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**SUSTAINABILITY** REPORT 2020

SCB publishes its Sustainability Report annually which serves as another channel to communicate with stakeholders on the Bank's sustainability commitment and performance. This report provides an overview of sustainability performance on economic, social, and governance dimensions of the Bank and its subsidiaries based on information from January 1 to December 31, 2020, during which the Bank's net operating income accounted for 96.7% of SCB consolidated net operating income.

This report has been prepared in accordance with the GRI Standards: core option and Financial Services Sector Supplement. This report applies the reporting principles of GRI standards for defining both content and quality as well as meeting disclosure requirements on the Bank's operations and material issues as specified in the standards. The Bank has also commissioned Deloitte Touche Tohmatsu Jaiyos Audit Company Limited, an accredited independent assurer, to perform limited assurance on selected topics for this report.

## Defining Report Content (GRI 102-46)

The content of this report was determined based on the Bank's operations along with associated economic, social, and environmental impacts, as well as stakeholders' expectations and interests under 4 key principles of GRI Standards which are: stakeholder inclusiveness, sustainability context, materiality, and completeness. Material sustainability topics are assessed and identified through the following process:

## **1. Materiality Identification**

### Sustainability C

Determine mate internal and exte

### Internal Factors

- Corporate stra
- Business risks
- Material topics

### **External Factors**

- Important issues
- Global and ba sustainability

## 2. Materiality Prioritization

and stakeholder interests.

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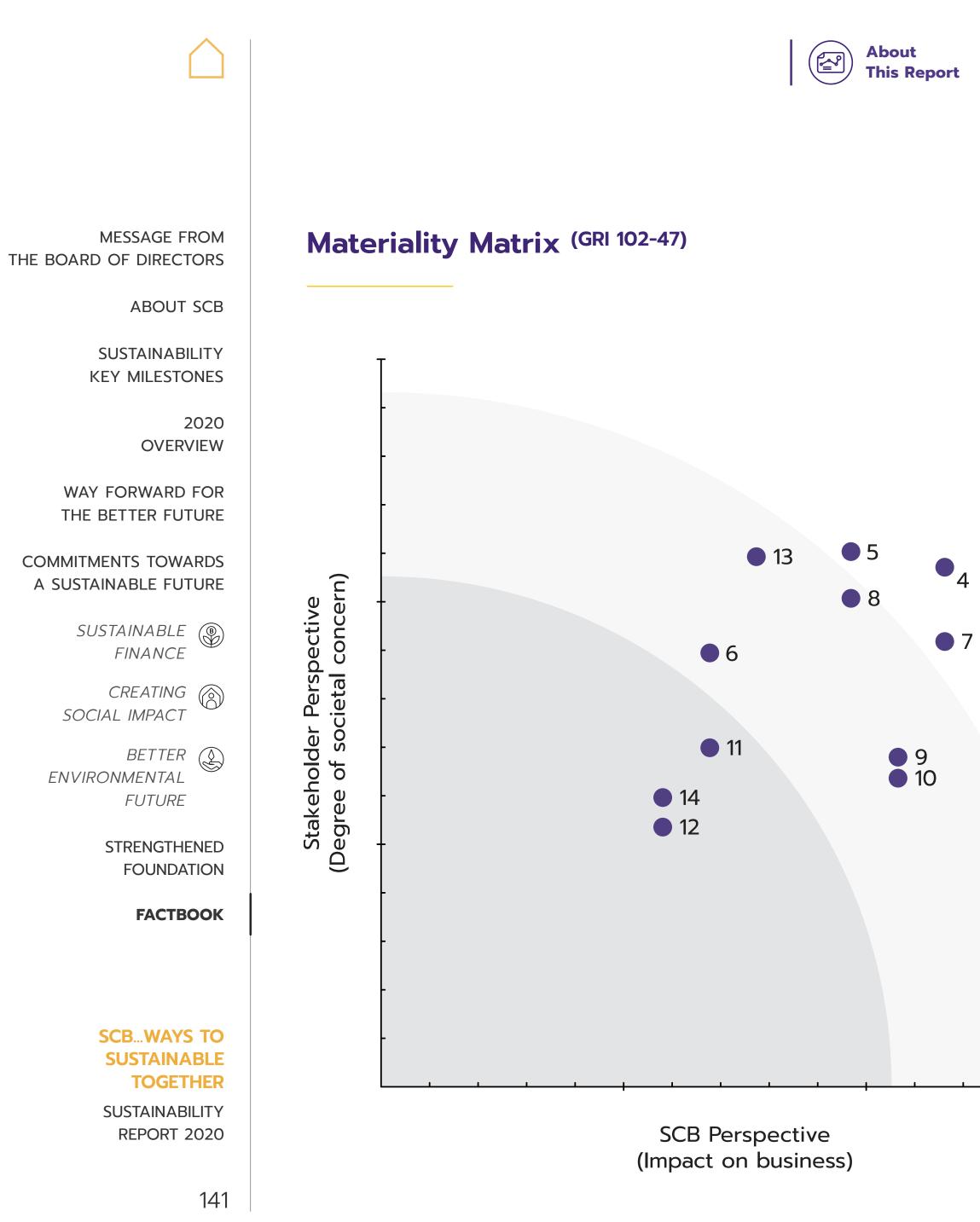


Context Studies and Analysis	Stakeholder Engagement
erial topics by considering both ernal factors : ategies and opportunities identified in the previous year s: es for the global banking industry anking industry-specific trends	<ul> <li>In-depth interviews with the following stakeholders:</li> <li>The Bank's senior executives</li> <li>External stakeholders and sustainability experts from five following groups:</li> <li>Customers</li> <li>Shareholders</li> <li>Regulators</li> <li>Educational institutions, independent organizations, and thought leaders</li> <li>Leading banks</li> </ul>

 Perform materiality assessment and prioritization of 14 identified topics from step one based on impact on the business

## **3. Verification and Continuous** Improvement

- Report materiality assessment results to the Management Committee for approval
- Review sustainability reporting process and disclosure regularly
- Enclose readers' survey at the end of the report





1.



2. Customer Experience

3. Digital Transformation

5. Responsible Lending

6. Green Finance

7. Financial Inclusion

8. Financial Literacy

9. Culture and Mindset

11. Public Policy Advocacy

13. Climate Change Risks

14. Operational Eco-efficiency

10. Talent Attraction and Retention

12. Community and Society Empowerment

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Corporate Governance and Risk Management

4. Data Governance and Cyber Security







## Impact Boundary of Sustainability Topics (GRI 103-1)

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			Impact Boundary				
Торіс	SCB's Material Sustainability Topic	GRI Standards Framework	Internal		Exte	rnal	
			Employees	Customers	Shareholders	Regulators	Society and Environment
Sustainable Finance	• Green Finance	<ul> <li>Product Portfolio (Financial Services Sector)</li> </ul>	X	Х	X	-	X
	• Responsible Lending	<ul> <li>Product and Service Labelling</li> <li>Active Ownership</li> <li>Product Portfolio</li> </ul>	X	Х	X	Х	Х
	Financial Inclusion	• -	Х	Х	-	-	Х
	• Financial Literacy	Product and Service Labelling	Х	Х	-	Х	Х
	Customer Experience	Marketing and Product Labelling	Х	Х	-	Х	-
	• Digital Transformation	• -	Х	Х	Х	Х	Х
Creating Positive Impact	• Talent Attraction and Retention	<ul> <li>Employment</li> <li>Training and Education</li> <li>Occupational Health and Safety</li> <li>Labor Relation Management</li> <li>Freedom of Association and Collective Bargaining</li> </ul>	X	_	_	_	X
	Community and Society Empowerment	Local Communities	Х	_	-	-	Х
Better	<ul> <li>Climate Change Risks</li> </ul>	• -	Х	Х	-	-	Х
Environment Future	<ul> <li>Operational Eco-efficiency</li> </ul>	<ul> <li>Energy</li> <li>Water</li> <li>Greenhouse Gas Emission</li> <li>Waste</li> </ul>	X	-	-	_	X
Strengthened Foundation	<ul> <li>Culture and Mindset</li> <li>Talent Attraction and Retention</li> </ul>	<ul> <li>Employment</li> <li>Occupational Health and Safety</li> <li>Labor Relation Management</li> <li>Freedom of Association and Collective Bargaining</li> </ul>	X	-	-	_	X
	<ul> <li>Corporate Governance and Risk Management</li> </ul>	Anti-corruption	X	Х	X	Х	Х
	• Data Governance and Data Security	Customer Data Security	Х	Х	Х	Х	Х
	<ul> <li>Public Policy Advocacy</li> </ul>	Public Policy	Х	_	_	Х	Х







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## Stakeholder Engagement and Expectations (GRI 102-40, GRI 102-42, GRI 102-43, GRI 102-44)

The Bank promotes stakeholder engagement throughout the organization by arranging activities and maintaining regular communication with all five groups of stakeholders which are customers, employees, shareholders, society and environment, and regulators. This effort also serves as a two-way communication opportunity for the Bank to understand stakeholders' expectations and seek feedback on the Bank's operations and, vice versa, to communicate its sustainability targets and practices to all stakeholders.



### **Customers**

Type of Engagement	Stakeholders' Key Concerns	SCB's Response
<ul> <li>Customer relationship-building activity</li> <li>Information sessions on SCB financial products and services</li> <li>Providing financial advice and knowledge to customers through online media, branch network, and other electronic channels</li> <li>Customer satisfaction surveys through telephone, questionnaire, and electronic channels</li> <li>Complaint channels and services through Customer Center, Branch network and SCB Easy app</li> </ul>	<ul> <li>Organizational agility to digital disruption and technology</li> <li>Product and service quality and variety</li> <li>Customer privacy and cyber security</li> </ul>	Details of the Bank's responses can be found in the chapter(s) below: • Sustainable Finance • Strengthened Foundation







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## Employees

Type of Engagement	Stakeholders' Key Concerns	SCB's Response
<ul> <li>Meetings and online channels for policy and news announcement</li> <li>Employee meetings, seminars and CSR activities</li> <li>Performance evaluation</li> <li>Employee engagement survey</li> <li>Employee development programme</li> <li>Employee recognition programme</li> <li>Employee hotline</li> </ul>	<ul> <li>Skill and capability development</li> <li>Internal mobility and career advancement</li> <li>Stress management</li> <li>Performance evaluation</li> </ul>	Details of the Bank's responses can be found in the chapter(s) below: • Creating Positive Impact • Strengthened Foundation



Type of Engagement	Stakeholders' Key Concerns	SCB's Response
<ul> <li>Annual general meeting</li> <li>Extraordinary general meeting</li> <li>56-1 Report</li> <li>Annual report (Form 56-2)</li> <li>Press release</li> <li>Quarterly financial report</li> <li>Investor meeting/ conference</li> <li>Investor call</li> <li>Equity analyst meeting</li> <li>Global roadshow event</li> </ul>	<ul> <li>Good governance that incorporates environmental and social consideration</li> <li>Long-term value creation</li> <li>Holistic risk management</li> </ul>	<ul> <li>Details of the Bank's responses can be found in the chapter(s) below:</li> <li>Strengthened Foundation</li> <li>Sustainable Finance</li> <li>Creating Positive Impact</li> <li>Better Environmental Future</li> </ul>







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## Society and Environment

Type of Engagement	Stakeholders' Key Concerns	SCB's Response
<ul> <li>Projects and initiatives by SCB and the Siam Commercial Bank Foundation</li> <li>Community and social surveys</li> <li>Community engagement activities</li> </ul>	<ul> <li>Responsible lending</li> <li>Sustainable finance</li> <li>Climate change risks management</li> <li>Financial accessibility and financial literacy</li> </ul>	Details of the Bank's responses can be found in the chapter(s) below: • Sustainable Finance • Better Environmental Future



Type of Engagement	Stakeholders' Key Concerns	SCB's Response
<ul> <li>Assign Compliance function to serve as the Bank's regulatory liaison</li> <li>Attend meetings and hearings on regulatory policies and guidance from relevant authorities</li> <li>Attend forums on regulatory compliance</li> <li>Prepare and provide support for regulatory audit</li> <li>Seek feedback and guidance on regulatory compliance</li> <li>Offer feedback on regulations through public hearings</li> </ul>	<ul> <li>Good governance that incorporates environmental and social impact mitigation management</li> <li>Responsible lending</li> <li>Data privacy and cyber security</li> <li>Financial accessibility and financial literacy</li> </ul>	Details of the Bank's responses can be found in the chapter(s) below: • Sustainable Finance • Strengthened Foundation

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# SOCIAL AND **ENVIRONMENT PERFORMANCE DATA**

## Note to Sustainability Performance

## **Environment**

## **Energy Consumption**

Total energy consumption as reported in this Sustainability Report covers electricity consumption, diesel consumption of standby generators, and fire pumps. There are other remaining sources of energy consumption that were not included in this report this year, such as the electricity consumption of the Bank branch network and ATMs. The Bank will continue to revisit the reporting scope every year to continuously improve on the quality and transparency of disclosed information on environmental performance.

## **Diesel Consumption**

The scope of reporting for diesel consumption covers diesel consumption through tests of standby generators and fire pumps installed at the SCB Head Office, SCB Information Center, and SCB buildings at Chaengwattana and Chidlom. Data on diesel purchases were then used instead of actual consumption data, as the two normally do not bear any significant difference. Data on purchased diesel was, in turn, collected from invoices sent by suppliers during the reporting period.

## Fuel Consumption from Bank's Vehicles

Data on fuel consumption from the Bank's vehicles covers fuel consumption for vehicles used, managed, and are under the Bank's main operations. Data was collected from fleet cards and invoices submitted by suppliers.

## **Electricity Consumption**

SCB uses electricity in its business operations and supporting activities, including but not limited to lights, business equipment, air conditioners, and other electrical appliances. The scope of reporting for electricity consumption covers the SCB Head Office, SCB Information Center, SCB buildings at Chaengwattana and Chidlom, SCB SC Tower, G Land Tower, Belle Grand Tower, and All Seasons Place\*. Data was collected from invoices sent by suppliers such as Metropolitan Electricity Authority and the buildings' lease owners.



**Social and Environment Performance Data** 



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## **Direct GHG Emissions (GHG Scope I)**

The scope of reporting for direct GHG emissions (Scope I) covers sources owned or controlled by SCB. This year, that includes purchased diesel and fuel consumption for the Bank's vehicles. The sum of that quantity was then multiplied with the Emission Factor, in reference to the Intergovernmental Panel on Climate Change (IPCC) 2006 and Thailand Greenhouse Gas Management Organization (Public Organization).

## Indirect GHG Emissions (GHG Scope II)

Indirect GHG emissions (GHG Scope II) come from activities related to the Bank's business operations that are beyond the direct control of the Bank. Sources of indirect GHG emissions include electric currents used at SCB Head Office, SCB Information Center, SCB buildings at Chaengwattana and Chidlom, SCB SC Tower, G Land Tower, Belle Grand Tower, and All Seasons Place\*. GHG emissions were calculated at 0.386 tons of GHG per megawatt-hour (MWh) in 2020, referencing the 2018 Power Development Plan (PDP 2018).

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### Water Withdrawal

SCB's water withdrawal consists exclusively of tap water. The scope of reporting for water consumption covers operations at SCB Head Office, SCB Information Center, SCB buildings at Chaengwattana and Chidlom, SCB SC Tower, G Land Tower, Belle Grand Tower, and All Seasons Place\*. Data was collected from invoices sent by the Metropolitan Waterworks Authority and the buildings' lease owners.

### Waste Management

The amount of waste managed and disposed of is a proportion of waste generated through the activities and operations of SCB. The scope of reporting covers SCB Head Office, SCB Park Plaza East & West, SCB Information Center, SCB buildings at Chaengwattana and Chidlom, SCB SC Tower, G Land Tower, Belle Grand Tower, all branches, and All Seasons Place\*. The data reported derives from:

### Non-hazardous waste - landfill

Waste managed by municipal authorities, collected from weighting scale and estimation of average the weight of disposed waste per bag which SCB took sampling all over 12 months to measure of food waste and office waste multiplied with the used garbage bags.

### Non-hazardous waste – recycle

Waste which was managed by responsible service providers, was collected from weight of waste report sent by the responsible service providers.

## Air Travel for Business Purpose

The scope of reporting or air travel for business purpose covers SCB Head Office and all branches. Data on air travel was collected from travel reports and summaries, and invoices sent by ticket agency.

GHG emissions from air travel for business purpose was collected from total air travel for business purpose (kilometers) multiplied with the emission factor, in reference to Thailand Greenhouse Gas Management Organization (Public Organization).



**Social and Environment Performance Data** 



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### **Society**

### **Employee Leave**

The Bank uses a human resources management system to record and approve employee leave. Employees are also required to fill in a form to request leave, especially leave due to occupational illness through their line manager. In addition, special request for sick leave beyond quota could be submitted to their line manager. The data reported in this report covers only that SCB's performance.

### Training

SCB records employee training through a computerized system. The training is categorized into four types including electronic learning, in-house, virtual classroom, external, and overseas training. The data reported in this report covers only that SCB's performance.



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## **Sustainability Performance Data**

## **Economic Performance**

Economic Performance GRI 102-7, GRI 201-1

Performance	1 1	Year				
Performance	Unit	2017	2018	2019	2020	
Net operating income	Billion THB	136.2	138.2	166.1	144.8	
Total assets	Billion THB	3,024	3,187	2,964	3,278	
Market capitalization	Billion THB	510	454	415	297	
Total operating expense	Million THB	57,650	64,639	70,538	64,330	
Borrowings	Million THB	78,538	107,561	77,952	67,235	
Net profits	Million THB	43,152	40,068	40,436	27,218	
Employee's expenses	Million THB	27,488	29,347	33,281	31,344	
Return on Equity (ROE)	%	12.4	10.8	10.4	6.7	
Return on Asset (ROA)	%	1.5	1.3	1.3	0.9	
Number of oversea office and branch	Country	8	9	9	9	
Number of branches in Thailand	Branch	1,153	1,019	958	811	





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## **Environmental Performance**

## Energy consumption within the organization GRI 302-1

Performance	l lait	Year			
	Unit	2017	2019	2020	
Total energy consumption	MWh	52,246	50,215	45,088	34,358
Electricity purchased	MWh	52,187	50,138	44,978	34,243
Diesel purchased	Litres	5,800	7,600	4,600	11,400

Remark: In 2020, total energy consumed and electricity purchased have significantly decreased because SCB has adopted the Work from Anywhere policy, restricting an access to the office premises in hope to prevent the spread of the COVID-19 pandemic while supporting the SCB New Way of Work.

Greenhouse Gas Emissions GRI 305-1, GRI 305-2

Performance	11				
	Unit	2017	2018	2019	2020
Total direct greenhouse gas emissions (GHG scope 1)	Tonne CO <sub>2</sub> e	9,042	10,912	11,081	9,629
Total indirect greenhouse gas emissions (GHG scope 2)	Tonne CO <sub>2</sub> e	22,023	20,406	17,767	13,218

Remark: 1) The Bank has revised and restated 2017-2019 total direct greenhouse gas emissions data (GHG scope 1) between 2017-2019 to cover fleets and vehicles under SCB operational control.

2) Greenhouse gas emissions have significantly decreased because SCB has adopted the Work from Anywhere policy, restricting an access to the office premises in hope to prevent the spread of the COVID-19 pandemic while supporting the SCB New Way of Work.





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 Performance
 Unit

 Total tap water purchased
 Million m<sup>3</sup>

**Remark:** In 2020, the amount of total tap water purchased has significantly decreased because SCB has adopted the Work from Anywhere policy, restricting an access to the office premises in hope to prevent the spread of the COVID-19 pandemic while supporting the SCB New Way of Work.

## Waste Disposal GRI 306-2

Water Withdrawal GRI 303-3

Performance			Year		
	Unit	2017	2018	2019	2020
Total Non-hazardous waste-landfill	Tonne	5,484	6,099	3,513	2,686
Total Non-hazardous waste-recycle	Tonne	710	642	850	862

Remark: 1) In 2020, total non-hazardous waste-landfill from Head Office and Main Building is 944 tons.
 2) In 2020, the amount of total non-hazardous waste-landfill has significantly decreased because SCB has adopted the Work from Anywhere policy, restricting an access to the office premises in hope to prevent the spread of the COVID-19 pandemic while supporting the SCB New Way of Work.

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	Ye	ear						
2017 2018 2019 2020								
0.37	0.42	0.35	0.24					

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### **Business Travel**

Deufeumenee		Year						
Performance	Unit	2017	2018	2019	2020			
Total business travel by air	km	28,230,326	24,590,432	18,222,197	3,187,614			
Greenhouse gas emission from air travel	Tonne CO <sub>2</sub> e	4,830	4,238	3,099	551			
Fuel consumption for business travel by road	kl	3,960	4,811	4,919	4,274			
Greenhouse gas emission from road travel	Tonne CO <sub>2</sub> e	9,026	10,891	11,068	9,598			

Remark: In 2020, the total distance of business travel by air and greenhouse has emission from air travel have significantly decreased because of the spread of the COVID-19 pandemic, restricting international business travel.







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## **Social Performance**

## Total Employees GRI 102-7, GRI 102-8

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		Year									
Performance	Unit	20	017	20	018	20	019	2020			
		Male	Female	Male	Female	Male	Female	Male	Female		
<b>T</b>	D	8,077	19,419	7,879	18,872	7,670	18,283	6,835	17,064		
Total employee	Persons	27,	496	26	,751	25,	,953	23,	899		
By Contract Type						·					
Permanent Employee	Persons	7,779	18,765	7,568	18,020	7,388	17,404	6,767	16,815		
Contract Employee	Persons	298	654	311	852	283	878	68	249		
By Category											
Executive	Persons	53	34	49	34	35	57	51	36		
Management	Persons	1,530	1,498	1,571	1,503	1,601	1,558	1,350	1,547		
Non-management	Persons	6,494	17,887	6,259	17,335	6,013	16,690	5,434	15,481		
Management in revenue generating function	Persons	1,033	873	1,074	911	1,013	906	851	921		
Employees in STEM-related position	Persons	-	-	-	_	940	758	1,096	867		
Percentage of employees in STEM-related position	Percentage	-	-	_	_	55.4%	44.6%	55.8%	44.2%		
By Age											
X ≤ 30	Persons	1,636	8,306	1,349	6,883	1,199	5,611	1,025	4,233		
30 < X ≤ 40	Persons	2,616	7,528	2,628	8,083	2,503	8,351	2,296	8,208		
40 < X ≤ 50	Persons	2,009	2,915	1,939	3,105	1,930	3,323	1,883	3,573		
50 < X ≤ 60	Persons	1,790	662	1,929	793	2,004	991	1,621	1,047		
X > 60	Persons	26	8	34	8	21	5	10	3		



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		Year									
Performance	Unit	20	017	20	018	2019		2020			
		Male	Female	Male	Female	Male	Female	Male	Female		
By nationality						·					
Thai	Persons	7,717	18,093	7,590	17,890	7,423	17,446	6,635	16,324		
China	Persons	5	2	4	1	5	2	4	2		
India	Persons	4	0	6	0	5	1	5	1		
USA	Persons	2	1	2	1	4	1	3	1		
Singapore	Persons	2	1	3	1	4	1	3	0		
Other	Persons	8	2	7	2	8	2	6	2		
Not identified	Persons	339	1,320	270	974	221	830	913	179		
By nationality against category						-			,		
Thai											
Executive	Persons	47	33	54	34	55	33	44	33		
Management	Persons	1,440	1,332	1,495	1,429	1,535	1,490	1,305	1,484		
Non-management	Persons	6,230	16,728	6,041	16,427	5,833	15,923	5,286	14,807		
China		` 	·		·	·					
Management	Persons	2	0	2	0	2	1	0	2		
Non-management	Persons	3	2	2	1	3	1	4	0		
India	* 	^ 	^				·				
Executive	Persons	1	0	1	0	1	0	1	0		
Management	Persons	2	0	4	0	4	0	4	0		
Non-management	Persons	0	1	0	1	0	1	0	1		







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					Ye	ar			
Performance Un		2017		2018		2019		2020	
		Male	Female	Male	Female	Male	Female	Male	Female
USA									
Executive	Persons	1	0	2	0	3	0	2	0
Management	Persons	0	1	0	1	1	1	1	1
Non-management	Persons	1	0	0	0	0	0	0	0
Singapore									
Executive	Persons	1	0	1	0	1	0	0	0
Management	Persons	1	1	2	1	3	1	3	0
Other									
Executive	Persons	3	0	3	0	3	0	1	0
Management	Persons	3	0	3	0	3	0	3	0
Non-management	Persons	2	2	1	2	2	2	2	2
Not identified									
Executive	Persons	0	1	3	3	3	3	3	3
Management	Persons	47	67	48	66	44	64	34	60
Non-management	Persons	292	1,252	219	905	174	763	142	671

Remark: "Not Identified" refers to employees who choose not to specify their nationality as protected by the Personal Data Protection Act 2562 (2019)

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## New Employees GRI 401-1

Performance Unit 201 Male 783 Total new employee hires Persons 5,465 9.80 Rate of new employee hire % 9.65 By Age X ≤ 30 Persons 758 30 < X ≤ 40 Persons 353  $40 < X \le 50$ 89 Persons  $50 < X \le 60$ 25 Persons X > 60 Persons 1 **By Category** -Persons Executive Rate — Persons Management Rate

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	Ye	ar			
20	18	20	19	20	20
Male	Female	Male	Female	Male	Female
783	1,828	632	1,523	310	352
2,6	511	2,1	55	60	52
10.67	11.60	8.19	8.28	4.33	2.02
11.	33	8.2	26	2.0	69
349	1,108	395	1,044	194	203
328	591	201	399	96	125
76	116	29	69	20	23
20	9	4	11	0	1
10	4	3	0	0	0
3	2	4	1	3	2
Ę	5	Ę	5	Į	5
5.53%	5.38%	6.09%	2.66%	5.04%	5.51%
5.4	7%	4.8	4%	5.2	.1%
159	183	93	84	53	28
34	12	17	7	8	31
10.19%	12.28%	5.76%	5.34%	3.58%	1.75%
11.2	:1%	5.5	5%	2.6	3%
	Male         783         2,6         10.67         10.67         349         349         328         76         20         10         328         76         20         10         328         5.53%         5.53%         34         159         34         159         34         159         34         159         34         159         34         159         34	2018MaleFemale7831,82821,16010.6711.603491,1083285913285917611620910420910232325.53%5.38%5.53%183332159183	Male       Female       Male         783       1,828       632         2,783       1,828       632         2,71       2,1       2,1         10.67       11.60       8.19       1         10.67       11.60       8.19       1         349       1,108       395       8.1         328       591       201       1         76       116       29       1         76       116       29       1         76       116       29       1         76       116       29       1         76       116       29       1         3       2       4       3         3       2       4       3         3       2       4       3         3       2       4       5         5.53%       5.38%       6.09%       4         159       183       93       4         159       183       93       1         10.19%       12.28%       5.76%       1	NaleFemaleMaleFemaleMaleFemaleMaleFemale7831,8286321,523 $2.7$ 11.608.198.2810.6711.608.198.2811.38391.0443491,1083951,0443285912013997611629697611629697611629697694110430712411595.38%6.09%2.66%159183938410.19%12.28%5.76%5.34%	2013Second20132013MaleFemaleMaleFemaleMale7831,8286321,52331012,572,1522,152310110.6711608.198.284.33111.573938.284.33111.573951,04419413491,1083951,044194134911629692017611629692017611629692017611629692013324101324131324131324131553%5.38%6.09%2.66%5.04%15918393845315918393845310.19%12.28%5.76%5.34%3.58%

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					Year					
Performance	Unit	20	017	20	018	2019		2020		
		Male	Female	Male	Female	Male	Female	Male	Female	
	Deveeve	-	-	621	1,643	535	1,438	254	322	
	Persons	-		2,264		1,9	973	5	76	
Non-management	Data			9.74%	9.37%	8.87%	8.57%	4.52%	2.04%	
	Rate		-	9.4	17%	8.6	55%	2.6	59%	
Number of internal positions filled										
		-	-	_	_	572	1,229	338	908	
Number of internal positions filled (against positions opened)		4,445		2,	2,897		301	1,246		
		_		7	5%	45	.5%	65%		
By Age										
X ≤ 30	Persons	-	-	-	-	102	450	66	331	
30 < X ≤ 40	Persons	-	-	_	-	177	522	124	416	
40 < X ≤ 50	Persons	-	-	-	-	132	214	74	121	
50 < X ≤ 60	Persons	-	-	-	-	161	43	74	40	
X > 60	Persons	-	-	-	-	0	0	0	0	
By Category										
Executive	Persons	-	-	-	-	4	3	2	5	
Management	Persons	-	-	-	-	126	122	78	72	
Non-management	Persons	-	-	-	-	442	1,104	258	831	

		Year									
Performance	Unit	20	017	2018		2019		2020			
		Male	Female	Male	Female	Male	Female	Male	Female		
	Derconc	_	-	621	1,643	535	1,438	254	322		
Non management	Persons	-		2,2	264	1,9	973	5	76		
Non-management	Data			9.74%	9.37%	8.87%	8.57%	4.52%	2.04%		
	Rate		-	9.4	17%	8.6	5%	2.6	9%		
Number of internal positions filled											
	Desition	-	-	-	_	572	1,229	338	908		
	Position	4,445		2,897		1,801		1,246			
Number of internal positions filled	Percentage (against positions opened)	_		75%		45.5%		65	5%		
By Age											
X ≤ 30	Persons	-	-	-	-	102	450	66	331		
30 < X ≤ 40	Persons	-	-	-	-	177	522	124	416		
40 < X ≤ 50	Persons	_	-	_	_	132	214	74	121		
50 < X ≤ 60	Persons	_	-	_	_	161	43	74	40		
X > 60	Persons	-	-	-	_	0	0	0	0		
By Category											
Executive	Persons	-	-	-	-	4	3	2	5		
Management	Persons	-	-	-	-	126	122	78	72		
Non-management	Persons	-	-	-	_	442	1,104	258	831		

		Year									
Performance	Unit	20	017	2018		2019		2020			
		Male	Female	Male	Female	Male	Female	Male	Female		
	Deveene	-	-	621	1,643	535	1,438	254	322		
	Persons	-		2,264		1,9	973	5	76		
Non-management	Data			9.74%	9.37%	8.87%	8.57%	4.52%	2.04%		
	Rate		-	9.4	17%	8.6	55%	2.6	59%		
Number of internal positions filled											
		-	-	_	-	572	1,229	338	908		
Number of internal positions filled (against positions opened)		4,4	4,445		897	1,801		1,246			
		_		7	5%	45	5.5%	6	5%		
By Age											
X ≤ 30	Persons	-	-	-	-	102	450	66	331		
30 < X ≤ 40	Persons	-	-	-	-	177	522	124	416		
40 < X ≤ 50	Persons	-	-	-	-	132	214	74	121		
50 < X ≤ 60	Persons	-	-	-	-	161	43	74	40		
X > 60	Persons	-	-	-	-	0	0	0	0		
By Category											
Executive	Persons	_	_	_	_	4	3	2	5		
Management	Persons	-	-	-	_	126	122	78	72		
Non-management	Persons	-	-	-	-	442	1,104	258	831		

Executive	Persons	_	
Management	Persons	-	
Non-management	Persons	-	







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## Employees Turnover GRI 401-1

		Year									
Performance	Unit	20	017	2018		2019		2020			
		Male	Female	Male	Female	Male	Female	Male	Female		
	D	753	2,025	978	2,378	836	2,157	1,054	1,471		
Total employee turnover	Persons	2,7	777	3,	354	2,	993	2,	525		
	0/	9.72	11.20	12.25	12.46	10.84	11.73	14.72	8.43		
Employee turnover rate	%	10	).75	12	2.40	11	.47	1C	.26		
Ву Туре											
Freedows a web water with we away	Deveene	567	1,892	800	2,216	647	1,969	823	1,180		
Employee voluntary turnover	Persons	2,459		3,016		2,616		2,003			
Employee voluntary turnover rate	0/	7.32	10.47	10.02	11.62	8.39	10.71	11.50	6.76		
	%	9.	.52	1'	1.15	1C	10.02		.14		
	Deveene	186	132	178	160	189	188	231	291		
Employee involuntary turnover	Persons	3	318 338		338	377		522			
	Persons	2.40	0.73	2.23	0.84	2.45	1.02	3.23	1.67		
Employee involuntary turnover rate		1.	23	1	.25	1.	.44	2	.12		
By Age Group											
X ≤ 30	Persons	319	1,423	387	1,432	317	1,226	180	657		
30 < X ≤ 40	Persons	222	487	334	729	268	706	189	507		
40 < X ≤ 50	Persons	76	77	101	154	87	156	73	108		
50 < X ≤ 60	Persons	50	19	68	30	52	37	549	185		
X > 60	Persons	86	19	88	33	112	32	63	14		







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		Year							
Performance	Unit	2	017	20	018	20	)19	20	20
		Male	Female	Male	Female	Male	Female	Male	Female
By Category									
	Dersens	_	-	11	8	9	5	20	2
	Persons		-	1	9	14		22	
Executive		-	-	20.28	21.52	13.70	13.30	33.57	5.51
	Rate -	- 20.78%		13.56%		22.94%			
	Persons	_	-	161	155	155	147	326	137
Management		- 316		16	302		463		
Management	Rate			10.32%	10.40%	9.60%	9.34%	22.02%	8.57%
			-	10.3	36%	9.4	7%	15.C	4%
Non-management	Dersons	-	-	812	2,206	672	2,005	708	1,332
	Persons -			3,0	018	2,6	577	2,0	40
	Rate			12.74%	12.58%	11.14%	11.95%	12.60%	8.42%
			_	12.6	52%	11.7	4%	9.5	2%

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### Absenteeism GRI 403-2

### Performance

Total absenteeism days (including sickness and injuries leave)

Absenteeism rate (including sickness and injuries leave)

## Occupational Health and Safety GRI 403-9, GRI 403-10

Performance			Year			
Performance	Unit	2017	2018	2019	2020	
Rate of fatalities as a result of work-related injury	Cases per million hours worked	-	0	0	0	
Rate of recordable work-related injuries	Cases per million hours worked	-	0.32	0.23	0.23	
Recordable work-related ill health	Cases	-	0	0	0	







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Year Unit 2017 2018 2019 2020 Days 54,701 58,967 55,340 42,091 % 0.81 0.90 0.87 0.72



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## Training & Development GRI 404-1

Deufermennen		Year				
Performance	Unit	2017	2018	2019	2020	
Total cost on employee training	Baht Million	526	585	284	127	
Average amount spent per FTE on training and development.	Baht/ FTE	19,132	21,868	10,949	5,314	
Average hours of training	Hour/ Employee	62	71	68	49	
By Gender						
Female	Hour/ Employee	67	75	75	54	
Male	Hour/ Employee	48	61	51	37	
By Category						
Executive	Persons	41	100	15	14	
Management	Persons	52	70	46	34	
Non-management	Persons	74	71	71	52	
By Training Type						
Mandatory	Hour/ Employee	-	_	149,122	193,819	
Non-mandatory	Hour/ Employee	-	_	1,607,576	721,654	
Additional Learning	Hour/ Employee	-	_	15,430	263,845	
Human Capital Return on Investment						
Human Capital Return on Investment	-	3.86	3.50	3.87	3.84	
Organizational Health Index						
Organizational Health Index Result	Percentage	85	85	83	83	
Survey respondents	Percentage	93	98	99	99	
Hiring Cost						
Average Hiring Cost	Baht/ Employee	7,641	14,331	10,073	18,045	







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# **GRI CONTENT INDEX**



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## **GENERAL DISCLOSURES**

GRI Standards	Disclosure	Sustainability Report Page	Reason for Omission	External Verification	Contribution to SDGs Goals
GRI 101:	Reporting principles	140-145			
Foundation	Using the GRI standards for sustainability reporting	140			
	Making claims related to the use of the GRI Standards	140			
General Dis	closures				
GRI 102: Or	ganization profile				
102-1	Name of the organization	8			
102-2	Activities, brands, products, and services	8-10			
102-3	Location of headquarters	8			
102-4	Location of operations	168			
102-5	Ownership and legal form	8			
102-6	Markets served	8			
102-7	Scale of the organization	8, 10			
102-8	Information on employees and other workers	152-154			SDG 8
102-9	Supply chain	31-40, 123-124			
102-10	Significant changes to the organization and its supply chain	92-93			
102-11	Precautionary Principle or approach	82-85, 113-121			
102-12	External initiatives	18, 49			
GRI 102: Stra	ategy				
102-14	Statement from senior decision-maker	5-7			
102-15	Key impacts, risks and opportunities	5-7			







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GRI Standards	Disclosure					
RI 102: Ethics and integrity						
102-16	Values, principles, standards, and norms of behavior					
102-17	Mechanisms for advice and concerns about ethics					
GRI 102: Gov	vernance					
102-18	Governance structure					
102-19	Delegating authority					
102-20	Executive-level responsibility for economic, environmental, and social topics					
102-21	Consulting stakeholders on economic, environmental, and social topics					
02-22	Composition of the highest governance body and its committees					
02-23	Chair of the highest governance body					
02-24	Nominating and selecting the highest governance body					
02-26	Role of highest governance body in setting purpose, value and strategy					
02-28	Evaluating the highest governance body's performance					
102-29	Identifying and managing economic, environmental, and social impacts					
02-30	Effectiveness of risk management processes					
102-31	Review of economic, environmental, and social topics					
02-32	Highest governance body's role in sustainability reporting					

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GRI 102: Stakeholder engagement					
102-40	List of stakeholder groups				
102-41	Collective bargaining agreements				
102-42	Identifying and selecting stakeholders				
102-43	Approach to stakeholder engagement				
102-44	Key topics and concerns raised				
GRI 102: Rep	porting practice				
102-45	Entities included in the consolidated financial statements				
102-46	Defining report content and topic Boundaries				
102-47	List of material topics				
102-48	Restatements of information				
102-49	Changes in reporting				
102-50	Reporting period				
102-51	Date of most recent report				
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## **TOPIC-SPECIFIC DISCLOSURES**

GRI Standards	Disclosure
Data Gover	nance and Cyber Security
GRI 103: Ma	nagement Approach 2016
103-1	Explanation of the material topic and its Boundary
103-2	The management approach and its components
103-3	Evaluation of the management approach
GRI 418: Cu	stomer Privacy 2016
418-1	Substantiated complaints concerning breaches of custome privacy and losses of customer data
Customer E	xperience
GRI 103: Ma	nagement Approach 2016
103-1	Explanation of the material topic and its Boundary
103-2	The management approach and its components
103-3	Evaluation of the management approach
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GRI 103: Ma	nagement Approach 2016
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103-2	The management approach and its components
103-3	Evaluation of the management approach
Talent Attra	ction & Retention
GRI 103: Ma	nagement Approach 2016
103-1	Explanation of the material topic and its Boundary
103-2	The management approach and its components
103-3	Evaluation of the management approach

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GRI Standards	Disclosure				
GRI 401: Em	ployment 2016				
401-1	New employee hires and employee turnover				
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees				
401-3	Parental leave				
GRI 403: Oc	cupational Health and Safety 2018				
403-2	Types of injuries and rates of injury, occupational diseases lost days and absenteeism, and number of work-related fatalities				
403-9	Work-related injuries				
GRI 404: Tra	aining and Education 2016				
404-1	Average hours of training per year per employee				
404-2	Programs for upgrading employee skills and transition assistance programs				
404-3	Percentage of employees receiving regular performance and career development reviews				
GRI 405: Div	ersity and Equal Opportunity				
405-01	Diversity of governance body and employees				
Human Rights Assessment					
GRI 103: Ma	nagement Approach 2016				
103-1	Explanation of the material topic and its Boundary				
103-2	The management approach and its components				
103-3	Evaluation of the management approach				







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	Sustainability Report Page	Reasons for Omission	External Verification	Contribution to SDGs	
	153			SDG 5 and 8	
	106			SDG 8	
	106			SDG 5 and 8	
es,	109, 159			SDG 3 and 8	
	105				
	68, 160		Yes	SDG 4, 5 and 8	
	51-69			SDG 4 and 5	
	105			SDG 5 and 8	
	112, 152			SDG 5 and 8	
	123				
	124				
	124				



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GRI Standards	Disclosure					
GRI 412: Hur	GRI 412: Human Rights Assessment 2016					
412-1	Operations that have been subject to human rights review and impact assessment					
Culture & M	lindset					
GRI 103: Ma	nagement Approach 2016					
103-1	Explanation of the material topic and its Boundary					
103-2	The management approach and its components					
103-3	Evaluation of the management approach					
Corporate C	Sovernance and Risk Management					
GRI 103: Management Approach 2016						
103-1	Explanation of the material topic and its Boundary					
103-2	The management approach and its components					
103-3	Evaluation of the management approach					
GRI 205: An	ti-corruption 2016					
205-2	Communication and training about anti-corruption policie and procedures					
205-3	Confirmed incidents of corruption and actions taken					
Responsible	e Lending					
GRI 103: Ma	nagement Approach 2016					
103-1	Explanation of the material topic and its Boundary					
103-2	The management approach and its components					
103-3	Evaluation of the management approach					
GRI 201: Ecc	nomic Performance 2016					
201-2	Financial implications and other risks and opportunities du to climate change					







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	Sustainability Report Page	Reasons for Omission	External Verification	Contribution to SDGs
ews	124			
	101			
	101			
	102			
	111-121			
	111-121			
	111-121			
es	125			SDG 16
	125			
	31			
	39			
	39			
due	15, 33, 35, 37			

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GRI Standards	Disclosure					
Climate Cha	Climate Change Risk & Opportunity					
GRI 103: Ma	nagement Approach 2016					
103-1	Explanation of the material topic and its Boundary					
103-2	The management approach and its components					
103-3	Evaluation of the management approach					
GRI 201: Eco	onomic Performance					
201-2	1-2 Financial implications and other risks and opportunities to climate change					
Financial Empowerment						
GRI 103: Management Approach 2016						
103-1	Explanation of the material topic and its Boundary					
103-2	The management approach and its components					
103-3	Evaluation of the management approach					
GRI 201: Eco	onomic Performance					
201-1	Direct economic value generated and distributed					
GRI Sector Disclosures: Financial Sector						
G4-FS7 Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose						
G4-FS13	Access points in low-populated or economically disadvantaged areas					
G4-FS14 Initiatives to improve access to financial services for disadvantaged people						





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	Sustainability Report Page	Reasons for Omission	External Verification	Contribution to SDGs
	82-85			
	82-85			
	82-85			
due	15, 33, 35, 37			
			`	
	41			
	42			
	43-47			
	43-45		Yes	SDG 5, 8 and 9
	45		Yes	SDG 1, 8, 9 and 10
	43, 46			SDG 1, 8 and 10
	47			SDG 1, 8 and 10

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GRI Standards	Disclosure				
Financial Literacy					
GRI 103: Ma	GRI 103: Management Approach 2016				
103-1	Explanation of the material topic and its Boundary				
103-2	The management approach and its components				
103-3	Evaluation of the management approach				
GRI Sector Disclosures: Financial Sector					
G4-FS14	Initiatives to improve access to financial services for disadvantaged people				
G4-FS16	G4-FS16 Initiatives to enhance financial literacy by type of benefic				
Operational Eco-Efficiency					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its Boundary				
103-2	The management approach and its components				
103-3	Evaluation of the management approach				
GRI 302: En	ergy 2016				
302-1	Energy consumption within the organization				
302-3	Energy intensity				
302-4	Reduction of energy consumption				
GRI 303: Wa	ater and Effluents 2018				
303-3	Water withdrawal				







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48			
48-50			
48-50			
48-50			SDG 1, 8 and 10
48-50			
			1
86			
87			
87-94			
88, 94, 146, 149		Yes	SDG 8 and 13
88, 94, 149			SDG 8 and 13
15, 88			SDG 8 and 13
90, 94, 147, 150		Yes	
	Report Page         48         48         48-50         48-50         48-50         48-50         48-50         86         87         86         87         87-94         88, 94, 146, 149         88, 94, 146, 149         15, 88	Report Page         Omission           48	Report Page         Omission         Verification           48             48             48-50             48-50             48-50             48-50             48-50             48-50             48-50             48-50             48-50             86             86             87             88, 94, 146, 149         Yes           88, 94, 149, 149         Yes           15, 88

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GRI Standards	Disclosure			
GRI 305: Emissions 2016				
305-1	-1 Direct (Scope 1) GHG emissions			
305-2	Energy indirect (Scope 2) GHG emissions			
305-5	Reduction of GHG emissions			
GRI 306: Eff	fuents and Waste 2016			
306-2 Waste by type and disposal method				
GRI 308: Supplier Environmental Assessment				
308-1	Percentage of new suppliers that were screened using environmental criteria			
308-2	Number of suppliers assessed for environmental impacts.			
Empowering	g Community & Society			
GRI 103: Ma	nagement Approach 2016			
103-1	Explanation of the material topic and its Boundary			
103-2	The management approach and its components			
103-3	Evaluation of the management approach			
GRI 203: Indirect Economic Impacts 2016				
203-1	Infrastructure investments and services supported			
203-2 Significant indirect economic impacts				

\*Remark: only at HQ and main buildings

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	90, 94, 146, 149		Yes	SDG 8 and 13	
	90, 94, 146, 149		Yes	SDG 8 and 13	
	15, 90, 149			SDG 8 and 13	
	89, 94, 147, 150		Yes*		
	93				
	93				
	70				
	70-81				
	70-81				
	71				
	71			SDG 1, 3, 4, 6 and 8	

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GRI Standards	Disclosure				
Green Finance					
GRI 103: Ma	nagement Approach 2016				
103-1	Explanation of the material topic and its Boundary				
103-2	The management approach and its components				
103-3	Evaluation of the management approach				
GRI Sector Disclosures: Financial Sector					
G4-FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose				
G4-FS8	FS8 Monetary value of products and services designed to deliver a specific environmental benefit for each busin line broken down by purpose				
Public Policy Advocacy					
GRI 103: Management Approach 2016					
103-1	Explanation of the material topic and its Boundary				
103-2	The management approach and its components				
103-3	Evaluation of the management approach				

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	31			
	31-40			
	31-40			
	35, 37			SDG 1, 3,4, 8, 9 and 10
S	15, 33, 35, 37			SDG 7, 8, 9, 11, 12 and 13
	39, 135			
	39, 135			
	39, 135			

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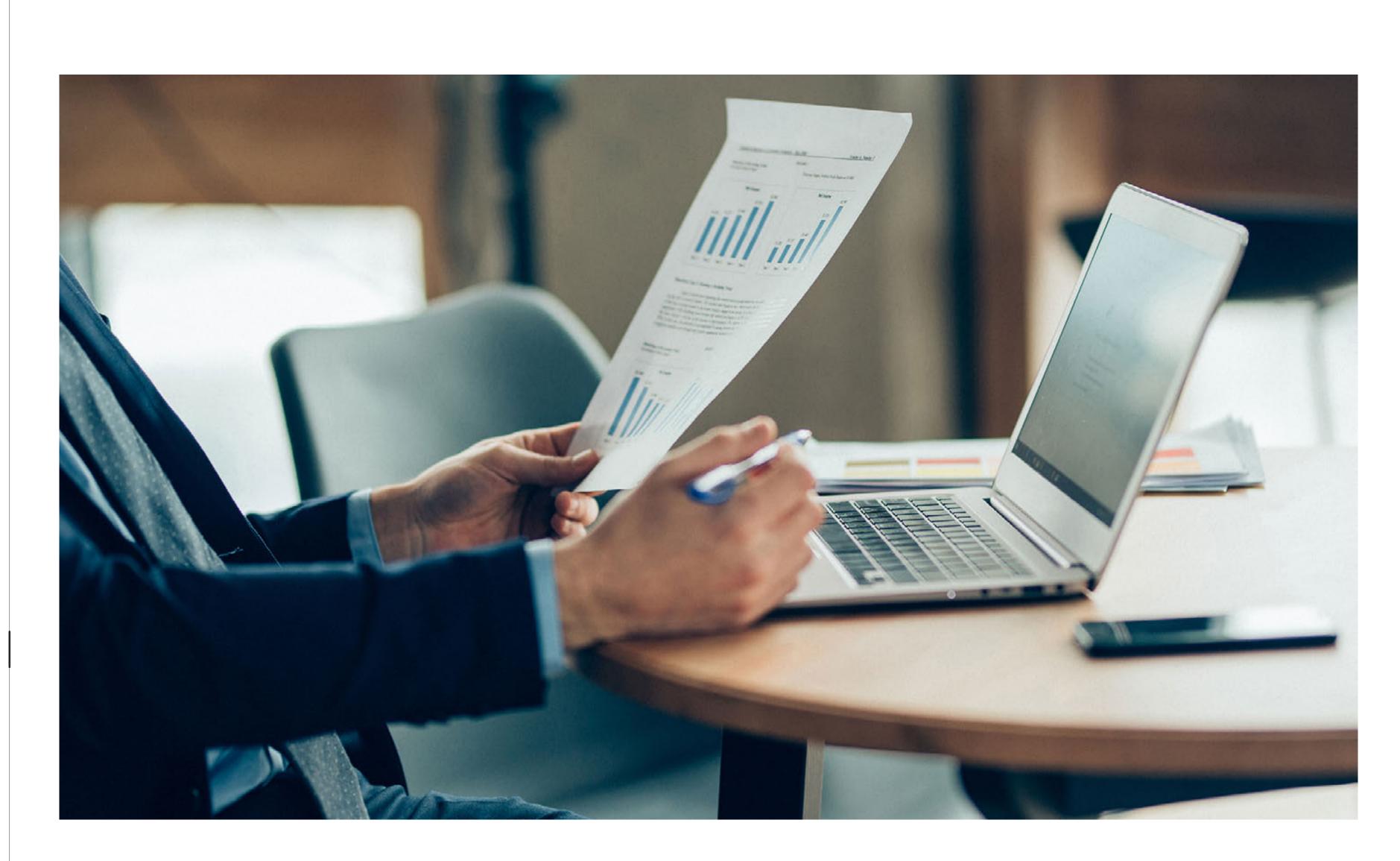
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