SUSTAINABILITY REPORT

Principles for Sustainability Development

The Company's vision is to "Develop Sustained Competitiveness". Therefore, in order to achieve this vision, the Company's mission is to set up sustainability management. The Company has applied the principles of organizational sustainability aspects which cover the economy, society and environment under good governance for establishing strategy and policy.

Overview of Sustainability Report

The Company attaches great importance to creating the highest sustainable returns for all stakeholders. We recognize that the construction business is a fundamental business which plays an important role in driving the nation's economy. The Company's business affects various stakeholders, especially in terms of the impact on well-being and safety of not only its staff but also the communities and environment as well. Not only are the Company's employees and workers impacted, but also the neighborhoods and the environment. Construction work is a factor in various pollutants that can affect nearby communities and risk harming life and property unless there is careful action, adequate supervision and effective management. The Company has a clear goal of conducting business to achieve sustainable development at all stages of the operational process by complying with applicable laws and regulations. The Company operates the business under a key vision and mission, focusing on transparency. The Company places importance on reliability, responsibility, independence and equality to achieve the goals and strategies. It is defined as a policy that is being implemented continuously and monitored for improvement.

The Company's operation of social and environmental responsibilities is separated into two parts, as follows:

1. CSR In Process
   The Company conducts its business with full realization of the responsibility towards the impact of all parts of the Company's operations to create value and equally contribute maximum benefit to all stakeholders.
2. CSR After Process
   The Company policy is to become involved and support all activities, both direct and indirect' for the benefit and well-being of society and community for sustainable growth. This is not related to Company operations.

Scope of Sustainability Report

This Sustainability Development Report is included in the Annual Report and covers 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 2020 to 31 December 2020, to stakeholders accurately and transparently.

With full awareness of the importance of the sustainability development target according to international standards, this Report is made in accordance with Business Sustainability Report guidelines of the Stock Exchange of Thailand and the 4th Global Reporting Initiative (GRI). The Company prepares this report annually and continues to develop the system and method for compiling the information, to achieve clear guidance and meet with full core indicators in the future.

Stakeholder Engagements

The Company recognizes the importance of all stakeholder groups whether 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 other means for any stakeholder to express their opinion or complaint and contact the Board of Directors directly, without going through the Management. The Board 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 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. • Occupational Safety and Health standard ISO 45001:2018.	• Set up Staff Welfare Committee. • Message from Management via monthly internal newsletter, CNT Internal Web • Meetings, Seminar and Company events for staff to meet with Management. • Announcements, PR Board. • Submit comments and suggestions to Supervisor, Management or Managing Director via E-mail: ponpisch@cn-thai.co.th
Shareholders and Investors	• Increase share 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 within budget. • Construction warranty period. • Confidential non-disclosures. • On-time trouble shooting.	• Develop services that respond 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, 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 is assigned to follow up and monitor the procurement / purchasing process to ensure that there will not be any corruption or 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 be agreed. • Never conceal truth that may potentially cause 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, regularly join meetings, seminars, and activities held by Ministries that govern rules and regulations in order to be informed about changes. • Periodic internal assessment to ensure compliance. • Regularly disclose through SET.	• Financial and annual operating reports including Annual Report, Form 56-1 and other related reports required regularly. • 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 part of the neighborhood and join activities as seen fit. • Organize campaigns to instill value of living harmoniously with 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 to violate competitors' intellectual property rights. • Not to 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 "Organization Structure" in 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 shall not 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 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 added value to its shareholders, customers, employees and other stakeholders on an equitable basis. Profits from operation are part of the creation of well-being of all stakeholders.

The Company management structure in Construction operation is separated into Business Units according to staff capability and experience. Head of each Business Unit is responsible for the management of their own unit to generate income for the sustained economic growth of the Company. Business Units comprise Government Business Unit, Petrochemicals 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 the economy of the Nation by generating economic benefits for different stakeholders through Company's cash flow from operations.

Economic Performance Data	2020	2019	2018
Direct Economic Value	Million Baht	Million Baht	Million Baht
Income from Construction	7,462	7,239	7,123
Revenue from sales and services	64	1	-
Distribution of Direct Economic Value			
Cost of Construction	7,102	6,911	6,949
Cost of Sales and services	50	1	-
Employee's remuneration and benefits	1,377	1,686	1,570
Transaction creditors	186	168	185
Dividend Payment	41	-	50
Tax/Duty Payment to Government*	263	257	294
Community supports	0.1	0.5	0.7
Cumulated			
Depreciation	205	216	225
Provision	24	(50)	(48)
Transfer to legal reserve	3.7	4.5	-

Tax/Duty paid to Government including Value Added tax 104MB, Withholding Tax 131MB, Duty Stamp 7MB, Import Duty 0.3MB, Social Security Fund (staff and workers) 21MB. (Source — Financial Statement of 2020)

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 is described in "Financial Highlight" and "Management Discussion and Analysis" in this Annual Report.

Effective Management Resources

The Company uses an Enterprise Resources Planning system to manage and integrate all core business procesess including Cost Control, Accounts and Finance, Procurement, Worksite Storekeeping, Equipment Maintenance 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 enables the decision making of Management to become more efficient and allows immediate action where necessary.

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 kinds of social activities. The objective is to promote the business and communities to coexist harmoniously.

Incorporated over 80 years 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

The construction business, if conducted irresponsibly, can affect many aspects of the environment. The Company emphasizes 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 materials, 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, 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.

Human Rights Management Guidelines

The Company will uphold 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 Company employees. The recruiting process emphasizes on capability and suitability for 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 persons who are capable to work in the organization and be the representative of that organization for the contribution to society. The employment of disabled people is according to Company's policy to create equality in society, improve disabled quality of life and add 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 careers for disabled persons" by the Thai Health Promotion Foundation in collaboration with private sector to create 10,000 careers for disabled people.

This year the Company is able to hire disabled employees in proportion required by law at 1 disabled employee to 100 employees. A total of 63 disabled were employed which is according to the law and, as such, the Company need not subsidize the Fund for Empowerment of Persons with Disabilities.

Staff Number

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

Total numbers of staff by age and gender

Staff	Under 30 years old			31-50 years old			Over 50 years old			Total		
	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018
Female	75	115	130	136	133	135	35	34	33	246	282	298
Male	111	145	182	368	417	427	135	144	141	614	706	750
Total Staff	**186**	**260**	**312**	**504**	**550**	**562**	**170**	**178**	**174**	**860**	**988**	**1,048**
Resigned Staff												
Female	22	28	26	15	16	13	5	6	5	42	50	44
Male	34	41	39	57	47	58	47	36	38	138	124	135
Total staff resigned	**56**	**69**	**65**	**72**	**63**	**71**	**52**	**42**	**43**	**180**	**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		
	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018
Head Office												
Female	25	28	30	69	69	76	25	27	24	119	124	130
Male	7	8	8	66	69	73	35	40	36	108	117	117
Total	**32**	**36**	**38**	**135**	**138**	**149**	**60**	**67**	**60**	**227**	**241**	**247**
Plant												
Female	7	9	17	7	6	12	1	0	1	15	15	30
Male	4	5	10	29	32	32	12	11	12	45	48	54
Total	**11**	**14**	**27**	**36**	**38**	**44**	**13**	**11**	**13**	**60**	**63**	**84**
Construction Work site												
Female	43	78	83	60	58	47	9	7	8	112	143	138
Male	100	132	164	273	316	322	88	93	93	461	541	579
Total	143	210	247	333	374	369	97	100	101	573	684	717
Total Staff	**186**	**260**	**312**	**504**	**550**	**562**	**170**	**178**	**174**	**860**	**988**	**1,048**

Classified according to level and gender :

Total of employees	2020			2019			2018		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Top Management	8	54	62	9	59	68	6	58	64
Middle Management	26	102	128	29	107	136	29	112	141
Junior Management	128	275	403	150	319	469	150	332	482
Operation Level	84	183	267	94	221	315	113	248	361
Total	**246**	**614**	**860**	**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		
	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018
Thai workers												
Female	246	366	340	605	900	864	200	240	197	1,051	1,506	1,401
Male	375	574	542	830	1,276	1,244	401	518	494	1,606	2,368	2,280
Total	**621**	**940**	**882**	**1,435**	**2,176**	**2,108**	**601**	**758**	**691**	**2,657**	**3,874**	**3,681**
Migrant workers under MOU												
Female	3	7	7	7	13	5	-	1	-	10	21	12
Male	111	187	250	128	185	206	2	3	3	241	375	459
Total	**114**	**194**	**257**	**135**	**198**	**211**	**2**	**4**	**3**	**251**	**396**	**471**
Total of Workers	**735**	**1,134**	**1,139**	**1,570**	**2,374**	**2,319**	**603**	**762**	**694**	**2,908**	**4,270**	**4,152**

Disabled employees

	2020						2019						2018					
	Female		Male		Total		Female		Male		Total		Female		Male		Total	
Staff	1,281	98%	2,424	98%	3,705	98%	1,785	99%	3,408	99%	5,193	99%	1,688	99%	3,445	99%	5,133	99%
Disables staff and worker	26	2%	37	2%	63	2%	24	1%	41	1%	65	1%	23	1%	44	1%	67	1%
Total	**1,307**		**2,461**		**3,768**		**1,809**		**3,449**		**5,258**		**1,711**		**3,489**		**5,200**	

Overall Employment

In 2020, Company's total staff and workers were 3,768 persons classified into staff (head office, plant and worksites) of 860 persons with female staff 246 persons (29%) and male staff 614 persons (71%). Total workers were 2,908 persons with female 1,061 persons (36%), male 1,847 persons (64%). Among these were Thai workers 2,657 persons (91%) and workers under MOU 251 persons (9%). Disabled workers were 63 persons equivalent to 2% of total staff and workers.

Average turn-over rate (2018-2020)

Staff	2020	2019	2018
No. of staff (average)	941	1,017	1,057
Voluntary resignation	76	109	114
Average turn-over rate	**8%**	**11%**	**11%**

Changing the number of employees

There is no significant changed in number of employees or had significant labor disputes in the past three years. Employee turn-over rate for year 2020 was 8%, decreasing from the year 2019 and 2018 at 11%. The Company turnover rate is low when compared to the Property and Construction Industry turnover rate of 21% in 2020, 27% in 2019 and 21% in 2018.

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 realizes 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.

Total remuneration paid to staff and workers were THB 1,159 million comprising salary, overtime, welfare, bonus, provident fund on voluntary basis etc.

Description	2020	2019	2018
No. of staff at Head Office, Plant and Work sites at the end of the year (persons)	860	988	1,048
No. of workers at Plant and Worksites at the end of the year (persons)	2,908	4,270	4,152
Remuneration paid to staff and workers (Million Baht)	1,103	1,380	1,375
Management Remuneration (Million Baht)	56	50	49

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 are conducted after every training course to prepare further individual development plans.

The Company has the policy to develop employees at offices and construction sites as follows:

1. Employees must attend training and seminars to enhance knowledge and ability related to each employee's jobs. (Functional Competency)
2. Provide internal training courses to employees to meet their core competency. (Individual Core Competency)
3. Provide training to continuously improve workers' skills, in collaboration with the Department of Skill Development to enhance the work methods in the Company's main construction activities.
4. Encourage employees to become members of various professional associations.
5. Define a succession plan.
6. Define quality management system.
7. Promote creativity and innovation in the organization.

Human Resources Development and career advancement

Training and Development Policy

Qualified employees and personnel are key resources for any company to drive 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 understand all relevant practices and meet with the Company's standard. The continuous training programme provided 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 clients. 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 is responsible to prepare the training programme, according to Company Strategic Plan, to all employees at all levels including workmanship in construction site. The courses are conducted by in-house or external trainers who are experienced in each subject. The annual training programme and target training group is set in advance and publicized on Company Internal Web Site, E-Learning Programme and Internal Journal. The programme also notifies each employee to plan for attending the course.

The Company construction training center at Nimit Mai Road (total land area 29 Rais) 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 (total land area 38 Rais) 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 such 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 has 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 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 especially for safety and special training programme, The Company has registered with relevant departments to set up Company's in-house training center to train internally and issue the certificate thereof. The Company has promoted, developed and supported employees 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 employees 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 Highways
Installation and Inspection of Ring-locked Scaffoldings	Occupational, safety Health — Department of Labour Protection and Welfare
Safety working at height	Occupational, safety Health — Department of Labour Protection and Welfare
Controlling of Passenger Hoist in Construction site	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	Technical & Operation	24 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 continuous soft-skill training and other related programmes for both in-house and external training institutions.

English communication skills development

The Company realizes 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 conducts 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 enables staff to continue improving their skills and knowledge.

New E-learning programmes were added to 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 is a compulsory course, where all employees must take a test with minimum scores required to pass.

In 2020, e-learning version 2 was developed and added with new training courses. The courses including Commercial Knowledge for Young Engineers, Lesson Learned by CNT, Planning for Target, Negotiation Skill, Effective Delegation Technique, Self-development for Young Manager and English Courses which specially design to support staff who work from home during the peak of COVID-19 outbreak.

Young Engineer Programme

Newly employed young engineers are a major resource of the construction business, and 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 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 operation

The Training School is also responsible to prepare the training programme to develop staff in construction operation. The training programme focuses 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 are conducted by Company's staff who are experienced, knowledgeable and experts 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 of training course, number of training staff and hours are as under:

Trainning Programme	No. of courses		Training hours		No. of participant	
Training year	2020	2019	2020	2019	2020	2019
Construction Knowledge	9	12	60	78	336	404
Soft Skill	4	11	21	252	177	965
Computer Skill	1	2	6	18	2	54
Safety Programme	15	18	465	591	702	1,275
Project Manager programme	2	3	12	15	146	113
English Skill	4	4	9	12	87	90
Total	35	50	573	966	1,450	2,901

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 can 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 trips, 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 at workplace. Training for the use of equipment is provided to ensure that all Company equipment is used correctly and efficiently. The regular training programmes, including the development of skilled labour are also conducted to ensure that qualified works are handed over to all Clients. The details of training programmes are as under:

Continuous programme	No. of hours		No. of participant	
	2020	2019	2020	2019
Safety in Construction and using Scaffolding	120	258	663	4,198
Tower Crane Signal	183	240	132	348
Working in confined spaces	200	22	193	288

Due to COVID-19, last year, the Department of Labor Protection and Welfare reduced the number of safety training requirements from 50% to 10% per annum.

Programme developed in 2020

Programme	No. of hours	No. of participant
Installation and inspection of scaffoldings	30	75
Steel Fiber-Reinforced Concrete flooring machinery	12	58

Joining as a member of Council of Engineers net work

The Company is a member of Council of Engineers network. As a member, the Company is certified to host training for engineers of 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 examination for their career advancement. The Company also sends our experienced staff to be lecturers for certain courses that organized by the Council.

In 2020, training courses on knowledge development for engineers were held continuously, namely, Industrial concrete flooring, Planning-procedures-and project management, Inspection and delivery to client guidelines, Structural inspection with cracking problem guidelines, Welding technology, and visual inspection, Workshops on the use of Steel Fiber-Reinforced Concrete flooring machinery, Basic knowledge of building assembly, Inspection of destructive and non-destructive welding and cost management for construction projects. There were 428 engineers, and 1,128 PDU (Professional Development Unit).

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)	
	2020	2019	2020	2019	2020	2019	2020	2019
In-House Trainings	63	123	1,363	2,664	93	160	635,313	1,073,661
External Trainings	41	60	58	90	64	124	184,669	398,215
Total	104	183	1,421	2,754	157	284	819,982	1,471,876

Average training hours according to employee level and gender

Employee Level	Hour/person/year	
	2020	2019
Operation Staff	9	16
Junior Management Level	7	12
Middle Management Level	6	9.5
Top Management Level	7	6

By Gender	Hour/person/year	
	2020	2019
Female	7	18
Male	8	18

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 to develop sustained competiveness.

The supervisor has duties to manage performance of their sub-ordinates in each level to achieve success 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 a duty 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 is conducted annually to review the remuneration including promotion. This is to encourage and motivate employees to work with their full effort and dedication in works and continuously improve their performance.

Policy and Guidelines on fair remuneration and welfare

The Company has a policy of remuneration payment 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 in the short term. Other benefits beyond legal entitlement are also provided. The aim is 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 is not be different between female and male employees e.g. salary adjustment, bonus, performance awards, etc. However, for long term remuneration, it depends on Company's investment plan in the future and the outlook of the construction market.

The Company regularly reviews employees' remuneration and welfare to ensure that the Company's compensation is at an appropriate level and remains competitive in the construction industry.

Other Welfare and Benefits

The Company provides welfare and benefits to employees to reduce the cost of living from the day they become full-time staff. Equal welfare and benefits are obtained without gender, race, age, or religious belief discrimination. The Company has informed all employees about their rights through the employee manual and internal communication channel.

The Company and its employees (including management) jointly established a provident fund under the Provident Fund Act B.E. 2530 (1987). The registration was made on 13 June 1990 having SCB Asset Management Co., Ltd. as a fund manager. The purpose is to save and build a safety net for the employees and their families, strengthening long-term financial stability. Employees can choose their investment plan as deemed appropriate. The Company encourages employees to understand investment plans by considering opportunities, and risks, as well as returns. The Asset Management Company meets with management,

employer representatives, and employee representatives to report on the fund's performance, market conditions, opportunities, and risks, as well as short-term and long-term investment trends. The representatives can then inform the employees who are members of the fund to make an informed decision and choose the right investment plan.

The saving rate from employee shall be at the rate of 5-15% depending on the voluntary contribution. The contribution rate for the Company shall be ranging from 5-9% depending on number of employees' years of service.

In year 2020, 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 24.36 Million Baht with reserve according to the provident fund plan of 166 Million Baht which covers all entitled employees.

All staff who pass the probationary period have the right to apply for provident fund membership. As at 31 December 2020, members of provident fund total 863 employees or 98.5% who are the members of the fund from 876 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 contributions. 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 pays to the employees who are dismissed from membership of the provident fund when they resign or retire from the Company. The payment and benefits are cumulative savings from employee and contribution from the Company depends on employee's years of service.

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 are provided to employees and their family after they pass the probationary period. Employees at same level 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 occur. The Company also provides medical insurance, 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 a 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 provides a proper exercise venue with necessary sport equipment. The objective is to facilitate employees who want to exercise after working hours without travelling and expenses as to promote good health for the benefit of employees.

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

Head Office	Gender	No.of Person			No. of Days			Average (Day:Person)		
		2020	2019	2018	2020	2019	2018	2020	2019	2018
Sick Leave	Female	99	75	122	463	443	510	4.7	5.9	4.2
	Male	80	58	111	349	280	362	4.4	4.8	3.3
Business	Female	38	36	44	120	94	92	3.2	2.6	2.1
Leave	Male	32	33	35	82	63	63	2.6	1.9	1.8
Annual	Female	83	116	117	721	1,276	929	8.7	11.0	7.9
Leave	Male	87	105	103	597	1,007	819	6.9	9.6	8.0
Plant										
Sick Leave	Female	4	5	15	29	19	63	7.3	3.8	4.2
	Male	16	15	35	78	70	96	4.9	4.7	2.7
Business	Female	6	6	20	24	17	55	4.0	2.8	2.8
Leave	Male	22	19	31	69	72	113	3.1	3.8	3.6
Annual	Female	17	13	22	171	160	108	10.1	12.3	4.9
Leave	Male	41	45	50	402	469	379	9.8	10.4	7.6
Construction work sites										
Sick Leave	Female	158	195	143	998	1,174	663	6.3	6.0	4.6
	Male	468	290	401	2,403	1,440	1,589	5.1	5.0	4.0
Business	Female	58	120	51	198	328	181	3.4	2.7	3.5
Leave	Male	221	136	198	668	329	518	3.0	2.4	2.6
Annual	Female	131	117	131	1,258	1,087	753	9.6	9.3	5.7
Leave	Male	499	495	564	4,850	3,958	3,513	9.7	8.0	6.2

After one year of service, staff at Head Office are entitled to 10 days and staff at Plant and work sites are entitled to 12 days Annual Leave.

Annual Leave for 860 employees who are entitled for Annual Leave in year 2020 (nos. of Annual Report in this Report is including the Annual Leave taken by employees who were resigned during the year). Its duty of Supervisor to allocate the Annual Leave to all their subordinates.

Other Benefits

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 are safe, clean with a healthy living environment.

Child care at construction sites

It is Company 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 who are having their babies or minors, 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 have someone to look after them while their parents are at work. Besides improving the quality of life for the children, parents are assured that their children are cared for, allowing them to work more effectively.

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.

Life Insurance, accident and social funds

The Company provide group life insurance policy and medical group insurance with Alliance Ayutthaya Insurance PCL. As an in-patient, staff will be able to reimburse medical expenses according to the insurance plan.

The Company pays contributions, as required by law, to Social Security Fund and Workmen's Compensation Fund.

Financial Supports

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 to save 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. The Co-op start its operation since 2011. Currently there are 613 members out of 876 staff.

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

As required by law, the Company has established a welfare committee in the workplace. The committee was elected and appointed to represent the employees and offer recommendations to the Company regarding welfare provision. In addition to inspecting and supervising the welfare arrangements, the committee also promotes labor relations. The committee seeks to find ways to improve welfare and the work environment and build morale for employees, resulting in increased productivity in the establishment. Last year, the committee held meetings with the Company's representatives and presented recommendations from employees for joint consideration. Thus far, the Company has neither had disputes nor received complaints about unfair treatment of employees.

Environmental Operation (CSR In Process)

Policy and report on safe and environmental protection in process

The Company conducts 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 so has a clear policy to prevent harmful effects and pollution from the Company's work. 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 monitors and ensures that construction operations comply with the related laws and regulations. The QSHE also ensures that quality and safety are 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). The objectives for this assessment is to monitoring to reduce and control all risks of employees and the others and to increase the efficiency of business.

In 2020, to enhance the organization's reputation and define accurate occupational health and safety objectives, the Company encouraged employees to be more involved. Moreover, the Company has developed a system for occupational health and safety management following the changes in current standards; certified initially as OHSAS 18001:2007, to ISO 45001:2018 certified by Bureau Veritas with a focus on improving safety and environment within the organization more broadly. The Company has taken into account the risks, opportunities, legal requirements, and other aspects that will enhance occupational health and safety efficiency. The aim is to help reduce losses, accidental injuries and protect employees' health at work.

In 2020, the Company joined EcoVadis to obtain a holistic assessment of social and environmental responsibility ratings (CSRs) covering a comprehensive management system that is not financially dependent, namely its impact on the environment, labour, human rights, ethics, and sustainable purchasing. The Company is evaluated on several key issues based on industry size with EcoVadis' CSR management system evaluation method based on international standards such as the International Reporting Index (GRI), ISO 26000 standard, and the World Agreement Code of Conduct (reference www.ecovadis.com). The Company's assessment results are bronze level, with the Company's score being in the high score group of 30% of all companies applying for EcoVadis certification. It will drive the organization to take sustainable action to meet the needs of all stakeholders.

Furthermore, to increase the confidence of all stakeholders regarding the Company's environmental actions, the management has assigned the responsible persons to prepare information, including planning for the certification of ISO 14000. The international standard will be guidelines for managing environmental aspects in the organization more effectively and preventing pollution. The Company also ensures that the organization operates under the law to reduce civil liability risk that may arise from illegal practices. The Company plans to obtain certification in 2021.

Occupational Safety, Health and Environment

The Company cares for life and health and is determined to promote safety for employees to prevent injury, accident and sickness from work and control compliance in the business operation of the policy of safety, occupational health and work environment according to guideline sunder the 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 times by providing training on a regular basis. The Company plans and sets methods to reduce accidents including discussion to strengthen safety mindfulness and how to react to accidents.

The Company has a Safety, Occupational Health and Working Environment Committee including representatives from employer and employees with the aim to define standards and policies for safety for effective management. The Committee is responsible for prepare safety plans, safety reporting and propose the measures according to the laws to ensure safety and a healthy work place for all employees, sub-contractors and other related parties.

At every work site, the Company provides Safety Officers at various levels 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 line drawings, warning signs installation and providing safety equipment. Safety Officers at work sites monitor and advise in order to ensure that work sites are running under safe conditions. There is a daily morning "Toolbox Talk (Safety Talk)" to brief all employees to be aware of safety during their day to day operations. The Company has also has 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 has 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

- Employees must be aware of safety and health in every construction activity and including other related parties in that operation.
- In all workplaces, the Company will provide and maintain as under:
  - Safety workplace including proper access way
  - Safety working system and equipment
  - Proper safety standard for safe workplace
  - Occupational Health and Safety training.
- Promote employees to participate in health and safety programme. Appoint Safety Officer as a member of Occupational Health and Environment Committee.
- 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 duties with full responsibility.

The Regulations for working in safety place:

- Safety training, i.e. safety training before work, 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 times to prevent harm from work. Head, ears, feet, face, eyes, mouth, hands, and arms must be protected. Also devices to prevent falls height must be used.
- Display safety sign such as prohibit signs, warning signs, mandatory signs and safety condition signs with 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 practicing the fire alarm plan, set the fire exit 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:

- Economical use of materials and power. If appropriate try to reuse or recycle.
- Consider using materials or products from reliable sources, environmental friendly products. All materials must consider to reuse or recycling.
- Implement proper measurement to avoid any harmful affect from constructions to nearby communities.
- Worksite and work place must be kept clean and tidy at all times.
- 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 Officers and staff working at worksites. About 11 training courses a year are conducted to ensure all staff at worksites understand and are aware of safety in work place in order to avoid or prevent accidents or diseases from work-based activities.

The Company is registered with Department of Labour Protection and Welfare to set up its own training unit for Safety Officer at Supervisor level, including other training courses related to safety working ofvarious types. The Company is able conduct in-house training and 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, etc. to prevent or eliminate the risk from work-based diseases.

From the outbreak of COVID-19 in 2020 to the second wave in early 2021, the Company has introduced strict measures of keeping social distance following the Department of Disease Control, Ministry of Public Health's recommendations on all Company's premises. Employees and workers at construction sites, in the offices, at the plant, at worker campsite were educated and well-informed of best practices. The Company provides equipment to clean all workspace to prevent the spread of Coronavirus. The Company has been able to manage this crisis effectively. The employees and their families are in good health. They can maintain their hygiene and steer clear of infection. Hence the business can continue to operate without interruption.

The Operation in Sriracha Plant

The Company's plans to increase its Equipment and Scaffolding Plant capacities, which are important supporting units to increase 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 strictly complies with related laws and regulations concerning environment and communities. The Company aims to establish a good connection with local communities like schools and temples by supporting and improving the surrounding area. The Company also offers jobs for locals to work in the Plant.

The Operation in the Structural Steel Manufacturing

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

Safety and Environment protection in Structural Steel Manufacturing.

To prevent dust and reduce noise, a barrier was 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 complies with the law including storage, re-use, treatment or disposal outside the factory.
- Reduce landfill by categorizing waste according to its usefulness.
- Regular monitoring and evaluating the waste management system.
- Sewage water must be treated before disposal.
- Coordinate with the government service and strictly comply 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, tools, scaffoldings and steelworks. The plant also provides the maintenance services and transportation services to all worksites located in Bangkok and all regions 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 maintained or repaired 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 times to reduce numbers or frequency of broken equipment.
- All machines, equipment must be checked and maintained periodically. All broken machines 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 materials and equipment

The Sriracha office transports construction materials, including scaffolding and steelwork 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 destination. The transportation policy is as under:

- Transport safely, completely, accurately and on time.
- Develop and promote workers to implement good quality management system.
- Be responsive to all worksites requirements and satisfaction.
- Strictly comply with the regulations of Department of Land Transport.
- Arrange equipment, tools or materials on truck effectively to prevent any hazards or accident during the transport.

Safety and Environment Report

Accident Statistics 2020 and 2019

Month	Man-hours		Total Accident Target < 50 Cases : 1 MMH				Lost Time Accident Target < 20 Cases : 1 MMH				Fatality Target = 0 (Zero)			
	2020	2019	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
			2020		2019		2020		2019		2020		2019	
January	1,483,962	1,593,415	7	5	14	9	6	4	7	4	0	0	0	0
February	3,109,907	3,273,562	18	6	32	10	14	5	16	5	0	0	0	0
March	4,726,362	5,004,026	33	7	49	10	23	5	28	6	0	0	0	0
April	6,004,677	6,300,010	41	7	65	10	30	5	36	6	0	0	0	0
May	7,329,564	7,927,942	47	6	71	9	36	5	42	5	0	0	0	0
June	8,644,429	9,681,167	54	6	77	8	39	5	48	5	0	0	0	0
July	10,042,470	11,381,558	60	6	86	8	41	4	53	5	0	0	0	0
August	11,434,322	13,428,101	65	6	95	7	44	4	60	4	0	0	0	0
September	13,012,545	15,384,461	70	5	109	7	47	4	71	5	0	0	0	0
October	14,733,073	17,110,264	75	5	116	7	51	3	75	4	0	0	0	0
November	16,319,619	18,901,548	82	5	123	7	55	3	78	4	0	0	0	0
December	17,617,883	20,428,502	86	5	130	6	58	3	82	4	0	0	0	0

Construction projects rewarded as part of safety campaign

In year 2020, there were 18 projects out of 35 projects that received awards according to the Company's safety campaign, having worked for 3 consecutive months without lost time. The rewards Baht 848,850.- (In 2019 there were 30 projects out of 45 projects with rewards of Baht 499,750.-)

In 2020, Safety Awards received from Clients/Consultants in construction sites are as follows:

Safety Achievement Awards

Thailand Sustainable Warehousing (Michelin Siam Co., Ltd.)
2,000,000 Safe Manhours without Lost Time Injury
1,000,000 Safe Manhours without Lost Time Injury
500,000 Safe Manhours without Lost Time Injury

New Office of TSB Project (Thai Oil Public Company Limited)
2,000,000 Work Hours Without Lost Time Accident

Best HSE Performance

PTTLG Nong Fab Receiving Terminal Project (PTT LNG Co., Ltd.)

Safety and environment projection at Worksite

Pollution reduction during construction process

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

- Worksite must be kept clean and tidy at all times. Proper storage of materials and reusable items on site. Control when removing loose materials, reusable, recycling materials;
- 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.
- Cooperate with the authority if there is any request to withhold construction for certain days in order to reduce PM 2.5 dust.
- 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.
- For a construction site with open-cut excavation, regularly damp down surfaces with water to prevent dust from spreading.
- 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.
- Control sediment/debris at site boundary and outlet and control soil erosion at site access area;
- Segregate trash and waste and have waste water control. Construct grease trap to treat water contaminated by oil. Regularly repair and maintain machines and equipment in good condition with no oil leakage with proper control and disposal by sanitary methods.
- Control the quality of air around the worksite and nearby area. Conduct 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.

Environment Protection

Greenhouse Gas Management

Greenhouse gas emissions from the Company's operations are mainly from fuel consumption. However, the Company has made reasonable efforts to conduct its business with environmental protection in mind, i.e., efficient use of resources and environmental impact reduction. The Company has not prepared a report on greenhouse gas emissions yet because there is no data stored in compliance with the procedures. However, the management recognizes the importance of reporting greenhouse gas emission reductions caused by direct and indirect processes. Hence, the next action will be to find out the amount of greenhouse gas emissions generated, and then set a policy and plan to manage the reduction of greenhouse gas emissions. After that, submit the plan to the Board of Directors for approval. During the preparation period, the Company encourages employees to attend training with the Greenhouse Gas Management Organization (Public Organization) and with the Stock Exchange of Thailand (SET). Moreover, the Company also encourages the employees to study greenhouse gases to understand the importance of controlling greenhouse gas emissions. Soon, the Company expects to start reporting greenhouse gas emissions following international standards or equivalents. An external source will also review the report to ensure the information's reliability to investors, shareholders, and concerned parties. In addition, the report will show a comparison between the Company's operations each year.

Environmental Protection Campaign

Management Executives not only realize the importance of environment preservation during the operation, but also during daily life of staff. Therefore, the management initiated the CNT Go Green project to raise awareness of the need to preserve the natural environment, including to stop global warming caused by human destruction through daily living. The Company has announced its intention to protect the environment through various communication channels. The Company also appointed a working group whose work is to encourage employees and their families' engagement. Several programs were initiated, for example,

paper usage reduction, single-use plastic reduction, and garbage sorting. The goal in 2020 was to stop using single-use plastic in offices and at construction sites. Continuous communication and activities are held for all employees, as listed below.

- Promote policies and campaigns through in-house media such as journals, e-mails, computer wallpapers, and posters.
- Provide cloth tote bags to all employees as a substitute for plastic bags.
- Prepare garbage bins according to the type of garbage to be sorted before disposal.
- Discontinue the use of plastic water bottles in meeting rooms and use water glass jars instead.
- Promote using personal cups and straws instead of disposable cups and plastic straws.

Unfortunately, due to the COVID-19 outbreak, everyone has to adopt a "new normal" way of life. Thus, some of the environmental protection measures could not be implemented. For instance, temporarily stop using a particular type of personal cup to reduce disposable one to prevent the spread. As a result, single-use plastic could not be eliminated as intended. However, when the situation improves and it is safe to use the personal cups, the Company will continue its campaign to discontinue single-use plastics.

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 disable-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:

- 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.
- VRV (Variable Refrigerant Volume) air-conditioning system. With this system, the reduction in energy consumption is around 20-30% compared to normal systems.
- Heat Absorbing Glass (Double Insulated Low E Glass). This glass can absorb twice as much heat 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.
- 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.
- Solar roof on Head Office and Plant's roof top to substitute some of power energy by using solar power.

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Electricity consumption during the last 3 years (2018-2020)

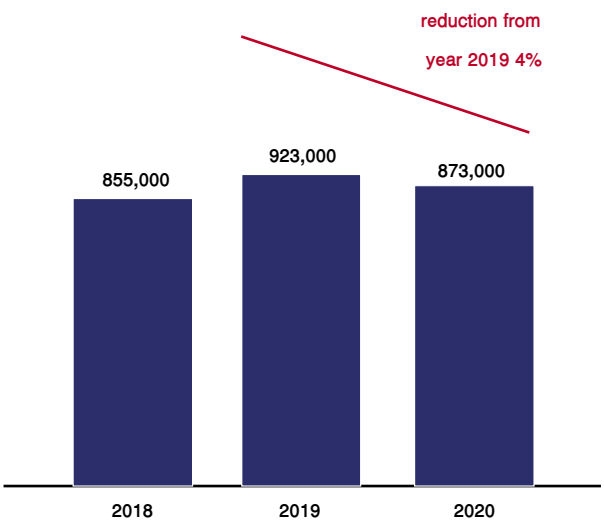
The company starting to use the electricity produced from solar roof top to substitute some of power energy consuming for its operation at Head Office starting from July 2020 and Plant from September 2020.

Electricity consumption at Head Office (2018-2020)
The reduction in 2020 was about 4% from year 2019.

Electricity Consumption in Head Office (Kilowatt-Hour Meter)

Month	2018	2019	2020
January	66,000	71,000	77,000
February	63,000	71,000	73,000
March	76,000	81,000	84,000
April	65,000	77,000	80,000
May	81,000	84,000	86,000
June	75,000	76,000	82,000
July	72,000	81,000	74,000
August	71,000	79,000	71,000
September	68,000	76,000	68,000
October	76,000	84,000	62,000
November	74,000	76,000	60,000
December	68,000	67,000	56,000
Total	**855,000**	**923,000**	**873,000**

Electricity Consumption in Head Office (Kilowatt-Hour Meter)



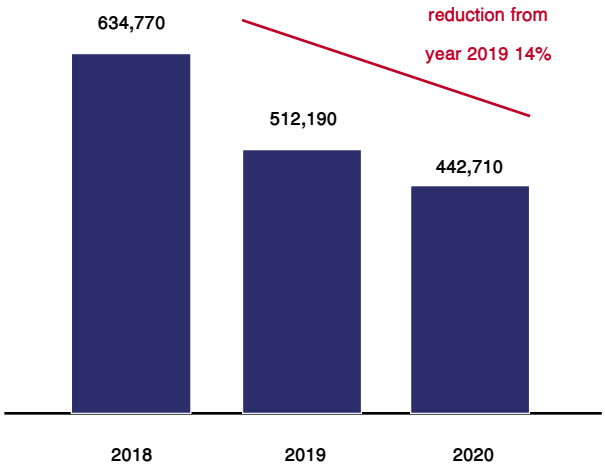
Electricity consumption at Plant (2018-2020)

The reduction in 2020 was about 14% from 2019.

Electricity Consumption in Plant Sriracha (Kilowatt-Hour Meter)

Month	2018	2019	2020
January	35,370	45,840	42,060
February	43,980	42,720	36,990
March	49,890	33,870	41,160
April	39,090	36,450	45,510
May	57,570	49,290	37,650
June	58,320	44,970	40,200
July	55,260	43,110	39,360
August	59,790	45,780	39,780
September	59,400	40,770	31,950
October	61,740	46,140	26,550
November	68,160	49,080	30,180
December	46,200	34,170	31,320
Total	**634,770**	**512,190**	**442,710**

Electricity Consumption in Plant Sriracha (Kilowatt-Hour Meter)



Paperless Organization

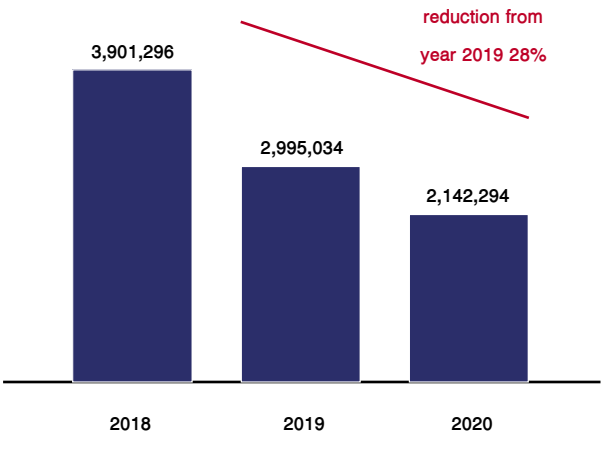
To increase efficiency, administration speed, and conserve natural resources, the management has issued a policy to request all departments to reduce paper consumption. The goal in 2020 was to reduce paper usage by over 50% could the goal was achieved the by improving work processes and eliminating redundant steps. Moreover, by doing so, this improved work efficiency. For example, approval procedures were reduced as well as printing or copying, by using both sides of the paper. Furthermore, the Company has also assigned the IT department to develop a document storage system in digital file format instead of copying documents in paper form. The IT department has also developed a system where approvals can proceed through internal webmail instead of paper approvals. As such, leave requests, business card requests, car and airplane travel authorization, and fuel expense approval can also be done electronically.

Paper consumption in Head Office (2018-2020)

The reduction of paper used in year 2020 is 28% from 2019 and 45% from 2018.

Month/ Year	Paper consumption (page)		
	2018	2019	2020
January	264,483	275,282	152,888
February	392,290	335,885	158,929
March	419,599	231,706	265,863
April	282,947	245,417	154,574
May	425,168	255,682	245,834
June	300,601	287,300	190,766
July	307,224	271,003	175,740
August	272,542	246,534	160,771
September	303,928	187,164	159,837
October	310,009	221,422	119,048
November	369,715	284,843	174,910
December	252,790	152,796	183,134
Total	**3,901,296**	**2,995,034**	**2,142,294**

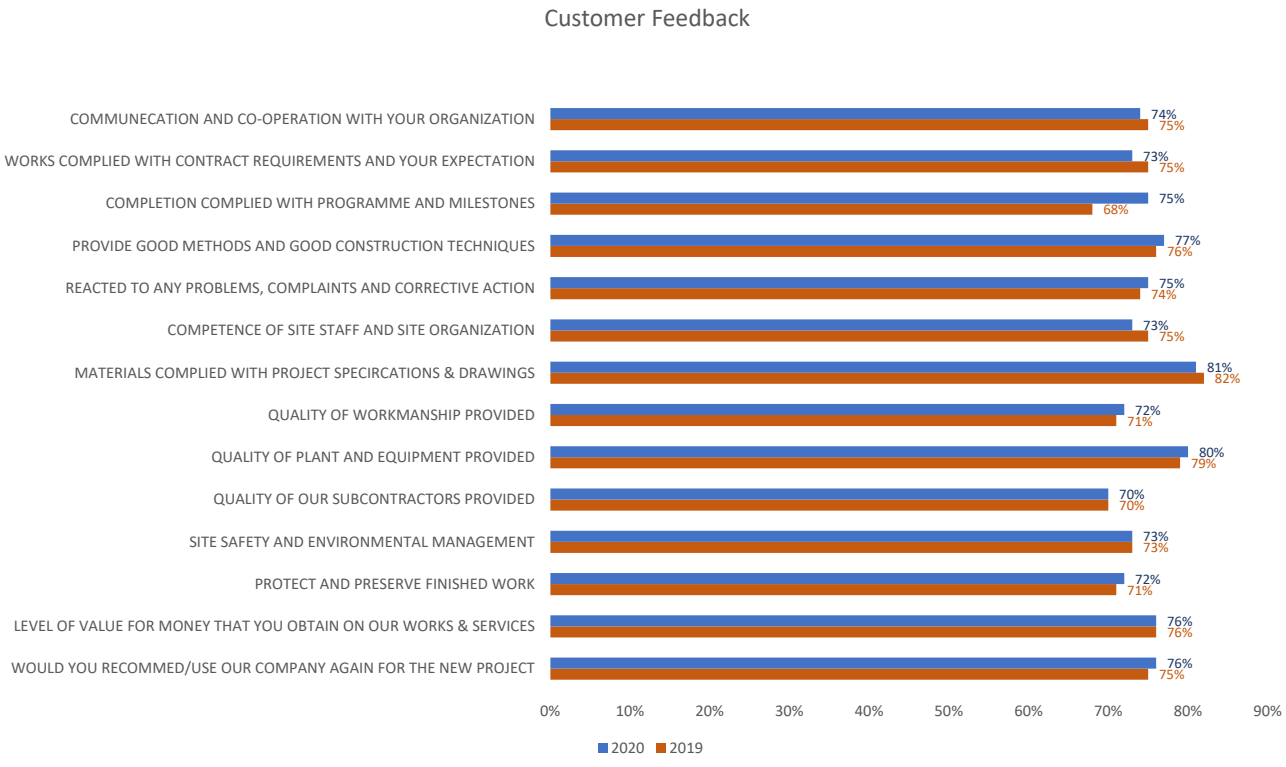
Paper consumption in Head Office (page)



Responsible for products and services

The Company is highly aware of customer's trust and confidence, which is very important.. 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 visits 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 provides a guarantee period of not less than 1 year or at Client'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. The surveys were sent to project owners and consultant with the result yielded an average of 74%, which was almost the same as the previous year. This showed that the Company was able to maintain quality standard of our service to Clients. In addition, Clients' suggestions may be adopted to improve the service even further, especially in topics that received lower scores than the others. The aim is to continue improving the service to reach the highest Client satisfaction.



The Company has 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 expectations and comply with legal requirements. 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.

Complaints for Quality of work

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

Client/Customer Privacy

The Company insists on protecting Client'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 Clients. The Company always prioritizes the principles of transparency and responsibility in providing services to its Clients in order to meet the commitment to provide the best service, provide a rapid response to various requests and complaint as part of Company Core Competency. 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 Clients'data.

The Company is currently drafting a Privacy Policy under the Personal Data Protection Act, which will come into force in 2021. The policy is aimed to assure all stakeholders, including clients, that the Company will protect personal data and only use such data in good faith.

Innovation (Value Engineering)

Through 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 productivity with the 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 Client.

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 delivery on time and in accordance with Clients' 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.

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 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 and 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, by contributing to communities and the society both CSR in process and CSR after process.

The Company assigns 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 supported activities in CSR After Process by joining with various social organizations, organizations, education institutions etc. with total expenses of 111,000.- Baht.

Education Support

The Company realizes the importance of education as a major mechanism to develop the Country. The Company continuously supports education in remote areas. Total support in 2020 was 65,000.- Baht.

Intern students

One of the Company's policies is to support intern students from private and public technical schools and universities to engage in temporary work with the Company in various departments or work sites. These students gain experience in a working environment and prepare themselves for future employment.

In 2020, there were 18 intern students from 10 education institutions working in Head Office and work sites. None of them joined the Company after graduation. Among these intern students 3 of them joined the company after graduation. In year 2019, 3 intern students among 41 intern students from 23 education institutions joined the Company after graduation.

Social Support

Blood donation: Under the name "CNT's donation for good faith to the King with the Thai Red Cross Society", employees are encouraged to donate blood, with assistance from Somdejprapinklao Hospital, through mobile unit visiting the Company office every three months. Two weeks before the mobile unit is set up, the Company places a notice in the office, giving employees an opportunity to prepare themselves for the donation. This campaign has been regularly conducted for the past few years. During last year, blood donations were arranged 4 times, detail as follows:

	Date	No. of Donator	Amount of Blood Collection
1/2020 (37)	7-Feb-20	37	16,650 cc
2/2020 (38)	26-Jun-20	35	15,750 cc
3/2020 (39)	25-Sep-20	33	14,850 cc
4/2020 (40)	16-Dec-20	24	10,800 cc
Total amount of blood collection			58,050 cc

The Company supports the social activities by joining with various organizations including the disabled people, with total support in 2020 of 20,000.- Baht.

Cultures and Religious activities

The Company encourages annual events of related activities on behalf of the Company, employees, and stakeholders. However, due to the COVID-19 outbreak, the Company has refrained from organizing any activities that may go against social distancing measures that the disease control

department announced. Activities were cancelled, such as the candle festival and Loy Krathong traditions. However, the Company donated 26,000. - Baht to the charity that contributed to supporting religious, Thai traditions, and cultures.

Participation in sustainability Network

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

- Continued association with Rotary Club for the contribution to society.
- The Company joined hands with Artist's Friend Foundation to construct schools in remote areas, depending on the foundation resolution to build a certain school in a remote area.
- Supports construction materials to communities, school, temples and any other public places upon request.
- Allocate area in Head Office for the placing 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 careers for disabled persons" by the Thai Health Promotion Foundation. This is to improve quality of life of disabled people and add 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 society, share information, experiences and knowledge to develop the construction business. The Company also sends its executives to be candidates for election as a director of the Thai Contractors Association of Thailand.
- Member of Council of Engineers network certified to host training for engineers of the other members, as well as share engineering professional knowledge among members as this 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 to prepare for their career advancement. The Company also sends experienced staff to be lecturers of certain courses 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 v ending machine called "Happy Vending Machine" (Too Chuen Jai). The proceeds go toward supporting occupation for the disabled people. Five percent of sales is contributed toward lessening hardship and improving life quality for severe disabilities.