

**Making Today**  
a Better Tomorrow



Charoen Pokphand Group  
**Stakeholder  
Engagement  
Report 2022**



เจริญโภคภัณฑ์



ซีพี...เพื่อความยั่งยืน



C.P. GROUP



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# EXECUTIVE SUMMARY

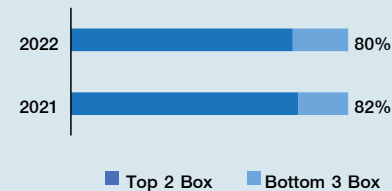


Charoen Pokphand Group aspires to be a sustainable organization capable of providing equal value to all stakeholders, including both beneficiaries and those who may be adversely affected, and of maintaining stakeholders' trust and confidence in the company. As a result, there is a continuous process of monitoring both beneficiaries' and those who may be adversely affected' perceptions to ensure their continued participation with the organization.

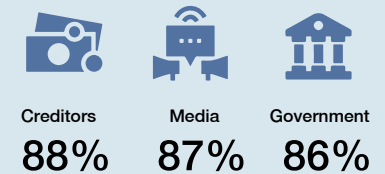
Charoen Pokphand Group performed a stakeholder engagement survey in 2022 to assess the extent of engagement. The questionnaires included the effectiveness of sustainability development, business communication, and general satisfaction. A survey on material issues was also included in the 2022 survey. This is to comprehend stakeholders' perspectives and concerns about the effects of the firm's actions on society and the environment, as well as how the company plans to minimize the effects. Furthermore, C.P. Group conducted in-depth interviews with representatives from seven stakeholder groups in order to better understand their perspectives on C.P. Group operations. The study had 16,425 respondents in total, with the following significant findings:

## Key Findings

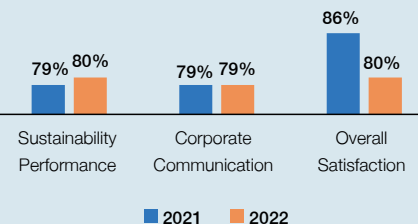
### Overall Engagement Score (%)



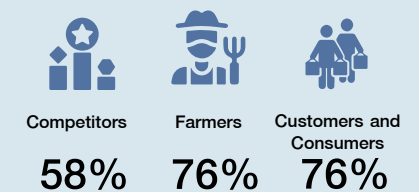
### Top 3 Highest Engagement Scores



### Survey Results of 3 sections (%)

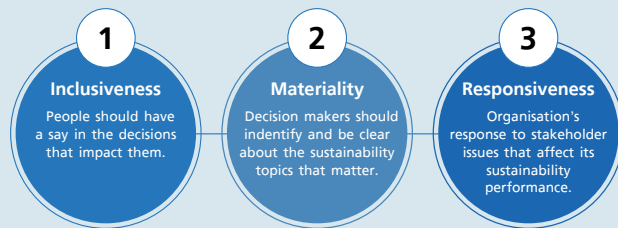


### Bottom 3 Lowest Engagement Scores

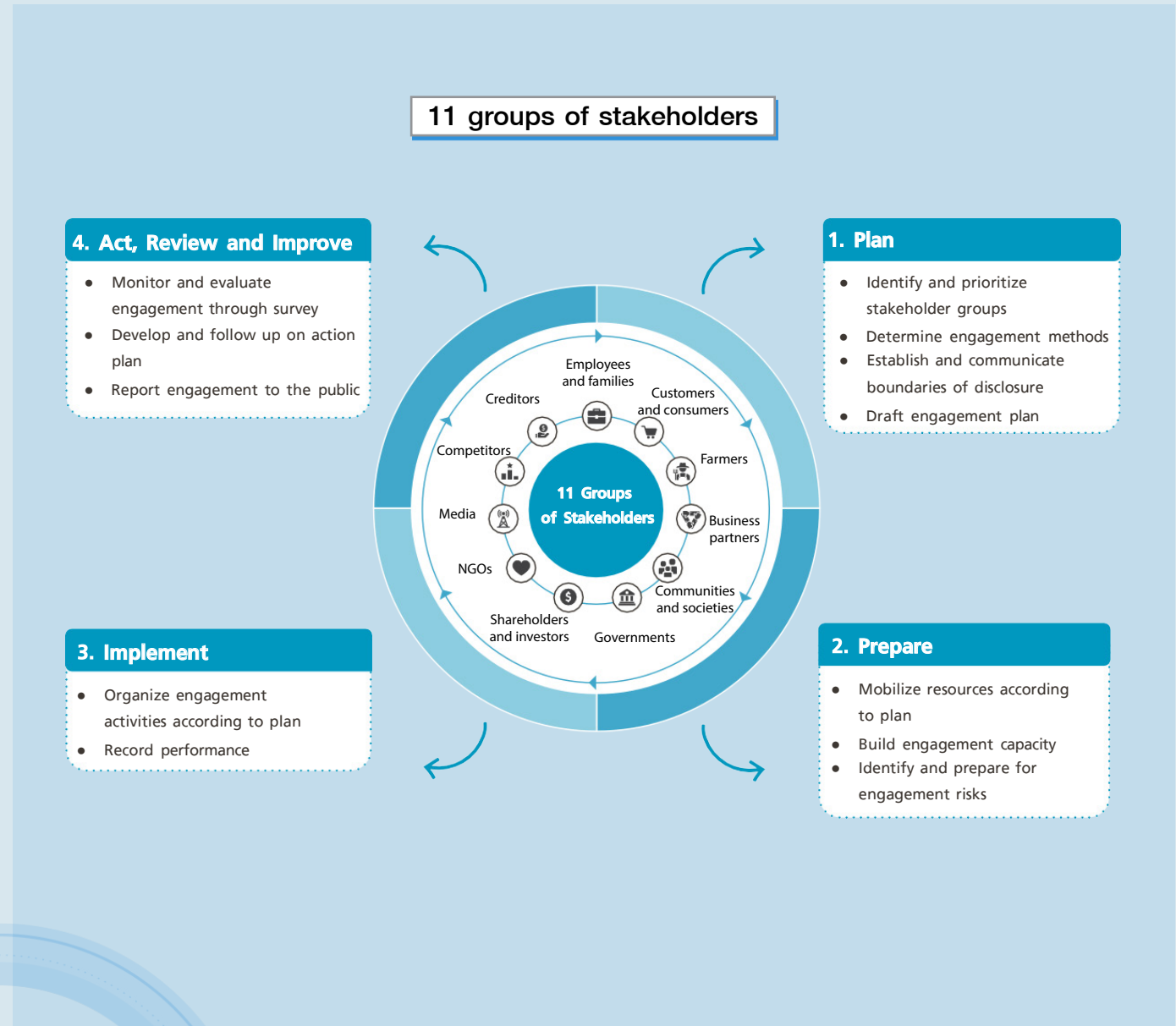


# STAKEHOLDER ENGAGEMENT FRAMEWORKS

As a strategic strategy to create meaningful engagement and collaboration with our stakeholders across the value chain, Charoen Pokphand Group has implemented a stakeholder engagement framework in compliance with the AA1000 Stakeholder Engagement Standard. The framework’s three core concepts are inclusiveness, materiality, and responsiveness.



C.P. Group assessed the key stakeholders who are expected to be affected during this reporting period. There are 11 stakeholder groups, the same number as previous year. Furthermore, in order to stimulate meaningful engagement with stakeholders, the Group has created a stakeholder engagement guideline in accordance with the AA1000 standard, which applies to all of our Group’s operations.





# STAKEHOLDER ENGAGEMENT PLAN







The stakeholder engagement process is one of the key processes in the Charoen Pokphand Group’s sustainable business operations, and the Group reviews its stakeholder group on a regular basis, taking into account the impact of the Group’s operations, both positive and negative, on each group of stakeholders, as well as the impact or interest of the stakeholders. Furthermore, mechanisms for increasing stakeholder participation have been devised and are being updated on a regular basis to ensure that the Group has a comprehensive set of tools and procedures that are suited for all groups of stakeholders.




Furthermore, C.P. Group makes the stakeholder engagement process public in order to encourage transparency and verifiability. The recommendations received from all stakeholders are integrated into the organization’s strategy risk factor analysis and assessing key sustainability issues to develop and create a better tomorrow.

Group	Engagement Channels	Frequency	Key Concerns	Actions and Responses
 <b>Employees and Families</b>	<ul style="list-style-type: none"> <li>• Communication through supervisors,</li> <li>• Group announcements, personnel representatives</li> <li>• Projects for different employees</li> <li>• Annual satisfaction survey</li> <li>• Performance evaluation, channels for receiving suggestions or complaints</li> </ul>	<ul style="list-style-type: none"> <li>• At least once a year</li> <li>• Periodically</li> <li>• Annual</li> <li>• Regularly</li> </ul>	<ul style="list-style-type: none"> <li>• Potential development and career advancement</li> <li>• Implementation of human rights principles such as equality, diversity</li> <li>• Working environment and occupational health and safety</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous development of employee potential according to the Workforce 4.0 strategy</li> <li>• Promote diversity and inclusion guidelines.</li> <li>• Implementation of OHS management standards.</li> </ul>
 <b>Customers and Consumers</b>	<ul style="list-style-type: none"> <li>• Communication and discussion through meetings by representatives from relevant agencies.</li> <li>• Products and after sales service</li> <li>• Collaboration through various projects</li> <li>• Annual satisfaction survey</li> <li>• Channels for receiving suggestions or complaints</li> </ul>	<ul style="list-style-type: none"> <li>• At least once a year</li> <li>• Periodically</li> <li>• Periodically</li> <li>• Annual</li> <li>• Regularly</li> </ul>	<ul style="list-style-type: none"> <li>• Development of products and services that are good for health and safe for consumers</li> <li>• Product Traceability</li> <li>• Product information and after-sales service</li> <li>• Security of personal information</li> </ul>	<ul style="list-style-type: none"> <li>• Develop products that promote good health and well-being for consumers of each age group.</li> <li>• Develop product traceability system</li> <li>• show product information product label with accuracy</li> <li>• Define personal information protection policies and practices</li> </ul>

# STAKEHOLDER ENGAGEMENT PLAN

Group	Engagement Channels	Frequency	Key Concerns	Actions and Responses
 <b>Farmers</b>	<ul style="list-style-type: none"> <li>Communication and discussion through meetings by representatives from relevant agencies.</li> <li>Collaboration through various projects</li> <li>Annual satisfaction survey</li> <li>Channels for receiving suggestions or complaints</li> </ul>	<ul style="list-style-type: none"> <li>At least once a year</li> <li>Periodically</li> <li>Annual</li> <li>Regularly</li> </ul>	<ul style="list-style-type: none"> <li>Farmer Potential Promotion</li> <li>Access to resources adequately and quickly</li> <li>Income guarantee</li> <li>Fair business practices</li> </ul>	<ul style="list-style-type: none"> <li>Supporting sustainable agriculture to reduce environmental impact</li> <li>Promote technology in order to develop quality products and adding a variety of distribution channels</li> <li>Guaranteed source of income</li> <li>Prepare contracts that are fair in accordance with laws and regulations.</li> </ul>
 <b>Communities and Societies</b>	<ul style="list-style-type: none"> <li>Discussions through meetings by representatives from relevant agencies</li> <li>Collaboration through various projects</li> <li>Promotion and learning center</li> <li>Annual satisfaction survey</li> <li>Channels for receiving suggestions or complaints</li> </ul>	<ul style="list-style-type: none"> <li>At least once a year</li> <li>Periodically</li> <li>Regularly</li> <li>Annual</li> <li>Regularly</li> </ul>	<ul style="list-style-type: none"> <li>Participation in promoting community quality of life</li> <li>Promoting employment in the community</li> <li>Business Effects towards society, community and environment</li> </ul>	<ul style="list-style-type: none"> <li>Organize a project to improve the quality of life of the community, including vulnerable groups</li> <li>Support employment and building businesses in the community</li> <li>Prepare a project to participate in conservation. Restoration of ecosystems and biodiversity.</li> </ul>
 <b>Business Partners</b>	<ul style="list-style-type: none"> <li>Knowledge sharing and discussions through meetings</li> <li>Collaboration through various projects</li> <li>Promotion and learning center</li> <li>Annual satisfaction survey</li> <li>Channels for receiving suggestions or complaints</li> </ul>	<ul style="list-style-type: none"> <li>At least once a year</li> <li>Periodically</li> <li>Regularly</li> <li>Annual</li> <li>Regularly</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of business partners' potential in conducting business efficiently and systematically</li> <li>Human rights protection and environmental impact reduction at every stage of the supply chain</li> <li>Conducting business fairly and respecting the environment and society in making business decisions</li> </ul>	<ul style="list-style-type: none"> <li>Formulate a strategy for responsible supply chain management.</li> <li>Communicate and assess suppliers according to the sustainable procurement policy.</li> <li>Announcement of business ethics for business partners in order to treat all trading partners with equality and fairness</li> </ul>
 <b>Governments</b>	<ul style="list-style-type: none"> <li>Communication and discussion through meetings by representatives from relevant agencies.</li> <li>Collaboration through various projects</li> <li>Annual satisfaction survey</li> <li>Channels for receiving suggestions or complaints</li> </ul>	<ul style="list-style-type: none"> <li>At least once a year</li> <li>Periodically</li> <li>Annual</li> <li>Regularly</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with relevant laws and regulations</li> <li>Being an example in business with social responsibility and environment</li> <li>Complete, transparent and timely disclosure of operating information</li> </ul>	<ul style="list-style-type: none"> <li>Follow up and strictly comply with relevant laws and regulations.</li> <li>Collaborate and support the development of projects that benefit the community and the country.</li> <li>Communicate and disclose information completely, transparently and quickly, ready to listen to suggestions for improvement</li> </ul>

# STAKEHOLDER ENGAGEMENT PLAN

Group	Engagement Channels	Frequency	Key Concerns	Actions and Responses
 <b>Shareholders and Investors</b>	<ul style="list-style-type: none"> <li>Communication and discussion through meetings by representatives from relevant agencies.</li> <li>Accounting report</li> <li>Collaboration through various projects</li> <li>Annual satisfaction survey</li> <li>Channels for receiving suggestions or complaints</li> </ul>	<ul style="list-style-type: none"> <li>At least once a year</li> <li>Periodically</li> <li>Annually</li> <li>Regularly</li> </ul>	<ul style="list-style-type: none"> <li>Corporate governance</li> <li>Risk management</li> <li>Proper disclosure of operating information</li> <li>Transparent and up-to-date</li> <li>Increasing the ability to compete in business and business direction</li> </ul>	<ul style="list-style-type: none"> <li>Conduct business according to good governance, company regulations Including the resolutions of the shareholders' meeting</li> <li>Announcement of policies and guidelines for risk management</li> <li>Disclose operating results with transparency. Complies with international standards</li> <li>listen to feedback from shareholders and investors</li> </ul>
 <b>NGOs</b>	<ul style="list-style-type: none"> <li>Communication and discussion through meetings by representatives from relevant agencies.</li> <li>Collaboration through various projects</li> <li>Annual satisfaction survey</li> <li>Channels for receiving suggestions or complaints</li> </ul>	<ul style="list-style-type: none"> <li>At least once a year</li> <li>Periodically</li> <li>Annually</li> <li>Regularly</li> </ul>	<ul style="list-style-type: none"> <li>The impact of business operations on society, communities and the environment</li> <li>Business operations for social development</li> <li>Complete, transparent and timely disclosure of information to the public</li> </ul>	<ul style="list-style-type: none"> <li>Listen to opinions and discuss ways to prevent impact together.</li> <li>Supporting projects that benefit the community</li> <li>Communicate and disclose useful information to those involved, consistently and transparently</li> </ul>
 <b>Competitors</b>	<ul style="list-style-type: none"> <li>Communication and discussion through meetings by representatives from relevant agencies.</li> <li>Collaboration through various projects</li> <li>Annual satisfaction survey</li> <li>Channels for receiving suggestions or complaints</li> </ul>	<ul style="list-style-type: none"> <li>At least once a year</li> <li>Periodically</li> <li>Annually</li> <li>Regularly</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with Competition Ethics, Laws and Trade Regulations</li> </ul>	<ul style="list-style-type: none"> <li>Follow the rules/ethics of good competition. Provide a supervision system to ensure that no action is taken to obtain trade secrets of competitors</li> <li>Do not damage the reputation of competitors by slander without truth.</li> </ul>



# STAKEHOLDER ENGAGEMENT PLAN

Group	Engagement Channels	Frequency	Key Concerns	Actions and Responses
 Media	<ul style="list-style-type: none"> <li>• Communication and discussion through meetings by representatives from relevant agencies.</li> <li>• Operations through various projects</li> <li>• Annual satisfaction survey</li> <li>• Channels for receiving suggestions or complaint</li> </ul>	<ul style="list-style-type: none"> <li>• At least once a year</li> <li>• Periodically</li> <li>• Annually</li> <li>• Regularly</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Complete, transparent and timely disclosure of operating information</li> <li>• The impact of business operations on society, communities and the environment</li> <li>• Implementation of social development projects</li> </ul>	<ul style="list-style-type: none"> <li>• Treat the media with good relations.</li> <li>• Provide useful information based on facts and</li> <li>• keep up with events</li> <li>• Follow information and news to be used as part of the determination.</li> <li>• future operational guidelines</li> </ul>
 Creditors	<ul style="list-style-type: none"> <li>• Communication and discussion through meetings</li> <li>• Accounting report</li> <li>• Collaboration through various projects</li> <li>• Annual satisfaction survey</li> <li>• Channels for receiving suggestions or complaints</li> </ul>	<ul style="list-style-type: none"> <li>• At least once a year</li> <li>• Annually</li> <li>• Periodically</li> <li>• Annually</li> <li>• Regularly</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Transparent disclosure of performance and efficient</li> <li>• Strengthening Business Competition</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct business according to the law good governance Objectives and Articles of Association</li> <li>• Strictly comply with creditors' conditions.</li> <li>• Collaborate with relevant departments to improve operational efficiency.</li> </ul>



# STAKEHOLDER SUGGESTION



## Employees and Families

- Improve on innovation, technology and stakeholder engagement.
- Develop communication channels in the organization to be easily accessible and inclusive for everyone within the company.
- Develop the promotion of skills and knowledge of people.
- Retain talented people in the organization.



## Customers and Consumers

- Support the use of valuable natural resources, and reduce waste from production.
- Listen to the opinions of customers regularly.
- Generate profits to society in all economic, social, and environmental dimensions.



## Business Partners

- Increase more cooperation with partners in environmental efforts
- Focus on creating sustainability management guidelines or standards for contractors to cover a variety of businesses.



## Farmers

- Promote more practical guidance.
- Follow up with the changing trends of consumers in order for the farmer to be able to produce the products according to the company's needs and market changes.




## Communities and Societies

- Always support and participate in activities with the community.
- Support nearby schools and communities through its CSR program and create more job opportunities to the local people.
- Assign responsible CSR team to assist the community and maintain communication.



## Governments

- Set up forum to listen and share knowledge with each stakeholder group.
- Provide budget support for social development.
- Maintain the sustainable operation to create long-term value.



# STAKEHOLDER ENGAGEMENT SURVEY 2022

# SURVEY PROCESS

Charoen Pokphand Group recognized the importance to Act, Review, and Improve our engagement with stakeholders. Thus, the systematic stakeholder engagement survey is developed as a significant process to evaluate quality of our engagement on annual basis.

In 2022, we have conducted stakeholder engagement survey based on the following survey process. The process is designed based on international standards, the research of globally recognized practices, as well as the existing engagement surveys of our businesses. We have carried out the survey via an online platform through the collaboration of our business units' management representatives. This is to ensure that it covered the appropriate number of participants and was conducted in a transparent manner. Once the result is analyzed, we reported to our management executives and the business units to form strategic directions that improves our engagement. Finally, the engagement mechanisms and the results are publicly reported to all stakeholders.

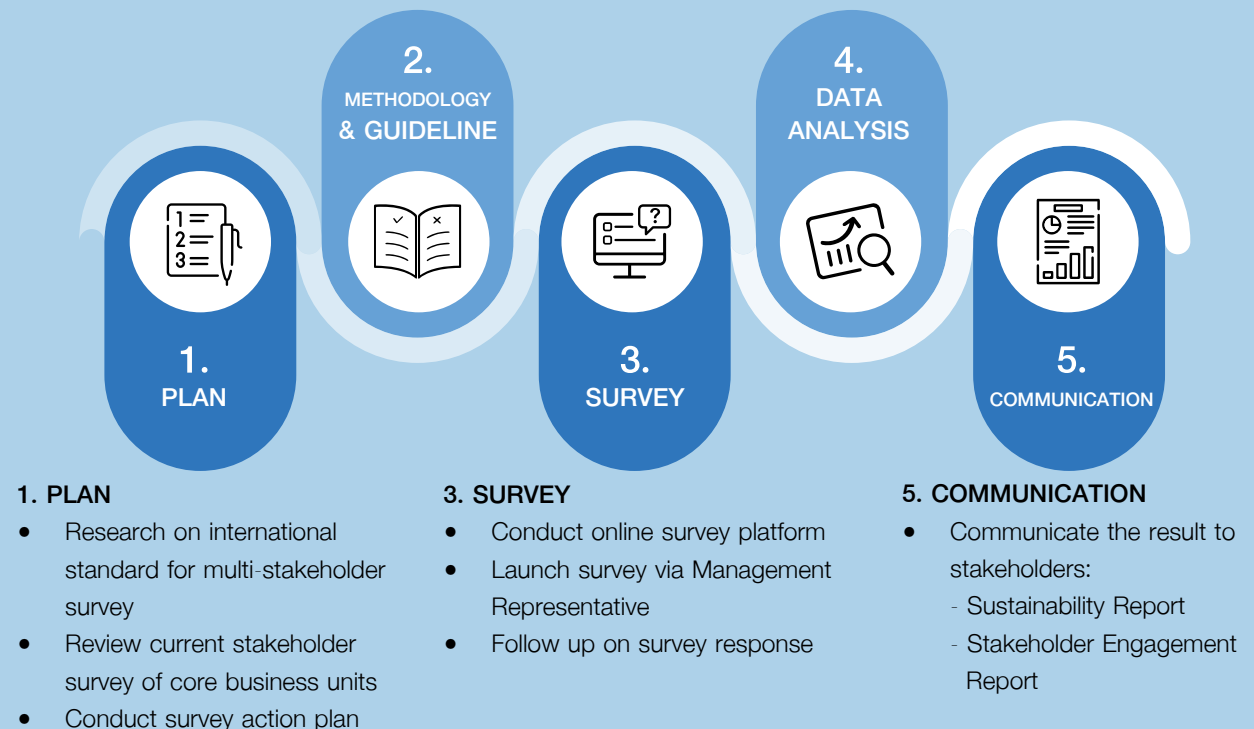
## Survey Process

### 2. METHODOLOGY & GUIDELINE

- Develop survey methodology
- Develop questionnaire and guideline
- Engage with business units to finalize methodology, questionnaire and guideline

### 4. DATA ANALYSIS

- Analyze survey results
- Prepare a survey summary report



### 1. PLAN

- Research on international standard for multi-stakeholder survey
- Review current stakeholder survey of core business units
- Conduct survey action plan

### 3. SURVEY

- Conduct online survey platform
- Launch survey via Management Representative
- Follow up on survey response

### 5. COMMUNICATION

- Communicate the result to stakeholders:
  - Sustainability Report
  - Stakeholder Engagement Report

# METHODOLOGY



Charoen Pokphand Group surveyed 16,425 people in ten countries during March to April 2023, proportionate to the number of people from each stakeholder group. It is calculated to ensure that the survey covers the appropriate number of samples covering all C.P. Group's businesses. The survey was conducted through an online platform and we also conducted in-depth interviews with representative of seven stakeholder groups and these interviews are quoted in this report.

The purpose of this survey was to evaluate Charoen Pokphand Group's stakeholder engagement by measuring three specific criteria, which will be combined to calculate a stakeholder engagement score. These criteria are:



## Questionnaire



### Section 1 SUSTAINABILITY PERFORMANCE

1.1 Effectiveness of Company's Sustainability Development 15 Topics under Sustainability Strategy.



### Section 2 CORPORATE COMMUNICATION

Effective is the company's process of :  
2.1 Communication  
2.2 Listening  
2.3 Responding



### Section 3 OVERALL SATISFACTION

3.1 Overall satisfaction with the company?

Remark : The stakeholder engagement score is the sum of the top two boxes: 'moderately Engaged and highly engaged' from three sections as aforementioned.

# SURVEY DEMOGRAPHIC 2022



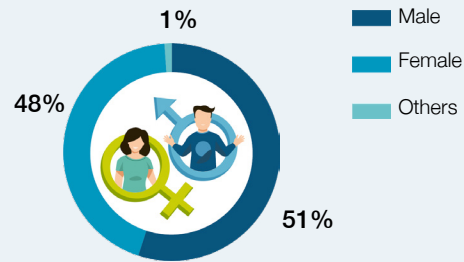
## Survey Demographic

Number of Participant

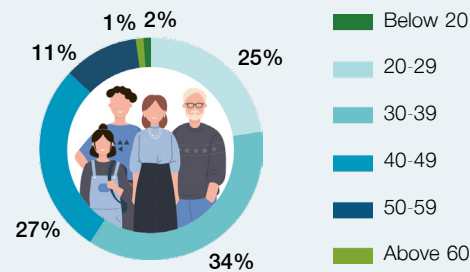
**16,425**

people

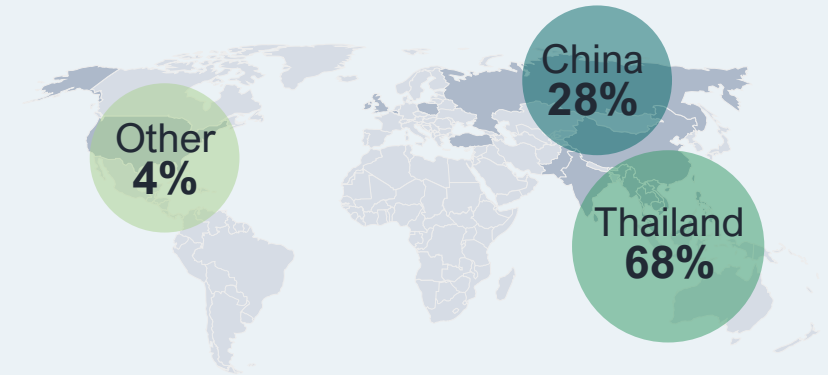
### By Gender



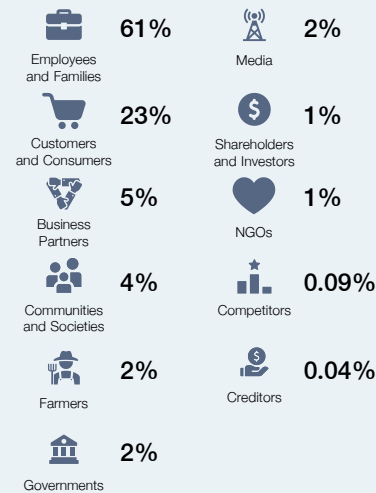
### By Age



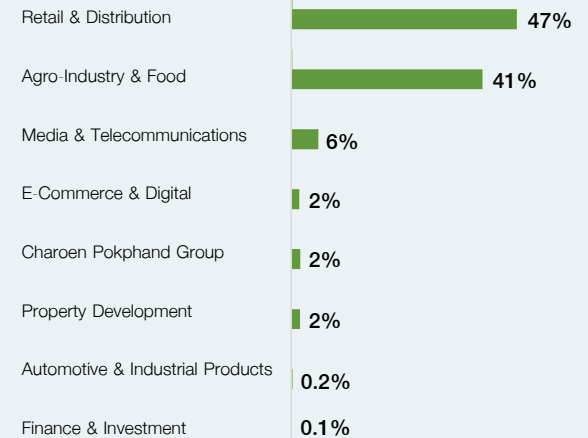
### By Country



### By Stakeholder Groups

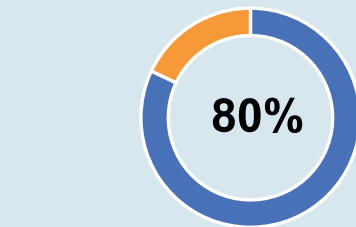
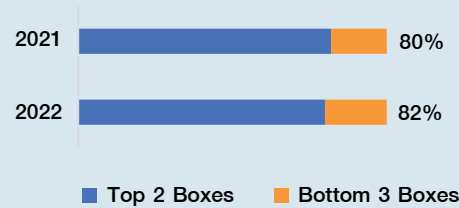
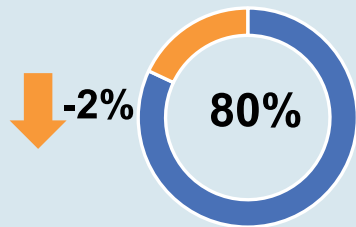


### By Business Lines



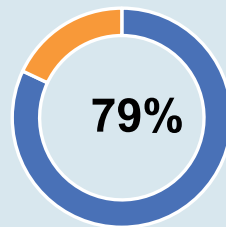
# SURVEY RESULT 2022

## Overall Engagement Score

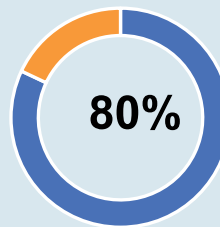


% diff.  
2022/2021

**Sustainability Development Effectiveness**



**Corporate Communication**



**Overall Satisfaction**

■ Top 2 Boxes : Highly Engaged + Moderately Engaged

■ Bottom 3 Boxes : Neutral + Passive + Very Poor

## Key Summary

Stakeholder engagement score is one of the aims of the Charoen Pokphand Group’s 2030 Sustainability Goal, with the goal of reaching 80% by 2030. The stakeholder engagement score achieved the aim of 80% in the 2022 survey. Furthermore, the survey results were collated in three areas based on engagement ratings, and it was discovered that the sustainable development effectiveness score is 80%, corporate communication is 79%, and overall satisfaction is 80%. When the data from 2021 and 2022 were examined, the engagement score in 2022 fell by 2% compared to 2021, while the performance score climbed by 1%. Overall satisfaction, on the other hand, fell by 6%, while corporate communication remained unchanged.

### Top Three Score :

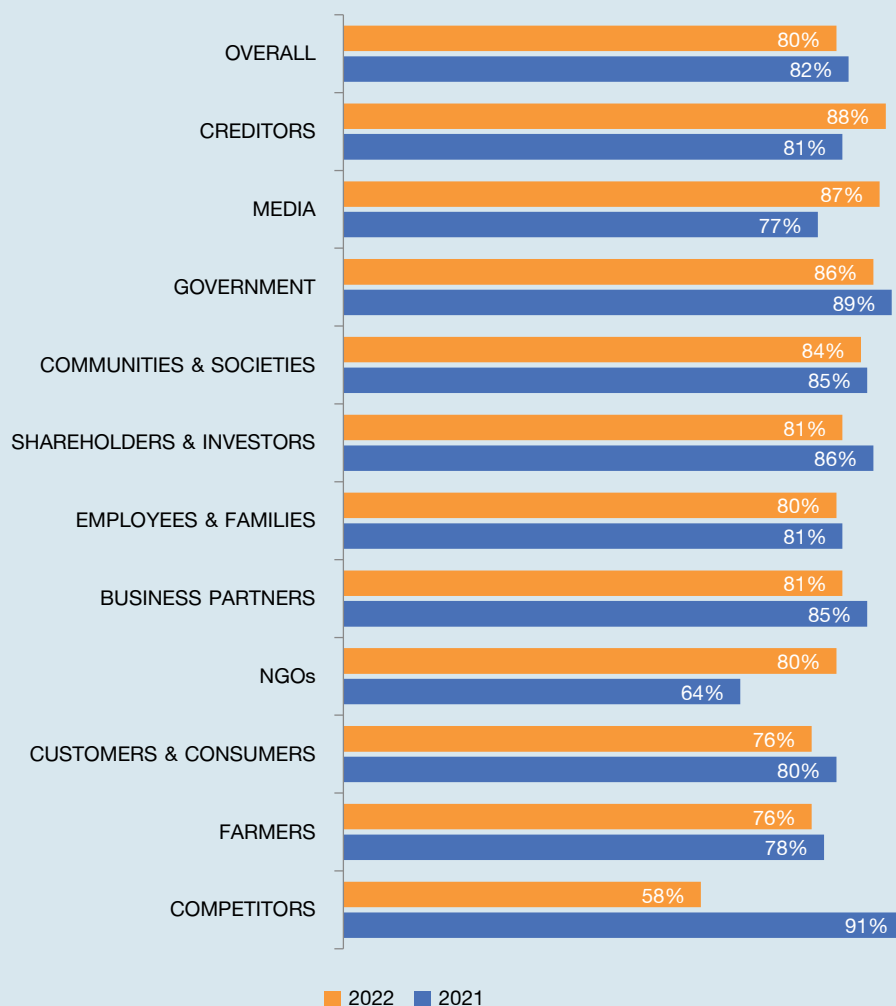
- Creditors (88%)
- Media (87%)
- Government (86%)

### Bottom Three Score :

- Customers and Consumers (76%)
- Farmers (76%)
- Competitors (58%)

# SURVEY RESULT 2021-2022

## Engagement Score by Stakeholder (2021 – 2022)



## Key Summary

When comparing the results between 2021 and 2022 by stakeholder groups, it was found that the engagement scores of most stakeholders had slightly dropped. However, there was a significant drop of 33% in competitor scores from the 2021 survey. This could be attributed to the fact that most of them chose a neutral scale, indicating limited awareness of the company's operations.

On the other hand, it was observed that three groups, namely NGOs, media, and creditors, had higher scores (16%, 10%, and 7%, respectively) due to enhanced transparency and accountability within the Group. These results emphasize the immediate need for attention and action to address concerns and regain stakeholder engagement.

Based on the survey results, the Group will adjust its corporate strategy and sustainability strategy, especially regarding the participation of each stakeholder group with slightly lower scores.



# SURVEY RESULT 2021-2022

## Score by Sections (2021 – 2022)



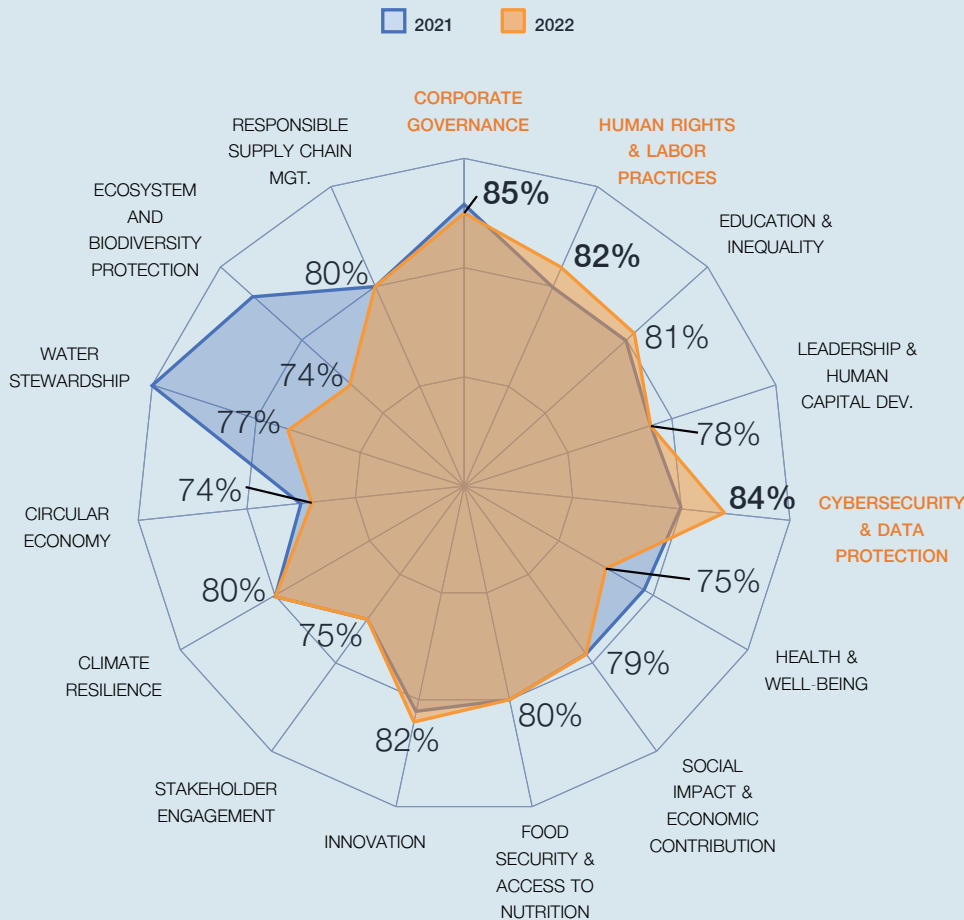
### Key Summary

Looking into the results of each section ; comparing to the scores from 2021, it was found that most of the scores have increased. However, competitor scores dropped significantly in all three areas, which resulted in a decrease in overall engagement scores. For 2022 results in three sections:

- Sustainability Effectiveness and Overall Satisfaction: Creditors has the highest score (85% and 100% respectively), whereas competitors has the lowest score (69% and 50%).
- Corporate Communication: The group with the highest score is government (88%), while competitors has the lowest score (55%).

# SURVEY RESULT 2021-2022

## Sustainability Effectiveness Scores by Topics



In the 2022 survey, it was found that the topic where respondents viewed the company as having the most effective operational outcome as follow :

**Top Three 2022 Sustainability Effectiveness are:**

- Corporate Governance (85%)
- Cybersecurity & Data Protection (84%)
- Human Rights & Labor Practices and Innovation (82%)












When the data from 2021 were compared, it was shown that corporate governance is the most performance-related factor. In general, most challenges will have the same performance level in 2021. Water stewardship, ecosystem and biodiversity conservation, health and well-being, the circular economy, and corporate governance, on the other hand, received a lower score.

Due to enterprises continually adopting projects linked to these concerns and improving their communication channels, stakeholders have chosen the four subjects outlined above as the most successful in 2022. As a result, stakeholders who could have been adversely affected are faring better.



# SURVEY RESULT 2022

< 50   50-59   60-69   70-79   > 80

C.P. GROUP SUSTAINABILITY PERFORMANCE	 Employees and Families	 Customers and Consumers	 Farmers	 Business Partners	 Communities and Societies	 Governments	 Shareholders and Investors	 NGOs	 Media	 Competitors	 Creditors
	CORPORATE GOVERNANCE	88	85	82	90	83	89	81	90	86	66
HUMAN RIGHTS & LABOR PRACTICES	84	83	82	88	83	85	81	87	83	60	100
EDUCATION AND INEQUALITY	83	80	78	88	79	84	76	86	81	71	88
HUMAN CAPITAL AND LEADERSHIP DEV.	80	77	73	85	76	82	70	84	78	60	100
CYBERSECURITY AND DATA PROTECTION	86	83	80	89	81	87	78	89	85	76	100
HEALTH & WELL-BEING	77	76	73	82	75	80	70	81	76	51	93
SOCIAL IMPACT AND ECONOMIC CONTRIBUTION	82	78	77	84	77	83	73	84	79	73	88
FOOD SECURITY AND ACCESS TO NUTRITION	82	77	74	84	76	82	73	82	82	72	100
INNOVATION MANAGEMENT	83	80	79	88	80	83	77	87	82	71	100
STAKEHOLDER ENGAGEMENT	80	78	75	84	75	83	74	84	79	40	86
CLIMATE RESILIENCE	81	80	75	85	80	81	74	81	81	73	88
CIRCULAR ECONOMY	80	79	68	83	79	81	53	82	80	50	86
WATER STEWARDSHIP	82	75	74	85	74	83	73	84	76	69	86
ECOSYSTEM AND BIODIVERSITY PROTECTION	78	74	73	84	74	80	71	80	75	47	86
RESPONSIBLE SUPPLY CHAIN MANAGEMENT	82	80	76	88	78	82	74	83	81	73	88
<b>CORPORATE COMMUNICATION</b>											
COMMUNICATION PROCESS	83	84	81	84	90	92	88	91	90	71	83
LISTENING PROCESS	80	75	74	75	77	88	83	78	86	43	71
RESPONDING PROCESS	79	73	73	76	72	89	83	87	86	50	83
<b>OVERALL SATISFACTION</b>											
OVERALL SATISFACTION	78	73	75	80	82	86	83	82	88	50	100



# ENGAGEMENT BY STAKEHOLDER GROUP

# EMPLOYEES AND FAMILIES

## OVERALL ENGAGEMENT (2021-2022)

2022 2021



## SUSTAINABILITY EFFECTIVENESS



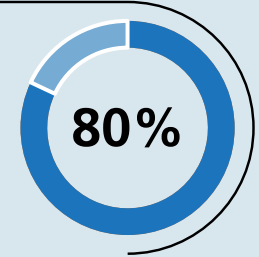
## CORPORATE COMMUNICATION



## OVERALL SATISFACTION



## ENGAGEMENT SCORE Year 2022



### Key Summary

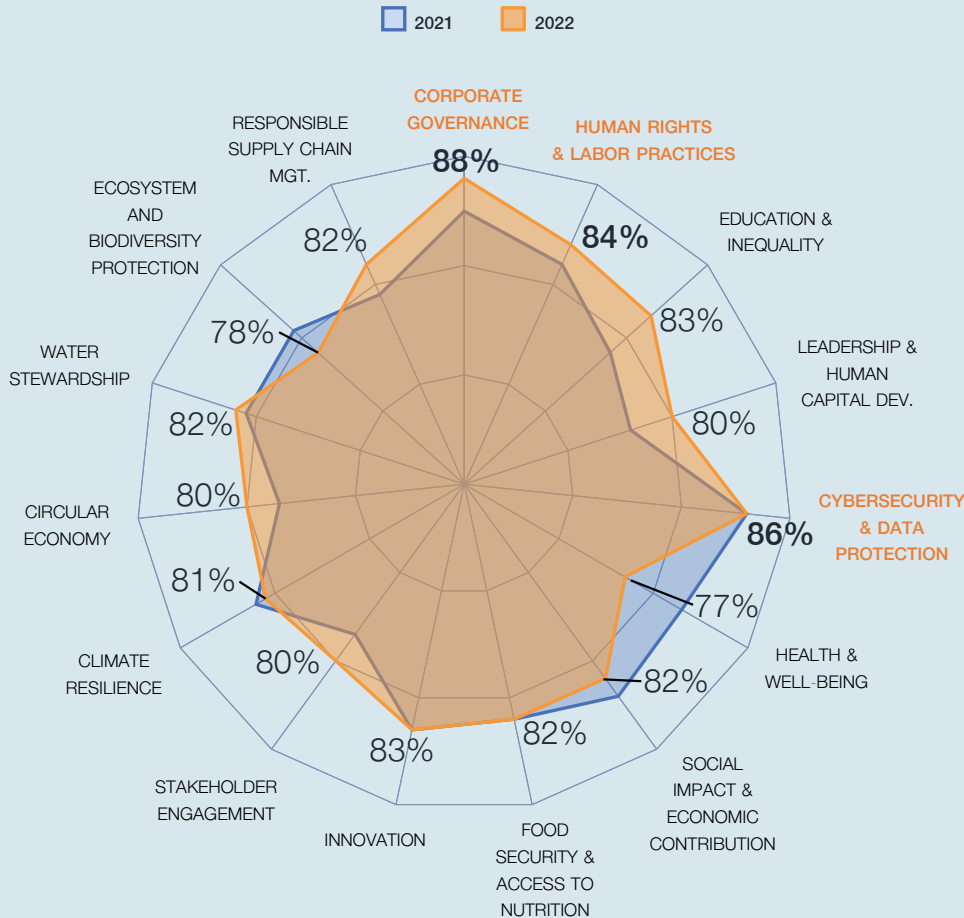
In the 2022 results, it was found that the engagement score of employees and families reached the target at 80%. The sustainability effectiveness achieved the highest score at 83%, followed by the corporate communication score at 81%, and the lowest was the overall satisfaction score at 78%.

Comparing the results from 2021 and 2022, it was found that the scores of sustainability effectiveness and corporate communication have increased by 1% and 2% respectively, while the scores of overall engagement and overall satisfaction have decreased by 1% and 4% respectively.

However, there was a slight decrease in the responding process. As a result, we have devised a plan to improve communication channels with our employees and ensure that everyone is well-informed and connected. This will help strengthen the Group's relationship with our employees.

# EMPLOYEES AND FAMILIES

## Sustainability Effectiveness Scores by Employees and Families



### Top Three 2022 Sustainability Effectiveness are:

- Corporate Governance 88%
- Cybersecurity & Data Protection 86%
- Human Rights & Labor Practices 84%

Comparison between the survey results in 2021 and 2022 found that:

- Majority of scores have increased, especially in education & inequality and leadership & human capital development by 5% and 4% respectively.
- However, the scores of effectiveness of health & well-being, ecosystem and biodiversity, social impact & economic contribution, and climate resilience have decrease by 6%, 3%, 2% and 1% respectively.

### Key Action :

- Formulated and published the Diversity, Equity, and Inclusion Policy, which contains comprehensive guidelines that correspond to international standards
- Developed the C.P Love Platform to encourage employee engagement from all business groups.

More information is available on [Charoen Pokphand Group Sustainability Report 2022](#)

# CUSTOMERS AND CONSUMERS

## OVERALL ENGAGEMENT (2021-2022)



## SUSTAINABILITY EFFECTIVENESS



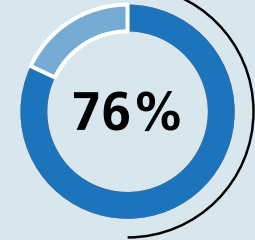
## CORPORATE COMMUNICATION



## OVERALL SATISFACTION



## ENGAGEMENT SCORE Year 2022



### Key Summary

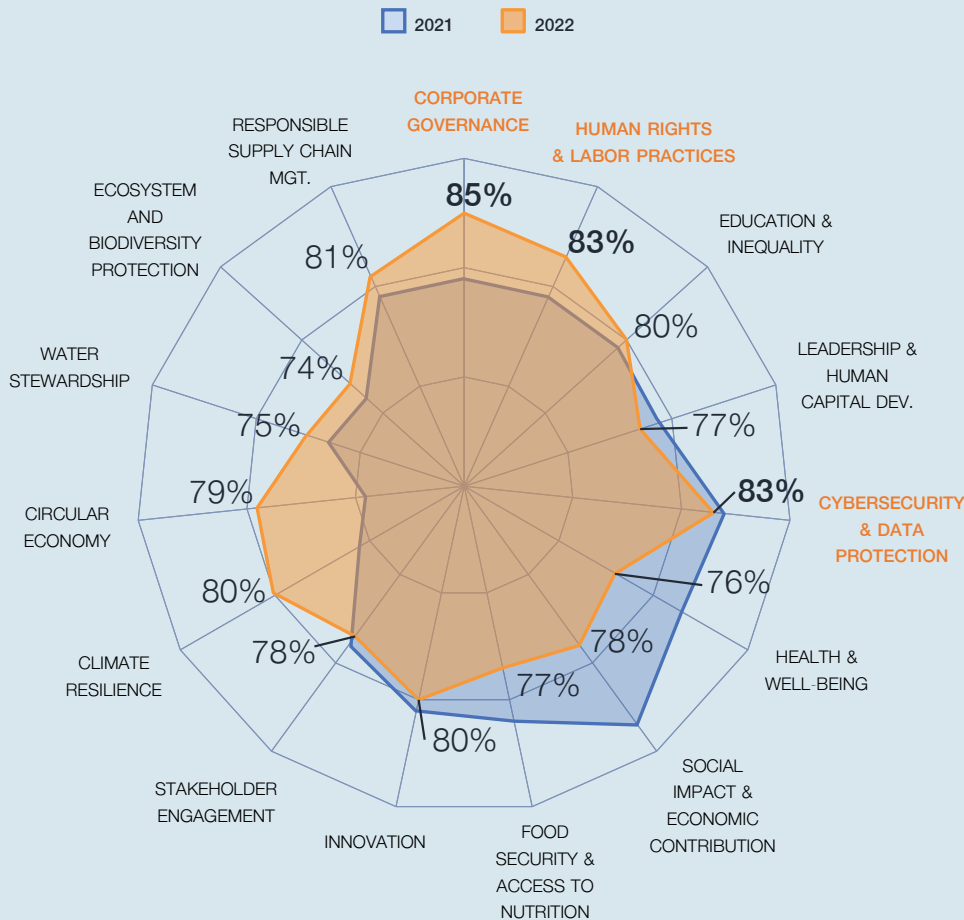
According to the 2022 statistics, customer and consumer engagement was 76%, which was lower than the aim. The highest score was 78% for corporate communication, followed by 77% for sustainability effectiveness and 73% for overall satisfaction.

When the findings from 2021 and 2022 were compared, it was discovered that corporate communication scores grew by 3%, while overall engagement, sustainability effectiveness, and overall satisfaction scores declined by 4%, 2%, and 13%, respectively.

The primary goal of C.P. Group is to improve communication channels in order to raise awareness of the company’s sustainability efforts. It also attempts to incorporate consumer interests throughout operations in order to ensure that the company’s products and services continue to exceed their expectations.

# CUSTOMERS AND CONSUMERS

## Sustainability Effectiveness Scores by Customers and Consumers



### Top Three 2022 Sustainability Effectiveness are:

- Corporate Governance 85%
- Human Rights & Labor Practices 83%
- Cybersecurity & Data Protection 83%

Comparison between the survey results in 2021 and 2022 found that:

- Majority of scores have increased from 2021, especially in circular economy and climate resilience, which have shown improvements of 10% and 9% respectively.
- However, the scores for the effectiveness of social impact & economic contribution and health & well-being have significantly decreased by 9% and 7% respectively.

### Key Action 2022 :

- Collecting post-consumer plastic packaging waste for recycling project.
- Developed a proactive approach in communicating and displaying information on food and other products to offer correct, accurate and up-to-date consumption knowledge.



More information is available on

[Charoen Pokphand Group Sustainability Report 2022](#)





OVERALL ENGAGEMENT (2021-2022)

2022 2021



SUSTAINABILITY EFFECTIVENESS



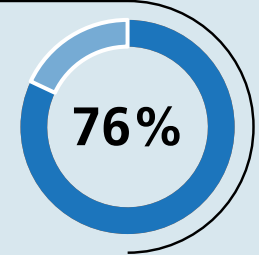
CORPORATE COMMUNICATION



OVERALL SATISFACTION



ENGAGEMENT SCORE Year 2022



Key Summary

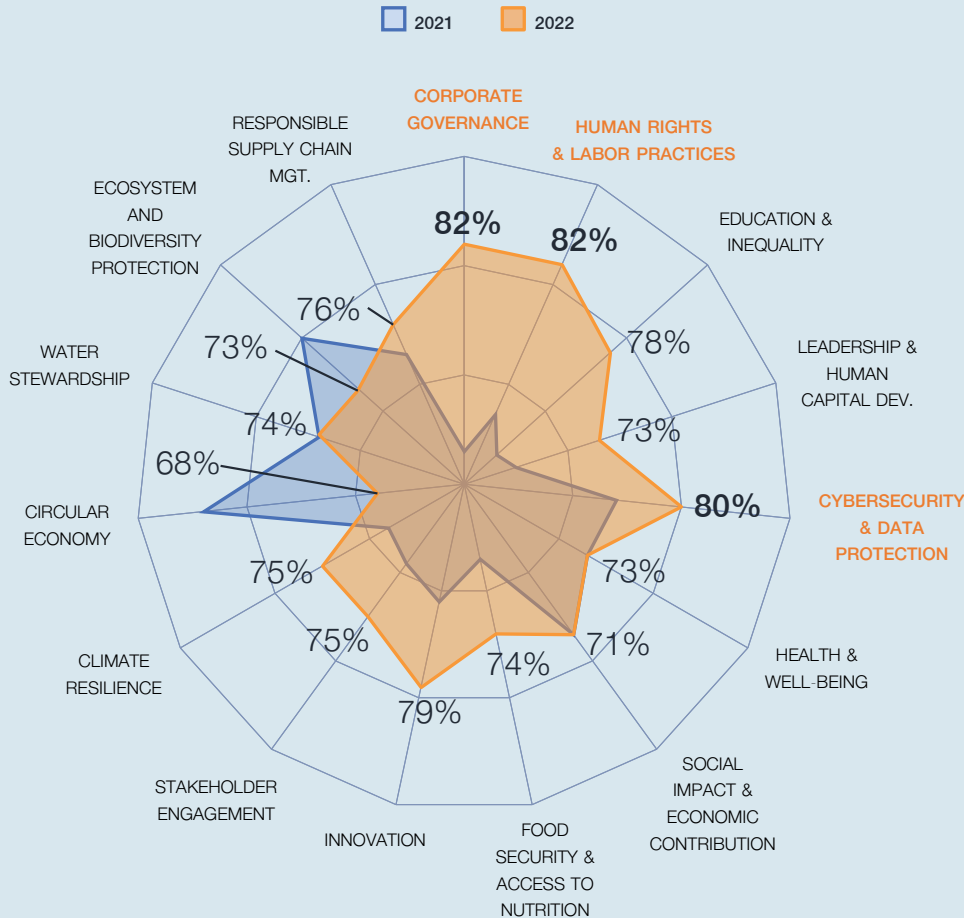
According to the 2022 findings, farmer engagement is 76%, which is lower than the aim. The highest score is 77% for sustainability effectiveness, followed by 76% for corporate communication and 75% for overall satisfaction.

When the findings from 2021 and 2022 were compared, it was discovered that the scores for sustainability effectiveness climbed by 5%, while the ratings for overall engagement, corporate communication, and overall satisfaction declined by 2%, 4%, and 7%, respectively.

It is critical to improve contact channels that appeal to different groups of farmers in order to increase farmer satisfaction. This includes concentrating on the listening and responding processes in order to offer clear and correct information. It is also critical to address their individual worries and challenges.



### Sustainability Effectiveness Scores by Farmers



### Top Three 2022 Sustainability Effectiveness are:

- Corporate Governance 82%
- Human Rights & Labor Practices 82%
- Cybersecurity & Data Protection 80%

When comparing the survey results between 2021 and 2022, it was found that:

- Majority of the topics showed an increase in scores, particularly corporate governance, human rights and labor practices, and education & inequality, which saw significant increases compared to 2021 by 19%, 15%, and 14% respectively.
- However, there were two topics that experienced a decrease in scores: circular economy and ecosystem and biodiversity protection, which declined by 16% and 7% respectively.

### Key Action 2022 :

- Supported and improved livelihoods of farmers and fishers such as developing pig farming and agricultural lands to solve poverty and cooperated with partner organizations to establish action plans and goals to improve the quality of life of fishers and their families.
- Collaborated with partners to reduce social inequality such as “National Food Bank” project.



More information is available on

[Charoen Pokphand Group Sustainability Report 2022](#)



# BUSINESS PARTNERS

2022 2021

## OVERALL ENGAGEMENT (2021-2022)



## SUSTAINABILITY EFFECTIVENESS



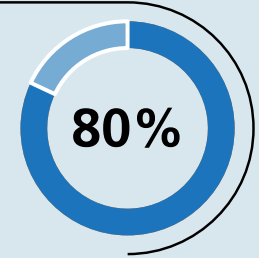
## CORPORATE COMMUNICATION



## OVERALL SATISFACTION



## ENGAGEMENT SCORE Year 2022



### Key Summary

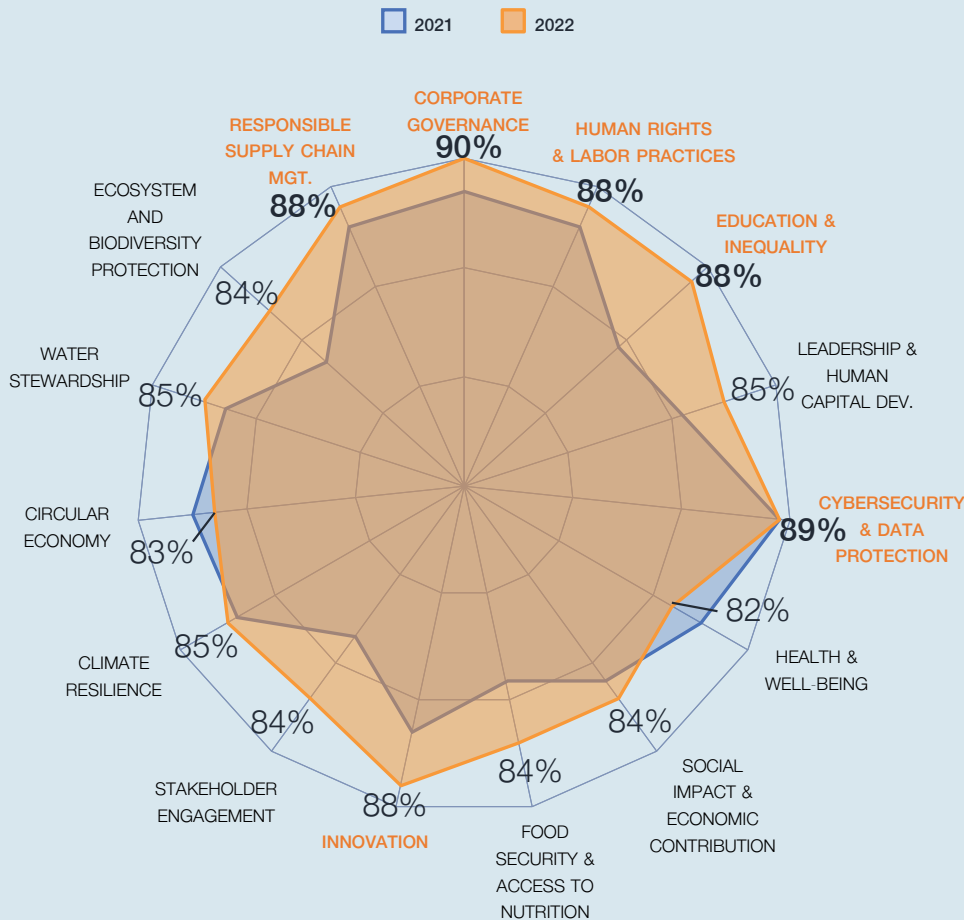
The engagement score of business partners was deemed to be on target at 80% for the 2022 results. The highest score is given to sustainability effectiveness at 83%, followed by overall satisfaction at 80% and corporate communication at 78%.

When the data from 2021 and 2022 were compared, it was discovered that the score for sustainability effectiveness stayed unchanged in 2021, while the scores for overall engagement, corporate communication, and overall satisfaction declined by 5%, 5%, and 10%, respectively.

C.P. Group will strengthen communication channels with all types of business partners and ensure that they are realistic. As a result, communication frequency and C.P. Group's ability to respond to our business partners will be increased.

# BUSINESS PARTNERS

## Sustainability Effectiveness Scores by Business Partners



### Top Three 2022 Sustainability Effectiveness are:

- Corporate Governance 90%
- Cyber Security & Data Protection 89%
- Human Rights and Labor Practices, Education & Inequality and Responsible Supply Chain Management all have an equal score of 88%

When compared the results in 2021 and 2022, it was found that :

- Majority of the topics showed an increase in scores, particularly education & inequality, stakeholder engagement, and ecosystem and biodiversity protection, which saw improvements of 9%, 7%, and 7% respectively.
- However, there are two topics that scored slightly decreased are health & well-being and circular economy by 3% and 2%, respectively.

### Key Action 2022 :

- Communication/Training on supplier code of conduct for Tier 1 sustainability high-risk suppliers (100%).
- Developed the responsible supply chain management guidelines, which covers supplier treatment practice, performance evaluation and also supplier capacity development.
- Developed a water management guideline for suppliers to use water efficiently and reduce the risk of water scarcity.

# COMMUNITIES AND SOCIETIES

## OVERALL ENGAGEMENT (2021-2022)



## SUSTAINABILITY EFFECTIVENESS



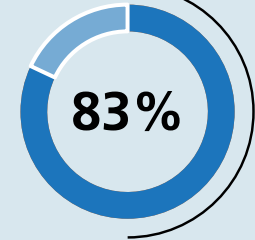
## CORPORATE COMMUNICATION



## OVERALL SATISFACTION



## ENGAGEMENT SCORE Year 2022



### Key Summary

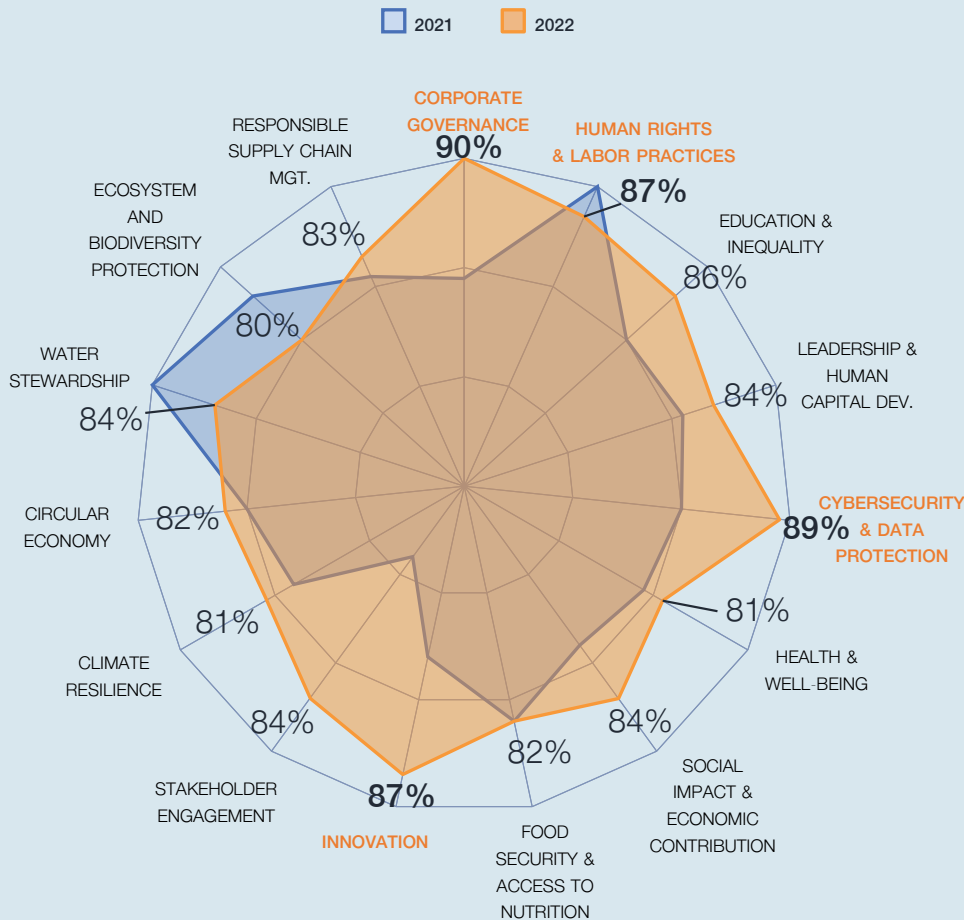
The engagement score of communities and societies exceeded the aim at 83% in the 2022 findings. Corporate communication had the highest grade of 85%, followed by sustainability effectiveness at 83%. Overall satisfaction received the lowest score of 82%.

When the findings from 2021 and 2022 were compared, it was discovered that the ratings for sustainability effectiveness and corporate communication grew by 3% and 2%, respectively, while the scores for overall engagement and satisfaction declined by 2% and 10%, respectively.

However, it was discovered that the results of the listening process are decreasing beginning in 2021, so the company strives to adjust the communication form to suit the characteristics of each community and monitors according to the specified frequency.

# COMMUNITIES AND SOCIETIES

## Sustainability Effectiveness Scores by Communities and Societies



### Top Three 2022 Sustainability Effectiveness are:

- Corporate Governance 90%
- Cyber Security & Data Protection 89%
- Human Rights and Labor Practices and Innovation both have an equal score of 87%

When compared the results in 2021 and 2022, it was found that :

- Majority of the topics showed an increase in scores, with stakeholder engagement, innovation, and corporate governance experiencing significant increases of 16%, 11%, and 11%, respectively.
- However, there were two topics that saw a decrease in scores: water stewardship and ecosystem and biodiversity protection, both of which decreased by 6%.

### Key Action 2022 :

- Promoted lifelong learning opportunity such as career guidance to generate income, offers knowledge and competence development.
- Collaborated with partners in various sectors, including the government, private sector and communities, to promote community access to clean and safe water sources.



More information is available on

[Charoen Pokphand Group Sustainability Report 2022](#)

# GOVERNMENT

## OVERALL ENGAGEMENT (2021-2022)



## SUSTAINABILITY EFFECTIVENESS



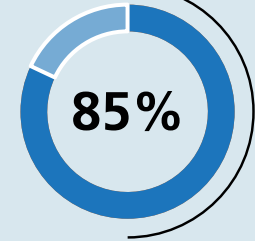
## CORPORATE COMMUNICATION



## OVERALL SATISFACTION



## ENGAGEMENT SCORE Year 2022



### Key Summary

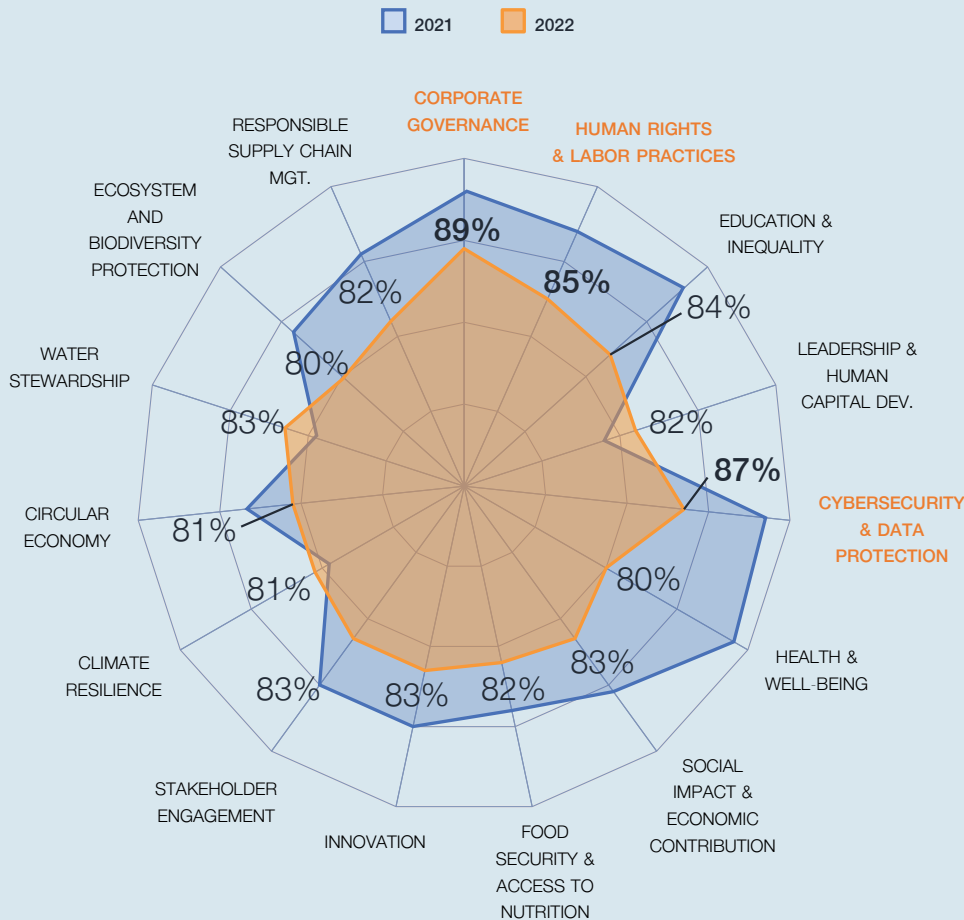
For the 2022 results, the government engagement score exceeded the target, reaching 85%. The highest score was 88% for corporate communication, followed by 86% for overall satisfaction. The lowest score was 82% for sustainability effectiveness.

When the data from 2021 and 2022 were compared, it was discovered that the scores for corporate communication climbed by 2% from 2021. However, the rankings for overall engagement, sustainability effectiveness, and overall satisfaction declined by 4%, 8%, and 5%, respectively, from the 2021 findings.

The Group intends to continue to engage the government while also increasing communication, particularly in the listening process, to ensure that they are communicated and connected, particularly in terms of our sustainability effectiveness.

# GOVERNMENT

## Sustainability Effectiveness Scores by Government



### Top Three 2022 Sustainability Effectiveness are:

- Corporate Governance 89%
- Cyber Security & Data Protection 87%
- Human Rights and Labor Practice 85%

When compared the results in 2021 and 2022, it was found that :

- Majority of the topics showed a decreased scores in health & well-being and education & inequality were significantly increased at 18% and 12%, respectively.
- Furthermore, there are three topics that experienced an increase in scores: water stewardship, leadership & human capital development, and climate resilience, with improvements of 4%, 2%, and 2%, respectively.

### Key Action 2022 :

- Collaborated and supported the development of projects that benefit the community and the country.
- Communicated and disclosed information completely, transparently and quickly, and ready to listen to suggestions for improvement.



More information is available on

[Charoen Pokphand Group Sustainability Report 2022](#)



# \$ SHAREHOLDERS AND INVESTORS

## OVERALL ENGAGEMENT (2021-2022)



## SUSTAINABILITY EFFECTIVENESS



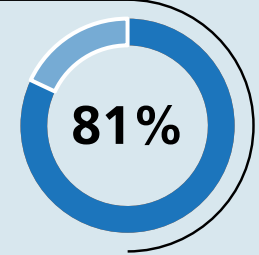
## CORPORATE COMMUNICATION



## OVERALL SATISFACTION



## ENGAGEMENT SCORE Year 2022



### Key Summary

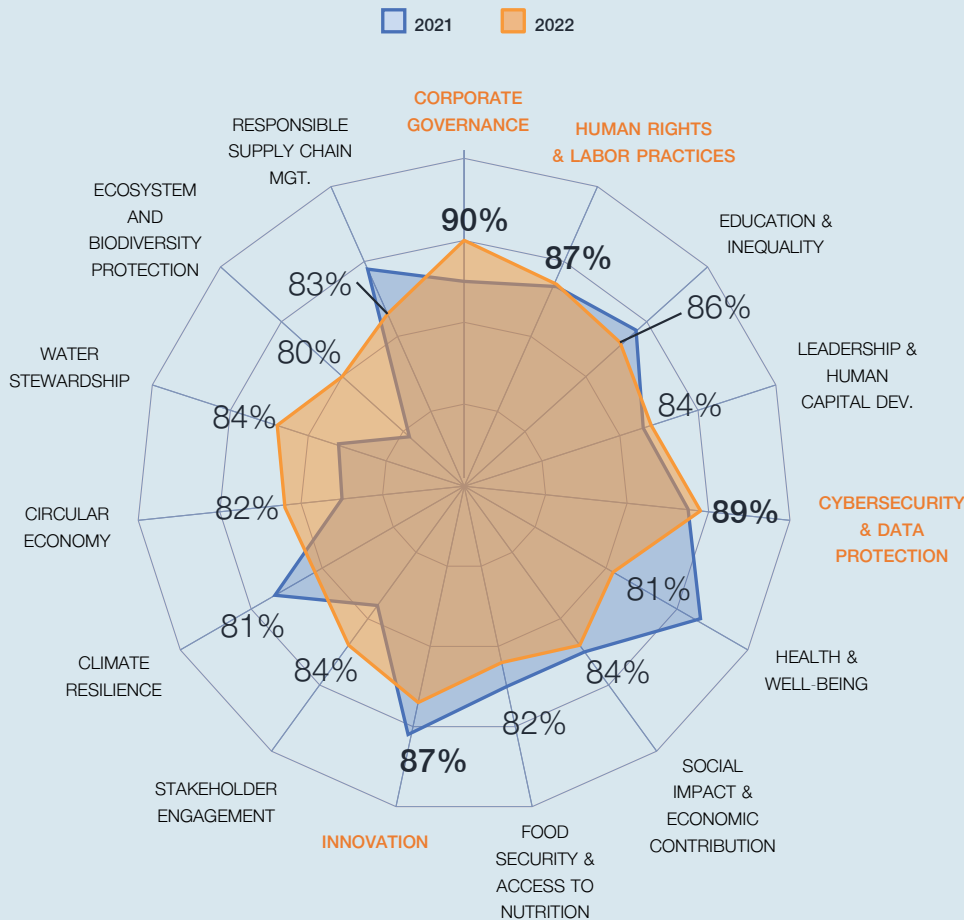
The involvement score of shareholders and investors exceeded the aim for the 2022 results, achieving 81%. Corporate communication received the best score of 85%, followed by overall satisfaction at 83%. The lowest score was 76% for sustainability effectiveness.

When the results from 2021 and 2022 were compared, it was discovered that the scores for corporate communication had increased by 1%. However, the scores for overall involvement, sustainability effectiveness, and overall satisfaction have declined by 5%, 8%, and 8%, respectively, from the 2021 results.

C.P. Group intends to focus on creating knowledge about sustainability performance, particularly the key concerns that shareholders care about, in order to ensure that their interests are incorporated into our long-term development.

# \$ SHAREHOLDERS AND INVESTORS

## Sustainability Effectiveness Scores by Shareholders and Investors



### Top Three 2022 Sustainability Effectiveness are:

- Corporate Governance 90%
- Cyber Security & Data Protection 89%
- Human Rights and Labor Practices and Innovation both have an equal score of 87%

When compared the results in 2021 and 2022, it was found that :

- Majority of the topics showed an increase in scores, particularly in ecosystem and biodiversity protection, water stewardship, and circular economy, which saw significant increased of 11%, 8%, and 7%, respectively.
- However, there were three topics that experienced a significant decrease in scores: health & well-being, water stewardship, and responsible supply chain management, with declined by 12%, 6%, and 6%, respectively.

### Key Action 2022 :

- Formulated the Group subsidiary governance framework and organized training to educate and enable subsidiaries to adopt the framework.
- Audited the effectiveness of the implementation of the anti-bribery and anti-corruption policy and guidelines of our non-listed subsidiaries.



More information is available on

[Charoen Pokphand Group Sustainability Report 2022](#)

# NON-GOVERNMENTAL ORGANIZATIONS (NGOs)

## OVERALL ENGAGEMENT (2021-2022)



## SUSTAINABILITY EFFECTIVENESS



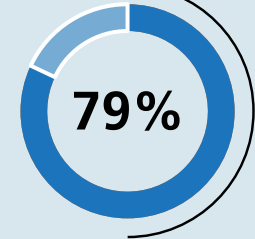
## CORPORATE COMMUNICATION



## OVERALL SATISFACTION



## ENGAGEMENT SCORE Year 2022



### Key Summary

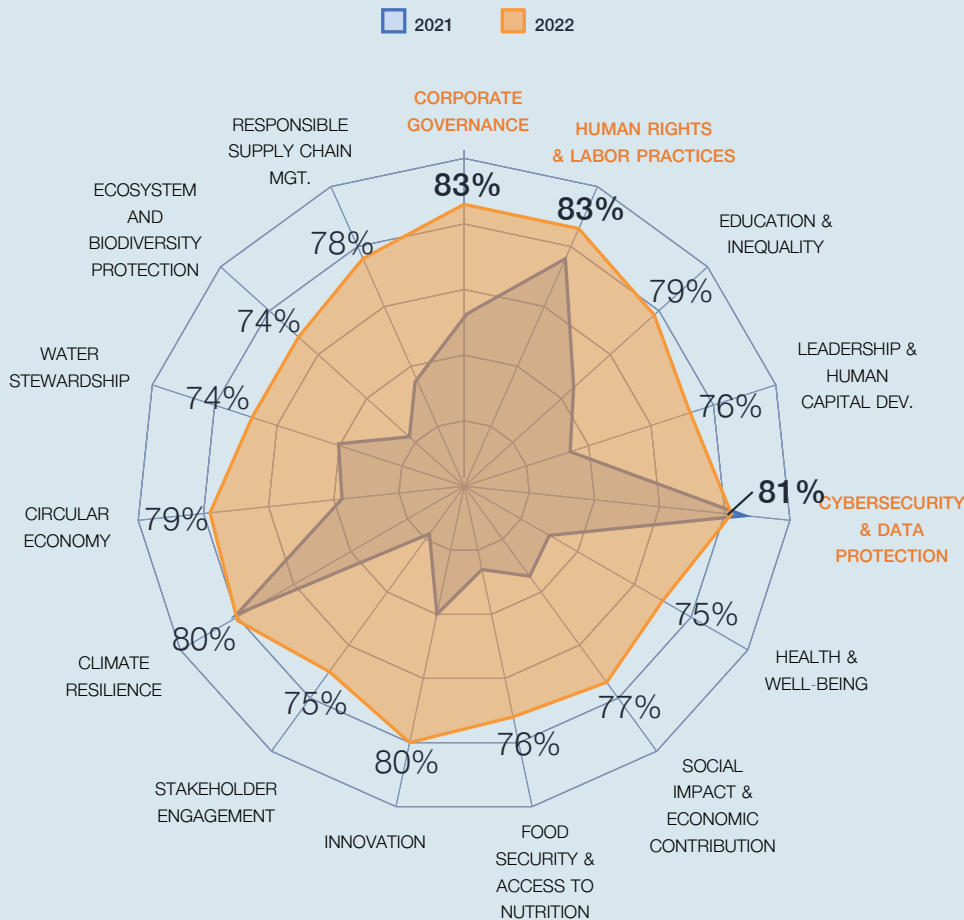
The engagement score of shareholders and investors in 2022 was determined to be somewhat below the target at 79%. Overall satisfaction has the highest score of 82%, while sustainability effectiveness and corporate communication have the same score of 78%.

When the findings from 2021 and 2022 were compared, it was discovered that the scores for all categories had grown by 15%, 16%, 20%, and 11%, respectively: overall engagement, sustainability effectiveness, corporate communication, and overall satisfaction.

The C.P. Group, on the other hand, continues to prioritize engagement with NGOs, including sharing sustainability initiatives, particularly on the topics they prioritize and the key projects that the company is driving and that benefit the country and society.

# NON-GOVERNMENTAL ORGANIZATIONS (NGOs)

## Sustainability Effectiveness Scores by NGOs



### Top Three 2022 Sustainability Effectiveness are:

- Corporate Governance 83%
- Human Rights and Labor Practice 83%
- Cyber Security & Data Protection 81%

When compared the results in 2021 and 2022, it was found that :

- Majority of the topics showed an increase in scores, particularly in stakeholder engagement, food security & access to nutrition, and ecosystem and biodiversity protection, which saw significant increases of 26%, 23%, and 23%, respectively.
- However, there were only two topics that experienced a slight decrease in scores: cybersecurity & data protection and climate resilience, with declined of 2% and 1%, respectively.

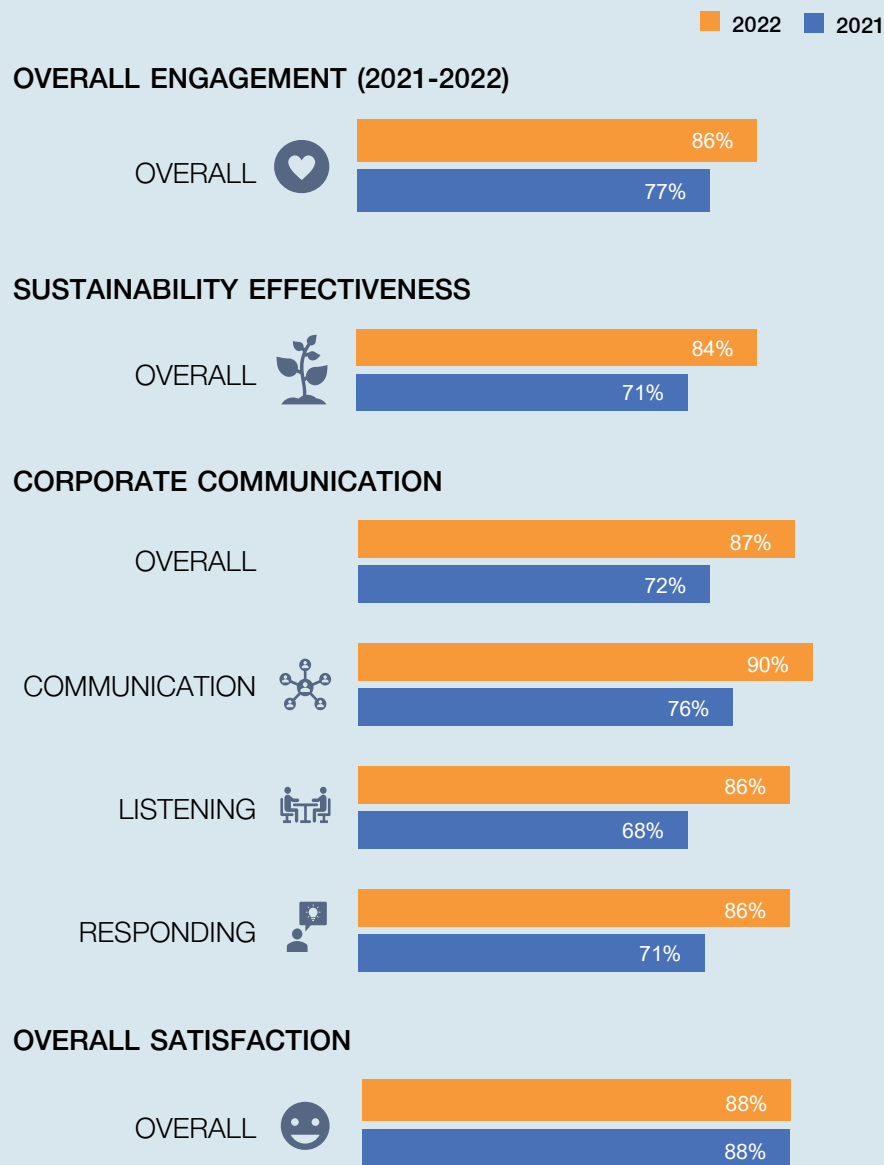
### Key Action 2022 :

- Performed a human rights risk assessment review.
- Disclosed information on nature according to TNFD Framework
- Cooperated and build alliances with various partners continually for sustainable development.

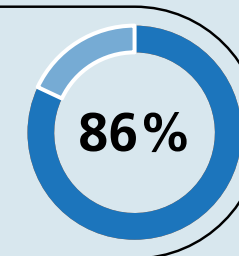


More information is available on

[Charoen Pokphand Group Sustainability Report 2022](#)



## ENGAGEMENT SCORE Year 2022

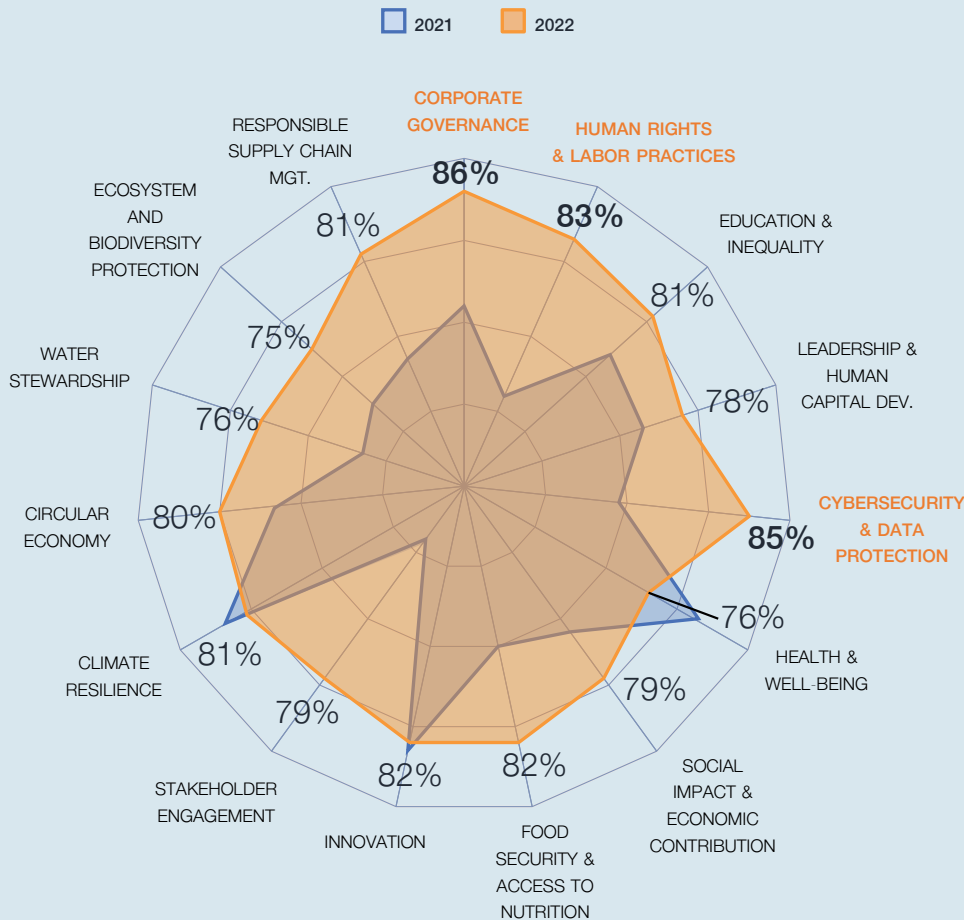


### Key Summary

For the 2022 results, it was found that the engagement score of the media is higher than the target at 86%. The overall satisfaction is considered the highest score at 88%, followed by corporate communication and sustainability effectiveness at 87% and 84% respectively. Comparing the results from 2021 and 2022, it was found that the scores for overall engagement, sustainability effectiveness, and corporate communication have increased significantly by 9%, 13%, and 15% respectively. However, the scores for overall satisfaction remained unchanged from 2021 by 88%. Hence, the C.P. Group will focus on the top three issues prioritized by the media to ensure that their interests are incorporated into our Group Sustainability Development.



**Sustainability Effectiveness Scores by Media**



**Top Three 2022 Sustainability Effectiveness are:**

- Corporate Governance 86%
- Cyber Security & Data Protection 85%
- Human Rights and Labor Practice 83%

When compared the results in 2021 and 2022, it was found that :

- Majority of the topics showed an increase in scores, with human rights and labor practices and cyber security & data protection experiencing significant increases of 21% and 16%, respectively.
- However, there are three topics that have shown a decrease in scores: health & well-being, climate resilience, and innovation (7%, 3%, and 1%, respectively).

**Key Action 2022 :**

- Provided information related to C.P. Group’s products and services on timely manner and with credibility.
- Multi-channel communication and continuously evaluate the efficiency of communication.

More information is available on [Charoen Pokphand Group Sustainability Report 2022](#)

# COMPETITORS

2022 2021

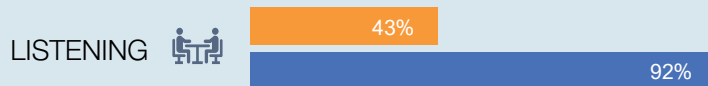
## OVERALL ENGAGEMENT (2021-2022)



## SUSTAINABILITY EFFECTIVENESS



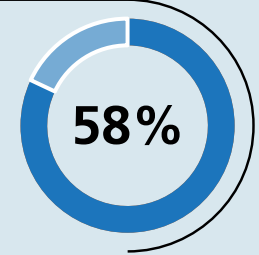
## CORPORATE COMMUNICATION



## OVERALL SATISFACTION



## ENGAGEMENT SCORE Year 2022



### Key Summary

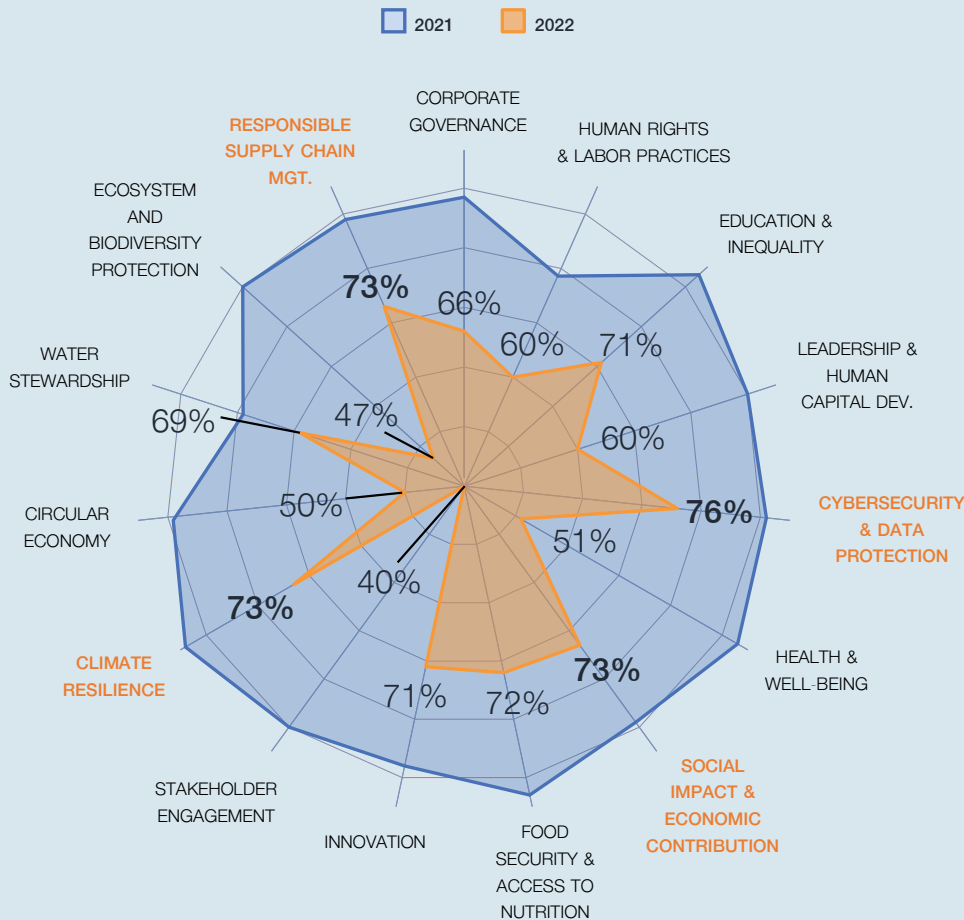
For the 2022 results, it was discovered that competitors' engagement score is significantly lower than the aim, at 58%. Furthermore, due to most competitors submitting ratings on the moderate scale, all sections: sustainability effectiveness, corporate communication, and overall satisfaction are 69%, 55%, and 50% below the target, respectively.

When the findings from 2021 and 2022 were compared, it was discovered that the overall engagement, sustainability effectiveness, corporate communication, and overall satisfaction scores had declined by 33%, 21%, 38%, and 39%, respectively.

The strategy for increasing competitor interaction has to be evaluated in order to better represent the process of sharing what the Group is already doing to engage with competitors.

# COMPETITORS

## Sustainability Effectiveness Scores by Competitors



### Top Three 2022 Sustainability Effectiveness are:

- Cyber Security & Data Protection 76%
- Social Impact & Economic Contribution, Climate Resilience and Responsible Supply Chain Management all have an equal score of 73%

When compared the results in 2021 and 2022, it was found that :

- All topics have experienced a decrease in scores, with stakeholder engagement, ecosystem and biodiversity protection, and health & well-being exhibiting significant increase by 50%, 43%, and 42%, respectively.

### Key Action 2022 :

- Conducted business in a manner that respects laws, regulations, and industry norms, ensuring a level playing field for all competitors.
- Provided various channels for filing complaints, including through a website, telephone, and even postal mail, for example.



More information is available on

[Charoen Pokphand Group Sustainability Report 2022](#)



# CREDITORS

## OVERALL ENGAGEMENT (2021-2022)



## SUSTAINABILITY EFFECTIVENESS



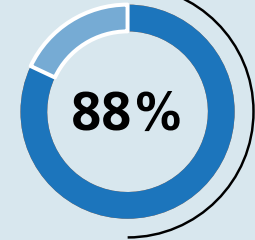
## CORPORATE COMMUNICATION



## OVERALL SATISFACTION



## ENGAGEMENT SCORE Year 2022



### Key Summary

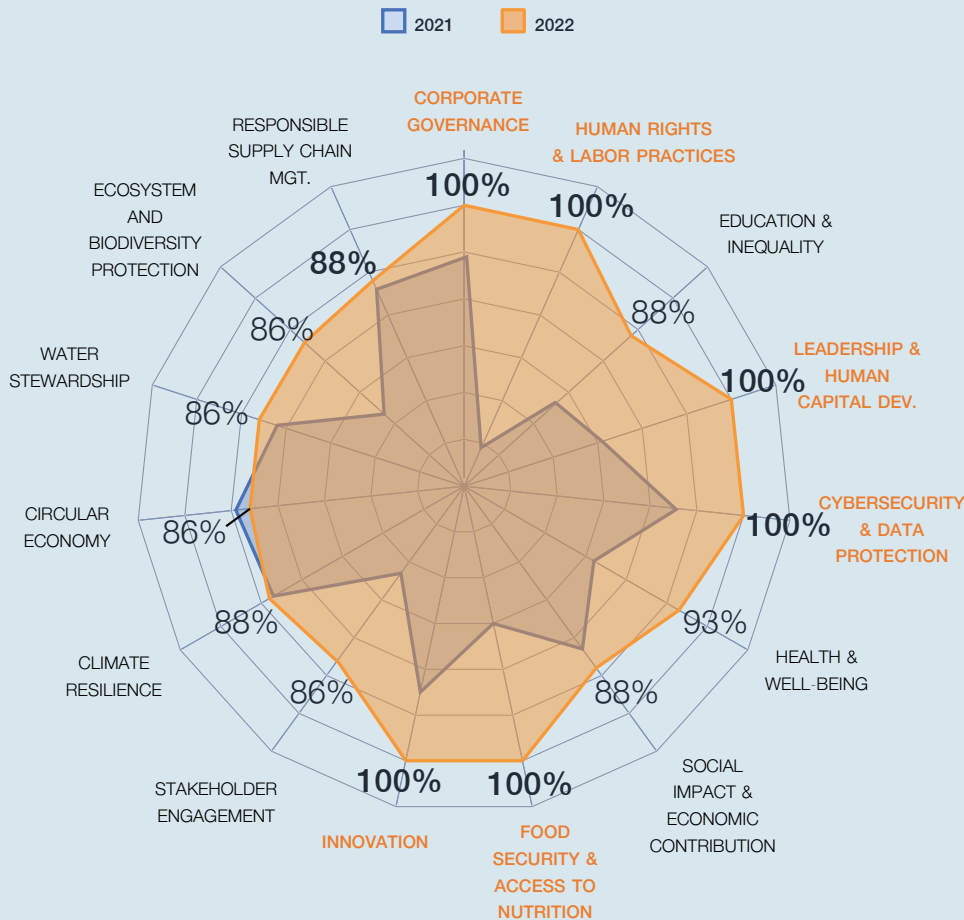
The engagement score of creditors was determined to be greater than the aim for the 2022 outcomes, at 88%. Overall satisfaction receives the greatest rating of 100%, followed by sustainability effectiveness at 85%, while corporate communication receives the lowest rating of 80%.

When the outcomes from 2021 and 2022 were compared, the overall engagement, sustainability effectiveness, and overall satisfaction levels climbed by 7%, 9%, and 17%, respectively. However, the score for corporate communication has fallen by 2%.

Improve communication channels with creditors by providing clear and timely information. Address any issues or questions as soon as possible and in a transparent manner.

# CREDITORS

## Sustainability Effectiveness Scores by Creditors



### The Top 2022 Sustainability Effectiveness with 100% rating are:

- Corporate Governance
- Human Rights and Labor Practice
- Leadership & Human Capital Development
- Cyber Security & Data Protection
- Food Security & Access to Nutrition
- Innovation

When compared the results in 2021 and 2022, it was found that :

- Majority of the topics have experienced an increase in scores, with human rights and labor practices, food security & access to nutrition, and leadership & human capital development exhibiting significant increases of 51%, 30%, and 29% respectively.
- The only topic that has shown a decrease in scores is the circular economy, which decreased by 3%.

### Key Action 2022 :

- Conducted business according to the law good governance Objectives and Articles of Association
- Strictly complied with creditors' conditions.

More information is available on [Charoen Pokphand Group Sustainability Report 2022](#)

## LISTEN TO OUR STAKEHOLDER

### Mr. Thanapon Wiriyasansakul

Siam Makro Public Company Limited

 Employees and Families



I feel very comfortable working with Siam Makro Public Company Limited because there is no discrimination here. Moreover, the Company encourages everyone to grow in their line of work without any restrictions and provides them with the opportunity to show their full potential. I find this very impressive.

Regarding sustainability, the Company has done quite well in the environmental dimension. It is making expansions in the online sales business which contributes to lowering pollution from transportation. Accordingly, the Transportation Management System was developed to enable more efficiency in planning the shortest distance for transporting goods to customers.

However, responsible supply chain management presents a challenge for Siam Makro as the Company does not have its own production line. Therefore, if we act as an influencer for our suppliers in complying with sustainability requirements, we can contribute to the acceleration of the society's growth because sustainability matters to all. In terms of communication process, I hope that people who visit our outlets will remember Makro's image as a sustainable store.

Lastly, I would like each CP Group business to share their strengths; for example, CPF's strong point in food security and Siam Makro's in sustainable sourcing. With support and encouragement, we can create a clear common position for the Group's diverse businesses, which should more or less be interesting and attractive for the new generation.

### Mr. Thonglor Worachat

President of Baan Thammachart Lang Community

 Communities and Societies



Charoen Pokphand Group has provided us with many opportunities through collaborative projects. The community's strength alone would not have brought us this far. I feel that our village is not alone as Charoen Pokphand has created jobs at a time when marine resources have become scarcer while income has become unstable and inconsistent with the cost of living. I think that with the Company's support, we have received our opportunity. The Company has also provided support in other areas, such as bio-organic fertilizers and tourism. Based on my direct experience, the support is truly of high quality.

Afterwards, representatives from CPF also supported us by informing the Company's senior management that the village wishes to further extend the Community Drinking Water Project to improve drinking water quality and enable competition with other villages or sub-districts. Additionally, the Company has provided support in the extension of the Tourism Community Enterprise Project by sponsoring betel nut cladding machines to produce containers that can replace Styrofoam boxes as betel nuts are common in the village and as we target to reduce Styrofoam boxes and waste pollution. This has largely attracted the interest of tourists. Our village still has many more resources that can be presented to tourists in our capacity as a community enterprise. If we had not been given the opportunity and support from Charoen Pokphand, we might not have been able to keep up with tourist demands as we are a small group. Therefore, such opportunity has allowed us to fully enter the field of tourism.

### Blanca Grey

WBCSD

 NGOs



Given the nature of the business, CP Group should be focusing on the issue of responsible supply chain management. You engage with a significant number of suppliers, therefore, having in place an effective engagement strategy that allows collaboration along your supply chain and ultimately contributes to sourcing materials in a sustainable manner is critical for the business.

At the same time, the CP Group's sustainability disclosures demonstrate that the Group has been doing a lot of work with regards to ensuring food security and food affordability. On the one hand, helping tackle hunger and malnutrition and on the other ensuring food supply is uninterrupted.

I think your communication processes are effective. However, what we've seen from other companies is the inclusion of more interactive content online, making more use of their website to communicate and reach out to different audiences.

Our relationship with CP Group has worked well. CP Group featured as an example of good practice and was highlighted as one of the top performers in the 2022 Reporting matters publication. We want to continue working with and supporting CP Group to keep improving the effectiveness of their sustainability disclosures, so that the group can once again be highlighted as one of our top performers within the Asia Pacific region.

# LISTEN TO OUR STAKEHOLDER

## Mr. Chokchai Montreemornchet

Siam Cement Public Company Limited (SCG)



Business Partners



The collaborative projects that have been initiated and implemented by CP Group and SCG are exceptional. They truly respond to the effort to care for and save the planet using a closed loop recycling system. For example, the project that features the quality improvement of CP's used wrap film to produce recycled pellets for shopping bags that CP can reutilize. This project has the potential to become commercial and benefits both parties. I must thank CP for making this possible through our collaboration. From my point of view, more collaborative projects of this nature will be beneficial for the countries of the world as well as for both companies. In the future, if possible, we should lay out a long-term roadmap for all projects to re-commercialize CP's plastic products across the value chain. Likewise, we can work together to maximize benefits.

Looking ahead into the future, SCG has a department to directly address circular economy which will make 100% of the world's plastic recyclable. Meanwhile, CP, overseeing consumer-related industry, might consider announcing that 30% of all future plastic products in both food and non-food categories will be composed of PCR. Such collaboration will certainly be viable as we both have

partnerships with numerous global companies. If CP could do it, it would be remarkable. If CP could aim to achieve such goal within 3 or 5 years and if such collaboration occurred and a clear policy on closed loop recycling system was announced, it could lead to a collaboration at the corporate level. Finally, we must work together on EPR (Expanded Producer Responsibility) which have already been implemented by EU and Japan. In the future, EPR will be legally imposed to mandate product take-back by manufacturers. Its successful implementation will mean that 100% of the country's waste will be recycled, collected and reutilized, with none left for landfill disposal like nowadays. If we could work together, it would greatly improve the environment. As a matter of fact, we may even be more advanced than other countries.

Additionally, SCG is more than welcome to provide any additional support to expand the scope of our cooperation. I believe that if both organizations joined forces, we could create more contributions to the society and the world. I would also prefer that a workshop be organized so that the two organizations could discuss and make joint commitments on pilot projects that could be expanded in the years to come.

## Ms. Natthinee Netampai

Unilever Thailand Company Limited



Customers and Consumers



The development of the Agricultural Practices Manual for rice farmers in the northeastern region of Thailand in collaboration with CP's Rice Business Group is a project of great importance to Unilever. We have been working on sustainability sourcing for a long time because we want to ensure that all raw materials included in Unilever's products will not destroy the environment or affect agriculture but rather involves replacement planting. We view that the Manual will be extremely beneficial for both implementors and farmers since the existence of a norm or reference guideline will be useful to all parties.

Furthermore, Unilever and CP's executives have had the opportunity to meet in many forums. We have learnt from such meetings that CP's Sustainability Strategy is similar to ours, with focus on three aspects, namely planet, people, and well-being. From what I have seen on the Company's website, I think that CP has done a very good job in terms of circular economy. For instance, the Company has been working on food waste reduction and campaigning for food packaging to be returned to drop points at CP retail stores which has resulted in the recycling of 88% of the packaging. Moreover, as Unilever has declared the Climate Transition Action

Plan to reduce carbon dioxide emissions to net zero by 2039 and as we are partners, CP will fall under Unilever's Scope 3 emissions. Therefore, CP's plastic reduction projects would mean reducing carbon dioxide emissions as well. This is a win-win situation for both sides, and I applaud CP for this.

CP may need to make minor improvements in terms of climate action, which is a new issue for Thailand, as I feel that we have not learnt much about when the Company intends to advance towards net zero. In addition, for some projects that have been proposed, I would like CP to consider and cooperate with Unilever in adjusting our partnership plan to cover a larger picture, conducting a business strategy analysis and aligning it with the government's plan to see how both companies can implement such projects to meet the needs of the country's development plans. In this regard, both private companies will not have to work alone. I would also like to see such effort developed into a continuous and sustainable flagship program that can be carried out together on an annual basis. Initially, we may consider a minimum scale of five years.

# LISTEN TO OUR STAKEHOLDER

## Mr. Tawat Apaprasert

Ban Kong Kai Farmer



Farmers



The successful collaborations between the community and Charoen Pokphand Group in rehabilitating and protecting natural resources and the environment, creating jobs, generating income, and improving the quality of life for locals of Ban Kong Kai Community stemmed from Charoen Pokphand Group's support in areas that are beyond the scope of the government sector. Throughout the past 5 years and now entering the sixth year, the cooperation between the locals and Charoen Pokphand Group as well as other network partners is still growing steadily. The locals recognize the importance and sincerity of the Group's relentless support despite encountering various problems and obstacles. Nowadays, the locals intend to extend our collaborative project to interested communities in neighboring areas through the Ban Kong Kai Coffee Farmer Community Enterprise in Ban Thap sub-district in collaboration with local government agencies and network partners. With Charoen Pokphand Group as a mentor, the project will create new jobs, raise awareness of natural resources conservation and restoration as well as create sustainability for a better quality of life.

Charoen Pokphand Group has dispatched a working group to Ban Kong Kai to provide assurance and create trust among the locals as well as to show their sincerity and commitment to create the ultimate benefit for the villagers because people are an integral part in building the villagers' confidence.

However, I wish there were more support in terms of funding to assist the society or communities as we do not yet have sufficient financial resources to carry out some activities on our own.

Charoen Pokphand Group has demonstrated an excellent level of communication. It listens to the problems of the locals of Mae Chaem district and other communities while the working group has a good understanding of the problems. As a result, the outcome matches the demands and expectations of the communities. In addition, community leaders should be drawn in to take part in the implementation of ongoing projects. Ethnic youths should also have the opportunity to work as full-time employees in Charoen Pokphand Group and create jobs in tandem with sustainable community development.

## Assoc.Prof.Dr. Rungrat Chaisamrej

Thai Chamber of Commerce Circular Economy and Environment Committee



Government



I think that the project on the lessons-learned from the implementation of circular economy in the tourism and service business has yielded great benefits on entrepreneurs by sharing knowledge and creating motivation through real examples. Entrepreneurs in many areas have carried out such effort with success and created business value as well as widespread economic contributions in terms of cost reduction and increased returns for SMEs.

Personally, in its capacity as a food industry, I think that CP Group's sustainability efforts have been outstanding in food security, such as the promotion and development of innovations related to agriculture and livestock, which are actually one of the causes of global warming. I have seen the Group's commitment to make improvements in this area.

However, this issue is a major global problem which I think CP can further build on and expand. Actions in this regard will not only answer to the question of food sufficiency, but also the adequacy of quality food that is suitable for the society to create sustainability, which should produce a result with clear wide-ranging impact.

Personally, I think there are still gaps in the social dimension of sustainability that can be further developed by CP. For example, in circular economy, there are dimensions that are worth joining hands on with partners, like educational institutions, communities, or other groups, to enable direct experience in knowledge sharing, for which CP Group is already likely to have high resources in order to give back to the society or entrepreneurs.



# APPENDIX



## Material Topics and Stakeholder Engagement Survey 2022 แบบสำรวจประเด็นด้านความยั่งยืน และความผูกพันของผู้มีส่วนได้เสีย ประจำปี 2565

### Stakeholder Group : Employees and Families กลุ่มผู้มีส่วนได้เสีย : พนักงานและครอบครัว

The objective of this survey is to learn about your opinion as a stakeholder regarding the relevant sustainability issues. Including opinions on the effectiveness of the company's sustainability management and the level of satisfaction with the stakeholder engagement process. Your input will help us further develop and improve our the company's strategies and processes, enabling us to respond to the needs and expectations of all stakeholder groups more effectively.

Your answers will be analyzed and reported in an aggregate format without disclosing your name or personal identity as a survey respondent.

แบบสำรวจนี้มีวัตถุประสงค์เพื่อสอบถามความคิดเห็นของท่านในฐานะที่เป็นผู้มีส่วนได้เสียที่มีความเห็นต่อประเด็นด้านความยั่งยืนที่เกี่ยวข้อง รวมถึงความคิดเห็นต่อประสิทธิภาพการจัดการด้านความยั่งยืนของบริษัทฯ และระดับความพึงพอใจต่อกระบวนการสร้างความผูกพันกับผู้มีส่วนได้เสีย เพื่อนำผลการสำรวจไปดำเนินการพัฒนาปรับปรุงกลยุทธ์และกระบวนการของบริษัทฯ ให้ตอบสนองต่อความคาดหวังของผู้มีส่วนได้เสียได้ดีและมีประสิทธิภาพยิ่งขึ้น โดยคำตอบของท่านจะถูกนำมาวิเคราะห์และรายงานผลในภาพรวม โดยไม่ระบุชื่อและตัวตนของผู้ตอบแบบสำรวจ

The question consists of 5 parts as follows:

โดยคำถามประกอบด้วย 5 ส่วน ดังนี้

- Part I:** General Information (2 questions)  
ส่วนที่ 1 ข้อมูลทั่วไป (2 ข้อ)
- Part II:** Company's Sustainability Development Effectiveness (15 questions)  
ส่วนที่ 2 ด้านประสิทธิผลการดำเนินการด้านความยั่งยืนของบริษัทฯ (15 ข้อ)
- Part III:** Company's Materiality Assessment (10 questions)  
ส่วนที่ 3 ด้านการประเมินประเด็นความยั่งยืนที่สำคัญของบริษัทฯ (10 ข้อ)
- Part IV:** Communication, listening, and responding to company's stakeholders (3 questions)  
ส่วนที่ 4 ด้านการสื่อสาร การรับฟังและตอบสนองต่อผู้มีส่วนได้เสีย (3 ข้อ)
- Part V:** Overall satisfaction with the company (1 questions)  
ส่วนที่ 5 ด้านความพึงพอใจในภาพรวม (1 ข้อ)

### Part 1: General Information ข้อมูลทั่วไป (2 ข้อ)

Please mark on the answer that best math of your opinion as follow  
ทำเครื่องหมาย ลงหน้าคำตอบที่ตรงกับความคิดเห็นของท่านมากที่สุด รายละเอียดดังต่อไปนี้

#### 1 Age

อายุ

- Below 20 years  
น้อยกว่า 20 ปี
- 20-29 years  
20 - 29 ปี
- 30-39 years  
30 - 39 ปี
- 40-49 years  
40 - 49 ปี
- 50-59 years  
50 - 59 ปี
- 60 years and above  
60 ปีขึ้นไป

#### 2 Gender

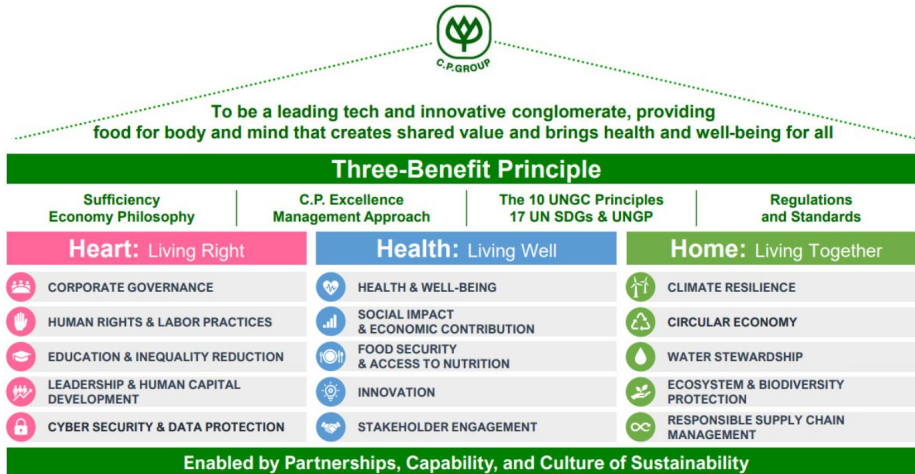
เพศ

- Male  
ชาย
- Female  
หญิง
- Others  
อื่น ๆ

**Part 2: Effectiveness of Company's Sustainability Development 15 Topics under Sustainability Strategy (Heart-Health-Home)**

**ด้านประสิทธิภาพการดำเนินการด้านความยั่งยืนของบริษัทฯ (15 ข้อ)**

Please mark on the answer that best math of your opinion as follow  
ทำเครื่องหมาย ลงหน้าคำตอบที่ตรงกับความคิดเห็นของท่านมากที่สุด รายละเอียดดังต่อไปนี้



**1** Corporate governance, such as governance structures, risk management, business compliance and internal audit process, business ethics, and complaint management. In your opinion, to what extent is the company performance on this issue?  
การกำกับดูแลกิจการ เช่น โครงสร้างและกระบวนการกำกับดูแล การบริหารความเสี่ยง การปฏิบัติตามกฎระเบียบ ท่านคิดว่าบริษัทฯ มีผลการดำเนินงานในประเด็นนี้ อยู่ในระดับใด

- Excellent ดีมาก
- Good ดี
- Fair พอใช้
- Poor ควรปรับปรุง
- Very Poor ควรปรับปรุงอย่างยิ่ง

**2** Protection and promotion of human rights and good labor practices, such as comprehensive human rights assessment, equal opportunity, diversity and inclusion, and occupational health and safety of employees and contractors. In your opinion, to what extent is the company performance on this issue?  
การปกป้องและส่งเสริมด้านสิทธิมนุษยชนและการปฏิบัติด้านแรงงาน เช่น การตรวจสอบและจัดการความเสี่ยงด้านสิทธิมนุษยชนอย่างรอบด้าน ส่งเสริมโอกาสที่เท่าเทียม และความหลากหลายของบุคลากร อาชีวอนามัยและความปลอดภัยของพนักงานและผู้รับเหมา ท่านคิดว่าบริษัทฯ มีผลการดำเนินงานในประเด็นนี้ อยู่ในระดับใด

- Excellent ดีมาก
- Good ดี
- Fair พอใช้
- Poor ควรปรับปรุง
- Very Poor ควรปรับปรุงอย่างยิ่ง

**3** Promotion of education and reduction of inequality, such as promoting access to quality education, opportunities and lifelong learning for all, scholarships, volunteering for education activities, and quantifying impacts of educational development. In your opinion, to what extent is the company performance on this issue?  
การส่งเสริมด้านศึกษา และลดความเหลื่อมล้ำ เช่น การส่งเสริมการเข้าถึงการศึกษาที่มีคุณภาพ การส่งเสริมโอกาสในการเรียนรู้ตลอดชีวิตสำหรับทุกคน การสนับสนุนทุนการศึกษา กิจกรรมจิตอาสาเพื่อการศึกษา ผลกระทบของการพัฒนาการศึกษา ท่านคิดว่าบริษัทฯ มีผลการดำเนินงานในประเด็นนี้ อยู่ในระดับใด

- Excellent ดีมาก
- Good ดี
- Fair พอใช้
- Poor ควรปรับปรุง
- Very Poor ควรปรับปรุงอย่างยิ่ง



**4 Human capital and leadership development such as leadership development, human resource development, talent attraction and retention. In your opinion, to what extent is the company performance on this issue?**

กระบวนการพัฒนาผู้นำและทรัพยากรบุคคล เช่น การพัฒนาผู้นำ การพัฒนาทรัพยากรบุคคล การดึงดูดและรักษาคนเก่งไว้กับองค์กร ท่านคิดว่าบริษัทฯ มีผลการดำเนินงานในประเด็นนี้ อยู่ในระดับใด

- Excellent  
ดีมาก
- Good  
ดี
- Fair  
พอใช้
- Poor  
ควรปรับปรุง
- Very Poor  
ควรปรับปรุงอย่างยิ่ง

**5 Cyber security and data protection, such as cybersecurity governance, prevention of security breaches of customer personal information, information security process and infrastructure, and employee awareness. In your opinion, to what extent is the company performance on this issue?**

ความปลอดภัยทางไซเบอร์ และการป้องกันข้อมูล เช่น การกำกับดูแลความปลอดภัยทางไซเบอร์ การป้องกันการละเมิดความปลอดภัยของข้อมูลส่วนบุคคลของลูกค้า กระบวนการและโครงสร้างพื้นฐานด้านความมั่นคงปลอดภัยของข้อมูลและสารสนเทศ การสร้างความตระหนักรู้ของพนักงาน ท่านคิดว่าบริษัทฯ มีผลการดำเนินงานในประเด็นนี้ อยู่ในระดับใด

- Excellent  
ดีมาก
- Good  
ดี
- Fair  
พอใช้
- Poor  
ควรปรับปรุง
- Very Poor  
ควรปรับปรุงอย่างยิ่ง

**6 Health and well-being, such as products or services which promote health and well-being, and food safety. In your opinion, to what extent is the company performance on this issue?**

สุขภาพและสุขภาวะที่ดี เช่น การพัฒนาผลิตภัณฑ์หรือบริการที่ช่วยส่งเสริมสุขภาพและสุขภาวะที่ดี ความปลอดภัยด้านอาหาร ท่านคิดว่าบริษัทฯ มีผลการดำเนินงานในประเด็นนี้ อยู่ในระดับใด

- Excellent  
ดีมาก
- Good  
ดี
- Fair  
พอใช้
- Poor  
ควรปรับปรุง
- Very Poor  
ควรปรับปรุงอย่างยิ่ง

**7 Social impact and economic contribution, such as promoting occupations to generate income for farmers, SMEs, vulnerable groups, charity events, and economic benefits. In your opinion, to what extent is the company performance on this issue?**

คุณค่าและการสร้างผลประโยชน์ทางเศรษฐกิจให้แก่สังคม เช่น การส่งเสริมอาชีพเพื่อสร้างรายได้สำหรับเกษตรกรรายย่อย ผู้ประกอบการ SMEs และกลุ่มเปราะบาง กิจกรรมการกุศล การสร้างประโยชน์ทางเศรษฐกิจ ท่านคิดว่าบริษัทฯ มีผลการดำเนินงานในประเด็นนี้ อยู่ในระดับใด

- Excellent  
ดีมาก
- Good  
ดี
- Fair  
พอใช้
- Poor  
ควรปรับปรุง
- Very Poor  
ควรปรับปรุงอย่างยิ่ง

**8 Food security and access to nutrition, such as, project initiatives to eradicate hunger for underprivileged, children, youth, the poor, and people in vulnerable situations to have access to food safety and nutrition, and the food surplus management. In your opinion, to what extent is the company performance on this issue?**

ความมั่นคงทางอาหาร และการเข้าถึงโภชนาการ เช่น การริเริ่มโครงการเพื่อขจัดความหิวโหย เพื่อส่งเสริมให้ผู้ด้อยโอกาส เด็ก เยาวชน ผู้ยากไร้ และผู้ที่อยู่ในสถานการณ์เสี่ยงให้ได้รับโอกาสในการเข้าถึงอาหารที่ปลอดภัยและมีคุณค่าทางโภชนาการ การบริหารจัดการอาหารส่วนเกินที่เกิดจากการจัดจำหน่าย (Food surplus) ท่านคิดว่าบริษัทฯ มีผลการดำเนินงานในประเด็นนี้ อยู่ในระดับใด

- Excellent  
ดีมาก
- Good  
ดี
- Fair  
พอใช้
- Poor  
ควรปรับปรุง
- Very Poor  
ควรปรับปรุงอย่างยิ่ง

**9 Innovation management, such as research and development (R&D) infrastructure, intellectual property management, building innovative organizations, and innovation of products and services. In your opinion, to what extent is the company performance on this issue?**

การบริหารจัดการนวัตกรรม เช่น การพัฒนาโครงสร้างพื้นฐานด้านการวิจัยและพัฒนา การจัดการทรัพย์สินทางปัญญา การสร้างองค์กรแห่งนวัตกรรม การสร้างนวัตกรรมของผลิตภัณฑ์และบริการ ท่านคิดว่าบริษัทฯ มีผลการดำเนินงานในประเด็นนี้ อยู่ในระดับใด

- Excellent  
ดีมาก
- Good  
ดี
- Fair  
พอใช้
- Poor  
ควรปรับปรุง
- Very Poor  
ควรปรับปรุงอย่างยิ่ง

**10 Stakeholder engagement, such as conducting stakeholder engagement survey, listening to stakeholder expectations, responding to stakeholder issues and concerns. In your opinion, to what extent is the company performance on this issue?**

การสร้างความสัมพันธ์กับผู้มีส่วนได้เสีย เช่น การสำรวจความสัมพันธ์กับผู้มีส่วนได้เสีย การรับฟังความคิดเห็นจากผู้มีส่วนได้เสีย การตอบสนองต่อประเด็นและข้อกังวลของผู้มีส่วนได้เสีย ท่านคิดว่าบริษัทฯ มีผลการดำเนินงานในประเด็นนี้ อยู่ในระดับใด

- Excellent  
ดีมาก
- Good  
ดี
- Fair  
พอใช้
- Poor  
ควรปรับปรุง
- Very Poor  
ควรปรับปรุงอย่างยิ่ง

**11 Climate resilience, such as greenhouse gas (GHG) emission reduction project, increase energy efficiency, reforestation, low carbon products, product with environmental labels, and product life cycle assessment (LCA). In your opinion, to what extent is the company performance on this issue?**

การปรับตัวต่อการเปลี่ยนแปลงสภาพภูมิอากาศ เช่น โครงการลดการปล่อยก๊าซเรือนกระจก การเพิ่มประสิทธิภาพการใช้พลังงาน การปลูกป่า ผลิตภัณฑ์คาร์บอนต่ำ ผลิตภัณฑ์ที่ได้รับฉลากสิ่งแวดล้อม การประเมินวัฏจักรชีวิต ท่านคิดว่าบริษัทฯ มีผลการดำเนินงานในประเด็นนี้ อยู่ในระดับใด

- Excellent  
ดีมาก
- Good  
ดี
- Fair  
พอใช้
- Poor  
ควรปรับปรุง
- Very Poor  
ควรปรับปรุงอย่างยิ่ง

**12** Circular economy, such as efficient waste management, food waste management, promotion to the use of sustainable/environmentally friendly packaging. In your opinion, to what extent is the company performance on this issue?

ระบบเศรษฐกิจหมุนเวียน เช่น การจัดการของเสียอย่างมีประสิทธิภาพ การจัดการขยะอาหารและของเสียที่ ถูกนำไปฝังกลบ การส่งเสริมการใช้บรรจุภัณฑ์ที่ยั่งยืนเป็นมิตรกับสิ่งแวดล้อม ท่านคิดว่าบริษัทฯ มีผลการดำเนินงานในประเด็นนี้ อยู่ในระดับใด

- Excellent  
ดีมาก
- Good  
ดี
- Fair  
พอใช้
- Poor  
ควรปรับปรุง
- Very Poor  
ควรปรับปรุงอย่างยิ่ง

**13** Water stewardship, such as efficient water consumption, water risk assessment, supply chain water resource management, and the ensuring that the company's operations do not negatively impact communities' rights to clean water. In your opinion, to what extent is the company performance on this issue?

การดูแลรักษาทรัพยากรน้ำ เช่น การใช้น้ำอย่างมีประสิทธิภาพ การประเมินความเสี่ยงด้านน้ำ การจัดการทรัพยากรน้ำของห่วงโซ่อุปทาน การสร้างความสมดุลการใช้น้ำระหว่างบริษัทกับชุมชนในพื้นที่ ท่านคิดว่าบริษัทฯ มีผลการดำเนินงานในประเด็นนี้ อยู่ในระดับใด

- Excellent  
ดีมาก
- Good  
ดี
- Fair  
พอใช้
- Poor  
ควรปรับปรุง
- Very Poor  
ควรปรับปรุงอย่างยิ่ง

**14** Ecosystem and biodiversity protection, such as collaboration with relevant partners at the international level, conservation and restoration programs for ecosystems on land and below water. In your opinion, to what extent is the company performance on this issue?

การปกป้องระบบนิเวศและความหลากหลายทางชีวภาพ เช่น โครงการร่วมมือกับพันธมิตรที่เกี่ยวข้องใน ระดับสากล โครงการอนุรักษ์และฟื้นฟูทรัพยากรสิ่งแวดล้อม ระบบนิเวศทั้งบนบกและใต้น้ำ ท่านคิดว่าบริษัทฯ มีผลการดำเนินงานในประเด็นนี้ อยู่ในระดับใด

- Excellent  
ดีมาก
- Good  
ดี
- Fair  
พอใช้
- Poor  
ควรปรับปรุง
- Very Poor  
ควรปรับปรุงอย่างยิ่ง

**15** Responsible supply chain management, such as high-risk raw material traceability, supplier code of conduct, supplier risk assessment, supplier capacity building, and sustainable procurement. In your opinion, to what extent is the company performance on this issue?

การจัดการห่วงโซ่อุปทานอย่างรับผิดชอบ เช่น การตรวจสอบย้อนกลับวัตถุดิบที่มีความเสี่ยงสูงด้านความยั่งยืน จรรยาบรรณสำหรับคู่ค้า การบริหารความเสี่ยงของคู่ค้า การเสริมสร้างศักยภาพของคู่ค้าธุรกิจ การจัดซื้อจัดจ้างที่ยั่งยืน ท่านคิดว่าบริษัทฯ มีผลการดำเนินงานในประเด็นนี้ อยู่ในระดับใด

- Excellent  
ดีมาก
- Good  
ดี
- Fair  
พอใช้
- Poor  
ควรปรับปรุง
- Very Poor  
ควรปรับปรุงอย่างยิ่ง

**Part 3: Company's Materiality Assessment**

**ด้านการประเมินประเด็นความยั่งยืนที่สำคัญของบริษัทฯ (10 ข้อ)**

Please specify the five issues that the company has the greatest opportunity to improve, out of the 23 issues. After selecting all 5 issues, please start the survey to assess the severity and likelihood for each issue until completion.

หมายเหตุ : If you want to change the selected issue, please click on the circle symbol in front of the issue you previously selected before choosing a new issue.

กรุณาเลือกประเด็นด้านความยั่งยืน ที่ท่านเห็นว่าบริษัทฯ ยังมีโอกาสในการปรับปรุงมากที่สุด 5 ประเด็น จากประเด็นด้านความยั่งยืนทั้งหมด 23 ประเด็น โดยหลังจากเลือกครบ 5 ประเด็น กรุณาเริ่มทำแบบสำรวจเพื่อประเมินระดับความรุนแรง และโอกาสในการเกิด ของแต่ละประเด็นจนครบ

หมายเหตุ : หากต้องการเปลี่ยนแปลงประเด็นที่ทำการกดเลือกไปแล้ว ให้กดที่สัญลักษณ์วงกลมหน้าประเด็นที่ท่านเลือกอีกครั้ง

Environment (5) (ด้านสิ่งแวดล้อม)	ผู้คน (11) (People)	ด้านเศรษฐกิจ (7) (Economic)
<input type="radio"/> Climate Resilience and GHG Emissions การเปลี่ยนแปลงสภาพภูมิอากาศ และการปล่อยก๊าซเรือนกระจก More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน	<input type="radio"/> Child Labor การใช้แรงงานเด็ก More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน	<input type="radio"/> Corporate Governance การกำกับดูแลกิจการ More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน
<input type="radio"/> Environmental Management & Protection การบริหารจัดการและปกป้องสิ่งแวดล้อม More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน	<input type="radio"/> Diversity Equity and Inclusion การส่งเสริมการอยู่ร่วมกับความหลากหลาย และยอมรับความแตกต่าง More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน	<input type="radio"/> Cybersecurity and Data Protection ความปลอดภัยทางไซเบอร์และการปกป้องข้อมูล More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน
<input type="radio"/> Nature Protection and Restoration การอนุรักษ์และฟื้นฟูทรัพยากรธรรมชาติ More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน	<input type="radio"/> Education and Life-long Learning การศึกษาและการเรียนรู้ตลอดชีวิต More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน	<input type="radio"/> Food Security ความมั่นคงทางอาหาร More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน
<input type="radio"/> Waste Management and Circular Economy การจัดการของเสีย และระบบเศรษฐกิจหมุนเวียน More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน	<input type="radio"/> Forced Labor/Compulsory Labor การบังคับใช้แรงงาน More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน	<input type="radio"/> Health and Nutrition สุขภาพและโภชนาการ More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน
<input type="radio"/> Water Stewardship การดูแลรักษาทรัพยากรน้ำ More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน	<input type="radio"/> Human Capital Development การพัฒนาทรัพยากรบุคคล More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน	<input type="radio"/> Inclusive Business ธุรกิจที่เกื้อกูลสังคม More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน
	<input type="radio"/> Labor Practice แนวปฏิบัติด้านแรงงาน More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน	<input type="radio"/> Innovation management การบริหารจัดการนวัตกรรม More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน
	<input type="radio"/> Land Rights สิทธิในที่ดิน More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน	<input type="radio"/> Responsible Supply Chain Management การจัดการห่วงโซ่อุปทานอย่างรับผิดชอบ More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน
	<input type="radio"/> Occupational Health and Safety อาชีวอนามัยและความปลอดภัย More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน	
	<input type="radio"/> Responsible Marketing & Customer Management การตลาดอย่างมีความรับผิดชอบ และการบริหารจัดการลูกค้า More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน	
	<input type="radio"/> Social & Community Engagement & Integration การมีส่วนร่วมกับชุมชนและสังคม More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน	
	<input type="radio"/> Stakeholder Engagement การสร้างความสัมพันธ์กับผู้มีส่วนได้เสีย More detail รายละเอียดเพิ่มเติม ? Take a survey ทำการประเมิน	

## Part 3: Company's Materiality Assessment

## ด้านการประเมินประเด็นความยั่งยืนที่สำคัญของบริษัทฯ (10 ข้อ)

In your opinion, what the level of impact the company's actions in this issue have on you as a stakeholder, in terms of severity, by considering actual and potential impact?

ท่านมีความเห็นว่าการกระทำของบริษัทฯ ในประเด็นนี้ส่งผลกระทบต่อท่านในฐานะผู้มีส่วนได้เสียในระดับใด โดยความรุนแรงพิจารณาจากสิ่งที่เคยเกิดหรืออาจจะเกิดขึ้นในอนาคต โดยหากเกิดขึ้นแล้วมีความรุนแรงในระดับใด

1 What is the **level of severity** of the impacts in each aspect (covering economic / occupational health ,safety and environment / human rights / reputation or image of the organization) in term of **Climate Resilience and GHG Emissions?**

**ระดับความรุนแรง** ของผลกระทบในแต่ละด้าน (ครอบคลุมด้านเศรษฐกิจ / อาชีวอนามัย ความปลอดภัย และสิ่งแวดล้อม / ด้านสิทธิมนุษยชน / ชื่อเสียงหรือภาพลักษณ์องค์กร ในประเด็น **การเปลี่ยนแปลงสภาพภูมิอากาศ และการปล่อยก๊าซเรือนกระจก** อยู่ในระดับใด

**Critical** negative impacts for each aspect involved e.g

- Property damage which affects the ongoing operations
- Fatality or disability
- Loss of resources and impact to the widespread environmental and there are many groups of people affected.
- Irrecoverable.
- Loss of public reputation and confidence at the international level

ส่งผลกระทบต่อเชิงลบในระดับ**วิกฤต**สำหรับแต่ละด้านที่เกี่ยวข้อง เช่น

- ทรัพย์สินเสียหาย ซึ่งกระทบต่อการดำเนินงานต่อเนื่อง
- เสียชีวิต หรือสูญเสียอวัยวะ
- สูญเสียทรัพยากรและส่งผลกระทบต่อสุขภาพในวงกว้าง และ มีผู้ได้รับผลกระทบหลายกลุ่ม
- กลับคืนสู่สภาพเดิมไม่ได้
- เสียชื่อเสียงและความเชื่อมั่นจากสาธารณะชน ในระดับสากล

**Major** negative impacts for each aspect involved e.g

- property damage which temporarily affects operations
- High consequence injury (not able to work next day from 1 person or 1 day or more).
- The Impact to the environment and affected by many groups.
- Recoverable but with high resource requirements, time-consuming and a lack of social support.

ส่งผลกระทบต่อเชิงลบในระดับ**รุนแรง**สำหรับแต่ละด้านที่เกี่ยวข้อง เช่น

- ทรัพย์สินเสียหาย ซึ่งกระทบต่อการดำเนินงานชั่วคราว
- บาดเจ็บถึงขั้นหยุดงาน มากกว่า 1 คน หรือ 1 วัน ขึ้นไป
- ส่งผลกระทบต่อสุขภาพนอก และ มีผู้ได้รับผลกระทบหลายกลุ่ม
- กลับคืนสู่สภาพเดิมได้ ( ทรัพยากรสูง ใช้งบประมาณ / ไม่มีความช่วยเหลือทางสังคมรองรับ)
- เสียชื่อเสียงและความเชื่อมั่นจากสาธารณะชน ในระดับภูมิภาค

**Moderately** negative impacts for each aspect involved e.g

- Property damage that affects the operation of some activities.
- High consequence injury (not able to work next day from 1 person or 1 day).
- The Impact to the environment and moderately affecting the way of living.
- Recoverable but with high resource requirements, moderate time-consuming and social support.
- Loss of public reputation and confidence at the country level.

ส่งผลกระทบต่อเชิงลบในระดับ**ปานกลาง**สำหรับแต่ละด้านที่เกี่ยวข้อง เช่น

- ทรัพย์สินเสียหาย ซึ่งกระทบต่อการดำเนินงานของบางกิจกรรม
- บาดเจ็บถึงขั้นหยุดงาน 1 คน หรือ 1 วัน
- ส่งผลกระทบต่อสุขภาพนอก และส่งผลกระทบต่อชีวิตในระดับปานกลาง
- กลับคืนสู่สภาพเดิมได้ (ทรัพยากรสูง ใช้งบประมาณ / มีความช่วยเหลือทางสังคมรองรับ)
- เสียชื่อเสียงและความเชื่อมั่นจากสาธารณะชน ในระดับประเทศ

**Minor** negative impacts for each aspect involved e.g

- Property damage but does not affect operations
- Injuries that require hospitalization.
- The Impact to the environment and minor affect on the way of living.
- Can be recovered quickly with limited resources.
- Loss of public reputation and confidence at the local level.

ส่งผลกระทบต่อเชิงลบในระดับ**น้อย**สำหรับแต่ละด้านที่เกี่ยวข้อง เช่น

- ทรัพย์สินเสียหาย แต่ไม่กระทบต่อการดำเนินงาน
- บาดเจ็บที่ต้องเข้ารักษาในโรงพยาบาล
- ส่งผลกระทบต่อสุขภาพนอก และส่งผลกระทบต่อชีวิตในระดับเล็กน้อย
- กลับคืนสู่สภาพเดิมได้ (ใช้เวลารวดเร็ว ใช้งบประมาณจำกัด)
- เสียชื่อเสียงและความเชื่อมั่นจากสาธารณะชน ในระดับในท้องถิ่น

**Very low** negative impacts for each aspect involved e.g

- Minor property damage
- First aid injuries
- No impact to the environment
- Immediate recovery
- Loss of public reputation and confidence from individual stakeholders.

ส่งผลกระทบต่อเชิงลบในระดับ**ต่ำมาก**สำหรับแต่ละด้านที่เกี่ยวข้อง เช่น

- ทรัพย์สินเสียหายเล็กน้อย
- บาดเจ็บขั้นปฐมพยาบาล
- ไม่ส่งผลกระทบต่อสุขภาพนอก
- กลับคืนสู่สภาพเดิมได้ทันที
- เสียชื่อเสียงและความเชื่อมั่นจากผู้มีส่วนได้เสียระดับบุคคล

2 What is the **level of likelihood** regarding the actual impact or potential impact of the company's actions on **Climate Resilience and GHG Emissions?**

**โอกาสในการเกิด** ผลกระทบที่เกิดขึ้นจริง หรือผลกระทบที่มีโอกาสจะเกิดในอนาคต จากการดำเนินการของบริษัทฯ ในประเด็น **การเปลี่ยนแปลงสภาพภูมิอากาศ และการปล่อยก๊าซเรือนกระจก** อยู่ในระดับใด

- Has been a regular occurrence in the past and present (**once in monthly or quarterly**) / In the future ,quite certainly to occur, or high frequency occurs.  
เกิดขึ้นอย่างสม่ำเสมอทั้งในอดีตและปัจจุบัน (**พบปัญหาทุกไตรมาส หรือทุกเดือน**) / ในอนาคตมีความเป็นไปได้ที่จะเกิดค่อนข้างแน่นอน มีโอกาสเกิดสูง
- Has been a regular occurrence in the past and present (**once in a year**) /In the future, have occurred often.  
เกิดขึ้นสม่ำเสมอทั้งในอดีตและปัจจุบัน (**พบปัญหาทุกปี**) / ในอนาคตมีโอกาสเกิดขึ้นได้บ่อยๆ
- Has been a regular occurrence in the past and present (**once in 2 to 3 years**) /In the future, likely to occur sometime, has already occurred annually.  
เกิดขึ้นสม่ำเสมอทั้งในอดีตและปัจจุบัน (**พบปัญหา 2-3 ปีครั้ง**) / ในอนาคตน่าจะเกิดขึ้นได้ในสถานการณ์ส่วนใหญ่ เกิดขึ้นทุกปี
- Has occurred in the past but **has not occurred in the past 3 to 5 years** . /In the future not likely to occur in normal situations, there must be many driving factors.  
เกิดขึ้นในอดีต แต่**ไม่เกิดขึ้นในช่วง 3-5 ปีที่ผ่านมา** / ในอนาคตไม่น่าจะเกิดขึ้นในสถานการณ์ปกติ ต้องมีปัจจัยเสริมหลายด้าน
- Has **never occurred** in the past /and has a low likelihood of occurring in the future.  
**ไม่เคยเกิดขึ้นในอดีต** / ในอนาคตมีความน่าจะเป็นน้อยมากที่จะเกิดขึ้น

**Part 5 : Overall satisfaction with the company****ด้านความพึงพอใจในภาพรวม (1 ข้อ)**

Please mark on the answer that best math of your opinion as follow

ทำเครื่องหมาย ลงหน้าคำตอบที่ตรงกับความคิดเห็นของท่านมากที่สุด รายละเอียดดังต่อไปนี้

**1 How satisfied are you with the company's overall business performances?**

ท่านมีความพึงพอใจโดยรวมต่อบริษัทฯ อยู่ในระดับใด

- Very satisfied  
พึงพอใจมากที่สุด
- Satisfied  
พึงพอใจมาก
- Neutral  
ปานกลาง
- Dissatisfied  
พึงพอใจน้อย
- Very dissatisfied  
พึงพอใจน้อยที่สุด

**2 Additional suggestions**

ข้อเสนอแนะเพิ่มเติม

Please specified...



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