard on Global Sustainable Tourism under Hotel category organized by Verio, a GSTC-accredited auditing expert organization, including:

- Centara Grand & Bangkok Convention Centre at CentralWorld
- Centara Grand at Central Plaza Ladprao Bangkok
- Centara Grand Beach Resort & Villas Krabi
- Centara Grand Beach Resort & Villas Hua Hin
- Centara Grand Mirage Beach Resort Pattaya
- Centara Grand Beach Resort Phuket
- Centara Villas Samui
- Centara Villas Phuket
- Centara Hotel Hat Yai
- Centra by Centara Government Complex Hotel & Convention Centre Chaeng Watthana
- Centara Grand Island Resort & Spa Maldives
- Centara Ras Fushi Resort & Spa Maldives

The Company has set a goal that all hotels and resorts under Centara Group must be GSTC certified by 2025.

In addition, Centara Grand & Bangkok Convention Centre at CentralWorld has also been awarded for ISO 22000:2018 certification for food safety management standards, along with HACCP and GHP safety control standards in all food production processes.

Green Hotel Standard

Totally 14 hotels of Centara Hotels and Resorts have been granted of Green Hotel Award (G Mark) by the Department of Environmental Quality Promotion, Ministry of Natural Resources and Environment as follows:

- Centara Grand & Bangkok Convention Centre at CentralWorld;
- Centara Grand at Central Plaza Ladprao Bangkok;
- Centara Grand Beach Resort & Villas Hua Hin;
- Centara Grand Mirage Beach Resort Pattaya;
- Centara Grand Beach Resort Phuket;
- Centara Kata Resort Phuket;
- Centara Villas Koh Samui;
- Centara Hotel Hat Yai;
- Centara Hotel & Convention Centre Udon Thani;
- Centara Anda Dhevi Resort & Spa Krabi;
- Centara Azure Hotel Pattaya;
- Centra by Centara Government Complex Hotel & Convention Centre Chaeng Watthana;
- Centra by Centara Maris Resort Jomtien;
- Centra by Centara Phu Pano Resort Krabi



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.

Task Force on Climate-Related Financial Disclosures I (TCFD)

In 2022, CENTEL assessed the Task Force on Climate-Related Financial Disclosures by collecting relevant information including financial information, data of business operations that affect climate change, to consider and assess the impacts on the hotel and food businesses, Climate Scenario Analysis conducted by external experts from risk assessment organization under 3 scenarios for analysis as follows:

- High Climate Change Scenario- RPC 8.5 with high levels of greenhouse gas emissions, causing the temperature to rise more than 4 degrees Celsius (4.5 °C), with severe impact.
- Moderate Climate Change Scenario-RPC 4.5 with a temperature increase of more than 2 degrees Celsius (2 °C).
- Low Climate Change Scenario-RPC 2.6 with a temperature increase of not more than 2 degrees Celsius (2 °C). The climate policy is urgently driven.

Transition Risk

- Policy Risk: it is expected that if the law on climate change is enforced in the future including carbon tax policies, CENTEL may be affected at a low level, this is due to the Company's operational guidelines under the goal Net Zero 2050 in the reduction of greenhouse gas emissions and the increase of renewable energy proportion.
- Market Risk-Suppliers Carbon Pricing Risk: experts have predicted that under the carbon price situation, CENTEL may be affected by the price increase of certain products and raw materials if its trade partners have to pay carbon costs from a production process, including a carbon tax for trade partners, such as the price of hotel construction equipment, electrical equipment, textile products and packaging for food business.
- Technology Risk: based on technology risk assessment in hotel and food businesses, it is expected that CENTEL may be affected at a low level due to the development of low-carbon products and services that have been implemented, for example, improving equipment to use energy with utmost efficiency, use of alternative energy. CENTEL has increasingly adopted new technologies for collecting, analyzing, monitoring, and managing greenhouse gas emissions.
- Reputation Risk: based on this risk assessment, it is expected that CENTEL may be affected at a high level because the overall business operation has an amount of greenhouse gas emissions at a quite high level when compared to other companies in the same industry per unit of income. However, the Company has placed the guidelines to reduce greenhouse gas emissions in Scope 1 and Scope 2, resulting in lower emission concentrations compared to other companies in the same industry.

Physical Risk

The assessment of physical risk showed that CENTEL may face the risks of sea level rise, heat waves, and moderate water due to climate change. If classified business areas in Thailand, Bangkok, and Krabi Province are at risk of sea level rise, and the Maldives.

After the assessment of climate change risk, the Company has applied such information in business planning to keep up with changes that may affect future business operations.



Environmental Management of Food Business

Environmental Management of Food Business

Central Restaurant Group, or CRG, manages environmental aspects of the food business under a policy that focuses on environmental importance. The business is conducted alongside efforts to reduce environmental impact, pushing environmental management under the direction of executives to be put into practice by various brands. It also instills environmental consciousness in employees of the food business group and communicates environmental situations and problems. This is one of the directions driving the idea of organizational responsibility towards society in terms of conserving the environment, beginning within the organization, and extending outside of it.

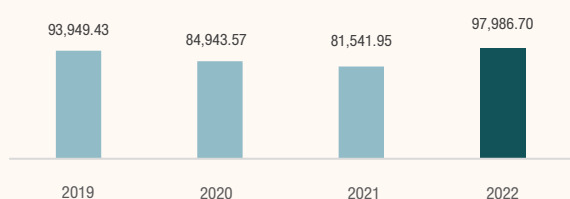


The Environmental Performance of the Food Business

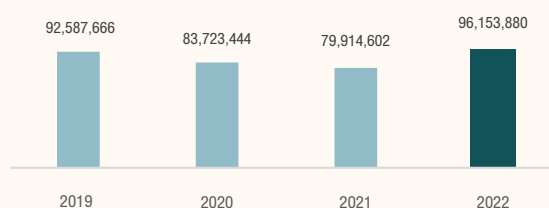
Energy Management

The total energy consumption of the food business, as measured by electricity and gas usage in cooking, for the year 2022 was 97,968.70 megawatt hours per hour, which increased by 20% compared to 2021 due to the opening of new branches and expansion according to the business plan. The energy intensity per unit area was 0.70 megawatt hours per square meter per hour. Meanwhile, the energy intensity per unit revenue (in million baht) was 8.39 megawatt hours per hour, a decrease of 4% from 2021.

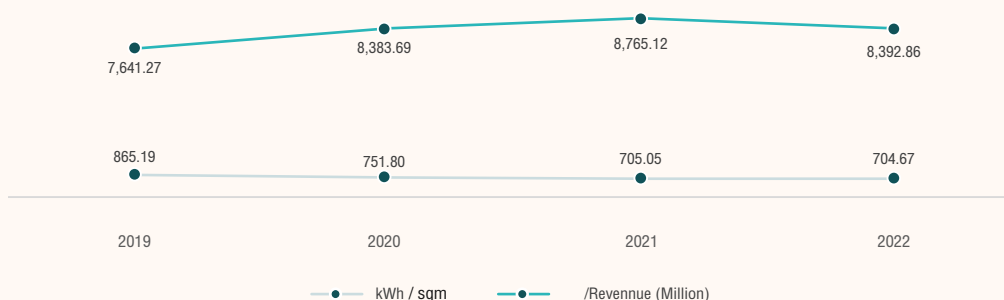
Total Energy Usage (mWh)



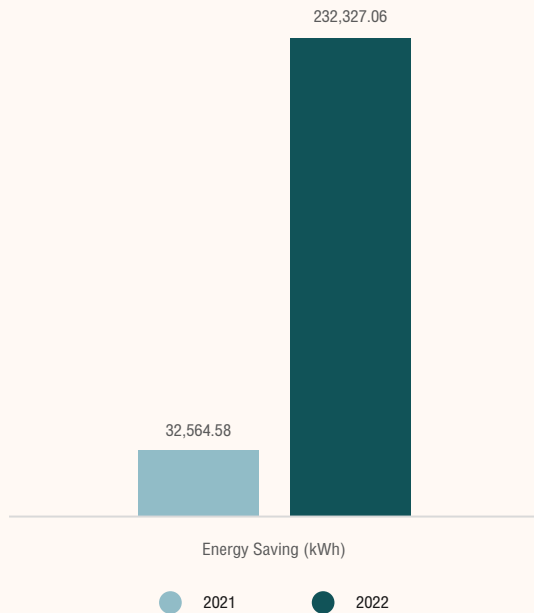
Total Electricity Consumption (mW)



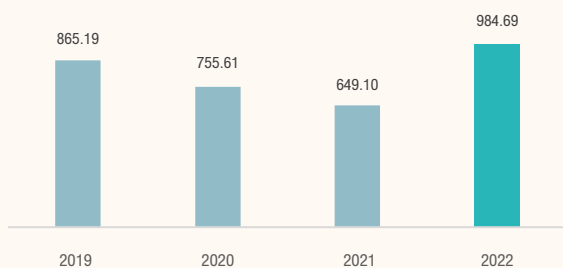
Energy Intensity



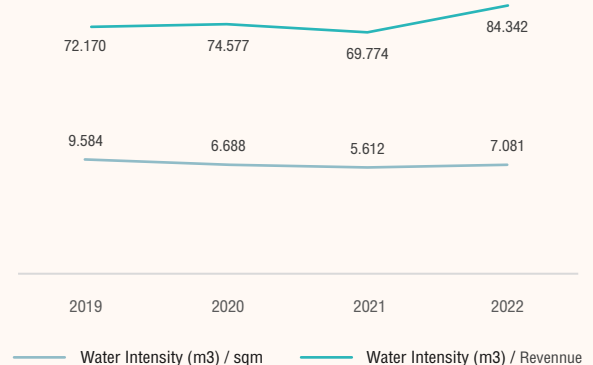
Renewable Energy



Total Water Usage (ML)



Water Intensity (m3)



The food business has implemented a project to reduce electricity consumption in accordance with the company's energy reduction policy. They have installed equipment to adjust the speed of motors (Kitchen Exhaust Fan & Make Up Fan) to reduce energy consumption of air suction fans and smoke exhaust fans in kitchen areas. They also use refrigerators and freezers that use natural refrigerants (R 290), which received a 10% investment support from the Electricity Generating Authority of Thailand (EGAT). This system is being monitored for energy savings. In addition, a Smart LPG Optimizer has been installed in the gas tank area at Grab Kitchen to use the remaining gas and reduce costs by up to 17%.

The food business began using renewable energy to operate in 2021 by installing solar panels to reduce electricity consumption. In 2022, energy consumption was reduced by a total of 232,327.06 kilowatts per hour, and greenhouse gas emissions were reduced by 116.14 tons of carbon dioxide equivalent.

Water Management

In 2022, the food business used a total of 984.69 million liters of tap water in its operations, an increase of 52% from the previous year, due to the opening of new branches and an increase in the number of branches. Water usage per unit area was 0.007 million liters, an increase of 26% from the previous year. Water usage per unit revenue (million baht) was 0.84 million liters, an increase of 21% from the previous year.

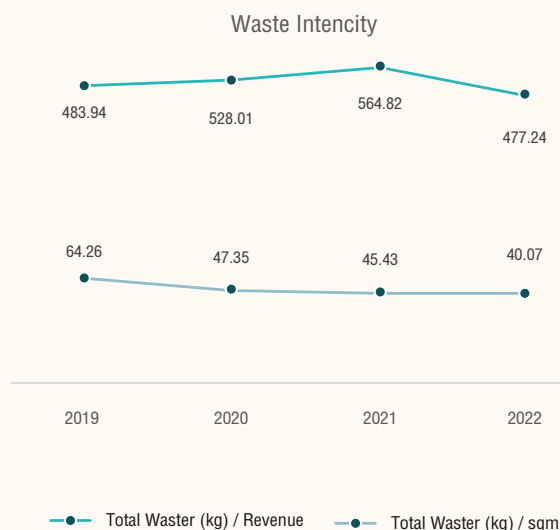
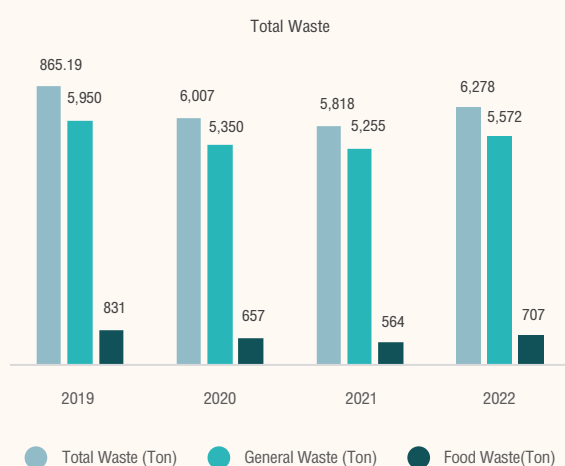


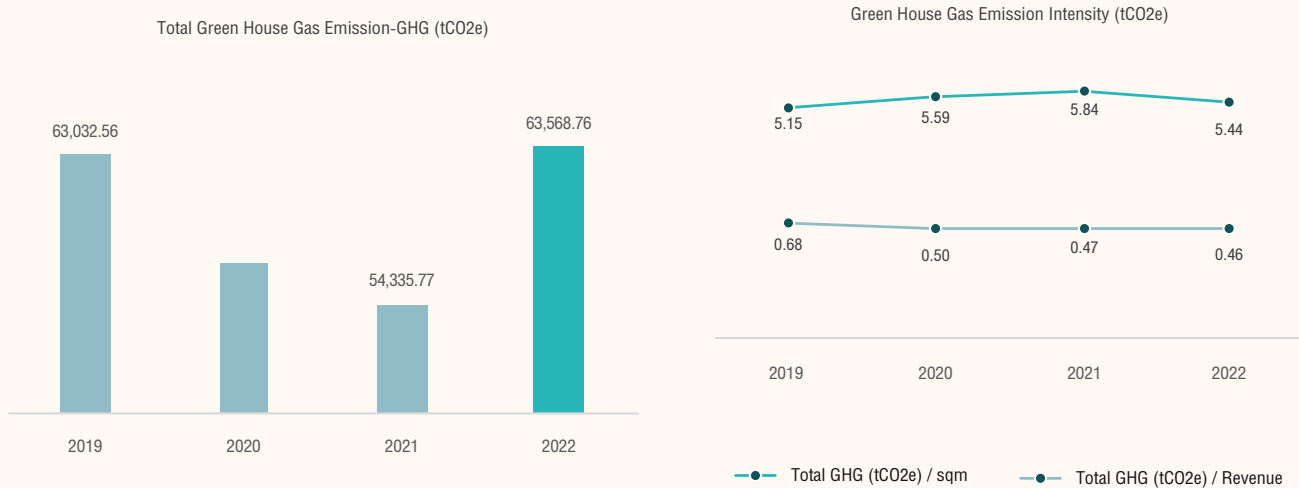
Waste Management

The total amount of waste generated by the food industry in 2022 was 6,278 tons, an 8% increase from the previous year. General waste amounted to 5,572 tons, an increase of 6%, while food waste from sales and inedible raw materials amounted to 707 tons, an increase of 25% from the previous year. The waste generation rate from operations in 2022 was at 40.07 kilograms per square meter and 477.24 kilograms per unit of revenue, a decrease from the previous year. The food industry has plans to classify waste types to reduce the amount of waste sent to landfills and is currently collecting data and implementing the plan.

Surplus food donate

The food business has joined the Scholars of Sustenance Foundation-SOS Thailand project to donate surplus food to the needy and vulnerable groups in 2020, starting with the donation of donuts from 5 Mister Donut branches, and expanding to 23 branches in 4 provinces, including Bangkok, Phuket, Prachuap Khiri Khan, and Chiang Mai. The project has continued to expand and as of now, there are 23 branches participating in the project. In 2022, the surplus food donation project was sold to the VV Share Foundation, with 2 Mister Donut branches in Samut Prakan participating in the project. The total amount of surplus food donated was 17,557.78 kilograms, which translates to 73,743 meals, and resulted in a reduction of 44,422.22 kilograms of carbon dioxide emissions.



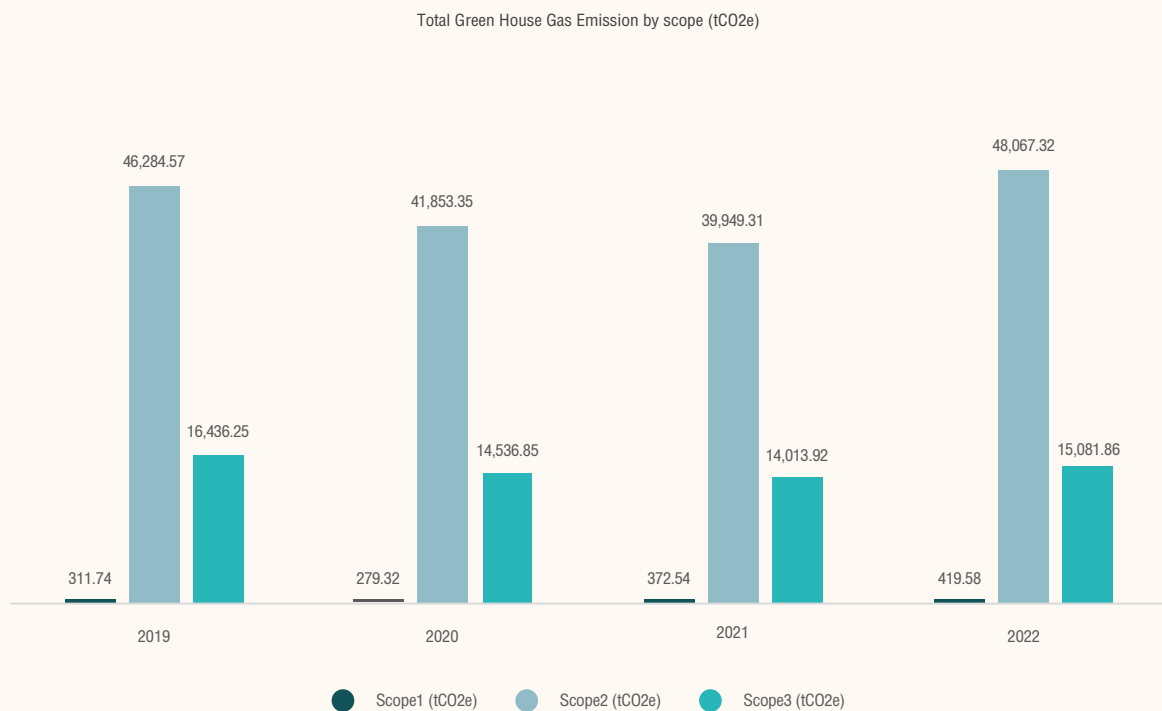


Green House Gas Emission

The amount of greenhouse gas emissions released by the food business in 2022 was 63,568.76 tCO₂e, which is 1% higher than in 2022, which was the normal situation (2022-2021), the business was partially closed due to COVID-19 prevention measures).

The amount of greenhouse gas emissions within scope 1 is 419.58 tCO₂e, scope 2 is 48,067.32 tCO₂e, and scope 3 is 15,081.86 tCO₂e. The business's operations have a proportion of greenhouse gas emissions in scope 2, accounting for 76% of the total greenhouse gas emissions released.

In 2022, the greenhouse gas emission rate per unit area was 0.46 tCO₂e per square meter, and the greenhouse gas emission rate per unit of revenue was 5.44 tCO₂e per million baht of revenue.



Collecting data on greenhouse gas emissions in scope 1 involves collecting data on emissions from cooking, scope 2 involves collecting data on electricity usage, and scope 3 involves collecting data on water usage and waste generation. The food business has not yet conducted a third-party audit of its carbon footprint, but it has internally verified the data through the sustainability development department.

In 2022, KFC Green Store opened its doors at Robinson Ratchaphruek, introducing a new experience for customers under the concept of “Journey to Zero”. This is the starting point of the business’s journey towards environmental friendliness, with the brand and customers working together to create a new kind of experience. The building’s design is Nordic-inspired, creating a warm and relaxing mood that emphasizes the environment and coexistence with nature. Materials used in the construction process and technology inside the store promote sustainability, such as energy-saving glass that prevents heat from entering while allowing lighter to shine through, efficient air conditioning systems, and reduced use of ceiling lights, which can save up to 7% of electricity compared to stores with similar features. This store can save up to 17,947 kilowatts per year, which is equivalent to reducing carbon dioxide emissions by 10.08 tCO₂e. This translates to cost savings of 112,707 baht per year (calculated from the electricity cost of 6.28 baht per unit for a 150 square meter store). Additionally, the store’s decoration items are made from recycled materials, including 108 plastic glasses, 1,290 small spoons, and 216 large forks. The employee uniforms are made from fabric made from plastic bottle fibers, with one set using an average of 7 bottles and a total usage of approximately 167 sets.



Guidelines for Sustainable Development Reporting

About this report

Central Plaza Hotel Public Company Limited has prepared a sustainable development report for the 7th year, which is part of the annual report in the 56-1 One Report format. The purpose of this report is to illustrate sustainable development performance in all dimensions including the economy, society, environment, and governance for stakeholders to be aware of. The report for the year 2022 has been prepared following the guidelines for preparing annual information and reporting (56-1 One Report) of the Securities and Exchange Commission and the Stock Exchange of Thailand's sustainability reporting guide for registered companies (SET Sustainability Reporting Guide). The reporting framework is aligned with the GRI Standards of the Global Reporting Initiative (Reporting concerning the GRI Standards), the practices of the United Nations Global Compact (UNGC), the Task Force on Climate-related Financial Disclosures (TCFD), and the Global Sustainable Tourism Council (GSTC) standards for sustainable environmental management in tourism. It also links the organization's sustainable development operations to the United Nations Sustainable Development Goals (SDGs).

Scope of Report

This sustainable development report presents the performance results for the year 2565 (2022) from January 1, 2022, to December 31, 2022, covering subsidiaries, joint ventures, and companies within the hotel and food business group operating in Thailand and abroad within the company's control in terms of both service and operations. The Risk and Compliance Committee, as well as the highest executives, are responsible for setting the direction of the content of the report to align with the company's important sustainability issues. Data collection on the business's economic, social, and environmental aspects is conducted under the Centara EarthCare standard, which is certified as a GSTC-Recognised Standard by the Global Sustainable Tourism Council (GSTC) through the Greenview Portal. The report covers 34 owned and managed hotels and data collection on the economic, social, and environmental aspects of 20 food brands.

Quality Control of the Report

The Sustainable Development Unit is a central unit responsible for coordinating and controlling the preparation of accurate and complete reports with important content review and quality checking for report dissemination by the management. Currently, there is no policy for seeking external assurance for this report, but there is internal organization monitoring for data accuracy and report quality.

For all inquiries regarding this report, please contact the sustainable development department at Central Plaza Hotel Company Limited (Public Company Limited), Tel. 0 2769 1234, email chuleegornth@chr.co.th.

UN Global Compact Principles

Currently, CENTEL has not yet signed a pledge to adhere to the 10 principles of the United Nations Global Compact (UNGC). However, CENTEL has studied and implemented these principles as guidelines for sustainable development within the company's operations, as follows.

Topic	Principal	Responsibility
Human Rights	1. Support and respect for the protection of human rights declared at the international level, within the scope of its authority.	146-153
	2. Vigilantly monitor and prevent its business from being involved in human rights abuses.	146-153
Labor	3. Promote and support freedom of association and the recognition of the right to collective bargaining.	149
	4. Eliminate all forms of forced labor and exploitation.	146-149
	5. Effectively abolish child labor	146-147
	6. Eliminate discrimination in employment and occupation.	146-147
Environment	7. Support measures to monitor and mitigate potential environmental impacts of operations.	168-185
	8. Volunteer to undertake activities that promote environmental responsibility.	168-185
	9. Promote the development and dissemination of environmentally friendly technologies.	139, 168-185
Anti-Corruption	10. Carry out activities to combat corruption, extortion, and bribing in all forms	134-136

GRI CONTENT INDEX

STATEMENT OF USE	Central Plaza Hotel Public Company Limited has reported the information cited in this GRI content index for the period 1 January – 31 December 2022 with reference to the GRI Standards.
GRI 1 USED	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION Annual Report (AR) / Sustainability Report (SR) / URL	Mapped to UN SDG
GRI 2: General Disclosures 2021	2-1 Organizational details	AR : Cover page, 5, 208, 432-433, Back Cover Page	
	2-2 Entities included in the organization's sustainability reporting	AR: 186 / SR: 66	
	2-3 Reporting period, frequency and contact point	AR: 186 / SR: 66	
	2-4 Restatements of information	AR: 186 / SR: 66	
	2-5 External assurance	AR: 186 / SR: 66	
	2-6 Activities, value chain and other business relationships	AR: 27, 44-102, 104-105, 126 / SR: 3, 6	
	2-7 Employees	AR: 156-166/SR: 36-46	SDG 8
	2-8 Workers who are not employees	AR: 166 / SR: 46	
	2-9 Governance structure and composition	AR-20-21, 224, 230-232, 369-383 / SR: 14	
	2-10 Nomination and selection of the highest governance body	AR: 221-222 / SR: 14	
	2-11 Chair of the highest governance body	AR: 20, 426-431 / SR: 14	
	2-12 Role of the highest governance body in overseeing the management of impacts	AR: 227 / SR: 14	
	2-13 Delegation of responsibility for managing impacts	AR: 227-228 / SR: 14	
	2-14 Role of the highest governance body in sustainability reporting	AR: 127 / SR: 7	
	2-15 Conflicts of interest	AR: 225-226, 369-383	
	2-16 Communication of critical concerns	AR: 210-214 / SR-17-18	
	2-17 Collective knowledge of the highest governance body	AR: 229	
	2-18 Evaluation of the performance of the highest governance body	AR: 241	
	2-19 Remuneration policies	AR: 233-237	
	2-20 Process to determine remuneration	AR: 233-237	
	2-21 Annual total compensation ratio	-	
	2-22 Statement on sustainable development strategy	AR: 122 / SR: 2	

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION Annual Report (AR) / Sustainability Report (SR) / URL	Mapped to UN SDG
	2-23 Policy commitments	AR: 217-219, 122, 125, 131-132 SR- 2, 5, 14, 26, 11-12 https://investor.centarahotelsresorts.com/en/sustainability/corporate-governances-document	
	2-24 Embedding policy commitments	AR: 134-138 / SR -14-18	
	2-25 Processes to remediate negative impacts	AR: 134-136 / SR- 14-16 https://investor.centarahotelsresorts.com/storage/download/cg-document/20230119-centel-policy-risk-management-th.pdf	
	2-26 Mechanisms for seeking advice and raising concerns	AR: 134-136 / SR- 14-16	
	2-27 Compliance with laws and regulations	AR: 208	
	2-28 Membership associations	AR: 133 / SR 13	
	2-29 Approach to stakeholder engagement	AR: 131-132 / SR 11-12	
	2-30 Collective bargaining agreements	AR: 131,149 / SR: 11, 29	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	AR: 128 / SR: 8	
	3-2 List of material topics	AR: 128 / SR: 8	
	3-3 Management of material topics	AR: 129-130 / SR: 9-10	
BUSINESS PROGRESS			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	AR: 18-19 https://investor.centarahotelsresorts.com/en/investor-relations/financial-information/financial-highlights-quarterly	
	201-2 Financial implications and other risks and opportunities due to climate change	AR: 179, 170-172 / SR: 59, 50-51	
	201-3 Defined benefit plan obligations and other retirement plans	AR: 149, 237, 281, 356 / SR: 29	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	AR: 65, 89, 139-140 / SR 19-20	
	203-2 Significant indirect economic impacts	AR: 65, 89	

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION Annual Report (AR) / Sustainability Report (SR) / URL	Mapped to UN SDG
OCCUPATIONAL HEALTH AND SAFETY			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	AR: 153 / SR:33	
	403-2 Hazard identification, risk assessment, and incident investigation	AR: 153 / SR:33	
	403-3 Occupational health services	AR: 153 / SR:33	
	403-4 Worker participation, consultation, and communication on occupational health and safety	AR: 153 / SR: 33	
	403-5 Worker training on occupational health and safety	AR: 153 / SR: 33	
	403-6 Promotion of worker health	AR: 153 / SR: 33	
	403-8 Workers covered by an occupational health and safety management system	AR: 153 / SR: 33	
	403-9 Work-related injuries	AR: 164 / SR: 44	
	403-10 Work-related ill health	AR: 164 / SR: 44	
DATA PRIVACY			
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	AR: 142, 146, 166/ SR: 22, 26 ,46	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	AR: 142 / SR: 22	
SUPPLY CHAIN MANAGEMENT			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	AR: 143-144 / SR: 23-24	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	AR: 144 / SR: 24	SDG 16
	308-2 Negative environmental impacts in the supply chain and actions taken	AR: 144 / SR: 24	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	AR: 144 / SR: 24	
	414-2 Negative social impacts in the supply chain and actions taken	AR: 144 / SR: 24	
CLIMATE CHANGE			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	AR: 169-170, 181-182	SDG 8, 13
	302-3 Energy intensity	AR: 169-170, 181-182	SDG 8, 13
	302-4 Reduction of energy consumption	AR: 169-170, 181-182	SDG 8, 13
	302-5 Reductions in energy requirements of products and services	AR: 169-170, 181-182	SDG 8, 13

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION Annual Report (AR) / Sustainability Report (SR) / URL	Mapped to UN SDG
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	AR: 171, 184 / SR: 51, 64	SDG 9, 13
	305-2 Energy indirect (Scope 2) GHG emissions	AR: 171, 184 / SR: 51, 64	SDG 9, 13
	305-3 Other indirect (Scope 3) GHG emissions	AR: 171, 184 / SR: 51, 64	SDG 9, 13
	305-4 GHG emissions intensity	AR: 171, 184 / SR: 51, 64	SDG 9, 13
	305-5 Reduction of GHG emissions	AR: 168, 176, 184 / SR: 48	SDG 9, 13
8. HUMAN RIGHTS			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	AR: 159-161 / SR: 39-41	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	AR: 149 / SR: 29	
	401-3 Parental leave	AR: 162 / SR: 42	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	AR: 151, 165 / SR: 31, 45	
	404-2 Programs for upgrading employee skills and transition assistance programs	AR: 151-152 / SR: 31-32	
	404-3 Percentage of employees receiving regular performance and career development reviews	AR: 151-152 / SR: 31-32	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	AR: 156-159 / SR: 36-39	
	405-2 Ratio of basic salary and remuneration of women to men	AR: 162 / SR: 44	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	AR: 162 / SR: 44	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	AR: 149 / SR: 29	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	AR: 143 / SR: 23	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	AR: 143 / SR: 23	
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	AR: 137 / SR: 17	

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION Annual Report (AR) / Sustainability Report (SR) / URL	Mapped to UN SDG
GOVERNANCE			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	AR: 135-137 / SR: 15-17	
	205-2 Communication and training about anti-corruption policies and procedures	AR: 134-136 / SR: 14-16	SDG 16
	205-3 Confirmed incidents of corruption and actions taken	AR: 137 / SR: 17	
WASTE MANAGEMENT			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	AR: 173, 183 / SR: 53, 63	SDG 12,13
	306-2 Management of significant waste-related impacts	AR: 173, 183 / SR: 53, 63	SDG 12,13
	306-3 Waste generated	AR: 173, 183 / SR: 53, 63	SDG 12,13
	306-4 Waste diverted from disposal	AR: 173, 183 / SR: 53, 63	SDG 12,13
	306-5 Waste directed to disposal	AR: 173, 183 / SR: 53, 63	SDG 12,13
SOCIAL & COMMUNITY DEVELOPMENT			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	AR: 152, 154 / SR: 32, 34	
	413-2 Operations with significant actual and potential negative impacts on local communities	AR: 145, 152, 154 / SR: 25, 32, 34	
WATER MANAGEMENT			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	AR: 172, 182 / SR: 52, 62	
	303-2 Management of water discharge-related impacts	AR: 172, 182 / SR: 52, 62	
	303-3 Water withdrawal	AR: 172, 182 / SR: 52, 62	
	303-4 Water discharge	AR: 172, 182 / SR: 52, 62	
	303-5 Water consumption	AR: 172, 182 / SR: 52, 62	

CENTARA
HOTELS & RESORTS

