



PRUKSA



HEALTH & WELLNESS

LIFESTYLE
DISRUPTION

SUSTAINABILITY

Sustainability Report 2021

Pruksa Holding Public Company Limited







At Pruksa, we believe that a well-balanced life is the good combination between the quality of living environment and health caring, which can lead to true happiness. Pruksa Holding, therefore, aims to improve the well-being of our customers by developing the products and services to express the deep care at the holistic level; home and health. This is not only to help enhance Thai people's lives one step further, but also to grow business sustainably.

PRUKSA SUSTAINABLE HIGHLIGHTS



Savings

3,424,146 baht/year



Revenue

28,430 million baht

Economic Growth



Environment



Reduction GHG Emissions

888,252 kg Co₂e per year



Zero Waste

126,307 kg/year



Green Space

323,138 square metre

Water Treatment

100%



Energy Saving

1,039,015 KWh/year



Women's Economic Empowerment

55.71%

of Total Employees



Disability Employment

17 person/year



Customer Satisfaction

92.75%



Elevating the Quality of Life

532,138 person



Society





Awards of Pride



1 Thailand Sustainability Investment (THSI) Award by Stock Exchange of Thailand (SET)

The award is bestowed on an organisation known for its sustainable business operation that focuses on environment, society and corporate governance. It covers the capacity of crisis management to handle COVID-19 epidemic, including attention to social devotion and care for stakeholders.

2 Sustainability Disclosure Award (for Three Consecutive Years) by Thaipat Institute

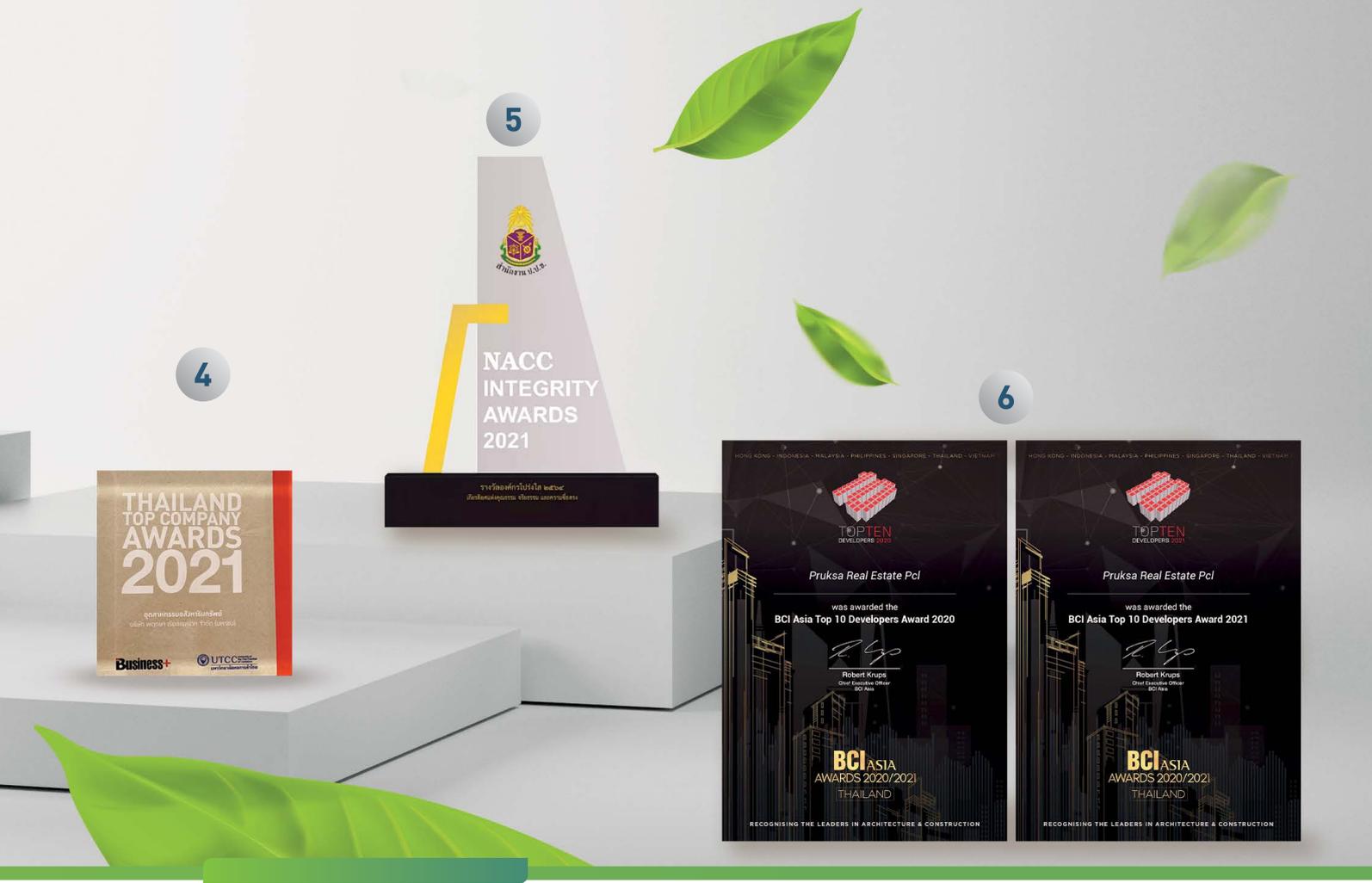
The award guarantees Pruksa’s corporate image as an organisation of service mind for three consecutive years. The price is granted to an organisation that unveils information on sustainability and stakeholders involved in “Sustainable Development Report,” publicly, transparently and evidently. The report needs to cover working performances on economy, society and environment with completeness, reliability, communication and presentation.

3 Certificate of Membership by Thai Private Sector Collective Action Against Corruption (CAC)

The certificate, received in Thailand 11th National Conference on Collective Action Against Corruption under the theme “Unite Transparent Business against Corruption” represents an important step of strong unity in solving problems on all forms of corruption. The CAC membership reflects Pruksa Real Estate’s determination to conduct business with transparency, integrity and anti-corruption.

4 Thailand Top Company Awards 2021 for “Real Estate Industry” by Business+ Magazine and University of the Thai Chamber of Commerce

This prize of pride is bestowed for excellence in setting management strategies to grow sustainably, paying attention to customers and serving housing needs at present and in the future.



5 10th NACC Integrity Awards

by Office of the National Anti-Corruption Commission

The award is granted to an organisation known for constantly following corporate governance and having clear performance in launching anti-corruption policy and supporting practises related in the organisation.

6 BCI Asia TOP 10 Developers Awards 2020 and 2021 (for 11 Consecutive Years)

by BCI Asia (The Leading Provider of Building and Construction Information across the Asia Pacific Region)

Another honourable award is granted to Pruksa Real Estate as one of 10 outstanding real estate developers that pay attention to sophisticated housing-construction concept, splendid design and sustainable project development with social and environmental awareness. The award ceremony was broadcasted as Virtual Event via Zoom Conference System to represent 2020 and 2021 prizes to the following Pruksa Real Estate projects:

BCI Asia TOP 10 Developers Awards 2020

- CHAPTER THONGLOR 25
- THE TREE PATTANAKARN - EKKAMAI
- THE PRIVACY TAOPOON INTERCHANGE
- CHAPTER CHULA - SAMYAN

BCI Asia TOP 10 Developers Awards 2021

- CHAPTER CHAROENNAKHON - RIVERSIDE
- THE PRIVACY SUKHUMVIT 101
- THE PALM CHAENGWATTANA - CHAIYAPHRUEK
- PASSORN DONMUANG - DHUPATEMEE



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Message from the Chairman of the Executive Committee and Group Chief Executive Officer GRI 102-14



“

Pruksa Holding has made a commitment to achieve the highest level of customer satisfaction, keep developing products and services that meet modern lifestyle, including driving business to grow sustainably.

”

Pruksa Holding has made a commitment to achieve the highest level of customer satisfaction, keep developing products and services that meet modern lifestyles, including driving business to grow sustainably. The Company is also determined to operate by following three main principles under sustainable development policy: (1) Care for quality of life and well-being (Heart to Home); (2) Care for environmental impacts in all production processes (Heart to Earth); (3) Care for society and offer good opportunity (Heart to Society).

The year 2021 is another important step of Pruksa Holder Public Company Limited as we have launched a new business, ViMUT Hospital Phaholyothin, first officially opened on 1 May 2021. The hospital is at the tertiary care level with capacity to cure severe and complex diseases. This 18-storey and 236-bed hospital has been functioned through a vision that aims at enhancing Thai people' health and abolish their sufferings from physical and mental illness. Every treatment is handled by specialists who wholeheartedly treat patients as their family members, making right diagnoses and providing proper treatments with advanced technology, medical equipment and high-quality drugs. Patients are certainly impressed by effective services and treatments with affordable expenses. ViMUT Hospital Phaholyothin is architecturally designed according to JCI Standard, comprising outstanding centres of specific diseases such as Orthopedics Centre, Heart and Vascular Centre, Neurology Centre, Diabetes and Endocrine Centre. Nursing Home is also established to serve the Aging society in Thailand. NCDs (Non-Communicable Diseases), which have high morbidity statistics and dramatically increase, are focused. Family Medical Doctors are managed to take care of family members holistically, including the Transitional Care Department to look after patients transitioning from the hospital to home.

ViMUT Hospital was launched during the pandemic of COVID-19 and the social great concern on health and disease prevention. The hospital therefore plays an important role in assisting the society by collaborating with several government agencies such as the Department of Disease Control of Thailand, Ministry of Public Health, Ministry of Foreign Affairs, etc. The service includes constant COVID-19 vaccination in accordance with Royal Thai Government' vaccine policy and reservation of vaccine options that extremely generates public interest. With excellent schedule management of vaccination, the hospital has gained high satisfaction among vaccine recipients. For further business growth and development, ViMUT Hospital has invested since last year in Theptarin Hospital IV Rama renowned for diabetes and endocrine with more than 36-year experiences. The aim is to gather professional specialists and bodies of knowledge to

improve one-stop Diabetes Centre to achieve excellence, including expanding access to prevention, care and treatment to society.

Regarding Health Care business in collaboration with original real-estate business, it is the main strategy of Pruksa to synergise medical specialisation of two businesses, which will be concretely seen and gradually recognised, starting from an investment on ViMUT Health Centre in Pruksa Avenue Project, Bangna-Wongwaen District. When its construction is completed, this health centre will cover a variety of services, namely, clinic, physical therapy centre, eldercare centre. Furthermore, the company plans to create a residential project that pays attention to elderly's healthcare. After successfully merging residential specialisation and medical care, it is believed that our customers would gain more benefits and satisfactions.

In 2021, Pruksa Holding Public Company Limited's PSH shares have been announced as Thailand Sustainability Investment (THSI) for the 6th consecutive year, reflecting our confidence in doing business with consideration on economic, social, environmental and corporate governance management. The achievement includes crisis management and preparation for the COVID-19 pandemic, as well as focus on social support and stakeholder assistance to overcome such a crisis together. Pruksa has also been awarded ASEAN CG Scorecard Award 2019 for ASEAN Asset Class Publicly Listed Companies, which guarantees and echoes the company's determination on business operation for sustainable growth with proper management according to good-governance principles by paying attention to all shareholders and stakeholders to continually build trust among investors. In the next step, Pruksa Holding PCL will keep promises to create products and services that lift up quality of life, develop innovations that meet modern lifestyles, preserve the environment, provide good opportunities for people in society, strictly operate under Anti-Corruption Policy and establish sustainable growth together.



Mr. Thongma Vijitpongpun
Chairman of the Executive Committee and
Group Chief Executive Officer

Business of Pruksa Holding

Pruksa Holding Public Company Limited (“the Company”) was registered as a holding company on 16 March, 2016 to operate a holding company with an initial registered capital of 10,000 baht. Later, the Extraordinary General Meeting (EGM) 1/2016 approved the increase in the Company’s registered capital from 10,000 baht to 2,273,217,600 baht by issuing a total of 2,273,207,600 new common stocks, at the par value of 1 baht per stock, to support the tender offer and the issuance of warrant to buy common stocks of the Company, as well as to be in line with the increase in the Company’s registered capital. The initial trading in the Stock Exchange of Thailand took place on 1 December 2016 under the name “PSH”.

The core business of the Company is real estate development. The Company determines to maintain its real estate development business at the proportion of not less 75% of the Company’s total asset. After restructuring, the Company will have Pruksa Real Estate Public Company Limited (Pruksa) as its subsidiary that operates the core business. The main revenue of the Company will derive from dividend acquired from shareholding in Pruksa and its subsidiaries, and/or associated company in which the Company will invest in the future.

The Company also invested in hospital business and health service centre through two subsidiaries, namely (1) Vimut Hospital Holding Company Limited that operates the investment business in other companies, and (2) Vimut International Hospital Company Limited that operates the business of private hospital and medical clinic, officially opened in May 2021.

2016

On **16 March** 2016,
the Company registered as
“a holding company.”

Real Estate Development for Sales
is the Company’s core business
with the portion of not less than
75% of its total
asset.

ViMUT Hospital
opened to provide full services
in May 2021.

2021

The Company trades
in the Stock Exchange of Thailand
under
“PSH” stock.



Vision

Pruksa Holding emphasises in creating maximum satisfaction for customers, inventing and developing products and services that continuously meet the modern lifestyle **as well as drive the business to grow sustainably.** ^{GRI 102-16}



Goals and Business Strategies

1. Expand core business in real estate for sale and expand customer base to new revenue customers base.
2. Strengthen businesses that support the real estate business to enhance brand strength and maximise customer satisfaction.
3. Expand investment to new business that generates recurring income.
4. Emphasise on the development of the organisation with professionalism with good corporate governance that have responsibility to the society, environment, and stakeholders for sustainable mutual growth.



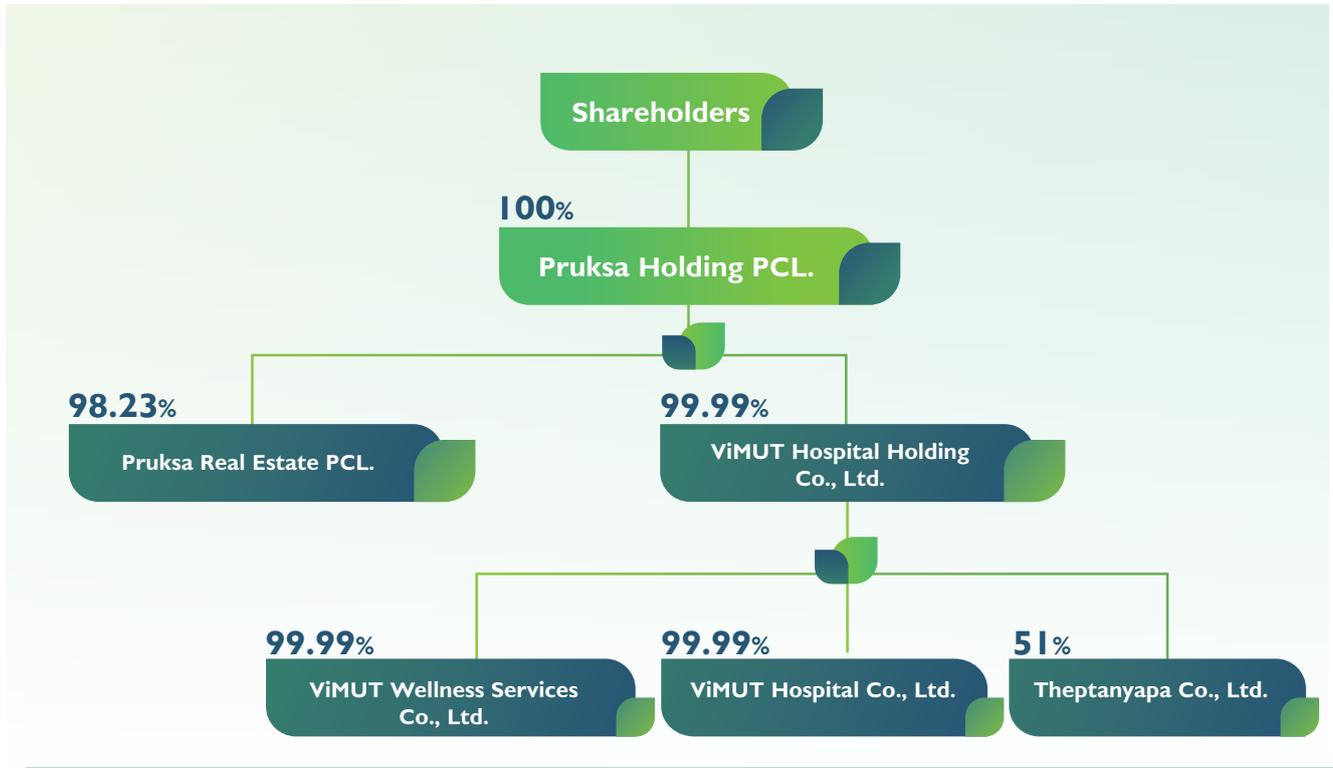
Mission

Pruksa Holding aims to create products and services that enhance the quality of life, continuously invent and develop innovation that meets the modern lifestyle and contributes to create sustainable value for customers and stakeholders, as well as creating good opportunities to the societies and communities, preserving and taking care of the environment under good corporate governance to **create sustainable mutual growth.** ^{GRI 102-16}



Business Structure GRI 102-5, GRI 102-7, GRI 102-45

On 31 December 2021



Business Operations of Prukisa Holding Companies



Invest in subsidiaries and/or affiliated companies



Arrange investment capital to conduct business in the Company and affiliated companies



Invest in other companies for benefits of liquid management and Return of Investment



Provide services on working support for the affiliated companies

After restructuring its business in the early stage, the Company has got services from four main lines of work and some supporting departments from Prukisa to manage human resources at its best. The lines comprise of Finance and Risk Management, Human Resource Management, Strategy and Supporting Business Group (Law Department, Marketing and Corporate Communication), which are Prukisa’s departments and the Company’s core business.

Nowadays, Prukisa offers a variety of services to the Company as follows:



Nonetheless, the Company's business groups shall support and supervise the Company's operation and affiliates and/or holding companies in the future.

Furthermore, the Company has assigned the line of strategy to work with that of finance and risk management with duties to supervise, regulate policy of new investment and manage new businesses that the Company plans to invest in the future.

Business Overview

Products and Services GRI 102-2, GRI 103-1

Pruksa Holding (Public Company Limited) conducts business that generates revenue from holding shares in other companies: real estate and hospital businesses with the main income from Real Estate for Sale. Nevertheless, for sustainable growth, the Company focuses on the policy of investment and looks for new opportunities to invest in new businesses, in addition to residential real estate business, by gearing to the ones that have a capacity to generate passive income.



Categories of Business Groups GRI 103-2

I. Real Estate Business

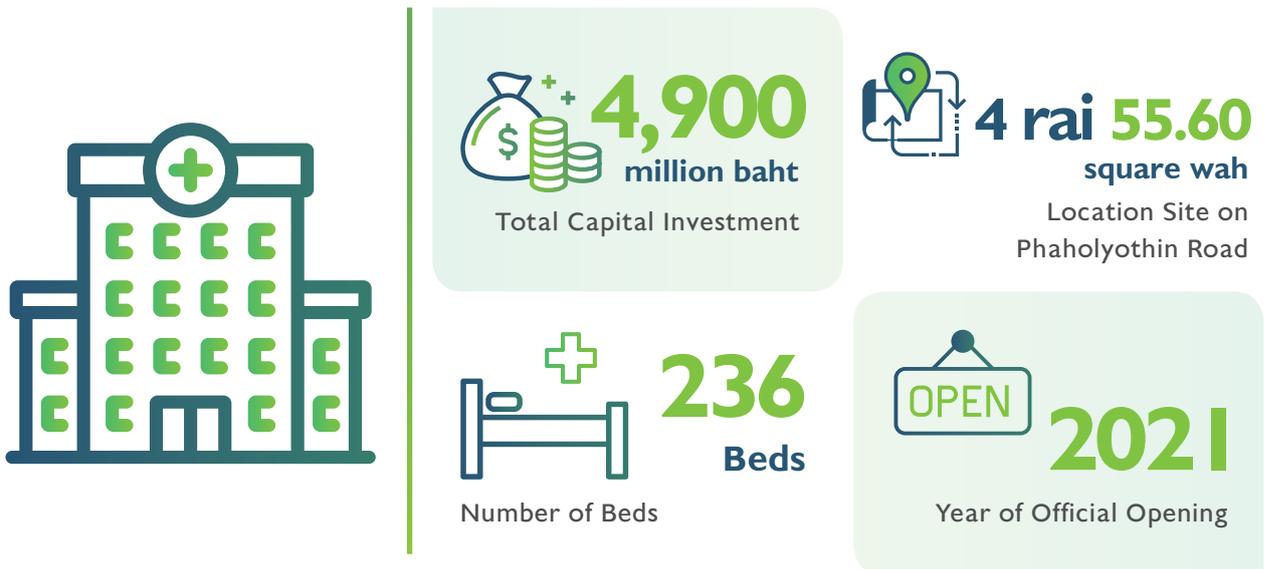
The real estate business is operated by Pruksa Real Estate Public Company Limited (“Pruksa”) that conducts business on residential real estate development: detached houses, semi-detached houses, townhouses and condominiums. The focus is on developing all project areas in Bangkok and Vicinity, including Bangkok’s business centres in high-growth potential sites. In 2010, Pruksa Real Estate launched residential projects in several provinces: Phra Nakhon Si Ayutthaya, Chonburi, Phuket, Khon Kaen, Chiang Mai and Rayong. The company also expands horizontal property products and condominiums in the high-end market (Premium) to increase exclusive residents’ market shares. Meanwhile, Pruksa Real Estate enhances its brand’s corporate image for sustainable business growth and stable financial status.



2. Hospital Business

“ViMUT Hospital” is the first investment in hospitals of ViMUT Hospital Holding Company Limited with the capital investment of 4,900 million baht, divided into 950 million baht in the land and 3,950 million baht in building construction, medical equipment, etc. ViMUT Hospital is a general hospital that offers an overnight stay and tertiary care services with 236 beds (100 beds in the first opening). The architectural design is harmonised with JCI international standard to serve medical treatment for both common and complex illnesses. The hospital is located on 4 rai and 55.60 square wah on Phaholyothin Road near Saphan Khwai Intersection, officially opened in May 2021.

In addition, Pruksa Real Estate further develops ViMUT Hospital’s business into the clinic “Baan Mhor ViMUT Clinic” that provides services on treatment for common illnesses, wound care, blood test, check-up, vaccination, including consultation on health by specialists on family medicine. With the hope that patients are able to access medical treatment, the services cover prevention, treatment and restoration. The first clinic is in Rangsit Khlong 3, Pathum Thani.





Other Businesses of ViMUT Hospital Holding Company Limited during 2020 - 2021

■ **“Theptarin Hospital”**: ViMUT Hospital Holding Company Limited purchased 51% of Theptarin Hospital’s shares, based on the advantage that the hospital is located in the city centre on Rama IV Road and that both hospitals have similar capacities and strategies on NCDs such as diabetes. At present, the two hospitals are in the process of developing products, services and businesses. ViMUT Hospital and Theptarin Hospital also share resources for economies of scale, for example, human resources, devices, functional systems.



■ **“ViMUT Wellness Service Company Limited”**: To prepare for expansion of ageing society, ViMUT Wellness Service Company Limited conducts business on elderly care, registered as a medium-sized physical therapy hospital. The first branch on Sukhaphiban 2 Road near Gemopolis Industrial Estate is set to have an official opening during the upcoming 3rd - 4th quarter 2022.

Marketing and Competition GRI 102-6

All changes across the world since 2021, especially the ongoing COVID-19 pandemic at present, establishes the “New Normal” standard that no one has ever experienced before. Not only does the customer need to adjust a set of behaviours in a short period of time, but also the business industry confronts with a big challenge such as working styles or product and service strategies in order to catch up with the customer’s changing behaviours. Pruksa, as a real estate leader of Thailand, has foreseen such a change through paradigms and more-than-28-year experiences. It therefore expects three interesting trends that give an impact on housing and living of people in the future: Lifestyle Disruption, Health & Wellness and Sustainability.

Interesting trends expected to influence housing and living of people across the world in the future

Lifestyle Disruption / Health & Wellness / Sustainability



Pruksa has followed the three trends to develop a communication strategy and other projects to meet customers’ various requirements, as well as set a policy on sales promotion and corporate image to better reflect the brand Pruksa. As Mr. Thongma Vijitpongpun remarks, the heart of building houses for others is the sincere goodwill to help customers have their own house without any worry but happiness. Most importantly, the house should have good quality with an affordable price. Due to such concepts, it leads to the Brand Purpose “PRUKSA... Heart to Home”.



1. Lifestyle Disruption: Thailand is moving forward to the complete Aged Society where the modern elderly has different behaviours from those of the past. Home has been the centre of all activities such as work, leisure, exercise, etc.



2. Health & Wellness: People at this age turn to pay more attention to health, especially in terms of early prevention or attention, not getting treatment after diagnosis of diseases.



3. Sustainability: While conducting business, it is necessary to seriously focus on changes of climate, global warming and pollution by emphasising the use of resources effectively and ultimately, as well as conserving the environment for sustainability in the future.



In 2021, seeing challenges around with great attention, Pruksa designed and created all dimensions of residence via the campaign “Tomorrow. Reimagined.” to serve not only today’s requirements but also life and environment contexts that will be changed in the future. The campaign is initiated by the concept of changes in the world: Tomorrow May Bring Things Unexpected. This includes mega changes: environment, pollution, climate, epidemic, Aging Society, as well as Work From Home, new family member, etc. Despite of these changes, it is guaranteed that Pruksa will be your home, your place and your shelter that provides a good quality of life as each house is built and developed by innovation.

มีลูก
มากกว่าที่คิด
พื้นที่พอร์มิ่ง

**พฤษภาคม ใสใจ คิดค้น
นวัตกรรมการใช้ชีวิต
ตลอดเวลา**
เพื่อการเปลี่ยนแปลง
ในวันนี้ และ พรุ่งนี้
ให้ที่นี่...คือที่ของคุณ

Tomorrow.Reimagined.
พฤษภาคม ใสใจ เพื่อห้วงชีวิต

ถ้ามี PM 1.0
จะมีสุขภาพดี
ยิ่ง

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โลกร้อนขึ้น
แต่อยาก
ใช้ชีวิตชิลาๆ

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เปิดออฟฟิศ
ที่บ้าน
พร้อมมัย

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พฤษภาคม ใสใจ เพื่อห้วงชีวิต

คนอายุมาก
ยิ่งขึ้น
แต่ยังสนุก
กับชีวิต

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Tomorrow.Reimagined.
พฤษภาคม ใสใจ เพื่อห้วงชีวิต

The campaign “Tomorrow. Reimagined.” creates “values” for the brand. Today, consumers do not look for a living place based on worthiness, but select the place that meets the need of living, gives a sense of pride as an owner and creates Value for Life that truly makes life worthwhile.

PRUKSA...Heart to Home

Pruksa uses digital media to represent the campaign “Tomorrow. Reimagined.” to reach the target customers through stories of unexpected events that make many people change their lifestyles and find a work-life balance. This shows an importance of living places that need to be designed to suit the new lifestyle, harmonised with changes today and tomorrow. The main strategies to serve the three trends of change are as follows:

1. Lifestyle Disruption

- Design the central area in harmony with Universal Design: Accessibility, Equality, Perceptivity and Sustainability that enable all genders, ages, positions, children, elderly or disabled access service areas equally.
- Design the multipurpose area in the house to serve several functions and activities of all members by regarding convenience as priority.
- Design by considering current situations caused by the COVID-19 epidemic that makes people spend longer time at home, adjust themselves by using more technology in daily life, work from home or study online.

- Design by thinking of life in the future, growth, extended family, aging society that require something different from now.

2. Health & Wellness

Regarding the recent COVID-19 epidemic, it is realised that nothing is better than good health. This means not only general treatment but also prevention in a deeper sense. Believing that a well-designed house is the beginning of good health, Pruksa collaborates with VIMUT Hospital in several ways, for example:

- Applying the hospital’s concept of health to enhance the design of houses and common areas.
- Offer different health services and special promotions, together with VIMUT Hospital, for Pruksa residents.
- Meet modern consumers’ requirements via online medical consultation, one of marketing strategies that excellently make a difference in real estate markets.



3. Sustainability

The definition of “PRUKSA...Heart to Home” is limited to not only environment but also creativity of innovation and technology to give a good-quality house that meets all requirements and gives good opportunities to society to reach the goal of growing together sustainably. This is processed through three principles as follows:

1



HEART to HOME

Cares for all residents’ quality of life and wellbeing by installing solar cells in the common area to save energy, creating construction processes that help reduce pollution and impact on health or environment.

2



HEART to EARTH

Cares for production processes that negatively affect environment, especially global warming, by installing Wastewater Stabilisation Ponds in all projects to separate waste and treat water quality before releasing to the community. This includes a social participation through the projects “Klong Suay, Nam Sai” and “Won@Pruksa” that recycle and reuse plastic waste, one of the worlds’ big problems, from Head Office, Companies in Pearl Building and Pruksa projects.

3



HEART to SOCIETY

Cares for society by taking part in establishing good quality of life and giving opportunities to those who need them through the project “Houses for the Disabled” by building and renovating the disabled’s living places to be strong, stable and safe, matching each disabled, as well as offering them an opportunity to work in the Company continually.

According to policies of conducting business and marketing strategies above, it is guaranteed that Pruksa will not stop developing the residences that enhances good health. The Company will continue creating innovations for better living places that make life convenience, as well as establishing sustainability for residents, environment and society to grow together today...and tomorrow.

Sustainable Development

Sustainable Development Policy GRI 103-1

Pruksa Holding (Public Company Limited) and subsidiary companies are determined to do business for sustainable growth and stakeholders' highest satisfaction, moving forward to Sustainable Development that creates economic values, reduces environmental impacts and elevates people's quality of life in society. This is operated under good management and governance to reach Sustainable Development Goals: SDGs. By combining Core Business with the Company's expertise and resource, together with creative innovation and technology, Pruksa has been enabled to offer high-quality residences that meet all requirements by focusing on three main principles:



Heart to Home

Care for quality of life and wellbeing to provide pleasant residences to customers



Heart to Earth

Care for environmental impacts in all production processes to reduce global warming

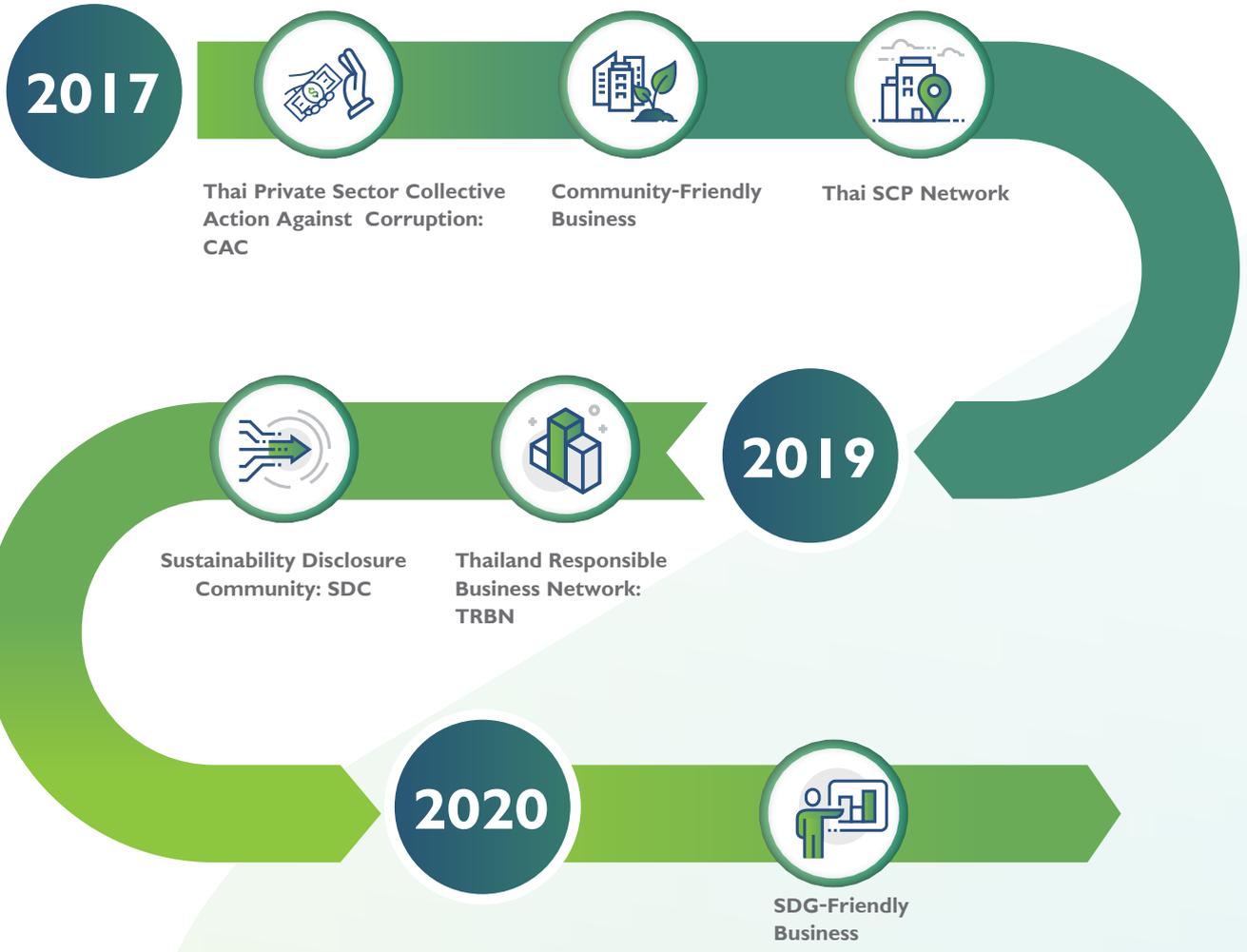


Heart to Society

Care for society and offer good opportunities to create better quality of life for disadvantaged people in society



Participation in Sustainable Development Networks GRI 102-13



Create Innovation for Sustainability



In August 2020, the Company elevated the creation of innovation through “PRUKSA NEXT” that gave employees in all sectors an opportunity to comprehend customers’ residential problems. The concept was to search for solutions and collaborations with external and start-up organisations via “Corporate Venture Building.” The goal was to figure out resolutions that best matched customers’ problems, lifted up Thais’ wellbeing in the future and fulfilled housing life.

“PRUKSA NEXT” has initiated income to the Company with a business model that increases profits from an expansion of original products and services. This becomes a process of innovative development that sustainably meets customers’ requirements.

Corporate Venture Building



Innovation for Sustainability by PRUKSA NEXT



PRUKSA Flex

An innovation that changes housing usable areas to suit each customer's requirement and lifestyle

ZDECOR



One-stop home decoration service, ZDECOR, that helps customers control budgets on furniture and electric appliances by themselves



Zdecor Interior Design
บริการตกแต่งภายในแบบครบวงจร One Stop Service
ในราคาที่เข้าถึงได้ คุ้มค่าพร้อมเอาใจ

- ✓ ดีไซน์ที่บ่งบอกความเป็นตัวคุณ
- ✓ สะดวกรวดเร็ว
- ✓ ราคาถูกกว่าตกแต่งเอง
- ✓ เครื่องใช้ไฟฟ้า บ้าน และของตกแต่งบ้านที่หลากหลาย

เรามีบริการ 2 รูปแบบ

eDesign

ตอบโจทย์คนรักบ้านที่มีสไตล์เป็นของตัวเอง

1

เฟื่องฟูตลอดทั้งปีด้วยการ
ครบทั้งของ เฟอร์นิเจอร์
พื้นที่ที่ถือการตกแต่ง

2

ทีมงานจะออกแบบห้อง
ในรูปแบบ Concept Board
และ Design Board
พร้อม Shopping List

3

เลือกซื้อเฟอร์นิเจอร์ และ
สิ่งอื่นที่จำเป็นจาก
Shopping List

4

เฟอร์นิเจอร์และสินค้า
ที่จำเป็น ส่งและติดตั้ง
ที่บ้านลูกค้า

5

มีความสุขกับห้องสวย
ตามสไตล์ลูกค้า

ลูกค้า: 1-3U Designer: 3-5.5U Furniture Retailers: 3-7.5U

เสร็จภายใน
3-4 สัปดาห์

Speedy

ตอบโจทย์คนรักบ้านที่ต้องการความสะดวกและรวดเร็ว

1

เลือกสไตล์ห้องจากการ
3D Room ของ Zdecor

2

เลือกซื้อเฟอร์นิเจอร์สินค้า
ที่จำเป็น และเครื่องใช้ไฟฟ้า
จาก Shopping List

3

เฟอร์นิเจอร์และสินค้า
ที่จำเป็น ส่งและติดตั้ง
ที่บ้านลูกค้า

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มีความสุขกับห้องสวย
ตามสไตล์ลูกค้า

เสร็จภายใน
3 สัปดาห์

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Innovation for Sustainability by
"PRUKSA NEXT"

2021

Initiated income to the Company around



Enhanced Quality of Life



Pruksa Living Tech

Living Technology for Better Life...

For all these years, Pruksa has never stopped conducting business with “care.” The Company concentrates and considers any impact on the environment, especially preparation for confronting Climate Change caused by “Global Warming” from increasing intensity of greenhouse gas emission in the atmosphere involved with human activities.

Accordingly, Pruksa is determined to develop living innovation “Pruksa Living Tech,” a groundbreaking technology harmonised with nature, lifestyle and living, divided into four aspects as follows:



HEALTHY: Make a Balance of Wellbeing and Good Health

Innovations are created to enhance good health and living: “O2 System” that increases oxygen for fresh air in the common area; Wellness Solution that solves problems on pollution and PM 2.5; Pruksa Precast; saltwater swimming pool; Jogging Track; Space Extension and so on.



SAFETY: Elevate Safety and Peace of Mind

Pruksa elevates safety and alarm systems in projects from the entrance to other areas in the house. The aim is to make all areas safe, strong and reliable with several installations such as Door & Window Magnetic Sensor, CCTV system, Smart Camera/IP Camera, Smoke Detector, Digital Door Lock, Triple Gate, Access Control and Security Pad Control.

GREEN: Create Good Society and Environment

To emphasise the mission of living design and the attention to society and environment, “Pruksa Fresh Air System” or the house that breathes make house cool, ventilating and non-humid. The technology uses “Solar Cell” in the common area to save energy and eliminate air pollution probably caused by electric generation. The increase of green areas with “Vertical Green Wall” or tree walls helps filter the air and reduce noise pollution. The use of “LED Light” saves energy and has longer service life whereas “Skylight” roofs support clean energy, reduce power consumption and save expenses by bringing natural light into the house.



SMART: Provide Comfort in Digital Era

Pruksa supports lifestyles in Digital Age with “Home Automation,” a smart technology that controls and manages electric devices in the house via an application on smartphones. This includes other systems such as In-Unit Wellness, Sensor Lighting, USB Plug, Smart Switch, Smart Mirror, Smart Locker and central Wi-Fi, all of which are created to give convenience in life.



Universal Design Projects

Additionally, with “Pruksa Living Tech” Innovation, Pruksa continually pays attention to quality of life by surveying customer needs and applying them to design houses under the concept *Universal Design* or *design for all* to make housing areas suit for every generation, for instance, flooring with cushioning materials in the elderly’s bedroom and toilet, building a slope for wheelchairs, installing CCTV cameras connecting to smartphones in front of every house. This includes an attention to common-area development to serve all activities of residents, as well as the public park with Jogging Track or elevator braille push button switches for the blind.



In 2021, Pruksa had **124** projects designed under the concept **Universal Design**



helped increase green areas more than **323,138** square metres

and elevated quality of life of **45,190** customers

Risk Management GRI 102-11

The epidemic of COVID-19 in 2021 has given an impact on the Company's operation and income. Other significant factors are severe volatilities of global economy, political problems in the country, increasing household debt, as well as the low supply of new residences in Bangkok and Vicinity that contrasts with the high demand of housing purchase that has slowed down, causing real estate markets economic contraction.

Realising the importance of risk management, the Company processes risk assessment related to strategic planning. Instability of internal and external factors are considered as they might affect business operations and organisational goals. Meanwhile, the Company searches for opportunities to conduct business and increase added values to the organisation, shareholders, society, community and stakeholders. The aim is to help the Company reach the business goal and grow sustainably.

Systematic Risk Management

The Board of Directors and executives of Pruksa Holding (PCL) have realised the importance of risk management that influences the organisation's short-term and long-term goals. To make the organisation grow sustainably under disruptive changes, the Company assigns the Risk Management Committee to consider and comment on policies, strategies and methods that control different risks related to business of the Company and affiliates. Important risk levels and risk indicators are determined to ensure that all risks are properly managed. Opinions on possible risks are taken into account, together with approaches to launch measures or risk management plans by the management sector, to guarantee that risks are managed at an acceptable level. The organisational structure shall continually support risk governance and develop risk management system at all levels in the organisation.

For all these years, the Company has developed risk management system in accordance with international standards COSO and ERM Framework by creating a framework of risk management system in the organisation. Each year, an analysis and evaluation of risks that affect the business plan's goals are conducted. Measures of risk control management are launched appropriately. Risk management processes are integrated with operation processes to evaluate sufficiency of controls designed to match working processes. Internal Control System shall also be followed continuously. The person responsible for any process evaluates and improves internal controls or operates his/her works in line with the plans to prevent or reduce risks that might occur at work, or other factors that affect works and make the organisation unable to reach the goal.

Enterprise Risk Management

or ERM is a process that allows all employees to take part in analysing and expecting possible incidents or risks, as well as indicating approaches to manage such risks at an acceptable level. The aim is to help the organisation reach the goal in accordance with organisation's vision and mission.

Pruksa pays attention to determining a framework and plan of Incident Management that collects damage to operations caused by processes, persons, systems and external factors. This includes development of Incident and Risk Management System to store data and analyse risks more effectively. The Company creates Business Continuity Management System (BCMs) by building simulations and regularly practices Emergency Response Plan (ERP) and Business Continuity Plan (BCP).

Furthermore, the Company participates in corruption risk assessment through the project "Thai Private Sector Collective Action Against Corruption: CAC" by Thai Institute of Directors (IOD) that involves groups of real estate and hospital businesses. GRI 102-12

Pruksa Holding Risks

1 Strategic Risk

Type of Risks	Management	Outcomes
 <p>Real Estate Marketing Condition</p>	<ol style="list-style-type: none"> 1. Emphasise the sales strategy. Focus on Real Demand customers that truly need to buy houses for living. 2. Adjust the sales strategy via Digital Platform in line with changed customer behaviours. Pay attention to studies of short-term and long-term New Normal lifestyles. 3. Control expenses. Accelerate sales and transfers, including inventory release. 	<ul style="list-style-type: none"> ■ In 2021, 7.6M customers visited the website (Growth Rate 67%) <i>*Source: Google Analytics 360 Suite</i> ■ In 2021, Presale increased 16% ■ In 2021, Market share was 8% <i>**Source: Market Insight, SBD</i>
 <p>High Cost of Construction and Shortage of Construction Materials</p>	<ol style="list-style-type: none"> 1. Select main suppliers of construction materials via the bidding method to keep construction cost stable throughout the year. 2. Establish purchaser-supplier alliance by jointly setting clear processes of selection, evaluation and operation. 3. Hold monthly meetings to report changes of main construction material prices and analyse effects on COGs to consider the change of prices or the seek for material substitutes. 4. Follow the policy <i>Ready to Move in</i> instead of building a house when the customer places a reservation deposit to plan construction and material purchase in advance. 	<ul style="list-style-type: none"> ■ COGs of real estate in 2021 was accounted 69.0%.

2 Operational Risk

Type of Risks	Management	Outcomes
 <p>Safety in Construction Projects</p>	<ol style="list-style-type: none"> 1. Launch measures of operations and improve golden rules on safety by enforcing employees and contractors to follow the measures. 2. The responsible person for the project by law shall examine readiness of equipment and operation in accordance with the measures. 3. Follow up contractors' operation to evaluate effectiveness. 	<p>GRI 102-12</p> <ul style="list-style-type: none"> ■ The Surveillance Audit was certified by OHSAS 18001:2007. ■ In 2021, accidents that caused fatalities was not found.

Type of Risks



Labour Shortage



Dependence on Expert and Specialist Staff



Information Technology and Cyber Threats

Management

1. Adjust some production plans that enable to replace humans with technology such as Full Precast or precast concrete, precast structures, modular bathrooms, in available projects.
2. Discuss with contractors to plan appropriate labour management in each project without effects on construction project delivery plans
3. Distribute the construction projects by considering the capacity of each contractor such as turnkey construction of high buildings or condominiums.
4. Establish alliances with outstanding and qualified contractors to reduce risks of labour shortage during the expansion of Prukisa's production/ construction as a great-leap-forward model.
5. Collaborate with Social Security Office to arrange vaccination for contractor suppliers of the Company.

1. Launch the policy that supports employees' professional development. Give them opportunities to grow equally by creating equipment and system for professional growth.
2. Promote and prepare employees to develop themselves continually to grow in the career path, together with the organisation's business via trainings on personnel development.
3. Make Succession Planning to get preparation for the successor in case of position vacancy or business expansion.

1. Do Big Data Project that collects data for analysing and planning project development.
2. Create 360° simulation (Virtual reality: VR) to allow customers to visit model houses or rooms in line with New Normal Lifestyle.
3. Use Internet of Things (IoT) to enable electronic devices to connect and share information via the internet.
4. Use a drone to follow up and take aerial photos for project security.
5. Practice Disaster Recovery Plan (DRP) in the main systems to prepare for risks that might cause damage to key operations or business interruptions.

Outcomes

- Adjust the form of contract labour by distributing 100% of turnkey construction in vertical projects.

- 100% of operation followed the Learning & Development Plan.
- In 2021, a survey of Employee Engagement increased 106% when compared to 2020.

- The project was tested by IT Department. 100% of the main system was recovered within the time limit.

3 Financial Risk

Type of Risks



Fund Raising and Liquidity

Management

1. Manage sufficient cash flow for business operation without problems by making investment plans to expand business that considers sources of finance, especially management of capital structure that keeps important financial proportion at an appropriate level.
2. Diversify loans from various sources of finance. Manage risks from interest and foreign currency with Hedging Tools appropriate to the business structure.
3. Offer debenture for institutional and retail investors.
4. Launch short-term promissory notes and bills of exchange sufficient for short-term and long-term requirement of cash flow.

Outcomes

- Debt to Equity Ratio on 31 December 2021 was 0.44 times, higher than the target point that was determined lower or equivalent 1 time.

4 Compliance Risk

Type of Risks



Business Operation under Strict Laws

Management

1. Follow rules and regulations of laws and government agencies, correctly permitted by related institutions. This includes suggestions and instructions of government agencies and central offices until accepted by customers and shareholders.
2. Apply good corporate governance to save profits of the Company and shareholders.

Outcomes

- In 2021, there was no damage from persecution nor complaint that caused trials related to permission to operate with government agencies or cases of persecution or complaint with more than one-year punishment or fines to cease a trail more than 100,001 baht.



Enforcement of following PDPA

1. Study laws and organise trainings to provide basic knowledge for all executives and employees.
2. Appoint a working group to manage personal data, comprising of representatives from related departments and consultant companies.
3. Make Data Mapping to link data, security administration and level of accessibility to the Company' data.
4. Set up solution and prevention in case of personal data leak or improper use of personal data that cause damage to the Company.

- 100% of operations followed the preparation plan in accordance with the enforcement of Personal Data Protection Act (PDPA).



Change of Land and Building Tax Act

The severe COVID-19 epidemic in 2021 gave impacts on people extensively. The Government launched a measure to reduce land and building tax, accounted 90% of calculated tax. This helps relieve impacts caused by land tax expenses at a moderate level.

Emerging Risk

Being aware of emerging risk that might occur and give severe impacts on opportunities for business expansion, the Company considers and reviews Emerging Risk that probably arises some time at present or in the future as follows:

Type of Risks	Management
 <p>Effects from Epidemic of COVID-19</p>	<ul style="list-style-type: none"> ■ The Company has measures to cope with the situation by making and improving BCP (Business Continuity Plan) that suits the Company’s current condition. Regarding COVID-19 response, the Company draws on seven sets of immediate actions by McKinsey & Company to adjust its business. ■ Emergency Response Team COVID-19 and Incident Response Team (IRT) are established to manage the emergency incident as a whole. This includes evaluation and management to relieve impacts that might happen in other sectors, namely, employees, their families, customers, suppliers, shareholders, communities and societies.

Immediate Response to Emergency Incidents

The Company appoints the BCM coordinator in each department to perform duty as the centre that passes important messages such as what employees need to follow, important phone numbers, spare workplaces and significant annual events. This is done together with development of management systems for business continuity connected to value chain in every section, as well as setting management systems in accordance with international standards to face possible incidents that affects business interruption. In 2019, the Company’s Boards of Directors agreed to make business continuity plan for responding to emergency incidents.

■ **Head Office** does practices on IT Disaster Recovery Planning (DRP) in the main operational system to be prepared for emergency incidents and test the communication under simulations as follows:



The Head Office is on fire. The main server room of internet system is not available.



The important operation system was hacked by malicious persons.

■ **Under-construction Projects** organise simulations and practices on Emergency Response Plan (ERP) and Business Continuity Plan (BCP) for employees working at construction sites. In the future, the Company plans to develop the business continuity management system and obtain an international certification by ISO 22301 for Precast Concrete Factory to build more trust among stakeholders.

■ **VIMUT Hospital Group** As HIS (Hospital Information System) is the core of hospital and clinic businesses, Baan Mhor VIMUT Clinic organises a test to check operations that follow the business continuity plan when the IT system is down. Clinic and IT staff are trained to use the system with processes such as practicing before the incident, making plans, operating during the incident, using Call Tree, turning on the manual system and planning to report after the incident

Examples of Risk Report Culture of Baan Mhor ViMUT Clinic



Establish Risk Culture

Pruksa publicises knowledge of risk management via the website as the centre of data on risk management in the organisation to help all employees search for knowledge easily.

Risk Management is important for employees at all levels. As committees, executives and employees need to cooperate and follow Risk Culture seriously and continually, the Company establishes it in the organisation with the support from the Risk Management Committee to participate in managing risks in the Company and affiliates. This includes reviewing sufficiency of risk policy, promoting development of risk management system at all levels in the organisation continually.

Additionally, the Company publicises knowledge of risk management, emergency/crisis management and business continuity management, including movements inside and outside the organisation, via the Company’s website of risk management. There are also articles or analyses of movements and trends in real estate markets related to residences as a whole. Authors are reliable external analysts or financial institutes. The aim is to help employees search for knowledge and better understand risk management.

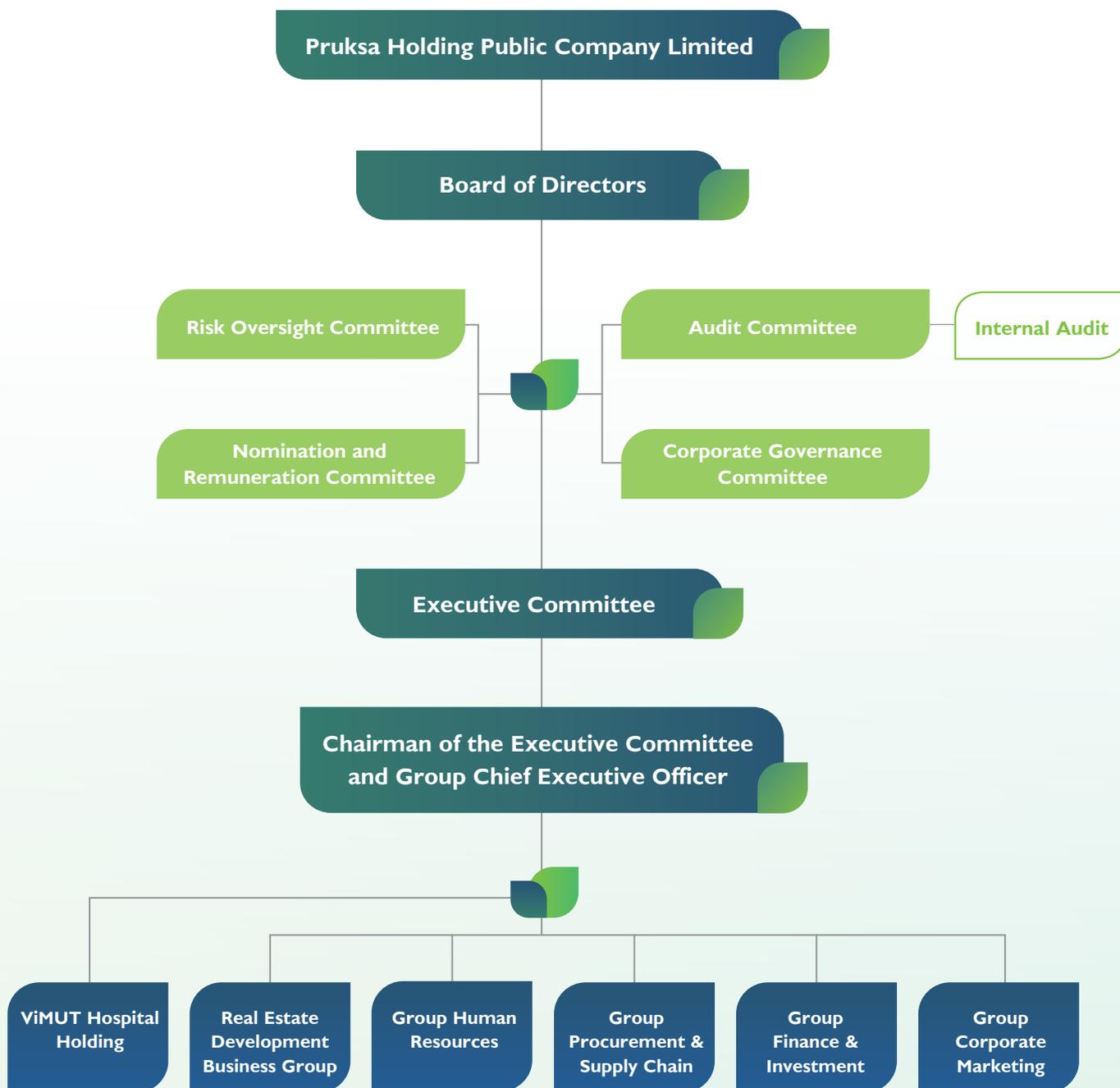
The Company also encourages employees, from Operation to Top Management, to enhance knowledge of risk management by offering them the training programme Risk Management Report on Operation that 70 executives and in-line representatives participated. The Company also organised the workshop with Project Managers and Project Engineers to evaluate construction risks through Risk Map and Mitigation Plan, in which 46 participants of the target group joined.



Corporate Governance

Management Structure of Pruksa Holding Public Company Limited GRI 102-18

The management structure of Pruksa Holding Public Company Limited is comprised of one Board of Directors and five Sub-Committees of the Board: Audit Committee, Risk Oversight Committee, Corporate Governance Committee, Nomination and Compensation Committee and Administration Committee.



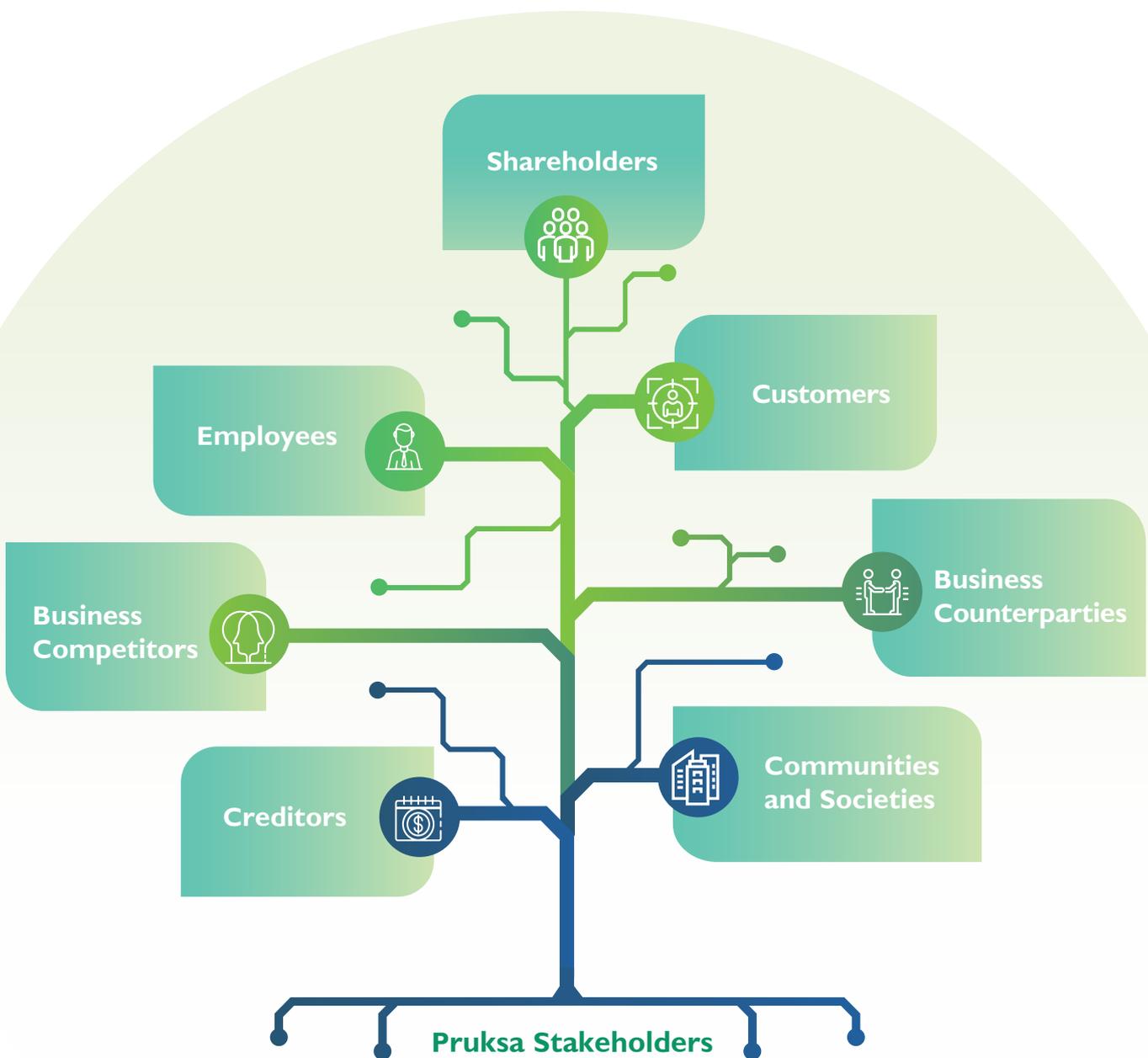
Note: Find more information on “Roles and Duties of Board of Directors and Sub-Committees” from Pruksa 56-1 One Report 2021 by Pruksa Holding Public Company Limited.

Data on 1 October 2021

Stakeholder Engagement

Purksa, concerning the rights of all stakeholders – shareholders, employees, executives, customers, creditors including public and society, establishes the guidelines in accordance with the Company’s Code of Conduct to reassure that any legal rights of stakeholders are properly treated. Meanwhile, the Company also strengthens stakeholders’ cooperation on the basis of roles and duties. Accordingly, the Company could operate its Business securely and return benefit to all parties of stakeholder evenly.

Pruksa Stakeholders GRI 102-40, GRI 102-42, 102-46





Issues Concerned by Stakeholders

GRI 102-44

- Be informed about Business operation transparently, explicitly, currently, and evenly.
- Profits and dividends paid out fairly.
- A general meeting of shareholders (AGM Checklist) held in accordance with internationally accepted standards, e.g. disease prevention and control measures, transport-convenient meeting area, in advance registration, chances to access and overview the Company information, capability of adding the meeting agenda and lists of directors, submitting in advance questions and publishing guidelines on the Company's website.
- Rights to vote individually for the appointment of directors and the auditors including the rights to consider their remunerations as well with non-informed agenda.
- Affix a stamp duty on a letter of power of attorney with no charges.



Channels and Frequency of Communication to Stakeholders

GRI 102-43

- E-mail: ir@pruksa.com
- Website: www.psh.co.th (Investor Relations section)
- Letters to: Chairman of the Board, Chairman of Audit Committee, Chairman of Group CEO
- Annual General Meeting of Shareholders
- Annual Report
- Sustainability Report



Practices towards Stakeholders

GRI 102-44

- Operate the business on the basis of honesty, awareness, fairness in order to maximise overall benefits for shareholders and to add good values to the Company's long-term turnover.
- Submit reports on the Company status, turnover, financial and accounting information regularly, completely, and veritably.
- Report evenly both negative and positive inclination of the Company prospect in accordance with reasonable and proven possibilities.
- Publish related information on the Company's website or the Stock Exchange of Thailand's database system (SETSMART) as soon as circumstances which had affected stock quotes, investor decisions or shareholder benefits occurred.
- Do not publicise self-exploitation or any other exploitations of the Company's information nor proceed any matters which may lead to conflicts of interest with the organisation.
- Treat shareholders equally according to the Code of Conduct. Respect shareholder rights and not hinder their communications. In case Shareholders Agreement crucially affects the Company or shareholders, the Company will disclose it immediately.



Issues Concerned by Stakeholders

GRI 102-44

- Employment
- Employee welfare
- Potential development and support
- Safety, occupational health and working environment
- Anti-corruption
- Employees' engagement assessment
- COVID-19 management



Channels and Frequency of Communication to Stakeholders

GRI 102-43

- E-mail: cg@pruksa.com
- Internal Website: Pruksa Internal Communication (Google Site)
- Digital Signage in front of the elevators of all floors
- LINE@: Pruksa Engagement
- LINE Official: @pruksacg
- Meetings



Practices towards Stakeholders

GRI 102-44

- Treat employees equally with no discrimination of genders, nationalities, races, religions and beliefs
- Promote corporate cultures, relaxing working atmosphere, and teamworking. Treat employees and individualism with respect.
- Employ, appoint, and transfer employees in accordance with moral and human resource principles for maximum benefits.
- Manage working environment to be safe for employees' life and property and comply with labour legislation strictly.
- Supervise the remuneration corresponding to the Company's short-term and long-term performance under the considerations of annual profits, the Company's performance and each employee's performance.
- Reconsider employment rate comparing to the labour market data for maintaining the competitiveness of employment and employee retention.
- Set up the standards for taking care employees during COVID-19 crisis and hold health insurance adding up medical expenses covering COVID-19 illness.



Issues Concerned by Stakeholders
GRI 102-44

- Safety and no health-issued concern during sales and after sales service during COVID-19 epidemic.
- Build good relationship and engagement both in short term and long term.
- Develop projects regarding customers’ needs. Products must be professionally researched and developed continuously to support better life and more comfortable living.
- Having confidence on qualified, accurate and up-to-date information gathering systems. Customers’ advantages are informed continuously and effectively.
- Keep the customers or patients’ information confidential. No information use in wrongful manner except the information has to be disclosed to the relevant third party according to the laws.



Practices towards Stakeholders
GRI 102-44

- Provide products and services with standardised qualities under fair conditions to give customers’ confidence and satisfaction. The Company products and services will be heard by word of mouth.
- Continually upgrade the quality standards of products and services. Provide correct, timely and unexaggerated product and service information to customers to make a decision.
- Rapidly respond to customers’ needs. Provide systems of communications or 24-hour channels for complaints and conduct customer’s satisfaction assessment to develop products and services. (Remarks: read topics for the assessment of customer’s satisfaction on page 41)
- During contagious COVID-19 epidemic, the Company has arranged visiting project service in virtual tour platform which is rated 90% of satisfactory assessment. Moreover, the Company has also provided alcohol sprays dispensing and worked as a go-between for government sectors and the residents in transferring COVID-19 patients.
- Conduct visual questionnaires and retain all information via CRM system developed for the effective customer data protection.
- Hold the “Pruksa Member” activity to build good relationship among the residents. The members could earn by introducing their friends to purchase residency.
- Provide advantages and services from well-known shops and brands according to the customer’s needs and lifestyles.
- The customers shall be examined and cured by specialized doctors, a team of certified nurses with the supervision of drugs and medical supplies commissioners including the Tele-Med service and the supplies delivery.



Channels and Frequency of Communication to Stakeholders
GRI 102-43

Pruksa Real Estate

- Pruksa Contact Center: 1739
- Application on Mobile: The Living
- Website: www.pruksa.com
- PruksaChatbot Channel on www.pruksa.com
- Website for Pruksa Member: https://member.pruksa.com/
- Facebook: Pruksa Family Club
- Letters to: Chairman of the Board, Chairman of Audit Committee, Chairman of Group CEO

ViMUT Hospital

- Telephone: 0 2079 0000
- Website: www.vimut.com
- Facebook: vimuthospital
- LINE@: vimuthospital
- E-mail: info@vimut.com
- ViMUT’s Department of Public Relation

Baan Mhor ViMUT Clinic

- Telephone: 0 2102 1147
- Website: www.vimut.com
- Facebook: vimutfamily
- LINE@: vimutfamily
- E-mail: vimutfamily@vimut.com
- ViMUT’s Department of Public Relations



Issues Concerned by Stakeholders

GRI 102-44

- Anti-corruption
- Value adding and distributing sustainably economic growth



Channels and Frequency of Communication to Stakeholders

GRI 102-43

- Pruksa Contact Center: 1739
- E-mail: cg@pruksa.com
- LINE Official: @pruksacg
- Website: www.psh.co.th (“Corporate governance / appeal for corruption or bribery” section)
- Letters to: Chairman of the Board, Chairman of Audit Committee, Chairman of Group CEO



Practices towards Stakeholders

GRI 102-44

- Conduct business under rules and fair competition.
- Do not seek for confidential information of competitors by dishonest or inappropriate means for the Company’s benefit.
- Do not accuse wrongfully or destroy competitors’ reputation.
- Do not participate in signing any contract or agreement which lead to the unreasonable elimination of competitor.



Issues Concerned by Stakeholders

GRI 102-44

- Compete based on equal information.
- Have criteria for evaluation and selection of business counter parties.
- Conduct appropriate agreement format.
- Provide managing and monitoring system to assure that the contract is conducted thoroughly to prevent corruption in all procurement processes.
- Make payment to business counter parties on time according to terms of payment as agreed.



Channels and Frequency of Communication to Stakeholders

GRI 102-43

- Pruksa Contact Center: 1739
- E-mail: srm@pruksa.com
- LINE Official: @pruksacg
- Website: www.psh.co.th (“Corporate governance/ appeal for corruption or bribery” section)
- Letters to: Chairman of the Board, Chairman of Audit Committee, Chairman of Group CEO



Practices towards Stakeholders

GRI 102-44

- Give the opportunity to all business counter parties (vendors, contractors, lessors) to bid, quote contracting prices, quote selling material prices and supplies and provide design service with honesty, transparency, fairness, and impartiality including making appropriate contract.
- Develop and maintain long-lasting relationship with business counter parties regarding to their clear objectives of the quality of products and services, being worthy for the payouts, technical quality, and mutual trust.
- All executives and employees are prohibited from receiving any personal benefits from business counter parties whether directly or indirectly.
- Issue the notification letter informing “No Gift Policy” to business counter parties and financial institutes that the Company refrain from receiving gifts or any supporting budgets.
- Do not involve in procurement process with business counter parties relating to executives or employees one or another way as a family member, cousins, relatives, or self-owned business.
- Do not disclose nor exploit the information from procurement process for personal or other people’s benefit.
- Follow the conduct of contract conditions whether completed or not to prevent any corruption in all procurement processes.
- Make payment to business counter parties on time according to terms of payment as agreed.



Issues Concerned by Stakeholders
GRI 102-44

- Repay debts on time according to terms of payment to avoid overdue payment.
- Strictly comply with conditions notified by creditors.



Channels and Frequency of Communication to Stakeholders
GRI 102-43

- Pruksa Contact Center: 1739
- Website: www.psh.co.th or www.pruksa.com
- Facebook: Pruksa Family Club
- E-mail: cg@pruksa.com
- LINE Official: @pruksacg
- Letters to: Chairman of the Board, Chairman of Audit Committee, Chairman of Group CEO



Practices towards Stakeholders
GRI 102-44

- Repay debts on time on the basis of specified conditions and strictly follow practices set by creditors.
- Strictly adhere or comply with contracts, conditions as agreed, loan repayment, interest payment or any responsibilities for guarantees.
- When crucial circumstances that affect financial status and payable debts occurred, the Company shall manage the capital and notify creditors to mutually seek solutions or prevention any damages.



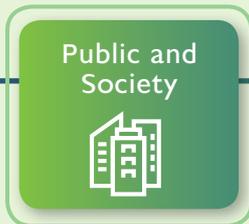
Issues Concerned by Stakeholders
GRI 102-44

- Environmental-based business operation
- Communication and society participation
- Building good relationships with communities



Channels and Frequency of Communication to Stakeholders
GRI 102-43

- Pruksa Contact Center: 1739
- E-mail: csr@pruksa.com
- LINE Official: @pruksacg
- Website: www.psh.co.th (“Corporate governance / appeal for corruption or bribery” section)
- Letters to: Chairman of the Board, Chairman of Audit Committee, Chairman of Group CEO



Practices towards Stakeholders
GRI 102-44

- Strictly operate the Business concerning on environmental issues and environmental laws and regulations. Provide distinctively sustainable development policy and practice in organisations.
- Promote employees’ awareness and responsibilities for environment and society.
- Respect to customs, traditions and cultures of each community in every country that Company enters and operates its business.
- Arrange continual activities to create society, community and environment for better living qualities of people in the area that the Company operates by means of cooperation with public sector, private sector and communities.
- Cooperate in communities’ activities surrounding the area of the Company’s business operation.
- Prevent accidents, supervise the operation and control waste discharged to standard level.
- Rapidly respond to situations affecting to environment, community, life and property as the result of the Company’s operation and fully collaborate with government officers or related agencies.
- Develop living quality of people in society and community through CSR project e.g., medical supply donation to communities, COVID-19 vaccination for elders in Inthamara community along with the help of Phaya Thai district officers, the donation of 138,000 doses of Pfizer vaccine for doctors, medical staffs, and relative and general people.

Customer’s Satisfaction Assessment

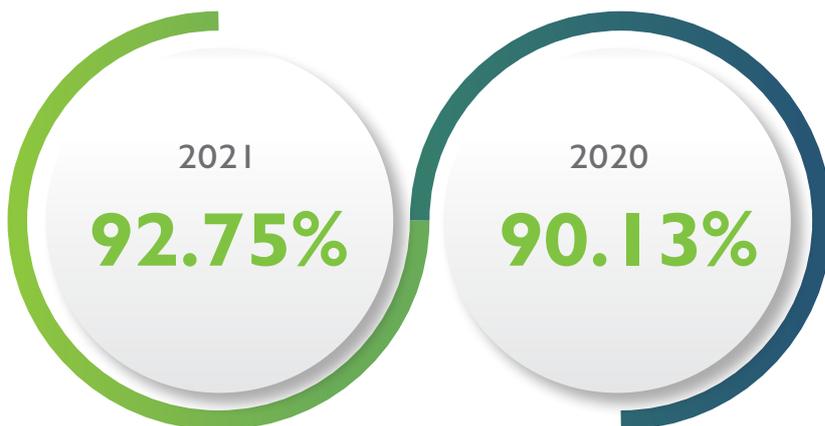
Pruksa commits to create customers and visitors’ satisfaction; hence, the Company emphasises the importance of product and service development continually under the satisfaction assessment automatically conducted in every process of services. The department of Corporate Customer Relationship Management is responsible for conducting the assessment and gathering results which will be reported to executives and related personnel real time in order to analyse, develop, plan and build good relationships with customers effectively.

5 Primary Processes Listed in Satisfaction Assessment

The Company gathers satisfaction points form customers intermittently, analyses the results and develops complaint system regularly to settle more satisfaction in the following year.

Processes	Assessment Measures
Customer’s satisfaction with information and visiting the project service	 Sending an e-mail or a SMS to a customer or having a phone call with a customer to do satisfaction assessment by an hour after visiting the project.
Customer’s satisfaction with ownership transfer	 Sending an e-mail or a SMS to a customer or having a phone call with a customer to do satisfaction assessment by a day after ownership transfer.
Customer’s satisfaction after 6 months of ownership transfer	 Sending an e-mail or a SMS to a customer or having a phone call with a customer to do satisfaction assessment by 6 months after ownership transfer.
Customer’s satisfaction with home caring service and repair quality	 Sending an e-mail or a SMS to a customer or having a phone call with a customer to do satisfaction assessment after the issue had already been fixed.
Customer’s satisfaction with the management and transfer of project utilities to a juristic entity	 Sending an e-mail or a SMS to a customer or having a phone call with a customer to do satisfaction assessment after project utilities had been transferred to a juristic entity.

Overall Satisfaction of Customers and Visitors



Code of Conduct GRI 102-16

Pruksa strives to the Business growth based on transparency, fairness and responsibilities to shareholders, customers, employees, and all stakeholders. Our Business operates under good Corporate Governance principles with apparently extensive Code of Conduct covering operations in all aspects. Up-to-date, appropriate and in accordance with corporate governance development as the Securities and Exchange Commission and the Stock Exchange of Thailand instructed, aiming at standardising the Board, executives and employees' operations and being accepted qualifiedly and morally by all related parties.

The Board, executives, and employees, as role models, shall perform according to the Company's Code of Conduct with understanding, acceptance, faithfulness, cautiousness, and avoidance of misconduct. Moreover, the Company publicises its Code of Conduct through the Company's owned communication channels including workshops for new employees and projects' staff as well as holding annual questionnaires.

Note: Please find more information about Pruksa Holding Public Company Limited and its subsidiaries' Code of Conduct on <https://www.psh.co.th> in the topic of Corporate Governance, Code of Conduct subtopic.

Human Rights Respect

Employees as concerned as high valued resources, the Company establishes policies on employees' health, hygiene and working environment safety. The Company also strives to promote corporate culture, good working atmosphere, team working and to treat employees with politeness and respect to individualism. Employment, appointment, and position transferring shall be considered on the basis of ethics and regarding the Company's maximum benefit. The Company shall treat employees equally regardless of genders, nationalities, races, religions, and beliefs. Under Section 96 of Labour Protection Act B.E. 2541, the welfare committee at the place of business is established as well.

Anti-Corruption GRI 103-1

Pruksa establishes Anti-Corruption policy and measures for Pruksa Holding Public Co., Ltd. and its subsidiaries as guidelines for executives and employees of all levels to be aware of ethical and honest manners which are the key factor to nourish the Company's reputation and support its operation. The Company strictly adheres to Thailand's Anti-Corruption law and regulations and adopts the policy not to support businesses, groups of people or people involving in seeking their own benefits through wrongful deeds and abuse of power directly or indirectly.

The Company emphasises Anti-Corruption actions which are prescribed as the Company's Core Value. Adhering to the core value, the Board establishes the policy, protocols, and operation process in order that employee of all levels could strictly follow. Under the monitoring principle which is concurrent to Anti-Corruption risk, the Company has responsibilities for acknowledging executives and employees and developing all personnel's understanding toward Anti-Corruption practices.



Anti-Corruption Participations GRI 103-1, GRI 205-2



- The Company has declared to be a part of Private Sector Collective Action Coalition Against Corruption or CAC since 2017 and has been approved as a member recently on 30 September 2020. The membership will last on 29 September 2023.

- The Company has determined to participate in the “STRONG” or “Sufficient Mind with STRONG Model” project by the Office of the National Anti-Corruption Commission.



- The Company has informed small and medium enterprises, 623 in total, who are the Company’s business partner, to attend “CAC-SME” project in collaboration with Anti-Corruption actions. GRI 205-2



Risk Assessment for Corruption GRI 205-1

The Company assesses risk of corruption committed in real estate business and hospital business group. Hence, the Company provides controlling system to prevent corruption, still, to lessen problems effecting internal corporate units and units contacting outside corporate people. The key risks are as follows.

Real Estate Business





Key Risk

By government or administrative officials, the contractor shall be examined for foreign employment at the construction project. GRI 205-1



Explanation



Anti-Corruption Prevention System

The contractor, Pruksa’s business partner, avoids verification of any documents related to a foreigner’s nationality or legal immigration documents which are essential to work permit submission and registration record. As a result, the contractor gives a bribe to a government or administrative officer.

Operational Control:

1. Provide the policy of no illegal foreigner employment as working guideline for Human Resources Department.
2. Set up HC Foreign Worker unit under Human Resources Department’s supervision.
3. Stipulate TOR (Term of Request) to be attached to a contractor contract notifying the regulations of foreign employment and the responsibilities in case of employing illegal foreign workers.

Control Environment:

4. Assign the Safety Officer Professional level (SO. Pro.) operated in every project of the business unit and assign project engineers / project managers (PM/PE) to monitor any deeds against Labour Protection Law.
5. Provide channels for reporting a case of the Company personnel’s misconduct. The case shall be inspected by Internal Audit & Compliance Department.



Key Risk

Permission to land allocation and development in real estate project i.e., submitting land allocation permission at Land Office by Estimate Department GRI 205-1



Explanation



Anti-Corruption Prevention System

The staff rushes submitting an application process for land allocation; hence, the staff gives a bribe to Land Office authorised officer to speed up the process.

Operational Control:

1. Establish the Operation Handbook made by Estimate Department.
2. Assign personnel, specific staffs, as well as providing rules and laws for apparent operations under Estimate Department's supervision.

Control Environment:

3. Establish the apparent protocols for operation fee disbursement, authority, and financial amount for related people in operations.
4. Provide channels for reporting a case of the Company personnel’s misconduct. The case shall be inspected by Internal Audit & Compliance Department.





Key Risk

A TOR (Term of Reference) on sales requirement for partner selection process made by Procurement Department GRI 205-1



Explanation



Anti-Corruption Prevention System

Each year, Pruksa purchases a mass of building materials for construction project. The Procurement department is responsible for gathering all demands from all Business group and procure in the name of the Company. As a result, an exposition to a high risk of bribery is offered by a business partner to the Company staff in TOR developing process, which is beneficial to the business partner.

Operational Control:

1. Establish the Operation Handbook made by Procurement Department.
2. Assign personnel, specific staffs, as well as providing rules and laws for apparent operations under Procurement Department's supervision.
3. Any specialists shall participate in TOR developing process to consider TOR content, specifications of non-legal sale & purchase products/ services including approval authority.
4. In case any procurement amounts more than 20 Million Baht and TOR does not meet the Company's standard, the process will be inspected by the committee comprising of top executives expert in business, finance, law, and regulations to control risks.

Control Environment:

5. All working processes shall be operated according to the Company's policy and shall be monitored by the Audit Committee according to annual internal auditing plan.
6. Provide channels for reporting a case of the Company personnel's misconduct. The case shall be inspected by Internal Audit & Compliance Department.



Key Risk

Project inspection (construction project) from a business partner by SBU or any entities responsible for construction project GRI 205-1



Explanation



Anti-Corruption Prevention System

A project staff is in charge of project inspection and signing in Handover of Works document to make a payment to a business partner. The project staffs may be given a bribe to approve unqualified project.

Operational Control:

1. Establish inspection processes and authority to approve project inspection via GR Approval Workflow system including Notification through SAP system in order to display a Pop-up box notifying regulations for a project inspector and inspection process which related documents shall be attached. Personal username and password for accessing the inspection system shall be provided confidentially.
2. The Accounting Department is in charge of tracking project inspection information according to GR (Good Receive Slip) to notify the user and the Company's authorised supervisor to approve project inspection.

Control Environment:

3. Provide channels for reporting a case of the Company personnel's misconduct. The case shall be inspected by Internal Audit & Compliance Department.

Guidelines for Conflicts of Interest Prevention

The Company establishes the policy for executives and employees to disclose conflict of interest information to prevent using authority and position in intervening judgement or decisions on any matters resulting the absence of ethical deeds, independence, impartiality, transparency and fairness and affecting common interest. GRI 103-1

Anti-Corruption Policy Communication GRI 103-1, GRI 205-2

In 2021, Pruksa hold the activity “CG STRONG DAY or CG DAY in VDO conference format via Google Meet application which the Board, top executives alongside with Associate Professor Dr. Manee Chaiteeranuwatsiri, an Advisor to the Chairman of Office of the National Anti-Corruption Commission (NACC) and an innovator of STRONG Model, were speakers, discussed and gave remarks to the attendants. The activity emphasises importance of Corporate Governance, the Board – employees’ mutual participation including establishing knowledge and awareness to ethics, moral principles, Anti-Corruption actions and critical thinking based on STRONG Model which will be applied for their operations.

The Company also publicised report on the internal corruption cases with its penalties as a case study for executives and employees to have conscience and awareness of Anti-Corruption actions and to prevent misconduct.

Disclosure of Conflict of Interest Information in 2021 by Executives and Employees



Pruksa’s “No Gift Policy” and Anti-Corruption policy, has been informed to executives, employees, business partners, agents and financial institutes, including no support of rewards offering to government agencies or budget accepting from financial institutes in any means.

Channels of Reporting/ Channels of Notification

All stakeholders are provided with various channels for contact, that appeal and notify any matters affecting to the Company’s reputation directly to the Company or the Board. Employees or stakeholders, who discovers any suspected actions of rights violation or violating laws, the Company’s rules, regulations and Code of Conduct, could ask for inquiry, appeal or inform to related personnel. The details are as follows;

 Trusted supervisors in all levels	 Telephone: 0 2080 1739 ext. 48611 or 08 4875 4784
 LINE Official Account: @pruksacg	 E-mail: cg@pruksa.com
 Website: www.psh.co.th (in the topic of Corporate Governance/ Appeal to Corruption actions)	 Letters to Chairman of the Board, Chairman of Audit Committee and Chairman of Group CEO

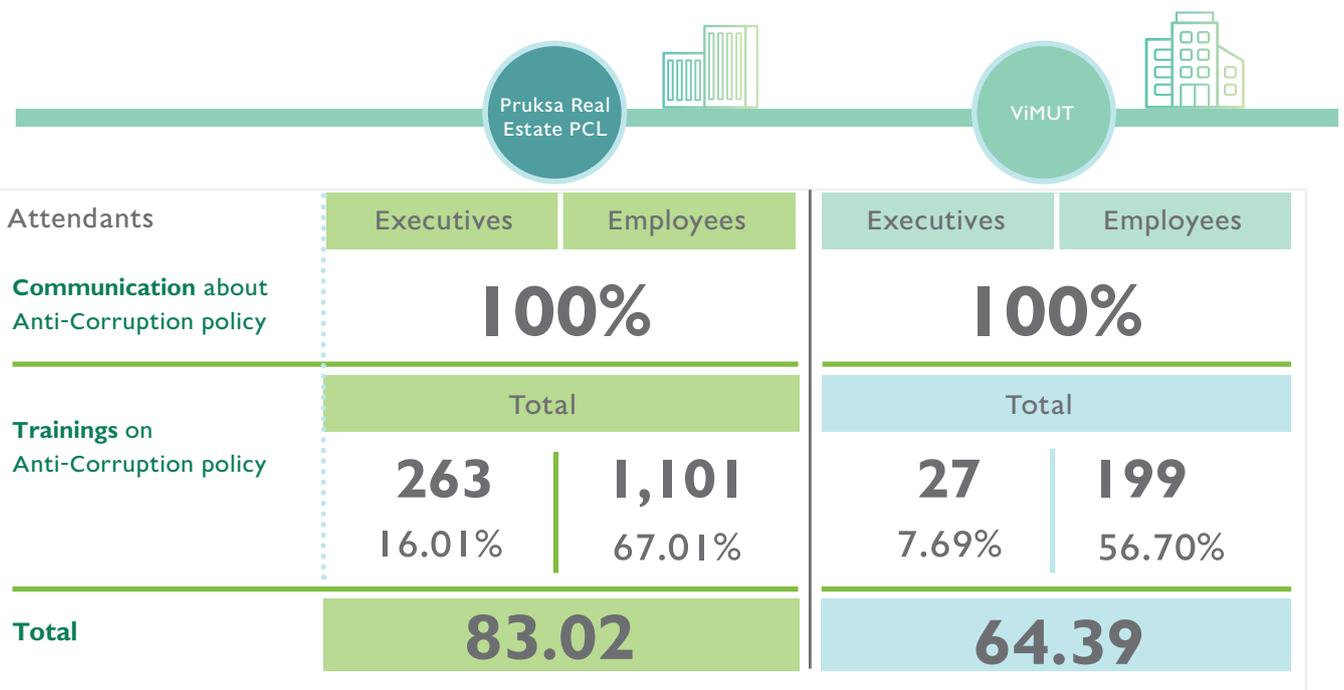
Furthermore, the Company also provides appealing channel for business partners and land agents specified in the attachment “Tender Document: Guidelines for Land Sale, Agreement on Land Registration, Land Purchase Regulations and Conditions according to Good Governance Principles”. GRI 205-2

Trainings and Measures on Anti-Corruption Policy GRI 103-1

On orientation day, the Company holds a training course on Pruksa’s Ethic towards Anti-Corruption for new employees through Micro Learning format which is more convenient and enjoyable. Every new employee shall pass the test, sign the agreement to adhere and operate in accordance with the Company’s business Code of Conduct.

The Company’s executives and employees are required to complete CG test once to promote awareness of Code of Conduct and Good Governance principles. In 2021, the Company held the workshop and CG test through electrical and VDO platform describing real actual case studies to communicate and create awareness of corruption.

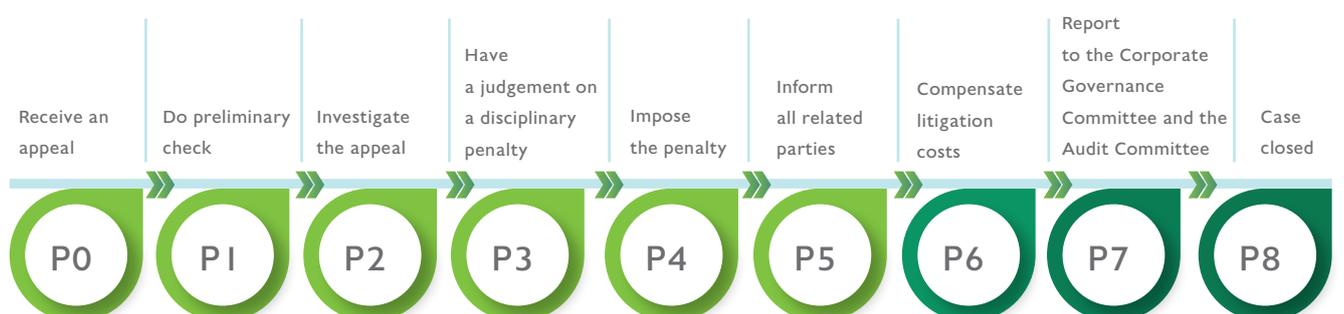
Communication and Workshops on Anti-Corruption Policy GRI 205-2



2021 Corruption Incidents GRI 205-3

The Company were notified eight appeals through channels for corruption appealing from employees and external parties. Five out of eight were unfounded. Having the investigation, the last three appeals were related to the conduct which did not comply with the Company’s rules and regulations. The disciplinary therefore penalties had already been imposed.

Corruption Appealing Process Management GRI 103-2



About Pruksa Sustainability Report GRI 102-46, GRI 102-50, GRI 102-52, GRI 102-54

Identification of Material Issues and Reporting Scope

Pruksa Holding (Public Company Limited) makes a report on sustainable development every year. The aim is to communicate extensive materiality issues on business with all stakeholder groups. This report has been prepared in accordance with the GRI Standards: Core option. The performance results of important issues are linked to UN Sustainable Development Goals (SDGs) and SET Thailand Sustainability Investment (THSI) Evaluation.

The reporting scope covers the performance of Pruksa Real Estate Company Limited and ViMUT Hospital Holding Company Limited during 1 January - 31 December 2021. The report was reviewed and trusted by Thaipat Institute (The Foundation for Thailand Rural Reconstruction Movement Under Royal Patronage), represented in Sustainability Report 2021.

More information on this report: GRI 102-53

Please send a request to Pruksa Holding (Public Company Limited) via

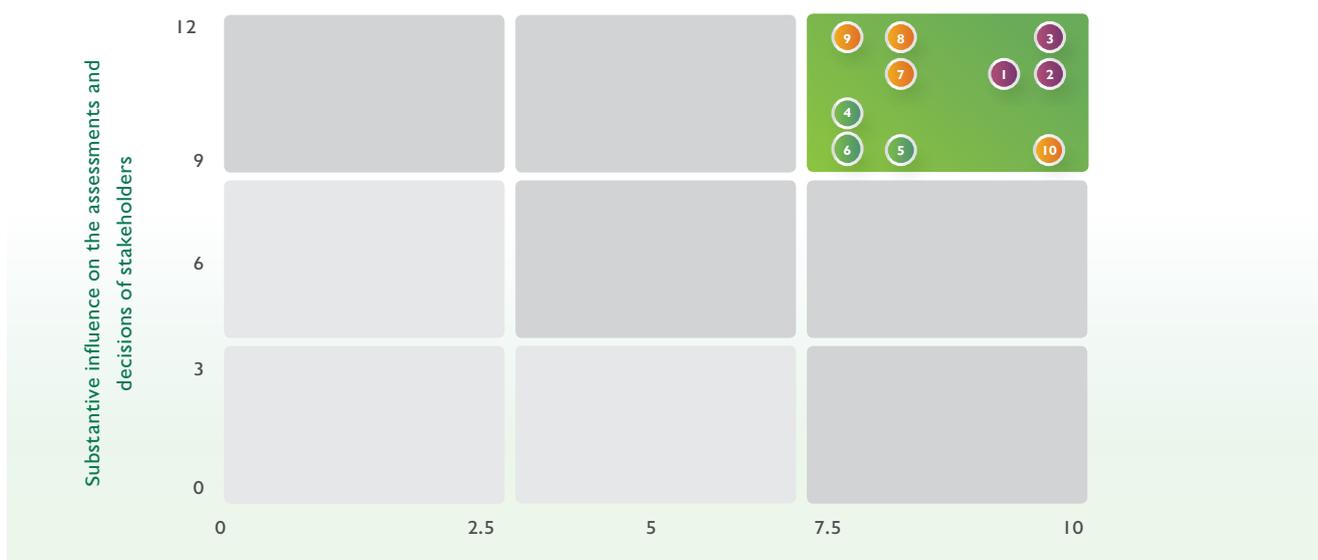
Email: csr@pruksa.com, Tel. 0 2080 1739



Identification and Arrangement of Materiality Issues in Business

Pruksa organises meetings with executives to consider and review identification and arrangement of materiality issues in business, both internal factors (i.e. business targets and plans) and external factors (i.e. assessment and decision of stakeholders from discussions, talks, meetings, seminars and informal opinion surveys of stakeholders in each group). This includes economic, social and environmental impact, together with analysis of effects and expectations among stakeholders in order to set up important materiality issues in business by considering the ranking in accordance with significance as follows:

The organisation's economic, environmental, and social impacts



Important Materiality Issues in Business

Issue	Important Materiality for Sustainable Development <small>GRI 102-47</small>	Impacts on Stakeholders		Reporting Topics	Ranking
		Inside Organisation	Outside Organisation		
Economy 	GRI 201: ECONOMIC PERFORMANCE 2016	Executives/ Employees	Stakeholders/ Creditors / Business Partners/ Contract Partners	Value Addition and Growth / Expansion of Sustainable Economy	1
	GRI 204: PROCUREMENT PRACTICES 2016		Business Partners/ Contract Partners	Sustainable procurement management	2
	GRI 205: ANTI-CORRUPTION 2016	Executives/ Employees	Business Partners/ Contract Partners	Anti-Corruption	3
Environment 	GRI 301: MATERIALS 2016	Executives/ Employees	Customers/ Business Partners/ Community and Society	Use of materials	4
	GRI 306: WASTE 2020		Customers/ Business Partners/ Community and Society	Pollution and Waste Control in Business Process	5
	GRI 307: ENVIRONMENTAL COMPLIANCE 2016	Executives/ Employees	Community and Society	Follow Environmental Laws and Regulations	6
Society 	GRI 401: EMPLOYMENT 2016	Executives/ Employees	Business Partners/ Contract Partners	Employee Care	7
	GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	Executives/ Employees	Customers/ Business Partners/ Contract Partners	Occupational Safety, Health and Working Environment	8
	GRI 404: TRAINING AND EDUCATION 2016	Executives/ Employees		Promotion and Development of Employee Potential	9
	GRI 413: LOCAL COMMUNITIES 2016		Community and Society	Pruksa Engagement with Community and Society	10

Economic Operations for Sustainability

Value Addition and Growth Expansion of Sustainable Economy GRI 103-3, GRI 201-1

Direct Economic Value Addition and Growth Expansion	Unit: Million Baht	
Direct economic value generated		28,430
Revenues <small>GRI 102-7</small>	28,430	
Economic value distributed		25,763
Operating costs <small>GRI 102-7</small>	20,128	
Employee wages and benefits	1,599	
Payments to providers of capital <small>GRI 102-7</small>	2,101	
Payments to government	1,935	
Economic value retained		2,667

Note: Payments to government comprises 767M baht of corporate income tax, 1,049M baht of special business tax and 119M baht of transfer fees, 1,935M baht in total.

Source: Total Annual Budget 2021 and Annual Report 2021



“

Meet all requirements and
elevate Thais' quality of
life to move forward into
another step, together with
driving business to grow
sustainably

”

Tax Administration

Pruksa has a proper approach for tax administration in compliance with related laws by carrying out practices below:



Keep updated on laws and principles associated with tax processes to ensure that the Company accurately operates business according to laws and regulations.



Provide training for employees responsible for the Company's tax issues.



Analyse tax effects caused by a change of laws or principles so that the Company can make plans and get preparations for any impact.



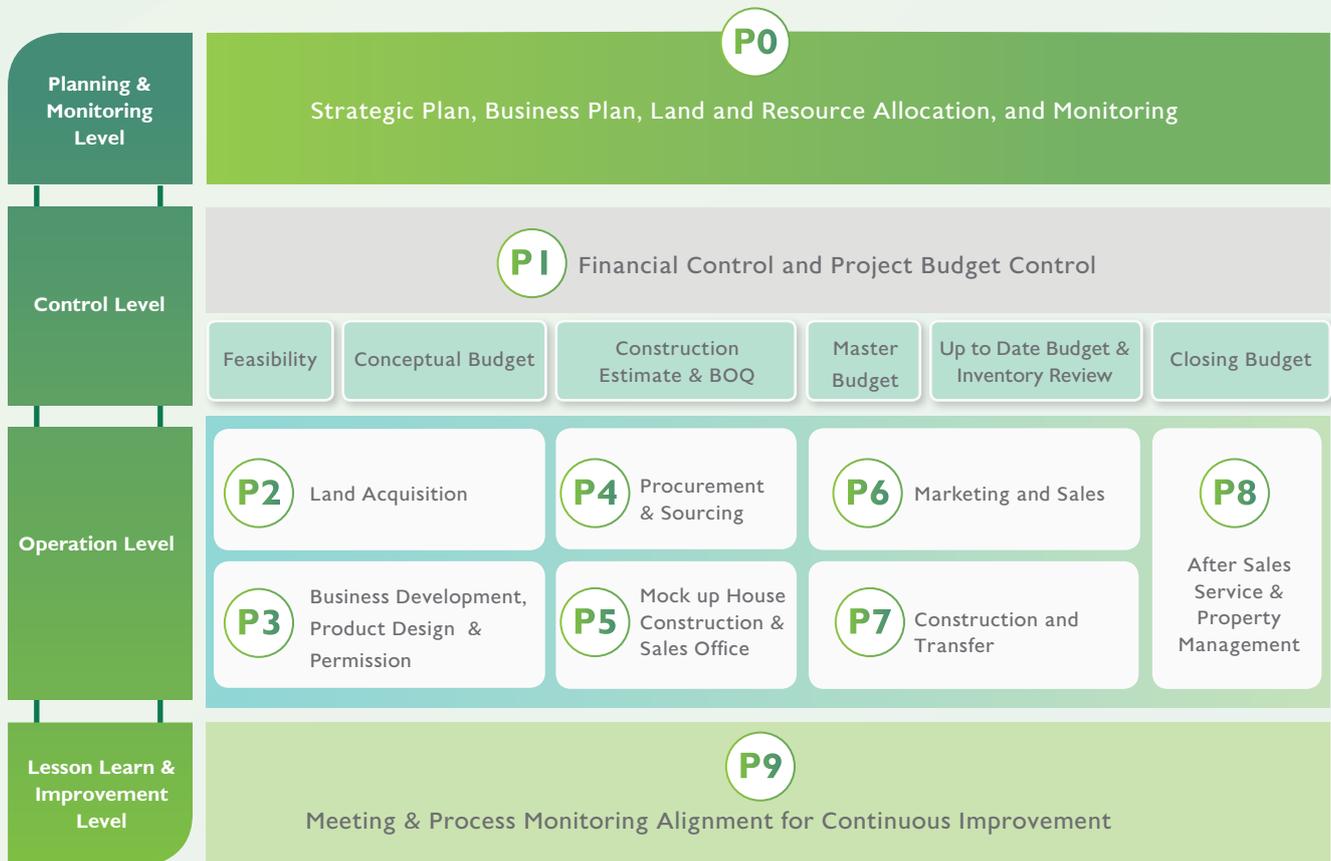
Pay corporate income tax and other taxes related to Custom's regulations appropriately, both nationally and internationally.



Sustainable Supply Chain



Supply Chain Management GRI 102-9



Note: P stands for Process referring to main operation process.

PI

Financial Control and Project Budget Control

Control the Company's finance, including project budgets in accordance with organisational strategic plans and fast-changing marketing situations by dividing phases of project development as follows.

- **Feasibility Budget:** Investigate lands that offer financial possibility of markets and benefits to stakeholders according to the Company's standard.
- **Conceptual Budget:** When acquiring the land to develop a project, assign an architectural team to make master plans, infrastructures and housing designs under the concept "Pleasant Living, Growing in Shade, Worthiest Land Use." This includes the design of house directions harmonised with land development laws and

landscape principles that create quality housing projects with well-being and low maintenance cost.

- **Construction Estimate & BOQ:** Estimate product prices in accordance with the design and make construction cost of the project.
- **Master Budget:** Create the project's budget and set appropriate sales price.
- **Up-to-date Budget:** Adjust the project's budget. Record cost and expenses as quarters regularly.
- **Closing Budget:** Clear the budget to close out the project after selling and transferring houses to customers.

P2

Land Acquisition: Negotiate Land Price and Authorise Land Purchase Buy

Conduct buying land process with good location and capacity as a value-added and worthy property for residents. Choose only the land that the owner wants to sell without any case involved. The land shall not be neither forced selling nor acquired wrongfully. The Company's representatives from different departments partly negotiate buying and selling all pieces of land to establish transparency for the Company and the landowner. The Company also buys the land to be used as a path of transporting materials and construction workers, avoiding effects on the nearby community's livelihood or the project's customers during construction. If the path is damaged, the Company shall repair and make it better.

P0

Strategic Plan, Business Plan, Land and Resource Allocation and Monitoring

P0

Strategic Plan, Business Plan, Land and Resource Allocation and Monitoring

Make organisational strategic plans, allocate resources that cover short-term and long-term plans, follow up operations and adjust plans to suit marketing situation continually.



P9

Meeting & Process Monitoring Alignment for Continuous Improvement

All processes shall be reviewed and improved continually through different activities such as Innovation Awards Contest and Improvement Awards Contest operated by Innovation Centre. The specific departments, Continuous Improvement (CI) and Quality Assurance (QA), operate activities that directly develop production and material quality before passing good product to customers.

P8

After Sales Service & Property Management

The Company clearly sets up the maintenance standard in terms of Service Level Agreement (SLA) as a principle to strictly follow. Any request on housing maintenance is recorded in the system as information for related persons. The customer shall be satisfied with good, complete, quick and punctual services. During pre-, in-between and post-maintenance, the customer service team keeps contacting customers to acknowledge operations, evaluate and report to executives in terms of village management before moving in, while living and when transferring a house to the legal entity.

The Company has a specific department to look after infrastructures and public services such as lights, water drainage, cleanliness in project areas, roads, parks, security. Especially security guards are strictly inspected by hiring a quality security company. This includes devices used to check operations for effective capacity that provides security to residents and reduce problems on unsafe conditions in project areas.

P3

Business Development, Product Design & Permission

Design houses and projects to meet customers' value with full functions for quality living. Select materials convenient to be used, worthwhile, easily maintained and beautiful with a long life. Design the project's facilities such as water treatment and drainage system according to sanitary principles and environment preservation.

P4

Procurement & Sourcing: Auction, Recruitment and Selection of Contractors

Select contractors or suppliers that have products matching the design and offering good before/after sales service with Bidding or e-Auction procurement processes to help customers buy a house with good quality and reasonable price. The contractor or supplier that has good performance shall be considered to work with the Company in next projects.

The procurement process is divided into nine parts (P0 - P8) and offered to the committee so that persons related, both internal (workers) and external (e.g. stores, contractors), have a clear understanding to perform tasks properly.



P5

Mock up House Construction & Sales Office

Early processes of development and construction, namely, backfill, infrastructure, mock up house construction, shall be completed as planned. The project construction shall not trouble any community either. The person in charge of the project shall receive complaints (if any) and quickly solve problems as soon as possible.

P7

Construction and Transfer

During construction processes, the Company controls and examines impacts that may occur among communities nearby such as noise, water drainage, dust from construction. As the Company constructs the project with modern technology that uses precast walls (reinforced concrete parts), there is less dust in the factory when compared to other construction sites. All projects are checked to reduce pollution directly and indirectly caused by construction transportation (greenhouse gas), including waste. As the Company keeps developing product quality from design to construction, every house has good quality and standard, resulting in a decrease of defects after inspection.

P6

Marketing and Sales

The use of advertisement is in line with laws related to consumer protection. The central marketing team has duty to examine and identify data for justice of customers and stakeholders, including an installation of billboards that do not cause either visual pollution or harm to people passing by. The Company also provides customers all information to consider when buying a house, as well as offering credits by collaborating with financial institutions under conditions and ultimate benefits. New sales channels are developed such as sales via domestic and abroad representatives, consultation on credits for customers with financial problems through the project Win Back, development of CRM Database to increase sales capacity.

P9

Meeting & Process Monitoring Alignment for Continuous Improvement

Sustainable Procurement Management GRI 103-1



Pruksa focuses on planning procurement strategy and supply chain management that lead to quality of products and services, as well as transparency, in accordance with the Company's policy.

The Company sets up a process of procurement management that covers environment, society and corporate governance as a management approach harmonised with risk levels. This includes legal regulations and quality management systems as measures to prevent and reduce risks that probably affect quality, amount, delivery of products and services, as well as stakeholders' trust in collaborating with the organisation. The aim is to make the Company acquire most benefits in terms of quality and price, including condition for products and services, as the Company's corporate image promotion.

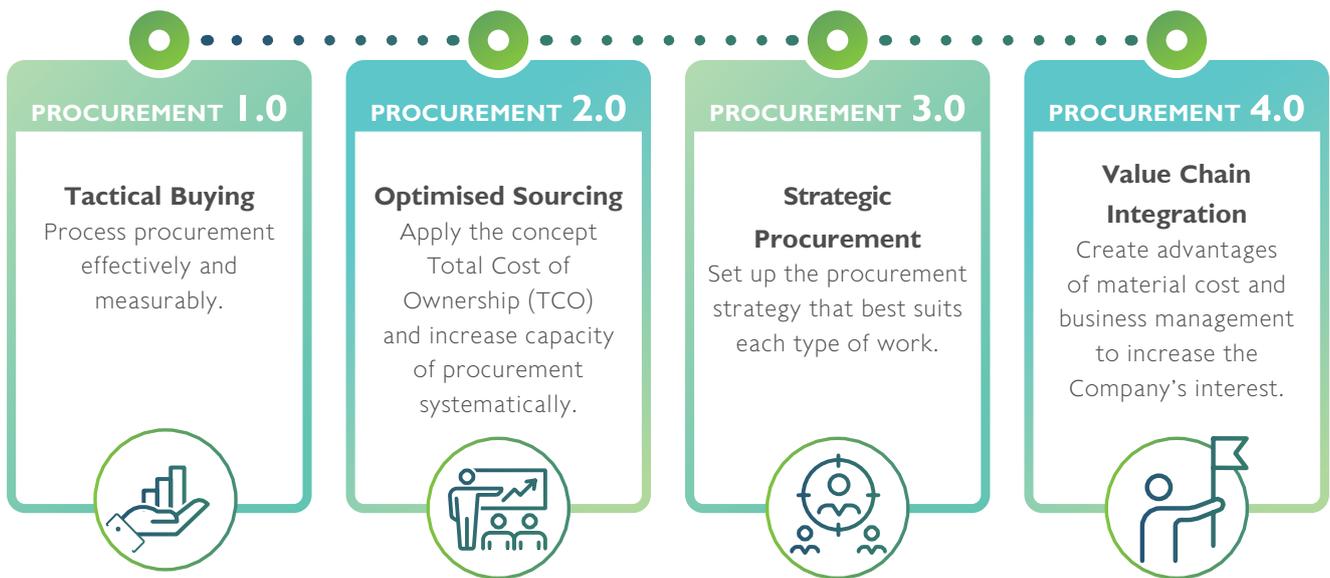
Elevate Procurement 4.0 GRI 103-2

Nowadays, procurement and supply-chain management takes Thailand 4.0 to set up strategies to improve Procurement 4.0 and apply in planning sustainable development. The concept affects procurement in terms of strategy and operation used as a strategic direction for modern procurement, leading the Company to "World Class Procurement" with the following three pillars.



Technology and Algorithm help Procurement 4.0 follow the plan by collecting, processing and analysing Big Data effectively, as well as applying results to make an understanding of suppliers, markets and customers. Such innovations estimate marketing trends and identify failures on action plans, materials, machines and products. They also help the Company make better decisions and the procurement process automatically.

- Procurement 4.0 means development of value creation, response to new business requirement and data collection from organisations and value chains to be used in proactive strategies.
- The most important matter in Procurement Department is capacity of facing challenges and opportunities to expand the Company's revolution of digital system in the future.



The number of Cost Saving results from cost management that made procurement the most effective in 2021



Supplier Selection

The Company offers an opportunity for all suppliers to compete equally by considering their qualification and capacity of dealing with jobs as priority.

Supplier Grouping

Consider suppliers that do business on selling products or services required by the Company and accepted in the market. Group the suppliers as S, M, L and XL by calculating average total income in the past three years (not varied by values of bidding jobs).



Supplier Ethics

The Company launches Pruksa - Supplier Sustainable Code of Conduct for suppliers and Pruksa - Purchaser Code of Conduct for employees to strictly hold and follow. The content and limitation of following related rules, regulations and laws cover ethical issues on conducting business, human right, occupational security and environment according to the four principles below.

- **Worthiness**

Suppliers and employees of the Company shall consider cost, quality and impact that might occur from procurement at present and in the future by comparing related choices and factors such as marking, finance, technology and environment, not always taking the lowest cost into account for procurement. The consideration shall be primarily based on Value Score in the process of supplier selection.

- **Morality and Transparency**

Suppliers and employees of the Company shall process the procurement openly and give an opportunity to all suppliers to do bidding fairly by considering their qualification and capacity in dealing with jobs. This includes a chance to allow stakeholders, experts and departments assigned by the Company to access information on procurement properly and justly at appropriate time. The results of selection shall be reported to executives or the Committee of Procurement appointed by the Company.

- **Efficiency and Effectiveness**

Employees of the Company shall thoroughly consider the requirement of procurement by examining current marketing situations and directions, including benefits from the analysis and plan making. It is necessary to set the objective of selection and consider which procurement best suits the situation, as well as evaluating results of procurement monthly, quarterly and yearly for improvement and error solution.

- **Responsibility for Outputs**

Employees of the Company shall have responsibility for ethical standards and professional ethics. This includes consideration of righteousness, effective authority and responsibility for outputs from doing duties as assigned by evaluating from related stakeholders' viewpoints in the organisation and procurement process.

Social and Environmental Responsibility

When conducting business, employees shall follow the policy on social and environmental responsibility, announced by the Company and probably amended in the future, as described below.

- Coordinate regularly among salespersons and Department of Research & Development and/or Development of Operation and/or Bureau of Quality, Safety & Environment in terms of regulations and product or service qualification. Follow up the evaluation of social and environmental impacts. Operate works to acquire sustainable products and services.
- Contact suppliers that regularly hold commercial ethics and responsibility for society and environment. Avoid suppliers that do business without integrity, for example, exploit workers, arrange poor working condition, ignore employees' right, involve in bid rigging, conduct business without transparency, reveal confidential commerce, offer price undercutting to eliminate other suppliers unfairly, have intimidating behaviour, participate in corruption.
- Ask suppliers for collaborations or co-operations to do social and environmental activities in accordance with objectives of conducting business with sustainability.
- In 2020, to prevent and control the "COVID-19" widespread, the Company informed suppliers about a slowdown of projects due to the epidemic that affected the country's economy.



Supplier Risk Assessment

- **Economy**

To focus on procurement of materials/services that have supply risks such as imported materials, materials that have a small number of manufacturers or materials/services with limitation, Company shall distribute jobs to suppliers appropriately by considering capacity of each supplier in accordance with bidding regulations.

- **Society and Environment**

The Company conducts business with responsibility for economy, society and environment with corporate governance, as well as realising importance of human-right respect. It gears to develop and support the policy that deals with stakeholders, fairly and equally, without discrimination of sex, nationality, religion or believe by following the principles below.

1. Promote child-friendly business in accordance with Children’s Rights and Business Principles – CRBP by UNGP. The supplier shall not employ children under 18 years old to operate works that harm his/her body, mind, morality or security. This includes a respect to human rights by treating labour fairly and legally together with responsibility for society and environment.
2. Promote business by considering a reduction of environmental impacts and emphasising on using non-toxic, eco-friendly materials or devices.

Engagement with Suppliers

Realising fair supplier treatment on the basis that both parties shall gain fair profits, the Company organises seminars with suppliers to establish an understanding of operation process and contraction procurement with labour wages and material prices included. The Company also creates a platform of one-stop procurement, B2P Blockchain Platform, applied in the sourcing-invoicing-paying process for suppliers and contractors of Pruksa Real Estate and affiliated companies. The aim is to elevate and increase effectiveness of procurement process, including financial transaction to be convenient and transparent in every stage.

The procurement system B2P (Blockchain Solution for Procure-to-Pay) is developed by collaborations with Siam Commercial Bank. The process starts from uploading documents of procurement, invoice and payment into the Blockchain digital system. This requires co-operation from both purchasers and suppliers; for instance, Purchase Order and Goods Receipt shall be uploaded by purchasers whereas Invoice is done by suppliers. The documents are then processed and examined for the payment stage.

Determine Credit Term with Suppliers

Terms of Payment: After suppliers have delivered materials with accurate quantity and quality as agreed and the Company’s employee has inspected them, the Company will pay according to conditions in TOR on the date when receiving the invoice and other important documents from the supplier. The Company shall reserve the right to pay only the items with PO/Work order before the operation.

Elevate Sustainable Business for Local Suppliers GRI 204-1

The Company supports the purchasing of materials produced by domestic or local suppliers in project areas in order to promote the country’s economic growth with sustainability, amounting 100% of the whole procurement which supports the local suppliers. In 2021, the Company spent the budget on procurement 9,458 million baht in total.



The Company supports the purchasing of materials produced by domestic suppliers amounting

100%
of the whole procurement.

The Company spent the budget on procurement

9,458
million baht

Responsibility for Community, Society and Environment GRI 103-1

Considered itself as part of the society, Pruksa has been determined to conduct business for all these years under Sustainable Development Policy for better quality of life by creating values for the business together with continuous enhancement of society, community and environment. The achievement has been recognised through several projects that provide benefits to society, community and environment regularly and concretely, either autonomy or collaboration with government agencies, private sectors and communities.

In the meantime, Pruksa takes into account respect for tradition and culture in each local area where the Company conducts business by cooperatively participating in communal activities. Likewise, Pruksa's business policy pays great attention to environment by strictly following laws or regulations involved. This includes encouraging staff to gain awareness and joint responsibility to reduce environmental impacts.

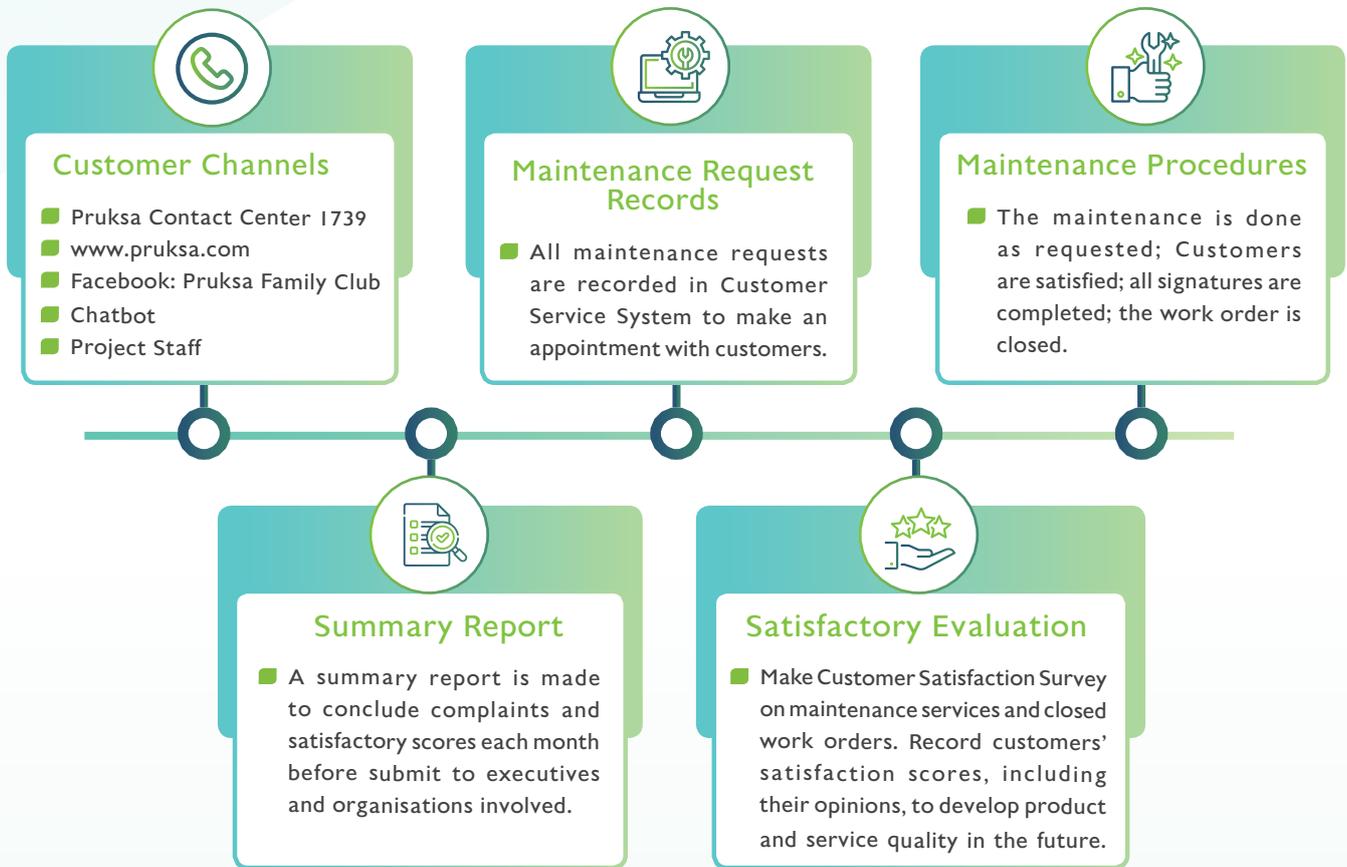
Furthermore, Pruksa emphasises prevention of accidents and control of waste releases in accordance with standards authorised by law. The Company is also willing to cooperate with government agencies or organisations involved when hazardous incidents occur due to its operation. Quick adjustment, effective response and entire cooperation are the Company's priority and concern.



Complaint Management Procedures Affecting to Community, Society and Environment GRI 103-2

Pruksa has given priority to development of residential quality for sustainable growth together with society and community in the project area. This includes several communication channels created for all stakeholders to ask for further information, report problems or give suggestions at their convenience.

In 2021, Pruksa expanded communication channels to be more extensive and enhance by elevating services with “Chatbot” that provides information to customers and obtain all kinds of complaints within 24 hours such as problems related to community, society and environment. All lists in the system are taken into solving-problem processes, starting from recording complaints, following up the issues and solving the problems.



Operation on Environment

Resource Management GRI 102-9, GRI 103-1

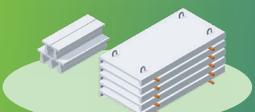
Pruksa applies “Precast Technology” to build houses with a reinforced-concrete bearing wall system to acquire quality, strong, beautiful and modern products. The system makes a construction process accurate and quick, reducing defects from workmanship and problems on lacking craftsmen.

Pruksa Precast Factory Lam Luk Ka and Pruksa Precast Factory Nava Nakorn manufacture reinforced-concrete parts by operating works and following regulations in accordance with Factory Act, B.E. 2535. Standards and measures are set up to completely control a release of waste, pollution or anything that affects the environment during the factory operation. The plants are regarded as a “Green Factory” that functions with a sustainable eco-friendly manufacturing system.

Additionally, Pruksa supports marketing media in the form of E-Brochure to reduce unnecessary use of papers, as well as lessening organisational cost and waste that presently causes global warming.

Use of Materials GRI 103-1, GRI 301-1

Pruksa examines how to reuse different materials or return them to a new manufacturing process. The Company focuses on using materials that help reduce environmental impacts by considering worthiness from a recycle of raw or manufacturing materials in line with Circular Economy. The aim is to increase the effectiveness of waste or raw material management by returning them as resources to the manufacturing process. This helps reduce an amount of waste according to the Zero Waste concept, as well as decreasing use of resources and expenses.



In 2021,
Pruksa Precast Factories developed hollow core slabs that helped reduce a number of main materials such as stone, sand, water and steel.

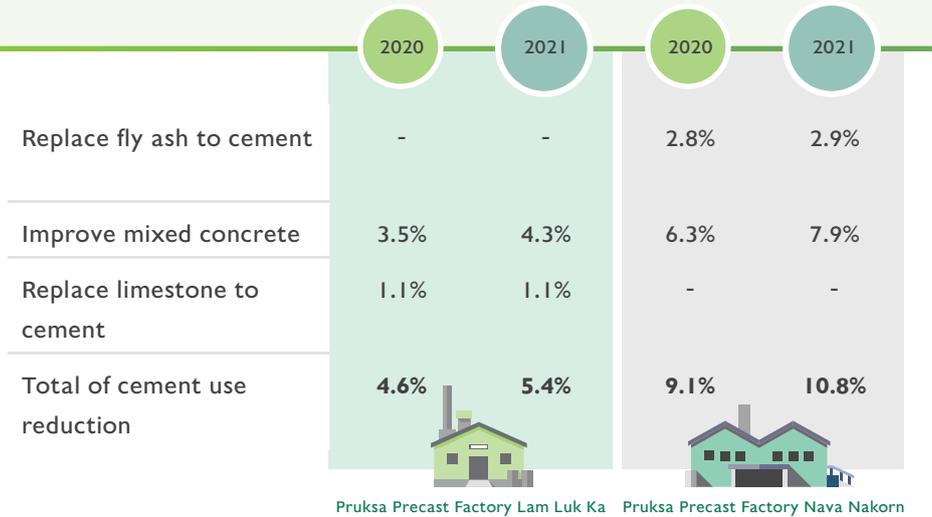
Material	Pruksa Precast Factory Lam Luk Ka		Pruksa Precast Factory Nava Nakorn	
	Amount (kg)	2021	Amount (kg)	2021
Cement 	841,624	10.4%	1,135,626	10.3%
Stone 	2,526,588	10.8%	3,227,569	10.7%
Sand 	1,936,259	10.5%	2,613,107	10.4%
Water 	669	18.3%	902	18.1%
Steel 	104,163	34.4%	140,575	34.4%

Reduce GRI 103-2

Goal:
Reduce the use of cement 2% per cubic metre

Reduction of Cement Usage while Maintaining the Quality

In 2021, Pruksa Precast Factories launched a procurement policy to purchase eco-friendly materials and used chemical substitutes or less hazardous alternatives. The aim was to reduce the use of cement, at least 2.0% per cubic metre.



Reuse GRI 103-2



Steel Mould

Pruksa Precast Factories temporarily change Block Out made from disposable plywood and black rubber to Steel Mould that can be longer used. In 2021, Steel Mould was used in the manufacturing process up to 95% as targeted.



Transport Rack

Pruksa Precast Factories use Transport Rack in packaging precast walls and floors before transporting from the factory to other project areas. When the works are delivered, Transport Rack is 100% recycled for the next transportation.

Recycle GRI 103-2, GRI 301-2



Stone and Sand

Pruksa Precast Factories apply Recycling Concrete System that helps recycle main materials, separate stone/sand from fresh concrete waste and reuse it 100% in the manufacturing process without waste whereas remaining the quality standard.



1,000 Litre Mold Oil

Pruksa Precast Factories install a mould release agent pumping system that changes from a sheet under the machine to a settling tank, to recycle the oil 100% in a new manufacturing process without waste.

Effective Use of Water

Pruksa focuses on using water effectively. Pruksa Precast Factories have ways to manage the water use as follows.

Assign staff to control, follow up and check the water use.



Report the water use monthly.



Apply Recycling System to reuse water from the manufacturing process.



Use Water Grid System to get natural water resources in a manufacturing process.



Establish a water filtration plant in the factory to get natural water in mixing concrete with water from the Recycling System.



Reduce use of tap water in watering plants 100%.



Goal:
Use natural water instead of tap water, at least **15%**

Pruksa Precast Factory Lam Luk Ka installs drain gutters around the factory and settling ponds to keep natural water for watering plants, cleaning roads and using in manufacturing processes, amounting to 14.29% of overall water use and saving water bills 206,400 baht/year.



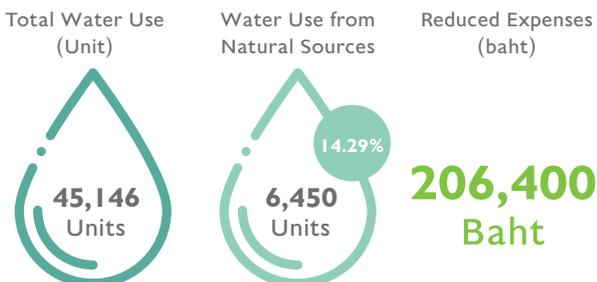
Pruksa Precast Factory Nava Nakorn installs a sprinkler system to water plants, make soil pits around the fitness park to store natural water and sets up an automatic pumping system to pump up water from the pits for manufacturing processes, 18.5% of total water use that saves water bills around 233,600 baht/year.



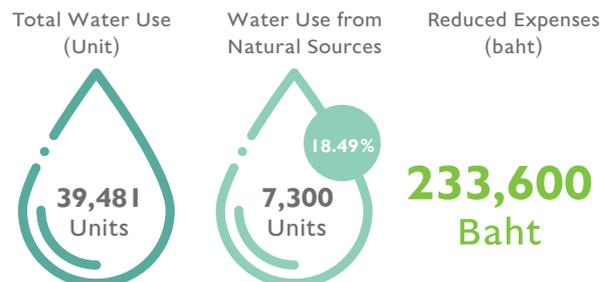
Water Use



Pruksa Precast Factory Lam Luk Ka



Pruksa Precast Factory Nava Nakorn



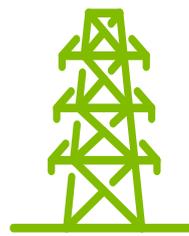
Effective Use of Electricity and Energy

Realising the energy crisis in the future, Pruksa increases the effectiveness of energy consumption by reducing electric energy and gradually promoting renewable energy with the use of solar cells each year. This not only reduces environmental impacts but also expenses on organisational operations, as well as creating a balance of energy consumption that strengthens the nation's energy security.

Promoting Reduction of Energy Consumption

Solar Cell Project

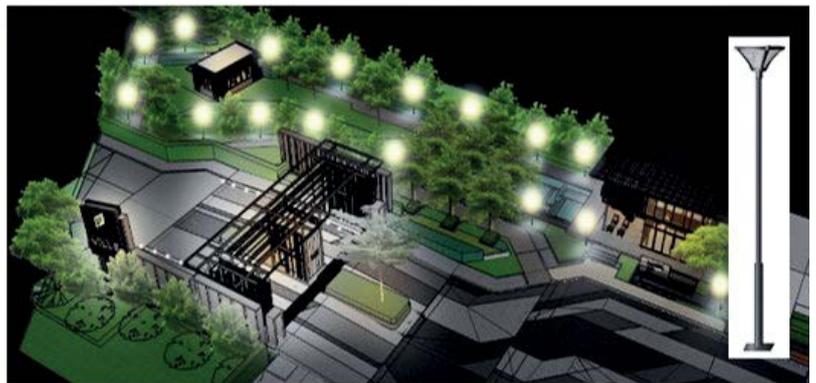
Pruksa conducts business by paying attention to impacts on climate change that causes global warming. The Company therefore launches a policy to promote use of solar energy continuously. In 2021, solar cells were installed in several projects' common areas: Juristic Person Office, Club House, public parks' lights, and wastewater stabilisation ponds (townhouses, detached houses and condominiums) that help reduce energy consumption as follows:



Reduce Electric Energy
1,039,015 kWh
 Reduce CO₂
598,434 kg CO₂e
 Reduce Electricity Bills
4,134,029 Baht

Elevate quality of life among customers and people in the community

50,426 persons



Pruksa Precast Factories

The factories apply the solar cell system to replace electric energy and reduce power consumption in various activities as follows:

Pruksa Precast Factory Lam Luk Ka

Solar paddle wheels aerators



Pruksa Precast Factory Nava Nakorn

Solar paddle wheels aerators, water pumps in the fitness park and street lights in Logistic Hub

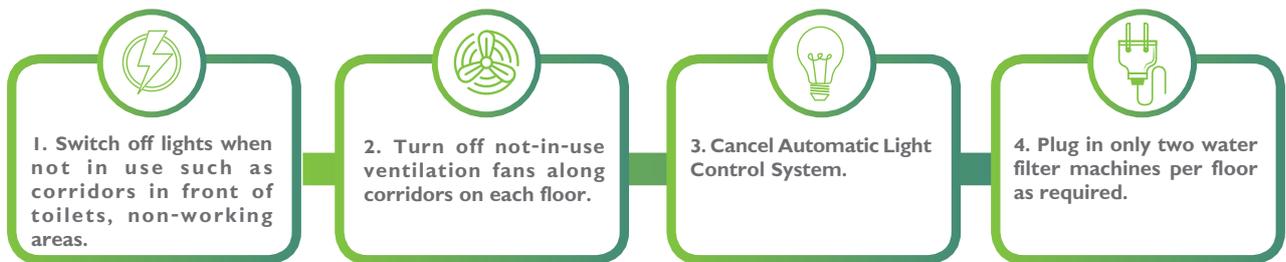


Electrical Energy and Solar Energy Consumption in 2021

	Total Power Use (Kwh/y)	% of Electrical Energy Use (Kwh/y) (amounted of total power use)	% of Solar Energy Use (Kwh/y) (amounted of total power use)
Pruksa Precast Factory Lam Luk Ka	1,910,832	99.9%	0.1%
Pruksa Precast Factory Nava Nakorn	2,704,480	99.74%	0.26%

Office Building

During 2021, the Company ratified the Work From Home (WFH) regulation due to the COVID-19 epidemic and allowed employees to work on site in the headquarter building as necessary. This reduced the office’s power consumption, making the Company launch measures on decreasing expenses and electrical consumption as follows:



Furthermore, realising problems on climate change across the country and the world, including global warming crisis, Pruksa has become a network partner with WWF Thailand (World Wildlife Fund) and Bangkok Municipality by joining the project 60+ Earth Hour 2021 to make a campaign among employees, customers and people to see the necessity of switching off lights when not in use.



Electrical Energy Consumption in 2021, when compared to 2020, was reduced 147,578.72 Kwh/y with reduced expenses about 811,682.94 baht.



Electrical Energy (Kwh/y)
413,079.80
Expenses (Baht)
2,271,938.89



Electrical Energy (Kwh/y)
265,501.08
Expenses (Baht)
1,460,255.95

Pollution and Waste Control in Business Process GRI 103-1, GRI 306-1

Pruksa Precast Factory launches measures and procedures to control waste and pollution to prevent environmental impacts in accordance with Factory Act, B.E. 2535 and strictly follows all regulations to ensure that the Company conducts business with responsibility for environment and society. The measures to control pollution and waste from business process are divided into three categories: Water Pollution Control, Air Pollution Control and Noise Pollution Control as follows:

I. Water Pollution Control

Wastewater from concrete manufacturing process has high alkalinity that pollutes environment. The Company controls wastewater by allowing it to settle in a sedimentation tank and using the recycling concrete machine. Wastewater via coagulation is reused in the concrete manufacturing process without releasing the polluted water to the community or public. As well, stone and sand are sorted out and reused as concrete mixture to promote Zero Waste policy.



Pruksa Precast Factory Lam Luk ka and Pruksa Precast Factory Nava Nakorn apply a recycling system to sort out water from fresh concrete waste and reuse it 100% in manufacturing process to achieve the objective by maintaining product quality standard.

Amount of Treated and Reused Wastewater from Manufacturing Process



2. Air Pollution Control

The Company sprays water around concrete plants while pouring stone/sand into stock piles and scooping it before concrete mixing process to prevent dust in factories or trouble communities nearby. Vacuum machines and floor strippers are applied to reduce dust inside buildings and roads around the factories. The Company also sprays water before cleaning the roads to prevent dust.

3. Noise Pollution Control

Most of noise pollution is caused by a vibrating system for concrete compaction. Pruksa therefore installed noise barriers to reduce noise before changing them to compaction equipment with a shaking system that extremely helps decrease noise. Likewise, the Company pays attention to annually measure a level of noise in factories and communities nearby.

Waste Management Procedures in Business Process GRI 103-2, GRI 306-2



Recycled and Non-Hazardous Waste Management GRI 103-3, GRI 306-5

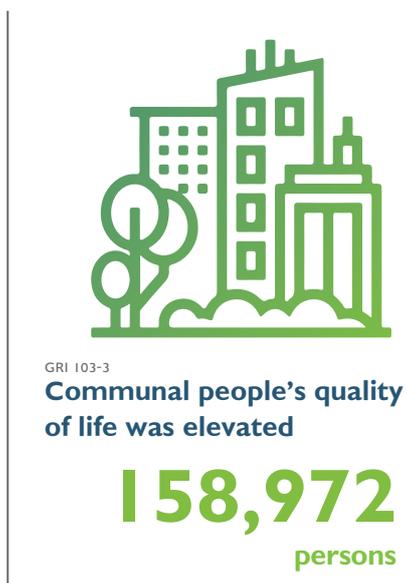
In 2021, Pruksa Precast managed recycled and non-hazardous waste in accordance with an industrial system with 100% capacity. Hazardous and contaminated waste, silicone guns, papers and hydraulic oil have not been disposed as cumulative quantity is relatively low.

Pruksa Precast Factory				2020		2021	
No.	<small>GRI 306-1</small> Name of Waste	Type of Waste	Disposal Management	<small>GRI 306-3</small> Amount of Waste (Unit: Kilogram)	<small>GRI 103-3, GRI 306-5</small> Disposal Compliant with Industrial System	<small>GRI 306-3</small> Amount of Waste (Unit: Kilogram)	<small>GRI 103-3, GRI 306-5</small> Disposal Compliant with Industrial System
1	Hazardous and Contaminated Waste	Toxic / Hazardous	A unit is authorised to dispose/ burn it with high heat.	-	-	1,500	-
2	Steel Scrap	Recycle	A unit buys, separates and sells it.	360,000	100%	198,420	100%
3	Silicone Guns	Recycle	A unit buys, separates and sells it.	3,350	100%	2,150	-
4	Used Hydraulic Oil	Recycle	A unit buys and makes it a substitute.	-	-	-	-
5	Papers	Recycle	A unit buys, separates and sells it.	-	-	1,000	-
6	Residual Concrete	Non-Hazardous	It is used for land reclamation.	9,630,000	100%	11,513,338	100%

Waste Management in Construction Process

Reduce Construction Pollution Project

Pruksa pays attention to environment in all areas of construction sites and focuses on disposing waste from working process such as concrete bags, packing boxes, plastic bags, toxic garbage, paint cans, etc. to prevent environmental impacts in project areas and communities nearby. The Company emphasises on separating waste in construction sites from the upstream before cooperating with agencies directly responsible for waste disposal.



Waste Management in Residence

Won@PRUKSA and Won@PEARL BANGKOK Projects

Pruksa pays attention to a reduction of plastic waste in residential projects and its head office as it causes pollution and Global Warming. The Company has collaborated with TPBI Public Company Limited for two consecutive years, together with 18 environmental alliance companies, to drive a change of plastic waste to a “cycle” (won in Thai) of use in PEARL BANGKOK and 17 housing projects (townhouses, detached houses and condominiums) by asking residents to separate dry/ clean/ flexible bags and plastic films before putting them in waste bins for recycle.



**ชวนกันมารักษ์โลก เพียงแค่...
นำถุงและฟิล์มพลาสติกที่**

- ✓แห้ง ✓สะอาด
- ✓ยืดหด...ได้

ตามภาพนี้ มาใส่ไซเคิลที่

โครงการ ณ @ PRUKSA & ณ @ PEARL BANGKOK

ถุงหูหิ้ว	ถุงช้อปปิ้ง	ฟิล์มหุ้มแพคเกจจิ้ง
ฟิล์มหุ้มฟิล์มกล่องนม/HT	ฟิล์มหุ้มซองยา	ถุงช้อปปิ้ง/ซองยา
ถุงขนมปัง	ซองโปรเซสส์พลาสติก	พลาสติกกึ่งกระบอก
ถุงน้ำดื่มกระดาษ	ถุงหิ้วผลไม้	ถุงน้ำแข็ง

2021

GRI 306-3, GRI 306-5

Plastic waste was “won” or reused

292 kilograms

GRI 103-3

The action helped reduce greenhouse gas by

443 kg CO₂e

GRI 103-3

Communal employees and customer’s quality of life was elevated

269,650 persons

Khlong Suay Nam Sai Project GRI 413-1

Paying attention to quality of life among residents and communities living near canals around the Plant Rangsit-Khlong 5 project, Pruksa dredges canals, improves quality of water resources and picks up garbage in canals to establish a pleasant community.



2021

GRI 306-3, GRI 306-5

Waste

100 kilograms was properly disposed

GRI 103-3

The action elevated quality of life among residents and people in the community

377 persons

Domestic Wastewater Quality Management GRI 103-2, GRI 102-12, GRI 306-1, GRI 306-2

Pruksa pays attention to the management of domestic wastewater quality in project areas as it could give any impact on environment and living things, destroy ecological diversity, cause water pollution and ruin people’s health in surrounding areas. The Company therefore plans to supervise, monitor, inspect and follow up wastewater quality in line with its measures and Enhancement and Conservation of National Environmental Quality Act, B.E. 2535. This includes the collaboration with government agencies in quickly checking and handling complaints in accordance with the management system as follows:

- Assign staff to manage wastewater quality in project areas, both under construction and after sales service.
- Provide training courses for employees and suppliers to acknowledge proper working principles, record wastewater management operations and inspect basic wastewater management.
- Evaluate the harmonisation of laws and regulations on the environment.
- Scrutinise the working performance of employees and suppliers in accordance with the Company’s standards and related laws.
- Examine machines and devices of wastewater management with specialised suppliers.
- Review the management by executives via Domestic Wastewater Quality Management Committee to ensure that the environmental management is appropriate and effective.
- Report all operations to executives every month.



Duties of Domestic Wastewater Quality Committee

1. Launch and consider policies, strategies and plans in managing the Company’s wastewater quality management.
2. Coordinate and communicate data transmission on wastewater quality management plans with operational staff, both employees and contractors.
3. Supervise full-time staff of wastewater quality system, under the Company’s responsibility, in accordance with laws and regulations of wastewater management. Set approaches to solve problems on wastewater management system and report to executives.
4. Support and promote issues on resources and budgets that make wastewater quality management effective.
5. Schedule the internal audit of wastewater management system according to arranged plans. Make a report to conclude results and present it to the Committee for reviewing the approaches to regularly manage wastewater quality.

In 2021, the Company provided a training on recording the statistical operation of wastewater system to 94 employees responsible for different projects. The participants in charge were asked to do a posttest, and 94.5% passed the test. The Company also created a data recording system on statistical operation of wastewater system for employees and suppliers in order to help them transfer data and self-review working performance.



2021



Training on recording the statistical operation of wastewater system for

94 persons

Passed the test

95.4%

In 2021, the projects of Pruksa Real Estate passed an evaluation on wastewater management in accordance with the Enhancement and Conservation of National Environmental Quality Act. The evaluation was conducted under the project “Inspection and Follow-Up of Pollution Causes along with Civil State to Promote Environmental Law” by Environmental Office 6 and other provincial organisations. The Pruksa projects that passed the evaluation in each rating level are as follows: ^{GRI 102-12}

Silver Level



Baan Pruksa III
(Rangsit - Bang Phun 2)

Bronze Level



Baan Pruksa 123
(Phaholyothin - Khlong Luang)

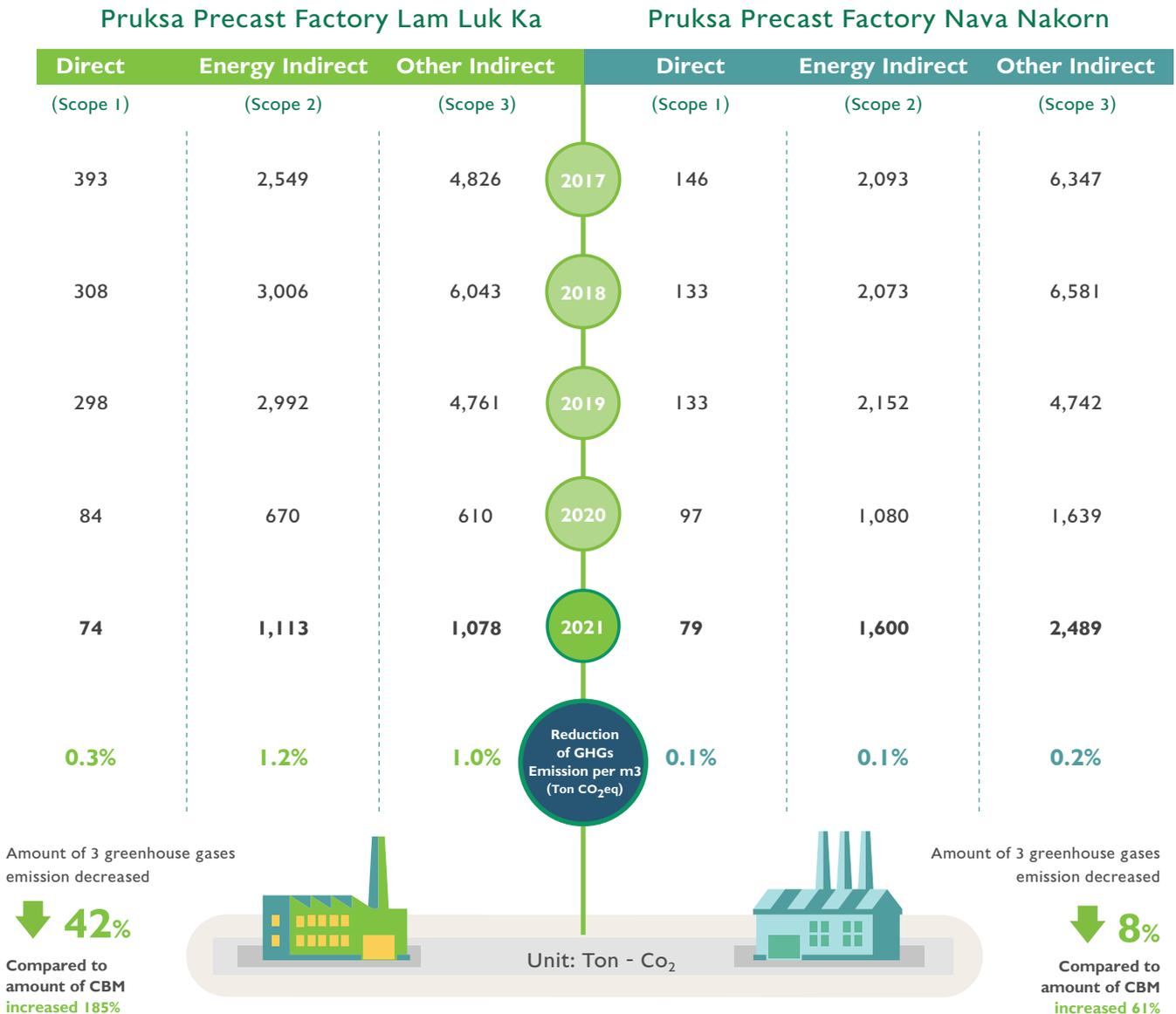
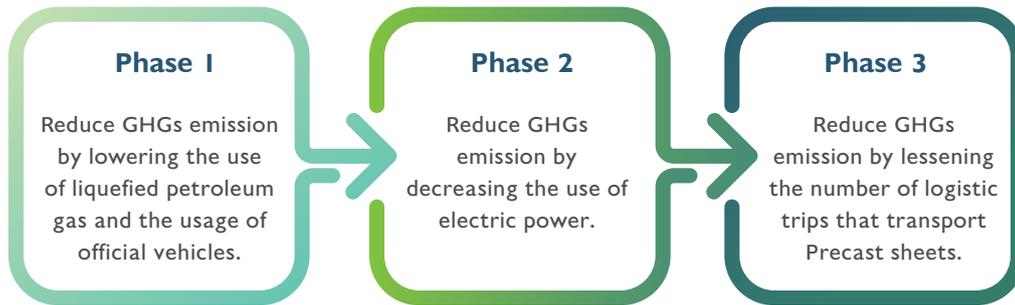


Baan Pruksa 81
(Phaholyothin - Nava Nakorn)

Air Pollution Reduction

Pruksa realises problems on environmental impacts and “Greenhouse Gases” that cause global warming and climate change across the world. Accordingly, Pruksa Precast has worked on collecting data of Carbon Footprint for Organisation (CFO) in order to apply it as an effective approach or measure to reduce the Company’s greenhouse gas emission.

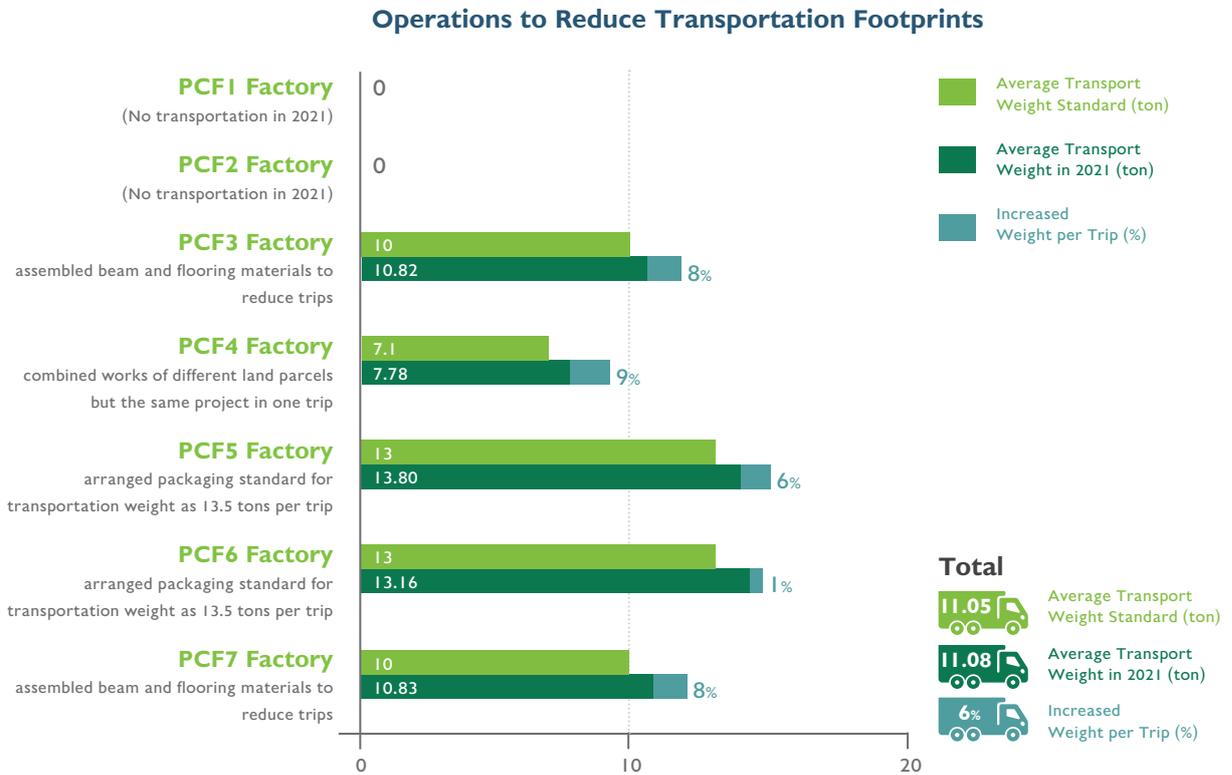
In 2021, Pruksa Precast Factory Lam Luk Ka and Pruksa Precast Factory Nava Nakorn reduced greenhouse gases (Greenhouse Gases: GHGs) emission from all devices, procedures and processes in the Company’s business operations. The mission to reduce GHGs is divided into the following three phases.



Measures to Reduce Greenhouse Gases

Effective Transportation Planning

Pruksa Precast Factory has reduced the number of logistic trips and increased truck weight per trip by strictly following regulatory laws.





Calculated per trip as follows:

Transported with average weight standard per trip:

$$\frac{324,849 \text{ tons}}{11.05 \text{ tons per trip}} = 29,398 \text{ trips}$$

Average weight per trip in 2021:

$$\frac{324,849 \text{ tons}}{11.80 \text{ tons per trip}} = 27,535 \text{ trips}$$

Product weight transported in 2021

324,849 tons

Effective transportation planning by increasing the product weight per trip in 2021 **helped reduce**

1,863 trips

or

6%



Dust Prevention and Elimination

Pruksa Precast Factories control air pollution by spraying water around concrete plants while pouring stone/sand for storage and washing stone/sand for concrete-mixture processes to prevent dust from troubling nearby communities and inside factories. During production processes, the Company installs vacuum cleaners, including sweepers and scrubbers, to reduce unwanted dust inside all factories. The dust-free Batching Plant System, with a sealed conveyor loading stone, sand and cement, is also applied to avoid the flow of dust particles during production processes.

Follow Environmental Laws and Regulations GRI 102-12, GRI 103-1, GRI 103-2

Pruksa strictly follows environmental laws and regulations by paying attention to a making of EIA Report (Environmental Impact Assessment: EIA) for housing projects, submitted to Office of Natural Resources and Environmental Policy and Planning (ONEP) in accordance with laws under Enhancement and Conservation of National Environmental Quality Act, B.E. 2535.

In 2021,
there was no project
that required an approval
of making an EIA report
on top of the 2020.

The Company continually paid attention to approved projects and reported operational outcomes in accordance with authorised measures. Besides, there were no incidents that broke environmental laws and regulations from Pruksa's business operations. GRI 103-1, GRI 307-1



Operation on Society

Employment GRI 102-8, GRI 103-1

The Company strictly follows ethics and corporate governance in selecting and hiring staff to reach achievement. The employee selection process to choose individuals for different positions is operated with justice by respecting each person's honour and dignity. There is no discrimination on sex, age, nationality, religion, race, physical disability or political ideology. The decision is based on qualifications best suited for particular positions, as well as educational background, experience, knowledge, capacity and morality.

The Company strongly believes that honest occupation secures employees' life and their family. Its employment therefore has no end date in accordance with Labour Protection Act. Nonetheless, to make it harmonised with business plans, the Company launches a kind of one-year employment contracts as hiring a temporary employee to assist lawsuits when there are loads of legal works. Wishing to make disabled people have better quality of life sustainably, the Company also supports the disabled to work as temporary employees due to their capacity such as preparing paper works, recording data or delivering documents. Precast Factories, for example, employ the disabled to record date, manage access cards, deal with factories' in/out letters (The Company now has six temporary disabled employees and one full-time disabled employee).



Operational Places: Head Office (PEARL BANGKOK), Projects, Prukca Precast Factory, ViMUT Hospital Phaholyothin and Baan Mhor ViMUT Clinic



Operation Models: These are mainly operated by Prukca employees as workers and managers who manage and supervise contractors to complete projects according to objectives in the contract and quality that the Company expects.



Working Time Regulation: Prukca realises that each employee has different lifestyles, namely, taking care of the family, studying evening programme, living far from the workplace, confronting with traffic jam, etc. The Company therefore creates a clocking in and out engagement by offering flexible hours to employees. The regulation allows them to choose their particular hours of work, not more than eight hours per day, without any impact on the Company's business operation.

Respect for Human Rights

The Company respects national and international principles of human rights that cover all impacted people such as employees, children, women, disabled, suppliers and foreign labourers. These people have risks to work on tasks that might violate human rights in the Company's business operation, including those related to its value chain.

The Company clearly offers a complaint channel to appeal against labour regulations. Any request by executives and employees is righteously managed. The employee making the appeal is legally protected. All appeals are considered with justice by human-resource executives or a committee appointed by the Company. Each appeal is first reported to Human Resources Development Committee and kept confidential. The Company keeps corporate governance and conducts business with transparency and anti-corruption with employees, customers, suppliers, contractors, government agencies and private sectors. Processes of making an appeal, investigating facts, giving disciplines and launching problem-solving measures, are set to provide justice for all.

Employee Data GRI 102-7, GRI 102-8, GRI 103-3



Pruksa Real Estate Total 1,636 persons

Full-Time Employees Total 1,627 persons

Temporary Employees Total 9 persons

Head Office		Precast Factories		Projects	
19	23	8		45	39
239	378	82	20	314	323
45	33	5	1	47	6

Head Office		Precast Factories		Projects	
		2			
2		1			1
		1	1		

Lower than 30 yrs. old

Aged 30 - 50

More than 50 yrs. old

Pruksa Holding PCL Total 7 persons

Full-Time Employees Total 6 persons

Temporary Employees Total 1 person

Head Office		ViMUT Hospital	
	1		1
3		1	

Head Office		ViMUT Hospital	
			1

Aged 30 - 50

More than 50 yrs. old

ViMUT Hospital Total 351 persons

Full-Time Employees Total 344 persons

Temporary Employees Total 7 persons

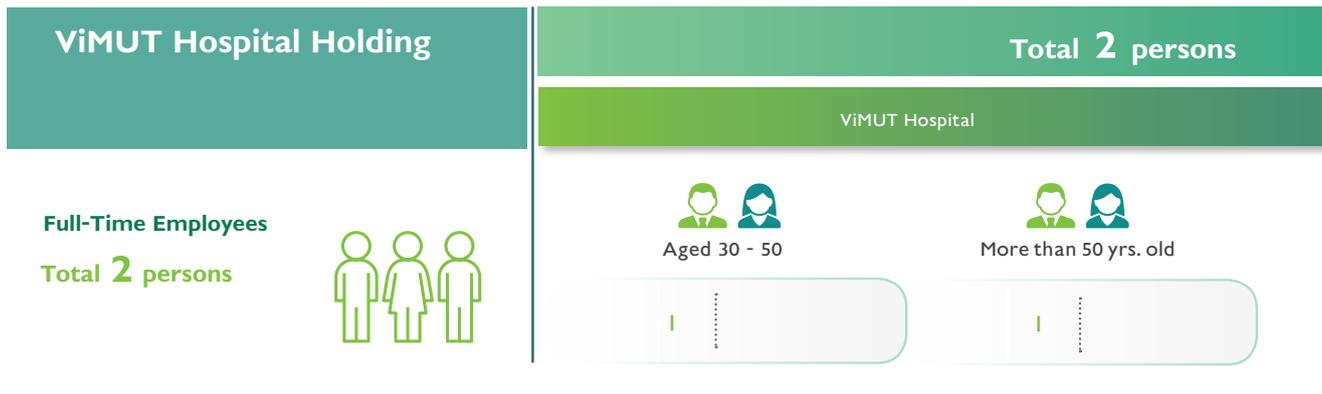
ViMUT Hospital		Baan Mhor ViMUT Clinic	
19	99		1
40	167		3
7	8		

ViMUT Hospital		Baan Mhor ViMUT Clinic	
1	1		1
	1		3

Lower than 30 yrs. old

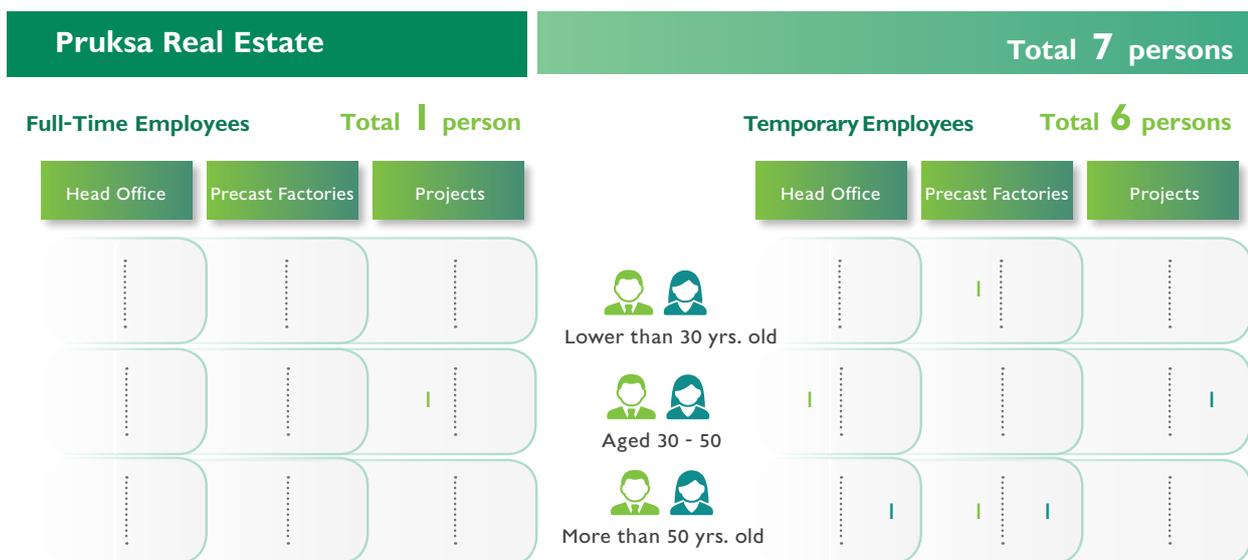
Aged 30 - 50

More than 50 yrs. old



Employment of Disabled and Underprivileged GRI 413-1, GRI 103-1

In 2021, the Company employed seven disabled by paying them income based on the position and type of work without taking physical disability as an excuse to lower the income. The Company also supports the employment of 10 disabled working for public interest near their residents in Khon Kaen Province.



New Employees GRI 401-1



In 2021



Pruksa Real Estate Total 94 persons

Full-Time Employees Total 92 persons

Head Office		Precast Factories		Projects	
7	13	1		18	2
17	16	6		6	4
	1			1	

Temporary Employees Total 2 persons

Head Office		Precast Factories		Projects	
Lower than 30 yrs. old					
Aged 30 - 50			1		
More than 50 yrs. old			1		

ViMUT Hospital Total 342 persons

Full-Time Employees Total 321 persons

ViMUT Hospital		Baan Mhor ViMUT Clinic	
18	107		
26	158		2
4	6		

Temporary Employees Total 21 persons

ViMUT Hospital		Baan Mhor ViMUT Clinic	
Lower than 30 yrs. old		2	7
Aged 30 - 50		2	9
More than 50 yrs. old			1

ViMUT Hospital Holding Total 2 persons

Full-Time Employees
Total 2 persons



ViMUT Hospital

Aged 30 - 50		More than 50 yrs. old	
1		1	

Retired Employees GRI 401-1



In 2021



Pruksa Real Estate Total 268 persons

Full-Time Employees **Total 267 persons**

Temporary Employees **Total 1 person**

Head Office		Precast Factories		Projects		Head Office		Precast Factories		Projects	
3	11	1		34	7						
48	46	5	3	53	33						
9	6			8		1					
						<p> Lower than 30 yrs. old</p> <p> Aged 30 - 50</p> <p> More than 50 yrs. old</p>					

ViMUT Hospital Total 98 persons

Full-Time Employees **Total 78 persons**

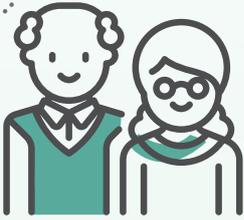
Temporary Employees **Total 20 persons**

ViMUT Hospital		Baan Mhor ViMUT Clinic		ViMUT Hospital		Baan Mhor ViMUT Clinic	
5	20			3	6		
5	44			1	8		2
1	3			2	1		
<p> Lower than 30 yrs. old</p> <p> Aged 30 - 50</p> <p> More than 50 yrs. old</p>							

Termination of Employment

The Company launches regulations on working in Section 9: *Termination of Employment and Severance Pay*, Item 9.5.1: *Termination with Severance Pay*. The Company holds rights to terminate employees. If the termination of employment is one of following cases, the Company shall pay severance in accordance with Labour Protection Act B.E. 2541.

1



Retirement

Improving departments or sections such as dissolution of the Employee's department or section.

Having a dangerous communicable disease or a communicable disease that lowers working capacity, considered by the Company that the Employee is unable to work or working capacity is lowered.



The Employee's position is no longer necessary for the Company's operation, making the Company terminate the position, or he/she is unable to be transferred to do other appropriate duties.



The Employee does not perform his/her duty according to the Company's standard, lower than average or unable to complete assigned tasks effectively. The supervisor has talked to, suggested, explained and orally admonished, but he/she does not self-improve within appropriate time.



The Employee has capacity lower than the position's standard. The supervisor has talked to, suggested, explained and orally admonished, but he/she does not self-improve within appropriate time.



The Employee violates disciplines or ethics, but the offense is not exclusive or the evidence is not clear. There is no however liability to continue working as it might damage the Company.



Employee Care GRI 103-2

The Company is responsible for maintaining a secure working environment to safeguard life and protect property of employees by strictly following labour laws as well as managing allowance and welfare appropriate to economic situation and the Company’s operation. Most of company welfare is allocated in accordance with employees’ positions. Only are few is allocated according to workplaces.

Respect Privacy GRI 403-3

The Company pays attention to personal rights and freedoms that protect individuals not to be violated by using, revealing or transferring personal data such as biography, health history, working background or other information to unrelated persons. Such an action might cause damage to the owner or another person, except doing it honestly and legally or for public interest.



Welfare for General Employees GRI 401-2



Health and group insurance for all monthly employees, covering health insurance, outpatient medical insurance for 30 times/year, life insurance, accident insurance and permanent disability insurance



Other benefits such as monthly phone bills, prizes for employees with 10-year and 20-year working service, vacation breaks, personal leave, army leave, delivery leave, New Year presents, etc.



COVID-19 insurance to cover expenses of treatment when having a coma from COVID-19



Promoting executives to have the Company’s shares by spending the money to buy shares through Employee Joint Investment Program (EJIP)



Financial welfare such as cost of living, a get-well gift when admitted in a hospital, merit money and a wreath at a funeral of the employee or his/her spouse or parent, a wedding gift, etc.

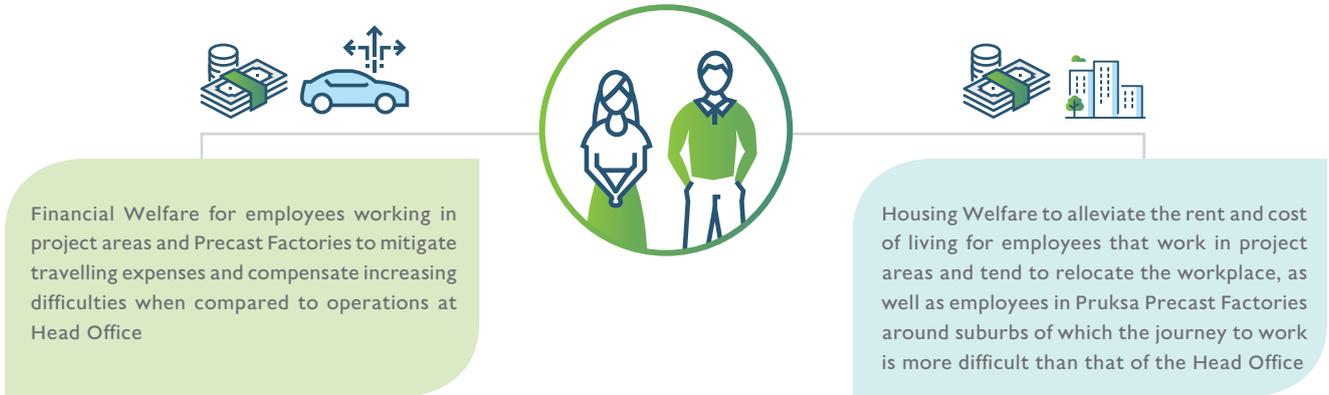


Housing welfare that offers special discount to buy the Company’s house, townhouse or condominium



Incentives such as commission, bonus

For Employees Operating in Project Areas and Precast Factories

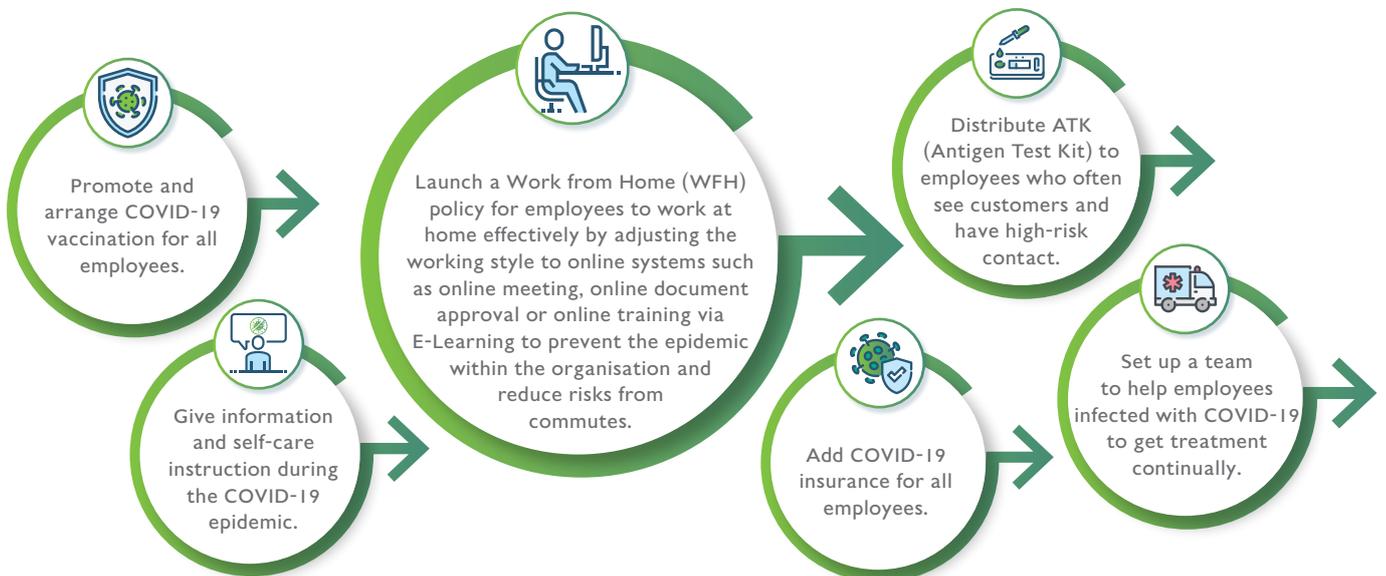


Specific Welfare for Precast Factory Employees Only



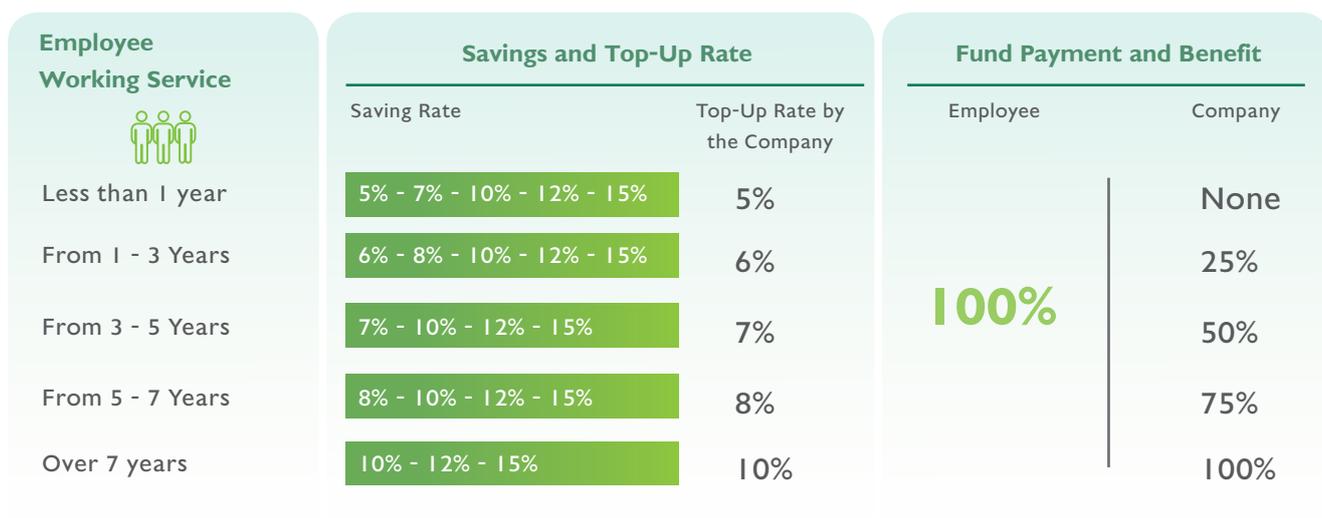
Health Promotion GRI 403-6

Caring for employees’ health, the Company arranges a check-up for workers at all levels once a year. In 2021, when the COVID-19 epidemic was not settled, the Company paid more attention to employees’ security and reduced such epidemic as follows:



Plans for Employee Retirement GRI 403-6

The Company establishes a Provident Fund and encourages employees who passed the probation to voluntarily join the fund by choosing the rate of saving money, 5 - 15% of salary each month. The Company tops up money in the employees' fund in accordance with their working service to provide stability after retirement. Employees shall receive the savings after termination of employees or leave of the fund while remaining at work.



The Company's policy allows employees to retire at the age of 60 years old and terminate employment on 1 February in the following year. The Company has a plan to pay compensation in accordance with labour laws and gives a souvenir as one-baht gold to express appreciation to employees who have devoted their life for the Company.

Human Relations Establishment GRI 102-41

Cooperative Negotiation

The Company encourages employees to take part in appointing the Committee of Welfare as their representatives to discuss with the employer on appropriate welfare arrangement. The Committee, comprising of 13 members with two-year term, has duty to examine, control and manage the welfare that the employer arranges for employees, as well as proposing ideas and approaches to arrange welfare beneficial to employees. The Committee of Welfare also has duty to discuss together every three months about welfare, profit and regulation that influence employees by reporting or proposing agendas to the Company's Committee of Human Resources Development to consider the ultimate profits for all stakeholders.

Organisation of Online Activities

The Company has adjusted type of activities appropriate to COVID-19 prevention and control, for example, exchanging gifts with a lucky draw via YouTube Live in New Year Party, Live Share information or news from executives, holding other online activities and delivering prizes used for COVID-19 prevention.

Evaluation of Employee Engagement

100%

of employees take part in answering the questionnaire on employee engagement.

35%

is the number of employee engagement that increased in 2021, compared to the previous year.

In 2021, the Company made a questionnaire on employee engagement, comprising of 58 questions that covered 12 topics as follows:



Employee Engagement Questionnaire Result

2020
Employee Engagement

33%

The questionnaire was completed by 100%.

2021
Employee Engagement

68%↑



The most satisfied employees with the Company's management during the COVID-19 epidemic

82%

Individual Development Plan GRI 103-1

The Company has a policy to promote employees’ development of skill, knowledge and competency by giving them an opportunity to create an Individual Development Plan (IDP) with supervisors via potential development activities such as trainings in important programmes, special short-term projects, coaching, learning autonomy, Board Mentoring. The activities are advantageous for employees’ career progress and the organisation’s sustainable growth.

In 2021,
all employees got an opportunity to create
an Individual Development Plan. GRI 404-3



The graphic features a green rounded square containing the text 'IDP' in white, followed by '100%' in large green font. To the right is a circular icon with a document, a person silhouette, and plus signs.

Related Persons and Roles of Making Individual Development Plan (IDP)



- The most important person of self-development has duty to analyse strength and opportunity to make an Individual Development Plan.
- Follow the Individual Development Plan.
- Report the IDP results to the supervisor.

- Have duty to motivate and encourage the employee to find self-development techniques.
- Give suggestions to make the IDP process as planned.
- Give consultations on following the plan by discussing with the employee every two months.

- Have duty to create a device or system to make individual development activities process effectively.
- Provide knowledge to the employee and support individual development in terms of trainings.

Capacity Assessment of Employees in Each Position

In 2021, the Company designed a questionnaire on capacity assessment in each position to make the employee and the supervisor talk to each other and evaluate employees’ three parts of capacity: (1) Work; (2) Leadership; (3) Development of Subordinates. The evaluation helps employees know their Gap in the current position and apply it to make the Individual Development Plan (IDP), as well as evaluating readiness of successor in the next position.

Leadership Competency Development GRI 103-2

The leader with “work skills and people skills” has potential to make an organisation achieve the goal and gain sustainable development. Department of Human Resources has duty to develop leaders from generation to generation by establishing Leadership Competency as a guide to develop leadership among all employees. This results in the development of human and professional management as the saying “Works are good, men are great.”

Leadership that the Company wants to cultivate within all employees is divided into three main groups with 10 topics as follows:



Department of Human Resources continually launches public relations to promote 10 topics of Leadership Competency via different media channels such as Daily Pruksa News, LINE Application, executive meetings, seminars, executive seminars, etc. Leadership of executives and directors is evaluated 360° (oneself, supervisors, subordinates and colleagues) to make them realise their leadership and better develop it. The results are used to create individual development plan, succession planning, promotion and merit increase.

Executive Coaching

Paying attention to executives development, the Company arranges mentoring three times a year, having Board of Directors as Mentor for Executive Vice President, Managing Director, including Chairman of the Executive Committee and Group Chief Executive Officer.

Potential Analysis and Development of Executives and Employees

In 2021, the Company analysed and developed the potential of executives and employees by evaluating Key Performance Indicators (KPIs) of 100% executives and employees. Principles, approaches and stages of evaluation were arranged by passing KPIs objectives from the organisation to individuals, follow up performance results, evaluating the results, as well as developing performance of oneself and the team, in line with duties and responsibilities below.

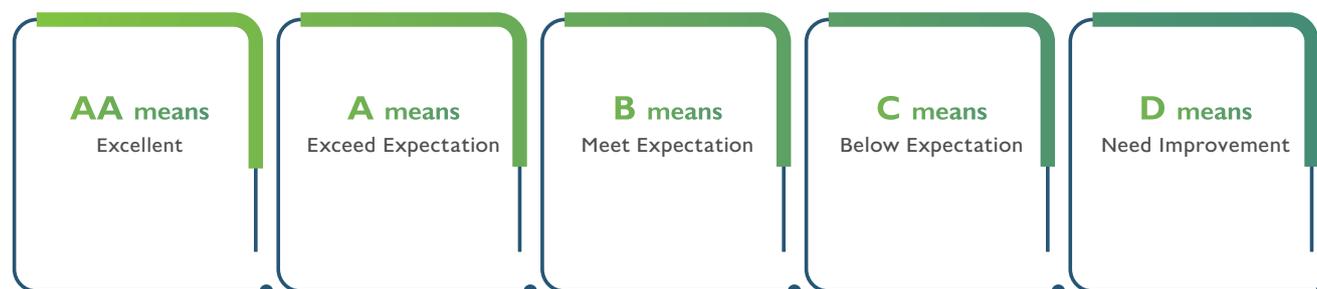
	<h3>Employee</h3>	<ul style="list-style-type: none"> ■ Work towards the mission with responsibility to achieve in assigned duties and standards set by the Company. ■ Be responsible for individual development to gain better performance.
	<h3>Supervisor</h3>	<ul style="list-style-type: none"> ■ Manage performance of employees under supervision by assigning missions harmonised with the Company's goal and strategy. ■ Distribute plans to operational employees, support behaviours that lead to effectiveness and evaluate employee performance according to the Company's working process. ■ Develop performance of employees under supervision by enhancing their knowledge/capacity and cultivating responsibility through mentoring, assigning, training and coaching.
	<h3>Department of Human Resources</h3>	<ul style="list-style-type: none"> ■ Provide knowledge, as well as prepare equipment for employees and executives, to manage works in accordance with the organisation's goals.

Key Performance Indicator and Performance Evaluation are divided into two periods as follows:

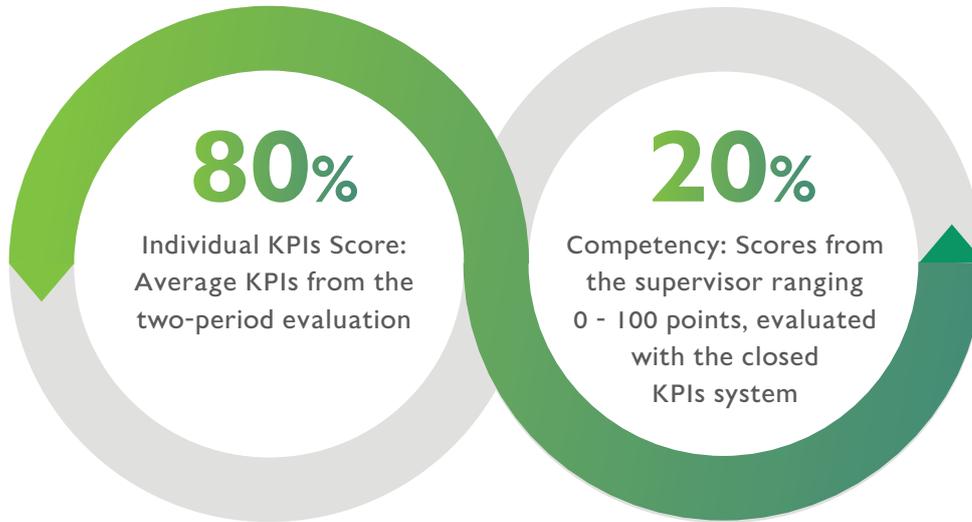
- First half of the year: First measurement period (January - June)
- Second half of the year: Second measurement period (July - December)

Annual Performance Grading GRI 103-3

Each year, the Company conducts annual performance evaluation according to the category and definition of grades below.



Performance Scores for Annual Grading comprises of two parts:



Performance evaluation is conducted once a year. The supervisor is required to talk to the subordinate to communicate issues on annual grading, new income rate, career path planning and IDP by managing employee performance as follows:

Talent Management

“Talent Group” or employees with High Potential have performance at a very good level with high leadership. The Company agrees to help them continue in their career advancement and provide special support on development by dividing the group into two categories below:

<p>1 High Potential (HIPO): Employees that have significant qualification, outstanding leadership capacity and potential to reach the EVP/MD level or equivalent within their work service</p>	<p>2 Boosted Talent: Employees that have significant qualification and leadership capacity at very good level with potential to get intensive career development for higher capacity</p>	<p>The selection of Talent Group is conducted once a year during February.</p>
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The selection of Talent Group considers employees with performance over the past three years at a good or very good level, including results of Leadership Competency in the set-up range of scores. Employees in Talent Group shall get an intensive individual development to enhance their capacity by making development plans with supervisors and Department of Human Resources, as well as following the plans and following up development results

Employee Performance Evaluation GRI 103-3

The Company designs a pay-for-performance compensation strategy in line with performance results by using the same principle for all executives and employees. The evaluation results are applied to determine the compensation: annual income adjustment and bonus payment, as well as taken into account in establishing approaches to develop employees’ potential. The Company designs the performance evaluation system by determining KPIs objectives, passing them from the organisation to individuals, following up performance results, evaluating the results, including developing performance of oneself and the team.

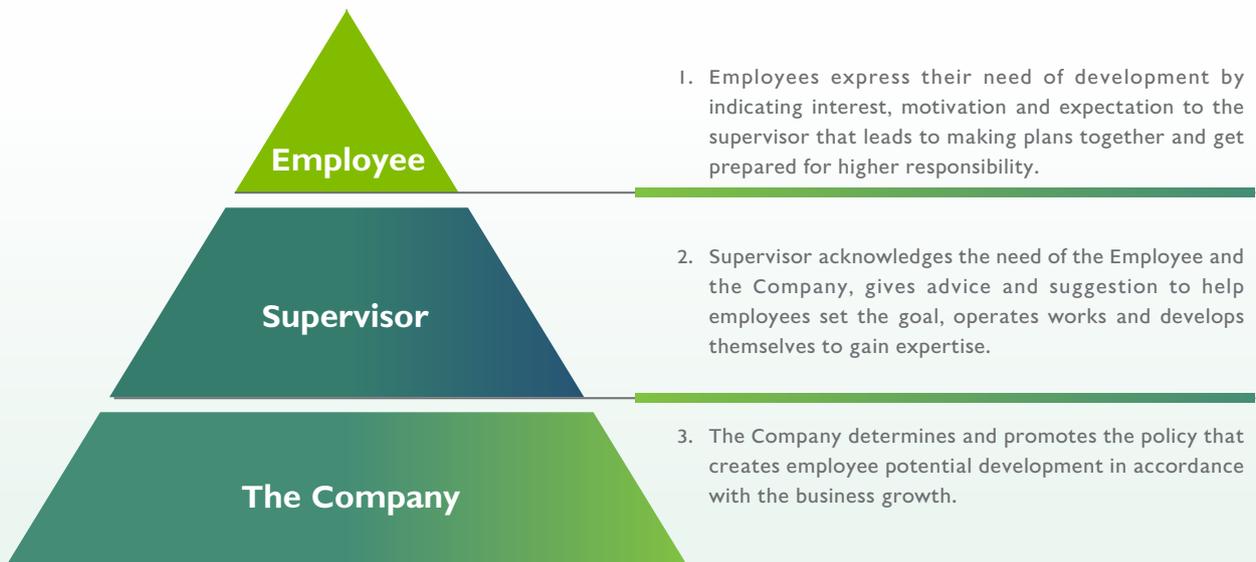
Career Advancement Support

Realising that “Learning has no end,” the Company encourages employees to discover their potential and eliminate capacity limitation by creating a learning-autonomy supportive environment in the organisation. The aim is to make employees enjoy developing themselves from several learning sources such as study tours, seminars, high-potential supervisors, extra project assignments. The benefits that employees shall receive are:

1. Knowing their capacity level, strength and weakness that should be developed in line with the current job and taking this knowledge to continue developing themselves
2. Applying their knowledge to further develop skills and capacities for the current operation in accordance with the role, duty and organisational expectation
3. Getting career promotion from their development to be prepared for advancement in the future
4. Being identified as the successor of the former employer that resigns, gets promoted or retires
5. Acquiring new knowledge according to the changing situation and getting different perspectives from working routines to develop individual performance such works related to AI or new innovations
6. Practicing and doing extra duties apart from the current position; for instance, doing special external projects enables the employee to learn how to manage a project and teamwork



The Company develops processes and tools to plan Career Development Review by applying the principle “Triangle Model” collaborated by three parties: Employee, Supervisor and Company. The Company gives an opportunity for employees and supervisors to make plans on career advancement, as well as developing potential to meet requirements of employees and the organisation as described below.



Benefits for Executives and Employees ^{GRI 103-3}

The Company designs potential development and promotes employee advancement via a variety of development methods and tools according to the following position levels:



Executive Level



- Coaching executives
- Planning career advancement
- Creating an Individual Development Plan
- Evaluating leadership 360°
- Assigning as the project leader
- Taking trainings to develop knowledge skill in terms of technique and management
- Getting promotion
- Acquiring Board Mentoring

Employee Level



- Getting trainings from the supervisor
- Planning for career advancement
- Creating an Individual Development Plan
- Doing important or special projects
- Being selected as a Talent
- Taking trainings to develop knowledge skill in terms of technique and management
- Getting promotion
- Acquiring knowledge of E-Learning and Micro Learning

According to methods and tools for employer development above, the Company’s employees have developed capacity that suits the present job and gained higher potential for better position in the future. This provides benefits to executives, employees and the Company as follows:

Benefits for Executives and Employees

1. Get ready to work in a higher position with higher challenge and responsibility.
2. Those who receive capacity development and career advancement have motivation to work and engagement with the organisation.
3. Have a chance to practice skills related to technology and get knowledge of business change, as well as development of new products and services. This includes how to increase effectiveness of using manpower and capacity of work development to better match customers’ requirement.
4. Be developed into effective employees who give profits to society.

Benefits for the Company ^{GRI 103-3}

1. Have employees with high capacity and potential who can create success according to business plans.
2. Get a successor for an important position that makes operations go smoothly and business grow sustainably.
3. Acquire engaged employees resulting from helping them gain higher capacity and potential.
4. Obtain innovations in the organisation, created by employees with higher capacity.
5. Attain good corporate image, resulting from paying attention to look after and develop employees as well as taking good care of customers.

Professional Skill Training and Development



“Employee” is a valuable and important resource of the Company as he/she completes missions in accordance with the goal.

The Company supports employees to gain knowledge and capacity in accordance with its objectives and strategies. This includes qualified workers with good attitudes towards the Company in order to keep them extensively, make the organisation grow sustainably and develop employees into a leader of changes at present and in the future.

Pruksa determines approaches to trainings and employee development by conducting surveys and analysing employees’ needs. The aim is to enhance employees’ potential and capacity so that they can perform effectively and reach the goal in the present and future position.

70:20:10 Development Model

70



Experiential Learning

The development model from working experience; the problem solving skill from real performance: daily works, assigned jobs or new projects that lead to learning and practicing different skills to achieve, for example, Project Leader of the projects Innovation or Improvement, a team leader that solve several problems

20



Learning from Others

Learning from everything such as Coaching from the head; Getting feedback from the supervisor/ mentor/ related persons; Observing; Peer Reviewing; Shadowing from Experts; Learning from the Internet; Taking online courses; Micro learning or Team Meeting to exchange ideas among members

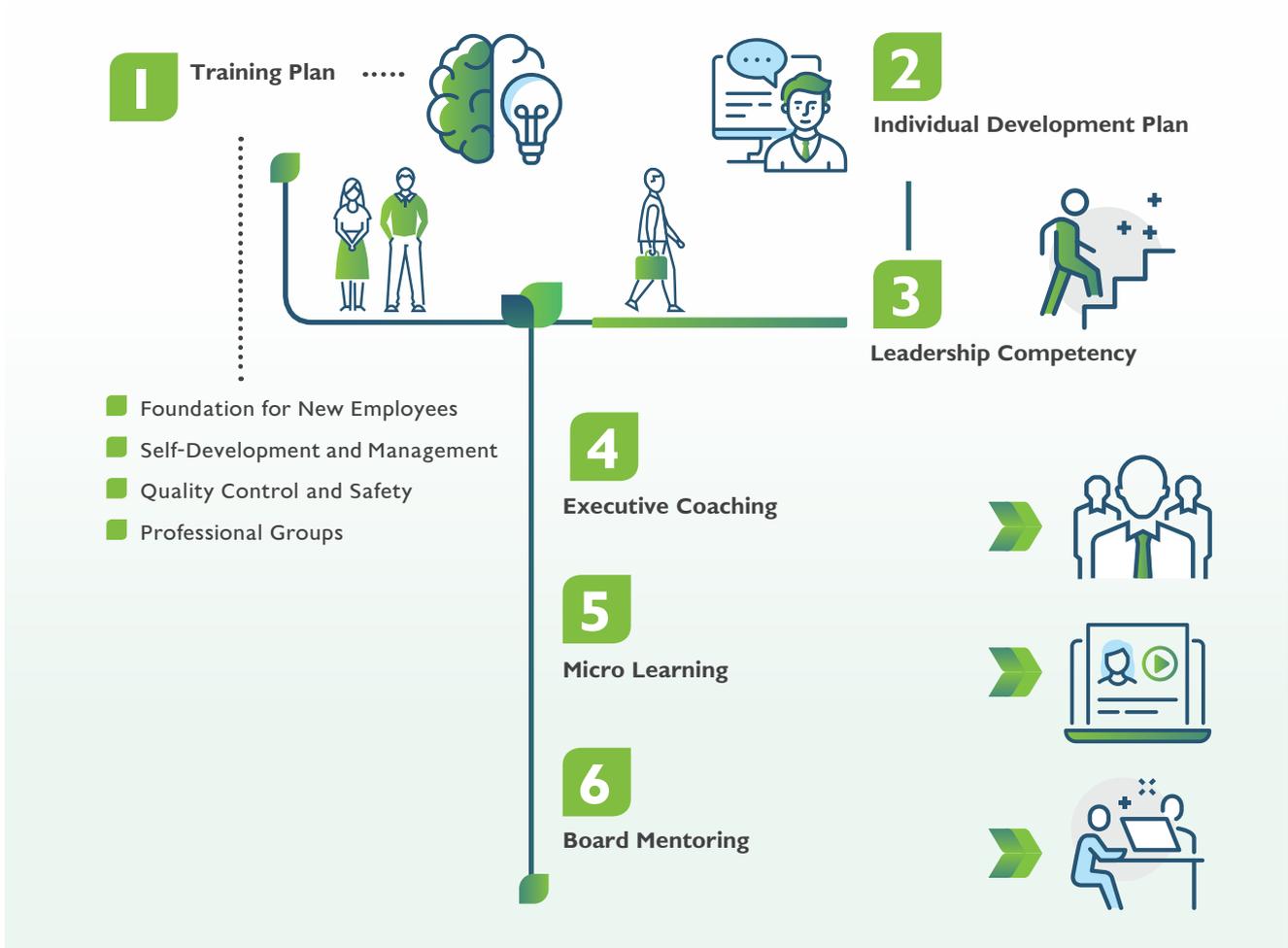
10



Formal Learning

Learning through familiar models such as seminars, classroom trainings, workshops, in-house trainings, external trainings, including Virtual Online Training or Online on Demand

According to the 70:20:10 model, Department of Trainings and Development sets up tools to increase knowledge and develop capacity in a variety of ways to meet employees' requirement below. ^{GRI 103-2}



I. Training Plan

In 2021, the Company designed the Training Plan programme by dividing the category of trainings in line with skill and knowledge necessary for working performance. The courses were offered to employees in all departments as follows:

1) Foundation for New Employees: This important programme is a foundation necessary for new employees that start working with the Company to learn and understand the organisation, as well as adjusting themselves to the organisational culture. As new employees come from different workplaces or recently graduate, adjustment to the Company is essential, regarded as the first step of working together. The Company therefore designs a training programme for new employees as Virtual Online and Online on Demand (Soft File) below.

- Orientation for new employees (Vision, Mission, Organisational Structure, Leadership Competency, Welfare, etc.)
- Performance Assessment System
- Corporate Governance, Anti-Corruption, Ethic and Sustainable Development
- Corporate IT System
- Pruksa Sustainable Development
- Employee Self-Service and Manager Self-Service
- Safety in Construction

2) Self-Development and Management: The programme enhances self-development for employees and executives:

- Streamline Project
- Train the Trainer
- Top Management Program (Innovation)

3) Quality Control and Safety: This refers to Quality Management System Program, Quality Enhancement and Safety Management Programme, including other programmes related to laws.

- Security Guard, Supervisor Level
- Security Guard, Technician Level
- Security Guard, Executive Level
- Occupational Safety, Health, and Working Environment Committee (OSHWC)

4) Professional Groups: This special programme is designed to develop different positions in accordance with professional groups.

- Advanced closing-the-sales technique
- Live Content & Scale up Line
- Marketing for top-level executives
- Prukta Project One
- OCPB laws for salespersons
- Risk evaluation and construction project

2. Individual Development Plan

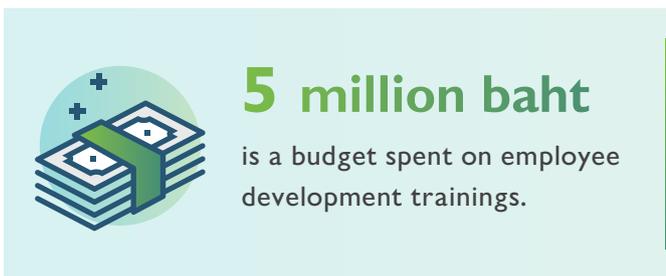
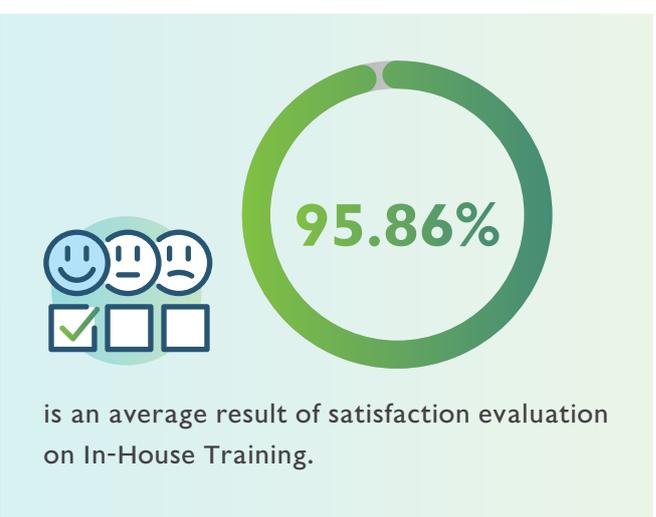
3. Leadership Competency

4. Executive Coaching

5. Micro Learning

6. Board Mentoring

In 2021, the Company organised 31 in-house training programmes for 79 batches and sent employees to get trained by public training institutions in 16 programmes for 16 batches. Such trainings covered operational employees, lower-level executives, middle-level executives and top-level executives in all positions, 8.95 hours/person in average, divided as 9.10 hours/female employee and 8.76 hours/male employee. The average result of satisfaction evaluation on In-House Training was 95.86%, and the budget spent for employee development was 5 million baht.



Occupational Safety, Health and Working Environment

GRI 103-1, GRI 403-1

Pruksa strictly follows international standards and laws that determine terms of occupational health and safety management system by taking OHSAS 18001: 2007 (Occupational Health and Safety Management) as a principle, together with Occupational Safety, Health and Environment Act launched by Ministry of Labour, Ministry of Interior, Ministry of Industry and other local laws. The aim is to prevent the loss of life and property in the Company and among suppliers, encourage workers, their families and suppliers, as well as reducing expenses caused by accidents and enhancing the organisation’s good corporate image.

In 2021, the Company evaluated risks in working groups that probably had high risks of danger. Strict safety rules were launched to control high-risk works vertically and horizontally, including in factories. Performance standards were described in TOR and supplier documents. The system “Safety Report Online” was used to report via smartphones and developed into “Safety Management Performance” to examine safety systems as a whole. This operation made safety standards correspondingly practiced and accurate in accordance with legal and management principles.

The policy on Occupational Safety, Health and Working Environment launched by the Company to prevent accidents, injuries and illnesses that cover employees, suppliers and contractors working for the Company, is described below.

- The Company considers that safety at work is the first responsibility that all employees at all levels need to follow for the sake of safety among themselves and others.
- The Company aims to conduct business in accordance with laws and regulations on occupational health and safety.
- The Company organises trainings to increase skill, knowledge and capacity of occupational health and safety, as well as regularly establishing consciousness for employees and related persons.
- The Company provides budgets and resources such as staff, equipment and other safety devices sufficiently and appropriately to remain good health, as well as preventing incidents or diseases that might happen to all employees.
- The Company follows up and reviews operations on occupational health and safety for further development.

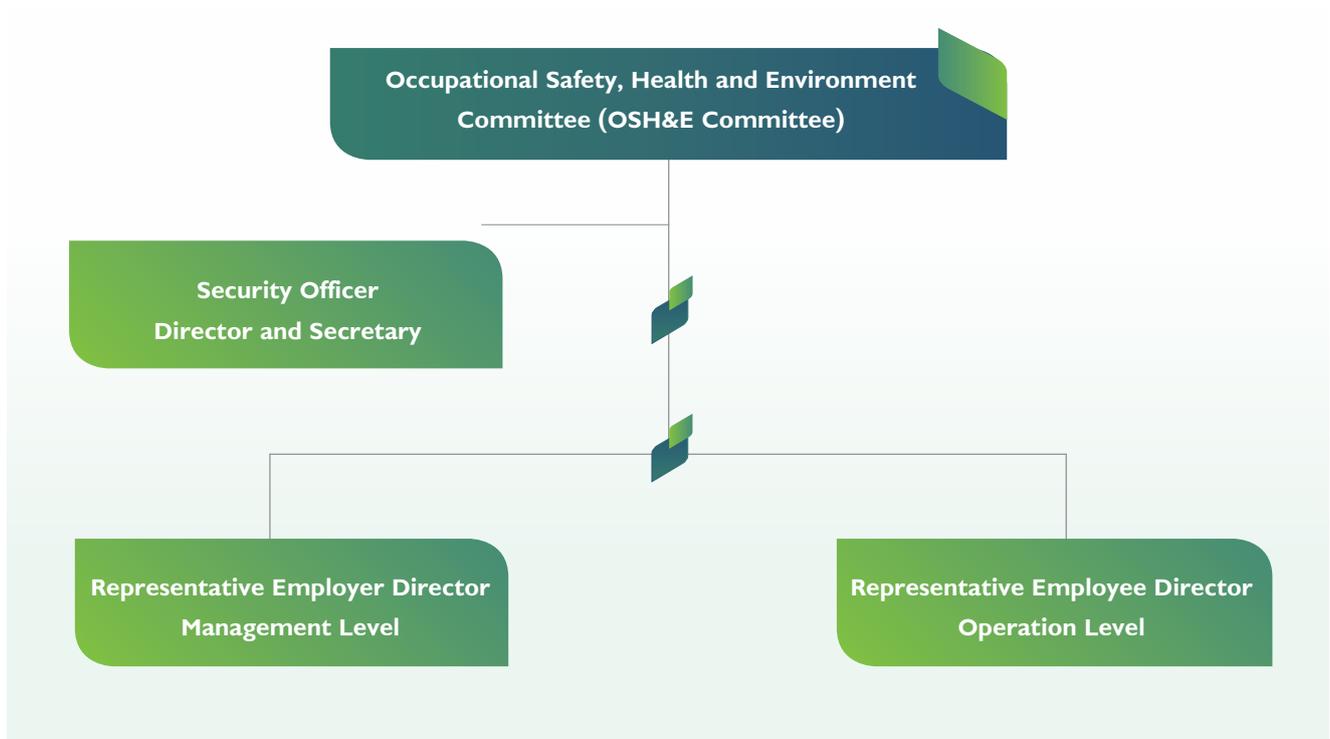


Operation on Occupational Safety, Health and Working Environment

GRI 103-2, GRI 403-2, GRI 403-7

- Evaluate risks in the organisation's activities to control and prevent dangers that probably cause diseases or affect employees' body and mind.
- Evaluate the congruence of laws and other regulations on occupational health and safety
- Apply the system "Safety Management Performance" to follow up operations and review safety trends of horizontal construction projects.
- Allocate staff in construction areas to transfer knowledge of safety at work.
- Organise the training "One Point Lesson" for employees through "OPL" pictures.
- Make a Site Walk to examine work performance regularly by having the project manager as the main inspector.
- Hold monthly meetings on safety to solve problems in construction projects.
- Build legal labour camps with the same standard in every construction project to make it a model for study tours from external organisations.
- Prepare documents related to regulations, knowledge of safety and performance standards. Translate them into four languages for foreign workers to create mutual understandings.
- Work on community relations in project areas to perceive problems and needs, including giving support in different matters to make the community have positive attitudes towards the project.
- Examine serviceability of machines, devices and tools to ensure safety and property.
- Use different communication channels such as SMS, email, PR billboards to make employees or related persons realise the occupational health and safety policy.
- Equip employees with trainings and knowledge related to proper principles of operations such as wearing personal protective equipment (PPE) correctly before working and reviewing it continually.
- Practice emergency drills and exercises in different situations. In 2021, the emergency Call Tree was practiced to make employees understand roles, processes, notifications and collaborations.
- Launch measures to prevent the COVID-19 epidemic in offices, construction sites, labour camps and quarantine stations in accordance with the Bubble and Seal measure.
- Set up teams to follow up the situation of COVID-19 epidemic. Report executives a number of infectious employees and contractors to make Incident Response Plan.
- Arrange vaccination for contractors and migrant workers, at least two doses per person.
- Set an evaluation of COVID-19 prevention measures in each project, regularly and extensively.
- Check employee performance to be in line with the Company's standard. Give punishment when regulations were violated.
- Investigate incidents and find out the truth. Provide control to prevent similar incidents in the future.
- High-level executives review the management of occupational health and safety to ensure that it is appropriate, sufficient and effective.
- Give knowledge to employees in every project via Safety Talk and apply "Training Need" in every activity with risks.
- Test drugs among employees and contractors from external organisations to prevent risks that might cause crimes and illegal deeds.
- Measure and evaluate working environment in projects and offices to suit employees.
- Cooperate with the hospital to refer employees for treatment when accident or illness occurs.
- Catch up with climate quality indicator daily to inform employees and allocate budget to distribute surgical masks for PM 2.5 prevention.
- Follow measures to reduce PM 2.5 that gives impacts on the community by spraying water around the source of PM 2.5 and tidy things that may cause the dust.
- Check serviceability of machines and devices every week and tag them with PAT Test Labels/Stickers.

Occupational Safety, Health and Environment Committee (OSH&E Committee) GRI 403-4



Occupational Safety, Health and Environment Committee, comprising of 21 members in total, is appointed (at Management Level) and elected by members in the organisation (at Operation Level) to work on occupational safety, health and working environment with roles, duties and responsibilities as follows:

1. Consider safety policies and plans before proposing to executives, all of which involve with inside and outside works to prevent and reduce accidents, hazards, illnesses, nuisances from works, unsafety at work, etc.
2. Make a report and suggest measures or approaches to executives in accordance with laws related to safety and workplace safety standards to secure operations of employees, contractors or external persons that works or uses services in the workplace.
3. Promote and support activities of workplace safety in the Company.
4. Consider regulations, manuals on safety at work, workplace safety standards before proposing to executives.
5. Examine operations on safety at work and statistics of hazard in the Company at least once a month.
6. Consider projects or plans on safety at work trainings, including roles, duties and responsibilities related to safety of employees at all levels. Propose the issues to executives.
7. Create a reporting system of unsafe working conditions that all employees are required to follow.
8. Follow up progress of issues already proposed to executives.
9. Propose an annual report to executives by indicating problems, obstacles and suggestions related to the Committee's performance after one year.
10. Evaluate the Company's performance on safety at work.
11. Operate other safety works assigned by executives.

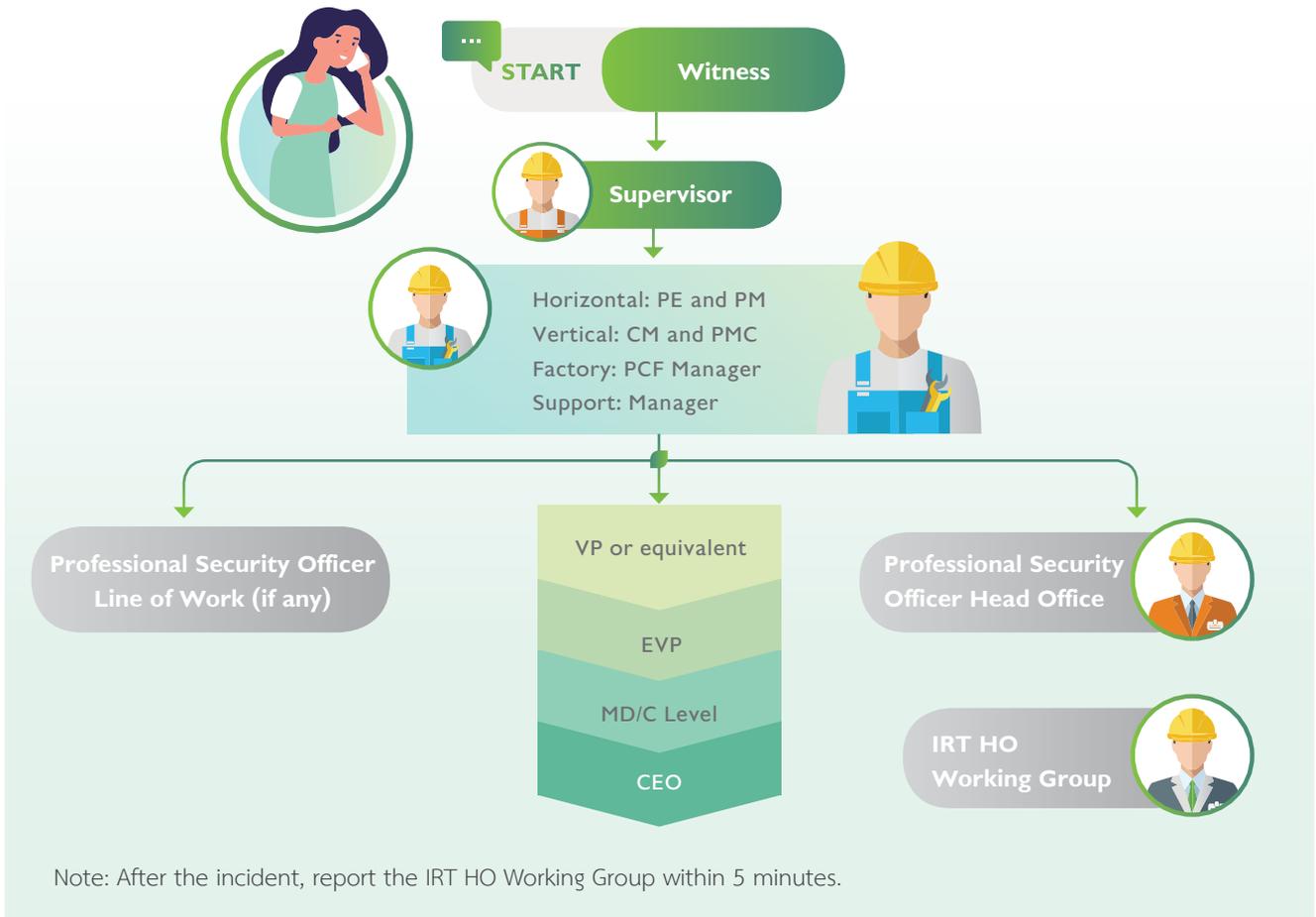


Incident Operation on Occupational Health and Safety at Pruksa

GRI 103-2, GRI 403-2, GRI 403-7

Flow: Emergency Procedures

Emergencies: Severe accidents, death, fire, flood, earthquake, riot, robbery, property damage causing outside impacts or any incident affecting the corporate image



Safety Emergency Procedures GRI 103-2, GRI 403-2, GRI 403-7

1. Install a non-CFC fire extinguisher every 20 square metres where easily applied and indicated by a clear sign for a quick use when necessary.
2. Install the emergency lighting system and emergency signs in case of emergency.
3. Provide a spare torch at all entrances.
4. Put on Safety Signs in different places.
5. Build proper fire exits that allow employees to escape safely in case of fire.
6. Install the fire/smoke alarm in as many rooms as possible.
7. Have proper ready-to-use fire extinguishers installed where chemicals or flammable materials are stored.
8. Install No Smoking and No Naked Light signs of where chemicals or flammable materials are stored.
9. Electric wires used in the office and the store container of flammable materials must be hook up wires in accordance with IEC standards.
10. Check readiness of emergency equipment regularly.
11. Allocate the supervision for evacuation at all stations in case of emergency.
12. Provide the Basic Fire Fighting Training every month for employee to use emergency equipment properly.
13. Practice drills, first aid and fire evacuation annually.

Danger Prevention for High-Risk Works GRI 103-2, GRI 403-2, GRI 403-7

- Executives visit project areas to inspect the safety system every quarter to establish safety leadership and evaluate safety in the area.
- Install a temporary power system in project areas such as an ELCB system to prevent electric shock, short circuit and overload. This includes a design of safe power systems in worker camps and a launch of power maintenance standards by applying the Log Out system.
- Use the Safety Work Permit system to control high-risk works, namely, at heights, at heat, in confined space and on excavation before, while and after operations to ensure that workers and equipment are safe under the same standard in the organisation.
- Have checkups according to risk factors by focusing on working activities that create good health.
- Improve performance standards and give punishment in case of violation, enforce to follow in the organisation and with suppliers as an attachment of Contractor Agreement.

Safe Use of Raw Materials, Materials, Equipment and Chemicals GRI 103-2, GRI 403-2, GRI 403-7

- The Company selects non-hazardous raw materials for customers and workers such as materials and furniture without Formaldehyde, one of VOCs.
- The Company controls a storage of chemicals with classification. Employees are provided with knowledge of Safety Data Sheet (SDS) related to chemicals, including clear signs based on the Company’s regulations and standards.
- The Company examines materials and equipment from Audit Suppliers to get raw materials according to the Company’s standards.

Training Programmes to Establish Consciousness on Occupational and Health GRI 403-5

With awareness and determination to establish consciousness among employees, Pruksa offers 9 trainings programmes and 41 classes of occupational safety and health in collaboration with training centres registered by Ministry of Labour. It is ensured that employees and related persons gain knowledge of safety without accidents and illnesses at work. Those who have completed the training will receive a certificate.

Offered Training Programmes



1. Offered Training Programmes
2. Safety Consciousness at Work
3. Security Guards at Supervision Level (Supervising Security Officer)
4. Security Guards at Management Level (Managing Security Officer)
5. Occupational Safety, Health and Environment Committee (OSHE Committee)
6. Basic Fire Fighting Training
7. Emergency Response
8. Golden Rules of Safety at Work

Additionally, the Company offers training courses to enhance skill, knowledge and capacity of occupational health and safety among employees and suppliers that operate high-risk construction works. This is carried out via E-Learning System to help them work properly and safely, as well as reducing any loss in the future.

Emergency Response GRI 403-5

The Company organises training programmes on Basic Fire Fighting and Cardio-Pulmonary Resuscitation (CPR) every year. More than 50% of employees passed the programme. Emergency Response is practiced regularly to reduce risks and ensure that employees can follow processes correctly. Nevertheless, due to the COVID-19 epidemic, the Company cancelled the annual fire evacuation drill in 2021 and replaced it with a clip video for employees or visitors understand and practice.

Support Employee Health GRI 403-6

The Company arranges a medical team from leading hospitals to check up health of employees at all levels, both workers and executives. The aim is to provide good occupational health at work, reduce risks that cause illnesses and accidents from works. Proper treatment measures that cover all working conditions are as follows:

- Evaluate impacts on health from risk factors and employees' working activities.
- Provide checkups for employees before starting works in construction sites, factories and hotels as they probably get impacts from dust and noise pollution that causes respiratory diseases. Prepare surgical masks to prevent danger from dust with first-aid kits.
- Require employees to have an annual health checkup, according to risk factors, with doctors of occupational medicine to follow up impacts caused by working environment and plan for solution guidelines.

COVID-19 Epidemic Prevention

The Company strictly follows measures to prevent COVID-19 epidemic among employees and suppliers, for instance, distributing surgical masks to all employees, Social Distancing, launching Work from Home, positioning hand sanitizer in various places of the Company, sales offices and construction sites. This includes screening body temperature before entry, setting measures to screen suppliers that work with the Company, testing COVID-19 of workers that will work with the Company, making plans for emergency response, arranging vaccination at least two doses for employees and suppliers, doing screening with ATK before working, repeating the test every 14 days, and strictly following government policies.

Communication

The Company uses several channels to communicate with employees and contractors the policy of occupational safety, health and working environment, including prevention of different impacts, via Group LINE, email, in-house PR, Safety Sign and billboards. Furthermore, consultation is operated through the Safety Talk project, Site Walk and Safety Meeting by talking and following up operations, solutions and preventions to make contractors and employees follow the plans.

Workplace Accident Statistics of Employees in 2017 - 2021 GRI 103-3



According to accident statistics of employees in 2021, it was found that the number of fatalities decreased whereas the number of the injured and absent days remained stable when compared to those of the previous year. Although the I.F.R. tended to decrease with statistical significance when compared to the statistical trend in the past five years.

In 2021, the Company could reduce more than 20% of accidents from the set goal.



The Company increases the evaluation system to reduce accident possibilities. The aim is to reach Zero Accident by applying annual accident statistics as part of the development plan Root Cause Process that seeks for real accident causes. This includes making plans, training related persons and rolling out to other areas of the Company. GRI 103-2, GRI 403-2, GRI 403-7

Summary of Occupational Safety, Health and Working Environment Operation GRI 103-3

per 1,000,000 working hours

Cases	2021		2020		
	employee	contractor	employee	contractor	
Injuries at work <small>GRI 403-9</small>	All recorded injury rates	0.70	0.20	0.58	0.10
	Injury rate that causes absence	0.09	0.15	0.09	0.10
	Severe injury rate (death excluded)	0	0.05	0	0
	Injury rate that causes death	0	0	0.09	0
Illnesses at work <small>GRI 403-10</small>	Recorded illness rates	0	0	0	0
	Illness rate that causes death	0	0	0	0

Keep Business Continually Growing during COVID-19 Epidemic

Regarding the ongoing epidemic of COVID-19 since 2020, Pruksa has strictly followed ultimate measures in all directions to prevent any risk, as well as looking after safety and hygiene of customers, those interested in projects, employees and communities nearby. The Company pays attention to convenience and operation to deal with the situation effectively through the following four monitoring measures “Reduce – Avoid – Take Care – Prevent.”



Reduce

Reduce any risk from contagion by placing hand gel in different areas, sterilising offices and sample houses after customers' visit, arranging vaccination for employees, wearing a mask, washing hands before giving services.



Avoid

Keep away from contagion, contamination and infection in accordance with Social Distancing measures by keeping distance from customers about 1 - 2 metres. Arrange a Private Tour for those interested in projects with safety and privacy. The customer enables to request date and time of a visit in advance, view houses and condos via LIVE application or take a Drive-Thru tour without getting off the vehicle. Sales via the online system, website and LINE are also available.



Take Care

The Company thoroughly looks after all employees by collaborating with organisations and alliances to arrange 100% vaccination for more than 10,000 registered staff. This includes a reservation on purchasing Moderna, an optional mRNA vaccine that prevents mutant virus and boosts antibodies as the third vaccine dose, gradually delivered to salespersons and employees since 2021. The Company surveils and does screening tests with Antigen Test Kits (ATKs) for employees working closely with contractors and customers in each project. The attention covers hospital and medical expenses insurance by issuing COVID-19 insurance for all employees. The Company, together with ViMUT Hospital, also offer vaccination service to medical staff, elderly, people with communicable diseases and ordinary people.



Prevent

The Company prevents risks among employees and customers by setting screening points to check body temperature before entering working places and construction sites. To avoid infection among workers and build trust among customers or communities nearby, Pruksa operates construction works by strictly following the Bubble and Seal measure such as controlling construction site access, separating risky labourers, arranging private resting areas, assigning heads of worker camps to check all labourers, setting up Drop Zones to distribute construction materials.

Deliver Care to Labours and Allied Construction Companies

Pruksa helped labourers and allied construction companies that had closed their worker camps for 30 days to reduce the COVID-19 epidemic in accordance with the government's policy by giving rice, instant food, drinking water, medicine and essential things. The aim was to relieve sufferings of more than 4,000 labourers in allied construction companies.



Offer 3-rai Land to Build Hospital

At the time in which a number of people infected with COVID-19 in the country was increasing, the situation affected bed occupancy rate, admission capacity in hospitals and ICU availability for patients that require critical care from doctors. Considering that a vacant land opposite to Lerdsin Hospital was suitable for building a temporary 200-bed hospital to serve COVID-19 patients from Red and Yellow Zones, Pruksa offered the 3-rai land to partly easing Thais' crisis in collaboration with Lerdsin Hospital under Department of Medical Services, Ministry of Public Health and private sectors.

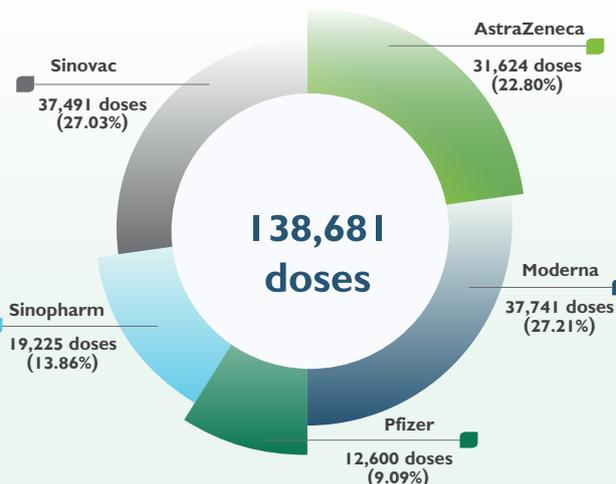
Neighbours Saved and Far from COVID-19

Caring for communities nearby, ViMUT Hospital continually organised training courses to provide knowledge on COVID-19 and self-care to reduce the virus epidemic and prevent wide spread outbreak in the future.



Promote COVID-19 Vaccination

ViMUT Hospital encouraged Thais to get COVID-19 vaccination and willingly helps the government distribute the vaccine. The hospital provided free-of-charge medical consultation before getting vaccinated and offers COVID-19 vaccination service for medical staff, elderly, patients with communicable diseases and ordinary people during 1 May - 31 December 2021, 138,681 doses in total.



Statistical Vaccine Doses Delivered

during 1 May - 31 December 2021

AstraZeneca	31,624 doses	22.80%
Moderna	37,741 doses	27.21%
Pfizer	12,600 doses	9.09%
Sinopharm	19,225 doses	13.86%
Sinovac	37,491 doses	27.03%



At Pruksa...

**we apply our expertise and experience
on residential development and healthcare
to take care of community and society.**

Realising that the Company is part of society that moves forward to develop society and environment sustainably, Pruksa has launched the policy on sustainable development as a framework of operation for Board of Directors, executives and employees to follow and work with responsibility for the whole society and community in all operations. GRI 103-1



สร้างสุข ด้วย
'บ้านใส่ใจ'



Project: “Home for Disabled People by PRUKSA” GRI 413-1

Elevate quality of life of disabled, families and people in communities for three consecutive years



[Click to view clip Home for Disabled People by PRUKSA](#)

Pruksa... cares for giving opportunity and building social equality.



8 Number of houses

is the number of houses built and renovated to meet requirements of each disabled.



GRI 301-1

13 persons

Disabled people, families and people in the communities have better quality of life due to the project.

Regarding the concept that the disabled shall get opportunities and rights to live equally in the society, Pruksa and ViMUT Hospital joined hands with government agencies, private sectors, local communities, volunteers and network partners below.

- Social Innovation Foundation
- Sirindhorn Hospital, Khon Kaen
- Phayachompoo Sub-District Health Promotion Hospital, Chiang Mai



Expertise and experience on residential development are gathered to build and renovate eight houses for the disabled around rural areas of Khon Kaen and Chiang Mai, where environment does not support daily life activities. The project obviously enables disabilities, families and 13 communal people to live with security and better quality of life.





Independent Assurance Statement

For PRUKSA Holding Public Company Limited on the Sustainability Report 2021

Pruksa Holding PCL or PSH requested Thaipat Institute (the Foundation for Thailand Rural Reconstruction Movement under Royal Patronage) to carry out an assurance engagement responding to the Sustainability Report 2021.

Criteria for report preparation

- GRI Sustainability Reporting Standards

Criteria for assurance standards

- The AA1000 Assurance Standard (AA1000AS v3).

Addressee

The intended users of this assurance statement are the management of PSH and its associated stakeholders.

Scope of Assurance

The scope of this assurance engagement is based on Type 1, Accountability Principles: evaluation of adherence to the AA1000 Accountability Principles and to the GRI Sustainability Reporting Standards in accordance with the 'Core' option. The scope of this assurance engagement does not provide conclusions on the reliability of the performance information.

Disclosures Covered

The assurance engagement is based on information publicly disclosed in the Sustainability Report 2021 of PSH for the year ended 31 December 2021.

Methodology

We carried out Type 1 moderate assurance in accordance with AA1000AS. The Type 1 engagement required us to report on the nature and extent of adherence to AA1000 AP. To achieve moderate level assurance, we have used the criteria in AA1000AS to evaluate adherence to AA1000AP. We undertook the following procedures:

- Reviewed the policies, practices, management systems, processes and performance information to

be included within the Sustainability Report 2021 of PSH.

- Analyzed information on performance provided in the Sustainability Report 2021 of PSH as a source of evidence to evaluate adherence to the principles and guidelines.
- Enquired the processes PSH undertaken to adhere to the principles of inclusivity, materiality, responsiveness and impacts.
- Assessed the extent to which PSH has applied the GRI Sustainability Reporting Standards including the Reporting Principles.
- Provided observations/recommendations to PSH in accordance with the scope of assurance based on defined criteria.

Findings and Conclusions

- Based on the scope of assurance using the AA1000AS v3, we concluded that PSH has applied processes and procedures which adhere with the principles of inclusivity, materiality, responsiveness and impact setting out in the AA1000AP (2018); and
- Based on the scope of assurance using the GRI Sustainability Reporting Standards, we concluded that PSH has followed Reporting Principle, Standard Disclosures in a reasonable and balanced presentation of information together with consideration of underlying processes for preparing the report.

Observations and Recommendations

Nothing came to our attention which caused us to believe that the Sustainability Report 2021 of PSH did not adhere to the Principles. To improve future reporting of Sustainability in accordance with AA1000AP, we have made following observations;

Inclusivity: The report showed the information on how to engage with stakeholders. It covered from defining stakeholder groups, indication of whether any of the engagement was undertaken specifically

as part of the report preparation process, key topics and concerns raised by stakeholders, and how to respond to those key topics and concerns. It also raised the feedback received from the stakeholder engagement process as information on external factors in the process of identification sustainability topics.

Materiality: PSH has clearly reported the process for defining significant sustainability topics. The consideration was based on economic coverage, environmental and social dimensions along with operational context and stakeholder expectations, which were obtained from a variety of sources, such as the stakeholder assessment and decision making obtained from discussions, meetings, seminars and informal surveys of stakeholders in each group.

Responsiveness: PSH has set the management approach responding to stakeholder concerns and expectations by a concrete performance measurement, including setting short-term operational targets.

Impact: PSH has established a systematic corporate risk assessment approach which tied-up to strategic planning and covered stakeholder concerns to promote the company in order to achieve business goals and continue to sustainably grow. The Board of Directors and Executives also played an important roles in the process of considering the risk of the organization. The issues considered as risks covered both economic dimensions and environment as well as have established guidelines for effective response

To shape future sustainability reporting in according to the GRI Sustainability Reporting Standards, we have made the following suggestions:

- PSH should formulate a sustainability strategy and concrete action plans into the combination of SDGs target, expectations, and concerns of all stakeholder groups into the strategy and action plans.
- General Disclosure on Identifying and Selecting Stakeholders should indicate the basis for identifying and selecting engaged stakeholders.
- PSH should set goals for implementation based on principles SMART. The goals should also specify short, medium, and long term for each sustainability topic.
- Performance Disclosure on Economic Performance should indicate the Management Approach according to GRI 103 Management
- Performance Disclosure on Anti-corruption should indicate the total number and percentage of operations assessed for risks related to corruption and significant risks related to corruption identified through the risk assessment, total number and percentage of governance body members that have received training on anti-corruption, total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated.
- Performance Disclosure on Environmental Compliance should indicate significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in terms of total monetary value and non-monetary, and cases brought through dispute resolution mechanisms.
- Performance Disclosure on Training and Education should mention average hours of training that the organization's employees and percentage of total employees who received a regular performance and career development review during the reporting period, by gender and employee category (breakdown of employees by level such as senior management, middle management etc).
- Performance Disclosure on Local Communities should reveal percentage of operations with implemented local community engagement, impact assessments, and/or development programs, including the use of social impact assessments, environmental impact assessments, stakeholder engagement plans, works councils, occupational health and safety committees, and formal local community grievance processes.

Competencies and Independence

Thaipat Institute is a public organization established in 1999 with its roles in researching, training, and consulting in corporate responsibility and sustainability practices. Thaipat Institute is an AA1000AS Licensed Providers granted by AccountAbility, the creator and proprietor of the AA1000 Assurance Standard. Thaipat Institute has become the GRI training partner to provide certified training programs in Thailand since 2013. Our team has the relevant professional and technical competencies and experiences in corporate responsibility and sustainability for several years. During FY2021, we did not provide any services to PSH that could conflict with the independence of this work.

For Thaipat Institute



By Lakkanawan Vimommat

Bangkok

25 February 2022



GRI Content Index GRI 102-55



For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

For the SDG Mapping Service, GRI Services reviewed that the disclosures included in the content index are appropriately mapped against the SDGs.

GRI Standard	Disclosure	Page number (s) and/or URL(s)	Omission	Sustainable Development Goals (SDGs)
GRI 101: FOUNDATION 2016				
GENERAL DISCLOSURES				
GRI 102: GENERAL DISCLOSURES 2016	102-1	Name of the organization	Pruksa Holding Public Company Limited	-
	102-2	Activities, brands, products, and services	Page 15-17	-
	102-3	Location of headquarters	Back Cover	-
	102-4	Location of operations	Back Cover	-
	102-5	Ownership and legal form	Page 14	-
	102-6	Markets served	Page 18	-
	102-7	Scale of the organization	Page 14, 50, 77	-
	102-8	Information on employees and other workers	Page 76, 77	 
	102-9	Supply chain	Page 53, 62	-
	102-10	Significant changes to the organization and its supply chain	No significant changes during the reporting year.	-
	102-11	Precautionary Principle or approach	Page 28	-
	102-12	External initiatives	Page 28, 29, 71, 72, 75	-
	102-13	Membership of associations	Page 23	-
	102-14	Statement from senior decision-maker	Page 10-11	-
	102-16	Values, principles, standards, and norms of behavior	Page 13, 41	
	102-18	Governance structure	Page 34	-
	102-40	List of stakeholder groups	Page 35	-
102-41	Collective bargaining agreements	Page 84		
102-42	Identifying and selecting stakeholders	Page 35	-	
102-43	Approach to stakeholder engagement	Page 36, 37, 38, 39	-	

GRI Standard	Disclosure		Page number (s) and/or URL(s)	Omission	Sustainable Development Goals (SDGs)
	102-44	Key topics and concerns raised	Page 36, 37, 38, 39		-
	102-45	Entities included in the consolidated financial statements	Page 14		-
	102-46	Defining report content and topic Boundaries	Page 48		-
	102-47	List of material topics	Page 49		-
	102-48	Restatements of information	No restatements		-
	102-49	Changes in reporting	No restatements		-
	102-50	Reporting period	1 January to 31 December 2021		-
	102-51	Date of most recent report	March 2021		-
	102-52	Reporting cycle	Annual		-
	102-53	Contact point for questions regarding the report	Page 48		-
	102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option		-
	102-55	GRI content index	Page 109-114		-
	102-56	External assurance	Page 106-108		-

Material Topics

ECONOMIC PERFORMANCE

GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	Page 22		-
	103-2	The management approach and its components	Page 22		-
	103-3	Evaluation of the management approach	Page 50		-
GRI 201: ECONOMIC PERFORMANCE 2016	201-1	Direct economic value generated and distributed	Page 50		 

PROCUREMENT PRACTICES

GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	Page 56		-
	103-2	The management approach and its components	Page 56		-
	103-3	Evaluation of the management approach	Page 57		-
GRI 204: PROCUREMENT PRACTICES 2016	204-1	Proportion of spending on local suppliers	Page 59		

GRI Standard	Disclosure	Page number (s) and/or URL(s)	Omission	Sustainable Development Goals (SDGs)
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ANTI-CORRUPTION

GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	Page 41, 42	-
	103-2	The management approach and its components	Page 47	-
	103-3	Evaluation of the management approach	Page 47	-
GRI 205: ANTI-CORRUPTION 2016	205-1	Operations assessed for risks related to corruption	Page 42, 43, 44, 45	
	205-2	Communication and training about anti-corruption policies and procedures	Page 42, 46, 47	
	205-3	Confirmed incidents of corruption and actions taken	Page 47	

MATERIALS

GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	Page 62	-
	103-2	The management approach and its components	Page 63	-
	103-3	Evaluation of the management approach	Page 62	-
GRI 301: MATERIALS 2016	301-1	Materials used by weight or volume	Page 62	 
	301-2	Recycled input materials used	Page 63	 

WASTE

GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	Page 67	-
	103-2	The management approach and its components	Page 68	-
	103-3	Evaluation of the management approach	Page 67, 68, 69, 70	-
GRI 306: WASTE 2020	306-1	Waste generation and significant waste-related impacts	Page 67	   
	306-2	Management of significant waste-related impacts	Page 68, 71	    

GRI Standard	Disclosure		Page number (s) and/or URL(s)	Omission	Sustainable Development Goals (SDGs)
	306-3	Waste generated	Page 67, 68, 69, 70		    
	306-5	Waste directed to disposal	Page 68, 69, 70		    

ENVIRONMENTAL COMPLIANCE

GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	Page 60, 62, 75		-
	103-2	The management approach and its components	Page 61		-
	103-3	Evaluation of the management approach	Page 75		-
GRI 307: ENVIRONMENTAL COMPLIANCE 2016	307-1	Non-compliance with environmental laws and regulations	No material non-compliance with environmental laws and regulations		

EMPLOYMENT

GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	Page 76, 78		-
	103-2	The management approach and its components	Page 82		-
	103-3	Evaluation of the management approach	Page 77		-
GRI 401: EMPLOYMENT 2016	401-1	New employee hires and employee turnover	Page 79, 80		  
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 82		  

GRI Standard	Disclosure	Page number (s) and/or URL(s)	Omission	Sustainable Development Goals (SDGs)
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OCCUPATIONAL HEALTH AND SAFETY

GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	Page 95	-
	103-2	The management approach and its components	Page 96	-
	103-3	Evaluation of the management approach	Page 101	-
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1	Occupational health and safety management system	Page 95	
	403-2	Hazard identification, risk assessment, and incident investigation	Page 96, 98, 99, 101	
	403-3	Occupational health services	Page 82	
	403-4	Worker participation, consultation, and communication on occupational health and safety	Page 97	 
	403-5	Worker training on occupational health and safety	Page 99, 100	-
	403-6	Promotion of worker health	Page 83, 84, 100	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 96, 98, 99, 101	-
	403-8	Workers covered by an occupational health and safety management system	Page 101	
	403-9	Work-related injuries	Page 101	  
	403-10	Work-related ill health	Page 101	  

TRAINING AND EDUCATION

GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	Page 86	-
	103-2	The management approach and its components	Page 87	-
	103-3	Evaluation of the management approach	Page 94	-

GRI Standard	Disclosure		Page number (s) and/or URL(s)	Omission	Sustainable Development Goals (SDGs)
GRI 404: TRAINING AND EDUCATION 2016	404-1	Average hours of training per year per employee	Page 94		  
	404-3	Percentage of employees receiving regular performance and career development reviews	Page 86		  

LOCAL COMMUNITIES

GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	Page 104		-
	103-2	The management approach and its components	Page 105		-
	103-3	Evaluation of the management approach	Page 105		-
GRI 413: LOCAL COMMUNITIES 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Page 105		-



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Sustainability Report 2021

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