



PRUKSA



Sustainability Report

2017

Pruksa Holding Public Company Limited

# Corporate Social Responsibility Policy

GRI 102-14, GRI 415-1



Pruksa Holding Public Company Limited and its subsidiaries operate business with an aim to achieve sustainable growth, creating satisfaction to all groups of stakeholders, together with responsibility to society, focusing on support to education and youth development, society and the environment, and religion, arts and culture. With awareness of the importance of responsibility to society and the environment, the Company has corporate social responsibility (CSR) and anti-corruption policies, with eight principles being established, namely;

- Fair business operations
- Anti-corruption practices
- Respect for human rights
- Fair treatment of labor
- Responsibility to consumers
- Caring for the environment
- Cooperation on community or social development
- Innovation creation and dissemination of innovations which are acquired from business operations with responsibility to society, the environment and stakeholders.

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the Board of Directors and  
Group Chief Executive Officer

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**Pruksa Holding  
aims to be a top Thai  
diversified property  
company that delivers  
end-to-end modern urban  
lifestyles to customers.**

A handwritten signature in black ink, appearing to read 'Thongma Vijiitpongpun'.

**Mr. Thongma Vijiitpongpun**

Executive Vice Chairman of the Board of Directors  
and Group Chief Executive Officer

# Message from Executive Vice Chairman of the Board of Directors and Group Chief Executive Officer

*GRI 102-14, GRI 102-23, GRI 102-32, GRI 201-1, GRI 203-1, GRI 203-2*

2017 is the first year that Pruksa Holding Public Company Limited fully operated its business with an aim to achieve steady growth and create satisfaction to all groups of stakeholders together with responsibility to society. The Company adopted the Philosophy of the Sustainable Economy of His Majesty King Bhumibol Adulyadej in its operations and work process based on honesty, nobility, good governance, creativity, and good quality of products and services for all customers. At the same time, the Company also took balance between its goals of business and responsibilities to society and the environment so that it can be a supportive member of the society and thus actually achieve a sustainable growth.

On the economic aspect, the Company's income still mainly derives from real estate group of business under the management of Pruksa Real Estate. The Company has expanded into a new group of customers – the premium customers - which have high purchasing power and growth even in the slow economic condition. During the past year, the Company has received a very good response from this group of customers. Moreover, the Company has also distributed its investment in and looked for new business opportunities in addition to the residential real estate business in a bid to create recurring income. Foreseeing that healthcare related business is a large market, the Company has started to invest in hospitals and health centers.

*GRI 102-15*

On social and environmental aspects, one of our important policies is to operate our business with an awareness on social responsibilities and an aim for a sustainable growth under the corporate governance principle. Last year, Pruksa Holding has become a member of the Collective Action Against Corruption or CAC. The Company also received two awards from the Securities Exchange of Thailand, namely the SET Sustainability Awards 2017 (Rising Star) which Award given to companies with market cap between baht 30,000 to 100,000 million baht and the Thailand Sustainability Investment (THSI) which we have received for the second consecutive year. The awards are the proof that the Company is well accepted for its outstanding sustainable development and growth, the transparency of information disclosure on the economic, social, and environmental aspects, as well as the creation of “shared value between business and society” on a continual basis.

“Pruksa Holding aims to be a top Thai diversified property company that delivers end-to-end modern urban lifestyles to customers.” This is the vision that will drive the Company towards sustainable growth while repaying to the society based on ethics and corporate governance.

# Pride of Pruksa Holding

GRI 102-12

## Set Sustainability Awards 2017 (Rising Star)

From the Stock Exchange of Thailand



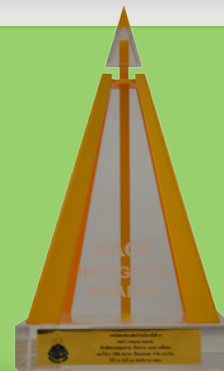
## Thailand Sustainability Investment (THSI) 2017 for the second consecutive year

From the Stock Exchange of Thailand



## NACC Integrity Awards 2017 (Recognition)

From the National Anti-Corruption Commission



## Sustainability Report Award 2017 (Recognition) for the second consecutive year

by CSR Club, Thai Listed Companies Association,  
Securities and Exchange Commission,  
and Thaipat Institute





**Certificate of Honored  
a philanthropic organization of  
the Ministry of Education**

From the Ministry of Education



**Certificate of Honour for Social Support 2017  
for the employment of people with disabilities**

From Thai Health Promotion Foundation  
and The Ministry of Labour



**A membership certificate of  
Thailand's Private Sector Collective Action  
Coalition Against Corruption (CAC)**

From The CAC Council

GRI 102-12



**Listed in the ESG100 Company 2017  
for the second consecutive year**

By Thaipat Institute

**Corporate Governance of  
Thai Listed Companies 2017  
attaining 'Excellent' levels of recognition**

From Thai Institute of Directors Association



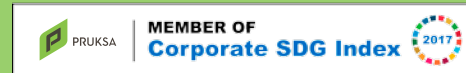
**Received 100 full scores in the quality assessment of  
the annual general shareholder meeting (AGM)**

From Thai Investors Association

**Certified as a member of Corporate  
SDG Index of the Thaipat Institute**

by Thaipat Institute

*GRI 102-12*



**The Quality Persons of the Year Award  
on Property Development was given  
to Mr. Piya Prayong, CEO - Pruksa Real Estate,  
an idol for adopting new innovation and  
technology in the business**

from the Foundation of Science and  
Technology Council of Thailand.





### Plaque of Honour for 'Social Support'

was given to Mr. Prasert Taedullayasatit, CEO - Pruksa Real Estate Premium by INTV Award 2017 for being a successful businessman in both public and private sectors who provides support to the society and economy.

By INTV Award 2017



### Asia's Most Promising Brands 2017

From World Consulting & Research Corporation,  
a world-class brand management consultant



### International Star for Quality Award 2017 (Platinum)

From Business Initiative Directions (B.I.D)



### BCI Asia Top 10 Developers Awards 2017 for the seven consecutive year for Urbano Rajavithi, Chapter One Eco, and Plum Condo Ramkhamhaeng Station.

From BCI Media Group

**The Excellent Real Estate Developer Awards 2017**  
for The Privacy Ladprao-Sena,  
and Baan Pruksa Puchao-Samrong

From the Agency for Real Estate Affairs



**Best Energy Conservation Award for Housing Projects 2017 (Townhouse Prototype Category)**  
for The Connect

From the Department of Alternative Energy Development and Efficiency, Ministry of Energy



**Smart Green Energy Award 2017**  
for Pruksa Precast Factory, Navanakorn

From The Office of Industrial Economics, Ministry of Industry



**Pilot Organization on Safety Award (Provincial Level) (second consecutive year)**  
for Pruksa Precast Factory, Navanakorn

From The Office of Labour Protection and Welfare, Pathum Thani Province





**Certificate of Green Building  
(Platinum Level)**  
for Pruksa Plus House in  
The Plant Estique, Phatthanakan

From  
German Sustainable Building Council (DGNB)



**Certificate of Green Industry - Level 3  
(Green System)**  
for Pruksa Precast Factory, Navanakorn  
and Pruksa Precast Factory, Lam Lukka

From The Ministry of Industry  
*GRI 102-12*



**Certificate of the Carbon Footprint  
for Organization (CFO) 2017**  
for Pruksa Precast Factory, Navanakorn  
and Pruksa Precast Factory, Lam Lukka

From Thailand Greenhouse Gas Management  
(Public Organization) - TGO  
*GRI 102-12*



**Innovation Management System  
CEN/TS 16555-I**

From Management System  
Certification Institute (Thailand)

# About this Sustainability Report

GRI 102-46, GRI 102-49, GRI 102-50, GRI 102-52, GRI 102-56



Pruksa Holding's Sustainability Report is produced on a yearly basis, and this year is a second consecutive year. The contents cover all the operation on economic, social, and environmental aspects taken place during January 1 to December 31, 2017. The information disclosed in this report is trusted by Thaipat Institute which is an external agency. For disseminating this report, it is published in the form of a Sustainability Report 2017 (Highlights) with QR Code and distributed to shareholders together with the Annual Report. The report is also available in electronic format on the website: [www.psh.co.th](http://www.psh.co.th) in order that all stakeholders and interested parties can acknowledge and access to this issue and the previous issues of the sustainable development report as a source about the Company's sustainable development from past to present.

# Report Guidelines

*GRI 102-12, GRI 102-46, GRI 102-54*

This report is produced in accordance with the Global Reporting Initiative (GRI) Standards with the Core option, which requires to disclose at least one indicator for the material aspects of the business.

Moreover, the report is also linked to the performance which responses to the United Nation's Sustainable Development Goals 2030 (SDGs) as a proof of the organization's roles which are aligned with the international sustainable development goals.

# Boundaries of Report

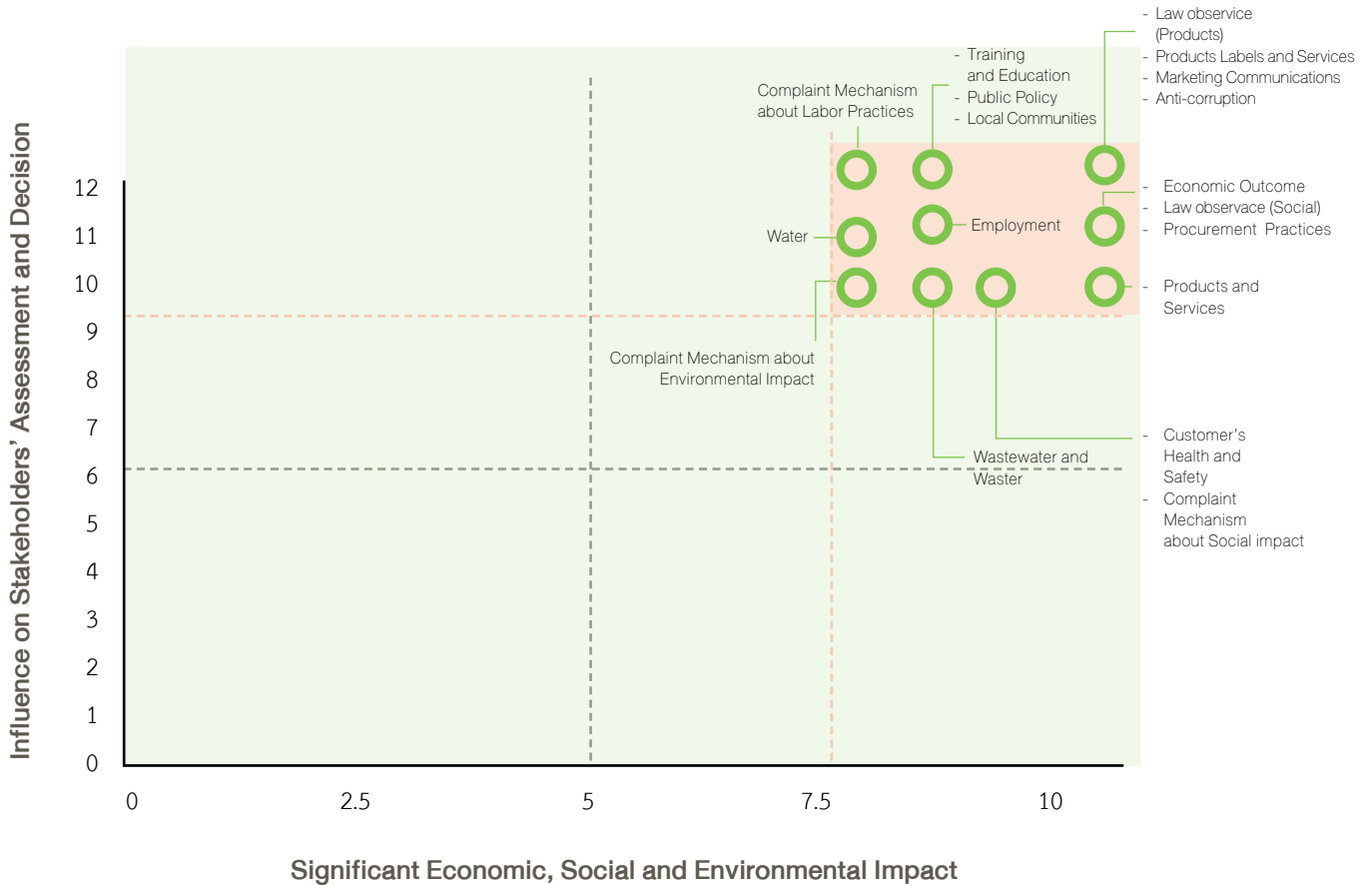
*GRI 102-4, GRI 102-31, GRI 102-46, GRI 103-1, GRI 103-3*

Pruksa Holding Public Company Limited and its subsidiaries framed the content and framework of the report on the economic, environmental, and social sustainability which are significant to and have impact on the Company's operation. The report covers its operation on the property development in Thailand including townhouse, detached house, condominium, Pruksa Precast Factory, and supporting business units from two viewpoints namely, the influence on stakeholders' assessment and decision, and major impacts on the economics, the society, and the environment in respect of levels of significance and impacts to each group of "stakeholders".

Key issues of Pruksa's sustainable development include 18 topics (page 14-16), all of which are activities in the supply chain process where the company pays attention to stakeholders. There are also analysis and assessment in line with business strategies and continual sustainable development.

# Materiality Sustainability Aspects of Pruksa Holding PCL. and Its Subsidiaries

GRI 102-44, GRI 102-47, GRI 103-1, GRI 103-3



The Company has arranged workshops for all units to collect the participation information from all stakeholders such as employees, shareholders, customers, and trading partners in order to identify the material aspects. The information was prioritized and analyzed into 18 material aspects which have high influence on the assessment and decision of stakeholders, and significant economic, social and environmental impacts.  
GRI 102-31

Material Sustainability Aspects of Pruksa <i>GRI 102-34, GRI 102-44, GRI 102-47</i>	Boundary of Significance for Pruksa <i>GRI 103-1</i>	Topics Presented in the Report <i>GRI 102-44</i>	Page
<b>Economic</b>			
1. Economic Outcome	staff/ executives, clients, partners, contract partners, creditors, shareholders	<ul style="list-style-type: none"> <li>• economic operation</li> <li>• administration and management of supply chain process</li> </ul>	23-25 34-39
2. Procurement Practices	staff/ executives, partners, contract partners, creditors	<ul style="list-style-type: none"> <li>• procurement administration</li> </ul>	40-51
3. Products and services	staff/ executives, clients	<ul style="list-style-type: none"> <li>• accountability for products and service</li> </ul>	127-138
<b>Environmental</b>			
4. Water	community and society	<ul style="list-style-type: none"> <li>• Water Management</li> </ul>	69
5. Wastewater and waste	clients, community and society	<ul style="list-style-type: none"> <li>• wastewater treatment</li> <li>• elimination of waste from production</li> <li>• wastewater solution in Klong Sam, Pathum thani</li> </ul>	69 70 124
6. Complaint mechanism about environmental impact	customers and community	<ul style="list-style-type: none"> <li>• practice and response to stakeholders (topic "communication and channel")</li> <li>• administration and management of complaints about social and environmental impacts</li> <li>• approach to deal with impacts on community, society and environment</li> </ul>	29, 31 122 123
<b>Social</b>			
7. Employment	staff/ executives	<ul style="list-style-type: none"> <li>• administration and management of valuable workforce</li> </ul>	73
8. Training and education	staff/ executives	<ul style="list-style-type: none"> <li>• staff performance improvement and career advancement support</li> </ul>	95-106
9. Mechanism complaint about labor Practices	staff	<ul style="list-style-type: none"> <li>• practice and response to stakeholders (topic "communication and channel")</li> <li>• channels for complaints and clues</li> </ul>	29 61
10. Local community	community and society	<ul style="list-style-type: none"> <li>• practice and response to stakeholders (community)</li> <li>• projects to encourage Community-friendly businesses</li> </ul>	30-31 118
11. Anti-Corruption	staff/ executives, clients, partners, contract partners, creditors	<ul style="list-style-type: none"> <li>• policies and measures to anti-corruption</li> </ul>	55-61
12. Public policy	staff/ executives, clients, partners, contract partners, community and society, shareholders, competitors	<ul style="list-style-type: none"> <li>• Corporate social Responsibility Policy</li> </ul>	2



Material Sustainability Aspects of Pruksa <i>GRI 102-34, GRI 102-44, GRI 102-47</i>	Boundary of Significance for Pruksa <i>GRI 103-1</i>	Topics Presented in the Report <i>GRI 102-44</i>	Page
13. Law observance (social)	staff/ executives, clients, partners, contract partners, creditors, community and society, shareholders, competitors	<ul style="list-style-type: none"> <li>business administration</li> <li>business ethics</li> <li>policies and measures to anti-corruption</li> <li>accounting policies on company's income tax</li> <li>administration and management of supply chain process</li> <li>environmental operation in 2017 (EIA)</li> <li>administration and management of valuable workforce</li> <li>respect for human rights</li> <li>benefit management and welfare</li> <li>Occupational Health , Safety and workplace environmental</li> </ul>	52-54 55 55-61 23-25 34-39 64 73 106 74-78 82-94
14. Complaints Mechanism about social system	clients, community and society	<ul style="list-style-type: none"> <li>practice and response to stakeholders (topic "communication and channel")</li> <li>administration and management of complaints about social and environmental impacts</li> <li>approach to dealing with impacts on community, society and environment in 2017</li> </ul>	29, 31 122 123
15. Customer's Health and safety	clients	<ul style="list-style-type: none"> <li>administration and management of supply chain process</li> <li>accountability for products and services</li> </ul>	34-39 127-138
16. Product labels and services	clients	<ul style="list-style-type: none"> <li>accountability for products and services</li> </ul>	127-138
17. Marketing communications	clients	<ul style="list-style-type: none"> <li>practice and response to stakeholders (topic "communication and channel")</li> </ul>	29
18. Law observance (products)	clients, partners, contract partners, community and society	<ul style="list-style-type: none"> <li>administration and management of supply chain process</li> <li>sustainable practice of contract partners</li> <li>accountability for products and services</li> <li>environmental operation in 2017 (EIA)</li> </ul>	34-39 49-50 127-138 64

**Remark :** Concerning sustainability issues which were reported in 2017, there were no differences compared with earlier data.

## Contact information in case of further inquiries regarding this report

*GRI 102-43, GRI 102-53*



CSR Department, Pruksa Holding PCL.  
Tel. 0 2080 1739 E-mail : [csr@pruksa.com](mailto:csr@pruksa.com)

# About Pruksa Holding

GRI 102-12, GRI 102-16



Evolved from property development business under the brand of Pruksa Real Estate Company Limited, Pruksa Holding Public Company Limited was established in 2016 to perform a sustainable business with the following objectives and strategies:

- Grow core residential real estate business by expanding to new income segments.
- Build new businesses to provide stable recurring income.
- Build synergized businesses related to real estate to strengthen brand and customer satisfaction.
- Establish a 'second home' for residential real estate business internationally.
- Develop a sustainable and professional organization.

In a bid to achieve a sustainable growth, the Company also embraces the Sustainable Development, in response to the Sustainable Development Goals or SDGs, as its social awareness strategy. The Company employs its expertise to create economic value and sustainability to the organization, the society, and the environment. For example, it has developed the Pruksa Precast and Pruksa REM (Real Estate Manufacturing) technologies for high quality housing construction process that not only reduce the environmental impact but also better the administrative process life-cycle.

## Vision

Pruksa Holding aims to be a top Thai diversified property company that delivers end-to-end modern urban lifestyles to customers.

## Mission

We will help our customers fulfill their dreams by delivering a happy and modern lifestyle for the entire family.

## Core Value



### Customer Focus

Find out and understand to meet the needs of all customer groups with valuable home and impressive service.



### Discipline

Has discipline in the work. To be completed in time as planned.



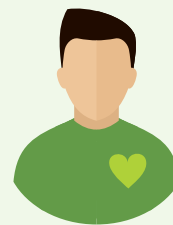
### Creative Innovation

Innovate to create superior products and services, and impress customers.



### Collaboration

Team work together to create a team. Customer Impressions



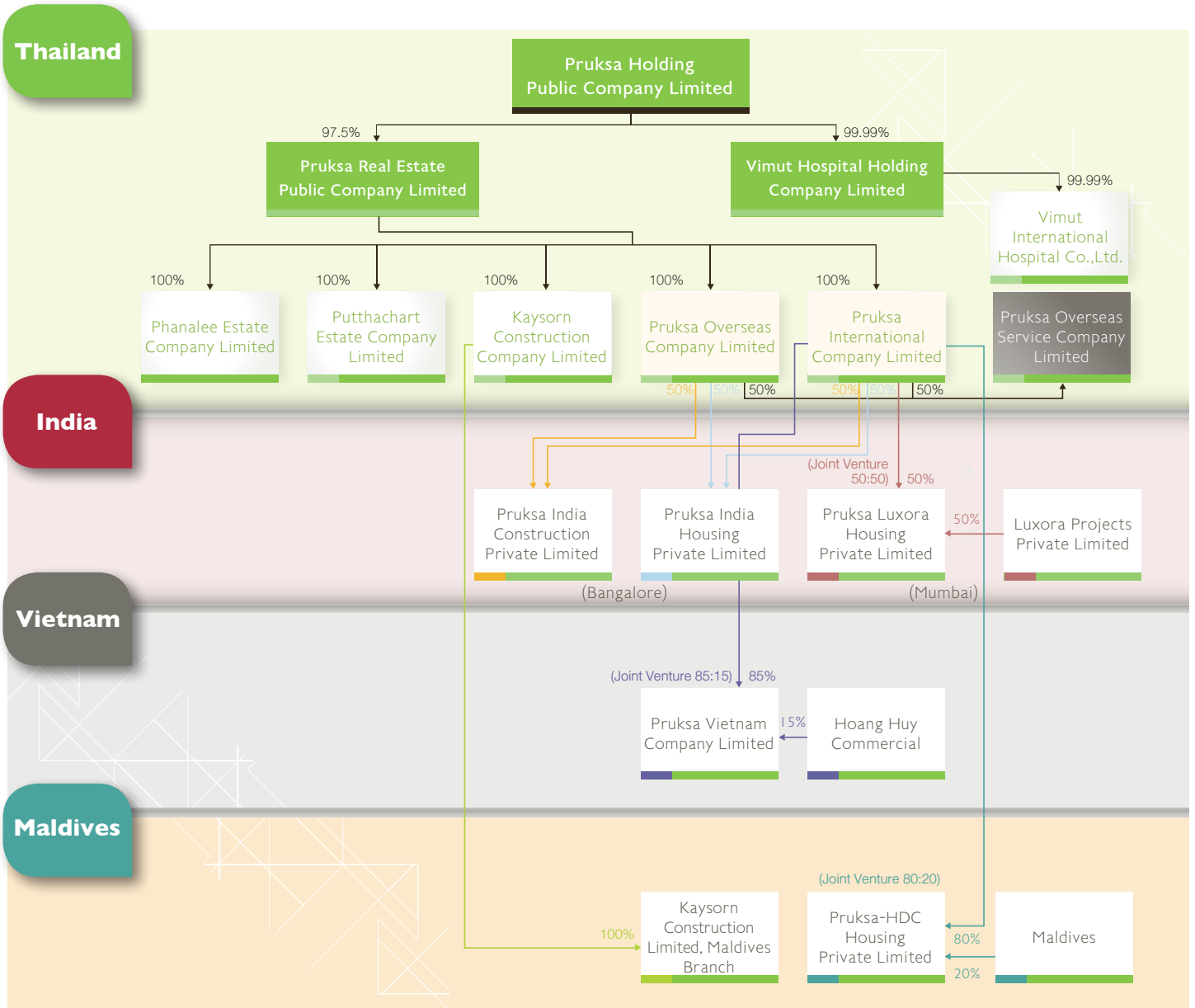
### Ethics

*GRI 102-17*

We think, we say, we do it for the benefit of customers is fair, transparent and beneficial to all parties involved.

# Shareholder Structure of Pruksa Holding PCL and Its Subsidiaries

GRI 102-1, GRI 102-2, GRI 102-5, GRI 102-6, GRI 102-7, GRI 102-45



Company Name	Address	Type of Business
Pruksa Holding Public Company Limited <i>GRI 102-1, GRI 102-5</i>	Pearl Bangkok Tower, 24 <sup>th</sup> Floor, 1177 Phaholyothin Road, Samsennai, Phayathai, Bangkok 10400 <i>GRI 102-3, GRI 102-4</i>	Real estate development for sale
Vimut Hospital Holding Company Limited	Pearl Bangkok Tower, 14 <sup>th</sup> Floor, 1177 Phaholyothin Road, Samsennai, Phayathai, Bangkok 10400	Hospital
<b>Subsidiaries</b> <i>GRI 102-45</i>		
Vimut International Hospital Company Limited	Pearl Bangkok Tower, 14 <sup>th</sup> Floor, 1177 Phaholyothin Road, Samsennai, Phayathai, Bangkok 10400	Hospital
Pruksa Real Estate Public Company Limited	Pearl Bangkok Tower, 23 <sup>rd</sup> Floor, 1177 Phaholyothin Road, Samsennai, Phayathai, Bangkok 10400	Real estate development
<b>Subsidiaries</b> <i>GRI 102-45</i>		
1. Kaysorn Construction Company Limited	Pearl Bangkok Tower, 21 <sup>st</sup> Floor, 1177 Phaholyothin Road, Samsennai, Phayathai, Bangkok 10400	Construction contractor and housing decoration
2. Putthachart Estate Company Limited	Pearl Bangkok Tower, 21 <sup>st</sup> Floor, 1177 Phaholyothin Road, Samsennai, Phayathai, Bangkok 10400	Real estate development
3. Phanalee Estate Company Limited	Pearl Bangkok Tower, 20 <sup>th</sup> Floor, 1177 Phaholyothin Road, Samsennai, Phayathai, Bangkok 10400	Real estate development
4. Pruksa Overseas Company Limited	Pearl Bangkok Tower, 23 <sup>rd</sup> Floor, 1177 Phaholyothin Road, Samsennai, Phayathai, Bangkok 10400	Investment

Company Name	Address	Type of Business <i>GRI 102-6</i>
5. Pruksa International Company Limited	Pearl Bangkok Tower, 23 <sup>rd</sup> Floor, 1177 Phaholyothin Road, Samsennai, Phayathai, Bangkok 10400	Investment
6. Pruksa Overseas Service Company Limited	Pearl Bangkok Tower, 23 <sup>rd</sup> Floor, 1177 Phaholyothin Road, Samsennai, Phayathai, Bangkok 10400	Regional operating headquarters (ROHs) support and service for the industries under the group or the Company's branches inside and outside Thailand.
7. Pruksa India Housing Private Limited	Gokul Point, No. 61/1, Near Gokul Tower, Dr. M.S. Ramaiah Road, Gokula, Bangalore-560 054 Karnataka, Republic of India	Real estate development in India
8. Pruksa India Construction Private Limited	Gokul Point, No. 61/1, Near Gokul Tower, Dr. M.S. Ramaiah Road, Gokula, Bangalore-560 054 Karnataka, Republic of India	Construction contractor in India
9. Kaysorn Construction Limited, Maldives Branch	2 <sup>nd</sup> Floor, HDC Building, Hulhumale, Republic of Maldives	Construction contractor and housing decoration in Maldives
<b>Joint Ventures Partner</b>		
1. Pruksa-HDC Housing Private Limited	2 <sup>nd</sup> Floor, HDC Building, Hulhumale, Republic of Maldives	Real estate development in Maldives
2. Pruksa - Luxora Housing Private Limited	Soham House, Hari Om Nagar, Off. Eastern Express Highway, Mulund (East), Mumbai - 400081, Maharashtra, Replublic of India	Real estate development in India
3. Pruksa Vietnam Co., Ltd.	Unit A, 8 <sup>th</sup> Floor, No. 116 Nguyen Duc Canh, Cat Dai Ward, Le Chan District, Hai Phong, Vietnam	Real estate development in Vietnam



# ECONOMIC



8



DECENT WORK AND  
ECONOMIC GROWTH

10



REDUCED  
INEQUALITIES

12



RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION

16



PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS

17

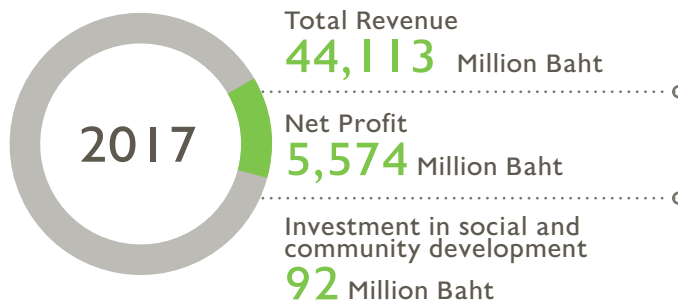


PARTNERSHIPS  
FOR THE GOALS

# Economic Operations

GRI 102-7, GRI 102-10, GRI 102-48, GRI 103-2

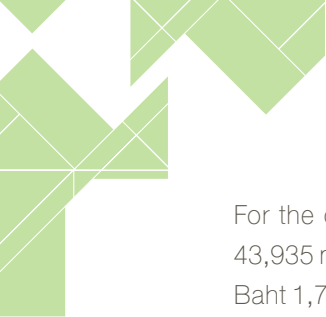
Pruksa Holding Public Company Limited (the Company) was established as a public company limited on March 16, 2016. The Company had successfully listed its common stocks on the Stock Exchange of Thailand in replacement of the common stocks of Pruksa Real Estate Company Limited on December 1, 2016. The Company's major activity is to invest in the subsidiaries. Hence, the Company main income stream is dividend income generated from subsidiaries or profit sharing from the future potential joint venture partner.



Key Financial Information <i>GRI 201-1</i>	2016 Unit: Million Baht	2017 Unit: Million Baht
Total Asset	66,344	72,244
Total Revenue	47,173	44,113
Total Expense	39,625	36,956
Profit for the year	6,069	5,574
EBITDA	7,949	7,471
Employee Benefit	3,224	3,312
Dividends paid to shareholders	4,130	2,996
Tax paid to government and local government departments	3,235	3,320
Investment in social and community development <i>GRI 203-1</i>	89	92

**Note:** Expense related to the government are comprised of corporate income tax Baht 1,561 million, specific business tax Baht 1,458 million and transfer fee Baht 301 million, total to Baht 3,320 million

**Source:** 2017 consolidated Financial statement and 2017 annual report of the Company



For the overview of the annual performance of the year 2017, the real estate sector has generated Baht 43,935 million of revenue, decreasing Baht 2,991 million or 6.4% from the prior year generally resulting from Baht 1,781 million or 12.9% decreasing in the revenue from condominium product due to undue ownership transfer, Baht 834 million or 3.5% decreasing from townhouse product, Baht 253 million or 2.7% slight decreasing in single detach house product and Baht 116 million or 89.8% decreasing in international real estate development business according to 100% of ownership transfer in 2017 and the Company has no international development project in the pipeline.

Net profit for the year 2017 of the Company is Baht 5,574 million or 12.6% of the total revenue, attributed to owners of the Company by Baht 5,456 million and non-controlling interests by Baht 118 million.

## Income Tax Accounting Policy

Income tax expense for the year comprises current and deferred tax. Current and deferred tax are recognized in profit or loss except to the extent that they relate to a business combination, or items recognized directly in equity or in other comprehensive income.

### Current tax

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

### Deferred tax

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

Deferred tax is not recognized for the following temporary differences: the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiaries and joint ventures to the extent that it is probable that they will not reverse in the foreseeable future.

### The measurement of deferred tax

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date and must reflect the tax consequences that would follow the manner in which the company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

### Determining the amount of current and deferred tax

In determining the amount of current and deferred tax, the Company takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Company adequately set up its accruals for tax liabilities for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience.

This assessment relies on estimates and assumptions and may involve a series of judgements about future events. New information may become available that causes the company to change its judgement regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realized simultaneously.

A deferred tax asset is recognized to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilized. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realized.

The Company has lawfully paid corporate income tax and other taxes related to internal and external requirements of the Revenue Department.

## Risk and Crisis Management

*GRI 102-15, GRI 102-29, GRI 102-30, GRI 103-2*

Amidst the global economic fluctuation together with complicated and acute risk factors, Pruksa Holding PCL is aware of the significance of risk management to achieve the business goal and create added value to the organization, shareholders, society, community and stakeholders. The Company links the risk assessment to the strategic planning by taking into account the uncertainty of both internal and external factors that may affect the business operation and the organization's goal to look for the business opportunity and help the Company achieve the business goal with sustainable growth.

*GRI 102-12*

The Company continually develops the risk management system in line with the international standard guidelines of COSO and ERM Framework. Each year, the risk affecting the business goal is analyzed to make a list of the organizational risk integrated with the risk management plan, and the Business Continuity Management System (BCMS) is developed to cope with the disruption risk of important process and the event having little chance to occur but with high severity in reference to the international standard ISO 22301:2012 (Business Continuity Management). The risk management plan will be transmitted within the organization for consistent practice throughout the organization. The risk management is also monitored and reported to the Organizational Risk Management Committee, Audit Committee, and the Company's Board of Directors to review and give advice for the unceasing improvement of risk management effectiveness that will respond promptly to the risk in all sides of business.

The Organizational Risk Management Committee consists of the experts who are the independent directors and chief executives. Dr. Prasarn Trairatvorakul, Independent Director, is the Chairman of the Committee having the duty to support and monitor the risk management, and supervise the operation. The Risk Management Committee is under the supervision of the Company's Board of Directors.



## The organizational risk management covers the risk of 4 categories as follows:



In responding to the emergency, the Company appoints a BCM coordinator to work as a medium for important information transmission, for example, what the employees must do, key telephone number, reserved working place, and significant alteration in each year. In addition, there is the risk portal to be used as the channel to communicate the knowledge on risk management, emergency/ crisis management, and business continuity management, as well as internal and external movement to enable the employees to search for additional knowledge.

Moreover, the Company is aware that it is important to develop the business continuity management to link with the value chain in all business units, and lay out the management system in line with the international standard to prepare for the situation that may occur and cause the business disruption. Consequently, in 2017, the Company's Board of Directors adopted a resolution to make the business continuity plan to support the following events.

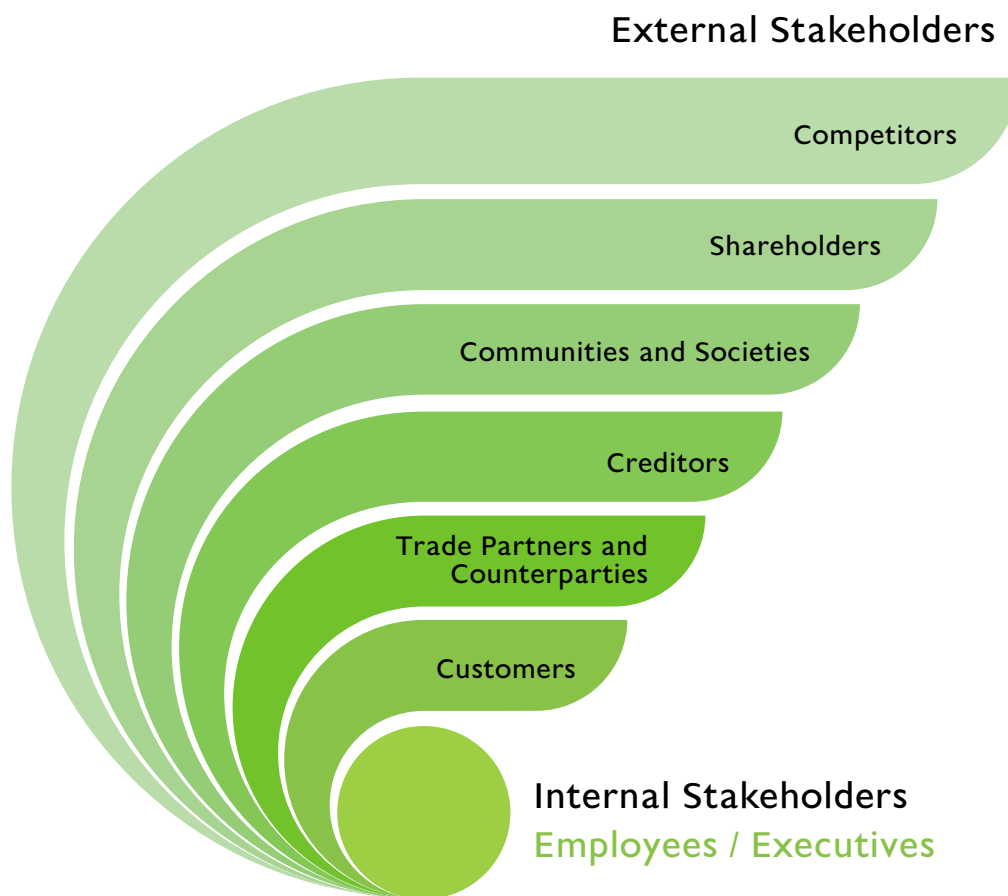
1. At the head office, the operational practice is conducted in accordance with the emergency response plan and business continuity management, including the practice of evacuating the executives with critical process, and the practice of IT disaster recovery plan to start using Non-SAP.
2. At the precast concrete factory, the operational practice is conducted in accordance with the emergency response plan.
3. There are 4 projects under the development that the operational practice is conducted in accordance with the emergency response plan to serve as a prototype of the practice.

And the aim of developing and improving the business continuity management system is to apply for the international standard certification ISO 22301:2012 for the precast concrete factory in order to build up the confidence of all stakeholders.

# Stakeholders Engagement

GRI 102-40, GRI 102-42, GRI 103-3

The Company respects the rights of various groups of stakeholders and thus the Company's ethics were stipulated to ensure that the rights of all stakeholders according to related laws, be they shareholders, employees, executives, customers, competitors, trade partners and counterparties, creditors, as well as communities and societies, and the environment are protected. In addition, the cooperation among all groups of stakeholders are promoted in compliance with their roles and responsibilities taking into account the positive and negative impacts, directly and indirectly, so that the needs and expectations of all stakeholders are responded. Finally, the Company's business will be smooth, stable, and yield fair benefits to all parties.



## Stakeholders

GRI 102-42

## Guidelines on Stakeholder Treatment

GRI 102-43

Employees/ Executives	<ol style="list-style-type: none"><li>(1) The Company will select to hire a person suitable for the job equitably, taking into account required qualifications, educational degrees, experience, and other related criteria with no prejudice on genders, ages, nationalities, or religions.</li><li>(2) The Company has a compensation policy consistent its short-term and long-term performance as reflected in the Company's annual profitability and Balanced Scorecard.</li><li>(3) Employee welfares include provident funds, welfare for housing purchase, social security fund, fitness &amp; sport club, compensation fund in case of work-related illnesses/ accidents, visiting gift in case of inpatient care, financial aid in case of natural disaster, financial aid for funeral wreaths.</li><li>(4) The Company takes responsibility in maintaining a working environment that is safe for the lives and properties of the employees and strictly adheres to labor laws.</li><li>(5) The Company maintains a policy to develop its employees' capacity and has development guidelines for employees to efficiently do their jobs and to prepare themselves for career growth.</li><li>(6) The Company relies on the principle of human rights in its employment process, adhering to the ethical principle in its selection and hiring of human resource and refraining from discrimination against nationalities, religions, skin colors, or genders. It, instead, focuses on appropriateness and responsibilities of the job for each candidate. The Company also abstains from engaging in child labor or forced labor.</li></ol>
Customers	<ol style="list-style-type: none"><li>(1) Deliver quality products and services that meet respective standards under equitable commercial conditions, resolve to continuously and vigorously uplift its standards, and disclose information regarding its products and services in a complete, accurate, and honest manner.</li><li>(2) Provide to customers sufficient and accurate information of the Company's products and services in a timely manner to ensure that the customers have sufficient information for their decision making and refrain from giving exaggerated information in advertisement or other communication channels, which may result in misunderstanding about quality, quantity, or other conditions of the products and services.</li><li>(3) Promptly respond to customers' need and arrange to have a system and communication channels through which customers can effectively give suggestions on or complain about the quality of the Company's products and services.</li><li>(4) Maintain confidentiality of customers' information. Refrain from using customers' information for unlawful uses. Refrain from disclosing customer's information to external parties except in the case required by laws.</li></ol>

## Responses to Stakeholder's Expectation

GRI 102-21

## Communication and Channel

GRI 102-33, GRI 102-43

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| <p>(1) Financial support in the forms of gift for wedding ceremony, scholarship for descendants, visiting gift in case of inpatient care, financial aid in case of natural disaster or death, and financial aid for funeral wreaths for employee's immediate family members.</p> <p>(2) Healthcare and life insurances e.g. annual physical checkups, group life insurance, and group accident insurance. Employees in the same level (categorized by band) is entitled to equal benefits without discrimination on genders, races, ages, and religions. Employee's spouse and descendants are also entitled to these benefits.</p> <p>(3) Financial aid for house purchasing, and special discount for purchasing the Company's single detached house, townhouse, or condominium.</p> <p>(4) Funds including provident fund which is a kind of savings and guarantee for employees and their families. Employees can choose their contribution rate depends on duration of work, and the Company's contribution is between 5 and 10 percent. Other funds are social security fund, compensation fund in case of disease or injury resulting from employment.</p> <p>(5) Other benefits such as commission, scholarship for descendants, fitness &amp; sport club, telephone bills, uniform (blazer), monetary reward to employees with 10<sup>th</sup> and 20<sup>th</sup> year of work, annual leave, military leave, maternity leave, movie ticket or gift voucher for birthday, etc.</p> | <p>(1) Pruksa Newspaper: sent to employees everyday</p> <p>(2) Digital Signage: for intra-office communication (total 14 spots in front of elevators)</p> <p>(3) Line ID:</p> <ul style="list-style-type: none"><li>• @Pruksa Engagement for intra-office communication and news</li><li>• @pruksacg: for petition of intra-office corruption</li></ul> <p>(4) E-mail: cg@pruksa.com</p> <p>(5) Meeting/ gathering for executives and employees such as New Year's Party</p> |
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| <p>(1) Summarize a customer satisfaction survey and present to the executives and relevant parties and use the information for analysis and improvement of customer satisfaction.</p> <p>(2) Arrange activities that enhance relationship between the Company and customers such as Pruksa Caring, project that aims to promote healthiness for customers, Pruksa Scholarship for primary and secondary students as an education promotion for the youth.</p> <p>(3) Constantly undertake product research and development in order that housing products delivered to customers response to their needs.</p> <p>(4) Evaluate customers' satisfaction in every touch point; from initial contact for project information all the way to services following the transfer of property management obligations to the juristic person.</p> | <p>(1) Telephone: Pruksa Contact Center 1739</p> <p>(2) Website: www.pruksa.com</p> <p>(3) Pruksa Live Chat at www.pruksa.com<br/>GRI 102-41</p> <p>(4) Facebook: Pruksa Family Club</p> <p>(5) Letter: PSH Group CEO or Chairman of Audit Committee</p> |
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## Stakeholders

GRI 102-42

## Guidelines on Stakeholder Treatment

GRI 102-43

Partners,  
Contact partners

- (1) The Company welcomes trade partners/ vendors/ supplier/ leasers to propose bids, sales prices of materials or design jobs in a transparent, fair, open, and equitable manner.
- (2) The Company is determined to develop and maintain sustainable relationship with its trade partners and counterparties in aspects of quality and economics of products and services, technical quality, and trustworthiness between each other.
- (3) All executives and employees are prohibited to receiving benefits, directly or indirectly, from trade partners and counterparties.
- (4) Notices are sent to brokers, trade partners, counterparties, and financial institutions informing them that the Company refrains from receiving gifts and presents, and that the Company has no policy in accepting any kinds of supporting budget from financial institutions.
- (5) Refrain from procuring from trade partners that are related to oneself, such as family member and relatives, or from the suppliers that are owned or partnered by oneself.
- (6) Refrain from using information obtained through procurement process to gain personal benefits for oneself or others.

Creditors

- (1) The Company sets up a clear policy and guidelines related to credits, especially guarantee conditions, capital management, and incidence of default, for both trade creditors and financial institutions to prevent default and ensure strict covenant/ condition compliance.
- (2) In repayment of debts, loads, interests, as well as guarantee or warrant responsibility, the Company strictly adheres to agreements or conditions.
- (3) Should events that may significantly affect the Company's financial status or its ability to repay the debts occur, the Company will manage its capital and inform lenders to collaboratively find preventions or solutions to best prevent possible damage.

Communities  
and Societies

- The Company undertakes community and society activities on a continual basis. It specifies social responsibility policy to be a framework to which directors, executives, and employees adhere to throughout the organization, including 8 principles as follows:
- Fair business operation
  - Anti-corruption
  - Respect human rights
  - Fair labor treatment
  - Consumer responsibility
  - Environmental awareness
  - Community and society development
  - Innovation and innovation sharing resulting from operation with social, environmental, and stakeholders responsibility.

## Responses to Stakeholder's Expectation

GRI 102-21

## Communication and Channel

GRI 102-33, GRI 102-43

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| <ul style="list-style-type: none"> <li>(1) Compete based on equitable information.</li> <li>(2) Have clear rules regarding evaluation and selection of trade partners and counterparties.</li> <li>(3) Use appropriate forms of contract.</li> <li>(4) Put in place management and tracking system to ensure compliance with conditions set in the contracts and to prevent against frauds and misconducts in every step of procurement process.</li> <li>(5) Make payment to trade partners and counterparties on the time and in conditions agreed between the two parties</li> <li>(6) Organize Supplier CG's Day to persuade them to join as alliances of anti-corruption and adhere good governance, ethics, and anti-corruption principles.</li> </ul> | <ul style="list-style-type: none"> <li>(1) Telephone: Pruksa Contact Center 1739</li> <li>(2) Website: <a href="http://www.pruksa.com/whistleblowing-disclosure">www.pruksa.com/whistleblowing-disclosure</a></li> <li>(3) E-mail: <a href="mailto:cg@pruksa.com">cg@pruksa.com</a></li> <li>(4) Line ID: @pruksacg</li> <li>(5) Letter: PSH Group CEO or Chairman of Audit Committee</li> </ul> |
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GRI 203-2, GRI 407-1

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| <ul style="list-style-type: none"> <li>(1) Repay its debt on time according to the prescribed conditions to prevent default.</li> <li>(2) Strictly comply with creditors' conditions and covenants.</li> </ul> | <ul style="list-style-type: none"> <li>(1) Telephone: Pruksa Contact Center 1739</li> <li>(2) Website: <a href="http://www.pruksa.com">www.pruksa.com</a></li> <li>(3) Facebook: Pruksa Family Club</li> <li>(4) Line ID: @pruksacg</li> <li>(5) Email: <a href="mailto:cg@pruksa.com">cg@pruksa.com</a></li> <li>(6) Letter: PSH Group CEO or Chairman of Audit Committee</li> </ul> |
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GRI 203-2

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| <ul style="list-style-type: none"> <li>(1) Conduct CSR in Process in such projects as Conduct CSR in Process in such projects as Pruksa Community Care, Bilateral Collaborative Workplace Project, Promotion of children-friendly business operation</li> <li>(2) Conduct CSR after Process to create 3 aspects: education and youth development e.g. Pruksa Scholarship, Pruksa Precast Factory Learning Center; social and environment e.g. Pruksa Blood Donation project, Pruksa Caring; and religion and culture e.g. Dhamma for Happiness project, and Bhuddist Lent Day merit making.</li> <li>(3) Produce corporate social responsibility report in accordance with the Global Reporting Initiative (GRI Standard).</li> <li>(4) Participate with alliances in community development activities such as Pruksa Community Care, and create children's awareness in social responsibility, etc.</li> </ul> | <ul style="list-style-type: none"> <li>(1) Telephone: Pruksa Contact Center 1739</li> <li>(2) Website: <a href="http://www.pruksa.com/whistleblowing-disclosure">www.pruksa.com/whistleblowing-disclosure</a><br/><a href="http://www.youtube.com/PruksaFamilyClub">www.youtube.com/PruksaFamilyClub</a></li> <li>(3) E-Mail : <a href="mailto:CSR@pruksa.com">CSR@pruksa.com</a></li> <li>(4) Letter: PSH Group CEO or Chairman of Audit Committee</li> </ul> |
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## Stakeholders

GRI 102-42

## Guidelines on Stakeholder Treatment

GRI 102-43

Shareholders

- (1) Act with integrity and make decision based on cautiousness and fairness to all shareholders in order to achieve the optimal benefit of the overall shareholders.
- (2) Present the Company's status, performance, financial and accounting performance and other reports regularly, comprehensively, and truthfully.
- (3) Present the Company's positive and negative trends based on realistic assumptions, supporting data, and rationales to all shareholders equally.
- (4) Refrain from seeking benefit for personal interest of oneself or others by using the Company's nonpublic information or engaging in any conduct possibly resulting in conflict of interests with the organization.
- (5) The Company must equally treat all shareholders in the shareholders meeting.

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Competitors

- (1) The Company promotes free and fair trade competition policy, refrains from monopolistic actions obliging trade partners to sell only its products.
  - (2) The Company abstains from obtaining competitors' information by illegal or unethical means.
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## Responses to Stakeholder's Expectation

GRI 102-21

## Communication and Channel

GRI 102-33, GRI 102-43

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| <ul style="list-style-type: none"><li>(1) Arrange Annual General Meeting of Shareholders according to AGM Checklist Standard.</li><li>(2) Arrange the meeting in Bangkok or the place where the Company's headquarters is located to facilitate shareholders convenient travelling.</li><li>(3) Registration can be made in advance for convenience to shareholders and to lessen the time of registration on the AGM date.</li><li>(4) Allow shareholders to access to Company's information system.</li><li>(5) Give opportunities to shareholders to propose additional agenda, nominate the Company's directors, and submit questions prior to the AGM via channels and under the rules specified by the Company for fair and transparent consideration. The rules are informed to shareholders and publicized on the Company' website.</li><li>(6) Allow no additional agenda in the AGM as it is unfair to shareholders who are not attending the meeting.</li><li>(7) Provide a free-of-charge service for tagging stamp duty on the proxy form at the registration desk to reduce the shareholders' burden of finding stamp duty.</li></ul> | <ul style="list-style-type: none"><li>(1) Annual General Meeting of Shareholders</li><li>(2) Annual Report</li><li>(3) Sustainability Report</li><li>(4) Website: <a href="http://www.psh.co.th">www.psh.co.th</a> (investor's relations)</li><li>(5) Letter: PSH Group CEO or Chairman of Audit Committee</li></ul> |
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| <ul style="list-style-type: none"><li>(1) Act in the framework of rules and regulations on fair competition.</li><li>(2) Abstain from obtaining competitors' information by illegal or unethical means.</li><li>(3) Refrain from accusation of harm doing or any act which may be harmful to competitor's reputation.</li><li>(4) Refrain from entering into contracts or agreements which may result in unconscionable elimination of competitors.</li></ul> | <ul style="list-style-type: none"><li>(1) Telephone: Pruksa Contact Center 1739</li><li>(2) E-mail: <a href="mailto:cg@pruksa.com">cg@pruksa.com</a></li><li>(3) Line ID: @pruksacg</li><li>(4) Letter: PSH Group CEO or Chairman of Audit Committee</li></ul> |
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# Quality Operational Standard

GRI 102-9, GRI 103-2

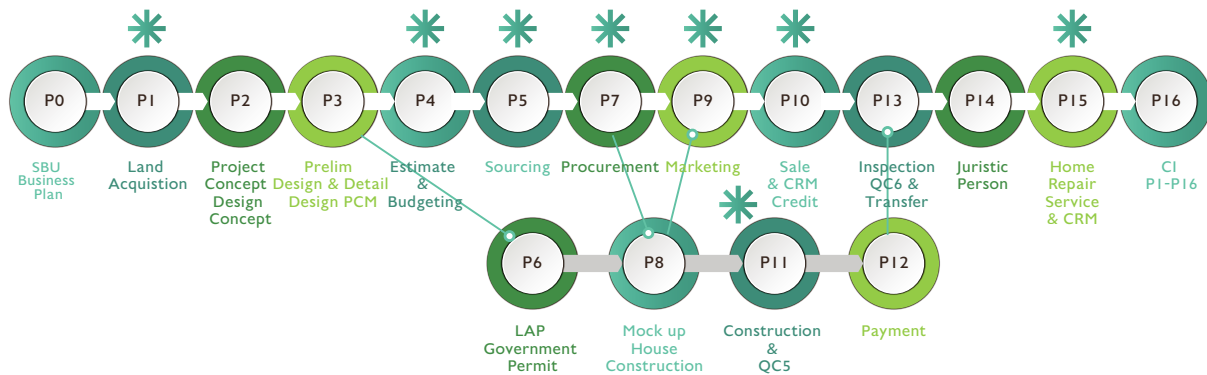
The Company implements the operational process covering the entire business chain, and determines to be the leading real estate company of Thailand with a variety of business and service to match new life styles and serve all customers' need completely. The company has a standard workflow process (Process: P) that encompasses the entire value chain, starting from the first (PO) to the last process (P16). Each process will be continuously improved and developed.

The details of operational process are currently improved to create operational standard additionally from the existing main process of the organization by preparing work instruction (Level 0-3) in the following processes.

1. Land acquisition and purchasing process
2. Procurement process
3. Personnel development process
4. Project budgetary system process
5. Marketing process
6. Information technology process
7. Project management control process
8. Bank housing loan process
9. Company secretary process
10. Complaint receiving process and whisper blower management
  - 10.1 Complaints within the organization
  - 10.2 Complaints from external agencies, such as customers and surrounding communities
11. Corporate governance process by Internal Audit Department, Corporate Governance and Compliance Department, and Risk Management Department

The Company's executives place emphasis on all of these processes which are formulated and submitted to 3 Committees, including Internal Audit Committee, Risk Management Committee, and Organizational Strategy Committee, for review and approval in order to ensure the clarity, transparency and fairness of the processes, and support the business with corporate governance.

## Quality Operational Standard of Pruksa



## Explanations of Standard Workflow Process Starting from P0 to P16

Working Process	Details of Quality Operation
<b>P0</b>	<p><b>SBU Business Plan: Project Feasibility Study 1</b></p> <p>Study the location offering marketability and financial return to stakeholders that is the Company's standard.</p>
<b>P1</b>	<p><b>Land Acquisition: Negotiation on Land Purchase</b>  <b>Project Feasibility Study 2 and Approval on Land Purchase</b></p> <p>The Company's land acquisition process aims at acquiring the land plots situated in potential locations that offer added value to the residents, and choosing only the plots to be willingly sold by the owners and without legal cases. The land must not be sold by force or acquired by illegal acts or non-transparent means. In an acquisition of each land plot, representatives from each party must be present in the negotiation process to ensure transparency in the benefits of both the Company and the land owner.</p> <p>In addition, the Company seeks to purchase land plots suitable for the transportation of construction materials and construction workers to ensure that the surrounding communities and the project's customers are not affected by the movement in-and-out of the site. If the roads are damaged during the construction, the Company will promptly repair or improve the condition of the roads.</p> <p>Such process is divided into 8 sub-processes (P0-P8) and submitted to the Committee to encourage the personnel involved with the process, both insiders (operation employees) and outsiders (e.g. land owners, land agents), to understand and operate properly.</p>
<b>P2</b>	<p><b>Project Concept Design Concept: Project Concept and Project Feasibility Study 3</b></p> <p>After the acquisition of land for project development, a design team will design the project layout, project infrastructure, and housing style in the concept of livability and land use optimization. The layout of the house is designed based on landscape architecture principles to make a quality and cozy project that requires low-cost maintenance.</p>

**P3 Preliminary Design & Detailed Design PCM: Procurement of Designer and Housing Design**

The housing design focuses on comprehensive functions that support quality living and selection of high-quality materials that are conveniently used, worthwhile, easy to maintain, classy and durable. Wastewater treatment system and water drainage are designed on the ground of good sanitation. User manuals are also provided to the customers to ensure the durability of housing components as well as to promote environment preservation.

**P4 Estimate & Budgeting: Project Median Price Estimation and Project Budgeting Project Feasibility Study 4**

Material price estimation is carried out based on the project design, and the project budget is prepared. Such process is divided into 6 sub-processes (P1-P6) and submitted to the Committee to encourage the personnel involved with the process, both insiders (operation employees) and outsiders (e.g. external designers), to understand and operate properly.

**P5 Sourcing: Seeking and Selecting Contractors**

The Company selects the contractors or suppliers who offer the products matching those specified in the project design and provide good before- and after-sales services to deliver good quality projects and housing units. In the procurement, the Company employs Bidding or e-Auction processes to ensure reasonable prices, resulting in good quality housing units with reasonable price for the customers. The contractors or suppliers with proven performance will be considered for further works in the future projects according to the Company's procurement procedure and regulations.

Such process in the procurement procedure is divided into 9 sub-processes (P0-P8) and submitted to the Committee to encourage the personnel involved with the process, both insiders (operation employees) and outsiders (e.g. shops, contractors), to understand clearly and operate properly.

**P6 Government Permits: Permission Request**

The Company will strictly comply with the relevant laws and regulations in obtaining all government permits concerning all related works of the Company.

**P7 Procurement: Auction and Hiring of Material-Price Contractors**

The Company arranges an auction of material-price contractors to hire the most qualified contractors/ distributors and to ensure appropriate hiring condition and agreement.

Such process in the procurement procedure is divided into 9 sub-processes (P0-P8) and submitted to the Committee to encourage the personnel involved with the process, both insiders (operation employees) and outsiders (e.g. shops, contractors), to understand clearly and operate properly.

**P8 Mock-up House Construction: Sale office and Mock-up House Construction**

The initial construction phase of the project, starting from soil filling, infrastructure and mock-up house construction focuses on the operation exactly in line with the determined project timeline and prevent the project construction from creating disturbance to the surrounding communities. The Company will assign a special project team responsible for dealing with complaints (if any) with prompt resolutions to the problems.

**P9 Marketing**

The Company will use all advertising media not causing any disturbance and potential damages to the surrounding environment such as installation with vision blocking, etc.

Such process is divided into 8 sub-processes (P1-P8) and submitted to the Committee to encourage the personnel involved with the process, both insiders (operation employees) and outsiders (e.g. advertising companies), to understand and operate properly.

**P10 Sale & CRM Credit: Sale and Consultation on House Purchase and Housing Loans to Customers and CRM**

In the sale process, the Company will provide actual and complete information for the customers to make decision on house purchase. For housing loan service, the Company will cooperate with all financial institutions to ensure maximum benefits to the customers in acknowledging the conditions set by each financial institution. This is a part of the service that the Company provides for the customers in cooperation with financial institutions.

Such process is divided into 5 sub-processes (P0-P4) and submitted to the Committee to encourage the personnel involved with the process, both insiders (operation employees) and outsiders (e.g. banks), to understand and operate properly.

**P11 Construction & Quality Control: House and Project Infrastructure Construction and House Quality Inspection**

During the construction, the Company will carefully control the effects on the surrounding communities, including noise, water drainage, and construction dust. As the Company's modern construction technique relies on the use of precast sheet (prefabricated reinforced concrete) produced in the factory, the construction dust in the project is considerably less than that of general construction. Each precast sheet is thoroughly inspected, resulting in direct and indirect reduction of pollutants emitted from construction and transportation processes (greenhouse gases), as well as reduction of disposable/waste products to ensure good quality houses before delivering to the customers.



Working  
Process

Details of Quality Operation

- P12**      **Payment: Payment to Contractors Based on Percentage of Work Progress**  
The Company approves the payment to contractors based on actual percentage of work progress.
- 
- P13**      **Inspection Quality Control & Transfer: House Acceptance of Customers and Transfer of Ownership**  
The customers examine and accept the products. The number of defect corrections requested by the customers tends to decline as a result of continuous improvement of product quality starting from the design to construction.
- 
- P14**      **Juristic Person: Property Management and Juristic Person Management**  
In the housing estate management starting from the first moving in – during residency – transfer of management responsibility to juristic persons, the Company employs a specific agency to take care of public utilities and public services, such as lighting system, water drainage, cleanliness in the project, roads, parks, and security services. The Company is especially scrupulous in the hiring of quality security companies, and constantly monitors the performance of security guards by using monitoring tools to make sure that they work most efficiently with the purpose of safety for the project residents. This has significantly reduced the number of insecurity problems within the project.
- 
- P15**      **After Sales Service and Good Relationship with Customers: Management of After Sale Repair Service and CRM**  
The Company clearly determines and strictly complies with Repair and Maintenance Service Level Agreement (SLA) that encompasses both quality and timing aspects. All requested repair service will be recorded in the system to store the operation data and the information of related parties. In addition, the customers will receive quality, complete and timely services. The customer service team will constantly update the customers on the progress of the before-during-after repair service in order to enable the customers to evaluate the service, and the evaluation results will be reported to the Company's executives at all time. This service has resulted in utmost customer satisfaction.
- 
- P16**      **Continuous Process Improvement and Supply Chain (Revert to P1 - P16)**  
Continuously review and improve each work process to ensure delivery of quality products to the customers.
-

**\* Other Supporting Processes on which the Company's Executives Place Importance:**



**Personnel Development Process**

It is the process relating to life and welfare of employees in the organization. This process is divided into 8 sub-processes (P0-P7) and submitted to the Committee to encourage the personnel involved to have correct, clear and transparent understanding of the operational methods.



**Information Technology Process**

It is the process relating to all employees in the organization, and being important for both internal and external communication. This process is divided into 5 sub-processes (P1-P5) and submitted to the Committee to encourage the personnel involved to have correct, clear and transparent understanding of the operational methods.



**Company Secretary Process**

It is the process relating to the executives and shareholders. This process is divided into 5 sub-processes (P1-P5) and submitted to the Committee to encourage the personnel involved to have correct, clear and transparent understanding of the operational methods.



**Corporate Governance (CG) Process**

It is the process relating to the stakeholders both inside and outside the organization. This process is divided into 8 sub-processes (P0-P7) and submitted to the Committee to encourage the personnel involved to have correct, clear and transparent understanding of the operational methods.





# Procurement Management

GRI 102-11, GRI 103-2

The Company is determined to place emphasis on strategizing its procurement management and supply chain management focusing on the quality of products and services, by way of devising risk management procedures that cover the environmental, social and governance aspects. This is in order to provide executional guidelines that are coherent with the risk levels, by taking into consideration the quality, quantity, delivery of products and services, as well as legal regulations and quality management systems to prevent and minimize the risks that can affect the quality, quantity, delivery of products and services, including stakeholders' trust regarding the organization's course of actions. The Supplier Sustainable Code of Conduct and Purchaser Code of Conduct have been developed for both suppliers and staff members respectively to strictly abide by. The content and scope of practices are governed by rules, regulations and related laws, covering the dimensions of business code of conduct, human rights, occupational health, safety, and environment, with a consideration of 4 major principles as follows:

- **Value of Money**

Suppliers and staff members must be aware of the cost, quality, and potential effects resulting from the procurement activities both at present and in the future. The comparison of alternatives and other relevant factors are to be made, e.g. marketing, finance, technology and environment, in making purchase decisions. The lowest price quoted by a supplier is not a sole factor when it comes to making purchasing decisions but it rather depends on the value score derived from the supplier selection process.

- **Integrity & Transparency**

*GRI 407-1*

Suppliers and staff members must carry out openly the procurement procedures and give the opportunity to all suppliers to compete fairly, while taking into account their qualifications and potential in undertaking the jobs. Also, the stakeholders, professionals and authorized parties of the Company shall be adequately and equally informed of the procurement information and activities in a timely manner. However, the executives and/ or the Procurement Committee appointed by the Company must be informed of the supplier selection results as well.

- **Efficiency and Effectiveness**

Staff members must consider the procurement requirement with clear understanding, by taking into account several dimensions of market conditions in order to articulate the directions, and potential benefits by way of making analyses and developing work execution plans that will help determine the selection goal; what the most beneficial and appropriate procurement format is in a particular situation. Also, the procurement assessment should be carried out on a monthly, quarterly and yearly basis in order to improve and correct any weakness in the process.

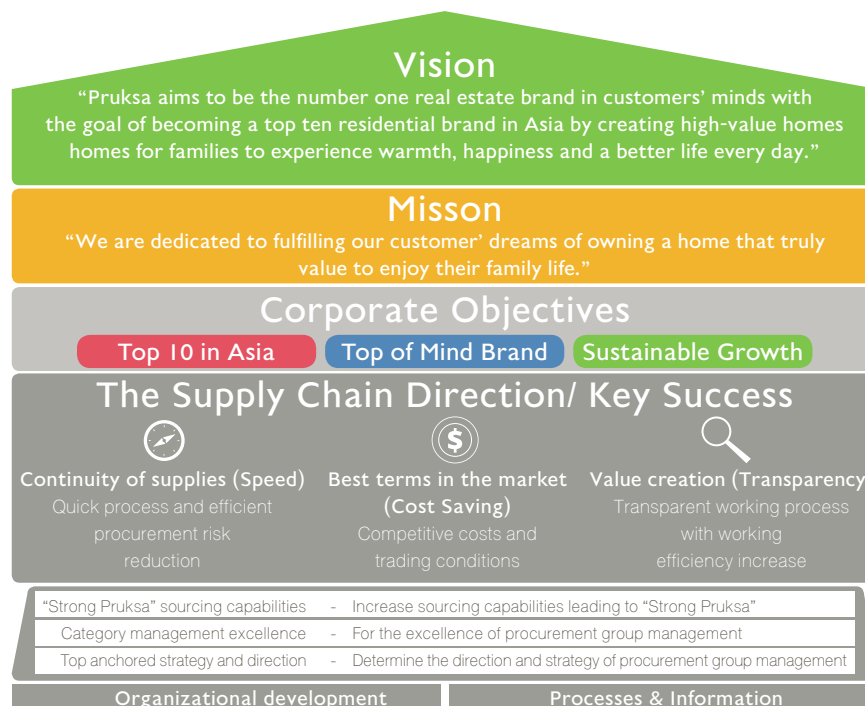
- **Accountability**

Staff members must strictly adhere to the ethical standards or occupational code of conduct, as well as consider being virtuous and righteous, utilizing their authority effectively and being accountable for their performance and assigned roles. The assessment criteria are based on the opinions of stakeholders who are involved in the procurement procedures.

## Procurement 4.0

The procurement and supply chain management currently applies the concept of Thailand 4.0 to determine the development strategy for the project “Procurement 4.0” to be used for sustainable development planning which will influence the procurement of both strategic and operational dimensions, and serve as strategic compass for the procurement of modern age, as well as lead the Company to “World Class Procurement” with the following 3 main pillars.

- Continuity of Supplies (Speed)
- Best Terms in the Market (Cost Saving)
- Value Creation (Transparency)



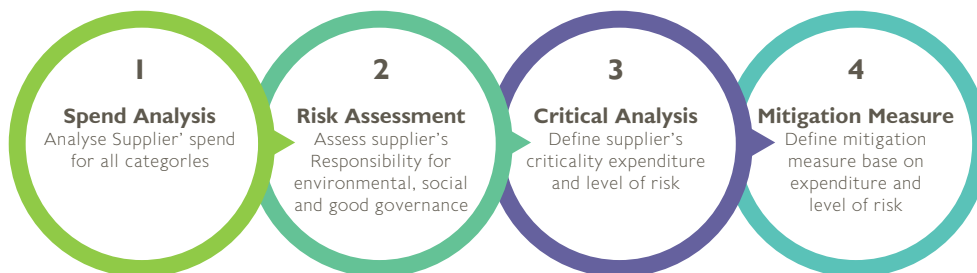
- **Procurement 1.0: Tactical Buying**
  - The procurement operation proceeds efficiently and can be measured.
- **Procurement 2.0: Optimized Sourcing**
  - The cost management concept of Total Cost of Ownership (TCO) is applied together with the increase of systematic procurement capacity.
- **Procurement 3.0: Strategic Procurement**
  - The procurement strategy is appropriately determined in each work category.
- **Procurement 4.0: Value Chain Integration**
  - The advantages of material costs and business management should be created to increase the Company's profits.



The most important things for the Procurement 4.0 are good technology and algorithm that will enable efficient collection, evaluation, processing and analysis of huge amount of data. The results of data analysis can be used for clear understanding of suppliers, market and customers, market trend forecast, and inspection of working failure of operational plan, materials, machinery and products that will help the Company to make better decision and make the procurement decision to become automatic. The Procurement 4.0 means the development of new value, response to new business requirements, combination of data from all departments and various supply chains, and all data will be used proactively. The most important matter of the procurement unit is that it must have the capability to cope with the challenge and opportunity to further expand the digital revolution of Pruksha Holding PCL in the future.

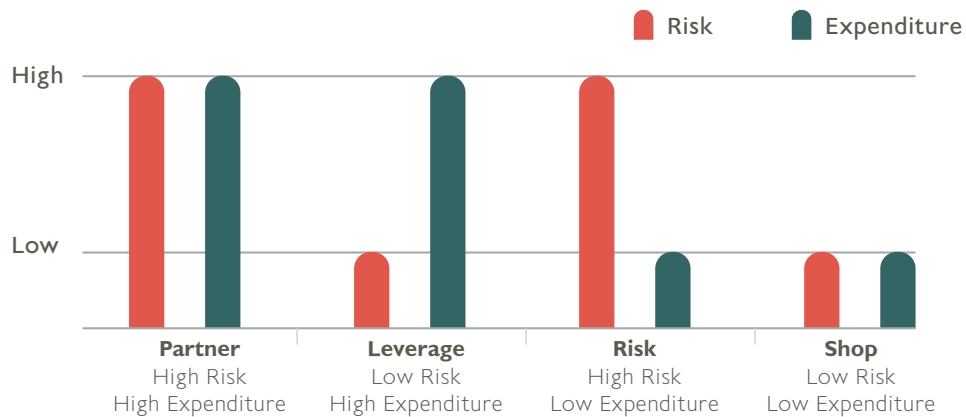
## Risk Assessment of Supplier

GRI 102-15, GRI 103-3



The Company is aware of the environmental and social impact, as well as suppliers' corporate governance, by way of analyzing the importance and risk assessment of suppliers, which is composed of 4 steps as follows:

1. SPENDING ANALYSIS: This is applied to every procurement unit, and the spending records of suppliers who are classified as 'top spenders'.
2. RISK ASSESSMENT: The key focus is on the risk identification regarding the organization's sustainability in the procurement procedure such as the number of product and service sources, potential effects on the procurement procedure, use of child labor, and effects of illegal raw material purchase, etc.  
*GRI 408-1*
3. CRITICAL ANALYSIS: The analysis criteria of suppliers' importance are as follows:



4. MITIGATION MEASURES: The criteria for developing mitigation measures are based on the results of suppliers' risk assessment and importance analysis in order for the Company to be able to handle the suppliers with high risks and high importance, with major measures as follows:

*GRI 308-2*



### STRATEGIC PARTNER, MAJOR/ PREFERRED SUPPLIER

The suppliers with high expenditure and high or very high risk level, supplying goods that cannot be substituted or goods that are critical parts or equipment. These suppliers are classified in the group of high risk tier and must be assessed every year. Site visits and interviews of executives or staff members are required. The suppliers must also prepare corrective plan and action to minimize the risk and its potential severity, as well as the audit plan to ensure that suppliers' sustainable practices are in place and that the Company is capable of managing the risks to be in the level that does not impact the business, communities and environment.



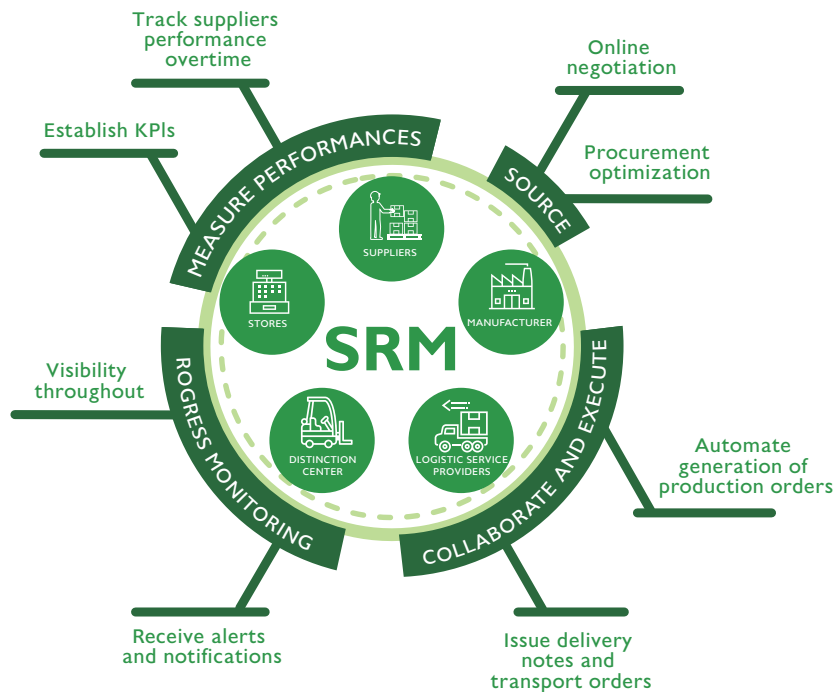
### REGULAR SUPPLIER

The suppliers with moderate or low expenditure and moderate or low risk level. These suppliers are not classified in the group of high risk tier and have to go through the supplier evaluation process, sustainable practice inspection, and assessment of related bodies, i.e. Sourcing Unit, SBU, Specialist, GRC, etc.

## Supplier Relation Management

GRI 103-2

The Company has regulated supplier management measures in order to ensure the suppliers' standardized operations, their ability to respond to the increased demand of products, to achieve the goals, to maintain the quality of products/services and good relationship between suppliers and the Company, and to encourage the suppliers' awareness of the organization's standpoint in terms of sustainability.



The Company employs a fair and transparent approach in selecting, assessing and inspecting suppliers, with strict adherence to the principles of corporate governance, business stability, suppliers' accountability and their ability to respond to the Company's demand. The supplier management comprises the following approaches.

GRI 308-1

- Approved vendor list (AVL) / qualified vendor list (QVL) is applied to select potential suppliers.
- Questionnaires (Request for Information: RFI) and initial assessment of suppliers (Pre-Qualification Form) are applied to assess the suppliers' potentiality in terms of their readiness to provide service, production capacity, transportation, safety, occupational health and environment, and industrial standard. The suppliers must operate their businesses following the Company's direction in sustainable practices to ensure that they are potential enough to manage the operation and can be trusted.

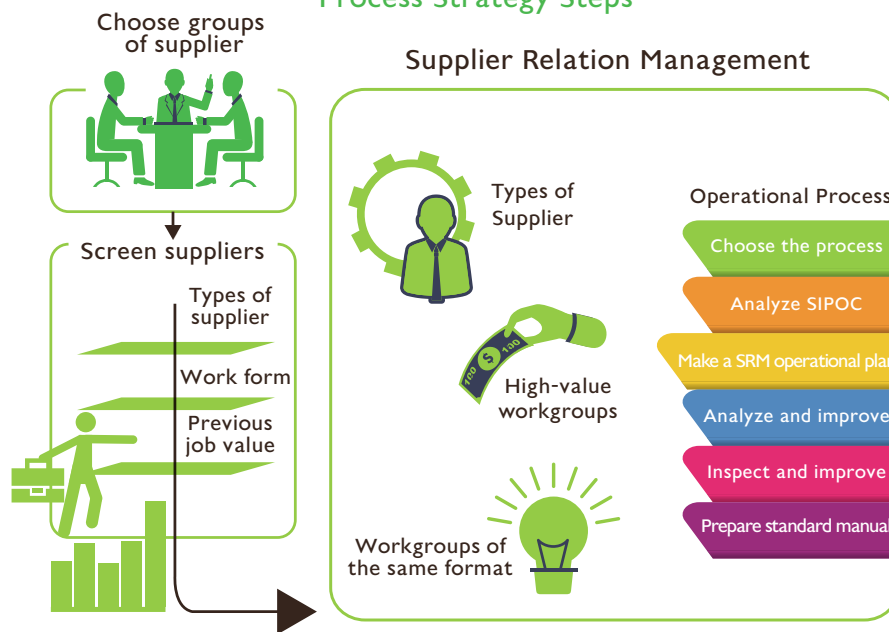
The vendor registration management is under the supervision of Vendor Registration Committee and Vendor Registration Working Team. Furthermore, for the risk management of goods delivery, the Company has included the conditions in the TOR, dictating that the suppliers' operations must be lawful and the control is to be exercised to ensure that they fulfill the contract as agreed, especially for the risk-prone projects such as safety, occupational health and environment, etc. In this regard, the risk assessment of contractor-related work (Contractor Management) is carried out to consider selecting the contractors with potential. The suppliers whose scores do not meet the requirement will not be selected.

## Supplier Audit and Assessment

GRI 103-3, GRI 414-1

The Company has implemented the supplier inspection and assessment process in order to assess the risks, prepare corrective plan and evaluate the outcomes after mutually executing corrective action, by taking into consideration the quality/quantity/safety of production and delivery according to the Company's primary regulations, as well as minimum requirements of labor laws, environment laws, and several management standards such as ISO 9001, ISO 14001, OHSAS 1800, etc.

## Integrated Efficiency & Sustainable Supply chain Process Strategy Steps



## Purchaser Code of Conduct

The Company's employees must strictly adhere to and comply with the following code of conduct.

1. Employees must bear in mind the Company's benefits at all times.
2. Employees must listen to the colleagues' and related parties' opinions.
3. Employees must execute procurement activities with good intention in order to reap full benefits from the expenditures being spent.
4. Employees must continuously seek knowledge about materials, technology, market situation, and production procedure.
5. Employees must execute procurement activities with honesty and sincerity.
6. Employees must politely welcome both internal and external suppliers.
7. Employees must accept their own obligations and that of others.
8. Employees must avoid any unfair or dishonest conducts.
9. Employees must provide advice and guidance to buyers.
10. Employees must give kind cooperation to every department.

## Conflicts of Interest

Conflicts of interest resulted from the procurement process might occur when employees place greater focus on their own benefits than the Company's, or when employees commit any reciprocal act in business, as well as utilize their authority given by the Company as a buyer to call for any benefit from the sellers, for instance, any benefit that influence the employees' decision on the selection of sellers, selection of products and/or services or negotiation to finalize purchase decisions with the sellers.

### Formats of Conflicts of Interest

#### 1. Business Gifts

Acceptance of gifts valuing over 1,000 Baht from the sellers is considered inappropriate and the employees are expected to turn down such offer as it will impact the Company's image and shows the employees' non-transparency and unfairness, except for the gifts or souvenirs that the sellers have prepared only for sale and marketing promotion.

#### 2. Hospitality

Employees must not ask for or accept any assistance or services or buy any stuff with special discounts for themselves and their family members, as well as accept the invitation to go on tours or accept entertainment services or exchange of any high price stuff with the sellers. Employees may occasionally have lunch with the sellers during business negotiation, but not regularly. In case they are invited by the sellers to have dinner and watch the shows for entertainment on special occasions, the approval must be given beforehand by the manager of department level (Brand 4).

#### 3. Party

In case employees are invited by the sellers to join a costly party with recreational activities or the sellers unopenly give them high-value vouchers, it is considered as conflicts of interest and employees must report to their chief or department manager before joining such party.

#### 4. Kickbacks

Employees must not express any implication or negotiate or accept any form of bribes and/or any interest causing a loss of benefits to the Company. This action is regarded as severe violation and disobedience of code of conduct and employees must face disciplinary action and the Company might take criminal procedure against them as well. However, employees must always be aware that receiving bribes will not only discredit/ defame them but also damage the Company's reputation and image.

#### 5. Sample products

Sample products with commercial values must be returned to the sellers once the procurement process completes, unless otherwise informed by the sellers due to low value of the products or due to the fact that the products are consumables, e.g. chemicals, etc.

## Treatment of Insider Information

Suppliers and the Company's employees must protect the documents and information relating to the procurement process, such as technical information, materials, documents and significant operation documents that help maintain the Company's business advantages, the suppliers' price offer, documents of technical characteristics comparison, prices and various contracts. All of these documents and information are considered as the Company's secrets and prohibited from disclosing to other people. If it is found that there are any persons violating such action, the Company will immediately take disciplinary action against them.

## Corporate Social and Environmental Responsibilities

In order to comply with the Company's policy on corporate social and environmental responsibilities which has already been announced and will probably be announced further as the business progresses, employees are required to:

1. Contact and coordinate constantly between the sellers and the Company's Research and Development Division and/or Operation Division and/or Bureau of Quality, Safety and Environment regarding regulations or attributes of products or services, follow up the social and environmental impact assessment, and take required actions to sustainably obtain the products and services.
2. Contact the sellers who have maintained the commercial code of conduct, and are constantly aware of the Company's social and environmental responsibilities. Avoid the sellers who operate the business without a proper code of conduct, such as poor treatment of labor, poor working conditions, ignorance of employees' rights, bid rigging, non-transparent business operation, disclosure of trade secrets, quoting a price that is lower than the cost to undercut other sellers unfairly, having intimidating behaviors and conducting corrupt acts.
3. Ask for cooperation from the sellers or work cooperatively with them in social and environmental activities to be in accordance with the objective of operating the business stably and sustainably.


## Supplier Relationship Management

*GRI 407-1*

The Company is well aware of fair treatment of suppliers on the basis of fair compensation of both sides. Thus, the Company provides truthful information and accurate report, fulfills the obligation, negotiates for solutions to the problems while maintaining business relationship, and avoids the situations that are susceptible to conflicts of interest, by observing the following practices.

1. Employees must retain confidential information obtained from the sellers, such as prices, patents, production schedule and product information. Disclosure of this information is allowed only when the permission is given.
2. Employees must check and compare the prices, quality and different terms and conditions in order to ensure fair competition. In this regard, covert auctions are prohibited as they are considered fraudulent, that is, the price of the first seller is disclosed to the second seller to offer lower price, and the price offered by the second seller is then used to negotiate with the first seller to offer an even lower price.
3. Employees must maintain business relationship equally with suppliers and must not call for or dishonestly accept any property or any other commercial benefits from the suppliers both directly and indirectly.
4. Employees must treat every seller equally and fairly, for example, inform them of the price bid opportunity with the same content and at the same period of time.
5. Employees must be transparent in persuading the sellers to offer prices or participate in tenders in order to ensure fair competition for every supplier.
6. Purchasing employees must be transparent in considering the prices offered by the sellers and able to explain what criteria are used in the consideration process and which seller is successful in the bidding.
7. Employees must strictly protect the Company's confidential information when dealing with the sellers and keep all the information obtained from each bidder strictly confidential.
8. Employees must strictly comply with all the conditions exercised on the suppliers. In case of not being able to comply with such conditions, the suppliers must be informed ahead of time in order to mutually consider seeking reasonable solutions to the problems.



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9. The Company will not take advantages of the suppliers and will always take into account the benefits and potential damages in terms of the Company's reputation and image through the eyes of outsiders.
  10. Employees in charge of procurement activities must provide the suppliers with accurate, clear and adequate information in an open manner, and give the opportunities to all suppliers equally.
  11. Employees in charge of procurement activities must listen to the opinion and recommendation given by the suppliers in order to solve potential problems in the operation.
  12. The negotiation is openly made on the basis of fair business relationship for both sides with evidence-based approach.

## Internal Customer Relationship Management

The Company is well aware that employees are valuable resources for the Company's success. Thus the relationship between the procurement employees and internal customers is also important by adhering to the human rights principles not discriminating against any person due to the similarity or difference of race, nationality, gender, age or physical condition, with the following practical guidelines.

1. Provide the materials most beneficial for the Company by specifying that the materials must be received in accordance with the needs in terms of quality, price, quantity, time, service and rapidity, with a consideration of the policy on quality, safety, occupational health and environment of the Company as well.
2. The procurement employees must make a good procurement plan ahead of time to avoid urgent procurement on unreasonable basis.
3. Employees must treat other employees by respecting the individuals and dignity of humanity.
4. Employees must avoid any unfair action that may impact the relationship of employees or any threatening action that creates a lot of pressure on the internal customers' mental state.

## Principle of Performance

The Company is aware of the importance of the employees' fair treatment to stakeholders so as to ensure efficient operating performance based on the following practices.

1. Employees must perform their duties professionally and fairly. They are required to refuse inappropriate proposals or advice in exchange for personal benefits in the procurement process.
2. In case the sellers turn out to be the companies of employees' relatives, close friends or companies in which employees have capital relationship and/or have partnership legally and/or factually, employees must inform their immediate supervisors so that they can assign other employees to work on these cases instead.
3. Executives with an authority to approve procurement activities must use their discretion to provide advice and guidance, as well as listen to employees' opinions.
4. Executives with an authority to approve procurement activities must control, inspect, and ensure strict compliance to the code of conduct. In case of violation of the code of conduct, the investigation and disciplinary actions must be taken.
5. Employees must give priority to support Thai suppliers, their subsidiaries, affiliates or associates, for the procurement of products and services.
6. Employees must execute the procurement of products and services systematically and properly according to the academic principles with a solid control system, and change the working process constantly to be in line with the business change.

## Communication

The Company is extremely aware of the communication code of conduct. If employees communicate immorally with each other, it may cause conflict or probably bad effect on business code of conduct. The practical guidelines are as follows:

1. Employees must not give their personal information or the information of their family members to the sellers, such as address, home phone number, account number or personal E-mail address.
2. Employees are prohibited from giving the Company's information or having business contact with the sellers via the sellers' personal E-mail address in any case unless it is approved by the Company's department manager.
3. The office telephone, mobile phone number approved for use and E-mail address of the Company should be used only for the Company's business contact.
4. Employees are to give only the information directly relating to their responsible work to the sellers. The disclosure of the Company's information that is not under their responsibility and without any approval is considered as the violation of this code of conduct.
5. Employees should notify the sellers to proceed according to the communication agreement stipulated by the Company only.

## Supplier Sustainable Code of Conduct

GRI 102-11

Pruksa Holding PCL is determined to operate the business fairly and lawfully in compliance with the principle of good governance, as well as to provide support and promotion for social and environmental viability to ensure the balance in every dimension, and to prosper sustainably. This policy has been communicated to the suppliers to encourage their adoption of practices to widely benefit the general public. Thus, to ensure a correct and mutual understanding of both sides, the Company has prepared "Supplier Sustainable Code of Conduct" for the suppliers to use as guidelines on practices. In this regard, if the suppliers' practices do not comply with this code of conduct, the Company reserves its rights to take any required proceedings upon the suppliers as appropriate, by taking into consideration potential impact or damages.

## Suppliers' Business Code of Conduct

GRI 414-1

### 1. Business Code of Conduct


The Company focuses on strict compliance to related laws and regulations both directly and indirectly, with honesty, ethics, and transparency, and will refrain from all sorts of dishonest or corrupt acts. Meanwhile, the Company will be focusing on obtaining products and services of good quality contributing maximum benefits to the Company with fairness to all stakeholders, under the following practices.

- 1.1 Maintain confidentiality
- 1.2 Refrain from any conducts leading to conflicts of interest
- 1.3 Refrain from violation of intellectual property
- 1.4 Designate channels for submitting complaints
- 1.5 Participate in social development and responsibility activities

### 2. Human Rights and Labor Code of Conduct

GRI 410-1, GRI 412-1, GRI 412-3

The Company supports and respects the principles of human rights both in domestic and international levels, and also ensures that the Company's business is not involved with any violation of human rights by adopting the practices beneficial to the global society such as the United Nations' human rights principles, and thus regulates that:

- 
- 2.1 Suppliers should respect human rights and be aware of human dignity and equality, regardless of diversity of race, nationality, religion, gender, education and disability. Their employees should be treated fairly in accordance with the international standards and laws.
  - 2.2 Suppliers must refrain from executing forced labor unless the employees voluntarily offer to do so.
  - 2.3 Suppliers must not hire child labor whose age has not reached the threshold regulated by law and labor protection must be strictly exercised as required by law.

*GRI 408-1*

- 2.4 Suppliers must accurately pay the compensation and any other benefits to their employees in a fair and timely manner.
- 2.5 Suppliers must ensure that their employees' working hours do not exceed what has been stipulated by laws. In case it is necessary for them to have the employees work overtime, it must be on a voluntary basis.

### **3. Safety, Occupational Health, and Environment**

The Company places importance on the operation with the management standard in terms of quality, safety, and occupational health on a continual basis by determining and reviewing the policy on quality, safety and occupational health together with good practices for sustainable development as follows:

- 3.1 Suppliers must ensure that working condition and environment are safe and hygienic for their employees, and also provide them with adequate and appropriate personal protective equipment.
- 3.2 In case of emergency, suppliers must be well prepared for such an incident at all times by putting in place situational assessment, impact management measures, cautionary plan and appropriate training courses for their employees on a continual basis.
- 3.3 Suppliers must have a clear environmental conservation policy and be determined to use various resources efficiently, and consume energy wisely and appropriately.

*GRI 308-1*

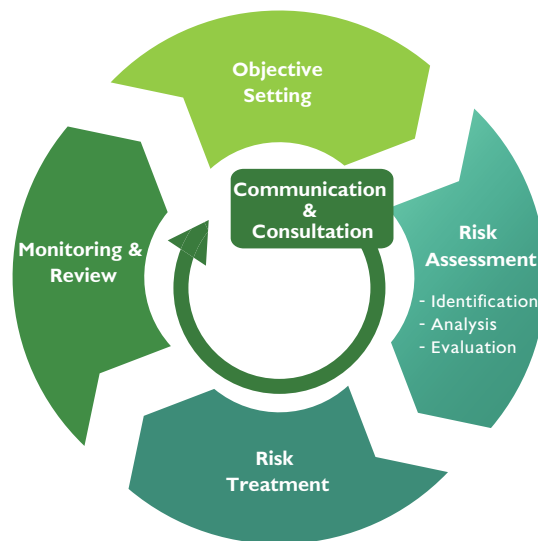
- 3.4 Suppliers must strictly abide by the laws regarding safety, occupational health and environment.
- 3.5 Suppliers must ensure that the production process is equipped with waste disposal and waste management system, and the emission of pollutants into the air, ground and water drainage are implemented safely and appropriately. The monitoring, control and inspection of quality must be carried out to make sure that the production waste and residue disposed to the environment will not cause any pollution both in the short and long term.

### **4. Ethics and Legal Compliance**

- 4.1 Suppliers must operate the business with moral and ethical values and strictly comply with the laws.
- 4.2 Suppliers must operate the business without offering all sorts of bribes.
- 4.3 Suppliers must operate the business under the principle of fair competition.
- 4.4 Suppliers must prepare accurate and complete accounts related to business operations.
- 4.5 Suppliers must protect customers' confidential information at all times

## Risk Awareness

To encourage the employees working in procurement activities to be aware of the significance of integrated organizational risk management and put it into practice systematically and continuously, which will result in the development of procurement activities and minimize potential damages or risks arising from the procurement process, the Company has determined that the functional risk assessment is to be executed according to the risk management process in the diagram below.



## The Penalty Provision

Authorized persons implementing these regulations or any related individuals must proceed with care, openness and transparency, while encouraging fair competition, economical use of budget, with the focus on worthiness, effectiveness, efficiency and accountability of work success that are beneficial to the Company. If any actions are against these regulations, either intentionally or unintentionally, or are deemed to be corrupt or executed without the required authority, including any actions that facilitate the bidders to obstruct fair competition, it is considered that such persons violate the Company's and subsidiaries' regulations, and disciplinary action is to be taken as follows:

1. If the act is considered a deliberate fraud or causes severe damages to the Company, the minimum penalty is the immediate dismissal from the Company.
2. If the act causes damages to the Company but not in a great degree of severity, the minimum penalty is the reduction of salary.
3. If the act does not cause damages to the Company but can potentially lead to formulation of problems, an admonition shall be given in writing to the persons committing such act.

Disciplinary actions in 1. and 2. are not the exceptions for the persons committing the act or violating the regulations to be free of guilt from civil and/or criminal offenses (if any).

# Corporate Governance

GRI 102-11, GRI 102-17, GRI 103-2

The Company attaches importance to and complies with good corporate governance principles under the international standard that is in accordance with the Stock Exchange of Thailand's policy and ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard) with clearly defined sustainability management as follows.

1. The Board of Directors has determined and approved good corporate governance policy, as well as ethical business code of conduct handbook provided for directors, executives and employees, anti-corruption policy of the Company and its subsidiaries, including Charter of the Board of Directors and Committees to be in accordance with the good corporate governance principle for 2017.

In this regard, to support sound ethical business practices, the Company has established as a policy by arranging annual review of good corporate governance policy and ethical business code of conduct on a regular basis, to ensure that they are up to date and in line with the operation plan, short- and long-term strategies of the Company.

2. Provide knowledge in respect of Corporate Governance Code for Listed Companies 2017 by external consultants to the Board of Directors, Corporate Governance Committee, executives and all parties concerned.

3. Organize training on good corporate governance, code of business ethics, Puksa ethics and anti-corruption measures for existing and new staff members from the starting of work. All staff members have to undergo the training and test in such course and put their signatures for acknowledgement and strict compliance, deeming as a part of "Company's Work Rules", which reflects its good corporate governance, transparency in business operation, taking into consideration its shareholders, customers, employees and stakeholders.

4. Communication on a continuing basis with staff members to ensure that they acknowledge and are aware of the importance of good governance through various channels such as Puksa Newspaper, Line (Puksa Engagement), Digital Signage, including the compiling of information, knowledge and activities relevant to CG unit (Corporate Governance) via Google Site created by the unit and accessible through Link or QR Code, as well as press release.

5. Communication to staff members and executives on corruption issues and disciplinary actions, as study case for prevention and suppression of misconduct.

6. Arrangement of the CG test to build awareness on code of conduct and good governance for executives and staff members at least once a year.

7. Arrangement of an activity for the Board of Directors, executives and relevant employees to hear the new CG Code for Listed Companies 2017 from experts on May 4, 2017.

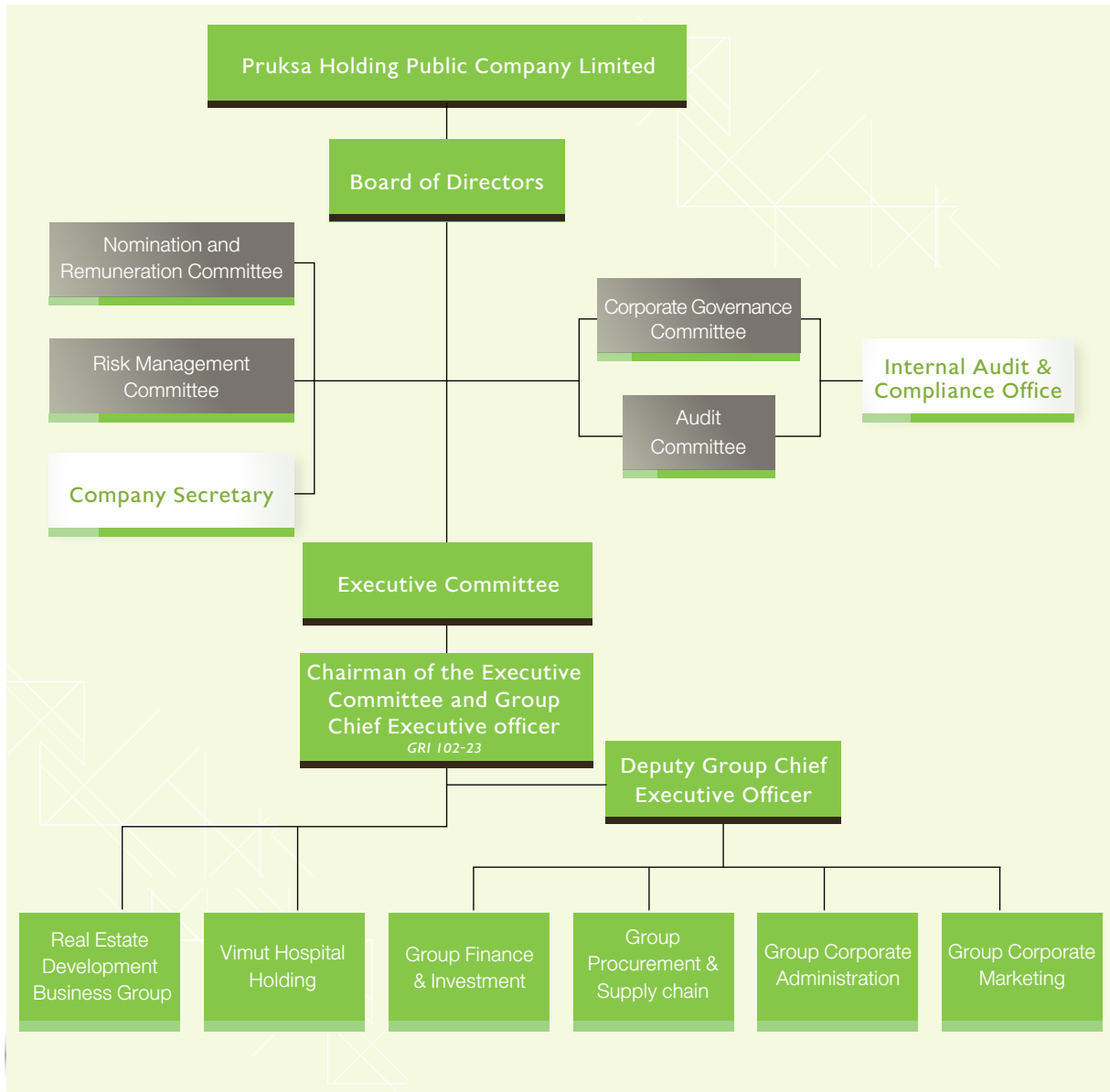
8. Send the Company's representative to participate in the Anti-Corruption day on September 6, 2017.
9. Organize a study trip to Anti-Corruption Museum for executives and employees on September 15, 2017.
10. Organize Supplier CG Day on November 22, 2017 in order to form an ally in announcing the intention to fight against corruption. The objective is to invite its trading partners, forming as a stronger network, to jointly announce the intention in fighting against corruption, as well as to uphold the principle of operating business under ethical business code of conduct and to stand against all sorts of corrupt acts.
11. Organize Pruksa CG Day on December 7, 2017 to promote the concept of good governance that should be observed and ethical principles in working, as well as the channel for making complaint, whistle blowing, asking for justice.
12. Establish Compliance Unit, called internally CG Management, with core duties in the area of Corporate, Governance and Compliance. Mr. Thongma Vijitpongpun, Executive Vice Chairman of the board of directors and Group Chief Executive Officer, has foreseen the importance of ethical business code of conduct and pushed for organizational sustainability management. In addition, executives and employees were convinced to be aware of such importance. In his address to employees in Pruksa CG Day event, he put emphasis on the importance of "ethics". The Company definitely believes that the Principles of Good Corporate Governance will help support its business operation for sustainable growth in profit, transparency in business management, taking into consideration the roles and responsibilities with efficient internal control system/ risk management system and with responsibility towards the society, community and environment, which is considered essential for achieving its objectives.

*GRI 102-20, GRI 102-26*



# Organization

GRI 102-18, GRI 102-19, GRI 102-22



last updated on December 31, 2017

# Corporate Code of Conducts

GRI 102-17, GRI 103-2

The Company gives priority to and complies with good corporate governance principles by communicating through its “Corporate Ethics for Pruksa Holding Public Company and Its Subsidiaries” manual in order that all directors, executives, and employees are aware of the principles on how to comply to laws and company regulations; how to behave toward shareholders, customers and other employees; how to recruit, purchase and behave toward business partners or contractors; how to behave toward competitors; how to keep confidential information; how to use internal information, internal governance and audit; the exercise of political rights; responsibilities toward society, community and the environment; responsibilities toward work safety, sanitation and environment; the Company’s transaction, international business operation, duties and obligations; and complaints and anti-corruption. They are to be strictly complied as if they are parts of “the Company’s Rules and Regulations” which indicate the good corporate governance and transparency in the business conduct of the Company, taking into account all its stakeholders.

## Anti-Corruption Policy and Measures

GRI 102-11, GRI 103-2



Pruksa Holding PCL and subsidiaries are well aware of the fact that corruption causes adverse effects and hinders the economic and social development of the country. It is wrongful action that creates unfair treatment in the business, damages business ethics, weakens the company’s competitiveness and trust domestically and internationally, and also jeopardizes the confidence of shareholders, investors and stakeholders in the company. As a result, the company upholds the operation in compliance with Thai Law to stand against the corruption and determinesthis policy as an important principle in running the business with no support to any business, group of people or person engaged in seeking improper benefits, directly or indirectly, by wrongful exercise of power.





On 10 November 2017, Pruksa Holding PCL has been certified for Thailand's Private Sector Collective Action Coalition against Corruption (CAC). This certification has been resulted from the anti-corruption policy clearly determined by the Company for Board of Directors, executives and employees to put into practice concretely, and the corruption preventing measures laid down in accordance with CAC guidelines.  
 GRI 102-12

## Communication and Training to Give Knowledge on Anti-Corruption Policy and Measures within the Company

GRI 103-3, GRI 205-2



**The number of executives and employees answering the questionnaires on anti-corruption measures in 2017**

- The training course on Prukse Ethics relating to the corruption resistance is organized for new employees on the orientation day. All employees have to pass the test of this training course and sign for ratification.
- The test of CG course should be completed at least once a year to raise the awareness of ethics and good governance for the executives and employees.
- CG Day activity is annually organized and the outside qualified lecturers are invited to give knowledge. The Board of Directors and chief executives of the Company are also invited to join a discussion on “CG creation in the organization” to raise the awareness of good conscious mind to stand against the corruption.
- The employees are encouraged to be aware of the importance of good governance and corruption by means of continual public relations of the Company.
- The issue of corruption problem within the Company and the penalty are communicated to the executives and employees as a case study to raise the awareness and good conscious mind to resist the corruption, and to prevent the employees from misconducting.

## Communication of Anti-Corruption Policy and Measures to Third Party

GRI 205-2

- In November 2017, the Company organized “Supplier CG’s Day: JOIN TOGETHER and Create Allies to Resist Corruption” in order to invite the Company’s trade partners of over 150 companies to announce jointly the intention to stand against the corruption, and persist in running the business in compliance with moral and ethical principles and operating the business with the anti-corruption principles to form more stronger network.
- Letters were sent to brokers, trade partners, and financial institutions to notify them of the policy to refrain from receiving gifts and all kinds of supporting funds from financial institutions.
- Trade partners and real estate agents were informed about the complaint channels via the attachments, tender document, means of land sale, land registration agreement, land purchasing rules and conditions in accordance with good governance.

## Important Risk Evaluated as Corruption

GRI 103-3, GRI 205-1

As the Company runs the business of real estate project development of habitation category to deliver to the customers, there must be connection with various public offices to request the permission of construction and building use, and the issuance of condominium ownership documents, for example, district office, branch of land office or local office. In this regard, there may be a risk of being asked for or offering bribes for operation convenience and rapidity.

However, to keep such risk under surveillance, the Company carried out the operational risk assessment by indicating and analyzing the risk that would impact the Company’s goal achievement. The risk was rated by the assessment of likelihood and impact according to the legal risk assessment criteria and provisions, and then the risk control matrix was derived to monitor and report the risk outcome to the Risk Management Committee. The risk can be classified for the business groups that the Company is currently operating as follows:



## Indication of Important Corruption Risk to the Business

Risk <i>GRI 205-1</i>	Explanation	Internal Control System already Implemented
<b>Real Estate Business</b>		
<p>Risk of giving bribes to request the operational permission in terms of land allocation and development in real estate projects</p>	<p>As Pruksa Real Estate PCL operates the business of real estate development and habitation construction for the kinds of townhouse, single detached house and condominium, the land allocation permission must be given for the construction projects by various public offices, for example, land office or provincial land office (depending on the project location). Thus, there may be a risk of offering or being asked for bribes for operation convenience and rapidity.</p>	<ul style="list-style-type: none"> <li>• The Company's working process is executed in the form of committee comprising chief executives specialized in land and land development, business, finance, law, and official provisions of risk control.</li> <li>• Pruksa Real Estate PCL has confirmed the intention to participate in CAC and has been certified by the committee on April 22, 2016.</li> </ul>
<p>Risk of giving bribes to request the operational permission in terms of building construction.</p>	<p>As the Company operates the business of real estate project development of habitation category to deliver to the customers, there must be connection with various public offices to request the permission of construction, building use and the issuance of condominium ownership documents, for example, district office, branch of land office or local office. In this regard, there may be a risk of offering or being asked for bribes for operation convenience and rapidity.</p>	<ul style="list-style-type: none"> <li>• Determine obvious anti-corruption policy/measures for communication throughout the Company</li> <li>• Determine clearly the agency and person responsible for submitting the permission request or connecting with public offices.</li> <li>• Employ the outsourcers to manage the process of permission request for the Company.</li> </ul>

Risk <i>GRI 205-1</i>	Explanation	Internal Control System already Implemented
<p>Risk of giving bribes for migrant labor registration and welfare handling.</p>	<p>The lack of construction labor impacts the real estate business. To prevent illegal labor and contractor employment, the company has to connect and coordinate with public offices, for example, social security office, department of skill development, embassy with regard to alien labor nationality, department of labor protection and welfare, Royal Thai police, and department of local administration. In this regard, there may be a risk of giving bribes to public officers by the representatives or third party acting on behalf of the company.</p>	<ul style="list-style-type: none"> <li>• Announcement is made by chief executives to control and prevent illegal labor employment.</li> <li>• The measure to control migrant workers is executed by using QR Code system to scan the card of migrant workers who have been lawfully registered. Then they would be allowed to work in the project. This is to prevent illegal migrant workers.</li> <li>• The agency of HC foreign worker is established, and the security officers of professional level are assigned to work at every project of each SBU to cover thoroughly the inspection of labor infraction and security.</li> <li>• The suppliers/contractors are evaluated to control the migrant worker employment of the contractors to comply with the policy determined by the company.</li> </ul>





<b>Risk</b> <i>GRI 205-1</i>	<b>Explanation</b>	<b>Internal Control System  already Implemented</b>
<b>Hospital Business</b>		
<p>Risk of giving bribes to request the permission to construct the hospital buildings of hospital business (under Section 39 bis).</p>	<p>The Company is in the procedure of constructing special size buildings of hospital business under the supervision of Building Control Act and Ministry of Public Health. Thus the Company needs to get the license to operate a hospital and the license to proceed a hospital as stipulated in legislation on hospital operation. In this regard, there may be a risk of offering or being asked for bribes by public officers for operation convenience and rapidity.</p>	<ul style="list-style-type: none"> <li>• The Company has determined the anti-corruption policy and measures of Pruksa Holding PCL and subsidiaries to notify the employees and stakeholders of the intention to abide by Thai law in standing against corruption.</li> <li>• The working group is assigned to control the construction under the work plan, and the work progress will be reported in the Steering Committee on a weekly basis.</li> </ul>
<p>Risk of giving bribes to submit for consideration the Environmental Impact Assessment (EIA) report of hospital buildings.</p>	<p>For the construction of special size building of hospital, the Environmental Impact Assessment (EIA) report has to be carried out and submitted to the Expert Committee for further submission of construction request. Thus there may be a risk of offering bribes to public officers for operation rapidity.</p>	<ul style="list-style-type: none"> <li>• The job profile is identified for the personnel of the specific business section whose main duty is to coordinate with public offices.</li> <li>• The outsourcers specialized in EIA report of hospital buildings are employed to coordinate with public offices to minimize the risk and impact that may be caused by using legal gaps for corruption.</li> </ul>
<p>Risk of giving bribes to submit for approval the establishment plan of nursing home.</p>	<p>For private hospital business, the establishment plans of hospital and nursing home need to be submitted for consideration and approval by Health Business Service Center, Department of Health Service Support, Ministry of Public Health, before the construction notification and submission of application for hospital business operation. In coordinating with public offices, there may be a risk of offering or being asked for bribes for operation convenience and rapidity.</p>	






## Number of Corruption Incidents in 2017

GRI 205-3

Number of Corruption Incidents	Number (Incidents)	Equivalent to %
	GRI 205-3	GRI 205-1
Total number in 2017 (Corruption complaints from all channels that were well-grounded, groundless, and repeated)	68	100
Number of events with the operation in compliance with anti-corruption measures (The matters preliminarily considered well-grounded and the committee was appointed to investigate the facts.)	27	39.71
Number of events that the employees were dismissed or found guilty of misconduct. (14 matters investigated by the committee and found well-grounded, and the employees were penalized.)	14	20.59
Number of events of legal cases or the outcome of the cases relating to the corruption.	0	0
Number of events with legal action in terms of competition resistance and monopoly (trade partners). <i>GRI 206-1</i>	0	0
Number of events with the cancellation of business partner contract or without contract renewal because of the corruption matter.	1	1.47

**Remarks:** The number of corruption events is the total number of corruption complaints from all channels that were well-grounded, groundless, and repeated. So, the number of events with the investigation and penalty was less than the total number of complaints

### channels for complaints and clues

 www.pruksa.com Subject: Complaint / Whistle blowing / Request for fairness <i>GRI 102-41</i>	 cg@pruksa.com	 @pruksacg	 0 2080 1739 Ext. 48611, 0 84 555 2364	 Pruksa Holding Public Company Limited (Head Office) 1177, 23 <sup>rd</sup> Floor, Pearl Bangkok Building Phaholyothin Road, Samsennai, Phayathai Bangkok 10400
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All complaints would be sent for information to Chairman of Board of Directors, Chairman of Executive Board and Chief Executive Officer, Chairman of Corporate Governance Committee, and Chairman of Audit Committee. The Company treated them as strictly confidential.

# ENVIRONMENTAL



3



GOOD HEALTH  
AND WELL-BEING

6



CLEAN WATER  
AND SANITATION

7



AFFORDABLE AND  
CLEAN ENERGY

11



SUSTAINABLE CITIES  
AND COMMUNITIES

12



RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION

13



CLIMATE  
ACTION

17



PARTNERSHIPS  
FOR THE GOALS

# Environmental Operation

GRI 102-11, GRI 103-2

Pruksa Holding Public Company Limited conducts core business that is Pruksa Real Estate Public Company Limited, a subsidiary of real estate development business for sale, i.e. detached house, townhouse/semi-detached house and condominium. In addition, there are Pruksa Precast Factory Lam Lukka and Pruksa Precast Factory Navanakorn in Pathum Thani, which are precast concrete factory. The factories have implemented environmental activities under environmental impact control measures arising from construction of residential buildings and utilities.

## Pruksa Environmental Policy

GRI 102-29

The Company intends and is determined to improve and save the environment to meet the required standards appropriately and continuously so that the customers, staff members and community will be aware that we are the company with responsibility and determination to improve environmental management on a continuous basis, as well as to prevent pollutions in every area. The procedures applied by the Company are as follows.

1. Give cooperation and comply with laws and regulations related to environment.
2. Waste segregation prior to its disposal for the purpose of management.
3. Control and manage the quality of wastewater from production process, accurately and properly.
4. Save and conserve energy related to production by properly controlling and managing waste volume.
5. Efficient use of resources by recycling instead of discarding and focus on finding renewable energy to reduce greenhouse gas.
6. Promote and support environmental activities fully by cooperating with public and private sectors, as well as nearby communities.
7. Build quality of life and good hygiene for staff members.



## Environmental Performance in 2017

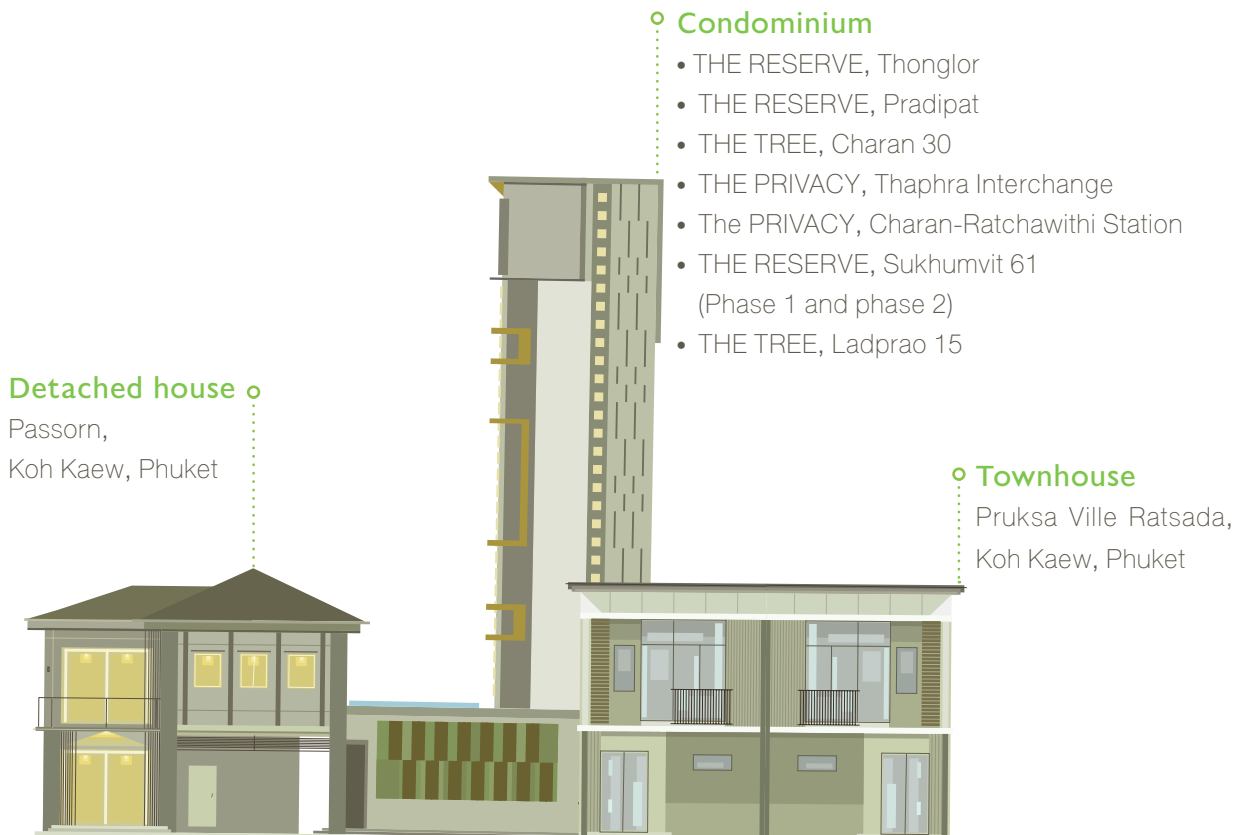
GRI 102-12, GRI 307-1

Pruksa Real Estate Public Company Limited had prepared and submitted EIA Report (Environmental Impact Assessment Report) to the Office of Natural Resources and Environmental Policy and Planning in compliance with the National Environmental Quality Act B.E. 2535 (1992), requiring a company with land allocation for residential or commercial purpose that acquires 500 sub-lots of land upwards or with area of more than 100 rai, to prepare EIA Report proposing the process of application for land development permission before beginning the construction project, during the construction project and during the implementation period. The environmental impact assessment will be made in 4 areas, namely;

- Physical resources
- Biological resources
- Human use values
- Quality of life

In 2017, the Company prepared Environmental Impact Assessment Report and received approval from the Office of Natural Resources and Environmental Policy and Planning for 9 projects as follows.

GRI 416-1



## Material Management

GRI 301-1

### Utilization of Materials in the Master Production Process in 2017

No.	Material	Quantity	Unit	Recyclable (%)	Non-recyclable (%)
1	Ready Mixed Concrete	286,537	CBM	0%	100%
2	Round bar	16,912,816	Kilogram	0%	100%
3	Grating	465,000	Kilogram	0%	100%
4	PC-Stand	878,642	Kilogram	0%	100%

### Utilization of Recycled Materials

GRI 301-2, GRI 301-3



The target for concrete recycling to be reused at Prukca Precast Factory Lam Lukka and Prukca Precast Factory Navanakorn

Prukca Precast Factory Lam Lukka and Prukca Precast Factory Navanakorn have implemented the Recycling Concrete system which can separate stones, sand from fresh concrete scraps and cement-based slurry water to be reused in concrete production with the quality maintained according to the standards.

### Comparison of data on Concrete Recycling 2016-2017

GRI 103-3

No.	Material	Prukca Precast Factory Lam Lukka		Prukca Precast Factory Navanakorn	
		2016	2017	2016	2017
1	Stones	0%	100%	100%	100%
2	Sand	0%	100%	100%	100%
3	Water	0%	100%	100%	100%



The quantity of recycled material in production process increased by 50%



Steel scrap from production decreased by 0.78%



Concrete scrap decreased by 0%

\*Calculate in comparison between 2016 and 2017

## Reused Materials

GRI 301-3



The target  
in reusing  
Transport Rack



Pruksa Precast Factory Lam Lukka and Pruksa Precast Factory Navanakorn have used Transport Rack to put in precast wall and prefab concrete floor for transporting from the factories to project sites. After delivery, the Transport Rack will be used for the next transportation.

## Comparison of data on material reuse 2016-2017

GRI 103-3

Material's name	Quantity	Unit	2016	2017
Transport Rack	1,752	Rack	100%	100%

## Energy Utilization

GRI 102-12, GRI 302-1, GRI 302-4

In 2017, Pruksa Precast Factory Lam Lukka and Pruksa Precast Factory Navanakorn passed the registration for CFO Label (Carbon Footprint for Organization) as an organization that pays attention to and aware of the importance of conducting Carbon Footprint for Organization or CFO to reduce greenhouse gases emitted from various activities of the organization, e.g. fuel combustion, electricity utilization, waste management and transportation, etc.



## Data on Energy Utilization of Pruksa Precast Factory, Navanakorn 2016 and 2017

GRI 103-3, GRI 305-4, GRI 305-6, GRI 305-7

Scope	Unit	2016	2017
1. Direct (Scope 1) <i>GRI 305-1</i>	Ton-Co2	138	145
2. Energy Indirect (Scope 2) <i>GRI 305-2</i>	Ton-Co2	1,936	2,091
3. Other Indirect (Scope 3) <i>GRI 305-3</i>	Ton-Co2	4,263	6,347

\*Production volume in 2017 increased from 2016, amounting to an increase in cement cubic of 14,325.69 CBM or 18%

## Data on Energy Utilization of Pruksa Precast Factory, Lam Lukka 2016 and 2017

GRI 103-3, GRI 305-4, GRI 305-6, GRI 305-7

Scope	Unit	2016	2017
1. Direct (Scope 1) <i>GRI 305-1</i>	Ton-Co2	369	393
2. Energy Indirect (Scope 2) <i>GRI 305-2</i>	Ton-Co2	2,117	2,549
3. Other Indirect (Scope 3) <i>GRI 305-3</i>	Ton-Co2	4,348	4,826

\* Production volume in 2017 increased from 2016, amounting to an increase in cement cubic of 31,582.95 CBM or 28%

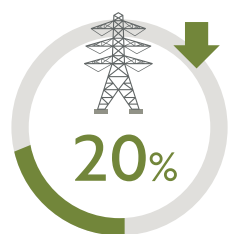
## Energy Intensity in 2017 Classified by Types of Energy At Pruksa Precast Factory Lam Lukka and Pruksa Precast Factory Navanakorn

GRI 302-3, GRI 302-4, GRI 302-5

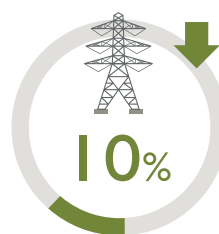
Types of Energy <i>GRI 302-2</i>	Lam Lukka	Navanakorn
Electrical energy	3,591,860 Kwh/y (100%)	4,396,770 Kwh/y (99.75%)
Solar energy	0%	0.25%

## Target for reduction of electricity utilization in 2017 compared with 2016

GRI 302-4



Pruksa Precast Factory  
Navanakorn



Pruksa Precast Factory  
Lam Lukka

## Reducing Electricity Use

Pruksa Precast Factory Lam Lukka and Pruksa Precast Factory Navanakorn had measured/compared the outcome before-after efficiently usage of electricity/energy (compared between 2016-2017)

GRI 103-3

### Pruksa Precast Factory, Lam Lukka

No.	Activity to Reduce Electrical Energy Consumption <i>GRI 305-5</i>	ปี 2559 (Kwh/y)	ปี 2560 (Kwh/y)	พลังงานลดลง (Kwh/y)
1	Reducing electricity use by fixing Capacitor system	29,540	0	29,540
2	Reducing electricity use by fixing Power factor	694,502	204,042	490,460
3	LED 50 electric bulbs in PCF3 were replaced by LED light bulbs.	29,083	14,541	14,541

### Pruksa Precast Factory, Navanakorn

No.	Activity to Reduce Electrical Energy Consumption <i>GRI 305-5</i>	2016 (Kwh/y)	2017 (Kwh/y)	Reduced Energy (Kwh/y)
1	Install Motion Sensor for toilets and offices	19,198	8,726	10,472
2	Find air pressure range that is proper to machine using in PCF6	0	6,944	0
3	Turn off the lights in auto areas, e.g. Side Shifter 1, back of oven	590,000	460,810	129,190
4	Replace light bulbs around factory road and Stock with LED light bulbs	17,106	7,000	10,106
5	Replace light bulbs inside Front Office with LED light bulbs	15,023	7,290	7,733
6	Save energy from air compressors	0	182,040	0
7	Install pull switches for office lighting system	53,760	13,440	40,320



**The target  
in recycling “water”  
from production  
process for reusing**

## Water Management

Prukca Precast Factory Lam Lukka and Prukca Precast Factory Navanakorn have the most efficient water management practice, in which;

- There are staff members to control, monitor, and check water usage.
- There is monthly report on water usage.
- There is recycling system to bring back water from production process for reuse.
- There is water diversion system to bring water from natural sources for using in production process.
- There is water purification plant to purify water from natural sources in the factory and use for concrete mixing together with water from recycling system.
- Reduce tap water use in plant watering by 100%.

### Source of Water and Water Volume Used in Production Process

GRI 303-3

Source of Water <i>GRI 303-1, GRI 303-2</i>	Prukca Precast Factory Lam Lukka	Prukca Precast Factory Navanakorn
Tap water	35,094 CBM	43,617 CBM
Water from natural sources	50,457.64 CBM	-
Water from natural sources, ground water	-	-
Rainwater collected by the organization	-	-
Wastewater from production and bring back for reusing	11,297 CBM	11,672 CBM

### Water Efficiency Compare between 2016 and 2017

GRI 103-3

No.	Target	2016 Reduced water expense (Baht)	2017 Reduced water expense (Baht)
1	There is Recycling system for bringing water from production process to reuse <i>GRI 303-3</i>	15,444	61,776
2	There is water diversion system to bring water from natural sources for using in production process	0	385,159

**P.S.** Water recycling system which renewed and circulated water from production stage enabled the company to reduce 2016's and 2017's expenses valued 15,444 baht and 61,776 baht respectively.

## Wastewater Treatment

GRI 306-1

Prukca Precast Factory Lam Lukka and Prukca Precast Factory Navanakorn use anaerobic biological treatment process. Canteen wastewater will be put through oily wastewater treatment before disposal. Wastewater from public systems will be pumped back to a clarifier and with aeration system by fountain and solar turbine system before putting through filtration system for further reuse.

## Disposal of Leftover Effluents from Production

Pruksa Precast Factory Lam Lukka and Pruksa Precast Factory Navanakorn implement the management system of leftover effluents from production as follows.



## Pollution and/or Waste Prevention in 2017

*GRI 103-3*

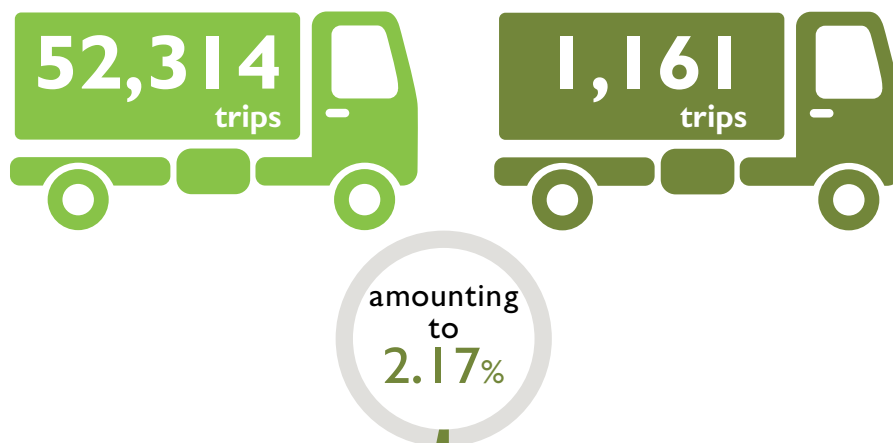
No.	Target	Pre-Improvement	Post-Improvement
1	Reduce the use of disposable plastic cups in factory area	0%	100%
2	Reduce the disposal of steel scrap	1.42 %	0.78 %
3	Reduce the use of plywood to reduce plywood scrap	1.46 %	0.3%
4	Reduce the use of black rubber to reduce its scrap	1.04%	0.1%
5	Reduce the quantity of concrete scrap	2%	1%

## Reducing the Environmental Impacts of Transport

GRI 305-1

In **2017**, there were transport for fully precast concrete

decrease from **2016**




Prukso Precast Factory Lam Lukka and Prukso Precast Factory Navanakorn reduced the number of trips by increasing the weight of fully precast concrete to reduce environmental impacts of transport as follows.

GRI 103-3

Activity to reduce trip of transport <i>GRI 305-5</i>	Average loading weight 2016 (Ton)	Average loading weight 2017 (Ton)	% increase of loading weight per trip
Increase the numbers of “ready-made bathroom” from 3pod to 4pod per trip (Factory 2)	10.86	12.63	16%
Pack “precast beams” and “prefab concrete floor” together to reduce trip of transport (Factory 3)	11.29	12.20	8%
Transport “project parts” located in nearby areas in the same trip (Factory 4)	9.43	9.85	4%
Arrange STD Packing for the weight per trip of around 13.5 tons (Factory 5)	12.98	13.53	4%
Arrange STD Packing for the weight per trip of around 13.5 tons (Factory 6)	13.12	13.46	3%
Pack beams with floors to reduce trip of transport	12.27	13.03	6%
<b>Total</b>	<b>12.41</b>	<b>12.89</b>	<b>4%</b>

# SOCIAL



- |   |   |   |   |  |   |
|---|---|---|---|--|---|
| 1<br><br>NO POVERTY                              | 2<br><br>ZERO HUNGER           | 3<br><br>GOOD HEALTH AND WELL-BEING          | 4<br><br>QUALITY EDUCATION                       | 5<br><br>GENDER EQUALITY                         | 8<br><br>DECENT WORK AND ECONOMIC GROWTH |
| 9<br><br>INDUSTRY, INNOVATION AND INFRASTRUCTURE | 10<br><br>REDUCED INEQUALITIES | 11<br><br>SUSTAINABLE CITIES AND COMMUNITIES | 12<br><br>RESPONSIBLE CONSUMPTION AND PRODUCTION | 16<br><br>PEACE, JUSTICE AND STRONG INSTITUTIONS | 17<br><br>PARTNERSHIPS FOR THE GOALS     |

# Valued Labor Management

GRI 103-2

The Company attaches importance to fair treatments to all groups of labor as they are critical in the organization's success. Consequently, the Company is determined to create favorable work culture and environment, beginning with recruitment and hiring process. There is no discrimination against race, religion, color, gender, or physical disabilities such as the disabled. It will take into consideration the knowledge, skills and behaviors. The employment must be lawful and in compliance with government regulations and must not involve child labor and forced labor. This principle also applies to contractors' employees.



# Remuneration and Welfare Management

GRI 102-35, GRI 102-36

## Employee Remuneration

GRI 103-2, GRI 401-2, GRI 405-1

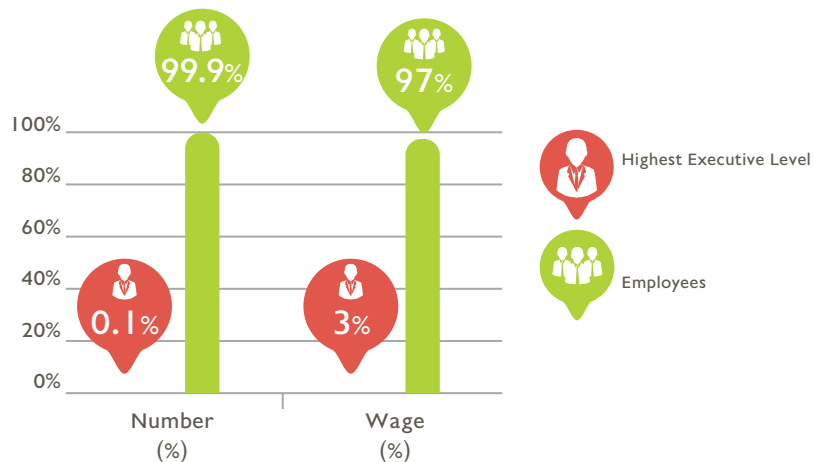
The Company's employees are compensated in the forms of salary, overtime allowance, bonus, and employer's contribution to the provident fund, etc. To incentivize employees to achieve their work objectives, the company employs the Balance Scorecard (BSC) and the Key Performance Indicator (KPI) frameworks as primary tools in performance-based compensation management and provides various welfares to strengthen the bond between the organization and employees. There are no differences between female and male employees in the consideration of basic salary and compensation as well as salary increase, annual bonus payment, performance-based reward, and commission, etc.

## The Company's Wage VS Standard Wage

GRI 202-1

In setting up the wage for each level of new employees, the Company takes into account their educational background, work experience as well as skills needed for each job. In consideration of salary increase, the cost of living, and the performance of the organization and employees are taken into account. The wages for all positions are not lower than the minimum wage stipulated by the law.

### Percentage of Wage: Highest Executive Level VS Employees



Percentage of Wage: Male vs Female

GRI 102-38

By Workplace and Band of Employees

GRI 202-1, GRI 401-2, GRI 405-2

ระดับพนักงาน	สถานที่ปฏิบัติงาน	สัดส่วนจำนวนคน (%)		สัดส่วนเงินเดือน (%)	
		หญิง	ชาย	หญิง	ชาย
Band 8	Headquarters	0%	100%	0%	100%
Band 7	Headquarters	0%	100%	0%	100%
Band 6	Precast Factory, Lam Lukka	0%	100%	0%	100%
	Headquarters	19%	81%	25%	75%
Band 5	Precast Factory, Navanakorn	0%	100%	0%	100%
	Precast Factory, Lam Lukka	0%	100%	0%	100%
	Headquarters	31%	69%	30%	70%
Band 4	Projects	3%	97%	3%	97%
	Precast Factory, Navanakorn	0%	100%	0%	100%
	Precast Factory, Lam Lukka	5%	95%	4%	96%
	Headquarters	44%	56%	41%	59%
Band 3	Projects	4%	96%	3%	97%
	Precast Factory, Navanakorn	13%	88%	9%	91%
	Precast Factory, Lam Lukka	11%	89%	10%	90%
	Headquarters	53%	47%	52%	48%
Band 2	Projects	48%	52%	43%	57%
	Precast Factory, Navanakorn	14%	86%	14%	86%
	Precast Factory, Lam Lukka	23%	77%	22%	78%
	Headquarters	60%	40%	58%	42%
Band 1	Projects	35%	65%	34%	66%
	Precast Factory, Navanakorn	18%	82%	18%	82%
	Precast Factory, Lam Lukka	15%	85%	14%	86%
	Headquarters	61%	39%	58%	42%
Band 0	Headquarters	0%	100%	0%	100%

**Remarks:** Permanent monthly employees (excluding Executive Monthly)

## Employee Engagement in Remuneration Consideration

GRI 102-37

The Company pays annual bonus and considers salary increase in accordance with the KPIs. The target of the KPIs are mutually specified by the employees and their superiors. The assessment result is an important factor in the salary increase and bonus payment.

In addition, the Company also conducts the Engagement Survey to collect various aspects of opinions from employees, among which is the remuneration and welfare benefits. The information collected is one of the factors for specifying and improving of policies.

## Percentage of Annual Remuneration

GRI 102-39

Employee remuneration is annually reviewed. The rate of remuneration increase depends on the economic condition and the Company's performance. For the year 2017, the Merit Increase is at the average of 5%.

## Provident Fund

GRI 201-3

The Company's Provident Fund was registered on 21 February 2003 in conformity with the Provident Fund Act B.E. 2530 (1987) as part of TISCO Master Pooled Fund, a registered pooled provident fund. The aims are to promote savings and security for employees and their families, as well as to create tax benefits for employees. Savings in the provident fund depend on the level of contribution and working period of the employees.

The Company contributes 5-10% of the employees' salary to the fund and the employees are given options to contribute 5-15% of their salary to the fund (depending on the length of their working period.)

In 2017, the Company's minimum contribution to the provident fund calculated at 5-10% of salary by employees' working period totaled 125,547,411 baht. Allowance for provident fund withdrawal totaled 125,547,411 baht, sufficient for all employees eligible for provident fund withdrawal.

As of 2017, 2,712 employees have become members of the provident fund, equivalent to 84.7% of employees eligible for the provident fund membership. Employees joining the fund have options to contribution from the minimum of 5% but not more than 15% of their salary.

## Contributions from Employees and the Company

Work period (starting from the first working day)	Contribution from employees (%)	Contribution from the Company (%)
Less than 1 year	5, 6, 7, 8, 10, 12, 15	5
1 < 3	6, 7, 8, 10, 12, 15	6
3 < 5	7, 8, 10, 12, 15	7
5 < 7	8, 10, 12, 15	8
over 7 years	10, 12, 15	10

### Payment condition

- Payment is made when the employees resign from fund membership which occurs in 2 cases:
  - Employees resign from the job
  - Employees resign from membership (employees can never return as member of the fund)
- Percentage of accumulated contribution from employees and the Company depend on the length of working period.

Work period (starting from the first working day)	Contribution from employees (%)	Contribution from the Company (%)
Less than 1 year	100	0
1 < 3	100	25
3 < 5	100	50
5 < 7	100	75
over 7 years	100	100





## Employee Welfares and Benefits

The Company provides welfare and benefits programs to its employees and their families since the first day of work. Employees in the same band will get equivalent welfares and benefits without discrimination against genders, ethnicities, ages, and religions. Welfares and benefits include life insurance and health insurances that also cover family members (spouse and two children). Daily workers are protected by life insurance policy with 100,000-baht limit for all cases of death. In addition, the company's employees receive other welfares including:

- Social Security Fund
- Annual leave
- Military service leave
- Maternity leave  
*GRI 401-3*
- Uniform
- Financial aid in case of death
- Scholarship for descendants
- Welfare for housing purchase
- Fitness & Sport Club
- Compensation Fund in case of work-related illnesses/accidents
- Visiting gift in case of inpatient care
- Financial aid for funeral wreaths
- Gift for employee's wedding ceremony
- Policy to give monetary reward to employees with 10th and 20th years of work, etc.

# Non-Discrimination Policy in Employment

*GRI 103-2, GRI 402-1, GRI 405-1, GRI 406-1*

The Company will uphold ethical principles in recruitment and selection of personnel for various positions fairly, taking into consideration the qualifications for each position, education, experience and other requirements necessary for the work. There will not be discrimination or exclusion based on race, religion, skin color, gender or physical disabilities, e.g. the Company has participated in the project for employment of persons with disabilities in business place under Section 35 consecutively as the second year.

In this regard, the Company will take into consideration the knowledge, ability and behavior. The employment must be lawful and in compliance with government regulations. In addition, the Company has defined the notice period in the conditions of employment, e.g. attendance, resignation. It is expressly stated in the employment contract that the Company or an employee may terminate the contract by giving prior notice to the other party not less than 30 days.

## Policy and Guideline for Sub-contractors with the Risk of Using Child Labor

*GRI 406-1, GRI 408-1, GRI 409-1*

Even though the Company will not be direct employer of the contractors' employees, the Company has policy of using lawful labor, regardless of whether it is the employees of the Company, the contractors or sub-contractors. Child labor or forced labor, as well as migrant labor, will not be used. The Company has arranged labor checking system before working at project site every time. All parties concerned must act as follows.

### Contractor

- Must use legal migrant workers, e.g. such employed migrant worker must have the employer's name correctly on the back of the pink card or work permit and with correct working area.
- Must not put migrant workers younger than 18 years old to work.
- Must do and take actions to employ legal labor, as well as the Company's policies, both presently applied and future applied policies.

### Responsible Person of the Company

- The employee in the position of head of project or with related duty must attach importance to and monitor the labor use of contractors in the project to ensure that it is 100% lawful. Illegal labor must not be permitted to enter the project site definitely.
- All projects must prepare a complete list of labor of every contractor readily for presenting to public authority. The actual status of labor use in the project must be reported to the management of each business line for information and proper action.



## Number of Employees of Pruksa Holding Public Company Limited and its Affiliates

GRI 102-8

Unit : Person

	Executive		Full-time		Part-time		The Disabled		The Elderly (Up from 60 years old)		Total
	ชาย	หญิง	ชาย	หญิง	ชาย	หญิง	ชาย	หญิง	ชาย	หญิง	
Headquarters	86	66	191	284	3		2	1	1	2	636
Precast Factory, Navanakorn	4		52	10			1		1		68
Precast Factory, Lam Lukka	12	1	108	25				1	1		148
Townhouse Line	73	27	640	529				2	3		1,274
Detached House Line	53	10	390	297			1	1	1		753
Condo Line	32	24	99	120	1			1	1		278
Premium Group	11	15	23	48							97
CCC	13		102	27					1		143
PC	5		78	5							88
Hospital	3	2		2							7
<b>Grand Total</b>	<b>292</b>	<b>145</b>	<b>1,683</b>	<b>1,347</b>	<b>4</b>		<b>4</b>	<b>6</b>	<b>9</b>	<b>2</b>	<b>3,492</b>

Note: Data as of December 31, 2017

## Number of Local Executives and Employees 2017

GRI 202-2

Unit : Person

Workplace	Local people	Executive GRI 202-2		Employee	
		Number	%	Number	%
Provincial projects (not included Bangkok)	137	1	0.73%	136	99.27%
Precast Factory Navanakorn	13	1	7.62%	12	92.38%
Precast Factory Lam Lukka	49	7	14.29%	42	85.71%
<b>Total</b>	<b>199</b>	<b>9</b>	<b>4.52%</b>	<b>190</b>	<b>95.48%</b>

Note: Data of employees who work in provinces other than Bangkok only

## Number of New Employees Classified by Band and Male/Female, Compared between 2016-2017

Unit : Person

GRI 401-1

Type of Employee	Band	2016			2017		
		Male	Female	Total	Male	Female	Total
Monthly-rated full-time employee	0	146	38	184	0	0	0
	1	183	183	366	52	8	60
	2	57	25	82	85	102	187
	3	32	26	58	50	31	81
	4	10	3	13	21	13	34
	5	8	0	8	2	4	6
	6	0	0	0	1	1	2
	7	0	0	0	1	1	2
	8	0	0	0	0	1	1
Daily-rated full-time employee		134	98	232	8	9	17
Temporary employee		1	1	2	6	0	6
<b>Grand Total</b>		<b>571</b>	<b>374</b>	<b>945</b>	<b>226</b>	<b>170</b>	<b>396</b>

## Number of Employees Retired, Classified by Band and Male/Female, Compared between 2016-2017

Unit : Person

GRI 401-1

Type of Employee	Band	2016			2017		
		Male	Female	Total	Male	Female	Total
Monthly-rated full-time employee	0	1	0	1	1	0	1
	1	124	32	156	101	35	136
	2	139	103	242	126	123	249
	3	46	22	68	69	25	94
	4	17	18	35	31	29	60
	5	16	2	18	5	4	9
	6	5	1	6	5	0	5
	7	1	0	1	2	0	2
	8	0	0	0	1	0	1
Daily-rated full-time employee		156	107	263	217	244	461
Temporary employee		5	3	8	8	2	10
<b>Grand Total</b>		<b>510</b>	<b>288</b>	<b>798</b>	<b>566</b>	<b>462</b>	<b>1,028</b>

# Occupational Health, Safety, and Workplace Environment

GRI 102-11, GRI 103-2

## Occupational Health, Safety, and Workplace Environment Policy



Pruksa Real Estate PCL, a subsidiary of Pruksa Holding PCL, promotes safety for employees to prevent accidents, injuries, and sickness from work, and controls potential danger related to the Company's business operations by way of devising safety, occupational health and working environment policy as a guideline for practices that is communicated to all levels of employees as follows:

- The Company regards that work safety is a priority responsibility of all employees in all levels and they must strictly comply with the regulations for their own and others' safety.
- The Company has strong intention of operating the business properly in compliance with the laws and occupational health and safety provisions.
- The Company organizes the training to provide knowledge, skill and capability in terms of occupational health and safety for employees, as well as constantly strengthen their conscious minds and those of people involved.
- The Company provides support on budget and resources, such as personnel, protective equipment and other resources to be sufficiently and appropriately available, and retention of good health and sanitation. In addition, the Company takes good care of all employees and prevents them from the accidents and diseases from their work.
- The Company monitors and reviews its operations related to occupational health and safety for continuous improvement.

The Company has strictly adhered to the international safety standard by applying the occupational health and safety management system until it has been received certification of OHSAS 18001:2007 and TIS 18001:2554 standards, which are international standards for condominium construction process. In 2016, the Company introduced the Safety Certify Program which is a safety standard certification system developed by the Company in order that every project can use the same safety standard properly according to managerial and legal principles. The projects meeting all required assessment criteria will duly receive certificates, and the system has now been executed in the Company's horizontal projects. Thus, it is a reflection of the Company's emphasis on safety with a thorough control system, covering the construction of single-detached houses, townhouses, and condominiums.

GRI 102-12

The safety standard applied to the Company's operation resulted in 2,500,000 work safe hours without accident which is the best statistic since the establishment of the Company until the present. In this regard, chief executives issued a letter of appreciation to employees.

Regarding the employees' quality of life, the Company specified the same accommodation standard for employees working in all construction projects with complete provision of infrastructure, recreation corner and safety system, as well as emergency call center system.



### Work Practices on Occupational Health, Safety, and Workplace Environment

In order to ensure effective operations in terms of safety and occupational health that comprehensively cover the required standards, the following policy and practices have been regulated.

1. The policy on safety, occupational health and environment of vertical construction is to determine work practice standards on safety for vertical working, and also enforced on the Company's employees, contractors, project supervisors, consultants and other related parties.
2. The policy on safety, occupational health and environment of horizontal construction is to determine work practice standards on safety for vertical working, and also enforced on the Company's employees, contractors, project supervisors, consultants and other related parties.
3. The policy on accidents at work is to determine work practice standards when accidents occur at work. The accident report and investigation must be executed and corrective measures must be taken to prevent recurrence of accidents in the future.
4. The policy on personal protective equipment (PPE) is to determine the same standard of personal protective equipment of the Company that covers all relevant activities in operations.
5. Safety regulations for project construction contractors are the documents attached to the TOR, specifying practical regulations of occupational health and safety for the Company's contractors to abide by.
6. Safety management plan of the project serves as the occupational health and safety manual for each particular project.
7. The evaluation and safety certification of horizontal position is the operational safety standard in horizontal construction projects.
8. Safety regulations for horizontal position are work practice standards for contractors for the purpose of horizontal safety.
9. The Company's announcement on safety measures of high-danger working, relating to the electricity and machinery, is the safety control measures of high-danger working.
10. The standard of temporary electrical cabinet for construction projects is the same standard of electrical cabinet used by every project of the Company.





## Safety Regulations in Work Operations

GRI 403-3, GRI 403-4

The Company has exercised appropriate control systems in high-risk activities; hot work, high work, confined space and other work, with clear working regulations. Currently, there are 42 sets of regulations covering a wide array of activities with constant work inspection and clear inspection reports as follows:

1. Safety Regulations for Utilization of Personal Protective Equipment (PPE)
2. Safety Regulations for Maids
3. Safety Regulations for Prevention of Fire
4. Safety Regulations for Working at Height
5. Safety Regulations for Working in Confined Space
6. Safety Regulations for Prevention of Fall
7. Safety Regulations for Working with High Temperature
8. Safety Regulations for Using Passenger Elevators
9. Safety Regulations for Working with Electrical Equipment
10. Safety Regulations for Lifting and Moving Objects (Office)
11. Safety Regulations for Walkway Management
12. Safety Regulations for Traffic Control
13. Safety Regulations for Controlling Automobiles
14. Safety Regulations for Using Scaffolds
15. Safety Regulations for Footing Works
16. Safety Regulations for Using Caissons
17. Safety Regulations for Using Pile Driving
18. Safety Regulations for Using Bored Pile
19. Safety Regulations for Installation of Electrical Devices
20. Safety Regulations for Working with Belts, Chains and Slings
21. Safety Regulations for Working with Mobile Cranes
22. Safety Regulations for Working with Hoists
23. Safety Regulations for Working with Hazardous Chemicals
24. Safety Regulations for Noise Control
25. Safety Regulations for Dust Control
26. Safety Regulations for Hazardous Waste Control
27. Safety Regulations for Road Control in Construction Sites
28. Safety Regulations for Installation of Steel Structure
29. Safety Regulations for Working with Wood Cutter
30. Safety Regulations for Demolition Work
31. Safety Regulations for Drilling Work (Bored Pile)
32. Safety Regulations for Using Vibro Machine
33. Safety Regulations for Installation of Tower Crane
34. Safety Regulations for Installation of Precast
35. Safety Regulations for Working with Radiation

36. Safety Regulations for Using Computer (Office)
37. Regulations for Addictive Substance and Alcohol Control (Office)
38. Safety Regulations for Fire Incidents on High Buildings (Office)
39. Safety Regulations for Prevention of Earthquake for High Buildings (Office)
40. Safety Regulations for Using Photocopiers (Office)
41. Safety Regulations for Prevention of Tsunami
42. Safety Regulations for Working in the Office

## Occupational Health and Safety Operations

GRI 403-3, GRI 403-4

- Risk Assessment in different activities of the organization to control and prevent potential risks from causing harmful impact on health, diseases and employees' mental health.
- Assessment of compliance with laws and regulations of occupational health and safety.
- Implementation of Safety Defect Found and Fixed system which reports unsafe working environment with corrective actions taken for construction projects.
- Incorporation of BO&F (Behavior Observation & Feedback) which is a system used for inspecting unsafe working behavior.
- Execution of safety performance system to monitor safety performance of horizontal construction projects to see a trend in safety.
- Appointment of personnel to provide knowledge on safety in each construction project via Q&S Ambassador.
- Arrangement of standardized labor camp in compliance with law as the same standard in every construction project which also serves as a model project for the study visit of external bodies.
- Development of regulations and knowledge on safety and working standards which have been translated into 4 languages for foreign labor to understand.
- Organization of community relations activities with the communities adjacent to the project to build up their good attitudes and provide them with support and assistance.
- Inspection of machinery, equipment and devices for the safety of life and property.
- Occupational health and safety communication via several channels, such as SMS, E-mail and bulletin board, to all employees and related parties.
- Provision of training courses for employees to understand correct operational principles and proper wearing of protective equipment from the start of operation, and to review the matter on a continuous basis.
- Implementation of emergency response drills in order to ensure employees' readiness and understanding of working procedures, methods of notification and coordination, as well as roles and duties in case of incidents.
- Inspection of employees' work execution to ensure that they are coherent with the Company's prescribed standards. Disciplinary actions will be taken in case of violation.
- Detailed investigation of every incident in order to identify root causes of such incidents and take the right action to control and prevent the incident recurrence.



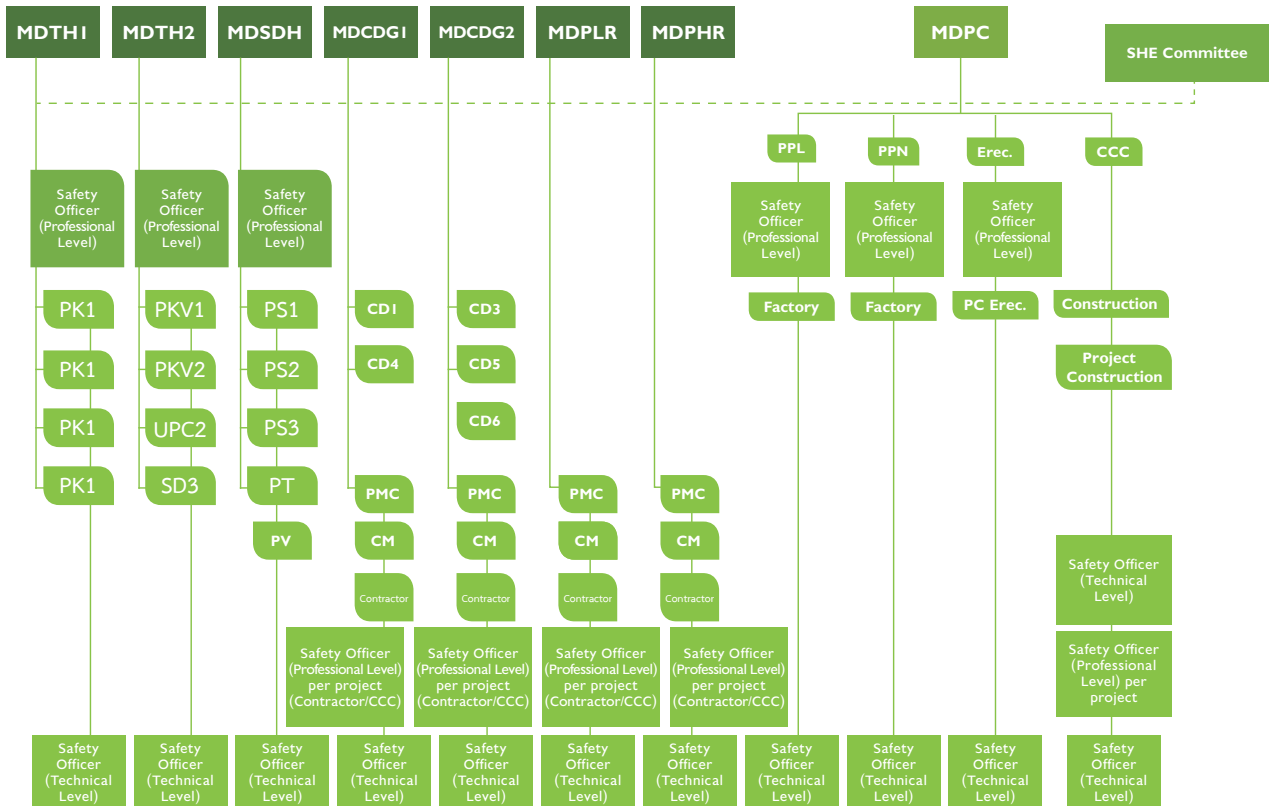
- Regular management review by top executives to ensure that the management system of occupational health and safety is appropriate, adequate and effective.
- Provision of knowledge for employees (safety talk) working in the construction projects and preparation of training need in accordance with all risky activities.
- Inspection of addictive substances from employees and external contractors on a regular basis to prevent risks of crimes and legal proceedings.
- Measurement of environmental condition in both the office and construction projects to monitor working environment and make it suitable for employees.
- Coordination with hospitals to send employees for medical treatment once they have accidents or fall sick.

## Safety in Utilization of Raw Materials, Materials, Equipment and Chemicals

- Selected raw materials must not be dangerous to customers and workers, for example, choosing materials and furniture that do not have volatile organic compounds (VOCs), like formaldehyde.
- Strict control is exercised on the storage of chemicals with chemical classification and provision of knowledge for employees regarding Safety Data Sheet (SDS) of different chemicals such as the use of obviously written signs in accordance with the Company's regulations and standards.
- Equipment and materials from suppliers must be inspected to ensure that they are of the Company's required standards.

## Structure of Occupational Health and Safety Management System

In 2017, the Company still utilized the structure of occupational health and safety management system with safety measures for every MD to ensure the clarity and appropriateness of the system for every area of the operations.



## The Structure of Occupational Health and Safety Management System Consists of:

- Chief executives of each function (MD)
- Safety, Occupational Health and Working Environment Committee
- Safety Officer (Managerial Level)
- Safety Officer (Technical Level)
- Safety Officer (Supervisory Level)
- Safety Officer (Professional Level)

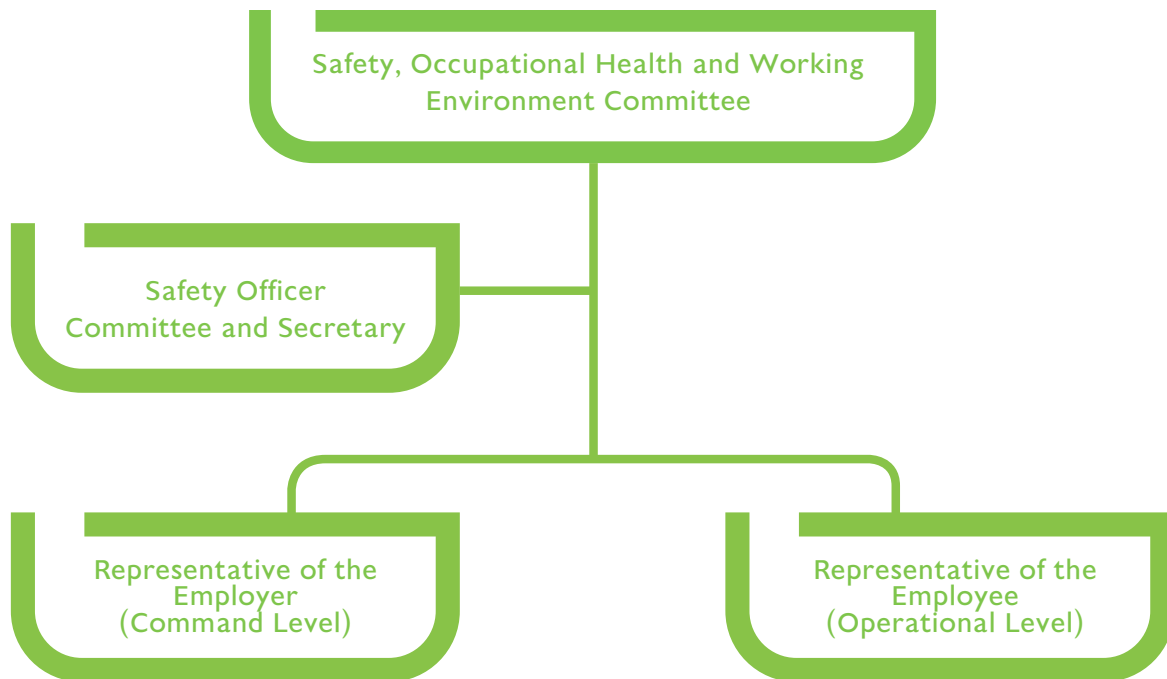
### Chief Executives of Each Function (MD)


Chief executives who are responsible for supervising occupational health and safety regulate the operations of occupational health and safety of their function with the following major duties.

- Announce the safety policy and execution plan for the function to abide by.
- Supervise and in charge of safety and occupational health matters.
- Drive the safety policy and execution plan.
- Specify KPIs in occupational health performance.
- Push forward compliance with the Company's regulations of safety.
- Consider the investigation of accidents to identify corrective action for the function.
- Be accountable for legal obligation in safety and occupational health matters in case of compliance failure after inspection.

### Safety, Occupational Health and Working Environment Committee

GRI 408-1





The Company has established the Occupational Health, Safety, and Workplace Environment Committee by means of appointment (command level) and election by the organizational members (operational level). The Committee consists of 13 members to ensure effective operations of safety, occupational health and working environment with the following duties and responsibilities.

1. Consider the policy and execution plan of work-related and non-work-related safety in order to prevent and minimize accidents, danger, illness or disturbance caused by the operation or unsafe working environment and submit to the executives.
2. Report and give advice on measures or corrective actions conforming to the law with regard to safety at work and work safety standard to the executives to ensure safety for employees, contractors and outsiders operating in the Company's workplace or entering the Company's workplace for particular services.
3. Promote and support the Company's work safety activities.
4. Consider work safety regulations and manuals as well as safety standard of workplace, and submit to the executives.
5. Conduct a survey of work safety operation and check the Company's accident statistics at least once a month.
6. Review and consider the training program of work safety and duties and responsibilities for safety of employees and personnel of all levels to submit their opinions to the executives.
7. Arrange the reporting system of unsafe working condition as the duties of employees of all levels to put into practice.
8. Follow up on the progress of the matters submitted to the executives.
9. Report the annual operating performance, and identify problems and recommendation on the Committee members' performance after one year of service and submit to the executives.
10. Evaluate the Company's work safety performance.
11. Work on safety issues of other tasks as assigned by the executives.

### **Safety Officer (Managerial Level)**

The Company determined that all vice presidents (VP), project managers (PM) and project engineers (PE) must be trained as safety officers (managerial level) in order to regulate the occupational health and safety management system in their function with the following duties.

- Drive the safety policy and execution plan to the projects.
- Specify KPIs in occupational health performance.
- Push forward compliance with the Company's regulations of safety.
- Consider the investigation of accidents to identify corrective action for the function.
- Evaluate Behavior Observation & Feedback (BO&F) every time of site visit.

## Safety Officer (Technical Level)

The Company determined that all project employees of engineering level (SE) must be trained as safety officers (technical level) in order to regulate the occupational health and safety in construction projects with the following duties.

- Examine and evaluate the project safety on a weekly basis.
- Analyze and indicate the danger of each activity in the project.
- Specify work process and safety measures.
- Coordinate with the areas adjacent to the project for community relations activities.
- Evaluate Behavior Observation & Feedback (BO&F) once a day.
- Collect safety statistics of the project.

## Safety Officer (Supervisory Level)

The Company determined that all project employees of supervisory level (FM) must be trained as safety officers (supervisory level) in order to regulate the occupational health and safety in construction projects with the following duties.

- Control workers to perform the tasks accurately with safety.
- Promote the wearing of personal protective equipment (PPE) in construction projects.
- Examine working condition, machinery, devices and equipment to be in safe condition.
- Evaluate Behavior Observation & Feedback (BO&F) once a day.
- Notify project engineers of unsafe incidents and emergency.

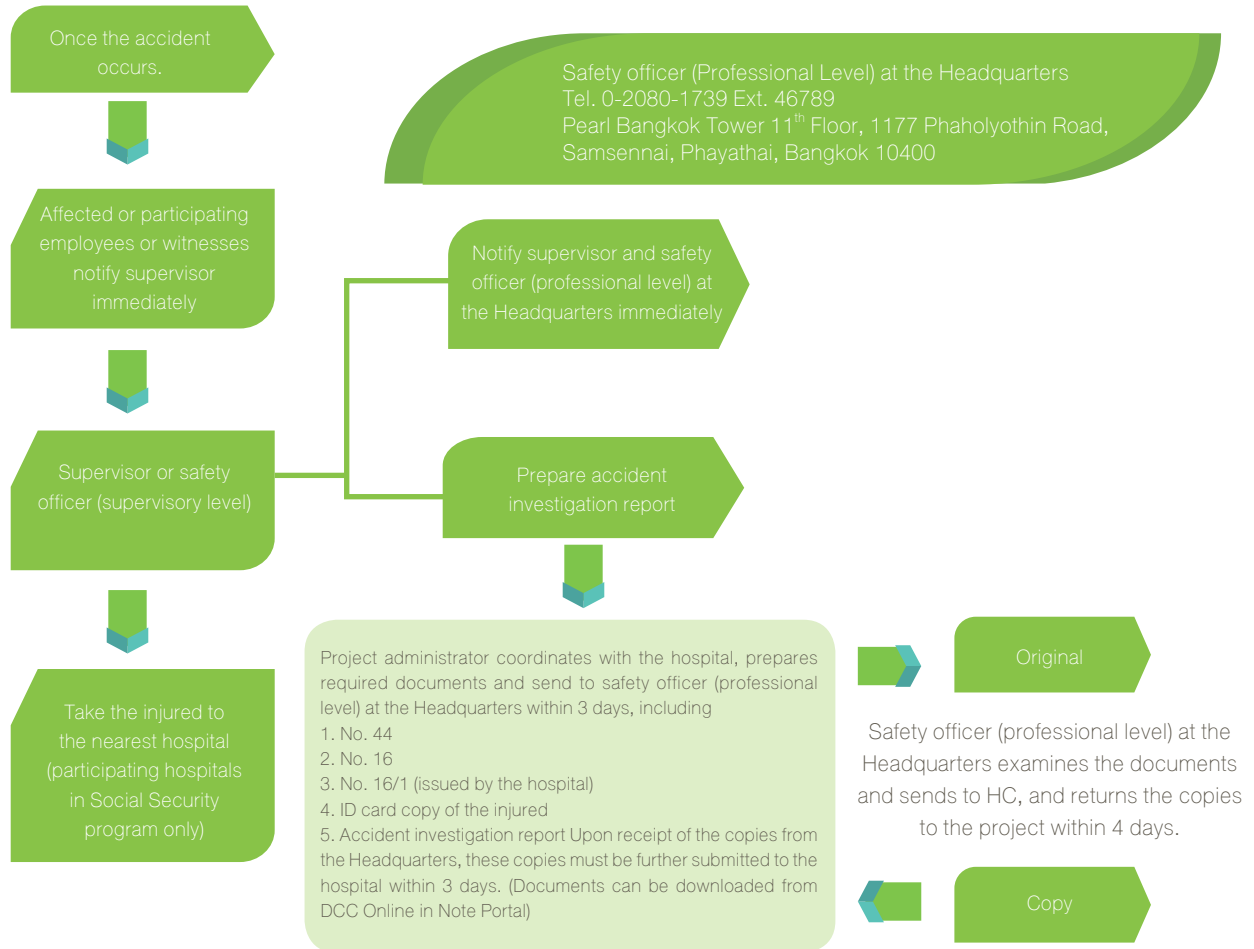
## Safety Officer (Professional Level)

The Company determined that there must be safety officers of professional level in the function in order to regulate the occupational health and safety in various functions with the following duties.

- Push forward the strategy and policy on occupational health and safety in the functions.
- Examine and evaluate the safety in various projects and follow up on corrective action against insecurity.
- Examine and evaluate the performance of safety officers of different levels, consisting of managerial level, supervisory level and technical level.
- Search for danger and assess the occupational health risks in the function, and determine preventive measures.
- Provide knowledge on occupation health and safety for all functions.
- Investigate causes of accident and submit corrective action and preventive guideline to MD.
- Coordinate with the central safety team of occupational health and safety.
- Collect accident statistics in the function.
- Report directly to MD.



## Standard Protocols for Occupational Health and Safety in Case of Accidents in the Company



## Training for Raising Awareness of Safety and Occupational Health

In order to raise awareness and consciousness for employees, the Company organized 6 training courses in safety and occupational health in 2017, with a total of 54 classes to ensure that employees and related persons are equipped with knowledge of safety and how to work without any accident and illness from work. The training center registered with the Ministry of Labor, so the participants who passed the training would receive certificates. The organized training courses were as follows:

1. Consciousness of Safety at Work
2. Safety Officer (Supervisory Level)
3. Safety Officer (Managerial Level)
4. Safety Officer (Technical Level)
5. Safety, Occupational Health and Working Environment Committee
6. Basic Firefighting

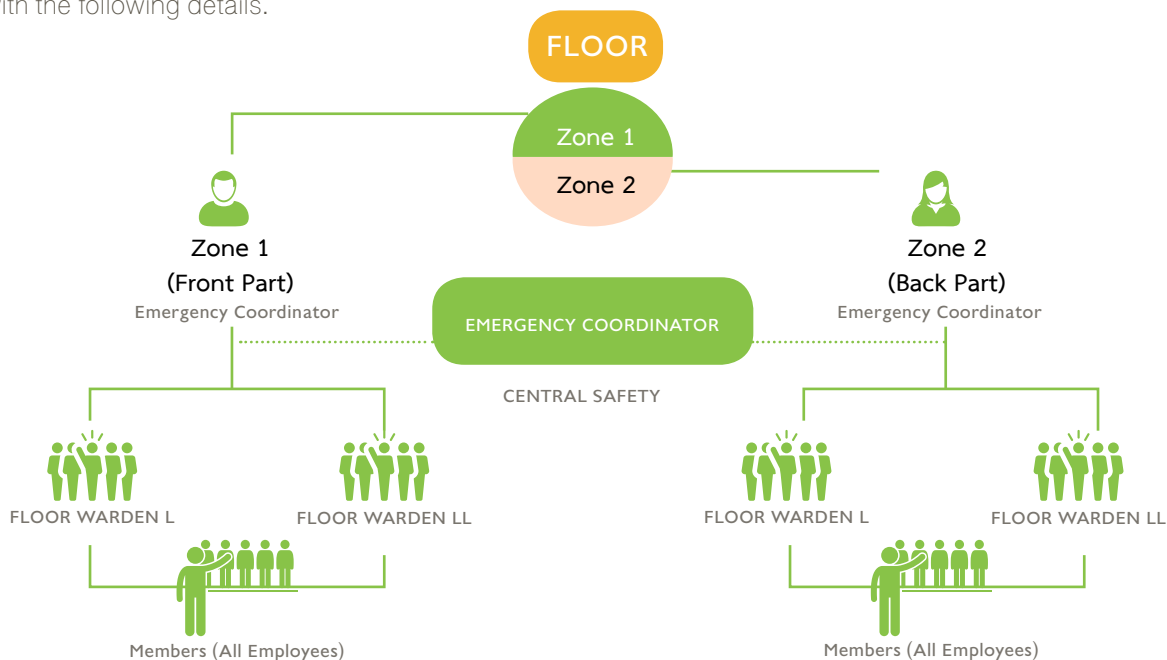
## Risk Prevention of Fatal Illness from Work

The Company has placed importance on health care for employees by arranging for qualified doctors from a leading hospital to provide an annual health check-up for employees of all levels, both operational employees and executives. In addition, the risk reduction for potential illnesses and accidents from work is the Company's major policy of employee care; the Company thus determined appropriate care measures covering all working conditions of employees as follows:

- The Company evaluated the impact on health based on risk factors of the employees' working activities.
- As the employees working at the construction sites and in the factories might be affected by dust particles and loud noise that are risks of respiratory diseases, the Company arranged health check-up for employees prior to the start of employment, provided masks to prevent the danger caused by dust particles and first-aid kit, etc.

## Fire Prevention and Extinguishing Plan

In 2017, the Company's employees have passed the training course on basic firefighting at 54%, which is higher than that stipulated by law. Then the Company has moved its workplace to the new one at Pearl Bangkok, and restructured fire evacuation team on each floor to be consistent with the building condition with the following details.



### 1. Emergency commander has the following duties.

- Make decision on evacuation in case of emergency.
- Notify floor wardens and team members (employees) to evacuate to fire exit.

### 2. Floor warden I has the following duties.

- Follow the order of emergency commander.
- Provide members (employees) with knowledge of evacuation in case of emergency.
- Lead team members (employees) to evacuate to fire exit by holding emergency leader flag to the assembly point.
- Count the members' name list at the assembly point to check whether anyone is stuck in the building.
- Report the results to emergency commander and safety agencies.

**3. Floor warden II has the following duties.**

- Report the results to emergency commander and safety agencies.
- Provide members (employees) with knowledge of evacuation in case of emergency.

**4. Team members have the following duties.**

- Strictly comply with emergency evacuation procedures.
- Evacuate to assembly point.
- Report to floor wardens.

Qualifications of Floor Warden I and II

1. Capable of extinguishing primary fires (passed the training course on basic firefighting).
2. Capable of helping the injured team members (passed the training courses on first aid and basic rescue).

The Company organized fire evacuation drills on each floor to ensure that employees are acquainted with the place, emergency response system, fire exit, and well prepared for responding to potential emergency. In addition, the video is produced to enable employees and the Company's visitors to understand and follow the procedure.



The Company has devised the Fire Prevention and Extinguishing Plan Comprising



## Safety Measures in case of Emergency

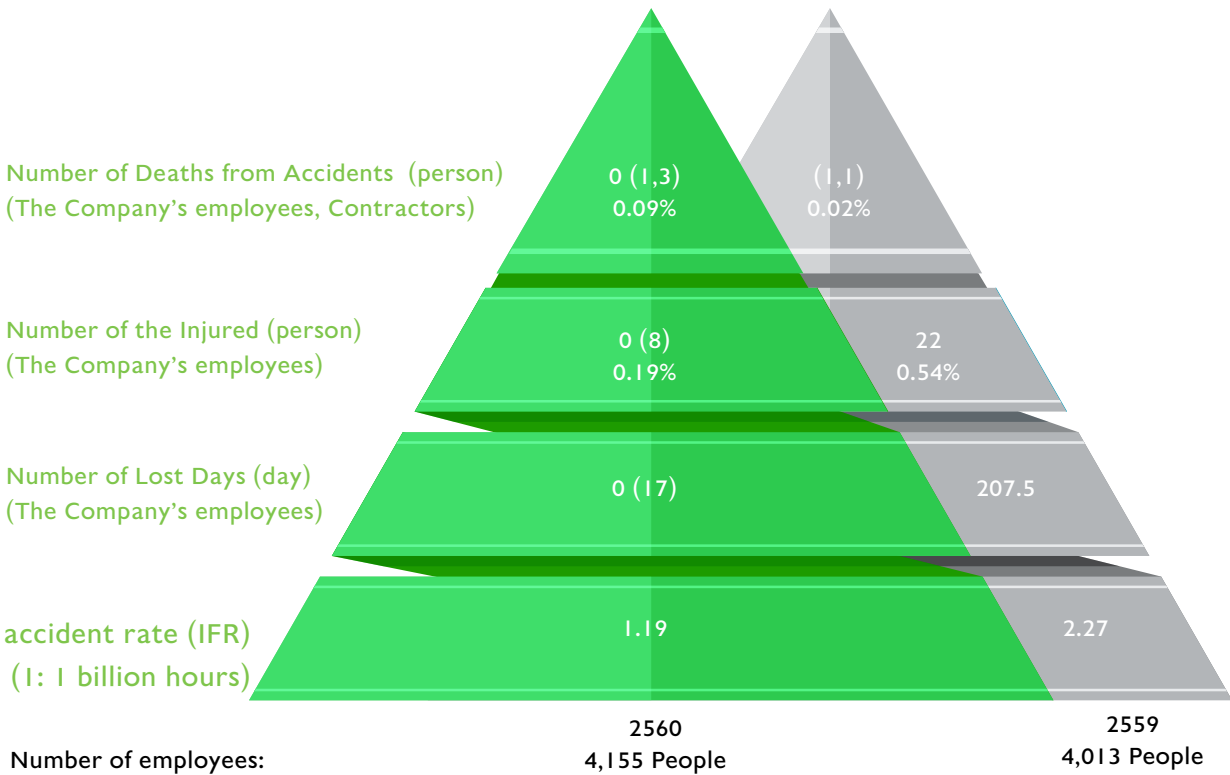
1. Installation of CFC-free fire extinguishers at intervals of 20 square meters and in the places where they can be easily brought out for use, with clear symbols for convenient use in case of fire.
2. Provision of emergency lighting system and emergency exit sign.
3. Provision of spare flashlights installed at every emergency exit.
4. Provision of safety signs in different areas.
5. Allocation of proper fire exits for employees to evacuate conveniently in case of fire incidents.
6. Installation of automatic smoke/fire alarms in all rooms if possible.
7. Installation of proper fire extinguishers in the areas where chemicals and/or fuel are stored.
8. Installation of no smoking sign or fire prohibition sign in the areas where chemicals and/or fuel are stored.
9. Electric wires used in offices or fuel storage areas must be insulated as required by international electrical standard.
10. Regular inspection of emergency equipment.
11. Assignment of evacuation team leaders to different areas in case of emergency.
12. Organization of basic firefighting training course on a monthly basis to enable employees to use the equipment properly for emergency response.
13. Arrangement of emergency response, first aid and fire evacuation drills on an annual basis.

The Company has integrated the accident statistics of each year as an essential input in preparing the development plan with the aim of achieving zero accident and to improve employees' quality of working life which the Company always pay attention to and places emphasis on.

# Statistics of Accidents from Work Operations in 2013-2017

GRI 403-2

From the statistical data in 2017, it can be seen that the overall image of injury rate decreased, and the absence rate dropped when compared to the rate in 2016.



# Employee Development and Career Path

GRI 103-2

## Employee Development

The Company determines to develop staff members' potential and capacity on a continual basis so that they can efficiently perform their duties and achieve the set goals in their current position as well as in the future. In this regard, the 70:20:10 development approach is utilized; meaning that:

### 70 Experiential Learning:

The experiential learning is a development derived from actual job operating and problem solving both in daily works as well as in additional assignments or new projects. Employees need to learn and diversify their skills in order to be successful. For examples, being a project leader in innovation or improvement project, supporting the change agent and being a team leader in finding solution to problems, etc.

### 20 Learning from Others:

This is a development gained from around the workplace such as team leader coaching; getting feedback from supervisor, coach or peers; observing; peer reviewing; expert shadowing; learning from the Internet; or sharing knowledge through team meeting.

### 10 Formal Learning:

This is a standard type of learning we are familiar with, i.e. trainings and workshops, training courses as stipulated by the company, both in-house and public trainings.

From the 70:20:10 development model, each year, the Training and Development Division sets up development methods for each group of employees including:

1. Training Plan
2. Individual Development Plan
3. Leadership Competency Development
4. Executive Coaching



# I. Training Plan

Each year, a training plan is scheduled with courses on six areas of necessary skills and knowledge, covering all groups of employees.

## I

### On-Boarding Programs

New staff members will learn to adapt to organizational culture. While some new employees have different organizational background and some are newly graduates, familiarization with the organization is thus the first and essential step in working with the Company. The Five-Day Staff Member Orientation Course comprises the following curriculum:

- Employee Orientation (Vision, Mission, Organization Chart, Welfares, etc.)
- Work Safety
- Prukسا Technology
- Basic Knowledge on Prukسا Construction Technology
- Foundation Course on Property Development Supply Chain
- Key Performance Indicator (KPI)
- Corporate Social Responsibility (CSR)
- Corporate IT System
- How to use Employee Self Service and Manager Self Service.

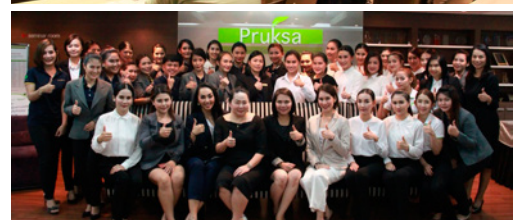
In addition, a mentor from within the new employee's unit will be assigned to nurture the new employee during the first four months of employment. In order for the new staff member to familiarize with the organization, the mentor will also assist and give advice on various matters apart from works.

## 2

### Career Group Programs

Training in each career group entails the following examples:

- Installation Work Standard
- Real Estate Manufacturing Approach in Construction
- Project Budget Management
- Sales Skill Development
- Customer Service Skill Development
- Foreman Skill Development
- Home Care Service Skill Development
- Digital Marketing
- Construction Management



# 3

## Quality & Safety Programs

As required by law, courses on quality and safety are such as:

- Safety Officer in Supervisory Level
- Safety Officer in Managerial Level
- Safety Officer in Technical Level
- ISO Version 2015 for management
- Transition from OHSAS to ISO45001



# 4

## Leadership & Management Programs

For all supervisor and executive levels, the trainings are focused on the development of their career path, for example:

- Property Project Management
- Performance Dialogue & Creative Feedback
- Pruksa Leadership Program

Courses in this section are in line with the 10 Leadership Competency attributes stipulated by the Company. In 2016, Phase 1 of the Leadership Development Program was held. The program continued in 2017 to ensure that all executives have attended the program. The Phase 2 of the Program will be conducted in 2018 in conformity with the 10 Leadership Competency attributes.



5

## Personal Development Programs

For self-development, staff members may seek additional knowledge, apart from career-related knowledge, as follows:

- Time Management
- Presentation Eessentials
- Project Management
- Finance for Non Finance
- Positive and Logical Thinking
- The First Time Management
- Train The Trainer
- Positive Thinking for Service Excellence
- Project Management

6

## Information Technology Programs

Courses on necessary software applications:

- Advance Excel
- Microsoft Project
- CRM on Tablet
- Building Information Modeling (BIM)
- Budget Approval Request through SAP

## 2. Individual Development Plan

GRI 404-2

In 2017, in a bid to provide equal opportunity in self-development among all staff members, both in the current and in the future, under the Company’s policy on self-development promotion, all employees are assigned to prepare an Individual Development Plan. In doing so, all related personnel are designated with responsive responsibilities in IDP as follows:



### Employees

Employees need to aware and be responsible for their own development. They must be constantly enthusiastic in learning and development as planned. Progress report must be submitted to and advice sought from supervisors.



### Supervisors

Encourage and support staff members to find their own development method while giving advice and consult through a bi-monthly discussion with the staff member so that the development is achieved as planned



### Human Capital Unit

Create tools or systems for the implementation of the individual develop plan, and educate and support employees in their trainings.

## Individual Development Process (IDP)

- 1 Data Collecting:** Staff members and supervisors discuss and exchange information to find mutual understanding on staff members' past performance in order to find the strength and weakness where development is needed. The assigned goals of staff members are also reviewed in the discussion.
- 2. Creating and approving of IDP:** Staff members clearly express their preference on current and future careers in a bid to define the goal and development direction, using the 70:20:10 Model under the Company's stipulated system.
- 3. IDP Implementation:** Implementing the IDP as planned is the staff members key duty while supervisors provide advice and guidelines through the bi-monthly discussion.
- 4. Monitoring and Conclusion:** Staff members and supervisors cooperate in using skills for fast learning applied from easy to difficult issues.

## 3. Leadership Competency Development


GRI 103-2

One of the strategies for a sustainable growth, the Leadership Competency Development, is embraced by Pruksa Holding PCL. The Leadership Competency is initiated by the Human Capital Unit as a tool for all employees' leadership competency development which will be benefits for both in human resource development and business management.

### The Company's Leadership Competency scheme entails three main groups:

- 1. Pruksa Culture and Values** – Foundation of culture and values embraced by all staff members:
  - Pruksa Culture & Values
  - Corporate Governance
  - Holding Accountability
- 2. Leading People** – Competency in motivating, encouraging and developing subordinates.
  - Influencing and Motivating Others
  - Developing People
  - Teamwork
- 3. Leading Performance** – Competency in management of one's tasks as well as teamwork's tasks to achievement.
  - Problem Solving
  - Growth Strategy Planning
  - Create Value and Innovation
  - Leading Change





Apart from publicizing the 10 leadership competency attributes through various channels such as Prukha Daily News, LINE Application, executive meetings and seminars, leadership competency trainings, e-learning, and etc., the Human Capital Unit also undertakes the leadership competency assessment of executives and managerial level employees using its own designed 360 Degree Leadership Competency Assessment Form (self, supervisor, subordinate, and peer assessment). The objective is to promote self-awareness in leadership competency among employees for a better development. The leadership competency assessment is a year-round activity, the result of which will be used for individual development planning, succession planning, promotion, and merit increase.

## 4. Executive Coaching

GRI 102-27

For executive positions such as assistant director, managing director, and president, the Company pays essential attention on coaching by hiring expert and experienced consultant to provide the One-on-One Executive Coaching for these positions. At the duration of about six months, the coaching takes about 12 hours. At the end of the program, the result will be submitted to Human Capital Executives for bettering the strength of each executive.

The executive coaching has the objectives in enhancing and widening concepts and perceptions through the coach's questions, as well as providing tools and guidelines for executives to be the coach to increase team's capacity and efficiency.

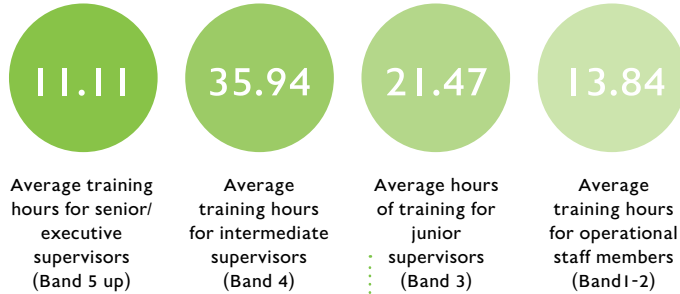
During 2017, 31 executives have passed the One-on-One Executive Coaching program. In addition to coaching, the Company's overall strategies in development concept and attitude are focused through mentoring. The Board of Directors are the mentors for executive positions of assistant managing director, director, and president. Six mentoring sessions are organized each year (one at every other month).

### Training and Development in 2017

In 2017, 71 in-house training courses were conducted for 491 batches of staff members meanwhile there were 34 public training courses attended by 135 batches of staff members. The average number of staff attending the courses each month was 52 batches, totaling to 626 batches for the whole year. Training courses were provided for operational staff members, junior supervisors, intermediate supervisors, and top executives covering all areas of operations. An average satisfaction rate for in-house training was 93.91% and the budget of 22 million baht was allocated for human resource development activities.

## Training Record by Level (Hours/person/year)

GRI 404-1



Average training hours for senior/executive supervisors (Band 5 up)

Average training hours for intermediate supervisors (Band 4)

Average hours of training for junior supervisors (Band 3)

Average training hours for operational staff members (Band 1-2)

### In-House Training

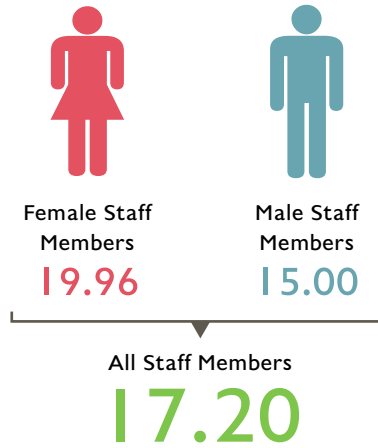
**71** Courses  
**491** Batches

### Public Training

**134** Courses  
**135** Batches

## Staff members' Training Record by Gender (Hours/person/year)

GRI 404-1



Female Staff Members

19.96

Male Staff Members

15.00

All Staff Members

17.20

## Career Development


GRI 103-2

The Company opens for equal opportunities in career development through the use of tools and career path system added with supporting system so that employees are prompt for career growth in parallel with the growth of the organization, i.e. succession planning, promotion, talent management, Leadership Opportunity Matching (LOM), leadership competency, and People Development Committee: PDC.

### People Development Committee: PDC

With emphasis on people development, Pruksa Holding PCL has designated the People Development Committees: PDCs at company level and business unit level. The committees are responsible for capacity and potential management and development for executives and employees respectively.

People development plans and strategies specified by the committees are in compliance with the Company's vision, mission, and strategies. The committees are also empowered for consideration and approval of all personnel related activities, i.e. manpower planning, nomination and recruitment, capacity building, succession planning, promotion, talent management, remuneration and welfare management, labor-relations, and organizational engagement.



In 2017, there are one company level committee and 10 business unit level committees with different roles and responsibilities as prescribed here below.

## People Development Committee – Company Level

1. Specify human resource management policy and principle to ensure appropriate and efficient utilization and development of human resource, in conformity with the Company's strategies.
2. Specify and improve company organization structure for divisional level and above.
3. Specify policy relating to career path, jobs relocation and rotation to enable the development responsive to business requirement.
4. Set up and regularly review the succession plan and policy.
5. Specify designation, promotion, and promotion management policies.
6. Specify policy on performance development and management as well as performance assessment format to ensure that works are performed in compliance with the Company's policies and strategies.
7. Managerial level performance assessment, and consideration of reward for outstanding performance and achievement.
8. Consideration of performance assessment result, in case staff member's performance is below standard, and capacity and behavior are inappropriate for the position held.
9. Specify discipline policy and procedure, and corrective measures in case of abuse of authority by executives.
10. Specify employee development policies and plans regarding capacity, leadership development, training and educational promotion.
11. Specify policy and revision of welfare and remuneration including motivation payment, bonus, or other kinds of reward.
12. Specify policy and procedure on staff member engagement to cultivate ties with the Company.
13. Specify and manage personnel-related budget.
14. Report on the committee's performance to the Nomination and Remuneration Committee.
15. Other activities on human resource policy and management as deemed appropriate.

## People Development Committee – Business Unit Level

1. Supervise and control of staff member management from operational level to vice president level.
2. Implement human capital management policy and principle specified by the company level PDC i.e. enrolling and fostering new staff members; performance development and management; annual performance assessment; welfare, reward and remuneration; career development planning; promotion; development and training; leadership development for executives; organizational culture implanting; creating a development- and performance-friendly environment for employees; responsibility and disciplinary promotion; and capacity-building and maintaining of employees with satisfactory performance and potential; etc.
3. Apply the best practice human capital management tool in personnel development activities.

4. Study and analyze human capital management in own boundary, and identify the development issues for discussion in the meeting, in order to create the committee's development plan.
5. If there are any problems in the implementation of human capital management policy, improvement of the policy or its implementation direction can be proposed to the company-level PDC.
6. Other activities on human capital management as deemed appropriate.

## Promotion

Each year, the Company allocates quota for employee promotion subject to budget and growth of the business. In 2017, 579 staff members were promoted which was a quota appropriate to the total number of staff. With the expansion and growth of business, employees will likewise be promoted for career growth and security. In addition to the promotion, the Company has many other career development schemes for staff members.

## Leadership Opportunity Matching (LOM)

In order to facilitate future business expansion, employees are set to have constant career growth opportunities through the use of methods and tools. The Leadership Opportunity Matching or LOM that enables a systematic and regulated human capital management was developed with significant objectives in staff member recruitment, career planning, capacity building for leadership competency, performance improvement, and employee maintaining and engagement.

The Company has developed the LOM since 2016 or two years ago. It is planned to be continuously implemented as it yields a fruitful outcome accepted by all staff members. With the LOM, executives can access to information on employee potentiality and performance assessment which enables the career development planning decision; meanwhile staff members have a more accessible career growth.

LOM will be implemented in 4 major cases as follows:

1. When there is a vacant position.
2. When there is a promotion.
3. When there is a need to plan for career development for the talent, successors, new executives (who have completed six months of employment), and for employee engagement.
4. When staff members have poor performance.

In 2017, LOM has been implemented for 70 executives and employees, which is 69% of the 101 targeted executives. It is planned to be 100% complete within 2018.



## Succession Planning

Succession Planning is a process for preparation of a person to fill a vacant position which may arise from retirement, relocation, or resignation, or for a new position, in compliance with future direction of the organization. The person is called “Successor”.

### Objectives of succession planning are:

- To develop employees in knowledge, skills, and capacity for future position;
- To ensure a clearer career path; and
- To foster the promotion of employees which is an encouragement and moral support, and a “Promote from Within” strategy.

## Succession Planning Process

1. Human Capital Unit identifies important positions requiring succession plans from major positions expected to be vacant due to relocation, resignation, or retirement of staff holding such positions.
2. Human Capital Unit together with original affiliation and SBU/BU search for successors by considering staff members’ past 3-year performance grade, competency, attribute, scores from the 360 Leadership Competency Assessment, age, duration serving in company, duration in the position, number of years left before retirement.
3. Human Capital Unit assembles profile of the nominees and presents to the committee for consideration. After that, individual development plan will be produced. Supervisor of the nominee will be informed in order to adjust the plan as appropriate.
4. Monitoring and evaluation of the plan as well as revision will be made once a year.
5. Human Capital Unit produces and keep individual development plan as the nominee profile for each individual work unit. The succession plan will be reviewed once a year.

**In 2017, Succession Plans have been made for 54 important positions, equals to 100% of the MD/C-Level and Executive Vice President level.**

*GRI 102-27*

## Talent Management

Talent means a group of knowledgeable, talented, and high potential employees with excellent performance and good leadership competency who should be given special attention regarding career development and promotion.

Pruksa Holding PCL undertakes the talent nomination and assignment from officer level to vice president level. Two categories of the talent are as follows.

1. High Potential (HIPO) is a group of talent with outstanding personal attribute and leadership competency. This group has a potential to grow up to EVP/MD level or equivalent depending on his/her serving duration and age.
2. Boosted Talent is a group of talent with excellent personal attribute and leadership competency. This group has a potential to receive intense career development scheme to increase their capacity.

The Company's talent assignment criteria and process are fair, transparent, and traceable. Employees eligible to be nominated must have passed disciplinary criteria whose performance assessment during the past three years range from good to excellence level. The employee's leadership competency assessment must be at the score range as stipulated by the Company.

Talent assignment process is undertaken in February each year. The Human Capital Unit is responsible for compiling profile of employees passing preliminary criteria and submitting to original affiliation for evaluation. List of nominees will be presented to the People Development Committee (PDC) for approval. The talent will receive intense individual development program for capacity increase through the individual development plan which is co-produced by the employee's supervisor and the Human Capital Unit. The plan will be implemented and evaluated on a continual basis.

**In 2017, the Company has assigned and nurtured 100% of talent groups from officer level to vice president level.**

GRI 404-3



## Respect for Human Rights

*GRI 103-2, GRI 412-1, GRI 412-3*

The Company upholds the equal opportunities policy of which it will treat its employees with dignity and respect, including right to privacy and freedom of expression, which must be protected against infringement from using, disclosing or transferring personal data, such as biography, medical record, work record or other personal data to unrelated third parties that may cause damages to the owner of information or other persons, except they are done as part of duty performed in good faith, or under legal requirements or for public benefits. If an employee receives unfair treatment or suffers violation of rights, the Company gives him/her an opportunity to lodge a complaint to give employees an assurance that their personal rights will not be violated.

With regard to recruitment and employment, the Company uses equality of opportunities approach in selection people for work without discrimination against race, religion, color skin, gender or physical disabilities, such as the disabled. In 2017, the Company employed 13 persons with disabilities to work for the Company and supported those who could not travel to work at the Company to be employed by working in administrative agency or doing public works near their domicile to which the Company would pay them their wages.

In addition to equality and equal opportunities within the organization, the Company is aware of and attaches importance to human rights in respect of equality in procurement, sourcing and treatment of trade partners and counterparties, with competition based on equal information. Trade partners and counterparties must not violate human rights or conduct any illegal activities, e.g. use of child labor, etc.

# Contribution to the Communities, Societies and Environment

GRI 103-2

In addition to its determination to operate business for sustainable growth with maximum satisfaction to all stakeholders, the Company also attaches importance to corporate social responsibility, both for the part that directly related to its business process (CSR in Process) and contribution to communities and societies that are beyond its business process (CSR after Process). This is to create the value of social development in various dimensions, as well as participation by every sector, to push, extend, and build on the results for improvement of the quality of life throughout the country, and also as a part in driving towards Sustainable Development Goals 2030.

Consequently, the Company divides its contribution to communities, societies, and environment into 3 key areas.



**Education and Youth  
Development**



**Religion, Arts  
and Culture**



**Society and  
Environment**

## I. Education and Youth Development

### “Pruksa Scholarship” 16<sup>th</sup> consecutive Year

The Company provides academic scholarships to children of customers, employees, schools located around its project sites, from the levels of elementary, secondary, vocational and higher education, all over the country, in order to give educational opportunity to promise students with financial problem. The Company has provided 517 scholarships, totaling more than Baht3.8 million.



### “Dual Vocational Training” Program

The Company, in collaboration with the Office of the Vocational Education Commission (OVEC), Ministry of Education, encouraged and gave support for vocational youth to obtain opportunity in learning and practicing in a profession in business place, so that they can really work after completing their education. The Company has given opportunity for 9 second year students in high vocational program from Thanyaburi Technical College to practice in the profession at Pruksa Precast Factory, Lam Lukka, for 1 year. In addition, each student received a free scholarship of Baht15,000, given without any conditions, totaling Baht135,000.



## “TONKLA Scholarship” Program

The Company gave scholarships to third year students in Civil Engineering Department, Faculty of Engineering, throughout the country. The scholarships were given continuously until completing the study in the fourth year. In addition, to promote and support the graduates to be a quality person who can really work, they were given the opportunity to do an internship with the Company. During the internship, everyone received allowance, amounting to 17 scholarships, totaling Baht850,000.



## Real Estate Knowledge Sharing

The top executives of the Company were guest speakers to share their knowledge and experience in real estate business to educational institutions and leading business organizations, such as Thammasat University, Rajamangala University of Technology Krungthep, Shinawatra University, and the Engineering Institute of Thailand, etc.



## Pruksa Precast Factory Learning Center Program

The Company opened up for visiting and learning about Pruksa Precast technology, as well as to share knowledge in precast production process, benefit of innovation in construction industry, e.g. construction quality control for standardization by computer at Pruksa Precast Factory, Navanakorn, and erecting of precast at project sites, as a source of learning beyond the classroom. There was participation by more than 700 students from educational institutions all over the country of 11 organizations, i.e. Chulalongkorn University, Chiang Mai University, Thammasat University, Khon Kaen University, Silpakorn University, Assumption University, and King Mongkut's University of Technology Thonburi, etc. It is a preparation to become a graduate with desirable characteristics.



### โรงงานพุกษา 프리คาสท์ นวนคร ยินดีต้อนรับ



## Young Civil Engineer Camp (2B-KMUTT: Civil Camp, 9th year)

The Company, in cooperation with King Mongkut's University of Technology Thonburi, gave higher secondary students all over the country who are interested in pursuing their study in civil engineering the opportunity to learn and have experience about real estate business for their information before making decision to study in university. This will be a way to develop personnel with quality and efficiency to Thailand real estate business in the future.



## “Pruksa...Pursuing the Dream for Learning to Labor Camp”

GRI 102-12, GRI 203-2

The Company, in collaboration with Kids Home Development Network Foundation, a network of UNICEF, organized “Pruksa Pursuing the Dream for Learning to Labor Camp” program, to provide knowledge about the basic rights and services in educational and health areas to children of foreign labor that is the Company’s counterparty and lives in labor camp at Baan Pruksa Prime Rangsit-Klong 3 and other labor camps in the nearby projects, totaling 11 camps. In addition, it had found 5 schools that could accept children of foreign labor to pursue their study in order to eliminate the child labor problem and for safety to children in labor camps, in accordance with the policy in supporting the child friendly workplaces program in collaboration with the United Nations’ Children Fund (UNICEF), Save the Children, and United Nations Global Compact. It is a pilot project in which the Company encouraged and pushed children of foreign labor to get basic education in schools as general children, as well as to give parents the knowledge about basic welfare entitled to them, in order to improve the quality of life, which will be a motivation for them to build quality houses for customers.



## 2. Religion, Arts and Culture

The Company encouraged its executives, employees, customers to inherit beautiful culture and traditions on religious holy days, as well as to promote religious activities of every religion without discrimination through various activities as follows.

- The Board of Directors, executives and employees jointly hosted the merit-making ceremony, laid wreathes, paid their respects and attended the lying-in-state in remembrance of His Majesty King Bhumibol Adulyadej at the Dusit Maha Prasat Throne Hall, the Grand Palace.
- The Company's executives and employees joined in the "merit-making and alms giving ceremony for auspicious New Year" and listened to sermon for more happiness in working; "the water pouring and blessing from executives" during Songkran festival and listened to Dharma talks to get some good tips as a guide in leading one's life and working.



- The employees and customers in the Company's projects joined the activity of "merit making and alms giving" regularly on religious holy days.
- The 19th "Dharma for Happiness" Project: The Company encouraged its executives, employees and their families to participate in Dharma practice courses at various Dharma retreats, so that they can adapt the Buddha's teachings in their life and work.
- "Merit Making Activity on Buddhist Lent", to encourage executives and employees to participate in the Buddhist Lent Candle Offering activity and cleaning the temple at Wat Boon Mongkol, Bang Phae District, Ratchaburi Province.
- The Company's executives, employees and communities around Pruksa Precast Factory Lam Lukka jointly organized the "off-season robe offering ceremony" at Wat Klang Khlong Si, in order to renovate the old temple so that it can be used for meditation and Dharma learning.



### 3. Society and Environment

#### New Dimension of Career Creation for the Disabled

GRI 203-2

The company, in collaboration with the Social Innovation Foundation, Thai Health Promotion Foundation (ThaiHealth), socially employed and gave support for the career for the disabled in 2017 in accordance with Sections 33 and 35 of the Persons with Disabilities Empowerment Act, which is to promote disabled persons all over the country to obtain the opportunity to become self-reliant with dignity. In this regard, the company employed 13 disabled persons to work at the company and employed 25 disabled persons to work in the communities near their homes in Khon Kaen as a support for them to earn income and have better quality of life.



employment for people with disability was provided by Pruksa

**44** Positions



**13** positions at the company were offered to those with disability



The disabled were hired to work in their neighborhood.

**25** positions

#### You Run You Share 2017

The Company organized charity run at Vachirabenjatas Park (Suan Rot Fai) to launch a campaign to promote good health for its customers and the general public by exercise. In addition, it made a donation of Baht100,000 to the Foundation for the Welfare of the Crippled under the Royal Patronage of H.R.H. the Princess Mother, for development of the quality of life of disabled children.



## 15<sup>th</sup> Pruksa Caring 2017



Over  
**2,100**  
people were interested  
for health check-up.



Over  
**900** women  
were screened to  
detect breast and  
cervical cancer



**500** of the elderly were advised on  
proper health maintenance in line with advancing age.

The Company arranged free medical checkup and “Good Health....Happy Life” activity by physicians and experts from leading hospital for customers and nearby communities to promote good health, both physically and mentally, for everyone, every gender and age. There were 20 programs with more than 2,100 participants. More than 900 women received breast cancer screening and cervical cancer screening. In addition, more than 500 elderly people received advice about how to take care of their physical health proper to their age, as well as mental health, for a happy life. They also received hand exercise balls and resistance band for proper self-exercise.



## Pruksa Community Care 2017 Project

The Company conducted surveys of communities nearby its project sites, ranging from townhouse, detached house and condominium, in order to jointly find solutions to various problems with the leaders and people in the communities, as well as to support and promote learning under sufficiency economy philosophy according to His Majesty King Bhumibol Adulyadej's initiative for sustainable development and growth. The projects were piloted in 3 areas, namely;



### “Thai Chiro Trigger: Office Syndrome Physical Therapy” at Din Daeng Flat Community

GRI 201-1, GRI 203-2

The Company, in collaboration with Social Health Enterprise, organized free health care activity for people in Din Daeng Flat community when they felt tired and achy from work. More than 200 interested people participated in the activity. The Company sponsored the activity and gave Baht55,000 to Social Health Enterprise for community and social development, and also as a support for hill tribe youth to earn income and deforestation prevention under Royal Initiative.



## Sufficiency Economy Learning Center, Sam Yaek Bang Khu Rat School And Sufficiency Economy Learning Center, Watmoolee (Nanthawimol) School

GRI 201-1, GRI 203-2

The Company, in collaboration with Sam Yaek Bang Khu Rat School and Watmoolee (Nanthawimol) School, built Sufficiency Economy Learning Center under Royal Initiative, amounting to Baht300,000, for students and nearby communities to have source of learning and practicing agricultural skills under sufficiency economy philosophy. The produces were used as lunch for students, to reduce expenses and generate income for students and schools with sustainability.



## Pruksa's Volunteer and Blood Donation Activity, 10<sup>th</sup> year

The Company, in collaboration with the Thai Red Cross Society, persuaded its executives, employees, and the general public to donate blood for the National Blood Center, Thai Red Cross Society, as a help for patients in need. The activity was arranged 4 times per year. There were 603 blood donors with the blood volume of 241,200 CC.



## Community-Friendly Business Operation

GRI 201-1, GRI 203-2, GRI 204-1

The Company, in collaboration with Thaipat Institute, provided support for community goods by purchasing them for serving as snacks in its activities, which is a sustainable way of income generating. It is also to change the communities from being “recipients” of help to be “suppliers” in the supply chain of the Company.



## Support for Border Patrol Police Schools in Remote Area

The Company’s executives and employees jointly donated money and school equipment, toys, and necessities to Border Patrol Police Company 372, Mae Sot District, Tak Province, as an education support for 22 Border Patrol Police Schools in remote area.



## Donation of Old Calendars to the Blind

The Company's executives and employees donated old calendars to Education Technology for the Blind in Pakkret District to make Braille alphabets learning media for the blind.



## Sandalwood Flowers Making for H.M. King Rama 9

The Company's executives, employees and customers jointly made 2,900 sandalwood flowers for offering in the Royal Cremation of His Majesty King Bhumibol Adulyadej.



## “National Children’s Day” Activity, communities nearby Pruksa Precast Factory

Pruksa Precast Factory, Lam Lukka, organized “Children’s Day 2017” activity to bring happiness, joy, as well as giving presents, gifts and educational equipment to young people living in Soi Samakki Community, Lam Lukka District, Pathum Thani Province, which is located near Pruksa Precast Factory, Lam Lukka.



## “Pruksa Green Society”

The Company’s executives, employees and contractors (counterparties), Pruksa Precast Factory, Lam Lukka, jointly built green society by growing plants in the factory for good environment.



## Budgets Provided as a Support in Various Activities of Educational Institutions, Administrative Agencies, Business Organizations and Foundations

GRI 201-1



Education and Youth Development

**297**

Organizations

**6,589,000**

Baht



Religion, Arts and Culture

**17**

Organizations

**469,797**

Baht



Society and Environment

**449**

Organizations

**50,040,213**

Baht

The Company provided budgets to educational institutions, administrative agencies, business organizations and foundations for conducting activities that are useful to communities, societies and environment. They are categorized into 3 areas, i.e. education and youth development, religion, arts and culture, society and environment. In 2017, the Company provided support for 763 organizations, amounting to Baht57,099,010. The outstanding projects that greatly benefit the society are;

- Provided 60,000 bottles of drinking water for the Royal Cremation Ceremony of His Majesty King Bhumibol Adulyadej.
- Granted Baht1,000,000 to the First Region Provincial Police's Wife Club on occasion of the National Children's Day, as well as giving presents to children with special needs and general children who are children of polices, for 2 consecutive years. In addition, it joined in the opening of Sonjai Rak library at Provincial Police Region 1 in order to help policemen's children have a daily happy life and with better quality of life. It is also to build morale for policemen who perform their duties well and sacrifice for public peace.
- Made contribution of Baht500,000 as help for flood victims in the South through "OPM Disaster Relief Fund".
- Made contribution of Baht300,000 for "Step by Step" project, to buy medical equipment for 11 hospitals throughout the country.
- Made contribution of Baht300,000 to Rajavithi Running Club, as a support for organizing "Rajavithi Run for Health".



# Management of Complaints Related to Social and Environmental Impacts

GRI 102-21, GRI 102-92, GRI 103-2

The Company always strives to improve project quality and realizes the importance of sustainable growth alongside surrounding societies and communities. A variety of communication channels covering different lifestyles are available to stakeholders as follows:



In 2017, a total of 755 complaint items related to social and environmental concerns were reported. The Company has complaint management and tracking procedures that commence from recording of complaints to complaint resolution. Analysis on causes of the complaint items are also performed in order for the Company to formulate preventive measures.

## Information on Complaint Items Concerning Social and Environmental Impacts in 2017

GRI 103-3, GRI 413-2

No.	Identified Effect	Items
1	Damage on surrounding residence/area	282
2	Noise pollution	168
3	Air pollution	100
4	Traffic problem	94
5	Waste problem	17
6	Water pollution	12
7	Others	82
<b>Total</b>		<b>755</b>

## Approaches to The Management of Community, Social and Environmental Impacts in 2017

GRI 102-11, GRI 103-2, GRI 413-1

Deeply aware of being a part of society, the Company places great value on surrounding communities, societies and the environment, and makes relentless efforts to achieve social and environmental development in a sustainable manner. Social responsibility policies are therefore set to serve as an operational framework and to ensure that the business is conducted with responsibility toward the communities, societies and the environment as detailed below.

1. Having a policy to conduct business with an aim to promote economy and society by way of conservation taking into account the state of the environment with strict adherence to applicable environmental laws and rules.
2. Developing a Corporate Social Responsibility (CSR) policy as a business strategy to create sustainable growth in response to the Sustainable Development Goals (SDGs). This is achieved by exercising the Company's business expertise to obtain sustainable economic value for both the organization and society simultaneously. Such a policy has been used as a practice guideline throughout the organization.
3. Promoting social and environmental consciousness and responsibility among employees.
4. Paying respect to the tradition and culture in each locality where the Company operates.
5. Engaging in initiatives that enhance the society, communities and the environment on a regular basis to promote a better quality of life of the people in communities in which the Company is located. They include activities carried out independently by the Company and those in cooperation with the communities as well as public and private agencies.
6. Collaborating with the surrounding communities in which the Company operates on various activities as appropriate.
7. Implementing measures to prevent accidents and put operations under control including the discharge of waste in accordance with the standard score criterion.
8. Providing rapid and effective response to incidents that affect the environment, communities, life and property caused by the Company's operations by fully cooperating with government officials and relevant agencies.

## Examples of Sustainable Approaches Toward the Management of Community, Social and Environmental Impacts

GRI 103-3, GRI 414-2, GRI 416-2

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### Solution to water pollution in the area of Khlong Sam Sub-district, Pathum Thani Province

GRI 304-1, GRI 304-2, GRI 413-2

The Khlong Sam Subdistrict area is the location of a total of 23 development projects of the Company, some of which were transferred to the juristic person while some were still under the Company's management. However, the wastewater treatment system maintenance and management of ones already transferred to the juristic person were not up to standard as a result of the following problems:

1. Wastewater treatment facilities were damaged and under-maintained due to lack of operating budget.
2. The juristic persons did not activate the wastewater treatment system to avoid high electricity bills, which was one of the causes for the damage to the facilities.



#### Problem-solving approach

In collaboration with the Royal Irrigation Department (North Rangsit Irrigation and Maintenance Project), Khlong Sam Subdistrict Administrative Organization (SAO), the juristic person and housing estates in the areas, the Company examined the damage on the wastewater treatment system and repaired the treatment pond to its normal state. Additionally, a measure to reduce the burden of electricity expense was introduced by installing a solar panel for the treatment system at each project and a solar powered aerator to add oxygen into the water of each project's frontal canal. The aerator was later given to the Khlong Sam Subdistrict Administrative Organization for use in the Khlong Sam area.

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## Impact of construction work: Plant Natura Trend (Pin Klao-Phuttamonthon Sai 5) and The Gallery (Setthakit – Sakhon Kasem) projects

GRI 413-2

Both projects underwent land reclamation which made their roads higher than the roads of neighboring communities. As a result, rain poured into the projects' nearby houses during the rainy season, causing damage to neighbors' property and daily living.

### Problem-solving approach

The Company investigated this issue and constructed a retaining wall and a drainage well. This was to direct the flow of water into the well to avoid flooding in the future. An equipment to accelerate water drainage was also installed to prevent standing water.

The Company also explored and solved the problems of the affected nearby houses, such as fixing doors, leveling concrete floors and providing relief. Government officials (SAO officials) were invited to take part in the observation, healing and improvement of the affected people's living condition.

Consequently, the neighboring communities were satisfied with the outcomes with no further conflict being raised, and had a high opinion of both projects afterwards.

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## Impact of construction work: Passorn Prestige Jatuchot-Watcharaphon (Soi Jatuchot 6) project

GRI 413-2

Vehicles carrying construction materials to the project site shared the transportation route with the community members and affected their daily living. Large and heavy dump trucks generated vibrations and damaged buildings and roads while debris and soil fell from them could cause traffic trouble and accidents.

### Problem-solving approach

The Company arranged its representatives to look into the matter and set the speed limit. The road was also cleaned to ensure that it was in good order.

Besides, the Company investigated the damage and improved the road condition (concrete pavement) for better traffic flows. The community was, in consequence, satisfied with the improved quality of public utility which made their trips more comfortable.



## Impact of construction work on community: Plum Condo Bang Yai Station project

GRI 413-2

The neighboring community was concerned about the impacts arising from construction activities. There were also complaints about the impact of construction dust and noise that occurred periodically.

### Problem-solving approach

The Company coordinated with community leaders and arranged an appointment to discuss and clarified the matter for better understanding before the construction began. This has been carried out in conjunction with building community relations while providing constant care for the community and follow-ups. After the meeting, the Company conducted a survey of nearby houses that may have been affected by the project construction so as to inspect and offer instant repair assistance to those affected by construction activities.

Moreover, a briefing meeting and monitoring were conducted with contractors and other parties involved in the construction while installing a score measuring tool according to EIA standards to keep away potential effects from these activities.

In the community satisfaction evaluation after conflicts were resolved, no further complaints were filed by the nearby community of over 100 houses. However, there were 1-2 households requesting continuing care for the damaged parts which were not caused by the project construction. The Company did not deny their requests completely and provided service in doable areas.

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# Responsibility on Products and Services

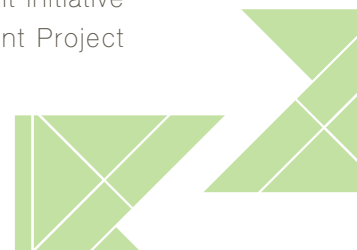
GRI 103-2, GRI 203-1, GRI 417-1

It has always been the Company's resolution to satisfy the customers, so the Company always places importance on research and development activities in order to deliver accommodations that fully satisfy customers' needs in the most effective ways. In this regard, the Company's Consumer and Market Intelligence Department and Innovation Center have collaboratively conducted survey, research and analysis regarding the consumer insight of each customer segment, as well as surveyed all the real estate projects throughout the country to understand more deeply the customers' demands in terms of types of housing, location, and price level so that the Company can utilize the outcomes of this survey as an input for further development of new projects.

Pruksa Holding PCL is always determined to place emphasis on compliance to regulations, laws and product standards under the principle of good corporate governance, with major considerations to safety, occupational health and potential impact on customers' health. In this regard, the Company selects raw materials whose quality have been certified, for example, products with a TIS certification or products that have been certified by the distributing countries, materials emitting substances that are not harmful to users' health (low VOC) as required by the standard, such as foundation piles, steel or cement with TIS labels, roof tiles with no asbestos mixture, laminate floor and furniture, and building designs in compliance with the regulations of Real Estate Development Act and Construction Act, etc.

The Company has applied innovative features to improve every aspect of the Company's supply chain management process, which is known as Pruksa Creative Innovation Intelligence, to increase organizational capabilities and ultimately strengthen business competitive advantages. In order to build and sustain innovation, it is impossible for any one individual to do it on one's own, and therefore cooperation and engagement are required from top executives all the way to operational employees, governed by the prescription of organizational strategic plan and business directions both in the core business areas and supporting functions to reach the goal in the same direction or what is known as connecting and development (C&D). The Company has developed short-term and long-term roadmaps to utilize innovation as a means to solve problems, enhance the effectiveness of construction process in order to improve the quality of existing products to be more internationally standardized, maintain and expand the business to cover a larger portion of the market share in the future, and further develop the business to satisfy the demands of new customer groups with the key focus on creating high value-added features suitable for each product group.

The Company has formulated a strategy called Pruksa Strategic Initiatives to drive the organization by the latest innovation from the employees' participation with cooperation of the executives of high, middle and primary level and staff members, create new business innovations, and serve all customers' needs and sustainable growth, including Process Innovation, Service Innovation and Product Innovation. The Company encourages the employees in every function to participate in development initiative via several activities, for example, Small Group Activity (SGA), Continuous Improvement Project (CI Project), Best Practice, and Show and Share activity, etc.



In the year 2016-2017, the Company initiated an Innovation Award contest to encourage all employees to participate and work in a cross-functional approach which engages processes across the Company's supply chain to create values for customers. The prize allocated for this contest accounted for 1% of the revenue in order to stimulate corporate culture that values creative innovation organization.

GRI 203-1

## Pruksa Innovation Awards 2017

GRI 203-1

The Pruksa Innovation Awards 2017 is part of an award series held annually since 2008, to encourage management and employees to foster ownership in developing quality of work, and to work towards becoming a creative innovation organization in all aspects. The Pruksa Innovation Awards is divided into 3 award types:

1. Create Value Award : an individual effort
2. Improvement Award : a team effort aiming for gradual development
3. Innovation Award : a cross-functional team effort aiming for radical changes and improvements

The Pruksa Innovation Awards 2017 is divided into 4 categories:

- **Product Innovation:** A new product dissimilar to existing products that answers to the changing needs of current customers
- **Process Innovation:** An improvement upon existing internal processes to encourage work flow, improve efficiency and quality, reduce overlapped efforts, costs, time, to keep up with modern business practices.
- **Service Innovation:** A new service that answers to the changing needs of current customers
- **New Business:** A new product or service, or an extension of the existing business, that creates a new revenue stream for the Company.

There are both internal and external judging committees such as National Innovation Agency, Thailand Productivity Institute, Asian Agency, International Organization for Standardization (ISO) and etc. which collaboratively judged and presented awards to the winner, runners-up and others who took part in each competition.



## Pruksa Innovation Awards 2017 Entries submitted by employees



Create Value Award



Improvement Award



Innovation Award

### Create Value Award 2017 Winner

**Innovation name:** Improvements on the business planning validation process of revenue projection adjustments to increase business administration capacity

**Innovation details:** The innovation aims to provide management with project revenue risk analysis so see if there is risk of revenue that cannot be recognized by the end of the year, and whether or not the recognizable revenue matches that projected in the business plan. If there is a gap between the plan and the risk-free revenue, the information helps management decide on an action plan to address the issue accordingly.



## Improvement Award Winner

### Category: Product Improvement

**Innovation name:** Loft Unit, Maximize your space

**Innovation details:** Under the legal requirements concerning FAR (Floor Area Ratio) and rising land prices, many land lots are not suitable to be developed to compete in the market. This obstructed land acquisition and business continuity. To answer to these limitations, a new outlook on building development is needed to create a product differentiation, additional living space and added value for customers and their needs.



### Category: Process Improvement

**Innovation name:** Flashing Sleeve

**Innovation details:** Improvements on work process and product to reduce problem of water leakage from grout work around balcony riser pipe and floor drain. A flashing sleeve, used instead of a block out, can be embedded into the pre-cast wall unit directly from the Prukisa Precast factory.



## Innovation Award Winner

**Category:** Product Innovation

**Innovation name:** Innovative small home design

**Innovation details:** A new design for small homes with space restrictions tackles the issues of space, utility and price, resulting in a home that has both indoor living space and outdoor space. This is a product that creates value for both the customer and the Company.



**Category:** Process Innovation

**Innovation name:** LISA Business Intelligence

**Innovation details:** Land is one of the key issues in real estate. Having an analytical system which can determine reasonably-priced prime locations from a pool of big data can create immense value for the Company and help sustain growth. LISA (Land Intelligent Strategic Analytics) was developed to provide complete analysis of land and location to answer to the Company's strategic and business development goals.



**Category:** Service Innovation

**Innovation name:** Credit Sure 4.0

**Innovation details:** Credit Sure 4.0 is a service that helps new customers to find the most suitable loan offered by financial institutes via an intelligent data system. According to condition 14, cooperation between the Company and the banks through the Bank Matching & Bank Online Approval System, lead to a significant amount of credit refusals, valued at several billion baht, decreasing property transfer time and increasing the Company's revenue accordingly, even in the early stages of implementation.



**Category:** New Business

**Innovation name:** New Biz Season I

**Innovation details:** According to the team's idea: not only Pruksa sells houses, but we also provide happiness and quality of life. This new business idea aims to create a new, recurring income for the Company and happiness for the customers by initiating a corporate deal by signing an MOU with partner convenient store chains. New sales revenue greatly increased by having convenience stores located within the projects vicinity, and new corporate deals with other types of business are to be considered in the future.





The PrukSA Innovation Awards is part of the Company's innovation management system, which is at the forefront of the Company's continued efforts. In 2017, PrukSA was awarded the innovation management standard certificate (CEN/TS 16555-1) by an ISO awarding institution. PrukSA's innovation management system is an important tool to answer to client's needs, create new business opportunities and find new markets, generate growth and income from innovation, decrease product lead time, costs, and risks involved in innovating. It also encourages efficiency and effectiveness of the Company as an innovation hub, increase the Company's competitiveness and receptiveness to new business models and ideas. PrukSA is also able to be socially responsible through the use of innovation: creating a local community network, and using local wisdom for product development. Innovation enables the Company to make informed decisions to face today's challenges and changes. PrukSA is the first real estate company in Thailand to be awarded the CEN/TS 16555-1 certificate.

# Three Aspects of Innovation Development

## I. Process Creative Innovation

GRI 417-1

is the original source of creation via several innovative processes.



- Incorporation of precast concrete production technology from Germany which utilizes the advanced automation system in production process.



- Utilization of supply chain management process in land acquisition, price negotiation, project feasibility study and product design to satisfy the needs of each customer segment.



- Improvement of the design process to be in a three-dimensional format, known as BIM (Building Information Model), which links the database via SAP system to the reproduction and price valuation, precast sheet production, purchasing, and construction management to be in line with the construction processes.



- Development of the REM construction system (Real Estate Manufacturing) which utilizes the industrial manufacturing methodology to produce accommodations in a mass customization approach, with an inspection and quality control system in every stage (Quality Built-in Process) during the construction process (In process Quality Control). This has increased the construction effectiveness by 30-50% and, in 2017, the Company received International Star Quality Award 2017 Certificate in excellence and innovation aspects from BID Institute, Switzerland.

## 2. Service Creative Innovation

GRI 417-1



- Cooperation with relevant government offices such as signing MOUs with Metropolitan Waterworks Authority and Metropolitan Electricity Authority that enables reduced expenditure and speedy service for customers.



- Improvement of the house inspection system by using tablets.



- Incorporation of Better Living Service; the information service that suggests contractors for customers and the general public in case they would like to have their houses renovated.



- Contact Center 1739; the channel for receiving complaints and giving repair services with the arrangement of CS Center to coordinate inspection and maintenance appointments to suit customers' convenience. Work quality Inspection is also included in this service.



- Information/news service and other services provided via [www.pruksa.com](http://www.pruksa.com) and online service for accommodation reservations and appointment making.



- Pruksa Application for information service via mobile phone to increase customers' convenience.



- Arrangement of activities to build up good relationships with customers.



- Provision of knowledge and advice on the juristic person management, as well as prescription of responsibility standard and training for outsourced service providers to improve working efficiency.

### 3. Product Innovation

GRI 417-1

Improvement of products to be of world-class standard, including



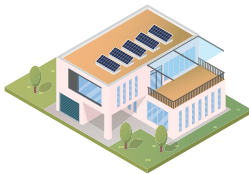
- Collaboration with business alliances; suppliers or educational institutes, on research and improvement of product quality to be of better standard and suit customers' needs under reasonable price, such as, sanitary ware designed with lockers, prefabricated stairs, prefabricated window and door frames, water tanks, light walls of different formats, instant garbage bins and prefabricated restrooms.



- Development of House construction that can withstand the tension of earthquakes.



- Construction of a model house 'Pruksa Plus House' in compliance with 4 Consumer Mega Trends, focusing on the use of environment-friendly materials, consideration of the elderly and reduction of energy consumption at the Plant Estique, Pattanakarn 38, which has been certified green building in Platinum Level of Sustainable Building Certification by DGNB Institute, Germany (German Sustainable Building Council).



- Arrangement of PRUKSA-CHULA: ARchitectural Innovation SynTax, ARIST project in 2017, featuring the contest for students of Faculty of Architecture, Chulalongkorn University to propose their architectural ideas for horizontal and vertical accommodations in order to apply new ideas for further business development in the future.

In addition, the Company increases innovation potential from external sources, known as Open Innovation, to utilize with the products. The emphasis is on the creation of business alliances; with manufacturers of construction materials, educational institutes, and academic professionals and specialists both in Thailand and overseas, to jointly develop the products and form long-term partnership.

Over the past 20 years, the Company has been focusing on incorporating innovative approaches to support the development of the Company's various processes to be more comprehensive in order to materialize the Company's vision to become a top ten real estate brand in Asia with sustainable business growth based on continuous and stable growth together with good governance, and ultimately become the 'Top of Mind Brand' for the customers.

The Company is aware that innovation is the key driving the organization to success. The innovation management system is then created to strengthen innovation capabilities of the organization, including innovation in products, services, processes, organizational design and new business formats. The systemized innovation management contributes to the following benefits.

- Increasing growth with revenue and profits derived from innovation.
- Bring about new ideas and create new value of the organization.
- Help anticipate the value from good understanding of requirements and possibility of new markets in the future.
- Help search and reduce risks.
- Stimulate the collection of creative thinking and the organization's learning.
- Make value from innovative cooperation with suppliers.
- Stimulate the participation of employees and support group work and working cooperation in all activities on a continuous basis in compliance with the organization's context.
- Stimulate the leadership condition for innovation and strategy.
- Make a plan for innovation success.
- Have innovation driving and promoting factors
- Evaluation of innovation management system practices
- Improvement of innovation management system
- Have innovation management techniques

## Continuous House Construction Technology Development

GRI 417-1

The Company develops and creates innovation in every stage and manufactures internationally-standardized products with high quality of service in order to create value for money, emotional value, functional value, and value of time, and ultimately maximum satisfaction of customers. Also, the Company is aware of environmental conservation by way of executing 'CSR in Process' activity in every business procedure, comprising research and development, design, production, delivery and services, as well as 'CSR after Process', which engages customers and suppliers to help the society and communities in various aspects.



**Safe and Durable House**



**Hygiene-Oriented and Comfortable House for Everyone Including Elderly Residents**

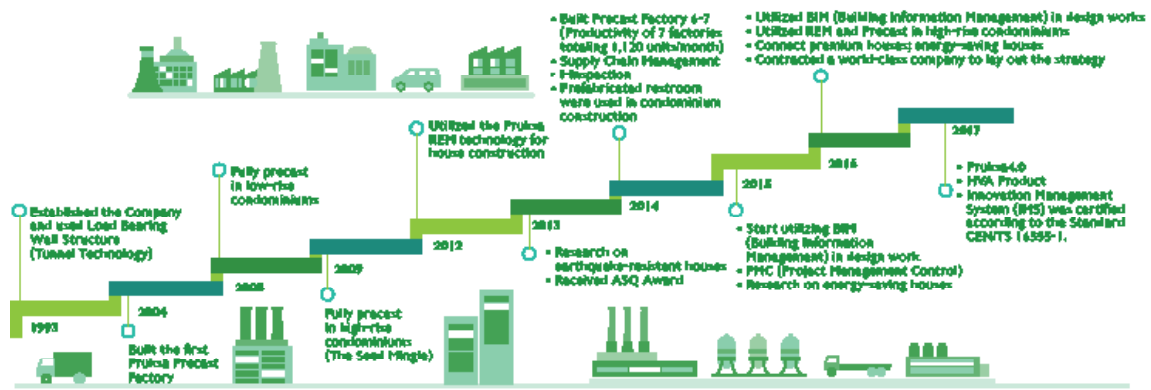


**Energy-Saving House**



**Modern House with Technology for More Convenience**

Furthermore, the buildings have been designed to be able to withstand the earthquake both horizontally and vertically, which have been certified by the Asian Institute of Technology (AIT) for customers' safety. The emphasis is also placed on the Company's innovation development aiming to be integrated with the products to respond to sustainable consumption pattern, covering 4 Consumer Mega Trends; safe and durable house, hygiene-oriented and comfortable house for everyone including elderly residents, energy-saving house and modern house with technology for more convenience.



## Continuous Construction Technology Development Pruksa

GRI 203-1

- 1993** Introduced the cast-in-situ load bearing wall structure-tunnel technology for townhouses
- 
- 2004** Introduced the RC load bearing wall prefabrication for some categories of single-detached house and townhouse, with the construction of a precast concrete factory, starting from the semi-automated carousel system to manufacture bearing walls for houses.
- 
- 2005** Developed and introduced fixed mold system in the manufacturing process at Factory 2 to produce fences and parapet. This factory is currently modified to produce prefabricated restrooms (concrete). Factory 3 is mainly used for the production of prefabricated reinforced concrete floors, slabs and special elements, and bearing walls for houses. Bearing walls for condominiums and townhouse facade are produced at Factory 4.
- 
- 2010** Improved the system and expanded Factory 5 to be a precast factory with a fully-automated carousel system which is a carousel plant having the highest production capacity in the world. In manufacturing prefabricated reinforced concrete wall, an automated machine and computer control system are used in every procedure, for example, shuttering robot, automated mesh plant and automated concrete paver machine, etc. which are the most modern machinery and technology in the world, yielding standardized and high quality concrete sheets used for manufacturing bearing walls for houses.
- 
- 2013** The Company expanded Pruksa Precast Factory with a fully-automated carousel system which is a carousel plant having the highest production capacity in the world. In manufacturing prefabricated reinforced concrete wall, an automated machine and computer control system are used in every procedure. The factory is located in Khlong Nueng Sub-district, Khlong Luang District, Pathumthani, close to Navanakorn Industrial Estate on the land space of 130 rai.
- 
- The Company emphasized the development of high value added product under Pruksa 4.0 concept, which creates house value and quality to upgrade the living standard by using Pruksa Quality Standard, and makes the difference under the campaign “Invisible Care...you will not see, but we never overlooked.”
- 2017**
- Solar roof was installed to generate electric current for use with the project’s central public utilities, especially with wastewater treatment system that helps save electricity, and enable the project’s wastewater drainage to the public drainage to comply with the law while also conserve the environment.

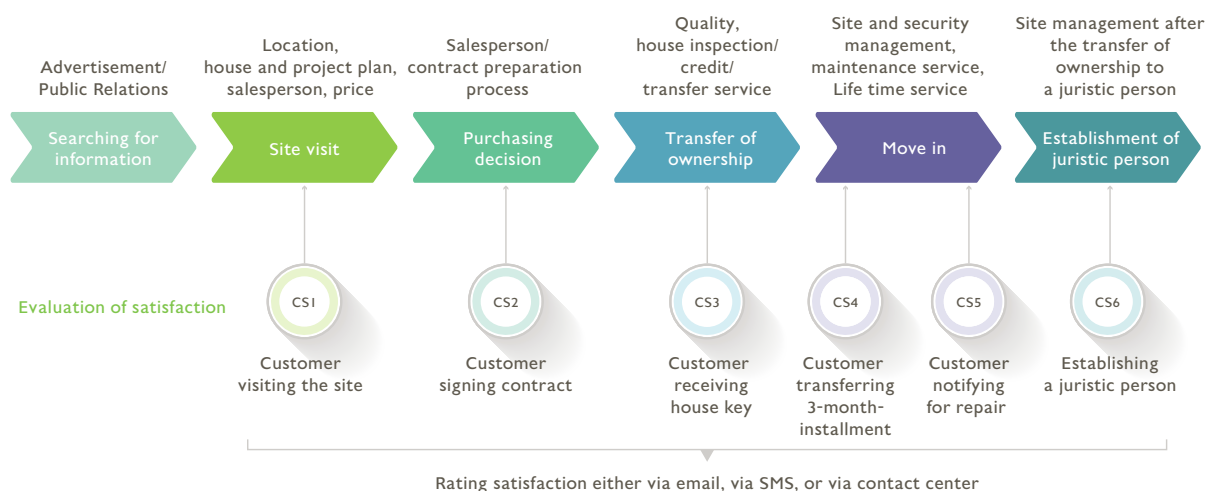
# Customer Satisfaction Management

GRI 103-2, GRI 417-1

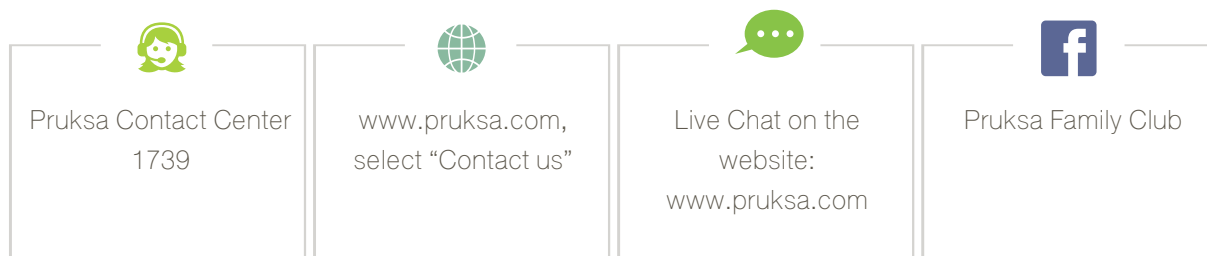
The Company puts customer satisfaction at the core of its business management. Customer satisfaction is evaluated in every touch point: from initial contact for project information all the way to services following the transfer of property management obligations to the juristic person as follows:

## Consumer Touch Point

GRI 103-3



## Contact or complaint channels regarding the quality of products and services



Other channels that are used to measure customer satisfaction and gain better access to them comprise email and SMS. Customer Relationship Management (CRM) system has been developed for achieving automatic evaluation results whenever customers interact with the Company, which are reliable and accurate, leading to improvement of the customer service quality. An automatic score processing system has also been used which provide real-time satisfaction scores at all times, enabling each unit to use the results to boost their operational efficiency.

## Detailed Satisfaction Evaluation in Each Touch Point

GRI 103-3

Stage	Evaluation Method
1. Satisfaction in information service and site visit	Customers rate their satisfaction via email, via SMS, or via Contact Center 1739 one day after visiting the site.
2. Satisfaction in salesperson's service provision regarding the reservation and contract preparation process	Customers rate their satisfaction via email, via SMS, or via Contact Center 1739 one day after making reservation and/or signing sales contract.
3. Satisfaction in transfer of ownership process and house delivery	Customers rate their satisfaction via email, via SMS, or via Contact Center 1739 one day after ownership transfer.
4. Satisfaction in the living condition three months after ownership transfer	Customers rate their satisfaction via email, via SMS, or via Contact Center 1739 three months after ownership transfer.
5. Satisfaction in submission of maintenance requests and complaints	Customers rate their satisfaction via email, via SMS, or via Contact Center 1739 after technicians already fixed the problems notified by customers.
6. Satisfaction in transfer of ownership to the village committee or the juristic person	Customers and the village or condominium juristic person committee rate their satisfaction via email, via SMS, or via Contact Center 1739 after the appointment of the juristic person or receipt of the projects' public utilities. The evaluation is to be carried out continuously in the 3rd, 5th, 7th and 10th year after ownership transfer.

In 2017, several approaches were carried out to improve the quality of products and services for enhanced customer satisfaction, particularly after the transfer of ownership as follows:

GRI 103-3

1. Developing the projects' after-sales management team by monitoring services and offering suggestions to customers who already moved in to build good relationships with them. Newsletter has been published regularly to update on the use of common areas and utilities in order to create a livable community. In addition, CRM activities were carried out within each project to foster strong relationships between the project and its residents.

2. Improving repair notification service by setting up the Customer Service Center to coordinate appointments for inspection and repair services at the customers' convenience. This newly established unit also arranged with technicians to perform work as scheduled, checked their work with homeowners to ensure the satisfying quality, and had the unsatisfied work fixed immediately. In addition, the Company insisted that contractors recruited experienced workers for repair service. These contractors were also assessed by relevant units for improvement and development purposes while engaging quality contractors in working with the Company's projects on a continuous basis.

3. Enhancing service provision after the establishment of a juristic person (for horizontal developments) or the 1st General Meeting (for condominiums) by offering advice to the committee regarding the juristic person management. Four yearly key activities were organized to maintain good relationships in the projects and Prukisa Real Estate. Furthermore, the responsibility standards were set while the outsource training was arranged to increase operational efficiency before presenting such matters to the committee.

## Customer Satisfaction

GRI 103-3

The Company is determined to maximize customer satisfaction and places an emphasis on continuous research and development (R&D) to ensure that its residences always respond to customer demand. The Corporate Customer Relationship Management engages in the management of customer-related information, which is used in business planning aiming to meet customer needs and maintain good customer relationships. The Company also has the Innovation Center and hires external experts to conduct R&D and analyze area-based customer preference along with the potential of project locations in terms of public utilities. Such analysis gives an insight into consumers' demand in the residential market as well as sought-after house design, location and price range, allowing the Company to continuously develop and improve its products and services.



Additionally, the customers' satisfaction rating can be classified into two phases as follows:

- Finding initial information to transfer of ownership = 89.42%, which is 9.08% lower than that of 2016
- After transfer of ownership = 79.77%, which is 0.7% higher than that of 2016



# Sustainable Network Participation

GRI 102-13

The Company supports in driving the sustainability policy beneficial for the economics, the society and the environment, together with public sector, private sector, and people sector, in the following activities:

- Collaborating with the Department of Alternative Energy Development and Efficiency, Ministry of Energy in the network for promotion of energy conservation building design which aims at energy saving and efficiency building design according to standards and criteria.
- Joining “The Child-friendly Business Practices Project” in cooperation with the UNICEF, Save the Children, and United Nation’s Global Compact together with other public and private organizations. Cooperating with Thai Pat Institute in organizing a workshop on child-friendly business practices for executives and employees in related jobs.
- Collaborating with the Kid’s Home Development Foundation, a UNICEF alliance, in the child-friendly business practices by initiating “Pruksa’s Educational Opportunity in Labor Camps Project” aiming at providing the labor children with basic rights and services on education and health. The Project covers the labors of the Company’s business partners in 11 labor camps in the Baan Pruksa Prime Rangsit-Khlong 3 Project and nearby camps. In a bid to eliminate child labor problem and promote child safety in labor camps in accordance with the Child-friendly Business Practices Project allied with the UNICEF, Save the Children, and United Nation’s Global Compact, the Company also helps to find educational institutes that accept migrant labor children for these children.
- Networking in the “Bilateral Cooperation in Workplace Project” to promote educational standard in collaboration with the Office of Vocational Education Commission, Ministry of Education with an aim to internationally standardize Thai vocational education and prepare our people for the AEC.
- Being an alliance with the Aged-friendly Business network in collaboration with Thai Pat Institute and the Department of Older Persons, Ministry of Social Development and Human Security.
- Collaborating with the Ministry of Labor and the Ministry of Social Development and Human Security in the promotion of disabled employment according to Section 35 of the Project for “Join forces in employment of 10,000 positions for the disabled” initiated by the Social Innovation Foundation and the Thai Health Promotion Foundation.

- Networking in Promotion of the Community-friendly Business in collaboration with Thai Pat Institute by using community food products as snacks in the organization's events in order to create income for communities and transform communities from "receiver" of aids to "provider" of products in the Company's supply chain.
- Being a member of Thailand's Private Sector Collective Action Coalition Against Corruption or CAC to solve the corruption problems by stipulating policies and guidelines against receiving and offering of bribery and all kinds of corruption that are strictly followed by executives and employees around the organization.
- Being a member of The Thai Listed Companies Association's CSR Club to drive the social responsible management toward a sustainable development.
- Being a member of the Thai Condominium Association. The Association is chaired by the Company's high ranking executive.
- The Company's high ranking executive is an advisor in the Thai Real Estate Association.



# Independent Assurance Statement

## To Pruksa Holding PCL on the Sustainability Report 2017

GRI 102-56

Pruksa Holding PCL or PSH requested Thaipat Institute (the Foundation for Thailand Rural Reconstruction Movement under Royal Patronage) to carry out an assurance engagement response to the Sustainability Report 2017

### Criteria for report preparation

- The GRI Sustainability Reporting Standards, in accordance with the 'Core' option.

### Criteria for assurance standards

- The AA1000 Assurance Standard (AA1000AS 2008)

### 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 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 that is publicly disclosed on the Sustainability Report 2017 of PSH for the year ended 31 December 2017.

### Methodology

We carried out Type 1 moderate assurance in accordance with AA1000AS. The Type 1 engagement requires us to report on the nature and extent of adherence to AA1000 APS. To achieve moderate level assurance, we have used the criteria in AA1000AS to evaluate adherence to

AA1000APS. We undertook the following procedures:

- Reviewed the policies, practices, management systems and processes and performance information to be included within the Sustainability Report 2017 of PSH
- Analyzed information on performance provided in the Sustainability Report 2017 of PSH as a source of evidence to evaluate adherence to the principles and guidelines
- Inquired the processes PSH undertaken to adhere to the principles of inclusivity, materiality and responsiveness
- 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 (2008), we conclude that PSH has applied processes and procedures that adhere with the principles of inclusivity, materiality and responsiveness as set out in the AA1000APS (2008); and
- Based on the scope of assurance using the GRI Sustainability Reporting Standards, we conclude that PSH has followed Reporting Principle and Standard Disclosures in a reasonable and balanced presentation of information and 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 2017 of PSH did not adhere to the Principles. To improve future reporting of Sustainability in accordance with AA1000APS, we have made following observations:

*Inclusivity:* The report shows several means to engage and obtain stakeholder's interests and expectations as well as rationales behind its stakeholder identification process. However, it is recommended that results of its action and the linkage between actions and relevant content disclosures should be relatively addressed including the processes for consultation between stakeholders and the highest governance body on economic, environmental, and social topics.

*Materiality:* The report clearly illustrates its reporting process and the linkage between material topics and their relevant disclosures. However, PSH shall elaborate how company applied the reporting principles.

*Responsiveness:* PSH demonstrates its intensive responses through material topics which consist of their management approaches and disclosures. However, PSH should determine targets and timelines with S.M.A.R.T. concept (Specific, Measurable, Achievable, Relevant, and Time Bound).

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

- In General Disclosures, the committees responsible for decision-making on economic, environmental, and social topics shall be clearly indicated.
- In Specific Standard Disclosures, the management approach and explanation boundary of material topics shall be clearly and precisely indicated, including the management approach components (Policies, Commitments, etc.), and evaluation of management approach.
- Performance Disclosure on Anti-Corruption shall include total number/percentage of operations assessed for risks related to corruption, numbers and percentages of higher executives, employees, and business partners who receive communications/training of anti-corruption policies and procedures. Those engagements should be performed, and documented as evidence-based processes.
- Performance Disclosure on Employment shall include total number and rate of new employee/employee turnover by age group and region.

- Performance Disclosure on Occupational Health and Safety shall indicate types of injury and occupational disease rate (ODR).
- Performance Disclosure on Local community shall indicate percentage of operations with implemented local community engagement, impact assessments, and/or development programs.
- Performance Disclosure on Training and Education shall indicate Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.
- In Performance Disclosure on Marketing and Labeling, the requirements for product and service information and labeling shall be clearly described.

### 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 (2008) 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, and joined the GRI Data Partners program in 2016. Our team has the relevant professional and technical competencies and experience in corporate responsibility and sustainability for several years. During FY2017, we did not provide any services to PSH that could conflict with the independence of this work.

For Thaipat Institute



By Vorranut Piantam

Bangkok  
28 March 2018



# GRI CONTENT INDEX

GRI 102-55



GRI Standard	Disclosure	Page Number		SUSTAINABLE DEVELOPMENT GOALS (SDGs)
		Sustainability Report	Annual Report	
<b>GRI 101 : FOUNDATION 2016</b>				
<b>General Disclosures</b>				
GRI 102 : General Disclosures 2016	102-1	Name of the organization	Front cover, 19, 20	
	102-2	Activities, brands, products, and services	19	
	102-3	Location of headquarters	20, back cover	
	102-4	Location of operations	13, 20, back cover	
	102-5	Ownership and legal form	19, 20	
	102-6	Markets served	19-21	
	102-7	Scale of the organization	19, 23-25	
	102-8	Information on employees and other workers	80	Goal 8: Decent work and economic growth (Employment)
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GRI 417 : Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	127, 134, 135, 136, 137	Goal 12: Responsible consumption production (Product and service information and labeling) Goal 16: Peace justice and strong institutions (Compliance with laws and regulations)
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GRI 201 : Economic Performance 2016	201-1	Direct economic value generated and distributed	5, 23, 116, 117, 118, 121	Goal 2 : End hunger (Infrastructure investments) Goal 5: Gender equality (Infrastructure investments) Goal 7: Affordable and clean energy (Infrastructure investments) Goal 8: Decent work and economic growth (Economic performance) Goal 9: Industry innovation infrastructure (Infrastructure investments) Goal 9: Industry innovation infrastructure (Research and development)
	201-3	Defined benefit plan obligations and other retirement plans	76-77	
GRI 202 : Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	74, 75	Goal 1 : No poverty (Earnings, wages and benefits) Goal 5 : Gender equality (Equal remuneration for women and men) Goal 8: Decent work and economic growth (Earnings, wages and benefits)
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	203-2	Significant indirect economic impacts	5, 31, 112, 114, 116, 117, 118	Goal 1 : No poverty (Availability of products and services for those on low incomes) Goal 1 : No poverty (Economic development in areas of high poverty) Goal 2 : End hunger (Changing the productivity of organizations, sectors, or the whole economy) Goal 3 : Good health and well-being (Access to medicines) Goal 8: Decent work and economic growth (Changing the productivity of organizations, sectors, or the whole economy) Goal 8: Decent work and economic growth (Indirect impact on job creation) Goal 8: Decent work and economic growth (Jobs supported in the supply chain)
GRI 204 : Procurement Practices 2016	204-1	Proportion of spending on local suppliers	118	Goal 12: Responsible consumption production (Procurement practices)
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	302-2	Energy consumption outside of the organization	67		Goal 7: Affordable and clean energy (Energy efficiency) Goal 7: Affordable and clean energy (Renewable energy) Goal 8: Decent work and economic growth (Energy efficiency) Goal 12: Responsible consumption production (Energy efficiency) Goal 12: Responsible consumption production (Transport) Goal 13: Climate action (Energy efficiency)
	302-3	Energy intensity	67		Goal 7: Affordable and clean energy (Energy efficiency) Goal 8: Decent work and economic growth (Energy efficiency) Goal 12: Responsible consumption production (Energy efficiency) Goal 13: Climate action (Energy efficiency)
	302-4	Reduction of energy consumption	66, 67		Goal 7: Affordable and clean energy (Energy efficiency) Goal 8: Decent work and economic growth (Energy efficiency) Goal 12: Responsible consumption production (Energy efficiency) Goal 13: Climate action (Energy efficiency)
	302-5	Reductions in energy requirements of products and services	67		Goal 7: Affordable and clean energy (Energy efficiency) Goal 8: Decent work and economic growth (Energy efficiency) Goal 12: Responsible consumption production (Energy efficiency) Goal 13: Climate action (Energy efficiency)

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	303-3	Water recycled and reused	69	Goal 6 : Clean water and sanitation (Water efficiency) Goal 6 : Clean water and sanitation (Water recycling and reuse) Goal 8: Decent work and economic growth (Water efficiency) Goal 12: Responsible consumption production (Water efficiency)
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	305-6	Emissions of ozone-depleting substances (ODS)	66, 67	Goal 3 : Good health and well-being (Air quality) Goal 12: Responsible consumption production (Air quality) Goal 13: Climate action (GHG emissions)
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	66, 67	Goal 3 : Good health and well-being (Air quality) Goal 12: Responsible consumption production (Air quality) Goal 13: Climate action (GHG emissions)



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	306-2	Waste by type and disposal method	70	Goal 3 : Good health and well-being (Spills) Goal 6 : Clean water and sanitation (Waste) Goal 6 : Clean water and sanitation (Water-related ecosystems and biodiversity) Goal 12: Responsible consumption production (Waste)
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GRI 308 : Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	44, 50	
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GRI 402 : Labor/ Management Relations 2016	402-1	Minimum notice periods regarding operational changes	79	Goal 8: Decent work and economic growth (Labor/management relations)
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GRI 406 : Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	79	Goal 5: Gender equality (Non-discrimination) Goal 8: Decent work and economic growth (Non-discrimination) Goal 16: Peace justice and strong institutions (Non-discrimination)
GRI 407 : Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	31, 40, 47	Goal 8: Decent work and economic growth (Freedom of association and collective bargaining)
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GRI 409 : Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	79	Goal 8: Decent work and economic growth (Elimination of forced or compulsory labor)

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GRI 412 : Human Rights Assessment 2016	412-1	Operations that have been subject to human rights reviews or impact assessments	49, 106		
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# Sustainability Report Reader Questionnaire 2017

## 1. Which of these groups best describe you?

- |   |  |
|---|--|
| <input type="checkbox"/> Shareholder / Investor   | <input type="checkbox"/> Pruksa Holding Public Company Limited employee / management |
| <input type="checkbox"/> Customer                 | <input type="checkbox"/> Government official   |
| <input type="checkbox"/> Business partner         | <input type="checkbox"/> Press   |
| <input type="checkbox"/> Local community / public | <input type="checkbox"/> Student   |
| <input type="checkbox"/> Others .....             |  |

## 2. How did you access this sustainability report?

- |   |  |
|---|--|
| <input type="checkbox"/> Annual general meeting   | <input type="checkbox"/> Website (www.psh.co.th)                     |
| <input type="checkbox"/> Website (www.pruksa.com) | <input type="checkbox"/> Stock Exchange of Thailand or www.set.or.th |
| <input type="checkbox"/> Others .....             |  |

## 3. The reason you read this sustainability report.

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## 4. How would you rate this sustainability report on these aspects?

- |                               |                                       |   |
|-------------------------------|---------------------------------------|---|
| 4.1 Comprehensiveness         | <input type="checkbox"/> Satisfactory | <input type="checkbox"/> Unsatisfactory |
| 4.2 Scope of content          | <input type="checkbox"/> Satisfactory | <input type="checkbox"/> Unsatisfactory |
| 4.3 Credibility               | <input type="checkbox"/> Satisfactory | <input type="checkbox"/> Unsatisfactory |
| 4.4 Layout and graphic design | <input type="checkbox"/> Satisfactory | <input type="checkbox"/> Unsatisfactory |
| 4.5 Overall impression        | <input type="checkbox"/> Satisfactory | <input type="checkbox"/> Unsatisfactory |

## 5. How would you rate each chapter based on its content?





- |  |                                    |                               |                               |                               |
|--|------------------------------------|-------------------------------|-------------------------------|-------------------------------|
| 5.1 Corporate social responsibility policy   | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
| 5.2 Message from Executive Vice Chairman of the Board of Directors and Group Chief Executive Officer | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
| 5.3 Pruksa's pride   | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
| 5.4 About Pruksa Holding   | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
| 5.5 About the sustainability report 2017   | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
| 5.6 Economic operations  | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
| 5.7 Environmental operations   | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |
| 5.8 Corporate social responsibility efforts  | <input type="checkbox"/> Excellent | <input type="checkbox"/> Good | <input type="checkbox"/> Fair | <input type="checkbox"/> Poor |

## 6. Other comments you might have on this sustainability report.

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## You can send the questionnaire in 3 ways

		
<p>CSR Division, Corporate Communication Management, Pruksa Holding Public Company Limited 1177, Pearl Bangkok Tower, Phaholyothin Road, Samsennai, Phayathai, Bangkok 10400</p>	<p>csr@pruksa.com</p>	

Thank you for your time and cooperation.  
Your feedback is highly appreciated and will help us to improve our future reports.



**PRUKSA**

**Pruksa Holding Public Company Limited**

Pearl Bangkok Tower, 24<sup>TH</sup> Floor, 1177 Phaholyothin Road,  
Semsennai, Phayathai, Bangkok 10400