

People

“People Development and Support” is one of Minor’s key focuses, as reflected in our core value and sustainability strategic pillar. We believe a company can only grow and stay competitive with sustainable and capable people in the organization and the society. We commit to be a responsible employer by providing safe and healthy working environment and promoting well-being among over 64,000 employees in 63 countries worldwide. We also focus on offering personal and professional development opportunities through educational and career enhancement for our workforce, talents and leaders, and continue to foster socially responsible mindset of our employees. Concurrently, Minor continues to invest in surrounding communities through various social responsibility programs to support children, youth, and underprivileged community members.

Minor undertakes a 3-tier Human Capital Development Approach to enhance people’s capabilities within our sphere of influence: Grassroots, Workforce, and Talents & Leaders.



Management Approach

Our Topics	Training and Education	Employment	Communities	
 <p>Goals</p>	<p>Goal 1: 50% of Minor Corporate University (MCU) program graduates return to work with Minor by 2023</p>	<p>Goal 2: 50% internal promotion of management levels each year</p>	<p>Goal 3: 1 million people developed and supported by 2023</p>	<p>New Goal: 3 million people developed and supported by 2030⁽¹⁾</p>
 <p>2021 Performance</p>	<p>Developing: 39%</p>	<p>Achieved: 50%</p>	<p>Achieved: > 171,000 Total > 1.15 million people from 2019 - 2021</p>	
 <p>Boundary & Approach</p>	<p>Thailand: Partner with vocational schools and educational institutions to develop students' hands-on capabilities to prepare them to be our future workforce</p>	<p>Worldwide: Enhance capability and retention of existing workforce through various development and engagement programs to prepare them for management level positions</p>	<p>Worldwide: Support underprivileged community members with emphasis on community investments and combination of charitable donations and commercial initiatives and concurrently provide learning and development opportunities for workforce and talents & leaders</p>	
 <p>Responsibility</p>	<ul style="list-style-type: none"> • Human Resources • Corporate Sustainability 	<ul style="list-style-type: none"> • Human Resources 	<ul style="list-style-type: none"> • Human Resources • Corporate Sustainability 	
 <p>Monitoring & Evaluation</p>	<ul style="list-style-type: none"> • Third-party verification: Employment and Communities • Internal monitoring: Training and Education 			
 <p>Grievance Mechanism</p>	<ul style="list-style-type: none"> • Whistle-Blower reporting Email: whistleblower@minor.com • Comments and suggestions Email: Feedback@minor.com 			

Remark:

(1) New goal, beginning 2022.



64,389

Total employees



48% Male 52% Female



161

Nationalities



27

Average training hours/employee/year



4,867

Participating volunteers



8,060

Volunteer hours

Minor's 3-Tier Human Capital Development Approach covers the development and support for Grassroots, Workforce, and Talents & Leaders. This approach enables the company to be responsible for capacity development and well-being of both internal and external stakeholders: employees, children, youths, and underprivileged community members.

Minor pledges to be a responsible employer and employer of choice. We uphold a safe and healthy working environment, promote employees' well-being, and provide development opportunities to cultivate their full potential. On personal and professional development, we continue to offer different forms of learning and development for our workforce, talents, and leaders to ensure our pipeline is fulfilled with skilled and capable resources.

The established "More You" program, championed by well-being committee comprising teams from all business groups, continues to ensure safe and healthy working environment in accordance with company's Occupational Health & Safety (OHS) and Well-being Framework and relevant legal regulations. We also promote well-being initiatives that focus on employees' strong body & mind, support for family and society, and encouragement of financial disciplines. In 2021, the program was adapted to include online elements during work-from-home period to keep the momentum as we aim to foster engagement, performance, and well-being of our employees.

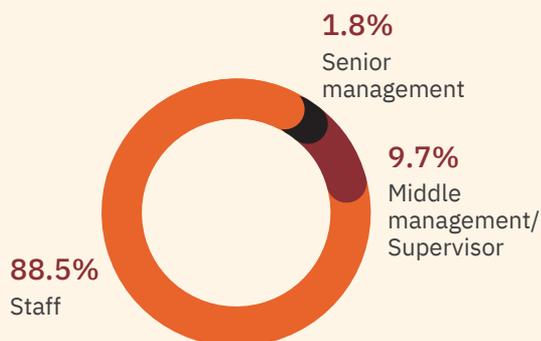
The company continuously invests in the support and development of children, youth, and underprivileged community members through community investment, commercial initiatives, and charitable donations in alignment with Business for Societal Impact (B4SI). We also promote "social responsible mindset" among our employees and peers by encouraging our businesses worldwide to undertake social responsibility activities in line with Minor's Sustainability Strategy whilst creating positive social and environmental impacts.

These efforts collaboratively contributed to the achievement of Minor's long-term sustainability goal of "1 million people developed and supported by 2023". From 2019 to 2021, we were able to develop and support over 1.15 million people through our various initiatives. To extend this accomplishment, we launched a new goal of "3 million people developed and supported by 2030", beginning in 2022. With the new goal, we aim to elevate sustainable development of our people and integration of shared value creation into our investment in long-term initiatives that support education, health & well-being, and environment in the society where we operate.

Illustrations of People initiatives which contribute to both company and socio-environmental benefits are presented in "Shared Value" chapter.

Talents & Leaders

Minor believes the company's success depends largely on our human capital. We focus on grooming high-potential talents and leaders to be visionary, resilient, agile, and adaptive to changes and able to empathize with our stakeholders. Identifying and developing capable leaders will build foundation for the company to navigate through changes and unforeseen situations in the best possible manners. In 2021, Minor deployed both online and onsite approaches for learning and development of our talents and leaders. Examples of development programs are as follows:



Proportion of Employees by Level - as of 31 December 2021



Digital Academy

Digital Academy was offered for director to chief officer levels to amplify their knowledge in digital transformation strategy in response to the current digital trend. This online training consisted of 6 modules: 1. Customer Centric, 2. Experiment, 3. Practice Agile Method, 4. Activating Growth, 5. Be Data Driven, and 6. Evaluate Trends. It aimed to empower leaders with outward looking digital mindsets and knowledge to enable digital change in the organization and be ready to drive modern business. Total of 60 leaders graduated from this 2.5-month training.

Finance Academy

Finance Academy is an onsite training program, in partnership with Sasin School of Management, which is an AACSB and EQUIS accredited business school founded by Chulalongkorn University in collaboration with the Kellogg School of Management and the Wharton Business School. Participated by 20 talents from Minor Food's general manager level and its potential successors, the training targeted those who do not have financial expertise and equipped them with financial skillset and mindset so that they can spearhead business to preferable outcomes.

Minor Hotels' Leadership Development Journey

Minor Hotels' Leadership Development Journey is a leadership development series for talents in manager and director levels, consisting of 3 programs: Wavelength, Endeavour, and Horizon. In 2021, "Agile Leader Programme", a part of Wavelength program, was arranged to enhance people skills of leaders by promoting sense of community within their teams. Leaders were expected to lead their teams to higher engagement, improved trust, and stronger relationships among themselves as well as customers and other stakeholders. Total of 25 leaders from Minor Hotels properties worldwide participated in this 7-week online training program.

We believe that our people development approach plays an important role in supporting internal promotion, which is one of our key focus. In 2021, we achieved our long-term sustainability goal of 50% internal promotion of management levels, a significant improvement from 37% in 2020 which was an extraordinary year. Minor is diligent in updating our internal talent pool and would look for candidates internally for management positions. We have also started to create an internal candidate talent pool database within our recruiting system and cascaded to business units and hotel properties across all levels. Year 2020 through to 2021 were difficult years for all our businesses and it was unfortunate that we had lost a few management members, some to more secured industries. In addition, constant changing travel restrictions imposed by different jurisdictions reduced our ability to create workforce mobility across different hotel properties. Nonetheless, we remained focus on our learning and development for talents and leaders to ensure we grow our internal candidates for management roles. As borders gradually opened in 2021 and business started to recover, we were able to improve the mobility of our management across different brands and countries and provide them with extended career opportunities. We understand that with ongoing uncertainty in hospitality sector, we will continue to face challenges in retention and intend to do our utmost to ensure our management are engaged and provided with development and promotion opportunities.



Responsible Employer | Occupational Health & Safety and Employee Well-being

Workforce

“People Development” is one of Minor’s core values and a strategic sustainability pillar. With over 64,000 people employed directly and indirectly by Minor worldwide, we pledge to be a responsible employer through providing different forms of learning and development for our workforce and creating a safe and healthy workplace where people can sustainably develop and grow. The “More You” program aims at creating these experiences to employees by offering a number of different activities such as wellness, education, and recreation as well as nurturing their sense of social responsibility. Our goal is to create a workplace that brings out the best capacities of our employees, while fulfilling them with rewarding benefits, development opportunities, and career growth. Ultimately, we seek to attract talents and to retain our qualified and capable employees.

To emphasize on our commitment to creating skilled and capable human capital while also creating positive social and environmental impacts, in 2021 Minor introduced and deployed “Sustainability Key Performance Indicator (KPI)” rated at 5% of total KPI to employees in Minor corporate office, Minor Lifestyle, and Minor Hotels in Asia, Indian Ocean, Middle East, Africa and Brazil.



Responsible Employer

Minor believes that the foundation of being a responsible employer is to ensure our employees are treated fairly and professionally. Our [Human Rights Policy](#) ensures protection of basic rights of our employees, which includes diversity, equity and inclusion as well as freedom association and collective bargaining. In 2021, 19% of total workforce worldwide were covered by collective bargaining agreements. In addition, in countries where welfare committees are enforced by laws, employees can raise their concerns through these joint management and operations committees. The standard entry-level wages of our business units are on par with the country’s minimum wage or higher, subject to the type of business, nature of job, and location. The employees also receive benefits depending on their employment type. Details of employee benefits are presented in “Human Resource Performance” section of [Sustainability Performance Data 2021](#) on our website. The development of employees, both personal and professional, is essential at Minor. We offer various training programs to all levels of employees to enhance their knowledge, skills, and behaviors for success. An annual appraisal is also in place to allow employees to evaluate their performances and discuss their improvement gaps that should be developed with their managers.

Responsible Employer | Occupational Health & Safety and Employee Well-being

Prior to departure from employment, an exit interview is conducted with the employee to identify resignation causes so that appropriate actions can be taken to reduce future attrition where needed. The information is collected and held in confidentiality. Meanwhile, to enhance our recruitment process, Minor Food brands in Thailand continues to utilize the “Smart Career System”, which was developed to help filter/match applicant’s skills with those needed by the available position.

Minor considers our people as company’s most valuable asset. After the long haul of COVID-19 pandemic, Minor continues to seek for our employees’ insights and opportunity for improvements by conducting employee engagement surveys. Employee engagement score in 2021 was 75%, which included group-wide corporate office employees as well as operations staff of Minor Food and Minor Lifestyle in Thailand. Minor Hotels did not conduct the survey at properties level in 2021 as properties were in varied operating status from the COVID-19 condition and restriction which could provide inaccurate results.

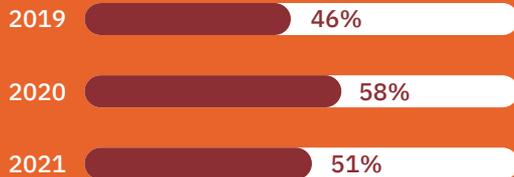
Minor tracks and monitors employee turnover for business units under our operational control. In 2021, the overall turnover was 51%, a reduction from 58% in 2020. Turnover

is calculated as total number of employees that left the company during the year divided by the average number of employees. The information includes part-time staff but excludes daily workforce. These part-time staff by nature will be working for shorter tenure with the company. Part-time staff accounted for 22% of relevant employee pool and accounted for 47% of those who left.

Minor has begun to optimize its workforce in response to the pandemic since 2020 and as a result was able to better maintain our staff in 2021. To improve retention, we continue to offer learning and development as well as career opportunities for our people. We also realized that effective communications are critical for employee engagement and have worked on improving our internal communications, both in terms of frequency and clarity. This includes encouraging the line managers to be in charge of communicating the corporate and HR-related information to their team members for more personalized touch. However, as the pandemic prolonged and continued to impact both the business and personal life, we observed the increased stress levels among our staff and introduced more mental and physical health and wellness programs to help our team members pass through in this difficult time.



Responsible Employer | Occupational Health & Safety and Employee Well-being

Employee Turnover**(Including Part-time)^{(1) (2) (3)}****Remarks:**

- (1) Information from business units under Minor's operational control, including NH Hotel Group
- (2) Turnover was calculated as Total number of employees that left the company during the year/ Average number of employees
- (3) The information includes part-time staff. These staff by nature will be working for shorter tenure with the company

While the COVID-19 pandemic prolonged into 2021, Minor remains committed in continuous development of our employees. The constant uncertainty from travel restriction and work-from-home policy has redefined the methods of developing and delivering trainings at Minor. In 2021, most of our training programs were created on online platform, while some trainings were provided onsite when COVID-19 situation improved. This allowed consistency in providing development programs to our employees whenever and wherever. Details of training program are presented on Minor's website under "Human Resource Performance" section of [Sustainability Performance Data 2021](#)



In 2021,
the average training
hours per employee
per year was
27

Examples of development programs are listed below.

Business Leadership Development Program

Participated by 52 Minor Food's Area Coaches and Operations Managers, this online training program educated participants on 7 core competencies: 1. Brand Ambassador, 2. Talent Scout, 3. Servant Leader, 4. Head Coach, 5. Synergist, 6. Marketing Guru, and 7. Goal Getter. The program aimed to equip the junior managers with the understanding of customer pain points and the ability to explore new business opportunities to address them. Practical initiatives were developed from this program such as keeping food all-the-way-through heated for take-away customers and improving productivity in stores for speed of service. The final result presentations will be held in 2022.

People Leadership Development Program

People Leadership Development Program took place over 4 months for almost 80 supervisory level leaders overseeing manufacturing operations. It aimed to develop participant's overall leadership skills, especially on team engagement and leadership communications, that will enhance their teams to work smarter, not harder. Training topics covered Communication for Leadership Success, Coaching for Peak Performance, Setting Goal and Reviewing Performance, and Developing Yourself.



Responsible Employer | Occupational Health & Safety and Employee Well-being

Minor Hotels and Asian Institute of Hospitality Management (AIHM) Collaboration

In addition to the enrollment of external students, in 2021, the Asian Institute of Hospitality Management (AIHM) started its partnership with Minor Hotels to provide trainings to its employees. AIHM is a hospitality institute founded by Minor Hotels in academic association with Les Roches, a global leader in hospitality education, where Bachelor of Business Administration in Global Hospitality Management degree is offered. This allows a sustainable development of our employees with exemplary trainings crafted for our business requirements. In addition, AIHM offered 10 scholarships to our hotel employees with outstanding performances who will complete a 3.5-year curriculum and awarded with a bachelor's degree upon graduation.

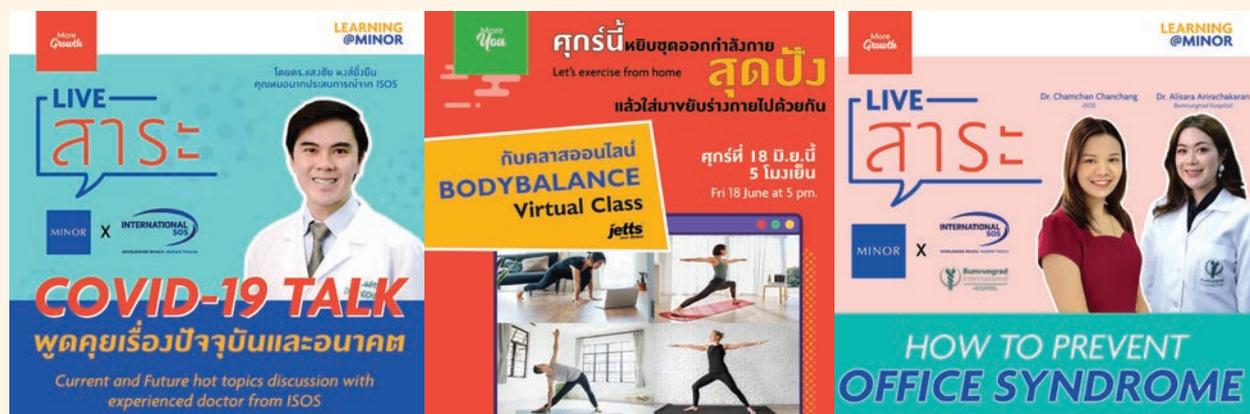
Minor Hotels' Online Learning

Operating in several countries in different regions worldwide, Minor Hotels focuses on offering comprehensive online training courses to its employees. Training courses which provide essential knowledge and skills required in hospitality sector are offered for employees of Anantara, Avani, and Tivoli brands worldwide at all levels on various online platforms such as Percipio, SHMAI, and E-Hotelier. In 2021, over 62,000 courses were completed with more than 27,000 training hours attained.



Live Sara

Launched in May 2020 and continued the momentum into 2021, Live Sara is a series of knowledge sharing talk shows under the umbrella of "More You" program, to enhance employees' knowledge and capacities on both personal and professional level. Speakers are internal and external experts from different fields. Although Minor's head office implemented the work-from-home policy for almost 6 months in 2021 due to the COVID-19 situation, the program was adapted to online sessions to ensure continuity of employee development and engagement. In 2021, total of 8 Live Sara sessions were hosted, including COVID-19 prevention and vaccination, well-being promotion, office syndrome prevention, bitcoin investment, and tax planning.



Responsible Employer | Occupational Health & Safety and Employee Well-being

Occupational Health & Safety (OHS) & Employee Well-Being

The health and safety of our employees is very important to Minor as human resource is our greatest asset. Ensuring good practices in occupational health & safety and employee well-being instills morale and trust among existing employees, attracts talents to the company, as well as protects the company from unforeseen reputation risks. Providing healthy and safe working environment to our employees while enforcing safety management for onsite contractors are a must at all Minor's facilities. We regularly monitor OHS performances in our business units by identifying OHS aspects and corresponding root causes, and mitigating those risks to prevent recurrence.

Occupational Health & Safety (OHS) and Well-being framework aims to minimize accidents associated with works, promote employees' strong body and mind, reasonably support family and society, and encourage employees' financial disciplines.

Since 2020, the holistic "More You" program has provided various initiatives in alignment with Occupational Health & Safety and Well-being framework. The initiatives include discounted fitness facilities and dental treatment, annual health check-up, influenza and COVID-19 vaccination, healthy menus offered by Minor Food brands kiosks located in office cafeteria, emotional support, and well-being knowledge sharing. We also altered the "More You" program to suit online activities so our employees can stay connected and participated in a variety of activities, in particularly during work-from-home arrangement or quarantine period. These well-being activities helped to create positive energy, physically and emotionally, among employees.

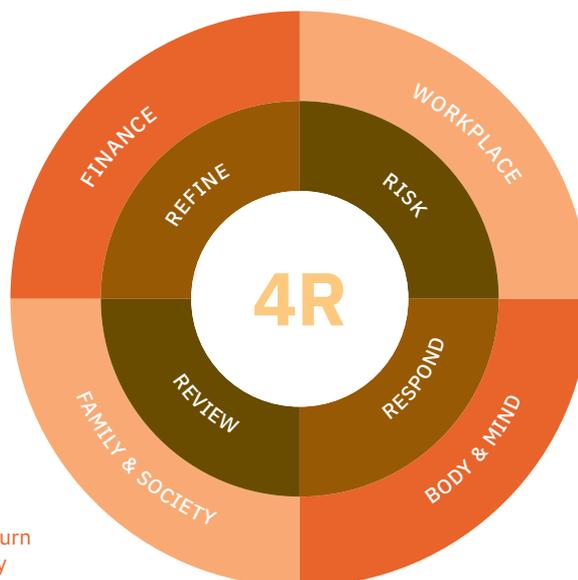
Occupational Health & Safety (OHS) and Well-being Framework



- Fully comply with applicable wage laws
- Promote financial discipline for employees' future security



- Strive to provide reasonable support to preserve and uphold the family units which in turn will strengthen the society



- Provide safe & healthy working conditions
- Minimize accidents, injuries, and health risks
- Integrate ergonomic considerations into our operations



- Promote employees' healthy body and mind by offering health and nutrition programs that suit the needs of different operating units



Workplace

We are cognizant of the importance of OHS indicators and continue to improve the data coverage of our occupational health and safety reporting. In 2021, we included OHS performance of Anantara Vacation Club and Plaza & Entertainment properties into our reporting scope, resulting in the increased number of reported properties to 447 properties and 9 offices and preview centers (showroom) under Minor Hotels. With our online accident reporting system for Minor Food's equity restaurants and Minor Lifestyle outlets, we can consolidate the data and report all OHS indicators across all business groups. We also captured the details of accidents and occupational diseases to further classify types of accident, address root causes, and identify mitigation actions.

In 2021, Minor's Injury Rate (IR) decreased 8% from 2020, in line with Lost-time Injury Frequency Rate (LTIFR) and Lost Day Rate (LDR) which decreased 16% and 24% respectively. The main contributor to this improvement was the substantially lower accident cases and lost days of Minor Food equity restaurants. In 2021 we did not take into consideration the Unsafe Road Accidents that do not

involve any injury nor medical treatment of our employees. The majority of cases with high lost days were accidents from slip and trip, which was one of top 3 types of accident of Minor International.

We restated Minor's 2020 Occupational Diseases Rate (ODR) from 0.56 to 0.11 as we corrected the calculations to reflect annual number of cases instead of cumulative ODR number. In 2021, Minor's ODR decreased from 0.11 to 0.07. Most occupational diseases were related to musculoskeletal disorder in which the assessment of job safety was implemented to address the root cause to prevent future recurrence. Minor's Fatality Rate (FR) was zero in 2021.

For our contractors, all OHS indicators noticeably increased due to higher number of renovations and maintenance works at various hotels during low business periods. The construction activities added more workers on-site and incurred more occupational risks.

Details of occupational health and safety performances are presented on Minor's website under "Occupational Health and Safety Performance" section of [Sustainability Performance Data 2021](#).

Responsible Employer | Occupational Health & Safety and Employee Well-being

Minor International's Top 3 Types of Accident and Analysis



Accident from Equipment or Tools – Cut

Root causes

- Negligence of employees when using sharp-edge tool or handling garbage bags
- Indiscipline to follow the standard operating procedure

Mitigation Actions

- Conduct additional work safety training for sharp-edge tools and equipment and raise more awareness during shift meetings



Accident from Slip and Trip

Root causes

- Negligence of employees
- No precaution and warning signs when spill or wet floor occurred.

Mitigation Actions

- Place precaution and warning signs for wet floor and different-level areas
- Rectify wet floor and clean up spill promptly
- Refresh safety training and emphasize the importance of wearing appropriate footwear particularly in the kitchen area



Accident from Heat

Root causes

- Negligence of employees
- Indiscipline to follow the standard operating procedure

Mitigation Actions

- Conduct additional safety training especially proper handling of hot objects and using of kitchen equipment
- Ensure all employees follow the standard operating procedure and wear PPE where required

Remark:

The study of occupational accidents included the cases from all business groups, except NH Hotel Group.

Responsible Employer | Occupational Health & Safety and Employee Well-being

Body & Mind

As COVID-19 pandemic prolonged, Minor reinforces the safety and well-being of our employees as a priority. All of our business units implement various response activities to ensure protection of our employees from COVID-19 infection such as daily body temperature check, regular COVID-19 testing, provision of personal protective equipment, and stringent and regular working area cleaning. We also continue to apply work-from-home arrangement for non-operational employees when necessary.

Minor promotes the well-being of our people, both physically and mentally, through various activities. At Minor head-quarter in Thailand, the “More You” program offers online well-being courses, including office syndrome prevention, sleep health, stress relief, and yoga. Minor employees are also eligible for discounted fitness facility at the office building. However, My Social Hour, a monthly get-together activity, was put on hold to observe social distancing and will resume when the situation improves. In addition, we provide annual health check-up, influenza vaccination, and COVID-19 vaccination to our employees group-wide.

At Minor Hotels properties, wellness activities are organized for their employees such as regular sport activities, Zumba classes, and walks. We assign hotel chefs to prepare healthy and nutritious meal options as well as healthy menu cooking classes for employees. We also continuously monitor our workplace condition such as lighting, temperature, noise, and humidity for our employees and provide various measures to improve the conditions. Their workspaces are equipped with proper ergonomics furniture to provide comfort, limit muscle soreness, improve posture, and reduce work related injuries. In addition, mental wellness is essential for operational employees, especially during this challenging time. Several courses, both onsite and online, on stress management, mental well-being, as well as one-on-one counselling are offered.

Family & Society

Minor realizes the important relationships between employees’ well-being and that of their families’, and therefore provides various programs to support employees’ families such as educational scholarships for employees’ children, paid paternity leave in some countries, and child daycare facilities where applicable. We also pay close attention to the well-being of the society surrounding our operations. In 2021, Minor continued our efforts in supporting communities, especially underprivileged community members, with over Baht 32 million spent on supporting and developing more than 150,000 community members worldwide in education, health and well-being, and environment. This amount does not include spending on our own workforce development.

Baht
23,160 million
benefit to employees for
salaries, wages, welfare, and
other regular contribution

Finance

The COVID-19 pandemic brought additional economic stresses to businesses and individuals. In addition to wages and benefits, we offer multiple programs, including those in accordance with relevant laws, to provide post-career financial support and equip our employees with money management knowledge. These include provident fund program, workshops/education on financial investment and savings, tax management, and for the management level, Employee Joint Investment Program (EJIP). Furthermore, the zero-interest Chairman’s fund program’s first repayment was extended to 2022 to alleviate the participants’ financial burden.

Youth Development | Children Education Support | Career Support for People with Disabilities

Grassroots

Minor's grassroots support focuses on developing youth through holistic development programs, enhancing children's learning capabilities, and providing employment opportunities for local and disadvantaged community members.

Youth Development

Minor's holistic Youth Development approach engages and develops youth in preparation for their first career. With 45% of Minor's workforce being under the age of 30, this approach gives us access to potential workforce during and after their graduations, hence building a sustainable human capital pipeline for our businesses.



Co-Payment Program

Since September 2020, the Government of Thailand launched the "co-payment" program to assist both companies affected by COVID-19 pandemic and new graduates who struggled in finding jobs by offering 50% payment support to companies hiring this group of youth. In 2021, Minor recruited and provided career opportunity for 467 graduates and saved almost Baht 12 million for our businesses. Since inception until the end of the program in November 2021, Minor supported a total of 679 new graduates with stable jobs amidst this difficult time.

Minor Corporate University (MCU)

Minor Corporate University (MCU) is our long-term youth development program that focuses on creating a pool of potential entry-level employees for Minor businesses. To equip these students with required knowledge and skills, Minor partners with vocational schools in developing the curriculum and offers students with on-the-job trainings and career opportunities upon their graduations. Due to business disruptions and uncertainties from COVID-19 in 2020 and 2021, many students in the MCU program opted to end their trainings early, hence in 2021 there were only 156 students who graduated from the program. Of the graduates, 39% joined Minor as employees, an increase of 3% from 2020. As we adjust our operations in response to the changing environment, we also welcomed new enrollment of 777 students to MCU program in 2021. Concurrently, Minor worked with a new partner, Saowabha Vocational College, an institute that offers home economics education, in developing a curriculum of Food Business Management Pathway, which is certified by the Office of Vocational Education Commission (OVEC), Ministry of Education. Students will be trained on kitchen work, service work, and general management. The curriculum will welcome its first intake in 2022 academic year.

% MCU
graduates
joined Minor
after their
graduations

2019
43%



2020
36%



2021
39%



Youth Development | Children Education Support | Career Support for People with Disabilities

Excellence Model School (EMS)

As part of MCU, Minor and the Office of Vocational Education Commission (OVEC) have co-developed a vocational school education curriculum and on-the-job training program to equip students with skills and competencies in hospitality. The COVID-19 situation forced our Thailand hotels to run at minimal capacity, hindering their ability to take on interns. Instead, Minor was able to offer appropriate training for these students in Minor Food restaurants. In 2021, 19 students graduated from the Excellence Model School (EMS) program and 5 were hired by our food business.



Minor Food China Joint-Culinary Curriculum

Partnering with Dong Fang Culinary School, Minor Food China continues its effort to create skilled kitchen talents through a 2-year joint-culinary program. This program allows Minor Food China to fill its business pipeline with skilled chefs who are trained in professional cooking techniques, enabling it to save both time and cost in training new recruits. In 2021, total of 157 students graduated from this program and joined the business as “Chef Management Trainee”.



Children Education Support

Minor believes that education is the foundation for human well-being as well as national and global development. We trust that our continuous support programs for children’s education and schools will play a part in creating a better future.

Heinecke Foundation Scholarships

The Heinecke Foundation and Minor have been awarding scholarships to students with outstanding academic and social-serving performance since 1995. The scholarship recipients are students from schools in communities where we operate in Thailand, Minor-supported schools, and children of junior-level staff in Thailand. In 2021, the program awarded 1,173 students with total scholarship valued almost Baht 7.5 million.



1,173
scholarships granted



Baht
7.5 million
scholarships amount

Youth Development | Children Education Support | Career Support for People with Disabilities

Minor's School Program

Minor's School Program was initiated to support schools in need in Thailand, aiming to give students access to better education and facilities. Minor has worked with schools located in communities nearby our business to address facilities, education supplies, and other improvement gaps. Minor has supported 15 schools since the program's inception in 2005.

Minor Smart Kids (MSK)

Minor Smart Kids (MSK) is Minor's Thailand-based education business that offers innovative learning media adapted to the current learning trends. MSK focuses on holistic learning approach and has hosted education seminars for parents and children to demonstrate learning methods that promote children's creativity and skills development. In 2021, MSK's seminars emphasized on positive learning and children development under the COVID-19 situation. Over 18,300 parents and children nationwide participated in these seminars.

The Pizza Company Book Club

The Pizza Company was not able to implement the Book Club program in 2021 as most schools in Thailand were forced to close to limit the spread of COVID-19. However, it continued to coordinate with teachers and schools and is exploring means that would allow students to read out of schools to ensure continuity of the program in 2022. The Pizza Company Book Club aims to instill reading habits among Thai children as reading can enhance vocabulary development, concentration spans and analytical thinking. We work with teachers and schools to create list of recommended books for students to read during school semesters. Students who complete their reading will earn stamps to redeem free pizzas from The Pizza Company outlets.

Career Support for People with Disabilities

People with disabilities have the same rights as others to economic and social security and to a decent level of living. Minor remains committed to bring about necessary changes to lives of people with disabilities through our career support programs that allow them to earn and take care of themselves as well as their families.

In 2021, Minor supported over 340 people with disabilities worldwide with employment opportunities. In Thailand, we supported over 230 disabled people through employment at our operations and the continuing collaboration with the Social Innovation Foundation (SIF) and the Association of Strong Micro Enterprise Development Institute (SMEDI). Internationally, we supported over 100 persons with employment, including 85 hired by NH in their operations.

We continue our support to Shanga, a social enterprise located at Elewana Collection's Arusha Coffee Lodge in Tanzania that offers career to people with disabilities. The Shanga workshop creates unique, high quality handmade jewelry, glassware, and homewares, incorporated by recycled materials collected from the hotel and surrounding communities. Profits from products sold are reinvested into the workshop., In 2021, Shanga employed 33 people with disabilities and could sustain its operations through sales and private donations.



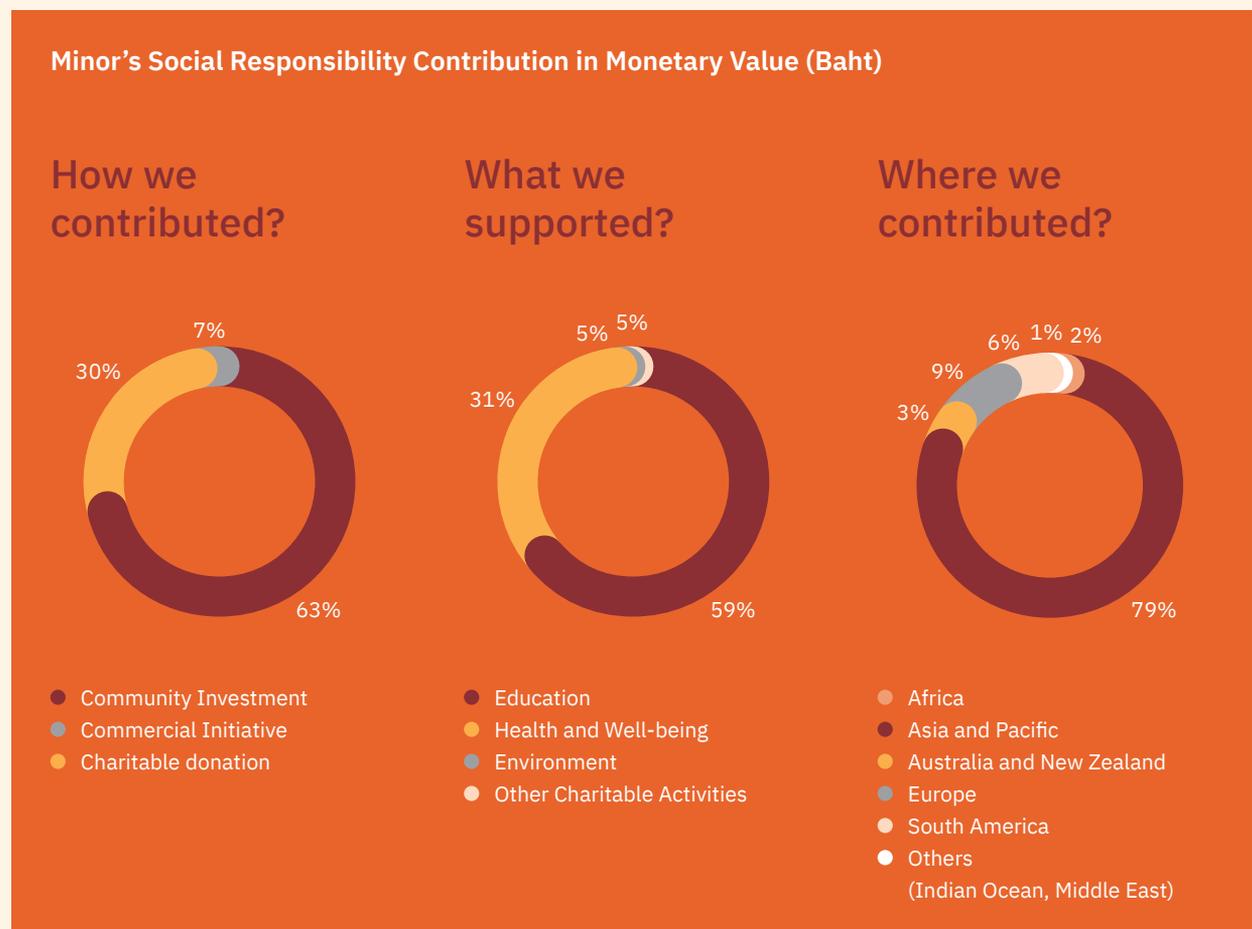
Alignment with Business for Societal Impact (B4SI) | Social Responsibility Initiatives

Social Responsibility

Minor believes that being socially responsible is one of the keys to achieving sustainability. We promote “socially responsible mindset” among our people and peers by encouraging our business units globally to undertake social responsibility activities to address issues in the society where we operate and support company’s sustainability priority.

Alignment with Business for Societal Impact (B4SI)

Minor’s societal contributions are categorized into “How we contributed?”, “What we supported?”, and “Where we contributed”, which are adapted from Community Investment framework under Business for Societal Impact (B4SI). In 2021, our monetary contribution spent on numerous social and environmental programs worldwide accounted for 0.04% of our total core revenue. Details of how, what, and where we contributed in 2021 are presented as follows:



Alignment with Business for Societal Impact (B4SI) | Social Responsibility Initiatives

Social Responsibility Initiatives

Highlights of our social responsibility initiatives are listed below



Minor Group Worldwide

Minor Founder's Day & Together with Love

An annual day-of-good-deed that was carried out by Minor employees worldwide as an opportunity to be socially responsible to communities. In 2021, due to the COVID-19 pandemic, a one-day gathering was not possible so that our businesses took time over the month of June to implement activities for good causes. Over 1,000 volunteers contributed their time and efforts that benefited more than 10,000 people in the society.



Minor Group Australia, Cambodia, Oman, Portugal, Qatar, United Arab Emirates, Thailand

Blood Donation

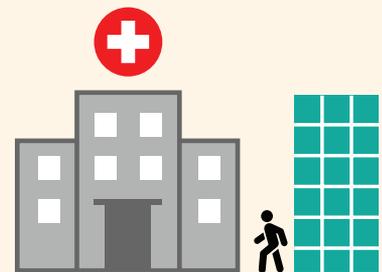
Over 570 Minor employees from 7 countries donated blood to national Red Cross and hospitals located in areas where our businesses operate, benefiting 573 blood recipients.



Minor Group Worldwide

COVID-19 Relief Support

Minor continued to provide support to people in the communities affected by the COVID-19 situation. Through donations of food, medical equipment and other necessities, our businesses supported over 68,000 people, both affected communities and front-line medical workers, worldwide.



NH Hotel Group Europe

Hotels with a Heart

Since 2008, NH Hotel Group's "Hotels with a Heart" aims to support accommodations closer to city hospitals to children with serious illnesses and their families who have limited resources and need to be away from their hometowns. In 2021, total of 1,010 accommodation nights were supported by 14 NH Hotels Group properties.