



People







Minor considers people as core to our business and commits to develop and support both the people within the company and those in the communities where we operate. “People Development and Support” is one of Minor’s key focuses and is incorporated into the company’s core value and sustainability strategic pillar. We believe the organization’s sustainability and continuous growth relies on capable people in the company and the society.

With over 75,000 employees employed directly and indirectly by our business worldwide, Minor strives to be a responsible employer who provides our workforce and talents & leaders with development programs that elevate their capabilities and promote their well-being, while creating both personal and professional growth opportunities. Minor aims to be a responsible member of the community. We also continue to cultivate social responsibility mindset among our employees through community investment and other community development initiatives focusing on education, health and well-being, and environment.

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



Management Approach

| Material Topics | Training and Education | Employment | Communities | Occupational Health and Safety |
|---|--|--|--|---|
|  Goals | Goal 1: 50% of Minor Corporate University (MCU) program graduates ⁽¹⁾ return to work with Minor by 2023 | Goal 2: 50% internal promotion of management levels | Goal 3: 3 million people developed and supported by 2030 | New Goal: Zero annual work-related fatality of employees |
|  2022 Performance | Developing: 26% | Achieved: 51% | On track: > 478,000 | |
|  Boundary & Approach | Thailand: Partner with vocational schools and educational institutions to develop students' hands-on capabilities and prepare them to be our future workforce | Worldwide: Enhance capability and retention of existing workforce through various development and engagement programs to prepare them for management level positions | Worldwide: Support underprivileged community members with emphasis on community investments with combination of charitable donations and commercial initiatives, and concurrently provide learning and development opportunities for youth, workforce, talents & leaders | Worldwide: Promote safe and healthy working environment by minimizing and/or controlling occupational risks that are contributed to work-related fatality |
|  Responsibility | <ul style="list-style-type: none"> Human Resources | <ul style="list-style-type: none"> Human Resources | <ul style="list-style-type: none"> Human Resources Corporate Sustainability | <ul style="list-style-type: none"> Human Resources All business units' Operations Corporate Sustainability |
|  Monitoring & Evaluation | <ul style="list-style-type: none"> Third party verification: Employment, Communities, Occupational Health and Safety Internal monitoring: Training and Education | | | |
|  Grievance Mechanism | <ul style="list-style-type: none"> Whistle-blower reporting Email: whistleblower@minor.com Comments and suggestions Email: feedback@minor.com Employee Engagement Survey (EES) | | | |

Remark:

(1) Refer to MCU students in Thailand under Dual Vocational Education and Explorer programs, but does not include normal student interns

>75,000

Total employees



49%

Male



51%

Female



171

Nationalities



35

Average training
hours/employee/year



10,364

Participating volunteers



16,458

Volunteer hours



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

Minor is committed to being a responsible employer that creates a workplace where our employees can thrive. We provide training and mobility opportunities, offer professional and personal development, and create safe and healthy working environment for our workforce, talents, and leaders. These efforts retain our employees within the company while attracting new talents to create sustainable and capable human capital pipeline.

We continue to strengthen the "More You" program to enhance employees' well-being and ensure safe and healthy working environment in accordance with company's Occupational Health & Safety (OHS) & Well-being Framework and relevant legal regulatory requirements. Various initiatives were implemented to promote employees' mental and physical well-being, support for their families, and encourage financial disciplines, championed by Minor's Center of Excellence (COE) team which consists of representatives from Human Resources of all business groups and Corporate Communications Department. In 2022, we introduced a new sustainability goal of "Zero annual work-related fatality of employees" to promote Minor as safe and healthy workplace.

Minor values the contributions from the diversity of people and provides equal opportunities to all employees as guided by our Human Rights Policy. In 2022, we developed Human Rights online training targeted employees in all levels, starting with Thailand operations. The training aims to educate our people to know their rights and to respect the rights of others. The training scope will be expanded to business units overseas in 2023.

In 2022, 51% of positions in management levels were filled by internal candidates, achieving the set annual goal of 50%. The achievement was attributable from a holistic approach of talent development and retention, including various development programs, continual employee engagements and appraisals, as well as opportunities for job mobility across functions and jurisdictions.

One of our prominent education programs in partnership with vocational schools is Minor Corporate University (MCU). This long-term, 1 - 2 years program, aims to equip vocational students with work-related skills, for their future career enhancement, as well as having opportunities to become Minor's prospective entry - level employees. Therefore, the goal of "50% of MCU program graduates return to work with Minor by 2023" was set up. Unfortunately, the operations uncertainties from the impact of COVID-19 during 2021 - 2022 has disrupted the flows and retention of the students in the program. As a result, in 2022, only 26% of students completed the MCU program and joined Minor after their graduation. As the business resumes to normality, we hope to expedite the performance against this goal.

Minor dedicates to creating positive impacts to the community. We continue to develop and support children, youths, and underprivileged community members through initiatives in alignment with Business for Societal Impact (B4SI)'s Community Investment framework, including improving education access, promoting health and well-being, and protecting the environment.

In addition, Minor provides charitable donations in response to emergency disasters worldwide through volunteering, donations, and partnership with local organizations to deliver supports to people in need.

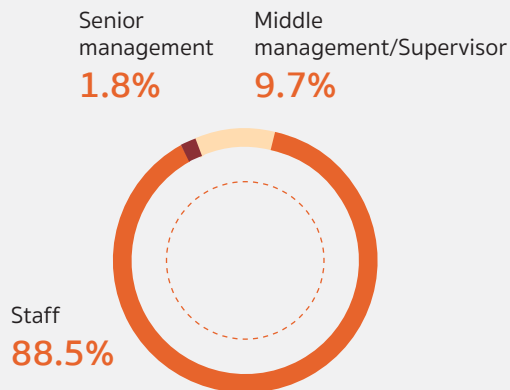
To demonstrate our commitment in driving people development and support, Minor set a long-term sustainability goal of "3 million people developed and supported by 2030". In 2022, we were able to develop and support over 478,000 people through our various initiatives.



Talents & Leaders

People are company's most valuable assets. Investing in their developments mutually benefit both employees and the company. Equipped with increased capabilities, the employees can unlock their full potentials while contributing positively to the business. Minor commits to fostering an environment of continuous learning to enhance skills for all our people. In addition, we also provide various development programs tailored for high-potential talents and leaders to prepare them to take on advanced roles as future leaders who play critical roles to the company's future success.

**Proportion of Employees by Level -
as of 31 December 2022**



Examples of the talents & leaders development programs are listed below.

Minor's Executive Leadership Acceleration Program (M-LEAD)

Organizational leaders were tested like never before from the global pandemic that led to business model disruption, workforce challenges, and shift in consumer behavior. Minor recognizes the importance of preparing our leaders for swift business adaptation in the rapidly changing environment. In 2022, Minor's Executive Leadership Acceleration Program (M-LEAD), a 2-month training program for high-level management was organized for 25 executives from all business groups globally. It aimed to develop skills and mindset in transforming and repositioning our business to thrive in the post-COVID environment.

New Generation Talent Development Program (NGT)

New Generation Talent (NGT) is a 3-month talent and leadership development program that grooms high-performance middle-management talents from all business units to achieve extraordinary business results. The program's development journey includes understanding and embracing innovation, rethinking the future of business, learning by doing, inspiring others, and leading the change. Participants go through classroom-based sessions to learn about business development theory in all aspects from market research, concept development, business analysis, market testing, and product launch that enable them to invent new products or services. In 2022, total of 27 middle-management talents participated in the program. Participants worked together in groups to develop concept and create new products or services that would attract the new market segments, improve sales, reduce costs, or respond to current industry trends such as digital and sustainability.



Minor Hotels' Leadership Development Journeys

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. Although advanced programs including Horizon and Endeavor remained suspended in 2022, the programs are underway to resume in 2023. The "Agile Leader Programme", a part of Wavelength program, was adapted to a virtual instructor-led method to allow more participants to enroll without geographical travel barriers, giving more flexibility comparing to the original method of bringing all participants to Thailand. It aims to equip potential leaders with competencies to become high performers in their current roles. Total of 51 participants from properties worldwide completed the program in 2022, in which 21 were promoted, accounting for 41%. The program also supported an overall internal mobility of 28% for positions opened in 2022 across the hotel group.

Asian Institute of Hospitality Management (AIHM)'s Talents Management Program

Minor Hotels strives to elevate knowledge and skills of identified talents within its properties. It collaborates

with Asian Institute of Hospitality Management (AIHM), a hospitality institute founded by Minor Hotels in academic association with Les Roches, in offering the "Certificate in International Hotel Management" and "Advanced Certificate in International Hotel Management" scholarship programs. The 1.5-year scholarships are awarded to Minor Hotels' high-potential talents to enroll in these certification programs with 12-month classroom course at AIHM and a 6-month work-based project at their properties. In 2022, Minor Hotels properties supported total of 11 employees who will graduate in March 2023 and will continue to work at their sponsored properties for 3 years.

Manager Leadership Development Program (MLDP)

A 6-month training program participated by 66 Minor Food's area managers and operations, aiming to equip them with 7 critical competencies: Brand Ambassador, Talent Scout, Servant Leader, Head Coach, Marketing Guru, Synergist, and Goal Getter. The training consisted of classroom-based, coaching, and project-based learnings to develop participant's knowledge and skills in transforming our existing business that address customers' issues and fulfill their needs and desires.

Workforce

Minor is committed to being a responsible employer. We strive to proactively provide a workplace where human rights are respected, and employees are treated fairly and equally. We seek to develop our workforce by creating opportunities for continuous development and career advancement through various development programs that equip them with professional and other essential skills. We also give opportunities for junior-level employees to pursue higher educations during their career. Minor continues to promote employees' health and well-being, mentally, physically, and financially, giving them a more well-rounded, happier, secured lifestyle. Through the "More You" program, we proactively offer a variety of activities to boost employees' wellness and provide recreation, as well as nurturing their sense of social responsibility. We believe these efforts can protect employees from occupational risks, increase their motivations and performance, and retain them as valuable assets of the company.

To emphasize on our commitment to creating skilled and capable human capital while also creating positive social and environmental impacts, Minor introduced "Sustainability Key Performance Indicator (KPI)" rated at 5% of total KPI to employees since 2021. In 2022, all Minor International, Minor Hotels, and Minor Lifestyle employees in corporate offices and at Minor Hotels operational-control properties, were assigned this KPI. In addition, this KPI was also allocated to selected number of employees of Minor Food and NH Hotel Group.



Responsible Employer

Minor believes in being a responsible employer to ensure ethical compliances and standards in the workplace are upheld and employees are fully engaged. We continue to learn from employees and seek actions to fulfill their expectation, cultivating an environment where they can be skillful, efficient, and productive as well as caring about people around them.

We aspire to building culture that embraces human rights and equality in the workplace. Driven by our Human Rights Policy, we safeguard employees' basic rights, which includes diversity, equity, and inclusion. We believe that violations of human rights occur due to a lack of knowledge and awareness, hence we developed an animated Human Rights Training in 2022, targeting employees in all levels. The training was launched in Thailand and will be further adapted to local contexts of our global operations.

Minor also encourages employees to exercise their rights to freedom of association and collective bargaining. In 2022, 18% of total workforce worldwide were covered by collective bargaining agreements, enabling a two-way communication between employees and the company. 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 2022 on our website.

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

We are also aware of our responsibility to respect the rights of prospective employees when interviewing and considering candidates for roles within the company. The processes of recruitment and hiring are done with transparency, integrity, fairness, and non-discrimination on qualifications, skills, and experiences.

Performance appraisals are conducted at least annually. Each employee's performance is assessed based on pre-agreed financial and non-financial goals and targets, where KPIs are set based on individual, team, business unit and corporate performance, as appropriate to each employee's role and contribution. In addition, each employee is assessed based on Minor's "Behavior for Success (BFS)" for each staff level. Minor's BFS is benchmarked with other global players and addresses different aspects of business drivers: Drive profitable growth through strategic partnership, Shaping digital strategy, Cultivating a customer-focused culture, and Strengthening talent for digital age. During the appraisal, the employee and the supervisor also discuss career aspirations and individual development plans which could include milestones and checkpoints throughout the year. In certain business units such as Minor Food and the corporate offices, performance reviews include Career Success Plan approach using both score card and assessment from a committee which comprises of people from other functions in addition to direct line manager.

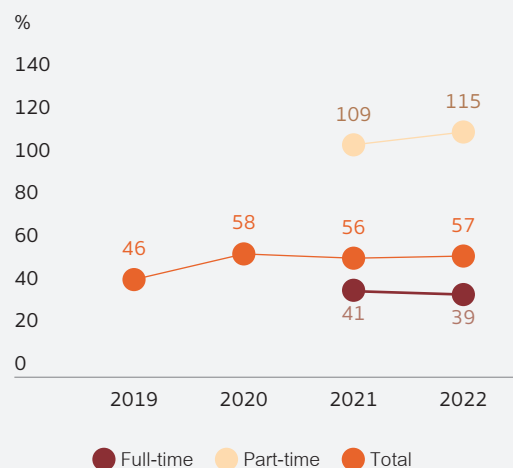
Meanwhile, we conduct an exit interview to get feedback from employees upon their departure from employment so that appropriate actions can be taken to reduce future attrition where needed. The information is collected and held in confidentiality.

Minor tracks and monitors full-time and part-time employee turnover of business units under our operational control. Turnover was calculated as total number of employees that left the company during the year divided by the average number of employees. In 2022, the overall turnover was 57%, a slight increase from 56% in 2021. One of the contributors to turnover is the reopening of hotels in



Europe, which resulted in more movements of workforce, especially part-time staff, compared to 2021 when hotel operations were limited. In addition, restaurant business in China was affected from series of lockdowns in 2022 which resulted in staff rationalization. The overall turnover calculation excludes daily workforce but includes part-time staff. These part-time staff by nature will be working for shorter tenure with the company but they are still essential in creating the flexibility for the business especially through sales seasonality and turbulence times. When segregating out the turnover by type of employment in 2022, full time staff turnover is 39% and part-time staff turnover is 115%.

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) 2021 turnover number is restated

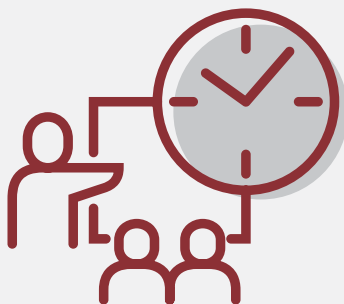
[Responsible Employer](#) | Occupational Health & Safety and Employee Well-being

Minor continues to seek for our employees' insights and opportunities for improvement by conducting employee engagement surveys. In 2022, our surveys included group-wide corporate office employees as well as full-time and part-time employees of Minor Food and Minor Lifestyle outlets and Minor Hotels properties worldwide. We achieved a score of 81%, an improved from 75% in 2021. Based on the surveys where issues were identified, various initiatives were implemented in 2022 to address identified gaps. Details of the initiatives are reported under [Occupational Health & Safety and Employee Well-being](#) and [Human Rights](#) sections.

Various learning and development programs are offered to all levels of staff at Minor. Examples of workforce development programs are listed below while details of training program are presented on Minor's website under "Human Resource Performance" section of [Sustainability Performance Data 2022](#).

In 2022,
the average training
hours per employee
per year was

35



Bachelor's Degree Opportunity at Minor Food

Conducted through the Minor Corporate University (MCU) program, junior employees at Minor Food outlets now has the opportunity to pursue a higher academic degree while working with Minor. MCU partnered with Rajamangala University of Technology Lanna (RMUTL) in offering a bachelor's degree program where Minor Food employees can study virtually on a flexible schedule and graduate within one and a half years, 6 months earlier than regular bachelor's degree program. The curriculum is personalized based on employee's employment experience. Upon their graduations, the employees can be promoted to Assistant Restaurant Manager or Restaurant Manager at Minor Food outlets, allowing the business to acquire future leaders who are prepared to take on more challenging roles. In 2022, 33 Minor Food employees enrolled in this program.

Minor Hotels' Hybrid Learning

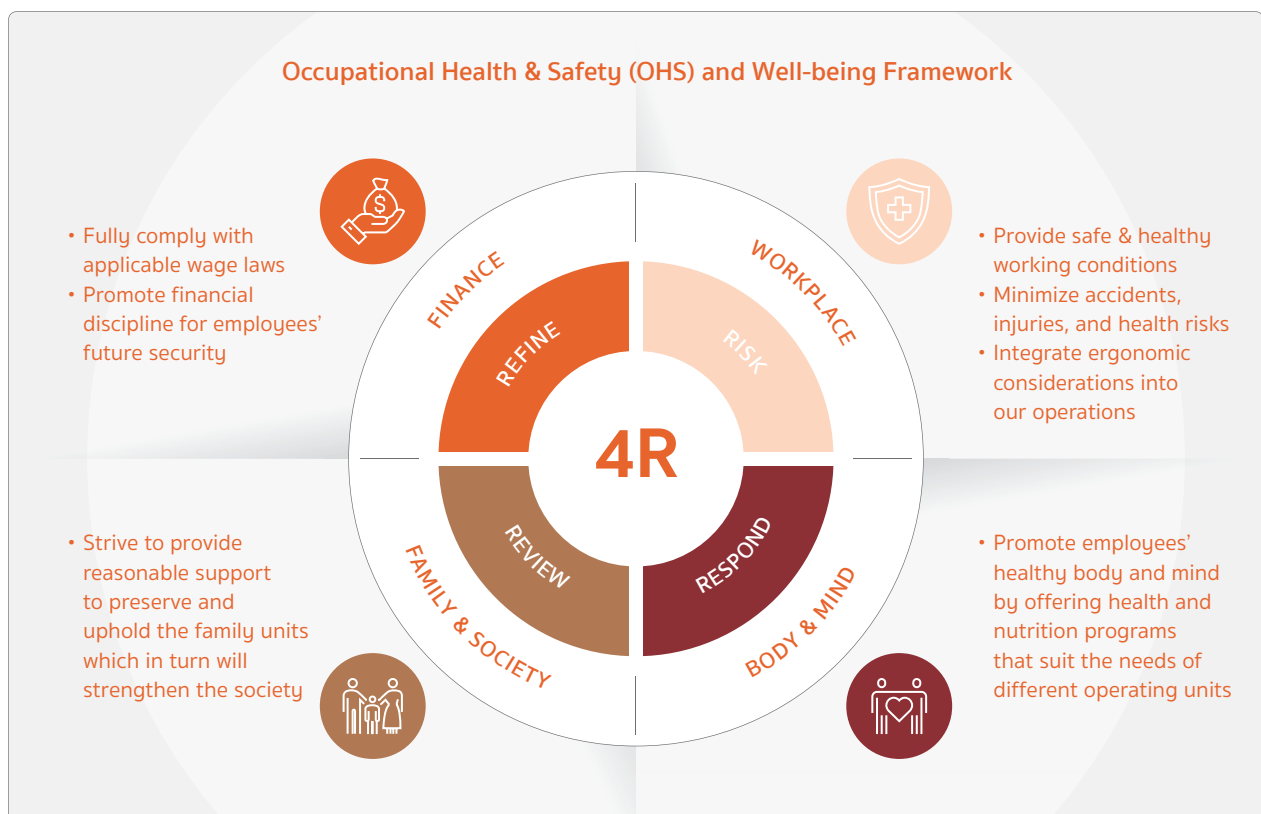
Minor Hotels ensures continual development of its employees in all levels and locations worldwide. It utilizes both online and onsite platforms to deliver trainings that offer essential skills required for hospitality sector, personal well-being and development, and necessary industry knowledge, aiming to build strong, capable teams with high-level skills to best serve customers and to promote self-development and career advancement. In 2022, over 250,000 training hours were attained through onsite trainings and online platform such as Lobsterlink, Percipio, E-Hotelier, and eCornell.

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

Improving our employees' health, safety, and well-being results in higher productivity and morale, attracts future workforce, and prevents possible company's adverse reputation. Minor's Occupational Health & Safety (OHS) and Well-being framework, established in 2018, consists of four dimensions including workplace, body and mind, family and society, and finance. In alignment with the Deming Cycle of plan, do, check and act, the framework adopts "4R approach" to ensure continual improvement of our employees' occupational health and safety and well-being starting from Risk identification, Response to those risks, Review of our risk management performance, and continual to Refinement of our procedures.

Minor pledges to fully comply with relevant labor standards and occupational health and safety regulations as stated in Minors' Human Rights Policy. The formal joint management-worker OHS committees, where applicable, are appointed in accordance with applicable laws and regularly monitor and review OHS system and implementation to minimize and/ or control work-related injuries caused by accidents and exposure to health risks that contribute to occupational diseases. The committees also serves as channels allowing employees' participation, consultation, and communication to overcome OHS and well-being challenges.

In Asia, Middle East, Africa, and Brazil, OHS and well-being toolkit is circulated to all business units to ensure the implementation, monitoring, and reporting of OHS management system while NH Hotel Group has an Occupational Risk Prevention Plan which is the master document that governs the Occupational Health and Safety actions to be carried out at the corporate office and properties in Spain. Both Central Services heads of department and hotel personnel (from General Managers to staff)



have been assigned functions and responsibilities in this area. In Portugal there is also a Prevention Service that operates in the hotels and in Italy there is a Health and Safety Coordinator who, with the support of an external Prevention Service, provides support to hotels in the country. In the other countries, NH Hotel Group employees are designated responsibilities for coordinating the actions of these service providers and for implementing the established corrective and preventive measures. Additionally, manufacturing factories in Thailand, certified by ISO 45001, establish the OHS goals and action plans to ensure that the OHS system is continuously implemented, reviewed, and improved. Moreover, we also monitor the yearly Employee Engagement Survey (EES) results as a channel to obtain employees' concerns and expectations in improvement of OHS and well-being.

In the 2022 strategic review, we have established a new group-wide OHS goal of "Zero annual work-related fatality of employees" which will be measured from 2023 onwards. The objective of this goal is to ensure awareness and preventive actions to cease any fatal work-related accidents which occurred. We are in process of data consolidation and analysis and will consider setting up the appropriate goals attributed to work-related injuries and illnesses.

Workplace

Minor realizes that OHS incidents can be preventable by implementing OHS management system. The implementation of OHS starts with risk assessment by identifying workplace hazards arisen from routine and non-routine work activities. For Minor Food, OHS gap analysis was conducted against applicable legal requirements covering key Minor Food brands in Thailand including The Pizza Company, Sizzler, Swensen's, The Coffee Club, and Dairy Queen. The recurrences are monitored by the internal audit team in which OHS risks are included as one of identified risks.

In our manufacturing factories certified by ISO 45001, the non-routine high-risk work activities such as working at heights, working in confined spaces, and other high-risk

activities, were closely controlled through job safety analysis (JSA) or other types of risk assessment submitted via work permit form. The countermeasures are set as necessary to address the identified risks prior to performing such activities.

For Minor Food, the risk assessments were conducted by a corporate health and safety manager. Relevant OHS issues and their mitigations are currently inserted in Standard Operating Practices (SOPs). The updated SOPs are included in on-boarding training materials for new joiners and refresh training for existing employees. In addition, Quality-Service-Cleanliness checklist, used by Minor Food Area Coaches, contains the recheck of OHS issues and their mitigations at operational sites.

In 2022, new e-learning in OHS was launched at our properties under NH Hotel Group in Spain to develop more effectively, dynamically, intuitively, and realistically than in previous years, as it has been made more accessible and can be completed on a mobile phone, which has facilitated access to many groups of employees such as housekeeping staff, while the duration of the training has been reduced to make it more dynamic. Also, the periodic OHS knowledge trainings are provided as necessary in a timely manner varying on local legal requirements. The specific health and safety training courses are also scheduled based on the workplace risks identified and assessed. In Asia, Middle East, Africa, and Brazil, and Minor Hotels, OHS and well-being toolkit is circulated to all business units to ensure the implementation, monitoring, and reporting of OHS management system. The toolkit describes steps to 1) Review and deploy relevant legal regulations; 2) Undertake risk assessment and periodic review; 3) Promote employees' well-being; and 4) Collect OHS data for public reporting and benchmarking.

Upon reporting of OHS incidents including work-related injuries and illnesses, employees can first report the cases to their managers who will later log into a web-based internet and/ or, for Minor Food, a mobile "Humatrix" application which allows feature on accident reporting. The reported



incidents are investigated by their supervisors and related parties to identify root causes of the incident and corrective and preventive actions to prevent recurrences. The mitigations are set in alignment with the hierarchy of control to primarily eliminate relevant hazards caused and other alternatives such as engineering controls, administration, and provision of personal protective equipment (PPE).

In 2022, unfortunately, there was one work-related fatality case occurred in Maldives resulted from vehicle accident. The root cause investigated was due to employee's negligence. Preventive measures were in place including strict control of vehicle driving and vehicle maintenance. Moreover, there were ten cases of high-consequence work-related injuries across all business groups. Two cases occurred with Minor Food's employees in Thailand caused by one incident of gas explosion in the kitchen due to a leaking pressure gauge that located just above the exhaust hood switch. In addition to the provision of medical treatments to all injured employees, the corrective and preventive actions were leakage test of LPG system and gas detection at all prioritized stores in Thailand, including re-design of new LPG system location to prevent

recurrences. The other eight cases occurred in NH Hotel Group resulted from accidents from slip and trip, heavy object handling and lifting, falling from height, and bump or hit with equipment.

Minor's injury rate (IR) increased by 38% compared with 2021 (from 6.33 to 8.75 cases per one million hours worked), covering all business units under both Minor's operational and non-operational controls: 7 Minor Lifestyle brands in Thailand, 7 Minor Food brands and 5 manufacturing factories in Thailand and Australia, 496 properties worldwide, 10 offices and preview centers, and 4 plazas under Minor Hotels.

Upon the incident investigation of all cases reported, the top three major causes of injuries with major lost days were: 1) Slip and trip, majority by wet and slippery floors, 2) Cut, commonly caused by sharp objects including knives and edge corners of equipment or tools and 3) Others with the most frequently specified under activities involving with manual handling and lifting such as making bed and lifting heavy objects. Details are presented in "Occupational Health and Safety Performance" section of [Sustainability Performance Data 2022](#) on our website.

Minor's Top 3 - Types of Employees' Occupational Accidents in 2022⁽¹⁾

The occupational diseases rate (ODR) decreased by 43% in 2022 compared with 2021 (from 0.07 to 0.04 cases per one million working hours). The most frequently reported cases were illness involving with musculoskeletal disorders (MSDs) resulting from repetitive manual handling and lifting of heavy objects.

Occupational health services are also provided to our employees in accordance with applicable local OHS laws and regulations and other specific interests of the properties' operations. The common occupational health services are annual health screening, risk-based medical examination, eye care services, e-learning on ergonomic risk and

the provision of computer accessories like external monitor, adjustable chair and desk, non-communicable diseases (NCDs) training, first-aid kit/ room, cardiopulmonary resuscitation (CPR) and automated external defibrillator (AED) training, COVID-19 vaccination, and influenza vaccination.

For contractors, the occupational hazards and risks are controlled by conducting OHS induction and/ or training together with granting permit to work prior to any on-site work activities particularly for manufacturing factories. In 2022, there was no work-related fatality case for contractors. The injury rate (IR) slightly increased by 3% compared with 2021 (from 14.33 to 14.82 cases per million hours worked) due to the increase in working hours and numbers of re-opening properties under Minor Hotels after the resumption from COVID-19 pandemic. The top three major causes of injuries with high lost days were: 1) Cut, mainly caused by sharp objects handling 2) Slip and trip, mainly caused by wet and slippery floors, and 3) Bump or hit involving with equipment and tools handling.

To prevent significant negative occupational health and safety impacts in our upstream value chain, we have annually organized Sustainable Supply Chain program over the past five years with our critical suppliers. The program consists of sustainability education workshop, self-assessment, and audit of three sustainability dimensions: occupational health and safety, human rights, and environment. More details can be found in [Sustainable Supply Chain](#).

Body and Mind

Minor provides health and well-being programs to enhance physical and mental well-being of our employees in all business groups. At Minor headquarters, the comprehensive health and well-being program called “More You” has been implemented to foster health and well-being among our employees through various activities. Examples include bi-weekly group exercises e.g., body combat, yoga, and Zumba in collaboration with a fitness center. The “Social Lunch” and “Birthday Celebration” activities give

opportunities for employees to socially interact with their peers across different functions. In addition, the offering of a day-off in a birthday month enable employees to have extra personal time.

Similarly, Minor Food in Australia offers a variety of health and well-being programs to their employees, both at corporate office and stores, varying from regular wellness contents on internal platforms, healthy meals available at discounted rate, physical exercise sessions, and employee assistant program (EAP) to monitor employees' holistic well-being, allowing them to consult with their managers when needed.

For Minor Hotels, several activities were arranged to enhance employees' physical and mental health. The physical activities included jogging, running, cycling, badminton, futsal, football, volleyball, and cricket tournaments, as well as discounted gym memberships. Healthy dietary is also one of our offered programs which included fat loss program, healthy fruits and salads corners, and healthy food and snacks. Moreover, the mental health promotion was offered in forms of meditation and mindfulness, session on Pranayama (breathing technique) and the psychological counselling provided by qualified counsellors and physicians. There were also health-awareness education sessions provided for the employees such as awareness raising for breast cancer for women and prostate cancer for men, and how to deal with difficult situations such as financial issues or difficult conversation.

At properties under NH Hotel Group, number of health initiatives have been launched including GENERALI Vitality, a health and wellbeing program, where “taking care of yourself has its reward”. This initiative encourages employees to embrace more active lifestyle and earn rewards from selected retailers when they complete a weekly challenge, through its app. Moreover, other initiatives such as NH Runners, NH Bikers, and provision of fresh fruit at Headquarter and central reservations offices were also implemented.

In response to current economic, social, and environmental issues, as well as the new way of work trend, Minor headquarters in Thailand, Minor Food in Australia, and several properties of Anantara, Anantara Vacation Club, Avani, Tivoli, and Oaks deploy flexible working hour policy with various working time slots in consultation with employees' managers while working from home is an option. Our employees can enjoy self-selected working period while balancing a private routine with family. Many Minor Hotels properties in Asia, Middle East, and Africa enjoy shorter workday in summer.

At NH Hotel Group, the project called "New Way of Working", is structured around three lines of action:

- Redefining and adjusting physical office space according to employees' needs
- New technological equipment and systems that facilitate flexibility
- New flexible working culture both in terms of hours and workplace

The ergonomics and quality of working from home are also improved accordingly in which the employees are provided with a computer screen and an ergonomic chair for use at home. The workplace flexibility (teleworking) is implemented for all job positions outside collective agreements that are compatible with this system at properties under NH Hotel Group.

NH Hotel Group introduces shorter workday on Fridays all year round at Central Services and in departments where the shorter Friday is applicable. In 2022, a feature to limit sending emails outside work hours had been implemented in Microsoft Outlook. There is a notification to remind employees to rethink whether it is really necessary to send an email at that time, or it can be later sent in the next working hours.

Family and Society

Minor recognizes that families of its employees and the communities surrounded are vital to employees' good health and well-being. Thus, Minor continuously provided educational scholarships to employees' children amounted of over Baht 5.5 million in 2022. Furthermore, in NH Hotel Group, the paid leave of absence for the formalities prior to international adoptions, possibility of a sabbatical of 4 to 6 months for employees in international adoption processes, their job security, and possibility of combining paternity leave with annual vacation leave, to facilitate travel of the other parent when the child was born outside Spain were offered for employees. Furthermore, at Minor headquarter, lactation room equipped with necessary resources, including refrigerator, sinks, lockable lockers, and sofa, is provided for nursing mothers.

Finance

Minor provided several financial-related platforms and initiatives to enhance employees' financial security. These include provident fund program, workshops/ education on financial investment and savings, tax management, and for the management level, Employee Joint Investment Program (EJIP). In 2022, Minor contributed Baht 32,039 million benefits to employees for salaries, wages, welfare, and other regular contribution. Employees at Minor headquarter are entitled to various financial supports, including medical expense claims, accident insurance, funeral support fund, and privileged home loan schemes which offer lower interest rate. At NH Hotel Group, two projects were launched to support employees' financial requirement: "Payflow" where employees can receive salary in advance of the pay date, allowing employees to get paid immediately whenever they want and "Payflex", a personalized remuneration system in which employees can voluntarily decide how their annual remuneration is paid. As this is a voluntary scheme, employees can receive their remuneration in line with their period of service or choose a new distribution between their salary and the products and services that NH Hotel Group offers them: childcare vouchers, restaurant card, transport card, medical insurance, training, and purchase of vacation days.

Talents & Leaders

Workforce

Grassroots

Social Responsibility

[Youth Development](#) | Children Education Support | Career Support for People with Disabilities

Grassroots

Minor commits to creating positive impacts on the lives of grassroots communities, including children, youths, and underprivileged groups, through holistic development programs focusing on education development, career creation, as well as well-being and environmental improvement. We aim to support and develop community members to be more resilience and live a quality life sustainably.

Youth Development

Minor's Youth Development approach tackles challenges faced by youths in securing their first jobs by equipping them with skills and experiences needed through our training and development programs. With 45% of Minor's workforce being under the age of 30, youths are our core employee group. This approach allows us to have access to potential workforce during and after their graduations, resulting in creation of a sustainable human capital pipeline for our businesses.



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

Minor Hotels and Asian Institute of Hospitality Management (AIHM) strive to create talent pool with exemplary capacities within international tourism and hospitality sectors. Minor Hotels support high school graduates who have high potentials and are enthusiastic to work within the industry with a fully funded bachelor's degree program at AIHM for three and a half years. AIHM offers courses and on-the-job trainings to develop students' operational skills and knowledge as well as management theories and competencies, preparing them for a thriving career. Students will get a degree in Bachelor of Business Administration in Global Hospitality Management upon their graduations and will work at the sponsored properties for 2 years and any properties under Minor Hotels for another year. In 2022, properties in the Maldives and Thailand sponsored total of 6 scholarship recipients: 2 in Maldives and 4 in Thailand.

Minor Corporate University (MCU)

Minor Corporate University (MCU) is a long-term youth development program created in response to Minor's demand for skilled entry-level employees for Minor business expansion. Minor partners with vocational schools in developing curriculum which offers on-the-job trainings that equip students with knowledge and skills required for Minor businesses. Students are also offered career opportunities upon their graduations. In 2022, 648 students graduated from the program in which 166 graduates joined Minor as employees, accounted for 26%.

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Excellence Model School (EMS)

Excellence Model School (EMS), a program under Minor Corporate University (MCU), is vocational school education curriculum co-created by the Minor Corporate University (MCU) team and the Office of Vocational Education Commission (OVEC) to equip vocational students with skills and competencies in hospitality. After their normal classroom learning at the vocational school, they will undertake an on-the-job training program for 1 year at Minor Hotels properties in Thailand. In 2022, there were 74 students participated in the program, in which 8 students are undergoing training and expected to graduate in March 2023.

Minor Food China Joint-Culinary Curriculum

The collaboration between Minor Food China and Dong Fang Culinary School continues to grow sustainably with a specialized curriculum developed to serve Minor Food China business. The joint-culinary program is being expanded to Dong Fang Culinary School in more provinces where Minor Food China outlets operate, including Beijing, Chengdu, Hangzhou, Nanjing, Shanghai, and Suzhou. In 2022, 159 students graduated from the program and were recruited as Chef Management Trainee, saving up to RMB 200,000 for the business in new employee recruitment and training cost.



Children Education Support

Education is a basic right of every child, yet it remains a privilege to many. Minor sees education as a tool to help children navigate their lives and contribute to the society as they grow up. We work closely with schools to provide children with better access to education and literacy while developing school facilities to enhance quality education for students.

Heinecke Foundation Scholarships

Minor believes that opportunity to access to education can positively impact livelihood of children as well as the society. The Heinecke Foundation was established in 1995 with scholarship program for students who have outstanding academic and social-serving performance and Minor has been a major supporter for the foundation ever since. The scholarship recipients are students from schools in communities where we operate in Thailand, Minor-supported schools, and children of junior-level staff. In 2022, the foundation awarded 1,253 deserving students with scholarships valued over Baht 8.2 million.

Minor's School Program

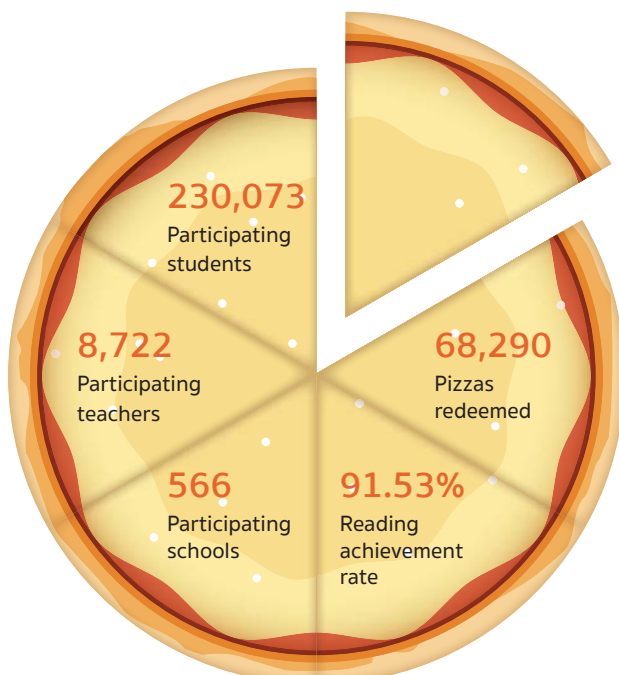
Minor's School Program was initiated to support schools in need in Thailand, aiming to give students access to better education and facilities. Since 2005, we have been supporting total of 15 schools located in communities nearby our businesses. In 2022, we visited 8 member schools to improve school facilities, such as libraries, cafeterias, sport facilities, and restrooms, benefiting over 1,500 students and school staff.

Minor Smart Kids (MSK)

Minor Smart Kids (MSK) is Minor's Thailand-based education business that offers innovative learning media to enhance children's talents and develop their expertise suitable for the current world. MSK continues to organize education seminars to educate children and their parents on positive learning methods and new learning materials that can maximize children's creativity and skills. In 2022, MSK hosted over 300 seminars, reaching more than 65,000 parents and children in 70 provinces nationwide.

The Pizza Company Book Club

The Pizza Company Book Club aspires to enhance reading comprehension among Thai children as it is a foundation for all other academic skills. The program enhances children's capability of vocabulary building, new learnings from reading books, and complexity analysis. We work with teachers and schools to create list of recommended books for students to read during school semesters. Participating student earns stamps upon his/ her reading completion and can redeem a free pizza with the collected stamps at designated The Pizza Company restaurants.



Career Support for People with Disabilities

People with disabilities are entitled to economic and social security as well as a decent level of living without discrimination, yet they remain one of the most vulnerable populations. Minor dedicates to improving their living conditions and help removing barriers that hinder them from living a quality life and becoming active citizens contributing to the society. We continue to promote career support programs for people with disabilities that empower them to take care of themselves and their loved ones.

In 2022, Minor businesses worldwide supported over 350 people with disabilities with employment opportunities. In Thailand, we supported a total of 169 people with disabilities through employment at our operations and creation of suitable careers through collaboration with the Social Innovation Foundation (SIF) and the Association of Strong Micro Enterprise Development Institute (SMEDI). Internationally, we supported over 180 persons with employment, including 101 hired by NH in their operations.

Meanwhile, we continue to support Shanga, a social enterprise located at Elewana Collection's Arusha Coffee Lodge in Tanzania, in providing career to people with disabilities living in nearby community. Shanga trains and employs people with disabilities to produce high quality handmade craft items - glass blowing, beading, metal work, and welding - from recycled materials collected from the hotel and surrounding communities. In 2022, Shanga employed 32 people with disabilities and was able to sustain its operations through sales of products and private donations.

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

Social Responsibility

Minor exemplifies our commitment to be socially responsible and continues to embed these mindsets among our people. We encourage our business worldwide to undertake social responsibility activities that can create positive impacts on the society where we operate and simultaneously support company's sustainability priorities.

Alignment with Business for Societal Impact (B4SI)

Minor's social responsibility activities are categorized and measured in alignment to Community Investment framework under Business for Societal Impact (B4SI). In 2022, our monetary contribution spent on various social and environmental programs worldwide accounted for 0.1% of our total core revenue. Details of how, what, and where we contributed in 2022 are presented as follows:

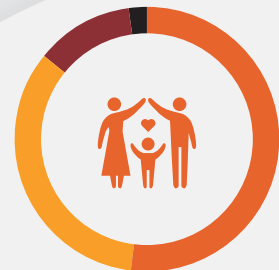
How we contributed?

| | |
|-----------------------|-----|
| Community Investment | 84% |
| Commercial Initiative | 1% |
| Charitable donation | 15% |



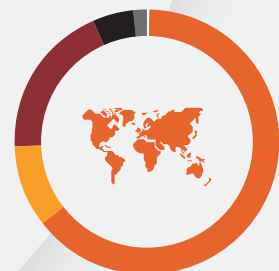
What we supported?

| | |
|-----------------------------|-----|
| Education | 52% |
| Health and Well-being | 34% |
| Environment | 12% |
| Other Charitable Activities | 2% |



Where we contributed?

| | |
|------------------------------------|------|
| Africa | 0.5% |
| Asia | 64% |
| Australia and New Zealand | 10% |
| Europe | 19% |
| South America | 5% |
| Others (Indian Ocean, Middle East) | 1.5% |



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Social Responsibility Initiatives

To ensure the inputs of our social responsibility initiatives create positive impacts, Minor's long-term initiatives are implemented by our businesses worldwide. Highlights of our social responsibility initiatives are listed below:



Minor Group - Worldwide

Minor Founder's Day & Together with Love

The month of June is Minor's "Month of Giving", whereby employees worldwide join efforts in doing good deeds under the theme "Together with Love". In 2022, Minor focused on education and well-being development for underprivileged community members as they recovered from the pandemic. Our employees spent over 5,400 volunteer hours to support and develop more than 6,000 community members globally.



Minor Group - Cambodia, China, Qatar, Sri Lanka, Thailand, United Arab Emirates

Blood Donation

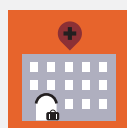
Minor employees from 6 countries donated blood to the National Red Cross and Red Crescent Societies and hospitals located in areas where our businesses operate, benefiting 549 blood recipients.



Minor Group - Worldwide

Sri Lankan Economic Crisis Relief

In 2022, Sri Lanka faced with economic turmoil affecting its entire population. The situation prompted us to provide support to our employees, their families, and the communities. Minor provided a total of Baht 1.2 million support to provide essential goods for over 700 employees affected by the crisis and contribute to the United Nations International Children's Emergency Fund (UNICEF) and Thai Red Cross Society in delivering medical supplies, food, and other essentials to local communities.



NH Hotel Group - Europe

Hotels with a Heart

NH Hotel Group's "Hotels with a Heart" is a long-term initiative started in 2008, aiming to support accommodations closer to city hospitals for children with serious illnesses and their families with limited resources and need to be away from their hometowns. In 2022, total of 2,877 accommodation nights were supported by 59 NH Hotel Group properties, with value more than EUR 135,000.



Minor Food Australia

Act Against Homelessness in Australia

The Coffee Club in Australia was the first chain café in Australia to collaborate with StreetSmart, an organization that takes action against homelessness, in supporting the "Café Smart" initiative. This initiative aims to end and prevent homelessness in the country by securing safe and suitable housing and supporting basic house setup for at-risk community members. During the Homelessness Week in 2022, The Coffee Club donated AUD 1 for every takeaway coffee sold in more than 250 outlets across the country and raised over AUD 16,500 for the initiative.