

MINOR SUSTAINABILITY REPORT 2018: MATERIAL ASPECTS AND BOUNDARIES

Subsidiaries, Associated, and Affiliated Companies included in the Sustainability Report

COMPANIES ^[1]	Aspects													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1 Minor International Public Company Limited	● ⁽²⁾	●	●	●	●	●	●	●	●	●	●	●	●	●
Minor Hotels														
2 Chao Phaya Resort Limited		●		●	●	●	●	●	●	●	●	●	●	
3 Maerim Terrace Resort Limited		●		●			●	●	●		●	●	●	
4 Samui Resort and Spa Limited		●		●	●	●	●	●	●	●	●	●	●	
5 Rajadamri Hotel Public Company Limited		●		●	●	●	●	●	●		●	●	●	
6 MI Squared Limited		●		●	●	●	●	●	●	●	●	●	●	
7 Hua Hin Village Limited		●		●	●	●	●	●	●		●	●	●	
8 Baan Boran Chiangrai Limited		●		●	●	●	●	●	●	●	●	●	●	
9 Samui Village Limited		●		●			●	●	●		●	●	●	
10 Royal Garden Plaza Limited		●		●			●	●	●		●	●	●	
11 MSpa International Limited		●		●			●	●	●		●	●	●	
12 Minor Hotel Group Limited		●	●	●	●	●	●	●	●		●	●	●	
13 Eutopia Private Holding Limited		●		●	●	●	●	●	●	●	●	●	●	
14 Harbour View Corporation Limited		●		●	●	●	●	●	●		●	●	●	
15 MHG Phuket Limited		●		●	●	●	●	●	●		●	●	●	
16 Lodging Management (Mauritius) Limited		●		●	●	●	●	●	●	●	●	●	●	
17 Zanzibar Tourism and Hospitality Investment Limited		●		●		●	●	●	●		●	●	●	
18 Tanzania Tourism and Hospitality Investment Limited		●		●		●	●	●	●		●	●	●	
19 Vietnam Hotel Projekt B.V.		●		●	●	●	●	●	●	●	●	●	●	
20 Rani Minor Holding Limited		●		●	●	●	●	●	●	●	●	●	●	
21 Sands Hotels (Proprietary) Limited		●		●	●	●	●	●	●		●	●	●	
22 Minor Hotel Group Gaborone (Proprietary) Limited		●		●	●	●	●	●	●	●	●	●	●	
23 MHG Lesotho (Proprietary) Limited		●		●	●	●	●	●	●	●	●	●	●	
24 Minor Hotels Zambia Limited		●		●	●	●	●	●	●		●	●	●	
25 Minor Continental Holding (Mauritius)		●		●	●	●	●	●	●	●	●	●	●	
26 Hua Hin Resort Limited		●		●			●	●	●		●	●	●	

Aspects

- | | | | |
|------------------------------------|---|---|------------------------------|
| 1 Economic Performance | 5 Training and Education | 8 Good Corporate Governance and Anti-Corruption | 11 Public Policy |
| 2 Food and Service Safety | 6 Environment (Energy, Water, Emissions, Waste, Biodiversity) | 9 Human Rights and Diversity | 12 Compliance |
| 3 Sustainable Supply Chain | 7 Employment | 10 Occupational Health and Safety | 13 Communities |
| 4 Customer Relationship Management | | | 14 Environment (Waste water) |

COMPANIES⁽¹⁾

Aspects

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
27 PH Resort (Private) Ltd.		●		●	●	●	●	●	●	●	●	●	●	
28 Jada Resort and Spa (Private) Limited		●		●	●	●	●	●	●		●	●	●	
29 MHG Hotel Holding Australia Pty. Ltd.		●		●			●	●	●	●	●	●	●	
30 Minor Continental Holding (Singapore) Pte.Ltd.		●		●		● ⁽³⁾	● ⁽³⁾	●	● ⁽³⁾			●	● ⁽³⁾	
Minor Food														
31 The Minor Food Group Public Company Limited		●	●	●	●	●	●	●	●	●	●	●	●	
32 Swensen's (Thai) Limited		●		●	●	●	●	●	●	●	●	●	●	
33 Minor Cheese Limited		●		●	●	●	●	●	●	●	●	●	●	●
34 Minor Dairy Limited		●		●	●	●	●	●	●	●	●	●	●	●
35 Minor DQ Limited		●		●	●	●	●	●	●	●	●	●	●	
36 Burger (Thailand) Limited		●		●	●	●	●	●	●	●	●	●	●	
37 SLRT Limited		●		●	●	●	●	●	●	●	●	●	●	
38 The Coffee Club (Thailand) Limited		●		●	●	●	●	●	●	●	●	●	●	
39 Catering Associates Limited		●		●			●	●	●		●	●	●	
40 Pecan Deluxe (Thailand) Limited		●		●		●	●	●	●		●	●	●	
41 Select Service Partner Limited		●		●			●	●	●		●	●	●	
42 MSC Thai Cuisine Co., Ltd.		●		●			●	●	●		●	●	●	
43 International Franchise Holding (Labuan) Limited		●		●			●	●	●		●	●	●	
44 Minor Food Group (Singapore) Pte. Ltd.		●		●			●	●	●		●	●	●	
45 Minor DKL Food Group Pty. Ltd.		●		●	●		●	●	●		●	●	●	
46 Over Success Enterprise Pte. Ltd.		●		●			●	●	●		●	●	●	
47 Liwa Minor Food & Beverage LLC		●		●			●	●	●		●	●	●	
Minor Lifestyle														
48 Minor Corporation Public Company Limited		●		●	●		●	●	●	●	●	●	●	
49 Armin Systems Limited		●		●	●		●	●	●	●	●	●	●	
50 NMT Limited		●		●	●	●	●	●	●	●	●	●	●	●
51 Esmido Fashions Limited		●		●	●		●	●	●	●	●	●	●	

(1) For ease of reporting purpose, subsidiaries of holding companies will be disclosed under the holding company

(2) Economic performance covers all significant consolidated Subsidiaries, Associates and Affiliated Companies according to Annual Report 2018

(3) Shown separately in Welcome of New Minor Member – NH Hotel Group chapter

MINOR SUSTAINABILITY REPORT 2018: GRI CONTENT INDEX*

รายงานการพัฒนาอย่างยั่งยืน 2561: GRI Content Index*

GRI 102: General Disclosures 2016

Disclosure Number	Disclosure Title	Reference Page		Website/ Remarks
		AR	SR	
Organizational Profile				
GRI 102-1	Name of the organization	100	3, 159	
GRI 102-2	Activities, brands, products, and services	3-4, 306	4-5	- Businesses > Business Overview (http://www.minor.com/en/businesses/business-overview) Businesses > Minor Hotels (http://www.minor.com/en/businesses/minor-hotels) - Businesses > Minor Food (http://www.minor.com/en/businesses/minor-food) - Businesses > Minor Lifestyle (http://www.minor.com/en/businesses/minor-lifestyle)
GRI 102-3	Location of headquarters	364	159	
GRI 102-4	Location of operations	3-4, 7, 364	6-7	
GRI 102-5	Ownership and legal form	100, 356, 364	-	
GRI 102-6	Markets served	3-4, 7, 364	3, 6-7	
GRI 102-7	Scale of the organization	8-9, 85-99	135-137	
GRI 102-8	Information on employees and other workers	-	136-138	
GRI 102-9	Supply chain	-	65-71, 80-81	
GRI 102-10	Significant changes to the organization and its supply chain	307-3-8	-	
GRI 102-11	Precautionary Principle or approach	309-314, 333-334	-	

* All GRI Disclosures in the table refer to GRI Standards 2018
AR = Annual Report, SR = Sustainability Report

Disclosure Number	Disclosure Title	Reference Page		Website/ Remarks
		AR	SR	
GRI 102-12	External initiatives	70-73	18-19, 105-107, 110-111, 156-157	
GRI 102-13	Membership of associations	70-75	18-19, 105-107, 110-111, 156-157	
Strategy				
GRI 102-14	Statement from senior decision-maker	12-19	8-13	
GRI 102-15	Key impacts, risks, and opportunities	309-314, 334	-	
Ethics and Integrity				
GRI 102-16	Values, principles, standards, and norms of behavior	317-334	120-129	
GRI 102-17	Mechanisms for advice and concerns about ethics	77-80, 323	129	https://www.minor.com/en/corporate-governance/feedback
Governance				
GRI 102-18	Governance structure	20, 335-343, 345-349	22	https://www.minor.com/en/sustainability/sustainability-governance-structure
GRI 102-19	Delegating authority	-	22	https://www.minor.com/en/sustainability/sustainability-governance-structure
GRI 102-20	Executive-level responsibility for economic, environmental, and social topics	-	22	https://www.minor.com/en/sustainability/sustainability-governance-structure
GRI 102-21	Consulting stakeholders on economic, environmental, and social topics	68, 321-324	22-23	https://www.minor.com/en/sustainability/stakeholder-engagement
GRI 102-22	Composition of the highest governance body and its committees	20, 80, 335-343, 345-349	22, 136	https://www.minor.com/en/sustainability/sustainability-governance-structure
GRI 102-23	Chair of the highest governance body	329	-	
GRI 102-24	Nominating and selecting the highest governance body	329-331	-	
GRI 102-25	Conflicts of interest	305, 320	-	
GRI 102-26	Role of highest governance body in setting purpose, values, and strategy	330, 344	22	https://www.minor.com/en/sustainability/sustainability-governance-structure
GRI 102-27	Collective knowledge of highest governance body	331-332	22	https://www.minor.com/en/sustainability/sustainability-governance-structure

Disclosure Number	Disclosure Title	Reference Page		Website/ Remarks
		AR	SR	
GRI 102-28	Evaluating the highest governance body's performance	332-333	22	https://www.minor.com/en/sustainability/sustainability-governance-structure
GRI 102-29	Identifying and managing economic, environmental, and social impacts	78-79, 330, 309-314, 344, 349	22	https://www.minor.com/en/sustainability/sustainability-governance-structure
GRI 102-30	Effectiveness of risk management processes	309-314, 334, 345-346, 349	22	https://www.minor.com/en/sustainability/sustainability-governance-structure
GRI 102-31	Review of economic, environmental, and social topics	309-314, 334, 345-346, 350	22	https://www.minor.com/en/sustainability/framework-strategy-and-roadmap
GRI 102-32	Highest governance body's role in sustainability reporting	330	22	https://www.minor.com/en/sustainability/framework-strategy-and-roadmap
GRI 102-33	Communicating critical concerns	324, 330, 333	22, 125	
GRI 102-34	Nature and total number of critical concerns	-	125	
GRI 102-35	Remuneration policies	326-328	-	CG Guidelines (https://www.minor.com/storage/download/guidelines/20190307-cg-guidelines-en.pdf) 11. Compensation of the Board 13. Annual Compensation Review of Senior Management
GRI 102-36	Process for determining remuneration	326-328	-	
GRI 102-37	Stakeholders' involvement in remuneration	-	-	CG Guidelines (https://www.minor.com/storage/download/guidelines/20190307-cg-guidelines-en.pdf) 11. Compensation of the Board 13. Annual Compensation Review of Senior Management
GRI 102-38	Annual total compensation ratio	328	-	
GRI 102-39	Percentage increase in annual total compensation ratio	328	-	

Disclosure Number	Disclosure Title	Reference Page		Website/ Remarks
		AR	SR	
Stakeholder Engagement				
GRI 102-40	List of stakeholder groups	321-324	22	https://www.minor.com/en/sustainability/stakeholder-engagement
GRI 102-41	Collective bargaining agreements	-	31	
GRI 102-42	Identifying and selecting stakeholders	-	22	https://www.minor.com/en/sustainability/stakeholder-engagement
GRI 102-43	Approach to stakeholder engagement	319-324	22	https://www.minor.com/en/sustainability/stakeholder-engagement
GRI 102-44	Key topics and concerns raised	-	22	https://www.minor.com/en/sustainability/stakeholder-engagement
Reporting Practice				
GRI 102-45	Entities included in the consolidated financial statements	358-363	-	
GRI 102-46	Defining report content and topic Boundaries	-	22, 159	https://www.minor.com/en/sustainability/materiality-assessment
GRI 102-47	List of material topics	-	22, 159	https://www.minor.com/en/sustainability/materiality-assessment
GRI 102-48	Restatements of information	16	8, 31, 132-134	
GRI 102-49	Changes in reporting	-	-	No significant changes
GRI 102-50	Reporting period	-	158	
GRI 102-51	Date of most recent report	-	158	
GRI 102-52	Reporting cycle	-	158	
GRI 102-53	Contact point for questions regarding the report	-	159	
GRI 102-54	Claims of reporting in accordance with the GRI Standards	-	158	
GRI 102-55	GRI content index	-	158	https://www.minor.com/th/downloads/sustainability-reports
GRI 102-56	External assurance	-	158	

Material Topics: Topic-specific Standards

Disclosure Number	Disclosure Title	Impact Boundary	Omission			Reference Page		Website/Remarks	
			Part omitted	Reason	Explanation	AR	SR		
GRI 200: Economic									
GRI 201 Economic Performance 2016									
GRI 103-1/2/3	Management approach	Inside the organization				12-19, 282-283, 309-314	-		
GRI 201-1	Direct economic value generated and distributed						-	135	
GRI 202 Market Presence 2016									
GRI 103-1/2/3	Management approach	Inside the organization		Not applicable	Not material aspect	-	-		
GRI 202-1	Ratios of standard entry level wage by gender compared to local minimum wage						-	32	
GRI 204 Procurement Practices 2016									
GRI 103-1/2/3	Management approach	Inside and outside the organization		Not applicable	Not material aspect	-	-		
GRI 204-1	Proportion of spending on local suppliers						-	69	
GRI 205 Anti-corruption 2016									
GRI 103-1/2/3	Management approach	Inside and outside the organization	GRI 103-3		The 1 st year for goal establishment	-	121		
GRI 205-1	Operations assessed for risks related to corruption						-	125	
GRI 205-2	Communication and training about anti-corruption policies and procedures						-	67, 123-124	
GRI 205-3	Confirmed incidents of corruption and actions taken						-	124	
GRI 206 Anti-competitive Behavior 2016									
GRI 103-1/2/3	Management approach	Inside and outside the organization		Not applicable	Not material aspect	-	-		
GRI 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices						-	124	

Disclosure Number	Disclosure Title	Impact Boundary	Omission			Reference Page		Website/Remarks
			Part omitted	Reason	Explanation	AR	SR	

GRI 300: Environmental

GRI 302 Energy 2016

GRI 103-1/2/3	Management approach	Inside and outside the organization	GRI 103-3		The 1 st year of goal establishment	-	93-94	
GRI 302-1	Energy consumption within the organization					-	97, 101, 104, 142-144, 146	
GRI 302-2	Energy consumption outside of the organization					-	148	
GRI 302-3	Energy intensity					-	97, 101, 104, 142-144, 146	
GRI 302-4	Reduction of energy consumption					-	97, 101, 104, 142-144, 146	
GRI 302-5	Reduction in energy requirements of products and services				Information unavailable	Information unavailable	-	-

GRI 303 Water and Effluents 2018

GRI 103-1/2/3	Management approach	Inside and outside the organization	GRI 103-3		The 1 st year of goal establishment	-	93-94	
GRI 303-1	Interactions with water as a shared resource					-	93, 95	
GRI 303-2	Management of water discharge-related impacts					-	93, 95, 145, 147	
GRI 303-3	Water withdrawal					-	142-143, 145, 147	
GRI 303-4	Water discharge					-	145, 147	
GRI 303-5	Water consumption					-	142-143, 145, 147	

Disclosure Number	Disclosure Title	Impact Boundary	Omission			Reference Page		Website/Remarks
			Part omitted	Reason	Explanation	AR	SR	

GRI 304 Biodiversity 2016

GRI 103-1/2/3	Management approach	Inside and outside the organization	GRI 103-3		The 1 st year of goal establishment	-	93-94	
GRI 304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas					-	149-151	
GRI 304-2	Significant impacts of activities, products, and services on biodiversity					-	152-153	
GRI 304-3	Habitats protected or restored					-	105-119, 149-153	
GRI 304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations					-	119, 154-155	

GRI 305 Emissions 2016

GRI 103-1/2/3	Management approach	Inside and outside the organization	GRI 103-3		The 1 st year of goal establishment	-	93-94	
GRI 305-1	Direct (Scope 1) GHG emissions					-	97, 101, 104, 142-144, 146	
GRI 305-2	Energy indirect (Scope 2) GHG emissions					-	97, 101, 104, 142-144, 146	
GRI 305-3	Other indirect (Scope 3) GHG emissions					-	104, 148	
GRI 305-4	GHG emissions intensity					-	97, 101, 104, 142-144, 146	
GRI 305-5	Reduction of GHG emissions					-	97, 101, 104, 142-144, 146	

Disclosure Number	Disclosure Title	Impact Boundary	Omission			Reference Page		Website/ Remarks
			Part omitted	Reason	Explanation	AR	SR	
GRI 305-6	Emissions of ozone-depleting substances (ODS)	Inside and outside the organization				-	148	
GRI 305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions					-	145, 147	

GRI 306 Effluents and Waste 2016

GRI 103-1/2/3	Management approach	Inside and outside the organization	GRI 103-1/2/3		In process of goal setting	-	93-94	
GRI 306-1	Water discharge by quality and destination					-	145, 147	
GRI 306-2	Waste by type and disposal method					-	144, 146	
GRI 306-3	Significant spills					-	-	No significant spills
GRI 306-4	Transport of hazardous waste					-	144, 146	
GRI 306-5	Water bodies affected by water discharges and/or runoff					-	-	

GRI 307 Environmental Compliance 2016

GRI 103-1/2/3	Management approach	Inside and outside the organization		Not applicable	Not material aspect	-	93-94	
GRI 307-1	Non-compliance with environmental laws and regulations					-	-	No material non-compliance with environmental laws and regulations

GRI 308 Supplier Environmental Assessment 2016

GRI 103-1/2/3	Management approach	Inside and outside the organization	GRI 103-3		The 1 st year of goal establishment	-	66	
GRI 308-1	New suppliers that were screened using environmental criteria					-	67	
GRI 308-2	Negative environmental impacts in the supply chain and actions taken					-	67-69	

Disclosure Number	Disclosure Title	Impact Boundary	Omission			Reference Page		Website/Remarks
			Part omitted	Reason	Explanation	AR	SR	
GRI 400: Social								
GRI 401 Employment 2016								
GRI 103-1/2/3	Management approach	Inside the organization	GRI 103-3		The 1 st year of goal establishment	-	27-28	
GRI 401-1	New employee hires and employee turnover					-	136-137	
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees					-	138	
GRI 401-3	Parental leave					-	42	
GRI 403 Occupational Health and Safety 2018								
GRI 103-1/2/3	Management approach	Inside and outside the organization		Not applicable	Not material aspect	-	-	
GRI 403-1	Occupational health and safety management system					-	34-42	
GRI 403-2	Hazard identification, risk assessment, and incident investigation					-	34-40	
GRI 403-3	Occupational health services					-	34-42	
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety					-	34-35	
GRI 403-5	Worker training on occupational health and safety					-	34-42	
GRI 403-6	Promotion of worker health					-	34-42	
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships					-	34-42	
GRI 403-8	Workers covered by an occupational health and safety management system					-	34-42, 141	
GRI 403-9	Work-related injuries					-	141	
GRI 403-10	Work-related ill health				-	141		

Disclosure Number	Disclosure Title	Impact Boundary	Omission			Reference Page		Website/ Remarks
			Part omitted	Reason	Explanation	AR	SR	
GRI 404 Training and Education 2016								
GRI 103-1/2/3	Management approach	Inside the organization	GRI 103-3		The 1 st year of goal establishment	-	27-28	
GRI 404-1	Average hours of training per year per employee					-	43, 138	
GRI 404-2	Programs for upgrading employee skills and transition assistance programs					-	139-140	
GRI 404-3	Percentage of employees receiving regular performance and career development reviews					-	43	
GRI 405 Diversity and Equal Opportunity 2016								
GRI 103-1/2/3	Management approach	Inside the organization		Not applicable	Not material aspect	-	27-28	
GRI 405-1	Diversity of governance bodies and employees					-	136-137	
GRI 405-2	Ratio of basic salary and remuneration of women to men					-	32	Gender is not a factor in determining basic salary
GRI 406 Non-discrimination 2016								
GRI 103-1/2/3	Management approach	Inside the organization		Not applicable	Not material aspect	-	-	
GRI 406-1	Incidents of discrimination and corrective actions taken					-	126-127	
GRI 412 Human Rights Assessment 2016								
GRI 103-1/2/3	Management approach	Inside and outside the organization		Not applicable	Not material aspect	-	-	
GRI 412-1	Operations that have been subject to human rights reviews or impact assessments					-	126-127	
GRI 412-2	Employee training on human rights policies or procedures					-	-	Information unavailable
GRI 412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening					-	67	

Disclosure Number	Disclosure Title	Impact Boundary	Omission			Reference Page		Website/ Remarks
			Part omitted	Reason	Explanation	AR	SR	
GRI 414 Supplier Social Assessment 2016								
GRI 103-1/2/3	Management approach	Inside and outside the organization	GRI 103-3		The 1 st year of goal establishment	-	66	
GRI 414-1	New suppliers that were screened using social criteria					-	67	
GRI 414-2	Negative social impacts in the supply chain and actions taken					-	67-69	
GRI 415 Public Policy 2016								
GRI 103-1/2/3	Management approach	Outside the organization		Not applicable	Not material aspect	-	-	Anti-Fraud and Corruption Policy: https://www.minor.com/storage/download/corporate-policies/anti-fraud-corruption-policy-en.pdf
GRI 415-1	Political contributions					-	-	No political contribution
GRI 416 Customer Health and Safety 2016								
GRI 103-1/2/3	Management approach	Inside and outside the organization	GRI 103-1/2/3		In process of goal setting	-	79	
GRI 416-1	Assessment of the health and safety impacts of product and service categories			Information unavailable	Information unavailable	-	-	
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services					-	85	
GRI 417 Marketing and Labeling 2016								
GRI 103-1/2/3	Management approach	Inside and outside the organization		Not applicable	Not material aspect	-	-	
GRI 417-1	Requirements for product and service information and labeling					-	80	
GRI 417-2	Incidents of non-compliance concerning product and service information and labeling					-	85	

Disclosure Number	Disclosure Title	Impact Boundary	Omission			Reference Page		Website/ Remarks
			Part omitted	Reason	Explanation	AR	SR	
GRI 417-3	Incidents of non-compliance concerning marketing communications	Inside and outside the organization				-	85	
GRI 418 Customer Privacy 2016								
GRI 103-1/2/3	Management approach	Outside the organization		Not applicable	Not material aspect	-	-	
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data					-	85	
GRI 419 Socioeconomic Compliance 2016								
GRI 103-1/2/3	Management approach	Outside the organization		Not applicable	Not material aspect	-	-	
GRI 419-1	Non-compliance with laws and regulations in the social and economic area					-	-	No material Non-compliance with laws and regulations in the social and economic area