

Charoen Pokphand Group
**Sustainability
Performance
Report 2023**



For a Better
Tomorrow

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INTRODUCTION

Charoen Pokphand Group, a global pioneer in sustainable practices and innovation, is dedicated to achieving beneficial environmental, social, and economic outcomes throughout its activities. This Sustainability Performance Report provides a comprehensive overview of our sustainability performance over the previous year, highlighting key accomplishments, challenges, and initiatives that demonstrate our commitment to creating value for our stakeholders while also contributing to a more sustainable future. Through comprehensive reporting and data-driven insights, we hope to build trust, accountability, and continual progress in our sustainable path.

This report provides thorough information on our environmental performance, social activities, governance methods, and economic contributions. We are dedicated to generating significant change throughout our value chain, from lowering our carbon footprint and water use to fostering workforce diversity and inclusion. Furthermore, we acknowledge that sustainability is a shared duty that transcends our organization's bounds. As a result, we actively work with partners, suppliers, consumers, and communities to develop creative solutions and address common concerns.



1. Sustainability Performance Data

1.1 Financial Capital

Direct Economic Value Generated
Economic Value Distributed

1.2 Manufacturing Capital

Operating Sites

1.3 Intellectual Capital

Research & Development

1.4 Human Capital

Total Workforce by Contract Type
Total Employee by Region
Total Employee by Contract Type
Total Employee by Nationality
Total Employee by Age
Total Employee by Level
Annual Total Compensation Ratio by Employee Level
Freedom of Association / Collective Bargaining Agreement
Hiring Cost
Total Vacancy Position Opened

New Employee Hired
New Employee Hired by Age
New Employee Hired by Level
Internal Hiring
Internal Hired by Age
Internal Hired by Level
Employee Turnover
Employee Turnover by Age
Employee Turnover by Position Level
Voluntary Employee Turnover
Voluntary Employee Turnover by Age
Voluntary Employee Turnover by Employee Level
Parental Leave
Hours of Training
Hours of Training by Employee Level
Hours of Training by Employee Age
Amount Spent in training
Employee Performance Appraisal
Number of Hours worked (Employees)
Work-related Injuries (Employees)

Work-related Ill Health (Employees)
Number of Hours Worked (Contractors)
Work-related Injuries (Contractors)
Work-related Ill Health (Contractors)
Communication about Anti-corruption Policies and Procedures
Training about Anti-corruption Policies and Procedures

1.5 Relationship Capital

Multi-stakeholder Engagement
Employee Engagement
Quality Education for All
Beneficiary Stakeholders
Supplier Screening
Supplier Assessment

1.6 Natural Capital

Energy Consumption within Organization
Water Withdrawal
Water Discharge
Quality of Treated Wastewater
Water Consumption

Emissions
Scope 3 Emission
Waste Generated
Food Loss and Food Waste
Plastic Packaging Volume



C.P. Group reports its sustainability performances against the Global Reporting Initiative or GRI Standards 2021 to increase transparency and accountability of the information.

1.1 FINANCIAL CAPITAL

	Unit	2020	2021	2022	2023
Direct Economic Value Generated					
Revenues	Million THB	2,152,759	2,333,506	2,901,742	3,320,897
Revenues from Goods & Services	Million THB	1,571,270	1,731,015	2,467,590	2,785,820
Economic Value Distributed					
Capital Expenditures	Million THB			150,484	114,599
Operating Cost	Million THB	115,418	160,129	193,334	226,805
Total Expenses	Million THB	1,043,164	1,173,994	1,974,548	2,281,772
Employee Wages and Benefits	Million THB	177,289	206,750	223,207	237,251
Payments to Government: Income Taxes	Million THB	25,179	18,332	19,186	15,356

1.2 MANUFACTURING CAPITAL

	Unit	2020	2021	2022	2023
Operating Sites					
Production Plants	Plant	278	370	363	330
Livestock / Aquaculture Farms	Farm	951	989	989	1,075
7-Eleven Stores	Branch	12,432	13,141	13,838	14,630
Makro Stores	Branch		149	162	168
Lotus's and Lotus Supercenter's Hypermarket / Supermarket / Mini-supermarket	Branch	219	2,791	2,736	2,605



1.3 INTELLECTUAL CAPITAL

	Unit	2020	2021	2022	2023
Research & Development					
R&D Centers / Research Centers	Center	110	95	91	91
R&D Expenditure	Million THB	20,637	22,689	28,753	28,264
R&D Personnel	Person	5,615	6,242	9,674	8,968
Patents and Petty Patents	Person	2,798	3,658	3,658	4,068

1.4 HUMAN CAPITAL

	Unit	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Total Workforce By Contract Type									
Employee	Person	361,570		428,576		441,606		452,794	
		182,734	178,836	212,052	216,524	215,340	226,266	222,783	230,011
Total Employee by Region									
Thailand	Person	214,949		268,977		284,860		287,179	
		90,279	124,670	112,027	156,950	117,138	167,722	118,393	168,786
China	Person					88,798		86,762	
						55,093	33,705	54,615	32,147
Others	Person					67,948		78,853	
						43,205	24,743	49,775	29,078



	Unit	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Total Employees by Contract Type									
Permanent Employees	Person					357,523		436,049	
						166,663	190,860	214,471	221,578
Thailand	Person					263,506		270,770	
						107,109	156,397	110,327	160,443
China	Person					26,222		86,743	
						16,462	9,760	54,605	32,138
Others	Person					67,754		78,536	
						43,092	24,703	49,539	28,997
Temporary Employees	Person					84,083		16,745	
						48,757	35,274	8,312	8,433
Thailand	Person					21,353		16,409	
						10,029	11,324	8,066	8,343
China	Person					62,577		19	
						38,632	23,945	10	9
Others	Person					153		317	
						153	153	236	81
Full-time Employees	Person					440,276		433,795	
						215,000	225,276	213,808	219,987
Thailand	Person					283,543		269,644	
						116,707	166,836	109,932	159,712
China	Person					88,785		85,694	
						55,088	33,697	54,368	31,326
Others	Person					67,948		78,457	
						43,205	24,743	49,508	28,949

	Unit	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Part-time Employees	Person					1,330		2,254	
						437	893	663	1,591
Thailand	Person					1,316		1,126	
						431	885	395	731
China	Person					14		1,049	
						6	8	237	812
Others	Person					-		79	
						-	-	31	48
Total Employee by Nationality									
Thai	Person	204,129		258,669		268,912		308,283	
		85,208	118,921	107,354	151,315	159,447	109,465	166,473	141,810
Burmese	Person			12,400		13,867		9,039	
				6,313	6,087	6,560	7,307	4,068	4,971
Cambodian	Person			6,794		10,526		10,499	
				3,958	2,836	4,791	5,735	4,360	6,139
Chinese	Person	92,245		92,415		88,664		75,774	
		55,879	36,366	57,500	34,915	33,678	54,986	29,552	46,222
Vietnamese	Person	30,123		28,824		32,046		28,892	
		17,770	12,353	17,434	11,390	11,755	20,291	10,690	18,202
Others	Person	35,073		29,474		27,591		20,307	
		23,843	11,230	19,493	9,981	9,939	17,651	7,640	12,667



	Unit	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Total Employee by Age									
Under 30 Years Old	Person	150,958		187,663		186,596		220,695	
		73,201	77,757	90,270	97,393	86,301	100,295	105,458	115,237
30-50 Years Old	Person	187,794		215,066		227,776		206,988	
		95,833	91,961	106,415	108,651	112,626	115,150	102,459	104,529
Over 50 Years Old	Person	22,818		25,847		27,234		25,111	
		13,700	9,118	15,367	10,480	16,510	10,724	14,866	10,245
Total Employee by Level									
Top Management	Person	1,200		1,048		1,159		1,632	
		936	264	853	195	951	208	1,206	426
Middle Management	Person	4,484		4,472		5,145		13,177	
		3,057	1,427	3,000	1,472	3,511	1,634	8,175	5,002
Management	Person	29,639		78,223		74,586		94,282	
		18,295	11,344	41,979	36,244	38,408	36,178	53,607	40,675
Staff / Officer / Worker	Person	326,247							
		160,446	165,801						
Staff / Officer¹	Person			192,871		249,731		248,785	
				91,606	101,265	115,234	134,497	110,395	138,390
Worker¹	Person			151,962		110,985		94,918	
				74,614	77,348	57,333	53,652	49,400	45,518

Remark : ¹In 2021, the employee level were reviewed and classified into 5 levels which the Workers Level was separated from Staff and Officer Level



	Unit	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Annual Total Compensation Ratio by Employee Level									
Executive Level (Base Salary)	Ratio	1	0.97	1	0.90	1	0.97	1	0.97
Executive Level (Base Salary + Cash Incentives)	Ratio	1	0.97	1	0.94	1	0.90	1	0.91
Management Level (Base Salary)	Ratio	1	0.98	1	0.89	1	0.97	1	0.97
Management Level (Base Salary + Cash Incentives)	Ratio	1	0.94	1	0.90	1	0.96	1	0.96
Officer	Ratio	1	0.91	1	0.92	1	0.98	1	0.98
Freedom of Association / Collective Bargaining Agreements									
Employee Covered by Collective Bargaining Agreements	Percent	100	100	100	100	100	100	100	100
Hiring Cost									
Average Hiring Cost	THB / Person / Year	5,976		8,927		3,520		2,149	
Total Vacancy Position Opened									
Total Vacancy Position Opened	Position	140,310		179,618		227,697		295,286	
New Employee Hired									
Total New Employee Hired	Person	91,014		234,669		244,944		292,275	
		45,100	45,914	106,367	128,302	105,708	139,236	123,879	168,396



	Unit	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
New Employee Hired by Age									
Under 30 Years Old	Person	58,092		144,370		169,568		214,422	
		28,563	29,529	66,109	78,261	71,918	97,650	86,369	128,053
30-50 Years Old	Person	30,804		85,972		72,435		75,029	
		15,257	15,547	37,990	47,982	32,040	40,395	35,812	39,217
Over 50 Years Old	Person	2,118		4,327		2,941		2,824	
		1,280	838	2,269	2,058	1,750	1,191	1,698	1,126
New Employee Hired by Level									
Top Management	Person			129		98		165	
				98	31	35	63	120	45
Middle Management	Person			746		851		1,982	
				495	251	413	438	892	1,090
Management	Person			25,707		20,584		39,180	
				11,902	13,805	11,331	9,253	17,195	21,985
Staff / Officer	Person			99,117		168,609		214,115	
				44,861	54,256	76,959	91,650	87,063	127,052
Worker	Person			108,970		54,802		36,833	
				49,011	59,959	29,468	25,334	18,609	18,224



	Unit	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Internal Hiring									
Total Internal Hiring	Person			48,980		52,544		72,013	
				20,906	28,074	20,023	32,521	27,452	44,561
Rate of Internal Hired	Percent	68.08		27.27		21.45		24.64	
Internal Hired by Age Group									
Under 30 Years Old	Person			25,704		31,067		41,854	
				10,738	14,966	11,450	19,617	15,448	26,406
30-50 Years Old	Person			22,023		20,688		29,115	
				9,465	12,558	8,126	12,562	11,724	17,391
Over 50 Years Old	Person			1,253		789		1,044	
				703	550	447	342	609	435
Internal Hired by Level									
Top Management	Person			62		72		90	
				51	11	13	59	76	14
Middle Management	Person			404		533		338	
				282	122	211	322	194	144
Management	Person			9,820		13,897		12,067	
				4,911	4,909	7,946	5,951	4,607	7,460
Staff / Officer	Person			20,911		37,215		59,509	
				8,134	12,777	23,980	13,235	22,569	36,940
Worker	Person			17,783		827		9	
				7,528	10,255	371	456	6	3

	Unit	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Employee Turnover									
Total Employee Turnover	Person	110,394		161,342		182,607		168,125	
		52,110	58,284	73,260	88,082	83,893	98,714	78,653	89,472
Employee Turnover Rate (All Level)	Percent	30.53		37.65		41.43		37.13	
Employee Turnover Rate (Exclude Worker Level)	Percent			26.89		29.44		34.62	
Employee Turnover by Age									
Under 30 Years Old	Person	65,810		107,856		119,414		111,100	
		29,944	35,866	48,357	59,499	54,127	65,287	51,042	60,058
30-50 Years Old	Person	41,124		49,692		57,580		52,098	
		20,438	20,686	22,812	26,880	26,913	30,667	25,153	26,945
Over 50 Years Old	Person	3,460		3,794		5,613		4,927	
		1,728	1,732	2,091	1,703	2,853	2,760	2,458	2,489
Employee Turnover by Position Level									
Top Management	Person			50		104		208	
				36	14	78	26	152	56
Middle Management	Person			360		501		1,984	
				230	130	325	176	1,069	915
Management	Person			8,171		9,833		6,623	
				4,371	3,800	5,175	4,658	4,054	2,569
Staff / Officer	Person			65,814		119,586		115,096	
				28,828	36,986	50,755	68,831	50,231	64,865
Worker	Person			86,947		52,583		44,214	
				39,795	47,152	27,560	25,023	23,147	21,067

	Unit	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Voluntary Employee Turnover									
Total Voluntary Employee Turnover	Person	82,744		132,924		152,196		127,858	
		39,528	43,216	60,228	72,696	69,675	82,521	59,418	68,440
Voluntary Employee Turnover Rate (All Employee)	Percent			31.02		34.46		28.24	
Voluntary Employee Turnover Rate (Exclude Worker Level)	Percent			24.87		25.22		26.85	
Voluntary Employee Turnover by Age									
Under 30 Years Old	Person			88,327		101,139		82,916	
				39,403	48,924	45,463	55,676	37,411	45,505
30-50 Years Old	Person			41,720		47,485		41,094	
				19,219	22,501	22,357	25,128	18,879	22,215
Over 50 Years Old	Person			2,877		3,572		3,848	
				1,606	1,271	1,855	1,717	1,927	1,921
Voluntary Employee Turnover by Employee Level									
Top Management	Person	55		46		70		144	
		32	23	33	13	47	23	108	36
Middle Management	Person	301		301		361		1,349	
		178	123	187	114	223	138	713	636
Management	Person	2,295		7,265		8,050		4,925	
		1,312	983	3,864	3,401	4,127	3,923	2,969	1,956
Staff / Officer / Worker	Person	80,093							
		38,006	42,087						
Staff / Officer	Person			61,178		102,872		89,682	
				26,361	34,817	43,005	59,867	38,069	51,613
Worker	Person			64,134		40,843		31,758	
				29,783	34,351	22,273	18,570	17,559	14,199

	Unit	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Parental Leave									
Number of Employees Entitled to Parental Leave	Person	361,570		428,576		441,606		452,794	
		182,734	178,836	212,052	216,524	215,340	226,266	222,783	230,011
Number of Employees Taking Parental Leave	Person	5,261		10,389		8,768		10,245	
		432	4,829	1,753	8,636	1,851	6,917	2,066	8,179
Number of Employee Returned to Work after Taking Parental Leave	Person	4,771		9,202		7,752		9,502	
		429	4,342	1,669	7,533	1,766	5,844	1,814	7,688
Employee Returning to Work Retention rate	Percent	90.69		88.57		88.41		92.75	
Hours of Training									
Average Training Hours for all Employees	Hour / Employee / Year	20.01		19.09		21.23		28.07	
		18.05	22.01	17.54	20.60	18.71	23.58	25.88	30.10
Hours of Training by Employee Level									
Top Management	Hour / Employee / Year	19.21		15.93		28.19		31.31	
		19.53	18.07	13.80	25.21	27.01	32.81	34.27	26.29
Middle Management	Hour / Employee / Year	21.06		30.87		29.49		33.07	
		21.11	20.97	29.28	34.12	23.73	37.02	31.67	35.08
Management	Hour / Employee / Year	26.88		25.54		40.92		40.19	
		25.45	29.18	23.06	28.40	34.51	47.42	35.39	44.61
Staff / Officer / Worker	Hour / Employee / Year	19.63							
		16.74	21.97						
Staff / Officer	Hour / Employee / Year			22.89		19.96		27.79	
				21.07	24.52	17.20	22.25	26.23	29.12
Worker	Hour / Employee / Year			10.59		6.12		5.02	
				9.67	11.47	5.53	6.75	4.53	5.74

		Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
Hours of Training Age Group										
Under 30 Years Old	Hour / Employee / Year			18.85		20.03		34.04		
				16.72	20.83	16.76	22.77	29.74	37.17	
30-50 Years Old	Hour / Employee / Year			19.38		17.47		19.78		
				18.37	20.38	15.32	19.54	20.13	19.51	
Over 50 Years Old	Hour / Employee / Year			18.33		22.77		18.73		
				16.62	20.84	19.54	16.76	16.48	21.13	
Amount Spent in Training										
Average Amount Spent in Training for all Employees	Baht / Employee / Year	3,913.74		2,002.30		2,090.84		1,201.34		
		3,588.90	4,245.67	1,912.47	2,090.17	1,858.51	2,307.09	970.16	1,416.25	
Employee Performance Appraisal										
Employee Performance Appraisal	Percent					100		100		
						100	100	100	100	
Multidimensional Performance Appraisal	Person					330,621		357,876		
Team-based Performance Appraisal	Percent					11.63		32.17		
						10.37	12.36	21.38	42.34	
Team-based Performance Appraisal	Person					38,447		115,129		
Team-based Performance Appraisal	Percent					48.61		23.90		
						38.75	57.48	24.13	23.69	
Team-based Performance Appraisal	Person					160,721		85,542		



	Unit	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Number of Hours Worked (Employees)									
Number of Hours Worked	Hour	494,794,541	282,699,978	128,449,065	187,948,093	591,556,806	368,103,714	421,877,766	470,554,302
Work-related Injuries (Employees)									
Fatality as a Result of Work-related Injury	Case	14		14		11		6	
		14	0	11	3	11	0	5	1
	Case / 1,000,000 Hrs. Worked	0.018		0.014		0.011		0.007	
		0.028	0	0.019	0.007	0.019	0	0.012	0.002
Vehicle	Case	5		7		1		3	
Machine	Case	2		1		2		3	
Electrocute	Case	4		3		5		-	
Fall from Height	Case	2		1		1		-	
Others	Case	1		2		2		-	
High-consequence Work-related Injury (Excluded Fatality)	Case	32		46		39		79	
		25	7	38	8	30	9	62	17
	Case / 1,000,000 Hrs. Worked	0.04		0.05		0.041		0.089	
		0.05	0.02	0.07	0.02	0.051	0.024	0.147	0.036
Vehicle	Case	11		18		16		14	
Machine	Case	13		14		9		16	
Laceration	Case	1		3		2		5	
Fall from Height	Case	5		7		7		6	
Others	Case	2		4		5		38	



	Unit	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Work-related Injuries (Employees) (Continue)									
Recordable Work-related Injury	Case	2,532		2,488		2,568		2,385	
		1,649	883	1,949	539	1,958	610	1,745	640
	Case / 1,000,000 Hrs. Worked	3.26		2.45		2.676		2.672	
		3.38	3.13	3.78	1.08	3.310	1.657	4.136	1.360
Lost-time Injury Frequency Rate (LTIFR)	Case / 1,000,000 Hrs. Worked	2.19		1.41		1.386		1.629	
		2.12	2.31	1.97	0.84	1.511	1.184	2.145	1.167
Lost Day Rate (LDR)	Lost Day / 1,000,000 Hrs. Worked	26.65		19.09		13.253		23.984	
		31.70	23.40	24.61	13.41	11.946	15.404	31.188	17.526
Work-related Ill Health (Employees)									
Fatality as a Result of Work-related Ill Health	Case	0		0		0		0	
		0	0	0	0	0	0	0	0
Recordable Work-related Ill Health	Case	19		33		0		0	
		13	6	19	14	0	0	0	0
Occupational Illness Frequency Rate (OIFR)¹	Lost Day / 1,000,000 Hrs. Worked	0.02		0.03		0		0	
		0.03	0.02	0.04	0.03	0	0	0	0

Remark ⁽¹⁾ - From the results of the health examination according to risk factors of True Internet Data Center Co., Ltd. (Bang Na), Leadership Development Charoen Pokphand Group Company Limited, and Chia Tai Company (Om Noi), Kasetphand Industry co.,Ltd. , CP Poly (Sikhio) and Advance Pharma Co., Ltd. the monitoring information is not completed for the analysis of the conclusion of the risk factors. This will be implemented in 2024.

- There is no process for tracking occupational diseases at Dhaka Multi Feeds Limited.



	Unit	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Number of Hours Worked (Contractors)									
Number of Hours Worked	Hours	176,563,753	183,952,378	108,395,810	26,991,549	173,449,831	169,536,214	183,790,769	190,985,167
Work-related Injuries (Contractors)¹									
Fatality as a Result of Work-related Injury	Case	7		13		18		11	
		6	1	12	1	13	5	6	5
	Case / 1,000,000 Hrs. Worked ¹	0.022		0.035		0.052		0.029	
		0.04	0.01	0.053	0.006	0.075	0.029	0.033	0.026
Vehicle	Case	4		7		13		8	
Machine	Case	-		1		-		-	
Electrocute	Case	1		1		2		1	
Fall from Height	Case	2		3		2		1	
Others	Case	-		1		1		1	
High-consequence Work-related Injury (Excluded Fatality)	Case	5		6		2		4	
		3	2	4	2	1	1	4	0
	Case / 1,000,000 Hrs. Worked ¹	0.01		0.02		0.006		0.011	
		0.02	0.01	0.02	0.01	0.006	0.006	0.022	0
Vehicle	Case	2		3		2		-	
Machine	Case	1		1		-		1	
Electrocute	Case	-		-		-		-	
Fall from Height	Case	2		1		-		1	
Others	Case	-		1		-		2	

Remark ⁽¹⁾ The scope of work-related injuries for workers excluded third's party consultants, delivery staff members and drivers of external agencies, student trainees or visitors because information was not available for CPF data. Also, the number and hour worked of small distributors are excluded.

	Unit	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Work-related Injuries (Contractors)¹ (Continue)									
Recordable Work-related Injury	Case	469		275		372		514	
		360	109	174	101	211	161	354	160
	Case / 1,000,000 Hrs. Worked ¹	1.30		0.73		1.085		1.371	
		2.04	0.59	0.81	0.63	1.216	0.950	1.926	0.838
Lost-time Injury Frequency Rate (LTIFR)	Case / 1,000,000 Hrs. Worked ¹	0.51		0.53		0.717		1.113	
		0.59	0.42	0.50	0.57	0.813	0.619	1.540	0.702
Lost Day Rate (LDR)	Lost Day / 1,000,000 Hrs. Worked ¹	6.18		6.39		6.355		15.342	
		6.27	6.10	5.32	7.81	7.374	5.485	22.612	7.278
Work-related Ill Health (Contractors)									
Recordable Work-related Ill Health	Case	0		0		0		0	
		0	0	0	0	0	0	0	0
Recordable Work-related Ill Health	Case	0		0		0		0	
		0	0	0	0	0	0	0	0

Remark ⁽¹⁾ The scope of work-related injuries for workers excluded third's party consultants, delivery staff members and drivers of external agencies, student trainees or visitors because information was not available for CPF data. Also, the number and hour worked of small distributors are excluded.



	Unit	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Communication about anti-corruption policies and procedures									
By Employee Level									
Board of Director	Person	11	0	11	0	11	0	10	0
	Percent	100	0	100	0	100	0	100	0
Top Management	Person	936	264	853	195	951	208	1,206	426
	Percent	78	22	81	19	82	18	74	26
Middle Management	Person	3,057	1,427	3,000	1,472	3,511	1,634	8,175	5,002
	Percent	68	32	67	33	68	32	62	38
Management	Person	18,295	11,344	41,979	36,244	38,408	36,178	53,607	40,675
	Percent	62	38	54	46	51	49	57	43
Officers	Person	160,451	165,807	166,220	178,613	172,567	188,149	159,795	183,908
	Percent	49	51	48	52	48	52	47	53
By Business Relationship									
Suppliers	Percent	100		100		100		100	
Subsidiaries	Percent	100		100		100		100	
JVs	Percent	5		5		5		5	



	Unit	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Training about anti-corruption policies and procedures									
By Employee Level									
Board of Director	Person	11	0	11	0	11	0	10	0
	Percent	100	0	100	0	100	0	100	0
Top Management	Person	936	264	853	195	951	208	1,206	426
	Percent	78	22	81	19	82	18	74	26
Middle Management	Person	3,057	1,427	3,000	1,472	3,511	1,634	8,175	5,002
	Percent	68	32	67	33	68	32	62	38
Management	Person	18,295	11,344	41,979	36,244	38,408	36,178	53,607	40,675
	Percent	62	38	54	46	51	49	57	43
Officers	Person	160,451	165,807	166,220	178,613	115,234	134,497	159,795	183,908
	Percent	49	51	48	52	46	54	47	53
By Business Relationship									
Suppliers	Percent	100		100		100		100	
Subsidiaries	Percent	100		100		100		100	
JVs	Percent	5		5		5		5	



1.5 RELATIONSHIP CAPITAL

	Unit	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Multi-stakeholder Engagement									
Multi-stakeholder Engagement	Percent			82		80		81	
				81	82	80	76	83	80
Target for multi-stakeholder Engagement	Percent			80		80		80	
Employee Engagement									
Employee Engagement	Percent	77		78		73.7		75.07	
				78	80	74.24	73.49	75.21	73.52
Target for Employee Engagement	Percent	76		77		78		78	
Quality Education for All									
Number of Children, Youth, and Adults with Access with Quality Education	Person	6,320,000		7,262,490		43,998,833		48,361,902	
Number of Scholarship Granted	Scholarship	53,640		103,480		139,442		193,029	
Beneficiary Stakeholders									
Farmer Receiving Support	Person	533,943		704,329		1,061,524		1,220,961	
SMEs Receiving Support	Person	768,108		909,615		892,715		1,265,800	
Individual from Vulnerable Group Receiving Support	Person	73,726		135,728		192,525		232,647	
Others	Person			54,021		168,244		209,821	



	Unit	2020	2021	2022	2023
Supplier Screening					
Total number of Tier-1 suppliers	Entity	19,177	31,465	27,236	28,299
Total number of significant suppliers in Tier-1	Entity	1,486	2,392	2,127	3,382
% of total spend on significant suppliers in Tier-1	Percent	90.98	79.87	68.64	79
Total number of significant suppliers in non Tier-1	Entity	93	75	89	113
Supplier Assessment					
New suppliers that were screened using social criteria.	Percent	72	57.91	33.13	87.4
Percentage of suppliers identified as having significant actual and potential negative social impacts	Percent	1.14	0.45	0.27	34
New suppliers that were screened using environmental criteria.	Percent	72	57.91	33.13	87.4
Percentage of suppliers identified as having significant actual and potential negative environmental impacts	Percent	1.14	0.45	0.27	34



1.6 NATURAL CAPITAL

	Unit	2020	2021	2022	2023
Energy Consumption within Organization					
Total Energy Consumption	Million GJ	46.59	52.63	57.25	55.91
	MWh	12,942,781.68	14,618,899.24	15,901,919.58	15,530,826.42
Non-renewable Energy Consumption	Million GJ	11.12	12.06	11.88	11.95
	MWh	3,088,013.49	3,348,818.34	3,300,261.67	3,318,124.63
Renewable Energy Consumption	Million GJ	5.26	5.90	6.61	7.42
	MWh	1,461,144.29	1,640,042.12	1,836,364.89	2,061,894.21
Electricity Purchased	Million GJ	30.22	34.67	38.75	36.54
	MWh	8,393,623.89	9,630,038.78	10,765,293.03	10,150,807.58
Electricity Sold	Million GJ	0.0112	0.0069	0.0106	-
Energy Intensity	Total Energy Consumption / Million THB of Revenue	21.64	22.07	19.73	16.85
Water Withdrawal					
Total Water Withdrawal from all Areas	Million M ³	416.94	395.22	392.34	401.32
Freshwater Withdrawal	Million M ³	224.20	228.87	228.71	225.38
- Surface Water	Million M ³	107.70	119.11	117.16	104.37
- Groundwater	Million M ³	72.26	60.33	58.95	61.56
- Third-party Water	Million M ³	38.61	42.09	44.08	49.58
- Rainwater	Million M ³	5.63	7.34	8.52	9.87

*Remark:

- The calculation method under this Sustainability report is in accordance with GRI Standards
 - Total fuel consumption = the sum of all types of fuel resource consumption x its heating value (in each) (Unit in GJ per year) (Note that all conversion factors are referred from to the Annual Thailand Energy Report, Department of Alternative Energy Development and Efficiency)
 - Electricity consumption = The sum of electricity used (in kWh) x 3.6 - Unit in GJ per month)
 - Total energy consumption = non-renewable energy consumption + renewable energy consumption + electricity consumption (Unit in GJ per year)
- Energy types included in the calculation of intensity per revenue are non-renewable energy including coal, fuel oil, diesel, gasoline, bunker oil, LPG, and natural gas as well as renewables including biogas, biomass (such as rice husk, charcoal, cashew nutshell, fire wood/ scrap wood/woodchips, corn cob, pal kernel shells, and sawdust) and biodiesel, and electricity consumed within the organization only.

	Unit	2020	2021	2022	2023
Water Withdrawal (Continue)					
Other Water Withdrawal	Million M ³	192.74	166.35	163.63	175.93
- Surface Water	Million M ³	13.31	49.57	45.60	53.25
- Seawater	Million M ³	175.25	110.59	111.44	116.49
- Groundwater	Million M ³	2.44	4.60	5.32	5.04
- Third-party Water	Million M ³	1.73	1.60	1.26	1.16
Total Water Withdrawal from All Areas with Water Stress	Million M ³	69.19	77.49	78.36	113.79
Freshwater Withdrawal	Million M ³	63.00	72.78	71.76	82.64
- Surface Water	Million M ³	15.37	27.67	23.93	20.34
- Groundwater	Million M ³	28.56	22.07	27.18	32.57
- Third-party Water by the Withdrawal Sources	Million M ³	15.26	19.00	16.31	23.97
- Surface Water	Million M ³			15.98	23.49
- Groundwater	Million M ³			0.33	0.48
- Rainwater	Million M ³	3.81	4.04	4.35	5.76
Other Water Withdrawal	Million M ³	6.19	4.70	6.60	31.15
- Seawater	Million M ³	4.13	2.12	2.01	14.17
- Surface Water	Million M ³	1.69	1.65	2.79	13.83
- Groundwater	Million M ³	0.06	0.77	1.54	1.93
- Third-party Water by the Withdrawal Sources	Million M ³	0.04	0.16	0.26	1.21
- Surface Water	Million M ³			0.23	1.19
- Seawater	Million M ³			0.03	0.02
- Groundwater	Million M ³			0.00	0.00



	Unit	2020	2021	2022	2023
Water Intensity	M ³ / Million THB of Revenue	193.68	165.72	135.21	120.91
Water Discharge					
Total Water Discharge to all Areas by destination	Million M ³	189.23	175.95	167.91	178.33
- Seawater	Million M ³	130.47	74.36	84.48	44.03
- Surface Water	Million M ³	42.35	78.21	68.85	116.79
- Third-party Water	Million M ³	16.41	23.37	14.59	17.51
Total Water Discharge to all Areas by categories	Million M ³	189.23	175.95	167.91	178.33
- Freshwater	Million M ³	53.96	96.58	77.14	98.78
- Other Water	Million M ³	135.26	79.37	90.77	79.55
Total Water Discharge to all Areas with Water Stress	Million M ³	30.37	25.92	27.95	46.95
- Freshwater	Million M ³	23.34	20.73	23.52	29.30
- Other Water	Million M ³	5.12	5.18	4.43	17.65
Quality of Treated Wastewater					
BOD (Biological Oxygen Demand)	Mg./L	38.63	33.88	17.87	16.86
COD (Chemical Oxygen Demand)	Mg./L	193.14	99.36	81.72	57.21
Water Consumption					
Total Water Consumption from all Areas	Million M ³	227.71	219.27	224.43	222.99
Total Water Consumption from all Areas with Water Stress	Million M ³	38.82	51.57	50.41	66.83

Remark:

- Freshwater constitutes any water with concentration of total dissolved solids (TDS) equal to or below 1,000 mg/L.
- Other water constitutes any water that has a concentration of total dissolved solids (TDS) higher than 1,000 mg/L.
- Water stress refers to water in an area where the ratio of total annual water withdrawal to total available annual renewable water supply (i.e., baseline water stress) is high (40-80%) or extremely high (>80%), as defined by the World Resources Institute, Aqueduct Water Risk Atlas.
- BOD and COD values are derived from the average of each site in all businesses worldwide where the group operates.
- The change in water storage has not been identified as having a significant water-related impact because the water storage capacity of the group is small and has a relatively minor influence on overall water-related issues.
- There is no data for third-party water by withdrawal sources for 2020 and 2021.

	Unit	2020	2021	2022	2023
Emissions					
Direct (Scope 1) GHG emissions	Million tCO ₂ e	1.06	1.12	1.21	1.24
Biogenic CO ₂ Emissions	Million tCO ₂ e	0.60	0.55	0.61	0.66
Indirect (Scope 2) GHG emissions (Location Base)	Million tCO ₂ e	5.33	5.41	5.00	4.82
Indirect (Scope 2) GHG emissions (Market Base)	Million tCO ₂ e	5.30	5.27	4.78	4.56
Purchased Heating	Million tCO ₂ e		0.0277	0.0011	0.0022
Purchased Cooling	Million tCO ₂ e		-	-	0.0040
Purchased Cooling	Million tCO ₂ e		0.0071	0.1892	0.0138
Other indirect (Scope 3) GHG emissions	Million tCO ₂ e		72.64	73.20	73.52
GHG emissions intensity(GHG S1 and S2)	Million tCO ₂ e / Million THB of Revenue	2.95	2.69	2.13	1.75
Scope 3 Emission					
Total Scope 3 Emission			72.64	73.20	73.52
1. Purchased Goods and Services	Million tCO ₂ e		58.80	60.79	60.12
2. Capital Goods	Million tCO ₂ e		0.30	0.22	0.10
3. Fuel-and-energy-related Activities (Not Included in Scope 1 or 2)	Million tCO ₂ e		1.46	1.31	1.39
4. Upstream Transportation and Distribution	Million tCO ₂ e		2.57	1.99	2.27
5. Waste Generated in Operations	Million tCO ₂ e		0.30	0.28	0.25
6. Business Travel	Million tCO ₂ e		0.24	0.25	0.25
7. Employee Commuting	Million tCO ₂ e		1.11	0.94	1.20
8. Upstream Leased Assets	Million tCO ₂ e		NA	NA	NA
9. Downstream Transportation and Distribution	Million tCO ₂ e		0.32	0.22	0.44
10. Processing of Sold Products	Million tCO ₂ e		0.54	0.62	0.86
11. Use of Sold Products	Million tCO ₂ e		0.30	0.29	0.15
12. End of Life Treatment of Sold Products	Million tCO ₂ e		1.14	1.04	1.07
13. Downstream Leased Assets	Million tCO ₂ e		0.09	0.10	0.08
14. Franchises	Million tCO ₂ e		NA	NA	NA
15. Investments	Million tCO ₂ e		5.46	5.13	5.33

Remark: Based on GHG Protocol (scopes and emissions across the value chain)

- The identification of data collection scope for GHG emissions is only for Operational Control
- C.P. Group's GHG emission data cover only CO₂, CH₄, SF₆, N₂O, refrigerant leak, flaring, fire extinguishing agents, CH₄ from wastewater treatment, and landfill waste within operating areas of business groups of C.P. Group. The reporting data excluded GHG emissions from septic tank and industrial welding. By calculating and presenting the results in terms of carbon dioxide equivalent for global warming potential (GWP) as defined by the Intergovernmental Panel on Climate Change 2006 (IPCC), while the GHG emission factors (Emission Factor) reference data from IPCC, the Thailand Greenhouse Gas Management Organization (Public Organization), and the Energy Policy and Planning Office, Ministry of Energy. This calculation excludes all kinds of fugitives and leaks, as well as combustion at flare stacks originating from CPF.
- GHG Scope 2 refers to energy indirect emissions from purchased electricity, and purchased heating, cooling and steam. The emission factor for greenhouse gases (Emission Factor) is based on data from the Energy Policy and Planning Office, Ministry of Energy for Thailand, and the Institute for Global Environmental Strategies (IGES) for CPG businesses abroad.
- GHG intensity per revenue covers GHG scope 1 and scope 2
- Scope 3 GHG emissions are calculated in alignment with the GHG Protocol Corporate Standard. The global warming potential (GWP) rates used are referred to by the IPCC, while the greenhouse gas emission factors are sourced from the Thailand Greenhouse Gas Management Organization (Public Organization), the Energy Policy and Planning Office, Agrifootprint and DEFRA. refers to indirect emissions from other sources, including
 - 1 : Purchased goods and services from external parties for use by the organization; Purchased raw agricultural materials including corn, wheat, soybean meal, fish meal, paddy and others; water usage; plastic and other materials packaging usage and purchased goods for selling in retail and telecommunication business.
 - 2 : Capital goods – Building materials used in construction and purchased fixed assets; equipment and machinery.
 - 3 : Fuel- and energy-related emissions not included in scope 1 or scope 2 – Electricity generation from source to power stations, T&D; and Well-to-tank (WTT) associated with extraction, refining and transportation of the raw fuel sources to organization's sites, prior to combustion.
 - 4 : Upstream transportation and distribution – The third-party transportation of raw agricultural materials and purchased goods for selling in retail and telecommunication business from suppliers to our operations.
 - 5 : Waste generated in operations – The third-party disposal and treatment of total waste generated in 2023 including food loss and food waste.
 - 6 : Business travel – Off-site domestic and international employee travel via air and land travels.
 - 7 : Employee commuting – Commuting, through various modes of transportation, by employees in 2023
 - 8 : Upstream Leased Assets – Not relevant; already consolidated and reported in the group's scope1 and scope 2 emissions.
 - 9 : Downstream transportation and distribution – The third-party transportation of sold products in agro-industry and food business; retail business.
 - 10 : Processing of sold products – Manufacturing processes of sold intermediate products by third parties; truck tires production from CPP's block rubber products and, ready-to-eat food production from CPF's fresh meat products.
 - 11 : Use of sold products – The direct use-phase from sold products that directly consume energy in retail, telecommunication and property business.
 - 12 : End-of-life treatment of sold products – Disposal and treatment of the total plastic packaging and other materials packaging usage in 2023 after use by consumers.
 - 13 : Downstream leased assets – Total electricity consumed by tenants in CP Land, Ascend and CP China's real estate properties and True's electrical devices rental.
 - 14 : Franchises – Not relevant
 - 15 : Investments – Quantities of shares held by the Group in automotive, pharmaceuticals and finance business.



	Unit	2020	2021	2022	2023
Emissions (Continue)					
Reduction of GHG emissions	Million tCO ₂ e	0.72	1.07	1.32	1.74
Volatile organic compounds	Ton	1,530.67	1,481.55	1,369.98	1,450.10
Waste Generated ⁽¹⁾					
Total Weights of Waste	Ton	1,404,152.59	1,453,430.61	1,561,084.58	1,612,533.12
Hazardous Waste	Ton	7,901.58	5,712.44	8,057.93	5,373.16
Non-Hazardous Waste	Ton	1,396,251.01	1,447,718.17	1,553,026.65	1,607,159.96
Total Weights of Waste Diverted from Disposal: Hazardous	Ton	2,481.17	4,572.43	4,354.95	2,107.45
Reused	Ton	356.16	311.61	712.45	783.40
Recycled	Ton	2,125.01	4,260.82	3,642.50	1,324.05
Total Weights of Waste Diverted from Disposal: Non-hazardous	Ton	1,228,795.64	1,278,347.84	1,365,702.05	1,428,624.76
Reused	Ton	9,588.97	30,432.57	63,946.93	107,256.65
Recycled	Ton	364,575.92	476,380.87	458,995.45	451,020.46
Total Weights of Waste Directed to Disposal: Hazardous	Ton	5,420.41	1,140.02	3,702.98	3,265.72
Incineration	Ton	4,752.26	819.42	3,049.10	2,061.01
Incineration with Energy Recovery	Ton	370.42	459.28	165.36	1,522.70
Incineration without Energy Recovery	Ton	4,381.84	360.14	2,883.74	538.31
Landfilled	Ton	668.15	320.59	653.88	1,204.71
Other Methods	Ton	-	-	-	-
Total Weights of Waste Directed to Disposal: Non-hazardous	Ton	167,491.37	169,370.33	187,342.60	178,535.19
Incineration	Ton	40,702.64	50,853.33	74,414.84	82,059.28
Incineration with Energy Recovery	Ton	33,286.30	46,192.39	68,394.00	68,040.56
Incineration without Energy Recovery	Ton	7,416.35	4,660.94	6,023.84	14,018.72

Remark

- The calculation of greenhouse gas emission reductions is collected from all business groups' data, reflecting the implementation of energy-saving projects, including projects related to heat, electricity, renewable energy, packaging reduction, and waste reduction within the group. The savings from each project are multiplied by the relevant emission factor for each aspect, based on data from the Thailand Greenhouse Gas Management Organization (Public Organization) and the Energy Policy and Planning Office, Ministry of Energy.
- Volatile organic compounds are collected from businesses related to the release of volatile substances into the atmosphere. The measured values are in PPM units and converted from PPM to kg units, calculated based on speed, cross-sectional area, working hours, and the molecular weight of each volatile substance.
- Total hazardous and non-hazardous waste stored within the organization is an accumulated figure from the previous year.
- Total waste generated is a figure of non-hazardous waste and hazardous waste generated each year. For the amount of waste stored within the organization, the calculation is from an accumulated figure of waste in the present year - an accumulated figure from the previous year.
- All information about waste disposal methods has already been approved by waste disposers or waste disposal manifests from waste disposers.



	Unit	2020	2021	2022	2023
Waste Generated (Continue)					
Landfilled	Ton	126,788.73	118,517.00	112,906.76	95,214.42
Other Methods	Ton	10,558.01	-	-	1,256.49
Waste Intensity	Ton / Million THB of Revenue	0.65	0.61	0.54	0.49
Food Loss and Food Waste					
Food Loss	Ton	15,215.29	157,238.76	129,355.64	137,716.42
Food Waste	Ton	76,815.47	75,997.36	73,808.85	70,995.56
Plastic Packaging Volume					
Total Plastic Packaging	Thousand Ton	91.57	108.68	115.75	144.23
Reusable – Recyclable Plastic Packaging	Percentage	92.15	85.36	93.86	94.50
Overview Recycled Input Materials for Plastic & Non-Plastic Food Packaging					
- Plastic	Ton			108,637.85	136,296.64
(Recycled Input Materials of Plastic)	Percentage			2.15	2.18
- Paper and Wood	Ton			31,768.67	60,670.14
(Recycled Input Materials of Paper & Wood)	Percentage			96.30	97.56
- Metal (Steel and Aluminum)	Ton			83.81	383.55
(Recycled Input Materials of Metal)	Percentage			0.31	0.23
- Glass	Ton			1,173.25	1,424.29
(Recycled Input Materials of Glass)	Percentage			3.39	2.21

Remark

- The calculation of greenhouse gas emission reductions is collected from all business groups' data, reflecting the implementation of energy-saving projects, including projects related to heat, electricity, renewable energy, packaging reduction, and waste reduction within the group. The savings from each project are multiplied by the relevant emission factor for each aspect, based on data from the Thailand Greenhouse Gas Management Organization (Public Organization) and the Energy Policy and Planning Office, Ministry of Energy.
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- Total waste generated is a figure of non-hazardous waste and hazardous waste generated each year. For the amount of waste stored within the organization, the calculation is from an accumulated figure of waste in the present year - an accumulated figure from the previous year.
- All information about waste disposal methods has already been approved by waste disposers or waste disposal manifests from waste disposers.

2. SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)

- 2.1 GHG Emissions
- 2.2 Energy Management
- 2.3 Water Management
- 2.4 Food Safety
- 2.5 Workforce Health & Safety
- 2.6 Environmental & Social Impacts of Ingredient Supply Chain
- 2.7 GMO Management
- 2.8 Ingredient Sourcing



To increase transparency of C.P. Group's sustainability data disclosure, as well as improve risk management, C.P. Group has adopted SASB as one of our reporting standards.

2. Sustainability Accounting Standard Board (SASB)

Charoen Pokphand Group or C.P. Group is preparing its Sustainability Report 2023 in accordance with the Sustainability Accounting Standard Board or SASB for Food and Beverage Sector: Agricultural Products Industries

2.1 Greenhouse Gas Emissions

Sustainability Disclosure Topics & Accounting Metrics	Our Response / Location Reference					
Gross Global Scope 1 Emissions	See 1.6 Natural Capital, page 28 in this document					
Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	C.P. Group SR 2023, page 180-183, 186-187 C.P. Group website: Climate Resilience					
Fleet fuel consumed, percentage renewable						
		Unit	2020	2021	2022	2023
Total Fleet Fuel Consumed	Million GJ			1.19	3.98	1.64
Non-renewable	Million GJ			1.17	3.94	1.60
	Percent			98.00	99.00	98.00
Renewable	Million GJ			0.02	0.04	0.04
	Percent			2.00	1.00	2.00

2.2 Energy Management

Sustainability Disclosure Topics & Accounting Metrics	Our Response / Location Reference					
Operational Energy Consumed	See 1.6 Natural Capital, page 25 in this document					
Percentage Grid Energy						
		Unit	2020	2021	2022	2023
Total Grid Energy Consume	Million GJ		30.22	34.67	38.75	36.54
	Percent		65	66	68	65

2.2 Energy Management (Continue)

Sustainability Disclosure Topics & Accounting Metrics	Our Response / Location Reference
Percentage Renewable	See 1.6 Natural Capital, page 25 in this document In 2023, C.P. Group consumed 9.59 million GJ of renewable energy, or equivalent to 17 percent

2.3 Water Management

Sustainability Disclosure Topics & Accounting Metrics	Our Response / Location Reference
Total Water Withdrawn	See 1.6 Natural Capital, page 25-26 in this document
Total Water Consumed, and Percentage of each in Region with High or Extremely High Baseline Water Stress	See 1.6 Natural Capital, page 25-26 in this document C.P. Group SR 2023, page 216-217 C.P. Group website: Water Stewardship
Description of water management risks and discussion of strategies and practices to mitigate those risks	C.P. Group SR 2023, page 212-215, 218-223 C.P. Group website: Water Stewardship
Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	C.P. Group SR 2023, page 74-75 C.P. Group website: Corporate Governance

2.4 Food Safety

Sustainability Disclosure Topics & Accounting Metrics	Our Response / Location Reference
Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformance	Omitted
Percentage of agricultural products sourced from suppliers certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	Omitted
Number of recalls issued	121
Total amount of food product recalled	Omitted

2.5 Workforce Health & Safety

Sustainability Disclosure Topics & Accounting Metrics	Our Response / Location Reference
Total Recordable Incident Rate of Employee	See 1.4 Human Capital, page 17-18 in this document
Fatality Rate of Employee	See 1.4 Human Capital, page 17 in this document
Near Miss Frequency Rate of Employee	13,645 cases
Total Recordable Incident Rate of Contractors or Migrant Employees	See 1.4 Human Capital, page 19-20 in this document
Fatality Rate of Contractors or Migrant Employees	See 1.4 Human Capital, page 20 in this document
Near Miss Frequency Rate of Contractors or Migrant Employees	354 cases

2.6 Environmental & Social Impacts of Ingredient Supply Chain

Sustainability Disclosure Topics & Accounting Metrics	Our Response / Location Reference																																			
Percentage of agricultural products sourced that are certified to a third-party environmental and/or social standard, and percentages by standard	<table border="1"> <thead> <tr> <th>Unit</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> </tr> </thead> <tbody> <tr> <td>Palm Oil</td> <td>Percent</td> <td>79</td> <td>80</td> <td>100</td> <td>100</td> </tr> <tr> <td>Soy</td> <td>Percent</td> <td>31.28</td> <td>44.67</td> <td>41.93</td> <td>73.46</td> </tr> <tr> <td>Sugar</td> <td>Percent</td> <td>59.09</td> <td>42.19</td> <td>36.54</td> <td>37.05</td> </tr> <tr> <td>Cacao</td> <td>Percent</td> <td>100</td> <td>100</td> <td>4.81</td> <td>8.16</td> </tr> <tr> <td>Seafood</td> <td>Percent</td> <td>16.69</td> <td>21.93</td> <td>55.86</td> <td>62.57</td> </tr> </tbody> </table>	Unit	2020	2021	2022	2023	Palm Oil	Percent	79	80	100	100	Soy	Percent	31.28	44.67	41.93	73.46	Sugar	Percent	59.09	42.19	36.54	37.05	Cacao	Percent	100	100	4.81	8.16	Seafood	Percent	16.69	21.93	55.86	62.57
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Remark. The data was consolidated from CPALL, Lotus's and Makro																																				
Suppliers' social and environmental responsibility audit	See 1.5 Relationship Capital, page 23 in this document																																			
Non-conformance rate	34%																																			
Associated corrective action rate for major and minor non-conformances	89.6%																																			
Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing	C.P. Group SR 2023, page 240-251 C.P. Group website: Responsible Supply Chain Management Responsible Supply Chain Management Technical Guidelines																																			

2.7 GMO Management

Sustainability Disclosure Topics & Accounting Metrics	Our Response / Location Reference
Discussion of strategies to manage the use of genetically modified organisms (GMOs)	Omitted

2.8 Ingredient Sourcing

Sustainability Disclosure Topics & Accounting Metrics	Our Response / Location Reference
Identification of principal crops and description of risks and opportunities presented by climate change	C.P. Group website: Ecosystem and Biodiversity Protection
Percentage of agricultural products sourced from regions with High or Extremely High Baseline Water Stress	Omitted
Activity Metric	Our Response / Location Reference
Production by Principal Crop	14,277,026.45 Tons
Number of Processing Facilities	C.P. Group SR 2023, page 20-21
Total Land Area Under Active Production	Omitted
Cost of Agricultural Products Sourced Externally	89,982,987,294.08 Baht



3. WEF Stakeholder Capitalism Metrics (WEF IBC INDEX)

3.1 Principles of Governance

3.2 Planet

3.3 People

3.4 Prosperity



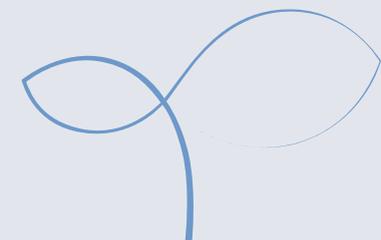
C.P. Group is reporting against WEF IBC Index at Core Level to demonstrate our commitment to create positive environmental and social impacts. It also increase transparency to all stakeholders.

3. WEF Stakeholder Capitalism Metrics

Charoen Pokphand Group or C.P. Group is committing to improve the level of our sustainability disclosure, which will benefit our stakeholders with useful and meaningful sustainability information. In 2023, the Group also report against WEF Stakeholder Capitalism Metrics at “Core” metrics, covering four themes: People, Planet, Prosperity, and Principles of Governance.

3.1 Principles of Governance

Theme	Metric / Disclosure	C.P. Group Disclosure
Governing Purpose	<p>Setting Purpose</p> <p>The company’s stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental, and social issues. Corporate purpose should create value for all stakeholders, including shareholders</p>	<p>Sustainability Report 2023</p> <p>Our Portfolio Page 20-21</p> <p>Sustainability Strategy and Goals Page 50-51</p> <p>Value Creation Process Page 52-53</p>
Quality of Governing Body	<p>Governance Body Composition</p> <p>Composition of the highest governance body and its committees by: competencies relating to economic, environmental, and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual’s other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation</p>	<p>Sustainability Report 2023</p> <p>Sustainability Governance Page 34-37</p> <p>Corporate Governance Page 66-67</p>
Stakeholder Engagement	<p>Material Issues Impacting Stakeholders</p> <p>A list of the topics that are material to key stakeholders and the company, how the topics were identified, and how the stakeholders were engaged</p>	<p>Sustainability Report 2023</p> <p>Stakeholder Engagement Page 42-45</p> <p>Materiality Assessment Page 46-49</p> <p>Double & Dynamic Materiality Assessment Report 2023</p> <p>Stakeholder Engagement Report 2023</p>



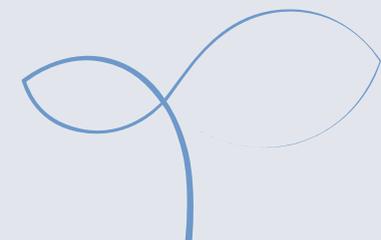
3.1 Principles of Governance

Theme	Metric / Disclosure	C.P. Group Disclosure
Ethical Behavior	Anti-corruption Total percentage of governance body members, employees and business partners who have received training on the organization’s anti-corruption policies and procedures, broken down by region	Sustainability Report 2023 Corporate Governance Page 72-73, 76-77 Sustainability Performance Data Report 2023 1.4 Human Capital Page 21-22, in this document
	(a) Total number and nature of incidents of corruption confirmed during the current year but related to previous years (b) Total number and nature of incidents of corruption confirmed during the current year, related to this year	Sustainability Report 2023 Corporate Governance Page 82-83
	Protected Ethics Advice and Reporting Mechanisms A description of internal and external mechanisms for 1. Seeking advice about ethical and lawful behavior and organizational integrity; 2. Reporting concerns about unethical or lawful behavior and organizational integrity	Sustainability Report 2023 Corporate Governance Page 72-73 C.P. Group Whistleblowing
Risk and Opportunity Oversight	Integrating Risk and Opportunity into Business Process Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental, and social issues, including climate change and data stewardship	Sustainability Report 2023 Operating Context Page 26-29 External Impact Analysis Page 38-40 Materiality Assessment Page 46-49 Corporate Governance Page 70-71 Double & Dynamic Materiality Assessment Report 2023



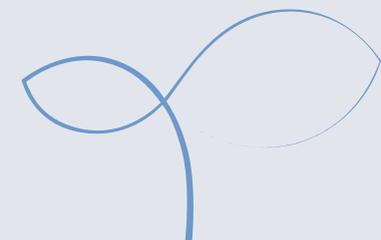
3.2 Planet

Theme	Metric / Disclosure	C.P. Group Disclosure
<p>Climate Change</p>	<p>Greenhouse Gas (GHG Emissions)</p> <p>For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO₂e) GHG Protocol Scope 1 and Scope 2 emissions.</p> <p>Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.</p>	<p>Sustainability Report 2023 Climate Strategy Page 200-201</p> <p>Sustainability Performance Data Report 2023 1.6 Natural Capital Page 28-30, in this document</p>
	<p>TCFD Implementation</p> <p>Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well-below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050</p>	<p>Sustainability Report 2023 Climate Strategy Page 192-193</p> <p>Climate-related Financial Disclosure (TCFD) Report 2023</p>
<p>Nature Loss</p>	<p>Land Use and Ecological Sensitivity</p> <p>Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA).</p>	<p>Sustainability Report 2023 Ecosystem & Biodiversity Protection Page 226-229</p> <p>Biodiversity (TNFD) Report 2023</p>
<p>Fresh Water Availability</p>	<p>Water Consumption and Withdrawal in Water-stressed Areas</p> <p>Report for operations where material, mega litres of water withdrawn, mega litres of water consumed and the percentage of each in regions with high or extremely high baseline water stress according to WRI Aqueduct water risk atlas tool.</p> <p>Estimate and report the same information for the full value chain (upstream and downstream) where appropriate</p>	<p>Sustainability Report 2023 Water Stewardship Page 216-217</p> <p>Sustainability Performance Data Report 2023 1.6 Natural Capital Page 25-26, in this document</p> <p>Note: C.P. Group use m³ as water for water reporting. The conversion factor from m³ to megaliter is 0.001</p>



3.3 People

Theme	Metric / Disclosure	C.P. Group Disclosure
Dignity and Equality	Diversity and Inclusion (%) Percentage of employees per employee category, per age group, gender and other indicators of diversity (e.g. ethnicity)	Sustainability Report 2023 Human Rights and Labor Practices Page 82-83 Sustainability Performance Data Report 2023 1.4 Human Capital Page 6-9, in this document
	Pay Equality Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men; minor to major ethnic groups; and other relevant equality areas	Sustainability Performance Data Report 2023 1.4 Human Capital Page 9
	Wage Level (%) Ratios of standard entry-level wage by gender compared to local minimum wage Ratio of CEO's total annual compensation to median total annual compensation of all employees (excluding the CEO)	Not Disclosed
	Risk for Incidents of Child, Forced or Compulsory Labor An explanation of the operations and suppliers considered to have significant risk for incidents of child labor, forced or compulsory labor. Such risks could emerge in relation to type of operation (such as manufacturing plant) and type of supplier; or countries or geographic areas with operations and suppliers considered at risk.	Sustainability Report 2023 Human Rights and Labor Practices Page 76-81
Health & Wellbeing	Health and Safety (%) 1. The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries, main types of work-related injury; and the number of hours worked GRI:2018 403 – 6 (a)	Sustainability Report 2023 Human Rights and Labor Practices Page 88 Sustainability Performance Data Report 2023 1.4 Human Capital Page 17-20, in this document
	2. An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services and the scope of access provided for employees and workers	Sustainability Report 2023 Human Rights and Labor Practices Page 86-87

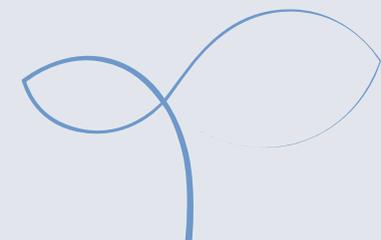


Theme	Metric / Disclosure	C.P. Group Disclosure
Skills for the Future	Training Provided (number) 1. Average hours of training per person that the organization's employees have undertaken during the reporting period, by gender and employee category (total number of trainings provided to employees divided by the number of employees)	Sustainability Report 2023 Leadership and Human Capital Development Page 108-109 Sustainability Performance Data Report 2023 1.4 Human Capital Page 15-16, in this document
	2. Average training and development expenditure per full time employee	Sustainability Performance Data Report 2023 1.4 Human Capital Page 16, in this document



3.4 Prosperity

Theme	Metric / Disclosure	C.P. Group Disclosure
Employment and Wealth Generation	Absolute Number and Rate of Employment 1. Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region	Sustainability Performance Data Report 2023 1.4 Human Capital Page 11-12, in this document
	2. Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region	Sustainability Performance Data Report 2023 1.4 Human Capital Page 13-14, in this document
	Economic Contribution 1. Direct economic value generated and distributed (EVG&D) – on an accrual basis, covering the basic components for the organization’s global operations, ideally split out by: EVG&D can provide a valuable snapshot of the direct monetary value added to local economies through generation of products and services, servicing of capital, payment of wages, taxes and community investment, while the significant financial assistance received from government, when compared with separate disclosures on taxes, can be useful for developing a more balanced and transparent snapshot of the balance of transactions between the company and government. <ul style="list-style-type: none"> (a) Revenue (b) Operating Costs (c) Employee Wages and Benefits (d) Payments to Providers of Capital (e) Payments to Government (f) Community Investment 	Sustainability Report 2023 Value Creation Process Page 52-53 Social Impact Contribution Page 138-143 Note: No disclosure for Payments to Providers of Capital
	2. Financial assistance received from the government - Total monetary value of financial assistance received by the organization from any government during the reporting period	C.P. Group does not receive any financial assistance from the government.



Theme	Metric / Disclosure	C.P. Group Disclosure
Wealth Creation and Employment	Financial Investment Contribution Disclosure 1. Total capital expenditures (CapEx) – Depreciation supported by narrative to describe the company’s investment strategy	Sustainability Performance Data Report 2023 1.1 Financial Capital Page 5, in this document
	2. Share buybacks + Dividend payments supported by narrative to describe the company’s strategy for returns of capital to shareholders	No Disclosure
Innovation in Better Products and Services	Total R&D Expenses (USD) Total costs related to research and development	Sustainability Report 2023 Value Creation Process Page 52-53 Innovation Page 159, 162-163
Community and Social Vitality	Total Tax Paid The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes and other taxes that constitute costs to the company, by category of taxes	Sustainability Report 2023 Value Creation Process Page 52-53 Sustainability Performance Data Report 2023 1.1 Financial Capital Page 5, in this document



4. UN Guiding Principles Reporting Framework (UNGPs)

4.1 Governance of Respect for Human Rights

Policy Commitment

Embedding Respect for Human Rights

4.2 Defining the Focus of Reporting

Statement of Salient Issues

Determination of Salient Issues

Choice of Focal Geographies

Additional Severe Impact

4.3 Management of Salient Human Rights Issues

Specific Policies

Stakeholder Engagement

Assessing Impacts

Integrating Findings and Taking Action

Tracking Performance

Remediation



C.P. Group also reports against UNGPs Reporting Framework to identify our ability to further improve human rights prevention and protection along our value chain, as well as increase reporting transparency

4. UN Guiding Principles Reporting Framework

Charoen Pokphand Group or C.P. Group is operating in diverse environment, and challenging supply chain. Therefore, it is important for the Group to report on our efforts to address human rights issues in our operations. By reporting against the UNGPs Reporting Framework, the Group can enhance our reputation and trust, improve stakeholder engagement, identify risks and opportunities, promote collaboration, and comply with international standards.

4.1 Part A: Governance of Respect for Human Rights

Policy Commitment		
Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group Disclosure
A1 What does the company say publicly about its commitment to respect human rights?	To explain how the reporting company understands its responsibility to respect human rights, and how it articulates its resulting expectations of its workforce, business partners and businesses or other entities directly linked to its operations, products or services.	Sustainability Report 2023 Human Rights and Labor Practices Page 76-81 Human Rights and Labor Practices Policy and Guidelines Human Rights Report 2022 Message from CEO Page 4-5
A1.1 How has the public commitment been developed?	To explain the various factors that have informed the content of the reporting company's public commitment, including the internal or external stakeholders and experts who have had a role in its development.	Human Rights Report 2022 Human Rights Governance Page 20
A1.2 Whose human rights does the public commitment address?	To give more information about the specific groups that the reporting company's public commitment to respect human rights aims to address, in order to place the remainder of the company's reporting in context.	Human Rights Report 2022 About This Report Page 6-7 Addressing Salient Issues Page 10-11
A1.3 How is the public commitment disseminated?	To explain how the reporting company's public commitment is shared with those for whom it is relevant, whether because they are expected to implement it (for example, the company's contractors and suppliers), because they have a direct interest in its implementation (for example, potentially affected communities, investors, consumers, and civil society organizations), or both (for example employees and contract workers).	Human Rights Report 2022 Message from CEO Page 4-5 C.P. Group Website: Human Rights and Labor Practices

4.1 Part A: Governance of Respect for Human Rights

Embedding Respect for Human Rights		
Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group Disclosure
A2 How does the company demonstrate the importance it attaches to the implementation of its human rights commitment?	To describe the ways in which the reporting company sees respect for human rights as relevant to its core business and how it is reflected in the ways the company thinks about and carries out its activities and business relationships.	Human Rights Report 2022 Stakeholder Engagement Page 19-21 C.P. Group Website: Human Rights and Labor Practices
A2.1 How is day-to-day responsibility for human rights performance organized within the company, and why?	To describe where, within the company, those individuals with daily responsibility for human rights are located and their reporting lines to more senior decision-making levels, and to explain how this structure helps the company make respect for human rights part of how it conducts business.	Human Rights Report 2022 Human Rights Governance Page 20
A2.2 What kinds of human rights issues are discussed by senior management and by the Board, and why?	To provide the reader with a sense of when, why and in what ways the most senior levels of the company's management and governance structures would become involved in addressing human rights-related issues and, therefore, how those individuals see their role in supporting respect for human rights within the company.	Human Rights Report 2022 Human Rights Governance Page 20
A2.3 How are employees and contract workers made aware of the ways in which respect for human rights should inform their decisions and actions?	To explain how the reporting company's high-level public commitment is translated into terms that are understandable for those working for the company and how they are equipped and motivated to implement the commitment in their daily work.	Human Rights Report 2022 Human Rights Governance Page 20
A2.4 How does the company make clear in its business relationships the importance it places on respect for human rights?	To explain how the reporting company conveys to business partners, suppliers, customers and others with which it has business relationships the particular relevance of its public human rights commitment, so as to engage their interest and motivate them to support its implementation through their own decisions and actions.	Human Rights Report 2022 Stakeholder Engagement Page 6-7, 25 Human Rights and Labor Practices Policy and Guidelines
A2.5 What lessons has the company learned during the reporting period about achieving respect for human rights, and what has changed as a result?	To explain whether experiences or other insights that the reporting company has gained during the reporting period have led to improvements in the management of human rights impacts that should help the company better to meet its responsibility to respect human rights over time.	Human Rights Report 2022 Way Forward Page 44-45 Achievements and Improvements Page 48-49

4.2 Part B: Defining Focus of Reporting

Statement of Salient Issues		
Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group Disclosure
B1 Statement of salient issues: State the salient human rights issues associated with the company's activities and business relationships during the reporting period.	To set out clearly those human rights issues on which the remainder of the company's reporting under Section C of this Framework will focus. These issues should reflect the human rights at risk of the most severe negative impact through the company's activities or business relationships.	Sustainability Report 2023 Human Rights and Labor Practices Page 76-81 C.P. Group Website: Human Rights and Labor Practices Human Rights Report 2022 Addressing Salient Issues Page 26-37
Determination of Salient Issues		
Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group Disclosure
B2 Describe how the salient human rights issues were determined, including any input from stakeholders.	To enable the reader of the company's reporting to understand the basic processes through which the company identified the salient human rights issues on which it is reporting, and the key factors that informed that process.	Human Right Impact Assessment Guideline Page 8-16 C.P. Group Website: Human Rights and Labor Practices
Choice of Focal Geographies		
Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group Disclosure
B3 If reporting on the salient human rights issues focuses on particular geographies, explain how that choice was made.	For those reporting companies that adopt a geographical focus in their reporting, to explain the basis for that decision and the principles underlying the selection of the specific chosen geographies.	Human Right Impact Assessment Guideline Page 3-7 C.P. Group Website: Human Rights and Labor Practices
Additional Severe Impact		
Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group Disclosure
B4 Identify any severe impacts on human rights that occurred or were still being addressed during the reporting period, but which fall outside of the salient human rights issues, and explain how they have been addressed.	To enable companies to report on how they have addressed any severe impacts that are unrelated to their salient human rights issues, and which are therefore distinct from any severe impacts related to the salient human right issues on which it will be reporting under Section C of this Framework.	Human Right Impact Assessment Guideline Page 3-7 Sustainability Report 2023 Human Rights and Labor Practices Page 76-81 C.P. Group Website: Human Rights and Labor Practices

4.3 Part C: Management of Salient Human Rights Issues

Specific Policies		
Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group Disclosure
C1 Does the company have any specific policies that address its salient human rights issues and, if so, what are they?	To inform the reader of any specific policies the reporting company has in place – in addition to its overarching public human rights commitment – that are particularly relevant to the salient issues identified. By outlining, or referring the reader to, key elements of the policy, the reporting company can help the reader understand the foundation for how the company approaches the management of each salient issue.	Human Rights Report 2022 Human Rights Governance Page 20 Human Right Impact Assessment Guideline Page 5-7 Human Rights and Labor Practices Policy and Guidelines
C1.1 How does the company make clear the relevance and significance of such policies to those who need to implement them?	To explain how specific policies aimed at managing the salient human rights issues are communicated to those who need to implement them, such that they understand why their implementation matters, and what they need to do to help put them into practice.	Sustainability Report 2023 Human Rights and Labor Practices Page 76-81 Human Rights and Labor Practices Policy and Guidelines
Stakeholder Engagement		
Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group Disclosure
C2 What is the company's approach to engagement with stakeholders in relation to each salient human rights issue?	To explain to the reader how the reporting company learns about the views of stakeholders who have insight into the salient issues on which it is reporting, and how it takes these perspectives into account in its decisions and actions.	Human Rights Report 2022 Addressing Salient Issues Page 26-37
C2.1 How does the company identify which stakeholders to engage with in relation to each salient issue, and when and how to do so?	To convey to the reader the principles underlying the company's decisions with regard to stakeholder engagement in relation to each salient issue.	Human Rights Report 2022 Stakeholder Engagement Page 6-7, 25
C2.2 During the reporting period, which stakeholders has the company engaged with regarding each salient issue, and why?	To provide concrete examples of the reporting company's engagement with stakeholders in relation to each salient issue and their reasons for engaging.	Sustainability Report 2023 Stakeholder Engagement Page 43-45 Human Rights and Labor Practices Page 76-81
C2.3 During the reporting period, how have the views of stakeholders influenced the company's understanding of each salient issue and/or its approach to addressing it?	To demonstrate, through concrete examples, the extent to which the reporting company's engagement with stakeholders serves the intended purpose of informing and improving its ability to respect human rights across its activities and business relationships.	Sustainability Report 2023 Human Rights and Labor Practices Page 76-81

4.3 Part C: Management of Salient Human Rights Issues

Assessing Impacts		
Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group Disclosure
C3 How does the company identify any changes in the nature of each salient human rights issue over time?	To provide additional information about how the reporting company keeps each salient issue under review and identifies any changes in the potential severity or likelihood of impacts over time and across its activities and business relationships.	Sustainability Report 2023 Human Rights and Labor Practices Page 76-81 Human Right Impact Assessment Guideline Page 6-8
C3.1 During the reporting period, were there any notable trends or patterns in impacts related to a salient issue and, if so, what were they?	To provide the reader with general evidence, from within the reporting period, of how each salient issue is evolving and to demonstrate its ongoing due diligence.	Sustainability Report 2023 About this Report Page 16-17 Human Rights and Labor Practices Page 76-81
C3.2 During the reporting period, did any severe impacts occur that were related to a salient issue and, if so, what were they?	To provide specific evidence, from within the reporting period, of how and why each of the human rights issues on which the company is reporting is salient. This can help demonstrate that the company's processes to identify human rights impacts over time are working in practice.	Sustainability Report 2023 Human Rights and Labor Practices Page 76-81 Human Rights and Labor Practices Policy and Guidelines
Integrating Findings and Taking Action		
Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group Disclosure
C4 How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions?	To explain if and how the reporting company's understanding of its salient human rights issues makes a difference to how it conducts business.	Sustainability Report 2023 Human Rights and Labor Practices Page 76-81
C4.1 How are those parts of the company whose decisions and actions can affect the management of salient issues, involved in finding and implementing solutions?	To explain the reporting company's efforts and progress in building a coherent approach to addressing the salient issues, including their root causes, across all relevant parts of the business.	Sustainability Report 2023 Human Rights and Labor Practices Page 76-81 Human Rights Report 2022 Way Forward Page 44-45



4.3 Part C: Management of Salient Human Rights Issues

Integrating Findings and Taking Action		
Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group Disclosure
C4.2 When tensions arise between the prevention or mitigation of impacts related to a salient issue and other business objectives, how are these tensions addressed?	To offer insights into principles, policies or processes that guide the reporting company in handling any conflicts between preventing human rights impacts in the most effective way and meeting other business objectives, whether in general terms or through specific cases that have arisen.	No Disclosure
C4.3 During the reporting period, what action has the company taken to prevent or mitigate potential impacts related to each salient issue?	To demonstrate, through concrete examples, what the reporting company has done during the reporting period to reduce the likelihood of negative impacts related to each salient issue occurring, recurring or continuing, and the results achieved.	Sustainability Report 2023 Human Rights and Labor Practices Page 76-81
Tracking Performance		
Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group Disclosure
C5 How does the company know if its efforts to address each salient human rights issue are effective in practice?	To explain how the reporting company understands if it is successful in reducing risks to human rights in relation to each salient issue, such that it can continuously improve in its efforts to meet its responsibility to respect human rights.	Sustainability Report 2023 Human Rights and Labor Practices Page 76-81
C5.1 What specific examples from the reporting period illustrate whether each salient issue is being managed effectively?	To provide concrete evidence, from within the reporting period, of how the reporting company's efforts to address each salient issue have progressed in practice, including the extent to which its policies, processes and practices are achieving the intended outcomes in terms of respect for human rights.	Sustainability Report 2023 Human Rights and Labor Practices Page 76-81



4.3 Part C: Management of Salient Human Rights Issues

Remediation		
Overarching and Supporting Question	UNGP Reporting Framework	C.P. Group Disclosure
C6 How does the company enable effective remedy if people are harmed by its actions or decisions in relation to a salient human rights issue?	To explain the processes that apply when the reporting company has caused or contributed to a negative impact and through which it is able to help ensure that the people who were impacted receive an effective remedy.	No Disclosure
C6.1 Through what means can the company receive complaints or concerns related to each salient issue?	To describe any formal or informal means through which the reporting company is able to hear from individuals inside and outside the company who believe the company is involved with human rights impacts related to a salient issue.	Sustainability Report 2023 Corporate Governance Page 72-75 C.P. Group Whistleblowing Channel
C6.2 How does the company know if people feel able and empowered to raise complaints or concerns?	To provide evidence that any individuals inside or outside the company are, from their own perspective, able to raise an issue directly with the company so that the company can address it.	C.P. Group Whistleblowing Channel
C6.3 How does the company process complaints and assess the effectiveness of outcomes?	To describe what actions the reporting company takes to address a complaint related to a salient issue, and through what processes it reaches a view on the extent to which the outcomes achieved provide effective remedy for any individuals whose human rights have been harmed.	Sustainability Report 2023 Corporate Governance Page 72-75 Whistleblowing Policy
C6.4 During the reporting period, what were the trends and patterns in complaints or concerns and their outcomes regarding each salient issue, and what lessons has the company learned?	To describe the insights the reporting company has gained from the complaints or concerns raised and the outcomes reached, as they relate to each salient issue, and to convey whether and how these insights have informed any changes to the company's own policies, processes or practices.	Sustainability Report 2023 Corporate Governance Page 74-75 Human Rights and Labor Practices Page 81
C6.5 During the reporting period, did the company provide or enable remedy for any actual impacts related to a salient issue and, if so, what are typical or significant examples?	To describe the forms of remedy provided by the company in relation to the salient issues, whether in specific individual cases or in aggregate across similar types of case.	Sustainability Report 2023 Human Rights and Labor Practices Page 80





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