



CORPORATE GOVERNANCE

3. Roles of Stakeholders

The Company places importance on all groups of its stakeholders regardless of whether they are internal stakeholders such as employees and the management of the Company and its subsidiaries, or external stakeholders such as shareholders, customers, competitors, and creditors. The Company is fully aware that supports from all stakeholders will enable the Company to build the competitive advantage and create profits, which is the long-term success of the Company. More details about the Company's Stakeholders Policy can be found in <https://www.sansiri.com/eng/corporate-governance> which important details are as follows;

Investors and Shareholders

The Company aims to ensure that shareholders receive appropriate and returns by delivering consistent and sustainable business operation results and continuing business development. The Company respects the shareholders' equal rights to receive necessary information by disclosing correct and actual information. The Company also implements an effective and efficient internal control system to ensure that the benefits of the Company and the shareholders are well-protected, relevant details appear under 'Rights of Shareholders' and 'Equitable Treatment of Shareholders'.

Customers

The Company recognises the importance of customers; therefore, determines to create customer satisfaction appropriately by offering high quality products and services in response to the customers' needs while fostering Customer Centric as one of the Company's corporate culture on every employee.

Employees

The Company recruits and retains high potential and experienced employees with determination to continuously develop and enhance skills of employees as well as to encourage employees to be successful and feel secure in their profession. The Company treats every employee equally, provides employees with reasonable welfares, job transfer and other benefits such as provident fund, health, and life insurance, etc, as well as managing employees' workplaces also sales office or project sites, to ensure the safety of their lives and properties.



The Company formulates fair compensation and welfare policy for the Company's personnel at all levels, set up the compensation structure of salary and bonus, for instance, to be in line with employee's knowledge, expertise, performance and the Company's operating result, both in short-term and long-term. Arranging Monthly, quarterly, and annually, performance evaluation are held depends on the nature of duties and responsibilities of individual, to accompanying consideration of compensation, such as salary raise and bonus. The payment proportion of the indicators would depend on fields of work and behaviour as shown by employees at each level.

The Company also offers the employees an opportunity to improve themselves anytime, by developing online learning channels, called Sansiri Learning Hub (SLH). Currently, there are basic courses for all employees, courses for new employees, specialised courses, and courses related to work processes. Apart from the Company basic learning roadmap, designed for each employee, each can also register for additional courses or content that they are interested in.

Moreover, in order to ensure that the employees will have sufficient savings for their retirement and to offer knowledge and understanding in relation to their money management, the Company has procured a provident fund managed by professional management company which has been certified by the Securities and Exchange Commission, Thailand. The employees will become member of the fund from the date on which they are hired as permanent employees, and the employees must contribute some amount of money into the provident fund by deducting from the employees' salary on the salary payment date at the rate specified in the articles of the provident fund of which the employees are members. The employees can choose the amount of contribution to the provident fund, vary from 2 percent to 15 percent, depending on the period of time for which the employees have been the Company's employees, and the Company will also contribute some amount of money into the provident fund at the rate specified in the articles of the provident fund of which the employees are members. Currently, in 2020, the Company has offered 7 investment plans, which the employees may choose an appropriate plan for themselves to be in line with their age, level of risk, and their own needs. The fund manager will notify the operation result and the direction of investment semi-annually.

In this respect, the employees will be entitled to accumulated savings and benefits to such savings when their employment ceases without major default. The amount of savings and benefits to each employee is entitled to depends on the term of their employment at the specified rate.



Management

The Company realises that the management is one of the key success factors; therefore, has arranged for an appropriate remuneration for the management to be in line with knowledge, expertise, performance, and the Company's overall operational performance inclusive of comparisons to remuneration of other companies within the same or similar industry and business sectors as the Company. In addition, individual performance outcomes are considered against the goals that are in line with the Company's vision, mission, and annual strategic plans so as to drive the management's long-term contribution to organisational stability and growth.

Creditors

The Company operates and deals business with its creditors by strictly respecting agreements with creditors; managing loans according to lending objectives, avoiding using the loans to cause damage to the Company and ensuring timely repayment of loans and interests, thoroughly honoring loan conditions as agreed. The Company has never had a record of default on debt and interest payments to creditors.

Business Partners

The Company conducts business with fairness, ethics, and joint benefit, complies with terms and conditions under the contract that was mutually agreed and as stipulated by law.

The Company has prepared the Supplier Code of Conduct for determining the direction of sustainable business development between Sansiri Group and its partners and also stipulating standards and guidelines for the business partners to study and comply with in doing business with Sansiri Group. This Supplier Code of Conduct will determine guidelines for the business partners in the supply chain of Sansiri Group, which include all suppliers of goods and services, with a view to developing the business operation in respect of business ethics, human rights and labour standard, quality management, occupation, health and safety, and environment. This is due to the fact that Sansiri Group places importance on these matters and has an intention to provide a work standard beyond what indicated by laws, so as to ensure that the business operation standard between Sansiri Group and its business partners is equal, fair, and acceptable, even under the circumstances of different local regulations in various areas.



In order to support, promote, and follow up with the business partners in compliance with the Supplier Code of Conduct, the Company intends to cooperate with its business partners through monitoring, information provision and guideline that are suitable with compliance and assessment as appropriate, so that the business partners can develop their operation to be consistent with the Company's standard. The Company aims that the principles under the Supplier Code of Conduct will escalate the efficiency of operation between Sansiri Group and its business partners to another level, giving rise to the higher confidence and long-term value for all stakeholders.

Competitors

The Company treats its competitors fairly and does not seek for any information of the competitors dishonestly, refraining from abusing the intellectual property rights of others or those of competitors.

Corporate Social Responsibility

The Company operates its business based on responsibility, care, and concerns to the overall community, society, and environment, and complies with all relevant laws and regulations.

As the Company has a vision to achieve a full satisfaction of dwelling and to increase a long-term value to all stakeholders, the Company strongly intends to have a sustainable business development and thus determines its method and objectives covering the business growth and also the control over environmental impact from business operation through innovative thinking to accommodate any changes in the future. The Company also escalates the organisation management level to be consistent with the good corporate governance. In this connection, the Company's sustainable management is consistent with the important matters in sustainable, economical, social and environmental aspects, which have been reviewed in light of global trends as well as sustainable development context in real estate industry. The result of such management and the sustainable management plan will be communicated to all stakeholders, in order to illustrate the Company's strong intention in response to the expectation of all stakeholders in relation to the sustainable matters in all aspects that is required continuously every year. The innovative support, the environmentally-friendly project development and the good corporate governance are the vital keys of the organisation to achieve the sustainability at large while also preventing child labour as well as develop environmentally-friendly projects in various fields with desire to see everyone in the society having sustained happiness.



The Company has prepared the Sustainability Report 2020 in order to offer the method of management and performance on the important matters on sustainability to all stakeholders, covering economical, social and environmental respects. The scope of report also covers the Company and the group companies in which Sansiri holds shares of 50 percent or more and which is under management of the Company in Thailand. The report will present data from 1 January 2020 to 31 December 2020. Relevant details appear in '2020 Sustainability Report'

Policy and Practices on Adherence to Human Rights Protection Laws

The Company respects and supports human rights under the principle of the Universal Declaration of Human Rights (UDHR) and children's rights in accordance with the Children's Rights and Business Principles (CRBP), Human Rights and Labour Standard and the United Nations Standards of Conduct for Business by Offices of the United Nations High Commissioner for Human Rights – OHCHR.

The Company determines the principles and guidelines in respect of the human rights to prevent human rights violations in all business activities of the Company (Direct Activity) including business partners in the business value chain by avoiding any action which may violate human rights and children's rights throughout the business process in all areas of operation. The Company respects and supports undivided concept. The Company realises that all human beings are equal in value and dignity; therefore, the Company has run its business with respect to human dignity and openly accepts every group of employees, including LGBT (Lesbian, Gay, Bisexual, and Transgender. Additionally, the Company positions itself as a child-friendly organisation with awareness of not involving with any violation of human rights, whether directly or indirectly. The Company also determines the principles and guidelines in respect of the human rights and children's rights in the Company's Code of Conduct. In the operation the Company mutually agrees with suppliers and contractors on the prohibition of forced labour and child labour in all construction sites of the Company's projects. The Company also practices fair treatment of all relevant parties on the basis of dignity, and non-discrimination against origin, race, religious, gender, age, colour, physical condition, status, and ancestor. More details about Policy and Practices on Adherence to Human Rights Protection Laws can be found in <https://www.sansiri.com/eng/corporate-governance>.

Policy and Practices on Intellectual Property

The Company has set out principles and guidelines in relation to intellectual property of business, organisation, and any relevant parties stated in the Code of Conduct. The Company strictly encourages its employees to understand and comply with applicable laws and regulations on intellectual property rights, including not to infringe, or support any infringement of the intellectual property rights of another person. In



case of any queries, consultation is available at the Legal Office for further appropriate action. In addition, the Company has a policy to use the copyrighted computer programmes, which has been verified and implemented by the Technology and Business Intelligence Department only.

Policy and Practices on Anti-corruption

The Company adheres to operate the business with integrity, good faith, ethics, transparency, social responsibility, awareness of benefits of all stakeholders, and compliance with the good corporate governance, including disapproval of any kind of corruption, whether directly or indirectly. Because of operating business with integrity and fairness to all parties, upholding business ethics, being responsible to society and all groups of stakeholders in accordance with good corporate governance principles will support the Company to be a sustainable organisation along with goal achievement.

In 2017, the Company declared its intention to participate in the Collective Action Coalition (CAC) and in 2018, the CAC passed its resolution certifying Sansiri Public Company Limited to be the member of the CAC in Thai private sector against corruption, effective from 12 February 2018. In 2020 the Company has applied for an extension of certification as a Private Sector Collective Action Coalition against Corruption and has been recertified since 30 September 2020. The certification is expiring 3 years and, ended on 30 September 2023.

Anti-Corruption Policy

The Company is aware of the importance of implementing policy, principles, and guidelines to the work processes, and promotes integrity among employees, and encourages transparency in working processes to be complied with rules and regulations. It also procures an appropriate and transparent system for conducting any financing transactions and approvals as well as an anti-corruption examination procedure, which provides a channel for whistleblowing, and protection for the whistle blowers, as well as monitor and evaluate the implementation of the Anti-Corruption Policy to find more effective prevention.

The Company requires all directors, executives and employees to acknowledge, understand and follow guidelines, practice and conditions about the Anti-Corruption Policy stated in Corporate Governance and Business Code of Conduct in order to guide the operations and decisions in the business operations of the directors, executives and employees. The Company also prohibits the directors, executives and employees of the Company or its subsidiaries, to commit or take or support any act which involve corruptions, whether directly or indirectly.



Furthermore, the Company has raised awareness for employees to acknowledge and comply with, giving rise to the organisational culture of integrity, where the Company promises not to punish or cause negative effects against the employees who oppose the corruption even though such opposition would have the Company lose its business opportunities. More details can be found in <https://www.sansiri.com/eng/corporate-governance>.

Training and Communication

- The Company gives an important to anti-corruption; therefore, knowledge and understanding are being provided to employees continuously. By orientation, all new employees will be informed about the Company's anti-corruption policy. Moreover online training (e-learning) and is provided after training for a test is required executives and general employees annually.

- Consistently communicating to all employees and executives, about anti-corruption practices such as, No Gift Policy, Receiving procedure in case it is necessary to receive gifts from business partners via various channels such as e-mail, the Company's website, intranet systems within the Company, etc.

- Informing business partners about anti-corruption such as Anti-Corruption Policy, No Gifts Policy, Letter of Cooperation of No Gifts Policy to directors, executives and employees, which will be emphasised during the New Year season via various channels such as e-mail, The Company's website, online media, social media, etc.

Whistleblowing

The Company procures the channels for submission of complaint, notification of trace or expression of opinions so that the employees and stakeholders may submit complaint, notify of trace or express their opinions for further development of personnel and improvement of management, including investigation of facts. The Company will keep the informations of whistleblowers confidential. This is limited to only the responsible person for conducting the investigation to have access to such informations, through the following channels:

- E-mail: CG@sansiri.com
- Post: Specify on the cover with attention to any of the following recipients:
 - Chairman of the Corporate Governance Committee (Independent Director)
 - Chairman of the Audit Committee (Independent Director)
 - Company Secretary (Legal Office and Company Secretary Office)

Address: Sansiri Public Company Limited, 59 Soi Rim Khlong Phra Khanong,
Phra Khanong Nuea Sub-district, Vadhana District, Bangkok 10110

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



The Board of Directors has monitored to ensure that there is mechanism and process handling the complaint of stakeholders, by assigning the management team to be responsible through internal units, namely the Investigation Committee to follow up on progress and solve problems under the principle that the Company will grant protection to informers, complainers or other relevant persons for the protection and keeping the confidential information and evidence in all respects.