SUSTAINABILITY REPORT

Principles for Sustainability Development

With Company's vision to "Develop Sustained Competiveness" and therefore in order to achieve the vision, the Company's mission is set up for the sustainability management. The Company has applied the principle of organization sustainability aspects which cover the economy, society and environment under good governance for setting up strategy and policy.

Sustainability Report of Christiani & Nielsen (Thai) Public Company Limited has been made as part of this Annual Report, to present the Company's performance in terms of economic, social, and environmental under good corporate governance to create sustained highest value to all stakeholders.

Overview of Sustainability Report

The Company places the highest priority on delivery of long-term value and sustainable returns to all stakeholders. The Company realized that Construction business is one of business fundamentals and takes an important role in driving nation's economy. Company's business affects various stakeholders, and that it may especially affect living and safety conditions for not only its own staff but also the environment and communities. If the Company's business is conducted irresponsibly, it will inevitably lead to catastrophic environmental and other adverse impacts on communities near the Company or the Company's worksites. Moreover, it may be harmful to life and property as well. The Company has set a clear policy to operate its business with the objective for achieving long-term sustainability. The policy needs to be followed by employees and shall be monitored regularly for improvement and ensure that the process has been done accordingly.

The Company's operation of the social and environmental responsibility can be separated into two parts as follows:

1. CSR In Process

   The Company conducted its business with full realization for the responsibility towards the impacts of all process of the Company's operations to create value and equally contribute maximum benefit to all stakeholders.

2. CSR After Process

   The Company has the policy to get involved and support all activities both direct and indirect for the benefit and create well-being to society and community for the sustainable growth. This is not related to the Company operation.

Scope of Sustainability Report

This report is included in Annual Report with the stated intention to operate the business for the sustainable growth of Christiani & Nielsen (Thai) PCL, covering the development under the sustainable development framework, comprising three core indicators, namely, the economy, society and environment. The Report discloses operational results from 1 January 2019 to 31 December 2019 to stakeholders with validity and transparency.

With the realization of the importance of the sustainability development target according to international standards, this report has been made in accordance with the framework of GRI G4 under which Company reporting is re-categorized according to the GRI reporting standard. The Company plans to prepare this report annually, as well as continue to develop the system and method for compiling the information, so as to acquire clear guidance and meet with full Core indicators and with "In accordance criteria" in the future.

Stakeholder Engagements

The Company's recognizes the importance of all stakeholder groups whether it is internal stakeholders such as management and employees of the Company and subsidiaries, or external stakeholders such as shareholders and investors, customer, suppliers and creditors, competitors, communities and environment, government agencies and other related organizations whom the Company has an ongoing relationship and impact as a result of its business operations. The Company engages its stakeholder groups in various channels, with the frequency and communication mechanisms based on the most effective communication channels. The Company has also provided communication channels on its website or any another means for any stakeholder to express his/her opinion or complaint and contact the Board of Directors directly, without going through the Management. The Board has, and will continue to treat such information seriously and with utmost confidentiality.

Currently, the Company's Stakeholders can be categorized into 8 groups, which are presented below. All Company's departments are responsible for creating and maintain good relationships with these groups, communicating, taking their suggestions, and assessing their expectations.

Stakeholders	Expectations	Key action and engagement	Communication channels
Management and Employees	• Appropriate compensation and welfare. • Career advancement and succession. • Competency advancement. • Good working environment. • Security and safety at work and camp	• Respect human rights and diversity and ensuring equal opportunity. • Provide fair salary, benefit, and welfare by benchmarking with other companies in the industry. • Provide bonus based on company financial and employee performances. • Provide benefit and welfare: provident fund, social security fund, compensation fund, emergency financial assistance, medical treatment fees, and group health insurance • Ensure a safe and healthy work environment • Provide training for skill enhancement. • Annual review of compensation, welfare and benefits structure, in accordance with Company's performance both in short and long term, to remain competitive with industry standards. • Promote saving via CNT Cooperation. • Create safety awareness by training. • OHSAS 18001:2007 standard for safety and health.	• Set up Staff Welfare Committee. • Message from Management via monthly internal newsletter, CNT Internal Web • Meeting, Seminar and Company event for staff to meet with Management. • Announcement, PR Board. • Submit comments and suggestion to Supervisor , Management or Managing Director via E-mail: ponpisch@cn-thai.co.th
Shareholders and Investors	• Increase of share's value • Share profits in term of dividends. • Sustainable growth of the business. • Conduct business with justice and transparency under good corporate governance. • Risk Management.	• Duty of fiduciary. • Create, maintain and added long-term value to Shareholders. • Disclosing timely, concise and relevant information. • Response to all queries.	• Regular communication with Investors through meetings and conference call. • Direct channel of communication to Board/ Management open for every shareholder via Secretary to Audit and CG Committee E-mail: ponpisch@cn-thai.co.th. • Shareholders Meeting at least once a year, plus quarterly Opportunity Day Meetings. • Annual Report, Form 56-1, etc. • E-mail: ir@cn-thai.co.th

Stakeholders	Expectations	Key action and engagement	Communication channels
Customers	• Professional service with fair price. • Deliver construction work on time, with agreed quality and in budget. • Construction warranty period. • Confidential non-disclosures. • On-time trouble shooting.	• Develop services that responds to diverse needs. • Provide efficient, reliable and professional services and solutions at once. • Meet clients 'expectations with superb quality and services. Deliver projects within the budget and timeline. • Never deliver projects that may potentially damage the clients. • ISO 9001:2005 Quality Management System • Keep the cost low as, yet maintain high quality construction standard and services. • Seek ways to add more benefits to the clients. • Take part in finding solutions as well as preventing environmental problems within the building sites and the neighborhood.	• Meeting with the project's owner or representative. • Construction site visit by Management. • Customer Feedback Questionnaire. • Letter to Project Manager, Operations Director, Managing Director. • E-mail: cnt@cn-thai.co.th
Suppliers	• Fairness and equal opportunity in procurement process. • Fair prices. • Reputation and creditability. • Create synergy partners. • Adhere to conditions in the contracts.	• Set criteria for the appraisal and selection of supplier for fair competition. • Define quality, products and services. • Ensure that terms and conditions are based on industry norms and practices. • Comply with agreed terms and conditions. On time payment • Support and assist where possible to create synergy partners. • Internal Audit Department was assigned to follow up and monitor the procurement / purchasing process to ensure that there will not be any corruptions nor fraud.	• E-mail: cnt@cn-thai.co.th • Whistle blower E-mail: ponpisch@cn-thai.co.th • Regular meetings for information exchange and create good relationship. • Organize activities to create good relationship.
Creditors	• Ability to repay loans/debts on time • Fair returns on loans and service fees. • Commitment to agreements.	• Strictly comply with all terms and conditions and objectives of using the borrowed funds, repayment, collateral, and other conditions as may agree. • Never conceal the truth that may potentially cause any damage to the creditors. • Assure quality of collateral or any conditions in the agreement made with the creditors for achieving mutual benefit.	• Regular meetings for information exchange and create good relationship. • E-mail: cnt@cn-thai.co.th

Stakeholders	Expectations	Key action and engagement	Communication channels
Regulators	• Strictly comply with all related laws and regulations. • Good Corporate Governance and transparency. • On-time and sufficient disclosure of information.	• Follow guidelines in doing transactions with the State, code of conduct and participate in all relevant activities which may require. • Financial and annual operating Reports. • Keep oneself informed and updated at all time with the news, join regularly the meeting, seminar, and activities held by Ministries that govern rules and regulations in order to be informed about the changes. • Periodic internal assessment to ensure the compliance. • Regularly disclose through SET.	• Financial and annual operating reports including Annual Report, Form 56-1 and other related reports regularly required. • Regular disclosure through SET. • Letter to Managing Director • Whistleblower E-mail: ponpisch@cn-thai.co.th
Community, Society and Environment	• Improvement of quality of life. • Support of community activities. • Preserve environment. • Avoid, reduce pollution which may affect the environment. • Issued two polices in regards to Corporate Social and Environmental Responsibilities: CSR In Process and CSR After Process.	• Support and participate in local community activities. Be a part of the neighborhood and join activities as see fit. • Organize campaigns to instill value of the living harmoniously between the company, community, social, and environment. • Respond quickly and efficiently when there's an environmental complaint made by the community as a result of the company construction.	• Letter to Operations Director, Managing Director. • E-mail: ir@cn-thai.co.th, cnt@cn-thai.co.th
Competitors	• Competing under rules, regulations & law • Fair trade, transparency and auditability. • Not violate competitors' intellectual property rights. • Not access confidential information in dishonor or in appropriate means.	• Not attacking reputations with false allegations. • Properly treated competitors with fairness, ethically and legally.	• Join as a member of Thai Contractor Association to meet and exchange of idea to create good relationship among contractors' members. • E-mail: cnt@cn-thai.co.th

Corporate Governance, Ethics and Integrity

The Company is committed to conducting business under Good Corporate Governance principles; doing business ethically and striving for the betterment of society and the environment. The Board of Directors has promoted corporate governance practices to help fulfill its responsibility to the shareholders. It is the duty of the Board of Directors to serve in a prudent fiduciary relationship with shareholders and to oversee the management of the Company's business. The Company has provided the governance structure of the Company, including committees under the subject of "Management Structure" of this Annual Report.

The Company has set up a Corporate Governance Policy, Business Ethics and Code of Conduct Manual to commit to the key principles of integrity, ethical business conduct and accountability for Directors, Executives and staff as a guideline in carrying out their respective work for the Company in a transparent, honest, faithful and justifiable manner. These guidelines can be accessed through the Company's website.

Anti-corruption Policy

The Company's Board of Directors has declared an intention not to participate in any form of corruption. This is in compliance with Thailand's Private Sector Collective Action Coalition Against Corruption (CAC). Further details are provided under the section "Corporate Governance Report". The Company had announced its Anti-Corruption Policy and "No Gift Policy" on Company's Website.

Sustainable Management Performance

Economic Performance

The Company conducts business with commitment to promoting the nation's economic development both directly and indirectly through its revenue. The generation and distribution of economic value is aimed to create value added to its shareholders, customers, employees and other stakeholders on equitable basis. Profits from operation are part of the creation of well-being of all stakeholders.

The Company had arranged its management structure in Construction operation in to Business Units according to staff capability and experiences. Head of each Business Unit is responsible for the management in their own unit to generate income for the sustained economic growth of the Company. Business Unit consisting of Government Business Unit, Petrochemical and Special Industry Business Unit, General Buildings Business Unit, Residential and Hospitality Business Unit and MEP and General Construction Business Unit.

The Company's operations contribute to national economies by generating economic benefits for different stakeholders through Company's cash flow from operations.

Economic Performance Data

	2019 Million Baht	2018 Million Baht
Direct Economic Value		
Income from Construction	7,240	7,123
Distribution of Direct Economic Value		
Cost of Construction	6,911	6,949
Employee's remuneration and benefits	1,686	1,570
Transaction creditors	168	185
Dividend Payment	-	50
Tax/Duty Payment to Government	256	294
Community supports	0.48	0.7
Cumulated Economic Value		
Depreciation	216	225
Provision	(50)	(48)
Transfer to (from) legal reserve	4.5	-

Tax/Duty paid to Government including Value Added tax 101MB, Withholding Tax 144MB, Duty Stamp 9MB, Import Duty 2MB.
(Source - Financial Statement of 2019)

Further information for Company's economic performance can be found in "Type of Business" and "Income Structure" in this Annual Report. Company's financial performance as described in "Financial Highlight" and "Management Discussion and Analysis" in this Annual Report.

Effective Management Resources

The Company is now improving its Enterprise Resources Planning system to manage and integrate all Company's core business process including Cost Control, Account and Finance, Procurement, Worksite's Store Keeping, Equipment Maintenance and etc. The system aims to manage all resources efficiently and reduce time (Algorithm) by integrating all database of company core business function in a single database to ensure the accuracy of all data. The real time access and linkage of all data enhance the decision of Management to become more efficient and can react immediately to the change.

Social and Environment Performance (CSR In Process)

Corporate Social Responsibility Policy

Social responsibility is one of the Company's commitments in operating its business. The important mission is to create and develop a better quality of life in every community where the Company's operations are involved. The Company always provides continuous support and promotes different kind of social activities. The objective is to promote the business and communities to coexist harmoniously.

Incorporated over 8 decades ago, the Company is proud to be a part of the country's development on both, social and economic fronts. All along, it has been the Company's policy to conduct its business with good corporate governance, while acting with responsibility towards society and the environment, which is translated into a clear policy for conducting the Company's business operations.

The Company applies the principles of Corporate Social Responsibilities set out by the Stock Exchange of Thailand ("SET") as its guidance for the following:

1. Good corporate governance;
2. Fair business operation;
3. Respect of human rights and fair treatment of labour;
4. Environmental conservation;
5. Consumer responsibility;
6. Participation in social development;

CORPORATE SOCIAL RESPONSIBILITY IN OPERATION

Environment

The construction business, if conducted irresponsibly, can affect many aspects of the environment. The Company emphasizes on environment protection, and policies were set out and strictly followed by all employees at its Head Office, Plant and each construction work site. The Company also encourages and creates awareness in all employee to realize the importance of preserving sustained environment. The Company realize the importance of long term resource utilization, both direct and indirect, such as employees, suppliers who supply natural construction material, various communities and the environment. The Management has set a clear policy to develop, encourage, promote and maintain the utilization of such resources with responsibility and good practices which is in accordance with good corporate governance. The Company believes that a successful business, conducted with all stakeholders' in mind, can create long-term sustainability in social and environmental issues and enable the Company to achieve its missions.

The policies on social and environment are outlined and disclosed as follows:

Respecting Human Rights and Labour Practices

The Company requires that all of its Directors, the Management and Staff strictly respect international human rights principles as part of the operations of the Company, and do not tolerate any violations thereof. The principle also apply to all Company sub-contractors as well.

Human Right Management Guidelines

The Company will hold morality to procure and employ staff without discrimination in terms of race, religion, colour or gender. There are no child labour or forced labour and this shall be applied to all Company's sub-contractors. This is to ensure fair and equal opportunity for everyone to be recruited as the Company's employee. The recruiting process emphasizes on capability and suitability with such position. The Company also strives to improve the quality of life of disabled people, by employing them under the same terms and conditions as other staff. Moreover, the Company also provides facilities for the handicapped in its Head Office, e.g. special elevator, ramp for wheelchairs, special toilets, etc.

The Company complied with the Law for the employment of disabled by cooperating with all related public sectors and the Social Innovation Foundation by joining the programe to employ the disabled person to work in the community or in public society organizations such as schools, hospital, local government authorization. This is the new dimension initiated by the Government to encourage the private sector to employ disabled person who are capable to work in the organization and be the representative of that organization for the contribution to society. The employment of disabled person is according to Company's policy to create equality in society, improve disabled quality of life and added economic value to the country.

In 2016, the Company joined with the declaration for the cooperation between the public, private and civil society sectors. "Create a new dimension to create 10,000 career for disabled person" by the Thai Health Promotion Foundation in collaboration with private section to create 10,000 career for disabled person.

This year the Company is able to hire disabled employee in proportion required by law at 1 disabled employee to 100 employees, totaling 65 disabled were employed which is according to the law as such the Company need not to subsidize to the Fund for Empowerment of Persons with Disabilities.

Staff Number

Number of staff working at Head Office, Plant and construction work sites are as under:

Total numbers of staff by age and gender

Staff	Under 30 years old		31-50 years old		Over 50 years old		Total	
	2019	2018	2019	2018	2019	2018	2019	2018
Female	115	130	133	135	34	33	282	298
Male	145	182	417	427	144	141	706	750
Total Staff	**260**	**312**	**550**	**562**	**178**	**174**	**988**	**1,048**

Resigned Staff	2019	2018	2019	2018	2019	2018	2019	2018
Female	28	26	16	13	6	5	50	44
Male	41	39	47	58	36	38	124	135
Total staff resigned	**69**	**65**	**63**	**71**	**42**	**43**	**174**	**179**

Total numbers of staff - classified according to work places, age and gender

Staff	Under 30 years old		31-50 years old		Over 50 years old		Total	
	2019	2018	2019	2018	2019	2018	2019	2018
Head Office								
Female	28	30	69	76	27	24	124	130
Male	8	8	69	73	40	36	117	117
Total	**36**	**38**	**138**	**149**	**67**	**60**	**241**	**247**
Plant								
Female	9	17	6	12	0	1	15	30
Male	5	10	32	32	11	12	48	54
Total	**14**	**27**	**38**	**44**	**11**	**13**	**63**	**84**
Construction Work site								
Female	78	83	58	47	7	8	143	138
Male	132	164	316	322	93	93	541	579
Total	**210**	**247**	**374**	**369**	**100**	**101**	**684**	**717**
Total Staff	**260**	**312**	**550**	**562**	**178**	**174**	**988**	**1,048**

Classified according to level and gender :

Total of employees	2019			2018		
	Female	Male	Total	Female	Male	Total
Top Management	9	59	68	6	58	64
Middle Management	29	107	136	29	112	141
Junior Management	150	319	469	150	332	482
Operation Level	94	221	315	113	248	361
Total	**282**	**706**	**988**	**298**	**750**	**1,048**

Classified according to their Thai workers and migrant workers under MOU, Age and Gender:

Type of Workers	Under 30 years old		31-50 years old		Over 50 years old		Total	
	2019	2018	2019	2018	2019	2018	2019	2018
Thai workers								
Female	366	340	900	864	240	197	1,506	1,401
Male	574	542	1276	1244	518	494	2,368	2,280
Total	**940**	**882**	**2,176**	**2,108**	**758**	**691**	**3,874**	**3,681**
Migrant workers under MOU								
Female	7	7	13	5	1	-	21	12
Male	187	250	185	206	3	3	375	459
Total	**194**	**257**	**198**	**211**	**4**	**3**	**396**	**471**
Total of Workers	**1,134**	**1,139**	**2,374**	**2,319**	**762**	**694**	**4,270**	**4,152**

Employment Ratio of Disabled Staff and workers

	2019						2018					
	Female		Male		Total		Female		Male		Total	
Staff	1,785	98.67%	3,408	98.81%	5,193	98.76%	1,685	98.65%	3,440	98.74%	5,125	98.71%
Disables staff and workers	24	1.33%	41	1.19%	65	1.24%	23	1.35%	44	1.26%	67	1.29%
Total	**1,809**		**3,449**		**5,258**		**1,708**		**3,484**		**5,192**	

Overall Employment

In 2019, total staff was 988 with female staff 282 (28.54%) and male staff 706 (71.46%).Total workers were 4,270 persons with female 1,527 persons (35.76%), male 2,743 persons (64.24%). Among these were Thai workers 3,874 persons (90.73%) and workers under MOU 396 persons (9.27%). Disabled workers were 65 persons equivalent to 1.24% of total staff and workers. The Company has always valued equal employment opportunities. However, as the nature of construction business requires physical endurance, our construction workforce contains higher number of male than female staff/workers. In terms of employing physically challenged persons (disabled) the Company strongly adheres to the law. The Company realized that they have physical limitations and therefore delegate them to work in the areas that do not impose any risk to their individual physical challenge.

Equal Opportunity and Fairness Labour Treatment

The Company is committed to providing equal opportunity in every aspect of its business. The Company pays remuneration according to Employee's abilities for each position. The same principle also applies to other benefits such as housing, medical services etc. The Company does not discriminate between able and disabled staff or local and migrant labour, all of who are considered equal. All Employees have an equal chance to develop themselves for career advancement.

Equality support for career advancement

The Company applies the principle of "Competency Development Programme" for training. Goal, indicators and action plans are set according to Individual Development Plan (IDP) to enhance employee's knowledge for the advancement in their career. Post evaluation and assessment shall be conducted after every training course to prepare further individual development plan.

Human Resources Development and career advancement

Training and development

Qualified employees and personnel are key resources for any company to drive for long-term development of the organization, as well as the country through their knowledge and experience. The Company plays an important role in supporting and encouraging its employees and staff, by providing various training courses which are related to their existing duties and responsibilities, general management and skills in the Company's main construction activities. This is to ensure that all staff shall understand all relevant practices and meet with the Company's standard. The continuous training programme always provides to enhance its staff to meet with the change of construction business and prepare for Company's future growth. The Company believes that good workmanship will deliver high quality of work to satisfy customers. Although certain employees may leave the Company, it is expected that their knowledge, experience and good workmanship practices would enable them to deliver good work to other organizations, thereby resulting in the positive long term development of the country.

Training School will be responsible to prepare the training programme, according to Company Strategic Plan, to all employees in all levels including workmanship in construction site. The courses shall be conducted by in-house or external trainers who are experienced in each subject. The annual training programme and target training group will set in advance and publicized on Company Internal Web Site, E-Learning Programme and Internal Journal. The programme also notified to each employee to plan for attending the course.

The Company construction training center at Nimit Mai Road was established to enhance Company's development programme, with more space, in order to facilitate more staff training programs to improve their skill and workmanship.

A Training Centre in Sriracha, Chonburi was set up to facilitate training classes related to steelwork and equipment, i.e. scaffolding installation and inspection, crane operation, small tools utilization. The objective of these courses is to support our staff to develop skills and expertise in operating these equipment so that they can apply for licenses legally required by Department of Labor Protection and Welfare.

Apart from in-house training, the Company also sends Employees to attend training programmes organized by other organizations related to Company's business or general management, so that Employees gain new knowledge, ideas, and to develop innovation. After training, they apply their new learning in their existing job duties for the development of their careers.

Master Degree Supporting Policy

The Company had a policy to support key employees to further their study in Master Degree in Company's business related programmes. Employees whose qualifications meet with Company's criterial will have a chance to enhance their knowledge, capability and increase their efficiency in their existing jobs and in the future. As part of the career long-term advancement plan, the employee can bring in their new knowledge for the improvement in their jobs and become Company's future assets.

In order for the Company to provide continuous specific training courses to staff and workers especial for safety and special training programme. The Company had registered with relevant departments to set up Company's in-house training center to train internally and issue the certificate thereof. The Company had promoted, developed and supported employee whose qualifications are in accordance with the requirement of Department of Labour Protection and Welfare to be trained as an in-house trainer. The training courses are conducted by Company's employee who have experience and were trained in relevant courses. Details as under:

Training courses	Registrar
Safety in Electrical Works	Occupational, safety Health - Department of Labour Protection and Welfare
Confine Space Safety	Occupational, safety Health - Department of Labour Protection and Welfare
Safety, Occupational Health and Work Environment	Occupational, safety Health - Department of Labour Protection and Welfare
Safety Officer at Supervisor Level	Occupational, safety Health - Department of Labour Protection and Welfare
Crane Operation	Occupational, safety Health - Department of Labour Protection and Welfare
Safety Testing for Road Works	Department of Highway
Installation and Inspection of Ring-locked Scaffoldings	Occupational, safety Health - Department of Labour Protection and Welfare

Career Development Plan

The annual development programme (Career Path Development) is set up on a continuous basis from year to year. The objective is for employees to realize and understand the opportunities for their career development which is the Company's mission to create "quality employees, quality productivity". The Company will train its employees according to its development plan. Employee training is focused on two target groups as follows:

Group of operation staff - Top Management and Staff at Management level

Group of operation staff including workers at worksites

Development plan for Top Management and Staff at Management Level

The Company applies the principle of "Competency Development" for training. Goal, indicators and action plans are set according to Individual Development Plans (IDPs). There are 3 levels in Competency Development.

Type of Competency	Level of staff	Average training hour per employee	Objective of the program
Core Competency For staff at all levels	**All levels**	30 hrs./ session / year	To ensure that all staff understand the core values of the organization which is achievement oriented, cost effective, customer focused, initiative and alertness.
Managerial Competency	**Management**	30 hrs./ session / year	To develop managerial skills such as pro-active analytical and planning, resources management, management, communication and co-ordination, leadership.
Functional Competency	**Manager / Professional Staff**	114 hrs. / session / year	To develop technical skills according to their professional duties and responsibilities.

Leadership Development

To create and develop the leadership is one of the Company's missions to develop staff from supervisor level to prepare themselves into higher level to become future organization leader group as part of succession plan. The Company provides continue soft-skill training and other related programmes for both in-house and external training institutions.

English communication skills development

The Company realized the importance of staff being able to communicate in English. Therefore, English courses are provided to employees as part of their skill development. There is a full time English teacher who will conduct English classes for staff at the head office, plant and construction sites. Courses are designed to match the level of individual's English proficiency and needs with pre & post course evaluations.

E-learning system

The Company has developed an e-learning system for English and many in-house courses for Head Office and construction sites staff. The purpose is to provide an all-time access to knowledge for employees. The on-line courses include quizzes and exercises to encourage participation. E-learning will enable staff to continue improving their skills and knowledge.

New E-learning programmes were developed in 2019 by adding on the existing courses such as Team Building, Assignment and Work Order Skill, HR for non-HR, Young Engineer Programme and English for Young Engineer. The Anti-Corruption Policy was also added in as a compulsory course, where all employees must take a test with minimum scores required to pass.

Young Engineer Programme

Newly employed young engineers are a major resource of the construction business, are trained to develop their basic knowledge and in the Company's special techniques. This campaign is called the "Young Engineer", whereby the Company recruits new graduates from engineering institutes and trains them starting with the Company's fundamentals, such as procedures, systems, techniques, know-how, and etc. They are trained both in the office and at the work sites (on the job training). The Company believes that after training, these young engineers will carry out their duties according to the Company's standards and will become the Company's future assets and continue to maintain the Company culture.

Development Plan for operation staff in construction

The Training School is responsible to prepare the training programme to develop staff in construction operation as well. The training programme will focus on operating and managing in worksite (Project Management) to ensure the understanding of efficient project management. The target groups are all staff at supervisor level, engineer level 5-8 up to Project Manager. The target groups must attend all training courses as under with training hours not less than 36 hours per year. The courses are divided in to 7 groups of knowledge and shall be conducted by Company's staff who are experienced, knowledgeable and being an expert in each subject. This is to create sustainable knowledge in the Company from generation to generation. Staff can attend more than one course in a year. Details or training course, No. of training staff and hours are as under:

Training Programme during the year Training Year	No. of courses		Training hours		Nos. of participant	
	2019	2018	2019	2018	2019	2018
Construction Knowledge	12	14	78	78	404	362
Soft Skills	11	3	252	18	965	257
Computer Skill	2	3	18	18	54	53
Safety Programme	18	21	591	648	1,275	1,482
Project Manager Programme	3	3	15	18	113	235
English Skill	4	2	12	6	90	27
	50	46	966	786	2,901	2,416

Group of Operation staff at construction sites

As a large construction company, the Company needs a number of skilled staff and workers. With high competition in the construction market, operation staff and worker is one of the significant target groups for training. The Company has built a training center at Nimitmai Road to provide full facilities for training staff and workers. The programs are focused on major construction activities, skills which are needed for every construction project such as brick laying, plastering, carpentry, formwork, erection works, etc. The Company conducts a test for standard workmanship in line with the standards of the Skill Development Department, as for the Company to pay the remuneration according to their skill. The Company always develops the training programme to meet with the shortage of some certain skills in order to increase Company's including its sub-contractors' quality of workmanship. As for sustained development, after training, they may leave the Company to join other organizations without any objection from the Company.

In addition to in-house training, we also arrange field trips for our staff to visit suppliers so that they could gain hands-on experience from manufacturing processes. For instance, they have visited lightweight-concrete plant, hot dip galvanizing factory, and glass producing company. Among these trip, they have gained practical direct experience of laying lightweight concrete bricks from the producer.

The training programmes for safety are conducted regularly for staff and workers at site to ensure safety workplace. Training for the use of equipment is provided to ensure that all company's equipment will be used correctly and efficiently. The regular training programmes, including the development of skilled labour are also conducted to ensure that qualified works will be handed over to all customers. The detail of training programmes are as under:

Continuous programme

	Nos. of hours		Nos. of participant	
	2019	2018	2019	2018
Safety in Construction and using Scaffolding	258	342	4,198	3,551
Tower Crane Signal	240	87	348	177

Programme developed in 2019

	Nos. of hours	Nos. of participant
Safety, Occupational Health and Work Environment	22	288
Installation and inspection of Scaffoldings	66	139
Industrial Flooring and water proof	18	99

Joining as a member of Council of Engineers network

In December 2017, the Company was approved as a member of Council of Engineers network. As a member the company is certified to host a training for engineers of the other members and sharing engineering professional knowledge among members as knowledge sharing to promote personal and country development in a sustainable way. In addition engineers can collect training hours toward the continuing professional development program (CPD), which is required when they need to take professional license exam as to prepare for their career advancement. The Company also sent our experienced staff to be lecturers of certain courses that organized by the Council.

The company has received approval to be a member of the Continuing Professional Development Network from the Council of Engineers in 2018. Since then we have organized training courses to enhance skills and experiences for engineers. In addition, we took them to manufacturers to learn production process and study how to use materials directly from 10 manufacturers. 261 engineers received on the job training, which is equivalent to 60 hours of training. Among those 261 engineers, 163 earned credits from the Council of Engineers. The credit earned will contribute toward their professional license exam in the future.

Details of Trainings

Type of Training Courses	Total No. of Training Courses		No. of Training Staff		No. of Training Days		Total Training Expenses Per Year (Baht)	
	2019	2018	2019	2018	2019	2018	2019	2018
In-House Trainings	123	85	2,664	2,173	160	126	1,073,661	536,332
External Trainings	60	46	90	91	124	114	398,215	290,841
Total	**183**	**131**	**2,754**	**2,264**	**284**	**240**	**1,471,876**	**827,173**

Average training hours according to employee level and gender

Employee Level	Hour/person/year	
	2019	2018
Operation Staff	16	28
Junior Management Level	12	25
Middle Management Level	9.5	20
Top Management Level	6	15

By Gender	Hour/person/year	
	2019	2018
Female	18	18
Male	18	30

Performance Management

The Company has a system of performance management to support the employees to work efficiently and effectively in accordance with the ultimate target of the Company that is to "Develop Sustained Competiveness".

The supervisor has duties to manage performance of their sub-ordinates in each level to achieve the successful by assigning the duties and responsibilities in accordance with company target and strategy. It is to enhance their sub-ordinates through training, coaching and mentoring according to their knowledge and capability.

The employees have duties to comply with their duties and responsibilities for the achievement of their target and meet the standard of performance and be responsible for self-development for better performance.

The performance evaluation shall be conducted annually to review the remuneration including promotion. This to encourage and motivated employees to work with their full effort and dedication in works and improve their performance continually.

Policy and Regulations about remuneration, welfare, provident fund

The Company has a policy of remuneration payment which related to the Company's performance both in short and long term to motivate employees to devote themselves for the achievement of their target. KPI (Key Performance Indicator) and Competency is the mechanism in which the Company applies for the management of salary which is in short term. Other benefits which is beyond legal are also provided. This aim to promote the security for employee and their family and to build up long-term relationship between employees and the Company. The salary rate and basic remuneration shall not be different between female and male employees e.g. salary adjustment, bonus, incentive and etc. However, for long term remuneration it will depend on Company's investment plan in the future and the outlook of market which the Company is operating in.

The Company has registered establishing Christiani & Nielsen (Thai) PCL provident fund, registered no. 211/2533 on 13 June 1990 with Provident Fund by SCB Assets Management to be saving and guarantee for the employees and their family. The employee are free to choose their own investment plan. The saving rate is depending on employees' voluntary at the rate between 5% - 15%.

In year 2019, the total amount in provident fund in company's contribution at the rate of 5-9% by using criteria of member's years of services for percentage calculation is 24.98 Million Baht with reserve according to the provident fund plan of 160 Million Baht which is covers all entitled employees.

All staff who has pass the probationary period will have the right to apply for provident fund membership. As at 31 December 2019, member of provident fund is 971 employees or 98.27% who are the members of the fund from 988 employees who are qualified according to the requirement of the fund.

Saving and Contribution Rate (Employees & Company)

The contributions to the fund are from Employees and Company. The saving from Employee is at the starting rate of 5 percent. The contribution from the Company is at 5-9% depending on number of Employees' years of services to promote good morale and serve as a long term incentive to Employees who have many years of service. The employees saving rate can be from 5-15 percent depending on their voluntary. The saving and contribution rates are as under:

Saving and contribution Rate according to employee's years of services

Years of services	Contribution Rate (%) from Company
Less than 15 years	5
From 15 to 20 years	6
From 20 to 25 years	7
From 25 to 30 years	8
More than 30 years	9

Terms of payment

The Company shall pay to the employees who dismiss form membership of the provident fund when they are resigned or retired from the Company. The payment and benefits shall be cumulative of saving from employee and contribution from the company depend on employee's years of services.

Year of membership (after probationary period)	Cumulative Employee Saving (%)	Cumulative Company Contribution (%)
Less than 5 years	100	none
From 5 to 6 years	100	50
From 6 to 7 years	100	60
From 7 to 8 years	100	70
From 8 to 9 years	100	80
From 9 to 10 years	100	90
More than 10 years	100	100

Other Welfare and Benefits

Welfares and Benefits will be provided to employees and their family after they pass the probationary period. Employees at same level shall receive the same welfare and benefits regardless of their gender, race, age and religion. Welfare and Benefits are as under:

Promoting Health Policy

The Company provides yearly physical check-ups to all its Employees with the aim of detection and protection before any severe disease that may occur. The Company also provides medical insurance, which is in addition to Social Security's medical benefits for Employees, to enable them to access better medical services. Moreover, the Company also provides first-aid services at its office and on worksites. In addition, certain worksites have a nurse stationed at a first-aid room to provide first-aid assistance and give advice on health care and use of medicine.

The Company also promotes its Employees' good health by hiring trainers to conduct aerobic exercise and yoga classes on daily basis as well as the exercise room with a fully equipped gymnasium with trainer to guide how to exercise and use equipment properly and safely for Employees at Head Office who want to exercise after working hours. As for employees at the plant and construction sites, the Company has provided a proper exercise venue with necessary sport equipment. The objective is to facilitate our employee who want to exercise after working hours without travelling and expenses as to promote good health and for the benefit of Employees.

Work Absence at Head Office, Plant and Construction work sites are as follows:

	Gender	2019	2018	2019	2018	2019	2018
		No.of Person		No. of Days		Average (Day:Person)	
Head Office							
Sick Leave	Female	75	122	443	510	5.9	4.2
	Male	58	111	280	362	4.8	3.3
Business Leave	Female	36	44	94	92	2.6	2.1
	Male	33	35	63	63	1.9	1.8
Annual Leave	Female	116	117	1,276	929	11.0	7.9
	Male	105	103	1,007	819	9.6	8.0
Plant							
Sick Leave	Female	5	15	19	63	3.8	4.2
	Male	15	35	70	96	4.7	2.7
Business Leave	Female	6	20	17	55	2.8	2.8
	Male	19	31	72	113	3.8	3.6
Annual Leave	Female	13	22	160	108	12.3	4.9
	Male	45	50	469	379	10.4	7.6
Construction work sites							
Sick Leave	Female	195	143	1,174	663	6.0	4.6
	Male	290	401	1,440	1,589	5.0	4.0
Business Leave	Female	120	51	328	181	2.7	3.5
	Male	136	198	329	518	2.4	2.6
Annual Leave	Female	117	131	1,087	753	9.3	5.7
	Male	495	564	3,958	3,513	8.0	6.2

After one year of service, employees are entitled to 10 days Annual Leave.
Annual Leave for 891 employees who are entitled for Annual Leave in year 2019 (nos. of Annual Report in this Report is including the Annual Leave taken by employees who were resigned during the year).

Housing/camping

The Company provides housing for Employees who are working outside Bangkok city limits in order to facilitate living and reduce the impact of higher cost. The Company builds temporary camp sites located near its construction sites for staff and labour including sub-contractors' labour. These camps must be safe, clean and with a healthy living environment.

Child care at construction sites

It is the Company's policy to provide housing for staff and workers who are working at construction sites. In addition to housing, at some construction sites with a long period of construction and a large number of staff and workers, the Company may provide a child care center for the children of staff and workers. This is to improve the quality of life for those children. As a "result, children had someone to look after them while their parents were at work. Other than improving the quality of life for the children, parents can also rest assured that their children are cared for, allowing them to work more effectively.

Financial Aid

Medical care benefit for staff and family

The Company absorbs limited cost of out-patient medical services for its Employees which is beyond the medical services provided by Social Securities Fund. The Company also provides insurance to cover in-patient costs and accident for Employees. As an in-patient, gifts will be sent to Employee for caring and concerning. In addition, the Company also provides limited in-patient medical benefits to the spouses and children aged 20 years or younger of its Employees as well.

Life Insurance, accident and social funds

The Company provide group life insurance policy at the rate of 12 times of each employee's salary and medical group insurance with Alliance Ayutthaya Insurance PCL.

The Company paid the contribution, as required by law, to Social Security Fund and Workmen's Compensation Fund.

Funeral expense aid

As one of the policies to ease the financial burden of its Employees, the Company provides funeral expense aid in case Employee or the Employee's family members passes away. The Company sends the wreath in condolence for the loss of the Employee.

Saving Cooperative

The Company encourages the establishment of a saving cooperative and named it the "Christiani & Nielsen Employee Saving Cooperative" or Co-op in short. The Co-op is managed by the Employees with the objective to encourage employee's saving for their financial stability in the future. Moreover, it is a financial aid amongst its members. The Company supports the Co-op staff and allows the Co-op to use Company premises.

Moreover, the Company act as a centre in supporting its employees for special interest rate and conditions for housing loan from various commercial banks.

Employee Welfare Committee

The Company had established the Employee Welfare Committee of which according to the law. The Company facilitate the election of Employee to be a member of the Committee. The members of the Committee being the representative from Employees to jointly consult with the Employer for the purpose of providing welfare to the Employees, give advice and recommendation, inspect control and supervise welfare arrangement, promote employees relations activities, comments and propose guidelines to improve workplace environment and etc. The Committee can create a good morale to Employee which in return, it can increase productivity and efficiency in the Company.

Environmental Operation (CSR In Process)

Since the establishment of the Company, the Company has conducted its business strictly in compliance with all related laws and regulations, governed by related authorities for social and environmental protection. The Company realizes that simply complying with regulations is not enough, and accordingly, a clear policy to prevent harmful effects and

pollution from the Company's work was set up. Reviews are regularly conducted to control and monitor the effects of the Company's work in order to ensure the highest level of effectiveness. This policy is updated with the changes in environment to ensure long-term sustainable development.

The QSHE (Quality, Safety and Health Environment) Department was set up to monitor and ensure that construction operations comply with the related laws and regulations. The QSHE will also ensure that quality and safety is in accordance with the high standards and policy of the Company. The aim is to prevent or minimize all accidents and negative impacts that may occur during the construction process.

The Company was granted the certificate of OHSAS 18001:2007 (Occupational Health and Safety Assessment Series) from the certified body. The objectives for this assessment is for the monitoring to reduce and control all risks of employees and the others and to increase the efficiency of business.

In 2019 we introduced ISO 45001:2018 to replace OHSAS 18001, the internationally recognized health and safety standard to strengthen our organization's good reputation. We aimed to define and set clear health and safety objectives. Moreover, we also included more opportunities for staff to participate in the program. The new ISO 45001:2018 will be focused on improving safety and environment within the organization in a broader sense. Risks, opportunities, legal requirements were considered and included. The goal is for our staff to be able to work in a safe and healthy workplace, which means we would control loss, injury, accident, to the minimum. We plan to be certified with ISO 45001:2018 by February 2020.

Occupational Safety, Health and Environment

The Company cared for life and health and is determined to promote safety for employees to prevent injury, accident and sickness from work and control insecurity that is involved in business operation of the Company by defying the policy of safety, occupational health and work environment as the guidelines underlined under Safety, Occupational Health and Working Environment Act. Therefore, Safety is the strictest policy which all departments must follow. It is a duty of all employees to take care of the health and safety of oneself and the others in the operation. All employees are required to cooperate with the Company to comply with rules and regulations. Moreover, the Company also encourages employees to realize the importance of safety at all time by providing training on a regular basis. The company plans and set method to reduce the accident including discussion to strengthen safety mindfulness and how to react to accident.

The Company established the Safety, Occupational Health and Working Environment Committee including representatives from Employer and Employees with the aim to defy standard and policy for safety for effective management. The Committee shall be responsible for prepare safety plan, safety reporting and propose the measurements according to the laws to ensure safety and healthy work place for all employees, sub-contractors and other related parties.

At every work site, the Company provides Safety Officers at various level such as Supervisory Level, Operation Level and Professional Level to oversee and monitor the operation according to the professional safe standard, the planning and the work conditions to be in compliance with the applicable laws, such as lines drawing, warning signs installation and providing of safety equipment. Safety Officers at work sites will monitored and advised in order to ensure that work sites are running under safe conditions. There is a daily morning "Toolbox Talks (Safety Talks)" to brief all Employees to be aware of safety during their day to day operations. The Company has also set out a campaign for the awareness of health and safety at work sites, called the "Best Sites for Safety and Cleanliness", whereby the best performing sites in these aspects are rewarded with cash rewards and commendation certificates are given to the Project Managers and staff. This also improves morale and encourages safety awareness at every stage of their work. The best safety performance is judged in accordance with safety standards outlined by OHSAS's standards regarding safety management.

The Company had set the rules and regulations for safety workplace for all employees to follow based on Security Act (2011), Ministerial Regulations (2006), and Ministerial Regulations (2012).

Health and Safety Policy

1. Employee must be aware of safety and health in every construction activities and including other related parties in that operation.
2. In all workplaces, the company will provide and preserve as under:
   - Safety workplace including proper access way
   - Safety working system and equipment
   - Ensure proper safety standard for safe workplace
   - Occupational Health and Safety trainings.
3. Promote employees to participate in health and safety programme. Appointing Safety Officer as a member of Occupational Health and Environment Committee.
4. It is a duty of all employees to ensure their own health and safety as well as other co-workers. All employees must strictly perform their duty with full responsibilities.

The Regulations for working in safety place:

- Safety training i.e. work in risky area, use of fire extinguishers, and first aid.
- Safety in general work. The employees, workers including subcontractors must wear safety protection at all the time to prevent the harm from work. Head, ear, feet, face, eye, respiratory, hand, and arm must be protected. Also devices to prevent falls from the height must be working.
- Display safety sign such as prohibit signs, warning signs, mandatory signs and safety condition signs with the different colours to differentiate the types.
- Firefighting training to identify type, cause of the fire and how to protect oneself, how to use fire extinguishers including practice the fire alarm plan, set the fire exist routes and emergency contact numbers.
- Set the environment in workplace and arrange welfare;
  - o Promote 5S (Sort, Set in order, Shine, Standardize and Sustain),
  - o First aid room, medicine and car to send sick person to hospital. Equipped Exercise Room and Sanitary canteen.
  - o Arrange activities to promote safety and safety driving campaign.

Environment Policy

The company promotes and enhances its employees to be aware of the importance of environment protection and set out the policies as under:

1. Economical use of material and power. If appropriate try to reuse or recycle.
2. Where possible, use material or products form reliable sources to ensure the reuse or recycle.
3. Implement proper measurement to avoid any affection from constructions to nearby communities.
4. Worksite and work place must be kept clean and tidy at all time.
5. Promote employees' knowledge for green building construction.

Occupational, Safety and Health Training

The Company regularly conducts the Occupational, Safety and Health training programme for its Safety Officer and staff working at worksite. During last year, 11 training courses were conducted to ensure all staff at worksite understand and are aware of safety in work place in order to avoid or prevent accidents or diseases from work-based.

The Company had registered with Department of Labour Protection and Welfare to set up its own training unit for Safety Officer at Supervisor level including other training course related to safety workings in various type. The Company can conduct in-house training and is able to issue the certificate to the trainees.

Prevention of risk from work-based Diseases

The Company is aware of good health of all staff both in Head Office, Plant and Site Office by providing annual medical check-up for all staff. Moreover, the specific medical check-up programme is provided for staff according to their risk exposure environment such as Pulmonary Function Test, Visual Test, Hearing Test and etc. to prevent or eliminated the risk from work-based diseases.

The Operation in Sriracha Plant

With the Company's target to double its construction income, the Company's plan was to increase its Equipment and Scaffolding Plant capacities, which are important supporting units to the increase of the Company's productivity. The Company realized that increasing the production in its plant, which includes equipment maintenance, steel fabrication and erection, etc. may pollute nearby communities. The Company therefore relocated its existing plant from greater Bangkok to Sriracha, which does not have crowded communities in its neighboring areas.

The Company had strictly complied with related laws and regulations concerning environment and communities. The Company aims to establish a good connection with local community like school and temples by supporting and improving the surrounding area. The Company also offers the job for the locals to work in the Plant.

Environment Management in in Structural Steel Manufacturing and Plant

The Operation in the Structural Steel Manufacturing

Structural steel is one of the major equipment used in construction of all types. In order to create Company's long term cost competitiveness, the Company had applied for and was permitted to operate the manufacturing plant for steel structure works with the capacity of 10,000 tons per year. This aim to serve all Company's construction work sites for design and fabrication of steel works as well as provide service to external customers to increased its revenue.

Safety and Environment protection in Structural Steel Manufacturing

To prevent dust and reduce noise, the panel had installed around the manufacturing plant in order to avoid any disturbance to the community.

Waste Management for production process

- Continue developing and improving production process and supporting activities to minimize the waste.
- Waste management system is complied with the law including storage, re-use, treatment or dispose outside the factory.
- Reduce landfill by categorized the waste according to its useful.
- Regular monitoring and evaluating the waste management system.
- Sewage water must be treated before disposal.
- Coordinate with the government service and strictly complied with laws and regulations of The Ministry of Industry.

The Operation in plant yard and workshop

The Plant in Sriracha is the central storage and management for construction equipment of more than 10,000 pieces consisting of machinery, equipment, tool, scaffoldings and steel works. The plant also provides the maintenance services and transportation services to all worksites located in Bangkok and various countries around Thailand. The policies for environment protection and safety in plant yard including transportation system are as under:

- All equipment to be used in worksite and being maintain or repair must be kept separately and categorized according to the use.
- Using Preventive Maintenance System to ensure that all equipment will be in proper condition at all time to reduce numbers or frequency of broken equipment.
- All machine, equipment must be checked and maintained periodically. All broken machine and equipment must be repaired in time and be ready to be use with quality and safety.

Waste management in plant yard and workshop

- Sewage receiving area, and waste disposal area must be kept clean at all time.
- Provide proper area, container with proper coverage according to the type of trash or waste such as paper, plastic, oil and contaminated or toxic waste.
- Contacting with company experiencing in disposal of contaminated or toxic waste.
- Contacting with vendors for the sale of reusable wastes such as paper, plastic, residues, oil and etc.
- Strictly complied with laws and regulations of The Ministry of Industry

Safety Standard for Transportation of material and equipment
The Sriracha office is transporting the material construction, including to scaffolding and steel work to various worksites located in many areas in Bangkok and up country. Therefore, the transportation must be handled appropriately and safely from the starting point to distinctive destination. The transportation policy are as under:

- Transport with safe, complete, accurate and on time.
- Develop and promote workers to implement good quality management system.
- Be responsive to all worksites requirement and satisfaction.
- Strictly comply with the regulations of Department of Land Transport
- Arrange equipment, tool or material on truck effectively to prevent any hazards or accident during the transporting.

SAFETY AND ENVIRONMENT REPORT
ACCIDENT STATIC 2018 AND 2019

Month	Man-hours		Total Accident Target < 50 Cases : 1 MMH				Lost Time Accident Target < 20 Cases : 1 MMH				Fatality Target = 0 (Zero)			
	2019	2018	Total	Frequency in 1 MMH	Total	Frequency in 1 MMH	Total	Frequency in 1 MMH	Total	Frequency in 1 MMH	Total	Frequency in 1 MMH	Total	Frequency in 1 MMH
			2019		2018		2019		2018		2019		2018	
January	1,593,415	1,731,354	14	9	10	6	7	4	6	3	0	0	0	0
February	3,273,562	3,354,262	32	10	20	6	16	5	13	4	0	0	0	0
March	5,004,026	4,950,061	49	10	29	6	28	6	19	4	0	0	0	0
April	6,300,010	6,175,156	65	10	33	5	36	6	21	3	0	0	0	0
May	7,927,942	7,837,258	71	9	48	6	42	5	33	4	0	0	0	0
June	9,681,167	9,355,561	77	8	61	7	48	5	45	5	0	0	0	0
July	11,381,558	10,955,152	86	8	71	6	53	5	53	5	0	0	0	0
August	13,428,101	12,529,811	95	7	80	6	60	4	58	5	0	0	0	0
September	15,384,461	14,349,103	109	7	92	6	71	5	62	4	0	0	0	0
October	17,110,264	16,128,936	116	7	110	7	75	4	72	4	0	0	0	0
November	18,901,548	18,186,568	123	7	118	6	78	4	79	4	0	0	0	0
December	20,428,502	20,045,137	130	6	124	6	82	4	83	4	0	0	0	0

Construction projects rewarded as part of safety campaign

In year 2019, there were 30 projects out of 45 projects that were awarded according to the Company's safety campaign, having worked for 3 consecutive months without lost time. The rewards awarded was Baht 499,750.- (In 2018 there was 29 projects out of 71 projects with the rewards of 474,300.-)

Safety and environment projection at Worksite Pollution reduction during construction process

The Company's construction policies is to reduce or avoid any activities which may affect the environment by applying the standard of Green Building Construction according to LEED (Leadership in Energy and Environment Design).

The Company put in place measures to mitigate impact to the environment, i.e dust and noise pollution, or surface water. Each worksite is required to do as follows:

1. Worksite must be kept clean and tidy at all time. Proper storage of materials and reusable items on site. Control when remove loose material;
2. Install dust mesh sheet around the building and site for projects that are located close to the community. Install construction safety debris mesh net to protect against falling objects and to minimize the hazard posed by the emission of construction dust.
3. Cooperate with the authority if there is any request to withhold construction for certain days in order to reduce PM 2.5 dust.
4. Speed limit for vehicle in construction site. Prepare site hoarding and dust protection. Road and access must be kept clean, all truck wheels must be cleaned before leaving the construction site to reduce the amount of sediment transported outside.
5. For a construction site with open-cut excavation, regularly damp down surfaces with water to prevent dust from spreading.
6. Carry out noise generating construction activities within specific hours that the community has agreed upon. However, if the activity must be carried on after the agreed hours, the worksite must notify the neighbours in advance.
7. Control sediment/debris at site boundary and outlet and control soil erosion at site access area;
8. Segregated trash and waste and having waste water control. Construct grease trap to treat water contaminated by oil. Regularly repair and maintain machine and equipment in good condition with no oil leakage with proper control and disposal by sanitary methods.
9. Control the quality of air around the worksite and nearby area. Conduct a routine housekeeping and measuring air quality at worksite.

Numbers of complaints about Environment and Social Impact

The complaints about environment and social impact during construction process can be notified to Company's Project Manager or e-mail at cnt@cn-thai.co.th.

During the past year, there were no significant complaints received for any impact to environment or social.

Campaign for Environment Protection

Management Executives not only realize the importance of environment preservation during the operation, but also during daily life of our staff. As a result, the CNT Go Green project was initiated from our top management to raise environmental awareness in the organization. The goal is to instill the value of environmental conservation, and also to prevent global warming which is the result of human activities. Staff, family members, and friends could join hands to solve environmental problems together. For example, minimize the use of paper and single-use plastics, waste sorted, etc., with the target to stop using single- plastics both at the Head Office and at worksites by 2020. The continuing communications and activities within the Company as under:

1) Policy and campaigns were internally communicated via Company Journal, e-mail, computer wallpaper, posters and signboard.
2) Cloth bags were given to all staff to reduce the use of plastic bags.
3) Providing garbage bins for segregation according to type of wastes.
4) Stop consuming water in plastic bottles in the meeting rooms and replace them with water jars.
5) Try to eliminate the use of single-use plastic straws and encourage staff to use personal cups and reusable straws.

Company Head Office

The Company Head Office at 727 La Salle Road, was constructed on the land plot of 10 Rai to support the Company's expansion. The office is a 7-storey building with a floor area of 10,000 square metres, which can accommodate up to 750 staff. The design concept was loft style, which is modest and environmentally friendly. The new Head Office was designed with a view to reduce energy consumption and provide modern facilities, including a training room, cafeteria, lounge, fully equipped gym room, and external recreation area, to create a pleasant working environment that is also disabled-friendly. The new Head Office was completed in 2013 and the Company relocated to the new Head Office on 28 April 2014.

Features of the design for an energy saving working place:

1. Installing LEDs (Light-emitting Diodes) which consume less power, giving more brightness with low heat and a long useful life time. The use of LEDs is calculated to reduce energy consumption by 60% when compared to other types of light bulbs.
2. Installing VRV (Variable Refrigerant Volume) air-conditioning system. With this system, the reduction in energy consumption is around 20-30% compared to normal systems.
3. Installing Heat Absorbing Glass (Double Insulated Low E Glass). This glass can absorb twice as many heat rays as regular glass, and acts as a reflection filter for unwanted light.This glass thereby reduces the heat in the building, and reduces the energy consumed by air-conditioners.
4. Installing motion sensor lights in all restrooms: A motion detector controls the lighting system, and turns the lights on when it detects any motion and automatically turns the lights off after a certain period of time. It facilitates energy saving and generates less heat from light bulbs.
5. Plan to install solar roof on Head Office and Plant's roof top to substitute some of power energy by using solar power. The installation expected to complete in the year 2020.

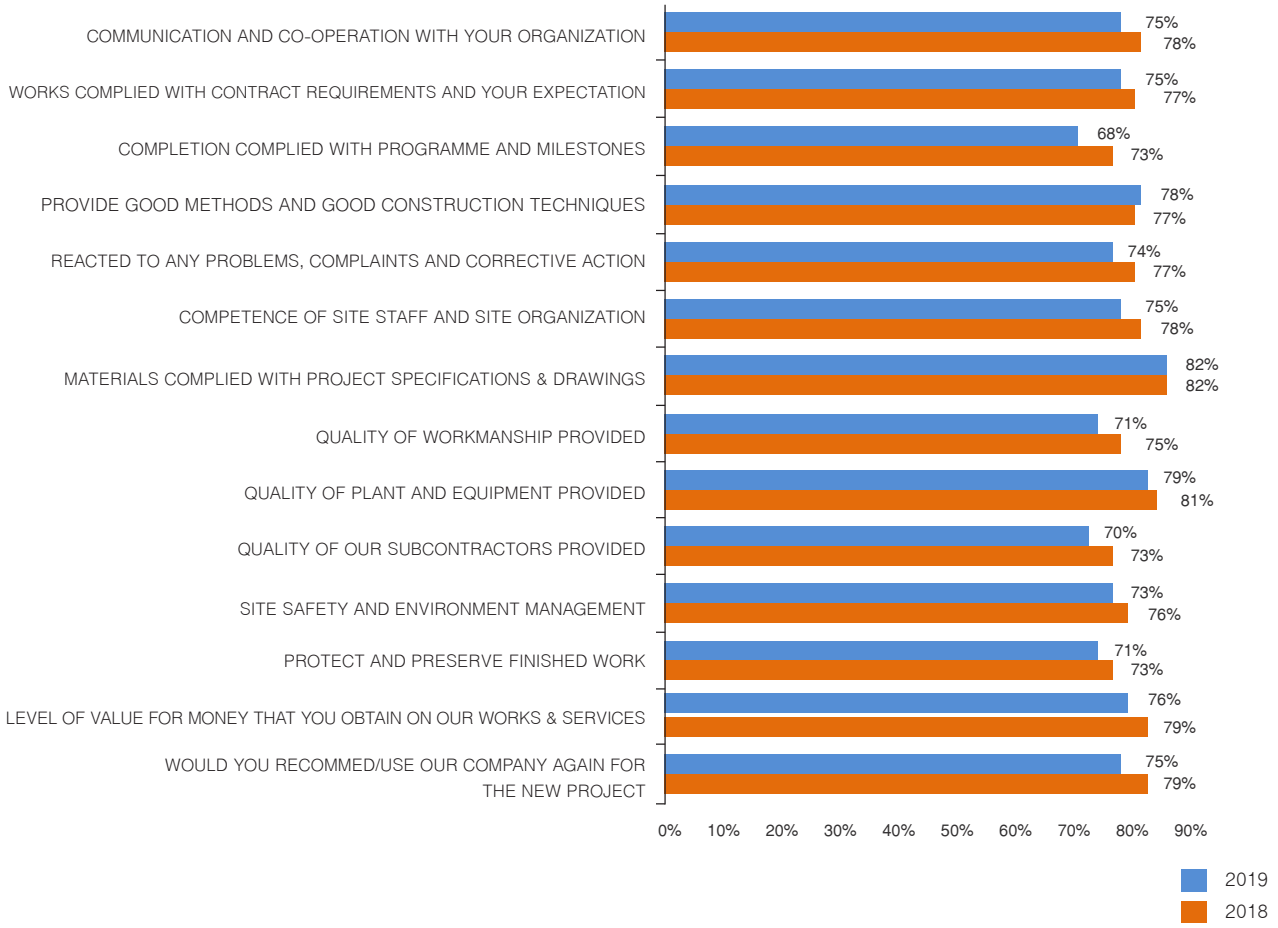
Responsible for products and services

The Company is highly aware of customer's trust and confidence, which is very important to the Company. It is the Company's policy to conduct construction under close supervision at every process, starting from the beginning i.e. designing, consulting, and supervising to ensure that all buildings are constructed correctly and in accordance with the highest professional standards. All materials must be of good quality, qualified standards and meet the customer's needs. The Company has issued the "CNT Standard for Architectural Works" to use as a guideline and to be monitored by Quality Assurance (QA) Department which is independent from construction operations management. The QA Department visit worksites to ensure that during the construction period and before handing over to customers, all construction works are qualified in accordance with Company's standards and meet customer's specifications. The Company also solicits client satisfaction feedback to projects' owner and or their representatives for improving and developing operations to maximize customer satisfaction. The Company provided a guarantee period of not less than 1 year or at owner's requirement to ensure the safety and quality of the buildings.

The Company conducted a survey that contained 14 topics concerning client satisfaction. The survey had a scale of 0 to 10 with 10 be the highest and 0 the lowest. 122 surveys were sent to project owners last year. The result yielded an average of 80%, which was slightly the same as the previous year. We could therefore infer that we were able to maintain quality standard of our service to the clients. In addition we would adopt clients' suggestions to improve our service even further especially in the topics that received less scores than the others. We aim to continue improving our service to reach the highest client satisfaction.

Last year, the customer feedback was surveyed with a satisfactory result and details thereof are as under:

CUSTOMER FEEDBACK



The Company had implemented the quality management system ISO 9001:2015 the international standard that specify requirements for quality management system in the organization, with the purpose of ensuring that the Company can deliver services that meet clients' requirements and expectation and comply with legal requirement. Moreover, Company has provided training to personnel at various levels to understand the standard regulations and for employees to apply them appropriately depending on the level of responsibility of person in each group.

Complainst for Quality of work

The customers can compalin for quality of work during the construction process and thereafter by make a complaint in Customers' Feedback Survey or directly inform to the Company's Project Manager or Management or by sending e-mail at cnt@cn-thai.co.th. All problems or complaints will be responded as fast as possible according to our employee's core competency "Alertness".

Customer Privacy

The Company insists on protecting customer's confidential information from loss, misuse, unauthorized disclosure, modification, and unauthorized destruction. The Company handles complaints through phone lines, e-mail and letters to/from customers. The Company always prioritizes the principles of transparency and responsibility in providing services to its customers in order to meet the commitment to provide the best service for its customers, provide a rapid responses to various requests and complains as part of Company Core Competency. Therefore, during last year, there have been no complaints whatsoever regarding the mentioned issues and no financial

penalties or other sanctions associated with the violation of the confidentiality of customers' data.

Innovation (Value Engineering)

Through Company's experience gained in the construction business over the past several decades, the Company always encourages its employees to find new construction methods and new equipment to increase Company's productivity with least adverse environmental impact. The objective is to accelerate the construction time with lower costs and minimal environmental impact and meet the continuing changes required for long term satisfaction of the customer.

The Company has put in place a campaign to encourage innovation in construction activities by encouraging all employees, in office and on worksites, to submit their innovative plans and ideas for a better working system or new methods of construction which can be proved to be better than existing ways or methods and can save both time and cost (Value Engineering). The ideas must comply with Company's quality standards, lower cost of construction and must be delivered in time and in accordance with customers' needs. Moreover, the idea must be able to be applied as a prototype for other departments or worksites and for long term development to enhance Company's specialist skills and reputation. This is the encouragement for continuous thinking to create long-term sustainability and in line with Company's mission, which is to "Aim to produce high quality works, develop optimum sale and services and develop optimum staff cost consciousness". That includes innovation that reduces environmental impact from the project. The goal is to preserve the environment and promote creative thinking in the employees for them to be a part of sustaining the environment.

The "Best Innovation Award" is one of such initiatives that have been put in place. The Company has appointed its top management to be members of the committee to select the best proposed innovation ideas. Rewards and certificates are given as morale boosters and encouragement for continuous thinking to create long-term sustainability.

Paperless Organization

In order to enhance our efficiency and speed up its operation including to reduce the use of paper which in turn to save natural resources. The Company intention is to reduce the use of paper in organization as much as it can, e.g. reduce the print or the copy, use both sides of the paper. Moreover, IT department was assigned to internally develop document storage to be in digital form to replace paper form. Several requisition forms internally use such as Application for leave, name card printing, travelling approval and gasoline approval were also developed from approve on paper to be approved on line by using our internal web-mail.

Furthermore, for work process which is related to Procurement and Accounting, we have develop JD Edward Enterprise 1 to enable the processing of data on-line (data input, data processing and showing the result) instead of paper print out. With all these efforts, last year we are able to reduce the paper consumption of 3,080 reams.

Participating in Social Development (CSR After Process)

The Company strives to meet the declared policy of the responsibility to Company's stakeholders, especially towards the communities which are directly and indirectly related to Company's business. These communities can be directly affected by the operations of the Company. The Company is aware of its responsibility to these communities and society, does as much as possible to absorb social accountability, going beyond what is required by the relevant laws. There are many projects and activities in which the Company participates, as its contribution to communities and the society both CSR in process and CSR after process.

The Company assigned construction site to participate in the local community environment improvement projects and activities as deemed appropriate. The construction site may join with the stakeholder for a building project to achieve environmental and community betterment.

Last year, the Company had supported activities in CSR After Process by joining with various social organizations, organizations, education institutions and etc. with total expenses of 484,000.- Baht.

Education Support

The Company realizes the importance of education as a major mechanism to develop the country. The Company is continuously support the education in a remote area. Total support in 2019 was 386,000.- Baht.

Intern students

One of the Company's policies is to support intern students from technical school and university both private and public education institution to temporary work with the Company in various departments or work site. These students will have an experience in a working environment and can prepared themselves for future employment.

In 2019, there were 41 intern students from 23 education institutions working in Head Office and work sites. Among these intern students 3 of them were join with the company after their graduation. In year 2018, 3 intern students among 36 intern students from 16 education institutions were joining the Company after their graduation.

Social Support

Blood donation: Under the name "CNT's donation for good faith to the King with the Thai Red Cross Society", to encourage Employees to sacrifice for others and to promote Employees to do merit in the office, the Company, with assistance from Somdejprapinklao Hospital, sets up a blood donation mobile unit at the Company's office every three months. Two weeks before the mobile unit is set up, the Company publicizes through the notice board in the office, giving employees an opportunity to prepare themselves for the donation. This campaign has been regularly conducted since a few years. During last year, the blood donation drive was arranged 4 times, detail as follows:

	Date	No. of Donator	Amount of Blood Collection
1/2019 (33)	24-Jan-19	48	21,600 cc
2/2019 (34)	26-Apr-19	39	17,550 cc
3/2019 (35)	2-Aug-19	50	22,550 cc
4/2019 (36)	1-Nov -19	43	19,350 cc
Total amount of blood collection			81,050 cc

The Company supported the social activities by joining with various organizations including the disabilities people, total support in 2019 was 40,000.- Baht.

The Company supported the culture and religious activities by joining with various Tample and organizations, total support in 2019 was 58,000.- Baht.

Cultures and Religious activities Supporting Buddhist Religion

The Company realizes the importance of supporting Buddhism to inherit the good culture of the country. The Company and its stakeholders often support cultural and religious activities. The Company regularly support the nearby community for the activities, as follows:

- Joined with Phong Ploy Anusorn Communites on the occasion of Buddhist Lent ceremony.
- Activity for Songkran Festival involving paying respect to the Company's Senior Management, called "Rod Nam Dam Hua".
- Joined with Nong Kham Sub-district Admin Organization for the following activities
    - o Activity for Songkran Festival and Rod Nam Dam Hua.
    - o Activity for Loy Kra Thong Day.

Participation in sustainability Network

The Company joined hand with various social organizations in both public and private sectors for the contribution to society as under:

- Continuity joining with Rotary Club for the contribution to society.
- The Company joined hands with Artist's Friend Foundation to construct the school in remote area, depending on the foundation resolution to build the certain school in remote area.
- Supports construction materials to communities, school, temples and any other public places upon requested.
- Allocate area in Head Office for the station of donation box from "Baan Nok Khamin Foundation"

- The Company joined with the declaration for the cooperation between the public, private and civil society sectors. “Create a new dimension to create 10,000 career for disabled person” by the Thai Health Promotion Foundation. Therefore, this is to improve disabled quality of life and added economic value to the country.
- Thai Listed Company Association: being the member of CSR Club to make benefits for public and share information, experiences and knowledge of CSR development.
- Thai Contractors Association of Thailand: being lifetime member with the Association for jointly with other members for contribution to the society, share information, experiences and knowledge to develop the constructions business. The Company also send its executive to be a candidate and was elected as a director of the Thai Contractors Association of Thailand.
- Joining as a member of Council of Engineers network and was certified to host a training for engineers of the other members as well as share engineering professional knowledge among members as knowledge sharing promotes personal and country development in a sustainable way. In addition engineers can collect training hours toward the continuing professional development (CPD) program to take professional license exam as to prepare for their career advancement. The Company also sent our experienced staff to be lecturers of certain courses that organized by the Council.
- Installing “Too Chuen Chai” — with every purchase created income for betterment of disabilities by joining with Social Innovation Foundation, and Civil Society Working Team worked together to provide a space in Head Office and in Sri Racha Plant yard for charity vending machine called “Happy Vending Machine” (Too Chuen Jai). The proceeds will go toward supporting occupation for the disabilities. Five percent of sales will be contributed toward lessening hardship and improving life quality for the severe disabilities.