Sustainability Management Policies and Goals

Principles for Sustainability Development

The Company's vision is to "Develop Sustained Competitiveness". This is to build a strong foundation for a better future. 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.



- The company follows policy guidelines and environmental laws that aim to minimize environmental impacts throughout our construction process.
- Reduce energy consumption and make efficient use of natural resources by adhering to the 3 R principle.
- Utilize renewable energy in our construction process and choose green label products and construction materials to minimize negative environmental impact.



- Respect human rights by conducting business in a transparent, fair, and equal manner with all stakeholders.
- Incorporate a diversity policy and equal rights provisions into the code of conduct.
- Proceed with caution in all procedures. Take care of the lives and property of employees, the company, and the construction site's neighbors by adhering to the company's certified ISO 45001:2018 standard.
- Support and participate in activities for the betterment of the local community so that it can grow in a sustainable manner.
- Enhance employees' knowledge and skills, as well as those of business partners and residents near construction sites, so that they can serve as sustainable human capital for the company and the local community.



- Conduct business in accordance with Good Governance, as defined by Good Corporate Governance, for the benefit of all stakeholders in a just manner.
- Devote time and effort to developing innovative construction technology that will result in high-quality work that will be accepted in the ASEAN region.



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

Products and Services

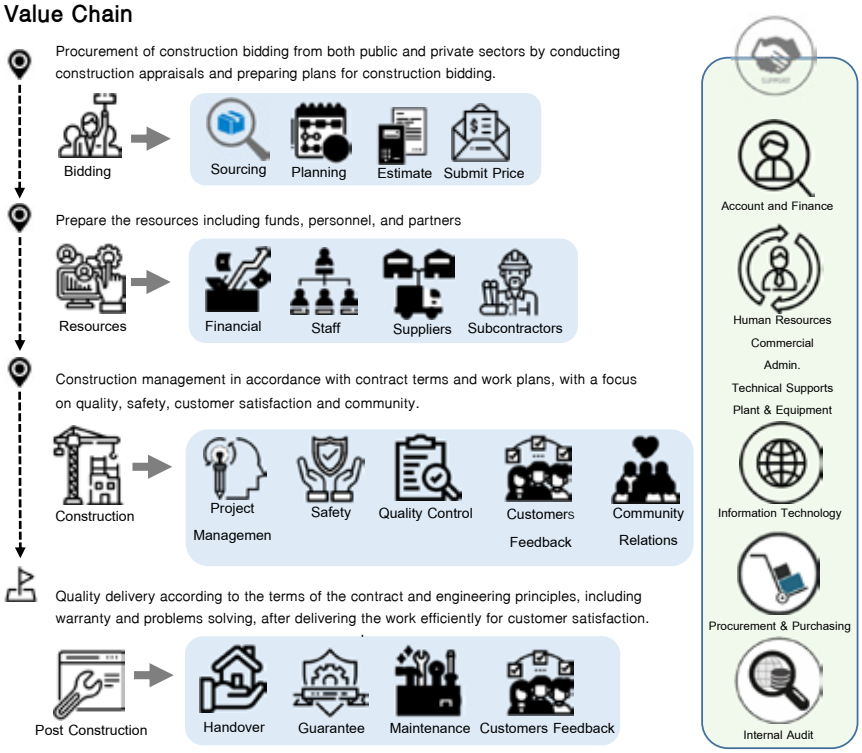


Scope of Sustainability Report

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 2021 to 31 December 2021, to stakeholders accurately and transparently covering operating results from Christiani & Nielsen (Thai) Public Company Limited's Head Office, Siracha Office, and construction sites.

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.

CNT Value Chain



Stakeholder Engagements



The Company recognizes the importance of all stakeholder groups, whether internal stakeholders like management and employees of the Company and subsidiaries, or external stakeholders like shareholders and investors, customer, suppliers and creditors, competitors, communities and environment, government agencies and other related organizations with whom the Company has an ongoing relationship and impact as a result of its business operations. The Company engages its stakeholder groups via a variety of channels with frequency and communication mechanisms determined by 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 directly contact the Board of Directors, directly, bypassing Management. The Board will continue to treat such information seriously and confidentially

Business Value Chain Stakeholder Analysis

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.
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 Chairman of Audit and CG Committee • E-mail: kasemsit@merchant.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 • Whistleblower E-mail: kasemsit@merchant.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: kasemsit@merchant.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

Establishment process for content of the sustainability report

Company has a process to evaluate key issues establishment, through engagement of the management and employees, as well as considering the expectations of key stakeholders in order for this report to respond to and communicate with both internal and external stakeholders of the organization, by using the following procedure:

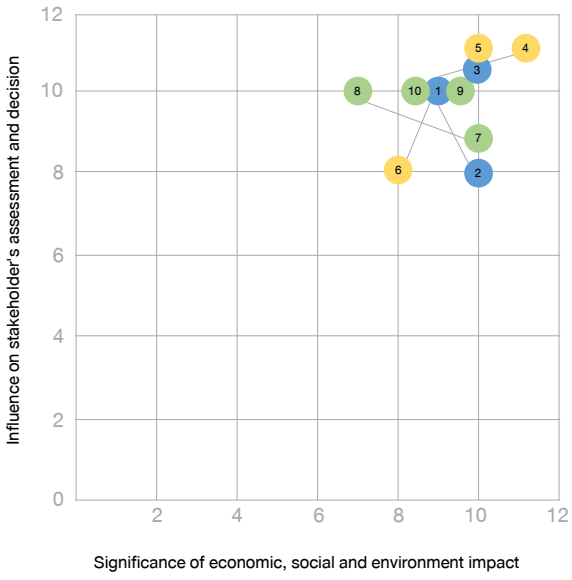
Identifying the issues of significance (Identification)
- It is important to the company's business operations and the expectations of all stakeholders.
- Covering economic, social, and environmental aspects

Ranking the significant issues (Prioritization)
- Considering the priorities of important issues
- Meeting with all relevant departments
- Prioritizing with regards to the magnitude of the impact on stakeholders and whole business

The validation of the significant issues (Validation)
- Presenting the significant sustainability issues to senior management
- Executives examined with providing additional comments to ensure the designated issues able to respond to all stakeholders and covering economic, social, and environmental aspects

Reviewing the completed report (Review)
- Reviewing significant issues from stakeholder opinions across all designated channels
- Analyzing and enhancing the report preparation
- Able to respond to the expectations of stakeholders more comprehensively for preparation of the next report

Sustainability Materiality Matrix



GOVERNANCE (G)
1. Good corporate governance
2. Anti-corruption
3. Economic performance

SOCIAL (S)
4. Education and training
5. Occupational health and safety
6. Economic and social law

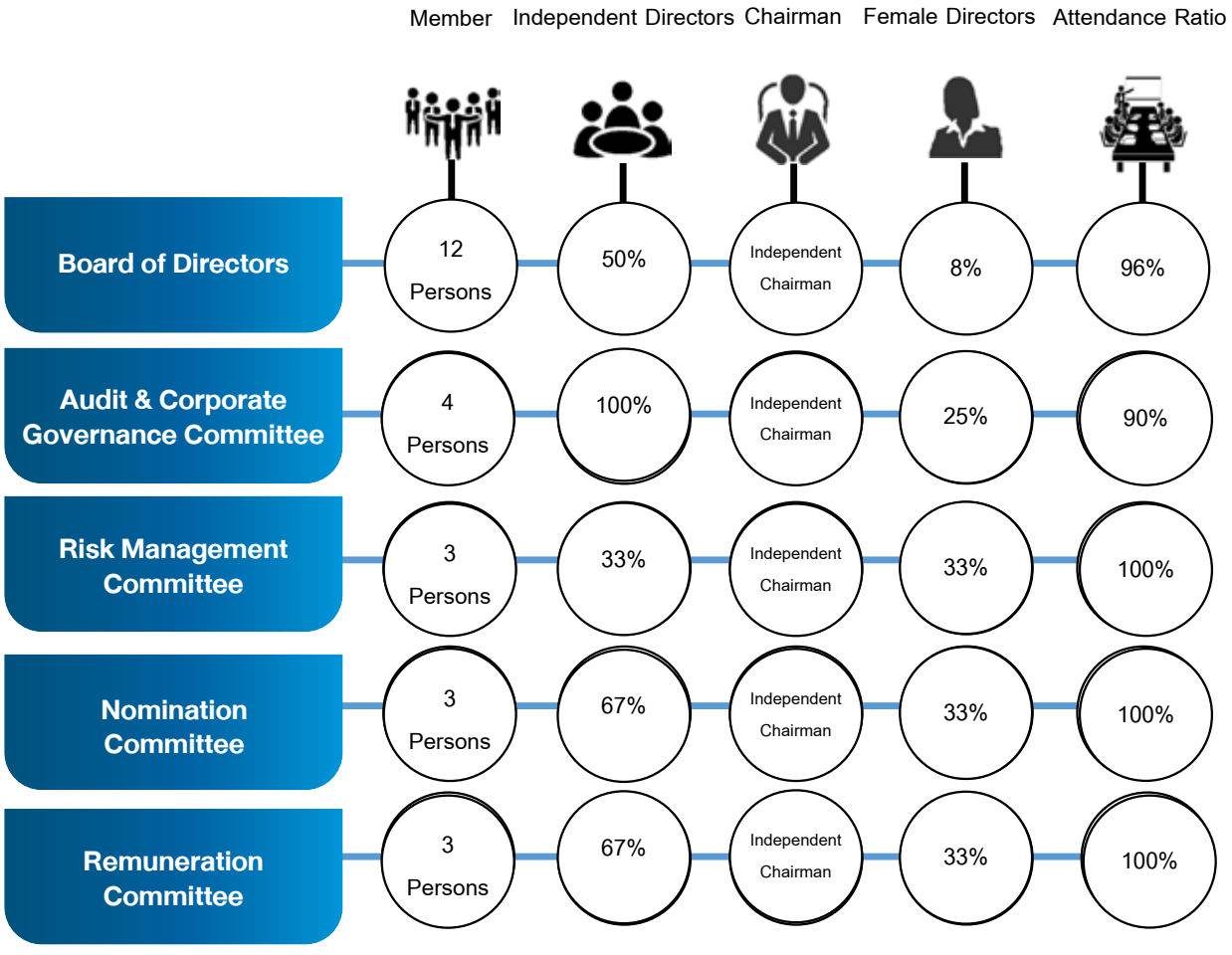
ENVIRONMENT (E)
7. Environmental law
8. Waste
9. Air emission
10. Energy

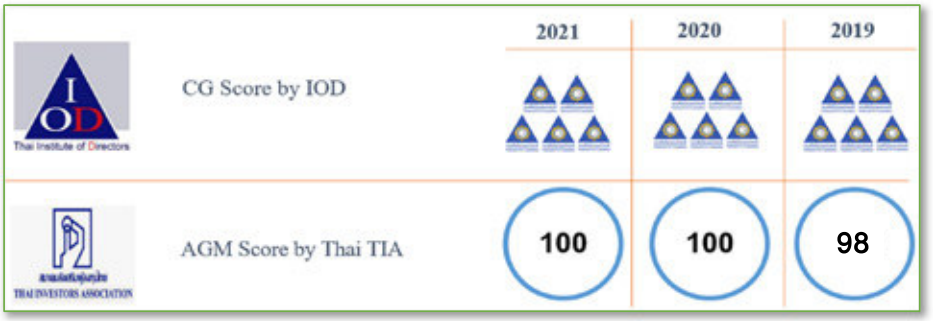
Report on sustainability performance

Good corporate governance

The Board of Directors recognized the roles and responsibilities of managing the Company's business with good corporate governance, upholding equality, transparency, and accountability as key principles that strengthen the organization and personnel's development to accomplish sustainable business growth, create confidence among all stakeholders, and optimize benefits to the organization as a whole. The details of good corporate governance are explained in the report on pages 109-158.

In 2021, company has a summary of good corporate governance performance as follows:





Anti-Corruption

The Company is committed to conduct its business according to good governance, transparency, and fair treatment. The company has a policy to prohibit all forms of fraudulent and / or corruption, either directly and indirectly with both public and private sectors, along with raising consciousness to ensure that all of its personnel have at all times adhered to the codes of conducts, ethics and morally in business operation. The Company has a zero tolerance policy for fraudulent and / or corrupt behavior and takes corruption and bribery transaction, if any, very seriously.

Anti-Corruption Policy

In 2021, the actions taken in regards to anti-corruption were as follows:



No-Gift Policy was announced to all staff as well as asking for the collaboration from all business partners not to give any gifts either in cash or in kind for any occasion to any of our personnel but to change the gifts into the greeting card.

The Board of Directors determined to sign its declaration of Intent with CAC to fight against Corruption with target to be certified as a member in the near future. This is to ensure that the company conducts its business with transparency, integrity, and without corruption in order to provide equal benefits to all stakeholders.

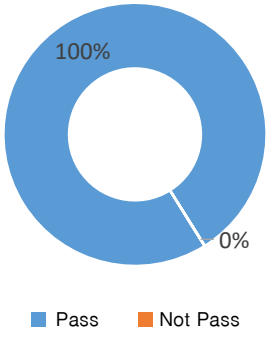


Established the whistleblowing/complaints channel for reporting in case of any corruption or violation was found. The punishment for any misconduct or violation and the protections of the whistler-blower/complainant are specified in the policy manual.

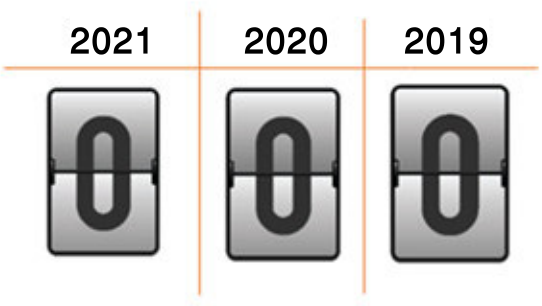
whistleblowing channel

MR. KASEMSIT PATHOMSAK
Chairman of Audit and Corporate Governance Committee
Tel: + 66 2 660-6688
E-Mail: kasemsit@merchant.co.th
Address: MERCHANT PARTNERS SECURITIES PUBLIC COMPANY LIMITED
2/F Charn Issara Tower 1, 942/81 Rama IV Road, Suriyawong, Bangrak, Bangkok 10500

Anti-corruption training course year 2021



Anti-corruption complaints



Any employee who has not completed the training course must retake it in the company's E-Learning system and pass it within one month.

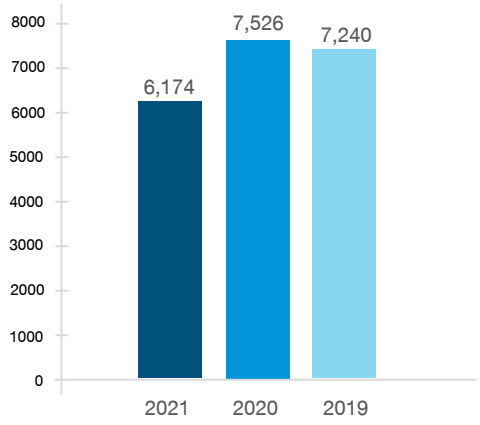
Economic Performance

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.

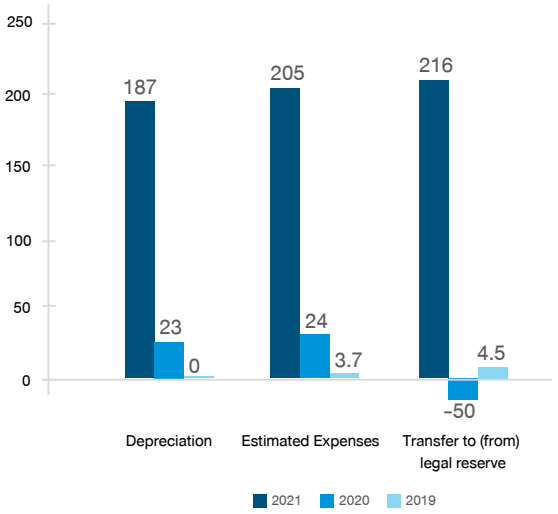
The Company management structure in Construction operation is separated into Business Units according to staff capability and experience. Head of each Business Unit is responsible for the management of their own unit to generate income for the sustained economic growth of the Company. Business Units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

The Company's operations contribute to the economy of the Nation by generating economic benefits for different stakeholders through Company's cash flow from operations.

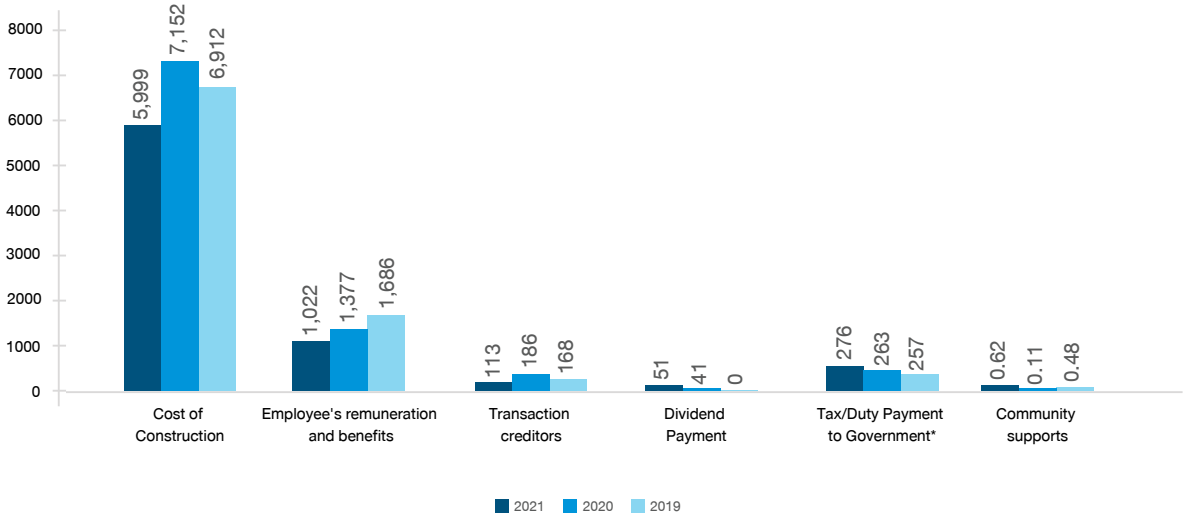
Direct Economic Value :MB



Cumulated Economic Value :MB



Distribution of Direct Economic Value : MB



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 2021)

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.

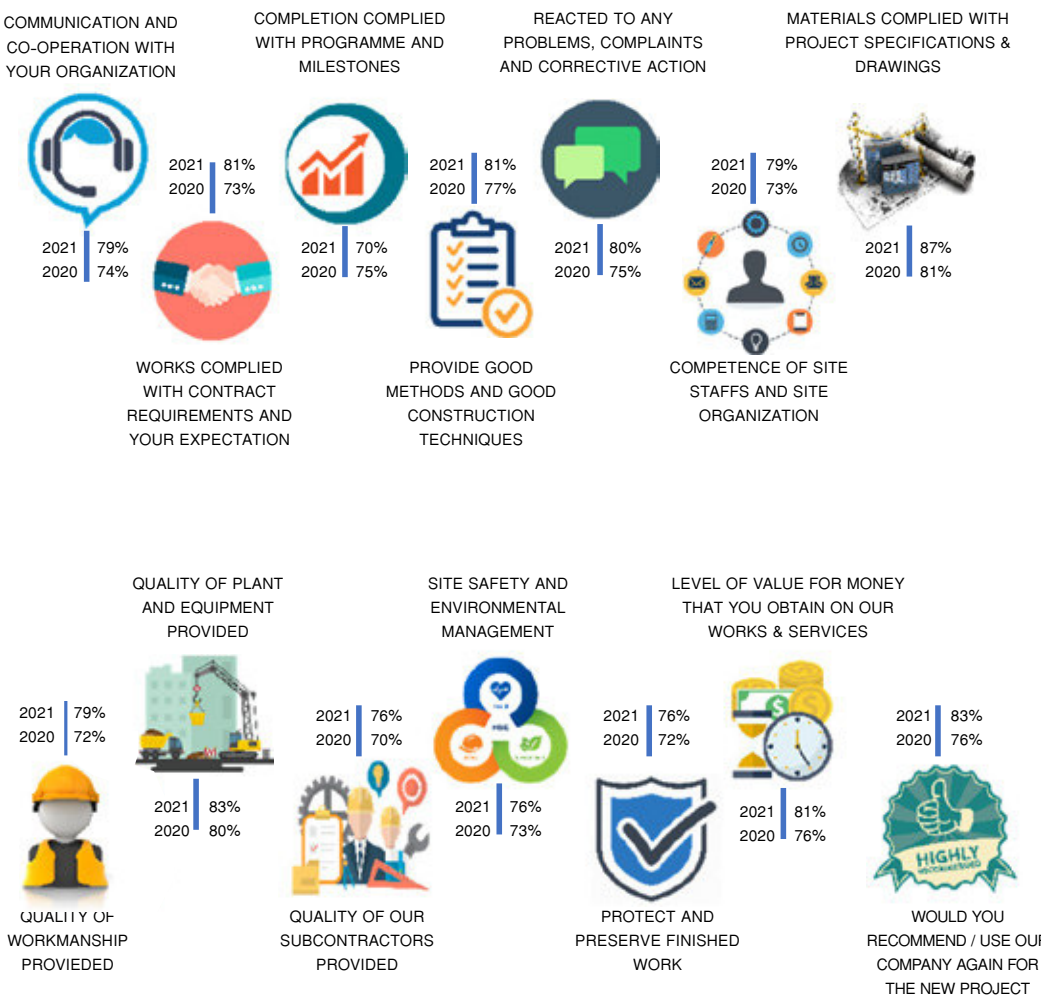
Effective Management Resources

The Company uses an Enterprise Resources Planning system to manage and integrate all core business processes 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.

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 79%, 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.

Last year, the customer feedback was surveyed with a satisfactory result, details of which are shown below:

Customer Feedback



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 2022. 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.

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;

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

Respecting Human Rights and Labour Practices

Human Rights Management Guidelines

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.

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 49 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. For the past five years, since 2017 the company has consistently hired socially disabled people with the intent of recruiting them into the organization without seeking benefits.

Taking care of employees and workers during the outbreak of COVID-19

The COVID-19 outbreak, which began at the end of 2019, has been affecting people all over the world. It has had a social and economic impact on every country, including Thailand. Because we have large construction sites in operation, our employees and workers are at risk of becoming infected. As a result, the Company has established guidelines for everyone to follow in order to protect themselves and their families. In addition, we have

policies in place to care for employees and workers who become infected. Which measures listed below.

1. Adapt policy and guidelines to protect against COVID-19 based on current circumstances. The guidelines will then be implemented in the Company's facilities, including the head office, construction sites, and worker campsites. The guidelines were established in accordance with the guidelines established by Thailand's Department of Disease Control and under Article 14 of the Communicable Diseases Act, B.E. 2558, in regards to measures and surveillance of the Novel Coronavirus Disease 2019. (COVID-19). Concerning employee health in the workplace, the Company requires employees to work from home in order to reduce congestion within the premises as well as the risk of employees becoming infected while commuting to work. Furthermore, we have devised a strategy to deal with the outbreak crisis in such a way that it does not disrupt business operations.

2. Establish bubble and seal guidelines at construction sites and worker campsites to care for staff, both Thai and foreign workers. The guidelines were also developed in accordance with the Public Health Ministry's Department of Disease Control in Thailand. We've set up a quarantine zone to keep the infected away from the rest of the community. Furthermore, we have designated a quarantine zone for people who may or may not be infected for observation. Furthermore, the Company has received assistance from our business alliances. They have provided enough food and medical supplies for people who must be quarantined within the sites.

3.Employees have been educated about COVID-19 and its dangers via internal communication channels such as E-mail, Line Official, Internal Website, and Notice Board. Furthermore, the message has been communicated to construction workers via Morning Safety Talks. The guidelines were then strictly enforced to ensure that everyone followed the COVID-19 preventive guidelines.

4. We have ensured that there is coordination with hospitals and field hospitals if there is an infected case who requires immediate medical assistance or medical care.

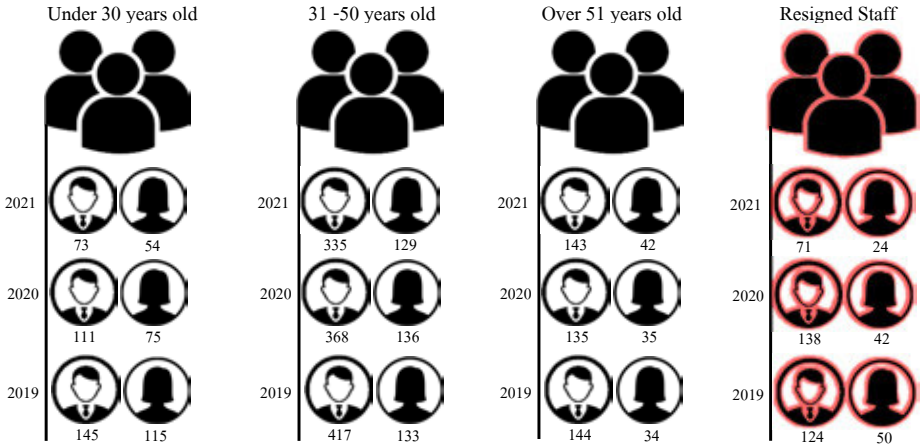
5. We've organized a project called "Sharing Medicine Boxes." We provided them to infected employees who had been placed in home isolation. Furthermore, we called the employee on a regular basis to assess the symptoms so that we could send help or coordinated with the hospital in the event of an emergency.

6. We have advocated and campaigned for the vaccination. The company has arranged for more than 90 percent of its employees, as well as Thai and foreign workers, including subcontractors' workers, to receive full dosage of vaccination.

Furthermore, a grant of 5,000 Baht was donated to Wat Phong Ploy Viriyaram to fund medical treatments for 202 novice monks infected with COVID-19. During a recent severe covid-19 outbreak, the temple was set up as a field hospital to treat novice monks.

Staff Number

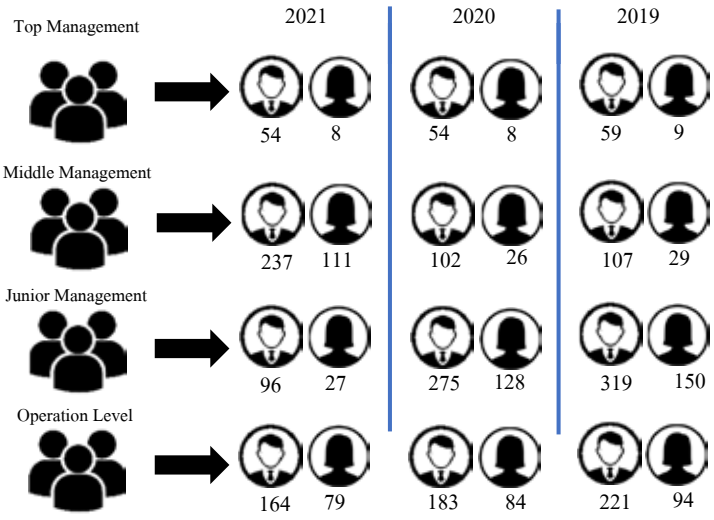
Number of staff working at Head Office, Plant and construction work sites is as under:



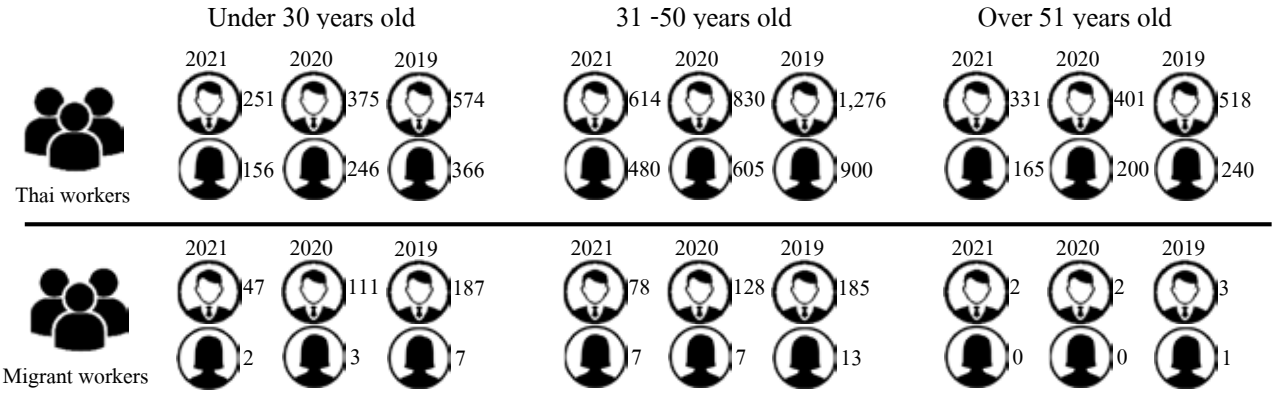
Total Numbers of staff- Classified according to work places, age and gender

	Under 30 years old			31 - 50 years old			Over 51 years old		
	2021	2020	2019	2021	2020	2019	2021	2020	2019
Head Office	6 / 20	7 / 25	8 / 28	60 / 63	66 / 69	69 / 69	35 / 29	35 / 25	40 / 27
Plant	4 / 5	4 / 7	5 / 9	21 / 7	29 / 7	32 / 6	15 / 2	12 / 1	11 / 0
Construction Work site	63 / 29	100 / 43	132 / 78	254 / 59	273 / 60	316 / 58	93 / 11	88 / 9	93 / 7

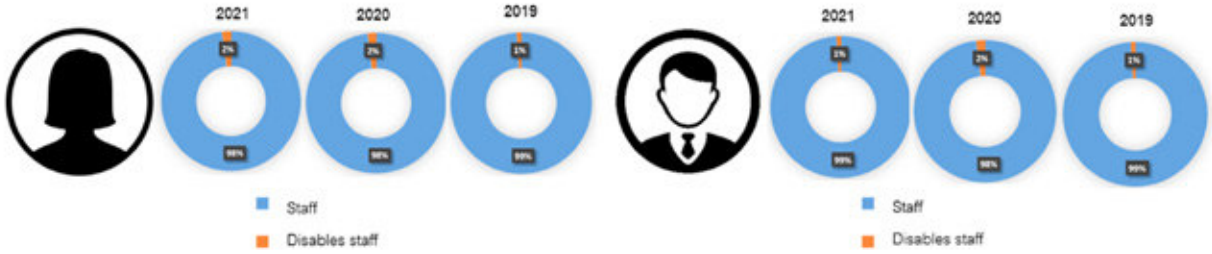
Classified according to level and gender:



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



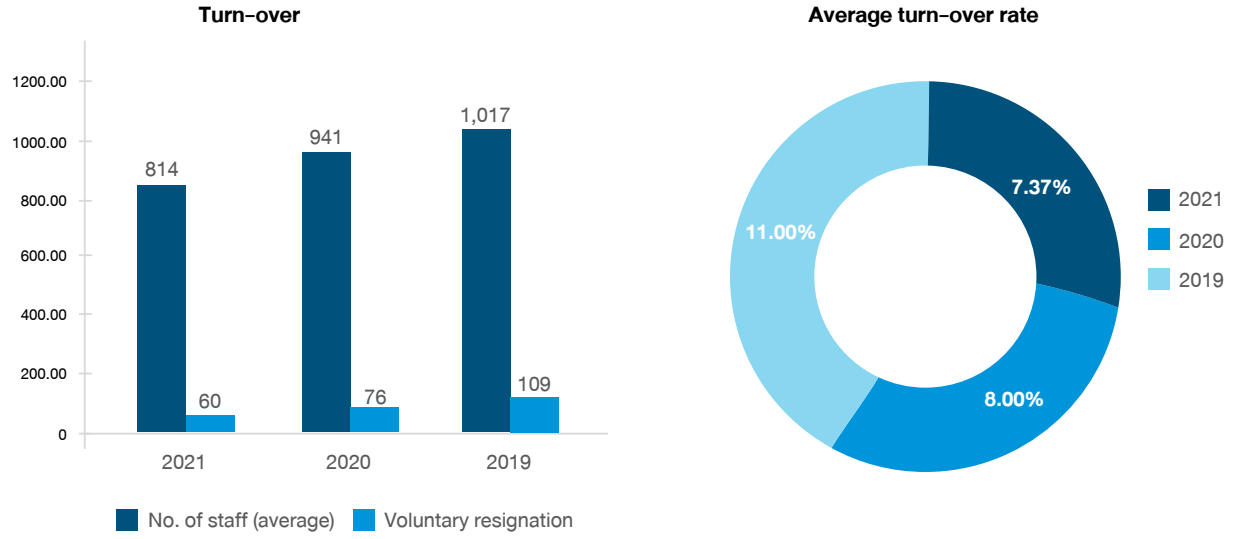
Disabled employees



Overall Employment

In 2021, Company's total staff and workers were 2,909 persons classified into staff (head office, plant and worksites) of 776 persons with female staff 225 persons (29%) and male staff 551 persons (71%). Total workers were 2,133 persons with female 810 persons (38%), male 1,323 persons (62%). Among these were Thai workers 1,997 persons (94%) and workers under MOU 136 persons (6%). Disabled workers were 49 persons equivalent to 1% of total staff and workers.

Average turn-over rate

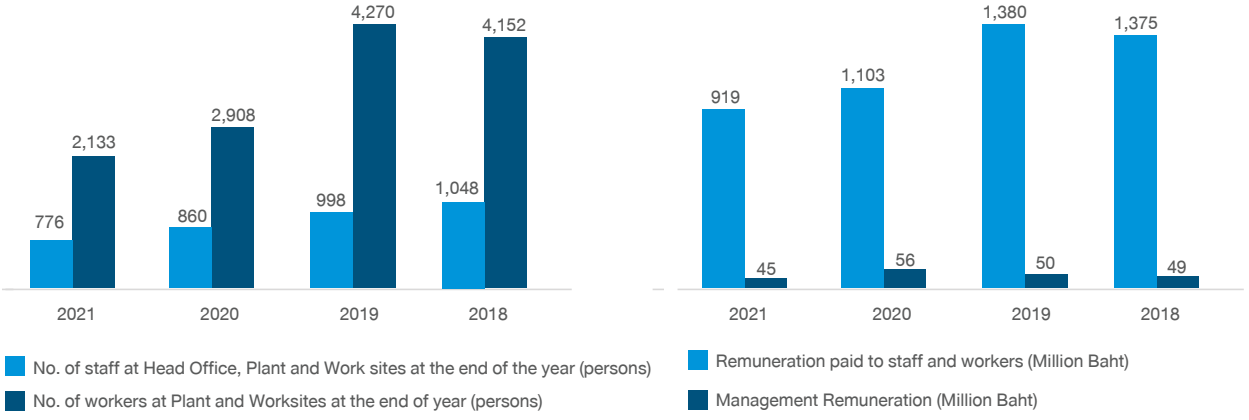


Changing the number of employees

While there has been no change in the core management team and the number of key people, the total number of employees have reduced over the past 3 years in line with the reduced turnover (top line or total revenues) of the Company. There is no labor disputes in the past three years. Employee turn-over rate for year 2021 was 7.37%, decreasing from the year 2020 and 2019 at 8% and 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



Worker Treatment Policy on Equal Opportunity and Fairness

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-body 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. Last year, the Company was honored by Department of Labour Protection and Welfare with the award of Good Labor Practiced: GLP).



Equal 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

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 Website, 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	Registra
1. Safety in Electrical Works	1. Occupational, safety Health - Department of Labour Protection and Welfare
2. Confine Space Safety	2. Occupational, safety Health - Department of Labour Protection and Welfare
3. Safety, Occupational Health and Work Environment	3. Occupational, safety Health - Department of Labour Protection and Welfare
4. Safety Officer at Supervisor Level	4. Occupational, safety Health - Department of Labour Protection and Welfare
5. Crane Operation	5. Occupational, safety Health - Department of Labour Protection and Welfare
6. Safety Testing for Road Works	6. Department of Highway
7 .Installation and Inspection of Ring-locked Scaffoldings	7. Occupational, safety Health - Department of Labour Protection and Welfare
8. Safety Working at Height	8. Occupational, safety Health - Department of Labour Protection and Welfare
9. Control of temporary freight and passenger elevators in construction	9. Occupational, safety Health - Department of Labour Protection and Welfare

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	Objective of the program
Core Competency	 All levels / 30 hrs. / session / year	To ensure that all staff understand the core values of the organization which is achievement oriented, cost effective, customer focused, initiative and alertness.
Managerial Competency	 Management / 30 hrs. / session / year	To develop managerial skills such as pro-active analytical and planning, resources management, management, communication and co-ordination, leadership.
Functional Competency	 Manager / Professional Staff / 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.

Because of COVID-19, all English courses were moved from in-house training to Zoom Cloud Meetings. The courses were conducted all year around. Please see the course list below.

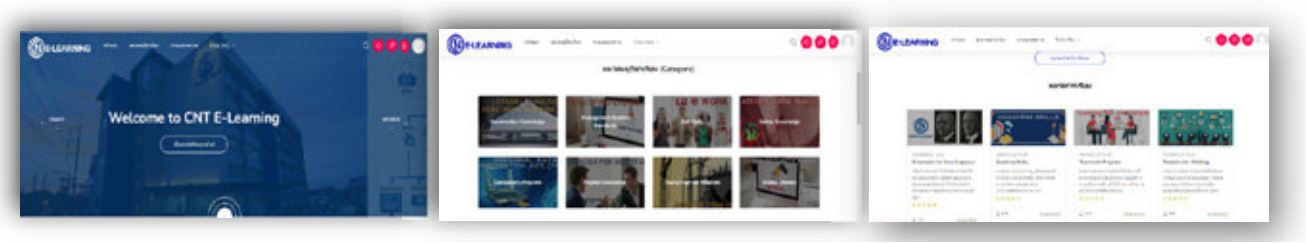
- General English - Speaking & Listening Skills
- General English - Email Writing
- English for Meeting
- English for Presentation
- Presentations in English via Zoom
- Troublesome Words
- Error Detector
- English for Young Engineer
- English for Meetings
- English from News
- Untranslatable Thai Words

The English courses were attended by a total of 165 employees for a total of 159 hours. The courses would be recorded and uploaded to the e-Learning system so that staff could re-learn them at their leisure.

E-learning system

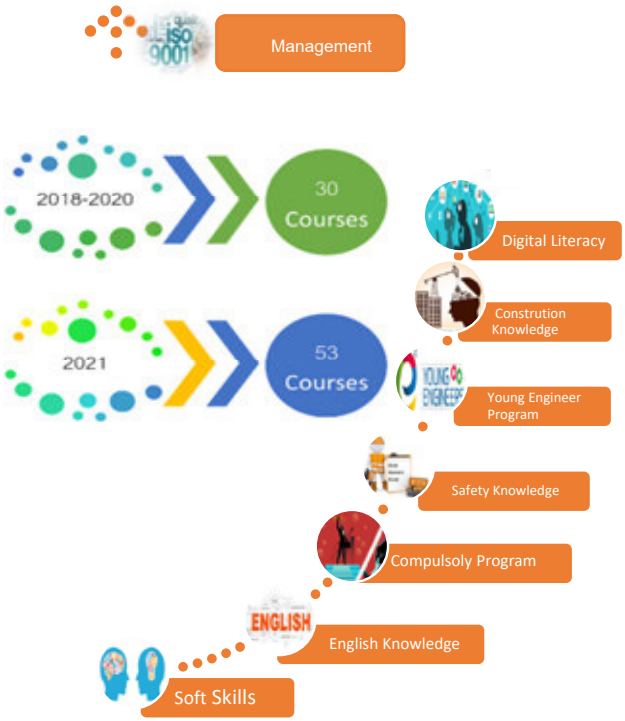
The Company has developed an e-Learning system for English and many in-house courses for Head Office and construction sites staff. The purpose is to provide an all-time access to knowledge for employees. The on-line courses include quizzes and exercises to encourage participation. e-Learning enables 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.

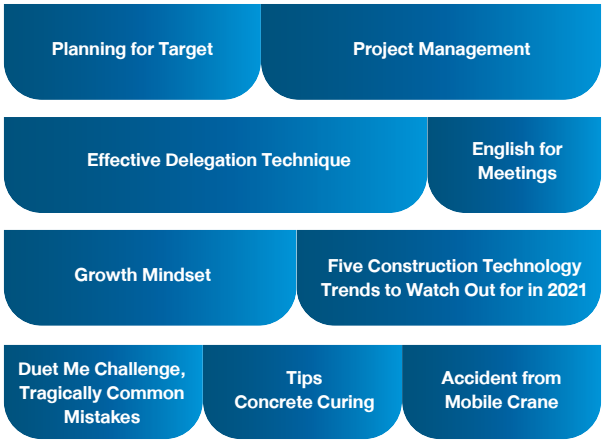


In 2021, the company continued to develop courses and add to its e-Learning platform (Version 2). The courses were classified into eight categories, as shown below.

Courses in e-Learning / Per Year



Interesting course samples (Some courses)



Young Engineer

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:

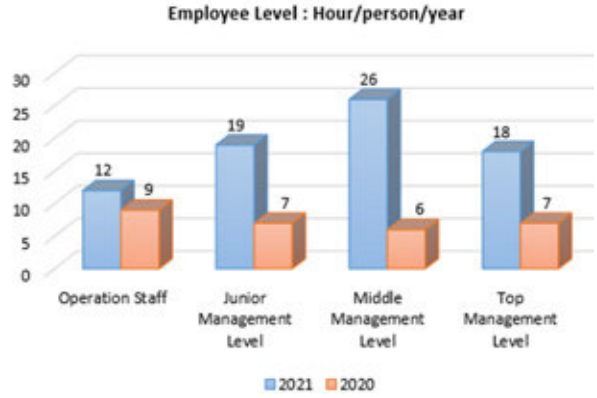
To improve the skills of construction operation staff in 2021, the Company invited subcontractors and suppliers to exchange knowledge and train engineers and operation staff.

Courses for improving construction operation staff's skills

Innovation Construction By SCG	Glass Innovation Product By AGC	Installation of aluminum glass in construction	Post Tension Slab for High Rise Building Innovation
Excavation & Soil Protection	HILTI program design, selection of anchoring agents, steel anchors	Translucent roof innovation	
Metal sheet products in construction	Waterproofing problems	Insulation for Sustainability	


Training Record
Training hours
No. of participants
No. of courses
800
600
400
200
0
2020
2021


Total Training Expenses Per Year (Baht)
700,000
600,000
500,000
400,000
300,000
200,000
100,000
0
265,148
100,408
635,313
184,669
2021
2020
In-House Trainings
External Trainings


Employee Level : Hour/person/year
30
25
20
15
10
5
0
12
9
19
7
26
6
18
7
Operation Staff
Junior Management Level
Middle Management Level
Top Management Level
2021
2020


By Gender : Hour/person/year
25
20
15
10
5
0
22
7
14
8
Female
Male
2021
2020



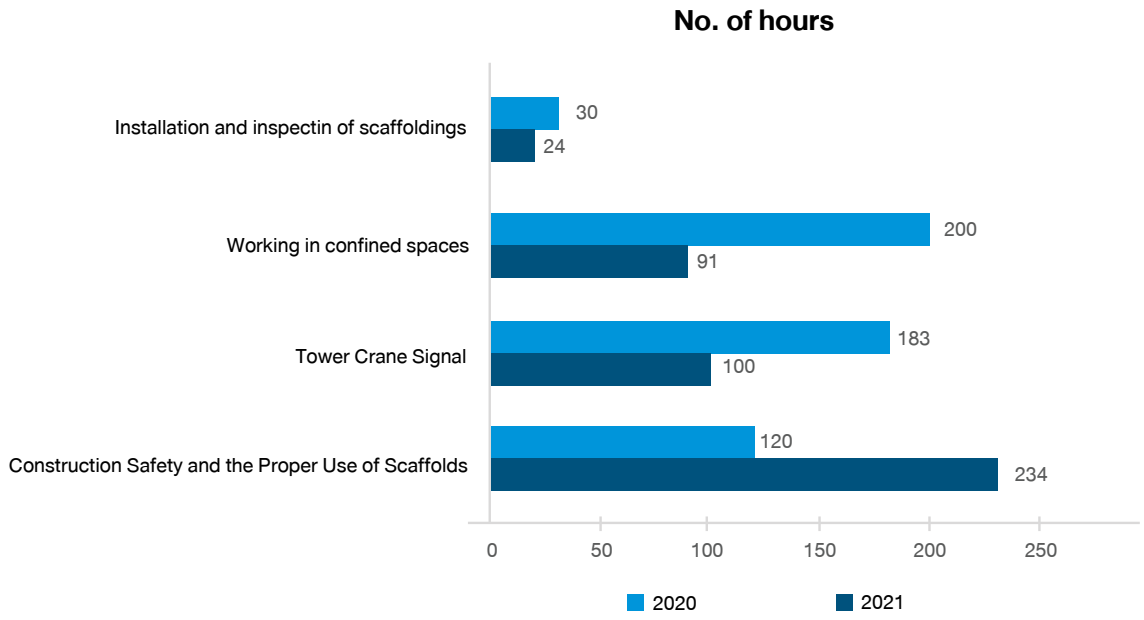
Group of Operation staff at construction sites

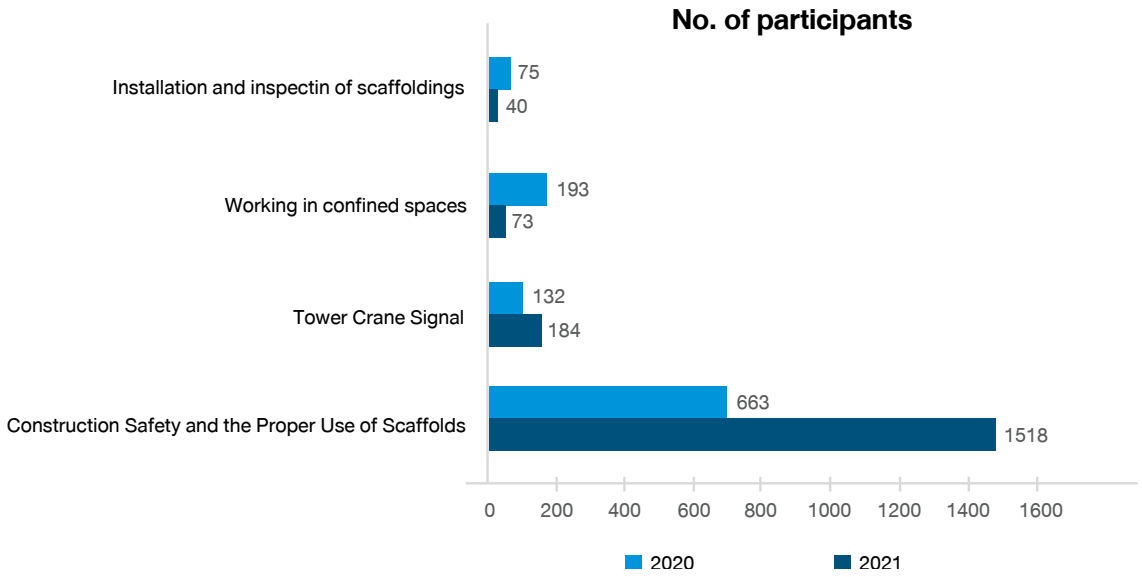
As a large construction company, the Company needs a number of skilled staff and workers. With high competition in the construction market, operation staff and worker is one of the significant target groups for training. The Company has built a training center at Nimitmai Road to provide full facilities 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.

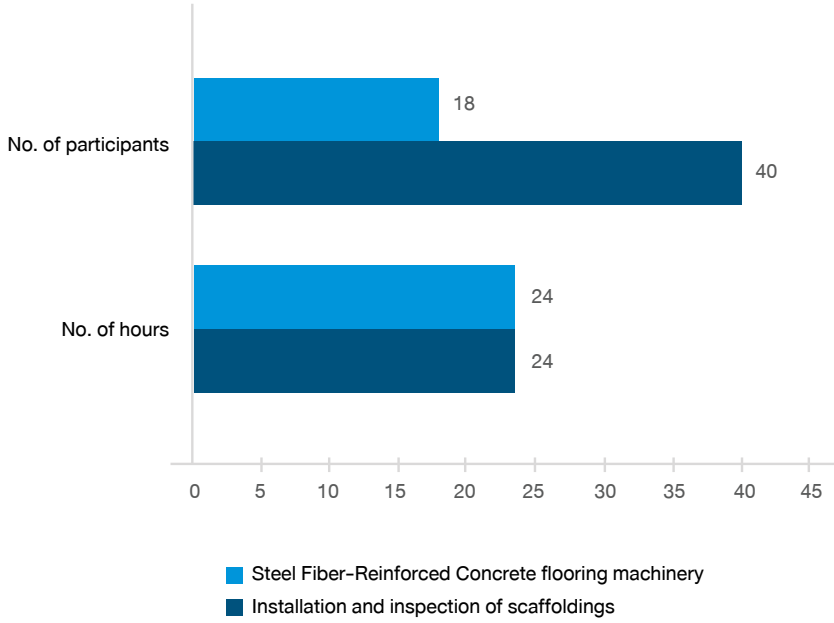
The training programmes for safety are conducted regularly for staff and workers at site to ensure safety at workplace. Training for the use of equipment is provided to ensure that all Company equipment is used correctly and efficiently. The regular training programmes, including the development of skilled 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





Programme developed



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



The company has organized 54 courses for engineers since joining the Council of Engineering Continuing Professional Development Network. A total of 1,739 people (counted as Man-day) participated, earning a total of 4,913 Professional Development Unit (PDU) or 256 training hours. Please see the table below for a year-by-year breakdown of the data.

2019	2020	2021
No. of participants 291 person	No. of participants 320 person	No. of participants 965 person
PDU gained 1,803 Unit	PDU gained 1,128 Unit	PDU gained 1,199 Unit
Nos. of hours 76 Hrs.	Nos. of hours 60 Hrs.	Nos. of hours 57 Hrs.

In terms of Architects' Continuing Professional Development, the Company has also been accepted into the Architect Council of Thailand Continuing Professional Development network. We were given permission to hold two courses for them: one on transparent roof innovation and one on sustainable insulation. A total of 129 architects participated in the courses, earning 43 PDUs or 5 training hours. The PDUs earned will be useful in the future for the professional license exam.5

Courses of Continuing Professional Development for engineer

Excavation & Soil Protection	HILTI program design, selection of anchoring agents, steel anchors	
Installation of aluminum glass in construction	Innovation Construction	Innovation Post – Tension
Glass Innovation Product	Insulation for Sustainability	Translucent roof innovation
Duet Me Challenge, Tragically Common Mistakes	Tips Concrete Curing	Metal sheet products in construction



Occupational Safety, Health and Environment

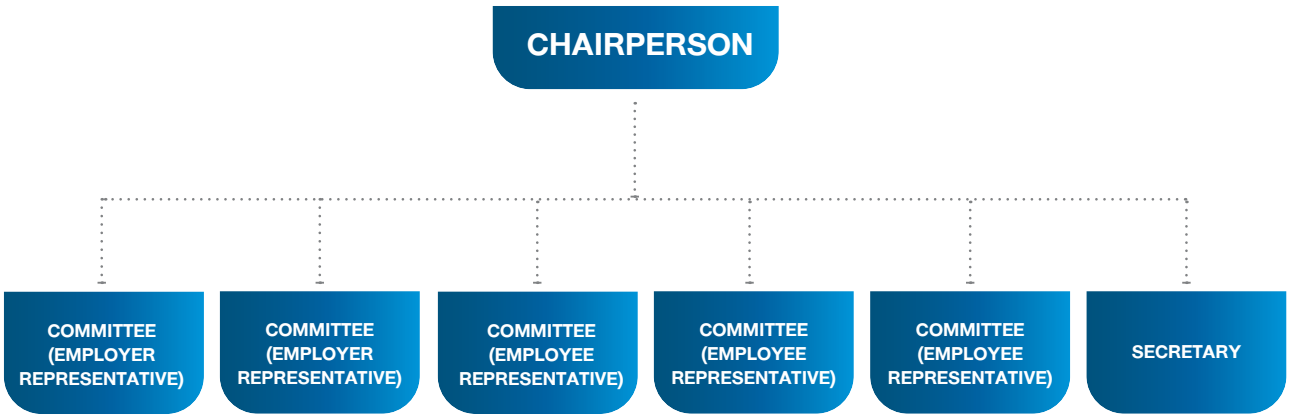
The Company has a Safety, Occupational Health and Working Environment Committee including representatives from employer and employees with the aim to define standards and policies for safety for effective management. The Committee is responsible for prepare safety plans, safety reporting and propose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

CONSIDER THE FOLLOWING EXAMPLE OF RELEVANT SAFETY LEGISLATION:	**OCCUPATIONAL SAFETY, HEALTH AND ENVIRONMENT ACT.**	**MINISTERIAL REGULATION IN OCCUPATIONAL SAFETY, HEALTH, AND ENVIRONMENT RELATED TO CONSTRUCTION WORKS**	**MINISTERIAL REGULATION PRESCRIBING THE STANDARD FOR ADMINISTRATION AND MANAGEMENT OF OCCUPATIONAL SAFETY, HEALTH AND ENVIRONMENT**

ISO 45001
BUREAU VERITAS Certification

Safety Policy Statement

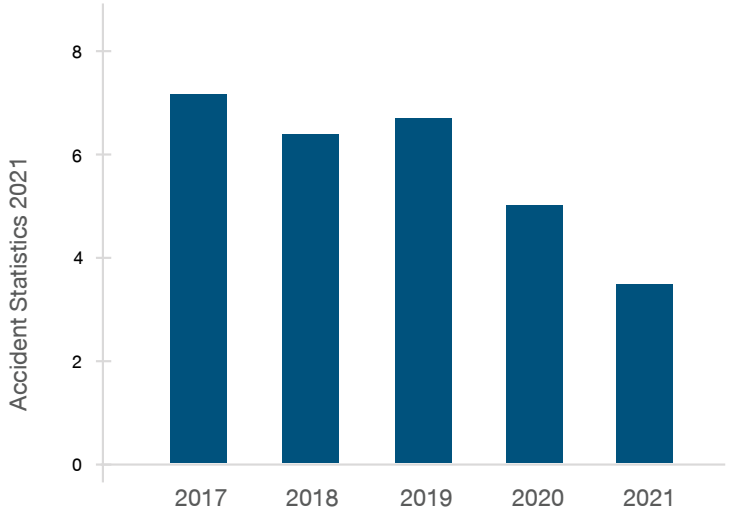
At every work site, the Company provides Safety Officers at various levels such as Supervisory Level, Operation Level and Professional Level to oversee and monitor the operation according to the professional safe standard, the planning and the work conditions to be in compliance with the applicable laws, 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.



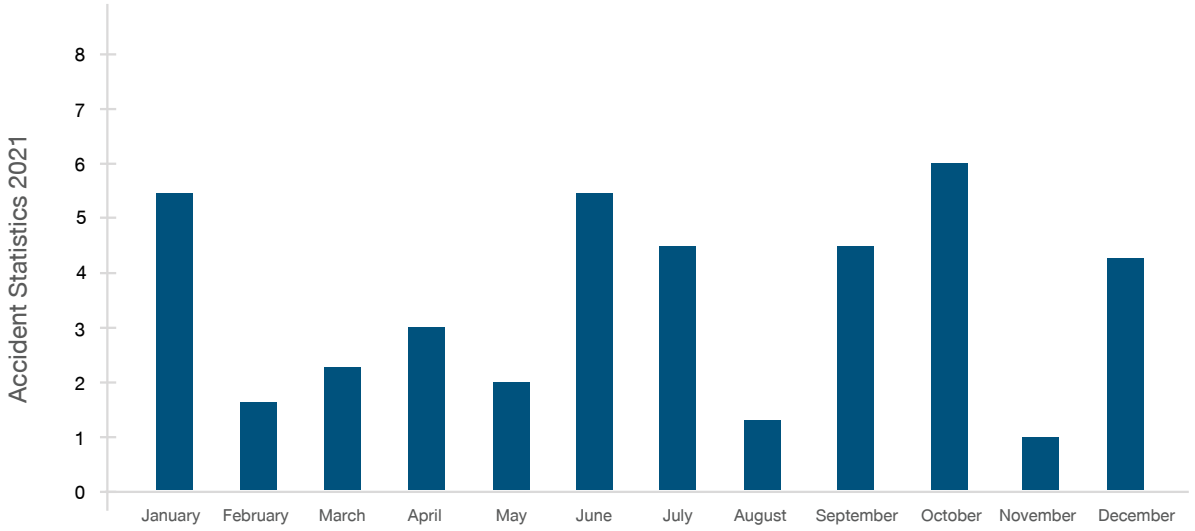
Safety Operation Performance

Rules and regulations for safety at work

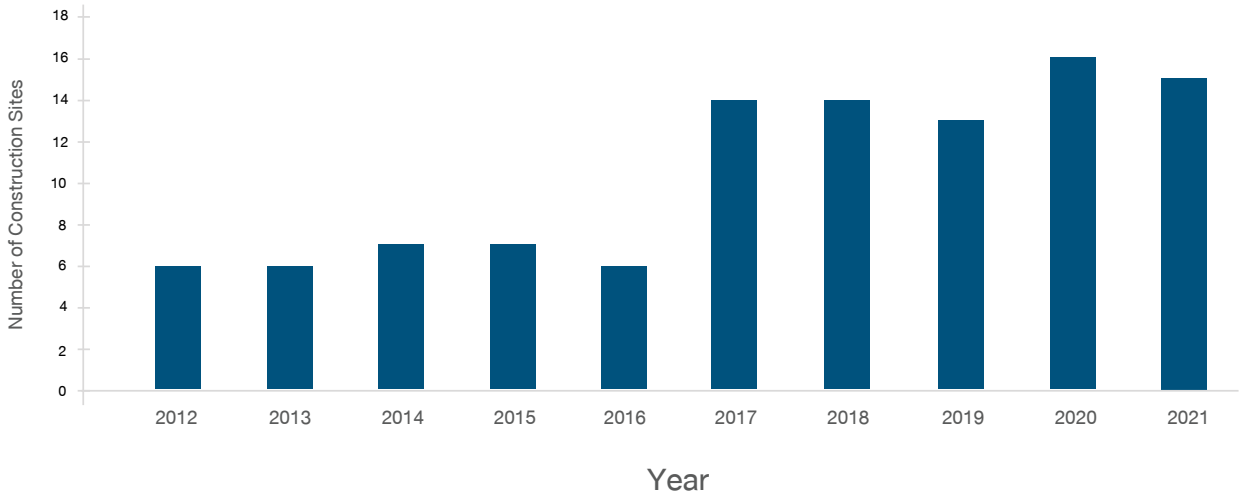
Accident Record 2017-2021 / 1 million man-hours



Accident occurred during work hour in 2021 / 1 million man-hours



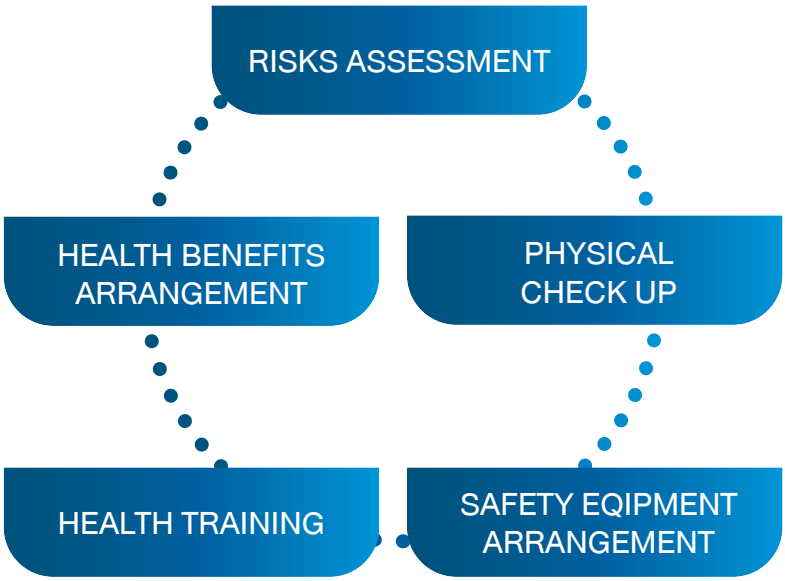
Construction sites that promoted safety were awarded.



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



Environmental Management System Statement

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 material, 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.

Complaints related to social and environment impacts

Numbers of complaints about Environment and Social Impact	
2019	0
2020	0
2021	0

Any social and environmental impacts can be reported to cnt@cn-thai.co.th

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.

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

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.

The Company is prioritizing the 3R (Reduce-Reuse-Recycle) Sustainable Implementation Philosophies being a responsible Contractor. In addition to the Global Responsibility of GHG emission reduction, CNT PCL has a personal reason behind the same which is the Company as a contractor, the largest source of electricity consumption as well as waste (of all kinds) production. The Company initiative towards enhanced sustainability can be distinguished into 2 categories:

Direct-Implementation

- Enhanced Operating System Implementation in its own premises via Recycling Promotion
- Implementing Renewable Source of Electricity in ALL of its in-house Facilities

Indirect Implementation

- Investing in its renewable energy subsidiary; Christiani & Nielsen Energy Solutions Co., Ltd. (CNES)
- CNES on an annual basis executes projects in excess of 30MW i.e. approximately 8 Ton GHG Emission Offset every Day.
- In next 3 Years , the Target has been Planned to be increased to 50 Ton Per Day via;

  Expansion of Existing Solar PV Projects

  Addition of new Sustainable Development Initiatives such as

  Atmospheric Water Generation by Solar

  Enhanced Agriculture and Aquaculture Powered by Solar PV

  Offset/Replacement of Diesel Generated Power in Off-Shore Facilities.

  Implementing Biomass Based Solutions to offset/replace Coal/Conventional Fuel-Fired Machineries."

Environmental Protection Campaign

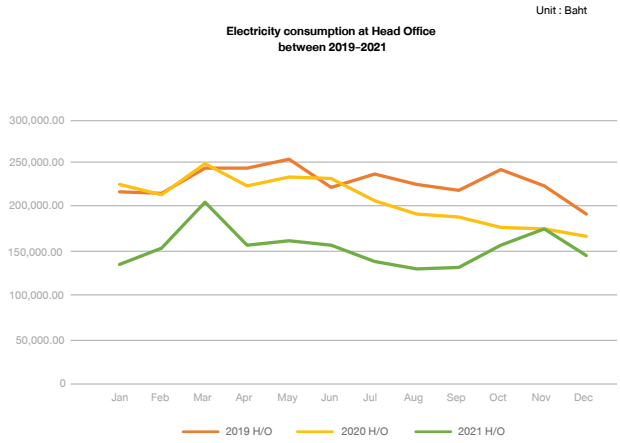
Management Executives not only realize the importance of environment preservation during the operation, but also during daily life of staff. Therefore, the management initiated the CNT Go Green project to raise awareness of the need to preserve the natural environment, including to stop global warming 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.

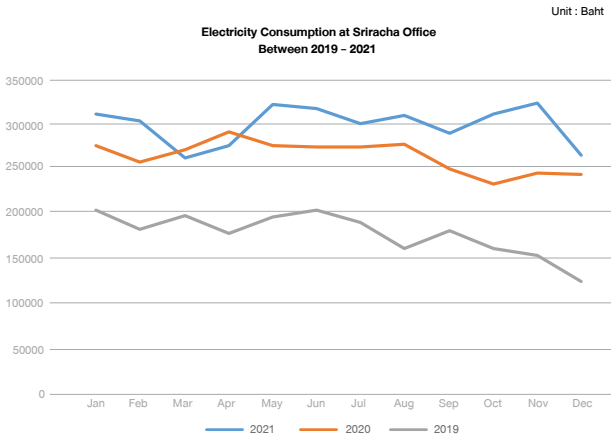
Unfortunately, due to the COVID-19 outbreak, everyone has to adopt a "new normal" way of life. Thus, some of the environmental protection measures could not be implemented. For instance, temporarily stop using a particular type of personal cup to reduce disposable one to prevent the spread. As a result, 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.

Electricity consumption during the last 3 years (2019-2021)

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 (Head Office) in year 2021 was reduce from year 2020 at 26% and 33% from year 2019.
In 2022, the Company target to reduce the electricity consumption by 40% from that of the year 2019.



Electricity consunption (Sriracha Office) in year 2021 was reduce from year 2020 at 36% and 44% from year 2019.
In 2022, the Company target to reduce the electricity consumption by 50% from that of the year 2019.

Key Performance Index Post Solar PV

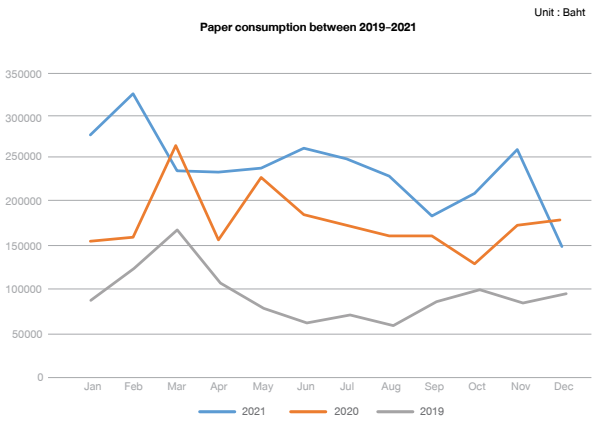
	Reduction in power cost (%)	Tentative annual carbon emission reduction (Ton)
Head Office	35	25 Tons
Sriracha Office	36	30 Tons

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.

Furthermore, the Company has developed JDE E1 programme for procurement and accounting system to record and process the data in order to reduce papers.

Paper Consumption at the Head Office (2019-2021)



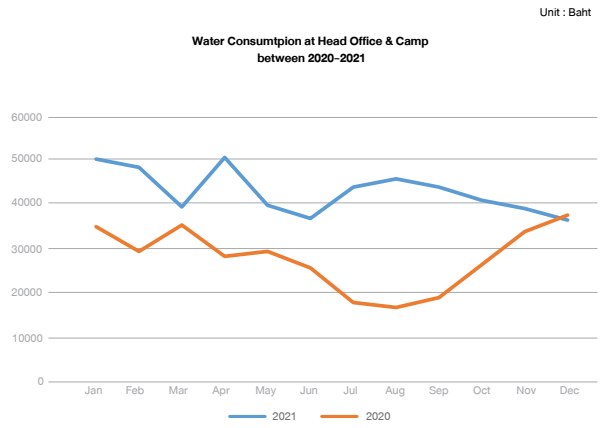
Paper consumption (Head Office) in year 2021 was reduce from year 2020 at 46% and 61% from year 2019.

In 2022, the Company target to reduce the paper consumption by 70% from that of the year 2019.

Water Consumption Management

The Company has placed great emphasis on environmental impact which includes construction quality and environmental protection at both the head office and construction sites nationwide. The purpose is to manage business and water consumption efficiently. To do so the Company started collecting data at the head office and adhering to Environmental Protection, B.E. 2535 Act.

The Company has recorded water consumption at the head office since 2021. The Company has prepared to manage water consumption at construction sites in the near future.



Water consumption (Head Office & camp) in year 2021 was reduce from year 2020 at 44%.

In 2022, the Company target to reduce the water consumption by 50% from that of the year 2020.

Responsibilities in relation to 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.

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 620,000.- 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.

Intern students

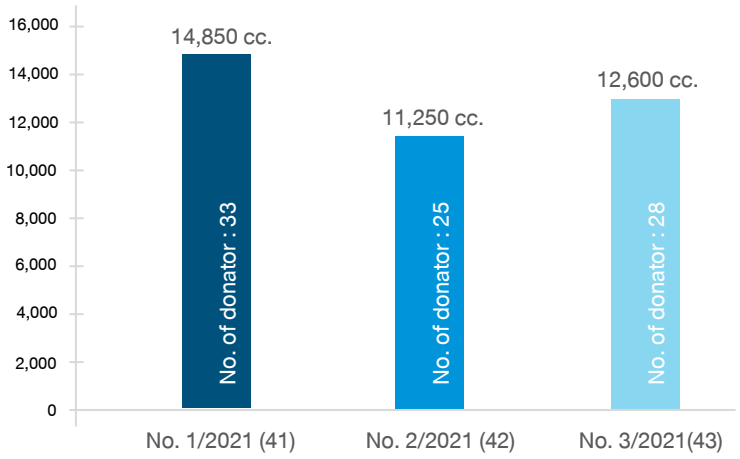
One of the Company's policies is to support intern students from private and public technical schools and universities to engage in temporary work with the Company in various departments or work sites. These students gain experience in a working environment and prepare themselves for future employment. In 2021, the Company accepted a total of 21 students from six different universities, and in 2020, the Company accepted a total of 18 students from ten different universities.

Social Support

Donation of blood under the banner of the project "CNT Share with Love, Blood Donation Save Life." The company seeks to increase employee and community awareness of the importance of having a public conscience for others by providing opportunities for participants to do good without traveling a great distance. To adhere to the company's policies encouraging people to share their happiness, the company has partnered with Somdech Phra Pinklao Hospital to establish a mobile blood donation unit at the head office every three months. Each time, the Company will notify the public approximately two weeks in advance via internal communication channels and public relations for neighboring communities. The labels would be displayed outside the company to allow donors to plan ahead.

Despite the COVID-19 outbreak in 2021, the company continued to promote blood donation during a time of severe shortage. Nonetheless, stringent preventative measures were adhered to. Before blood was accepted, a risk assessment and ATK test were performed. Last year, three blood drives were held, as detailed below.

Blood Donation Record



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.

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 vending 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.

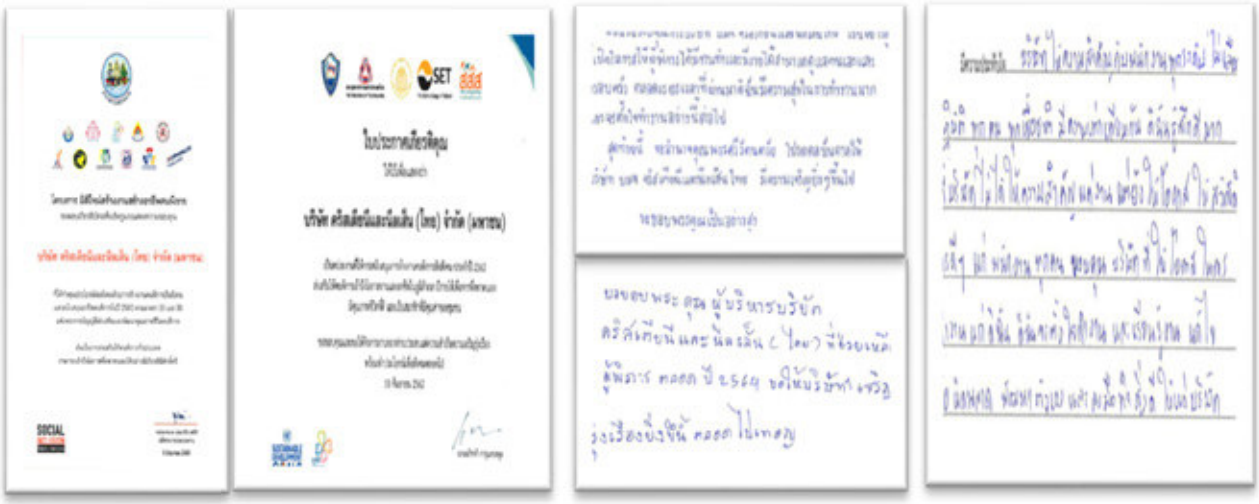
Sustainability Activities

Social sustainability

Blood Donation



The employment of disabled people



Training Course



Safety



COVID-19 preventive



Environmental sustainability

Reduce pollution during construction



Campaign to environmental protection

