



# Sustainability report

2022

**Dusit**  
INTERNATIONAL

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*Organic garden at ASAI Bangkok Chinatown*

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# A message from Group CEO



At Dusit, we take our role as an ethical business operator seriously. In 2022, we further emphasised sustainability and the importance of fully integrating sustainable practices into our business. With a holistic rethinking and due care to our stakeholders, we revamped our sustainability governance structure to focus on new areas of sustainability materiality.

As the Group CEO, I was appointed by the company's Board of Directors as Chairperson of the Sustainability Committee. Our goal is to drive the creation of a business plan and process fully incorporated with the three dimensions of sustainability – Environmental, Social, and Governance (ESG) – and achieve a better balance of the triple bottom line of People, Planet, and Profit.

To kickstart our sustainability initiatives, we identified three high-priority focus areas: responsible sourcing, climate actions, and grievance and human rights. In each of these areas, we established dedicated sub-committees to develop policies and procedures, drive implementation at the operational level, and foster synergies across the entire Dusit group.

One notable achievement from last year was becoming the first hotel chain in Thailand to source 100% organic jasmine rice at all our properties throughout the kingdom. By directly purchasing from small-scale farms in northeastern Thailand, we not only provide nutritional benefits to our guests, customers, and employees, but also generate sustainable income for the communities we support. Expanding on our responsible sourcing practices, we have also procured cage-free eggs for six of our hotels, with plans to implement similar projects in the future.

In line with our commitment to environmental conservation, our Group Sustainability Committee has taken decisive actions to protect marine ecosystems. We have expanded our list of banned marine species for use in our restaurants, adding Parrotfish and Napoleon Wrasses, bringing the total to eight prohibited species.

As responsible global citizens, we firmly believe that sustainability is not just an option but our duty. In addition to our responsible sourcing efforts, we are actively seeking ways to reduce our energy and water consumption, greenhouse gas emissions, and plastics usage. These initiatives will remain a top priority in 2023 and beyond as we introduce new policies and standard operating procedures throughout our organisation. By doing so, we aim to foster sustainable synergies across all our lines of business and meet the evolving expectations of our increasingly eco-conscious guests.

Sustainability is one of the four key pillars of Dusit Graciousness, and we strive to be a beacon of change within the hospitality industry. Thank you for your continued support as we embark on this transformative journey towards a more sustainable future.

Suphajee Suthumpun  
Group Chief Executive Officer



*Organic garden at Dusit Thani Hua Hin*

# 2022

highlights



## Organic rice for all properties in Thailand

Dusit became the first hotel chain in Thailand to offer 100% organic rice at its properties throughout the kingdom.



## Dusit protects marine life

In 2022, Dusit's Sustainability Committee identified two additional species to add to the list of vulnerable species banned from menus at Dusit properties worldwide. The list now includes the following eight species:

- **Shark Fin** – from all sources
- **Sea Turtles and eggs** (*Cheloniidae* and *Dermochelyidae* families) – from all sources
- **Chilean Sea Bass** (*Dissostichus eleginoides*) – from all sources
- **Mekong Giant Catfish** (*Pangasianodon gigas*) – from all sources
- **Atlantic Goliath Grouper** (*Epinephelus itajara*) – wild-caught
- **Orange Roughy** (*Hoplostethus atlanticus*) – wild-caught
- **Parrotfish** (Scaridae family) – from all sources
- **Napolean Wrasses** (*Cheilinus undulatus*) – from all sources

# Dusit at a Glance

# About Dusit

Dusit Thani Public Company Limited (DUSIT) is one of Southeast Asia's leading hospitality companies conducting business across five distinct yet complementary business units, including Dusit Hotels and Resorts, Dusit Hospitality Education, Dusit Foods, Property Development, and Hospitality-Related Services.

—  
**17**  
countries across **4** continents.

—  
**48**  
**hotels and resorts**  
(owned, managed and franchise hotels)

—  
**300**  
luxury villas

—  
**12,372**  
keys in operation

—  
**3**  
**hospitality education schools in Thailand**  
- Dusit Thani College (2 campuses)  
- Le Cordon Bleu Dusit Culinary School  
- The Food School

—  
**2**  
**property development projects**  
- Dusit Central Park  
- The Hampton Sriracha by Origin and Dusit

—  
**1**  
food sourcing hub for  
Dusit's ecosystem

—  
**1**  
manufacturing plant

—  
**5**  
**food business brands**  
Epicure Catering | The Caterers | KAUI |  
Baan Dusit Thani | Bonjour



# Certification & Recognition

## CG Score

Dusit achieved an ‘Excellent’ (5-star) GC score in 2022. This level of recognition was publicised along with the Corporate Governance Report (CGR).

## ISO14001:2015

### Environmental Management System

Three hotels are certified – *Dusit Thani Abu Dhabi, Dusit Thani Maldives, and Dusit Thani Dubai.*

## Green Hotel

by Department of Environmental Quality Promotion,  
Ministry of Natural Resources and Environment, Thailand

Two hotels achieved the green hotel standard – *ASAI Bangkok Chinatown hotel (Bronze level) and Dusit Thani Krabi (Gold level).*

## CAC

### Collective Action Against Corruption

Dusit always prioritises ethical practices, transparency, and integrity in its operations to benefit all stakeholders and foster public confidence. Dusit was certified by Thai Private Sector Collective Action Against Corruption (CAC) as a member for the 2<sup>nd</sup> consecutive term

## ISO20121

### Event Sustainability Management System

*Dusit Thani Lakeview Cairo* is certified.

## South Asian Travel Awards 2022

*Dusit Thani Maldives* won two gold medals – Leading Family Resort and Nishan Seneviratne Best CSR Programme.

# Certification & Recognition

## ASEAN MICE Venue Standard (AMVS)

Three hotels are certified – Dusit Thani Hua Hin, Dusit Thani Pattaya, and dusitD2 Chiang Mai.

## Thailand MICE Venue Standard (TMVS)

**Meeting rooms:** Six hotels and a meeting hall in Thailand are certified – Dusit Thani Hua Hin, Dusit Thani Laguna Phuket, Dusit Thani Pattaya, Dusit Thani Krabi, dusitD2 Chiang Mai, Dusit Princess Srinakarin Bangkok, and Srinakarin Hall at Dusit Thani College Bangkok.

**Special events venue:** Baan Dusit Thani (Lawn and Garden Bar).

## SHA (Safety and Health Administration) by the Tourism Authority of Thailand

In Thailand, all 10 hotels, a restaurant, and a spa are certified for **SHA Plus** – *Dusit Thani Hua Hin, Dusit Thani Pattaya, Dusit Thani Laguna Phuket, Dusit Thani Krabi, dusitD2 Chiang Mai, dusitD2 Hua Hin, dusitD2 Khao Yai, Dusit Princess Srinakarin Bangkok, Dusit Suites Hotel Ratchadamri Bangkok, ASAI Bangkok Chinatown, and Baan Dusit Thani; and Devarana Spa at Dusit Thani Hua Hin. At Dusit Thani Pattaya, Devarana Spa is certified for **SHA**.*

# Membership association

## **The World Travel and Tourism Council (WTTC)**

Dusit Thani is a regional member.

## **Pacific Asia Travel Association (PATA)**

Hospitality member.

## **The American Chamber of Commerce in Thailand (AMCHAM)**

Dusit Thani Public Company Limited.

## **Association of Thai Travel Agents (ATTA)**

Allied member.

## **Thai Hotel Association (THA)**

Dusit Thani Hua Hin, Dusit Thani Pattaya, Dusit Thani Laguna Phuket, Dusit Thani Krabi, dusitD2 Chiang Mai, Dusit Suites Hotel Ratchadamri Bangkok, and Dusit Princess Srinakarin Bangkok.

## **Thailand Incentive and Convention Association (TICA )**

Dusit Thani Hua Hin, Dusit Thani Pattaya, Dusit Thani Laguna Phuket, Dusit Thani Krabi, dusitD2 Chiang Mai, dusitD2 Khao Yai, dusitD2 Hua Hin, and Dusit Princess Srinakarin Bangkok.

## **Singapore Hotel Association (SHA)**

Dusit Thani Laguna Singapore is an ordinary member.

## **Thai Exhibition Association (TEA)**

Dusit Thani College Pattaya is an honorary member.

# Dusit's Value Chain



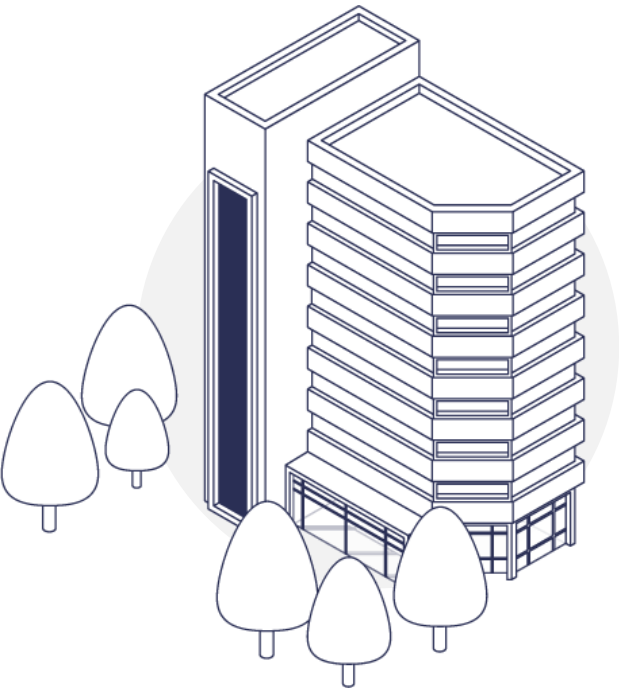
## Hotel & Resort Business

- Provides hotel and accommodation services across the lodging spectrum, from lifestyle to full-service luxury hotels, and high-end luxury villas. The business sources many kinds of raw materials and products, from fresh ingredients to daily supplies to finished products.

- Considers the impact on the supply chain as critical and has the opportunity to influence the positive impact on our value chain. The business emphasises responsible sourcing and plans to enhance its sustainable supply chain management to better respond to shifting customer expectations and achieve better business resilience.

- Serves as a responsible travel option for guests by operating with due care to minimise the potential impact on the environment and nearby communities. Also, the business strives to create a safe workspace for employees and contractors.

- Places transparency as paramount when providing information and communication to customers. It is also open to customer feedback to drive further improvement.



## Education Business

- Delivers quality education to students whilst seeding the sustainability mindset. The business also provides competent instructors and quality infrastructure while joining forces with leading global institutions for teaching and training.

- Designs its curriculum to create quality professionals for the tourism and hospitality industry. The curriculum incorporates sustainability awareness to create sustainability-minded graduates. The environmental sustainability management course is designated as a required course for all curriculums, in addition to other elective courses such as sustainable tourism management and food waste management.



# Sustainability Management Approach



## Stakeholders Engagement

Each group of stakeholders is important to the Company's operations in direct and indirect ways. Given this, the Company has classified its internal and external stakeholders into seven key groups, comprising: 1) Shareholders and Investors, 2) Guests, 3) Employees, 4) Suppliers, 5) Government, NGO and International Organisations, 6) Communities and Societies, and 7) Hotel Owners.

Stakeholder engagement is integrated as part of business operations, with responses tailored to align with each group's interests and expectations.

For full details on stakeholder engagement channels, examples of material issues, and the Company's responses, please refer to the 2022 Annual Report.

## Our key areas of focus

By analysing risks and opportunities along the value chain and considering various stakeholder perspectives, we have identified, prioritised, and validated material issues, including three key strategic focus areas for 2022 and beyond: *Climate Actions, Responsible Sourcing, and Grievance and Human Rights.*

For more information on sustainability materiality, please refer to the 2022 Annual Report.

### Climate Actions

To support the resiliency of local communities where our businesses operate, we focus on energy and resource efficiency.

#### Key attributes

- Energy and greenhouse gas reduction
- Zero food waste to landfill

13 CLIMATE ACTION



### Responsible Sourcing

To lessen the potential adverse impacts across the value chain, we carefully consider the design, selection, and operation of our products and services.

#### Key attributes

- Eliminate single-use plastic
- Enhance responsible sourcing – organic produce, animal welfare, ban vulnerable species
- Supplier code of conduct

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



### Grievance & Human Rights

To foster a safe and inclusive space for all people, we stand against human rights abuse (including child exploitation, child labour, illegal migrant labour, and forced labour) and emphasize diversity, inclusivity, and fair treatment.

#### Key attribute

- Embed human rights across business operations – labour practices, people development, and diversity, equity and inclusion.

8 DECENT WORK AND ECONOMIC GROWTH



# SUSTAINABLE DEVELOPMENT GOALS

## Contribution to Sustainable Development Goals (SDGs)

The UN's Sustainable Development Goals (SDGs) are a key reference framework for analysing opportunities and forming strategies for corporate sustainability. Dusit's approach includes identifying business activities and analysing opportunities across the value chain and aligning these findings with selected SDGs through our commitment and management practices.



Preferably source better available options for business operations [12.7]

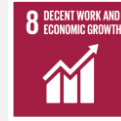


*For Dusit Hospitality Education:*

- Quality education achieving the proficiency level for hospitality and culinary arts [4.4]
- Incorporate sustainability into student curriculum to seed sustainability-minded lifelong learning and promote a culture of peace [4.7]

*For group-wide:*

- Inclusive L&D for staff, including sustainable development and human rights [4.7]



Support decent work and job creation across business operations [8.9]

Provide clear opportunities for career advancement and promote equality of employment [8.5]



Increase portion of renewable energy in energy profile [7.2]



Promote responsible wildlife tourism and stand against wildlife trafficking, e.g. discourage zoo-based tourism [15.7, 15.c]



Provision of responsible travel options for guests

INCREASING POSITIVE IMPACT (+)

Supply Chain

Dusit's Operations

Service Delivery & Local Contribution

MINIMIZING NEGATIVE IMPACT (-)



Stand against the sexual exploitation of children in travel and tourism [5.2]



Ban vulnerable species from our menus [15.5]



Ban some species to stand against overfishing and irregulated fishing and prefer sourcing seafood from artisanal fisherman as priority, where practicable [14.b]



Manage to reduce GHG emissions from any sources through better energy efficiency, exploring alternative energy sources, and resource efficiency [13.2]



Reduce energy intensity by improving energy efficiency [7.8]



Enhance water efficiency (reduce water intensity) and reduce the amount of water withdrawn from natural resources [6.4]

Well equipped with wastewater treatment system for sanitisation management prior to discharging to receiving body [6.3]



Well equipped with wastewater treatment system and efficiently treat wastewater prior to discharging to the environment [14.1]

Limit the use of single-use plastic to avoid potential contamination of micro-plastics in the ocean [14.1]



Reduce waste generation through prevention, reduction, recycling, and reuse [12.5]

Combat food loss from our operations, either food waste and surplus food [12.3]



Prohibit forced labour and child labour in our business, emphasise good labour practices, including occupational health and safety [8.7, 8.8]



Empower women in our workplace and provide equal opportunities for our staff [5.5]



Ban activities that directly harm nearby ecosystems and deliberately consider each property's land use plan [15.3]



Support local well-being through environmental management to minimise potential adverse impact [3.9]

**Note:**  
SDG 4, 8, 12, and 13 as key contribution.  
SDG 3, 5, 6, 7, 14, and 15 as supplementary.

What we do

# Environment

At Dusit, we strive to manage environmental issues that are material to our business with due care. The [group-wide environmental policy](#), established since 2018, serves as the basic framework for hotels, covering environmental aspects, such as energy, wastewater, waste, and pollution. We maintain fundamental practices in managing environmental aspects with emphasis on our focus areas.



*Organic garden at Dusit Thani Maldives*

## Climate Actions & Energy Management

Climate change is a priority for Dusit, and we focus on energy management at the property level to maximise energy efficiency. We pay special attention to electrical energy, which is the major portion of energy consumption and greenhouse gas emissions.



### Managing energy efficiency at the property-level

Both engineering and administrative measures have been implemented to enhance energy efficiency initiatives. In 2022, the measures on utility systems, which comprised the major portion of energy usage, and lighting systems were well maintained, including:

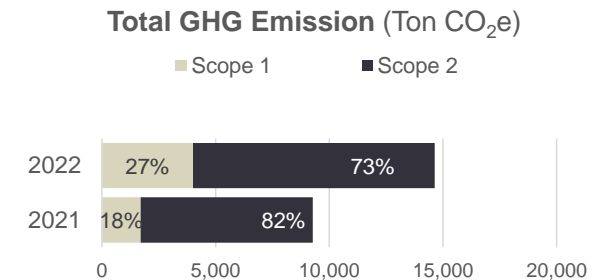
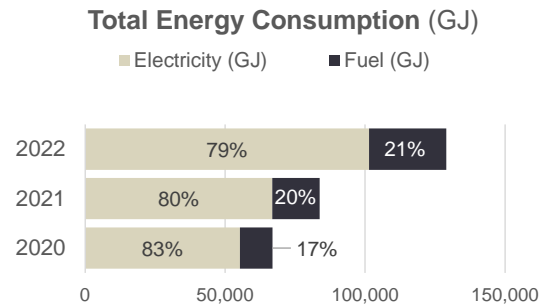
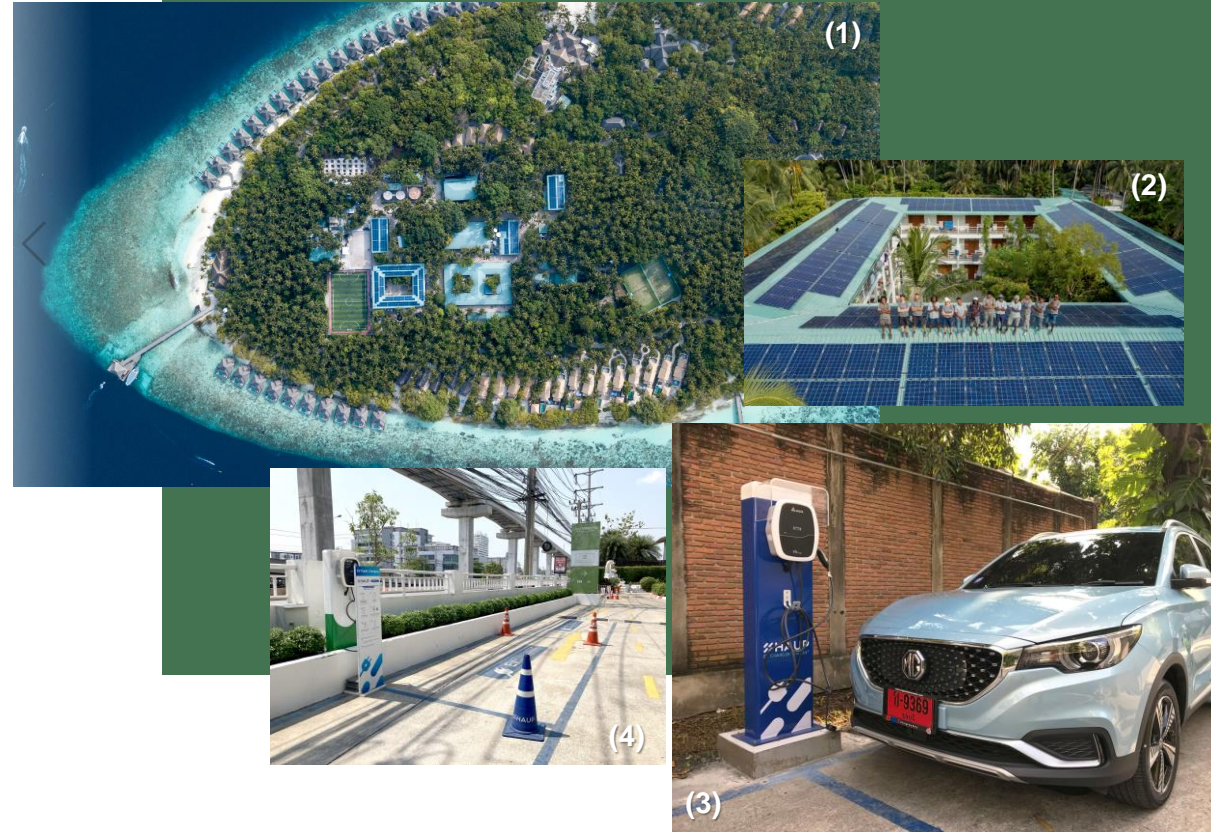
- Improved water quality control for chiller systems in the water-cooling process. Plans to replace hot water systems with heat pumps to enhance utility efficiency were also discussed.
- Enacted inspection and preventive maintenance programmes for equipment with higher maintenance standards to improve energy efficiency and reduce loss, such as air handling and fan coil units to ensure there is no cooling loss.
- Applied energy-saving equipment and devices for replacements, new projects, or renovations/repair work, such as switching to LED lightbulbs and more effective control systems (swimming pool control panels, for example).
- Applied administrative measures by zoning and adjusting the operating time of machines in various departments, including efficient scheduling of laundry facilities, improving practices for using kitchen equipment, arranging zoning for electrical supplies, and turning appliances on and off according to daily needs. As a result, electricity consumption was significantly reduced in this period, compared to general operations.
- The use of alternative environmentally friendly products assisted in reducing energy consumption, such as using laundry detergent suitable for cold water, which negated the need to use energy to heat water.

## Renewable Energy

Renewable energy options have been taken into consideration to reduce greenhouse gas emissions. A solar photovoltaic system has been installed at some properties. To increase the portion of renewable energy in the Company's energy profile, we have researched and conducted feasibility studies for expanding implementation of this system to more properties in 2023.

Dusit Thani Maldives has installed a 854 kilowatts per day solar photovoltaic system on the rooftop for generating electricity for use in villas, de-salinating seawater for laundry and ironing, and for charging buggies used within the resort. In December 2022, the 300-kilowatt-peak solar photovoltaic system was installed at Dusit Beach Guam.

In partnership with Haupcar, we also offer electric vehicles for hire via mobile application. The cars are now available for rent at Dusit Thani Pattaya, Dusit Princess Srinakarin Bangkok, and Baan Dusit Thani.



(1), (2) Solar panel installed at Dusit Thani Maldives  
(3), (4) Electric vehicle charger in partnership with Haupcar at Baan Dusit Thani and Dusit Princess Srinakarin Bangkok

## Water & Wastewater Management

Water scarcity, a consequence of climate change, is increasing in many areas and could lead to conflicts with local communities. This poses a considerable risk to the company. Therefore, water management is essential to business operations, including both water efficiency and wastewater treatment.

### Managing water efficiency and footprint at property-level

Both engineering and administrative measures were implemented to enhance water efficiency in 2022. The following key initiatives were maintained:

- Water-saving sanitary ware and fittings were set as the standard requirement for all hotels since the design stage.
- Proactive measures, regular inspection, and preventive maintenance were applied to prevent leakage and ensure the efficiency of water use in critical machines that use a lot of water, such as cooling towers and laundry machines.
- Efficient wastewater treatment systems were installed and operated effectively at all hotels. Regular monitoring of the treated wastewater was conducted to monitor the effectiveness of the system and ensure that the effluent is in compliance with regulations.
- Treated wastewater was used for watering plants and cleaning some areas at some hotels where practicable, such as Dusit Thani Hua Hin and Dusit Thani Pattaya.

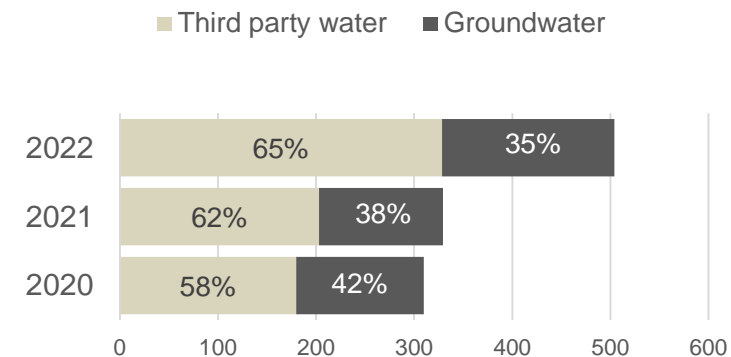


Tag for Linen Changing Programme

### Collaboration with guests

The '*Linen Changing Programme*' was implemented at all Dusit Hotels and Resorts to help guests make a positive difference during their stay by reducing water usage. This programme applies to bed linen and towels.

### Total Water Withdrawal (megaliters)



## Waste Management & Circularity

Dusit has taken a holistic approach to resource efficiency and waste reduction, considering the consequences of our products and services throughout the value chain. We have incorporated the waste management hierarchy into our design and operations to minimise our impact on the environment.



**Reduce** waste generation by selecting more durable and reusable products or waste-free options. The focus is on single-use plastic items. The other initiative is to go paperless by changing in-room collateral to digital information presented on televisions instead.

**Reuse** materials and products as practicable, such as product packaging.

**Recycle** discarded materials to create new usable items and strive to increase circularity by enhancing waste segregation practices to ensure items reach proper recycling plants via market mechanism. Waste generated will be segregated in at least three groups, i.e. food waste, general waste, and recyclable waste.

Minimise waste sent to **Landfills**.



Paper cup for hot beverage used at The Food School

## Phasing out single-use plastic

The elimination of single-use plastic items in Dusit Hotels and Resorts is a top priority and we are committed to shifting to more sustainable options. Here are some of the initiatives we have taken.

- We have switched from plastic straws to nature-based, biodegradable straws (e.g. bamboo, paper) in all of our hotels in Thailand and overseas since 2018.
- We have changed in-room amenities to refillable containers and more sustainable options, including serving toothbrushes and razors upon request. We have also switched to cloth laundry bags and are phasing out cling film for in-room services. This initiative has started in Thailand and will be expanded to all overseas hotels.
- We are serving drinking water in glass bottles or reusable bottles in all of our hotels in Thailand. We also have refilling stations for drinking water at some properties under our "*Dusit Water Project*."
- We are planning to phase out the remaining single-use plastic items in our hotels and replace them with sustainable options. For example, we will be switching to biodegradable food containers for takeaway food.
- The Food School, an innovative education business with integrated restaurants and a coffee shop, uses paper bags, paper packaging for food, and paper cups for hot beverages.

## Food waste management

Another key focus of Dusit is food waste management. We use a three-tiered approach to minimise food waste, starting with prevention in the preparation and production phases, managing surplus food, and then composting where practicable.

**Minimise food waste** .....  
in preparation and  
production phase.

### Kitchen



**Manage surplus food** .....  
by collaborating with  
partners and donating to  
those in need through  
non-profit organisations.

### Outlet



### Organic garden



..... **Supply vegetables and herbs**  
from homegrown organic  
gardens to the kitchen.



### Composting

..... **Turn food waste to compost** (through  
traditional compost piles, liquid fertilizer,  
or using a compost machine) for further  
use in onsite organic gardens or for  
sharing with local partners.

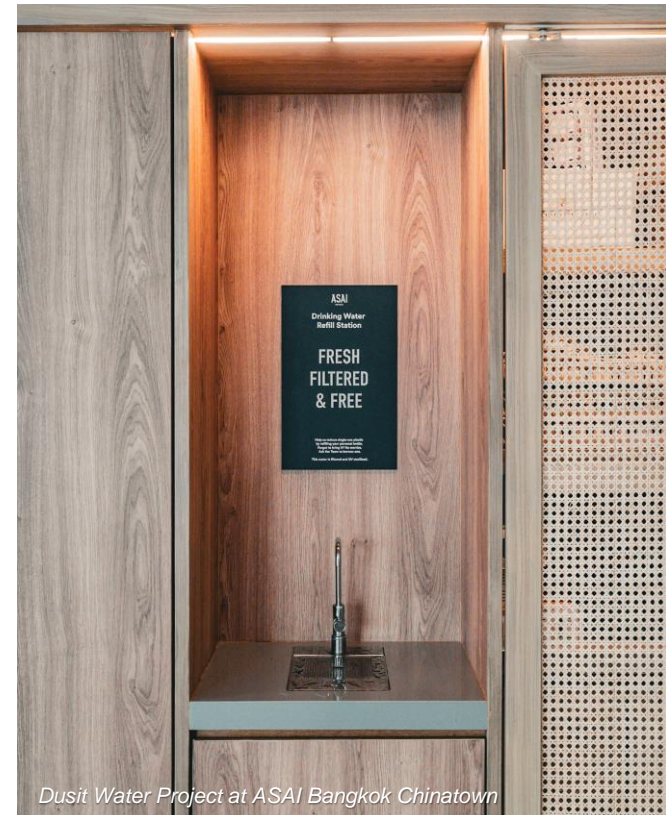
We have partnered with organisations to better manage surplus food and donate it to those in need. Baan Dusit Thani and The Food School partnered with *Yindii* to sell unsold surplus food in premium condition to sustainability-minded customers in Thailand. Dusit Thani LakeView Cairo donated surplus food from banquets or big events to the Egyptian Food Bank. We are currently liaising with a potential partner in Thailand to donate surplus food to vulnerable groups, and we expect to implement this in 2023.



*Composter machine at The Food School*

◀ Dusit Thani Hua Hin and Dusit Thani Pattaya have compost piles, Dusit Thani Laguna Phuket has liquid fertilizer, and Dusit Thani Maldives and The Food School use composter machines to turn food waste into compost. The company is trialing composter machines with a view to invest in them at other existing hotels and future hotels.

The 'Dusit Water Project' is a concept to eliminate plastic bottled water in hotels and reduce greenhouse gas emissions from transporting bottled water from suppliers to hotels. Refilling stations for drinking water are available at ASAI Bangkok Chinatown (lobby area), Dusit Thani Guam, Dusit Beach Resort Guam, and Dusit Thani Manila.



*Dusit Water Project at ASAI Bangkok Chinatown*

## Increasing circularity

By segregating waste into several main types as a basic practice, we intend to foster better circularity by collaborating with local partners.



Dusit Thani College students teamed up to launch the [“Let’s Recycle Project,”](#) giving a new lease of life to discarded plastic bottles, lids, and milk cartons. Collaborating with three organisations – namely Precious Plastic Bangkok, which turns plastic bottle lids into colourful bowls and plates; YOU turn by GC, which collects and transforms plastic bottles into value-added products; and Thai Greenroad, a group that transforms milk cartons into roofing materials for communities in need – the students have already collected more than 83,000 pieces of plastic for the various causes.

Similarly, dusitD2 Chiang Mai joined the “Garbage Exchange for Merit Project” in collaboration with Green Road to give a new lease of life to ‘orphan plastic’ or discarded single-use plastics, such as yogurt cups, plastic bags, bubble film, wrap film, and coffee packets. The collected items were upcycled into bricks for footpaths and other environmentally friendly products, such as tables and chairs. These products are donated to schools, temples, national parks, and public areas nationwide.



## Responsible sourcing

Responsible sourcing is one of our sustainability priorities. By influencing the upstream value chain, we can generate positive impacts and reduce potential negative impacts on the environment and community. We work closely with procurement and users to ensure that environmental considerations are taken into account, along with quality and procurement requirements.



### Local and organic produce

Dusit has been sourcing organic jasmine rice from farmers under the Sampran model network in Thailand since 2021. The company has also been conducting research on potential areas to grow organic vegetables and other produce. In addition, the hotels are encouraged to source seafood from artisanal fishermen where practicable.

The [organic jasmine rice project](#) is led by Dusit Foods together with Corporate Procurement to directly source organic jasmine rice from farmers in Thailand's Thung Kula Rong Hai area, specifically Surin and Sisaket provinces. The company found that quality control, marketing, and distribution were key gaps, so they collaborated with the farmers to address these issues.

Specifically, Dusit:

- Provided a rice mill machine to a community enterprise that produces rice for the company.
- Conducted training on quality control according to export standards for the farmers, who can then use this knowledge to serve other clients.
- Supported the farmers in managing marketing and distribution to Dusit Hotels and Resorts and other customers.
- Guaranteed a minimum yearly order at a fair rate, which enabled the farmers to expand their production capacity to 180 tonnes per year.
- Helped the farmers secure the market and earn more profit by reducing the marketing process.
- Supported the farmers in expanding their community enterprise in terms of members, which helped the farmers access funding from government agencies or private investors.



(1)



(2)



(3)



(4)

- (1) Organic rice planting onsite at Dusit Thani Hua Hin
- (2) Inspecting rice with farmers in Thung Kula Rong Hai for the organic jasmine rice project
- (3) Organic jasmine rice is offered for guests, customers, and employees
- (4) Organic garden at Dusit Thani Pattaya

In 2022, Dusit became the first hotel chain in Thailand to offer 100% organic rice at its properties throughout the kingdom, serving it for guests, customers, and employees. Other subsidiaries under Dusit International that are using the organic Jasmine rice in Thailand include Le Cordon Bleu Dusit Culinary School, and Epicure Catering.

Dusit Hotels and Resorts began planting onsite organic farms in 2019. This ‘farm-to-table’ concept is part of the company's commitment to responsible sourcing and consumption, and to lessen potential adverse impacts on the environment.

Organic gardens have been established in hotels in Thailand and overseas, mostly for seasonal vegetables and herbs. To date, there are organic gardens in five hotels in Thailand and two hotels overseas, including Dusit Thani Hua Hin (both organic rice and vegetables), Dusit Thani Pattaya (“D-JAI” farm), Dusit Thani Laguna Phuket, Dusit Princess Srinakarin Bangkok, ASAI Bangkok Chinatown, Dusit Thani Maldives, and Dusit Thani LakeView Cairo. In addition to organic gardens, Dusit Thani Hua Hin and Dusit Thani Laguna Phuket have small poultry barns for free-range hens providing a ready supply of fresh eggs.



(1)

(1) Free-range hen in our small barn at Dusit Thani Laguna Phuket

(2) Our Group CEO at the signing ceremony for the MOU with World Animal Protection

## Animal welfare

The concept of animal welfare is integrated not only in sourcing produce and products, but also in implementing measures to discourage practices impacting wildlife.

- We began piloting cage-free eggs at Baan Dusit Thani in 2021 with a plan to secure a regular supply for our hotels. In 2022, the use of cage-free eggs was expanded further to six owned hotels in Thailand. This project not only allows hens to express their natural behaviors, but it also helps to reduce the use of antibiotics, which can be detrimental to human health.
- We discourage zoo-based tourism and animal entertainment and offer eco-friendly and community-based trips instead. We also promote responsible wildlife tourism with local partners.



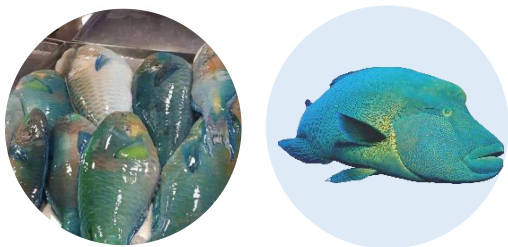
(2)

The Company has signed the *World Travel and Tourism Council (WTTTC) Declaration on Illegal Trade in Wildlife* to combat the exploitation of vulnerable species and protect communities and wildlife. We have also partnered with the *World Animal Protection (WAP)* to help promote responsible wildlife tourism and create a positive impact in our communities. With that commitment, the Company has shifted focus from traditional sightseeing (e.g. zoo-based elephant rides or aquariums) to community-based activities (e.g. mindful trekking, cooking with locals, elephant sanctuaries), to delight our customers with authentic and localised experiences that help them to be responsible travellers.

Since  
2019



New in  
2022



## Banning of vulnerable species

To express the Company's commitment to conserving nature and standing against overfishing and illegal fishing, eight vulnerable species have been banned from our menus.

Six of these were identified and banned in 2019, including shark fin (from all sources), Sea Turtles and their eggs (*Cheloniidae* and *Dermochelyidae* families, from all sources); Chilean Sea Bass (*Dissostichus eleginoides*, from all sources); Mekong Giant Catfish (*Pangasianodon gigas*, from all sources); Atlantic Goliath Grouper (*Epinephelus itajara*, from wild-caught); and Orange Roughy (*Hoplostethus atlanticus*, from wild-caught).

In 2022, the Group Sustainability Committee approved to ban two additional species, namely Parrotfish (*Scaridae* family, from all sources) and Napoleon Wrasses (*Cheilinus undulatus*, from all sources).



## Eco-friendly products

Eco-friendly products are considered when sourcing, including energy-saving labels for electronic devices and FSC labels (certified by Forest Stewardship Council) for paper products. The FSC-certified products are now used at eight hotels in Thailand, both campuses of Dusit Thani College, Baan Dusit Thani, KAUAI, and Dusit Hospitality Services.



## Single-use plastic

Single-use plastic is being replaced with sustainable options group-wide. Sustainability criteria is defined based on material type and circularity, together with quality and procurement aspects, and we explore various options available in the market.

For food containers, better options were successfully implemented in 2022 by Dusit Foods (for KAUAI and Dusit Gourmet). The next focus will be takeaway food containers at hotels in Thailand, with biodegradable options being considered for implementation in 2023.

In 2022, refillable containers for room amenities were introduced at selected hotels overseas, and the roll out is expected for at least ten hotels in APAC and EMEA in 2023.

(1) Wall-mounted bathroom amenities at Dusit Princess Srinakarin Bangkok  
(2), (3), (4) Better options of takeaway food containers used at Dusit Gourmet

## What we do

# Social

Dusit places importance on both internal and external stakeholders, and respects human rights in relation to each group. The betterment of our people and communities is at the heart of what we do. We set a strict compliance to domestic labour practices as our foundation, and we emphasize diversity and inclusion, fair treatment, people development, occupational health and safety, and we strive to create a fair and inclusive environment.



## Human rights

**Respect for human rights** is fundamental to the Company's framework and is integrated into all aspects of our operations, from the way we source our materials to the way we treat our employees. We believe that everyone has the right to live a life free from discrimination, exploitation, and abuse. Our key directions for respecting human rights include:

- Being against human rights abuse and violation – *child exploitation, child labour, illegal migrant labour, and forced labour.*
- Being an inclusive workplace – *diversity in nationality, people with disabilities.*
- Being a workplace that treats people fairly – *non-discrimination, anti-harassment.*
- Being a safe workspace for both employees and contractors working for and with the Company.
- Protecting the personal data of customers, suppliers, and employees.

Our HR policies and operational guidelines incorporate labour practices, non-discrimination, and anti-harassment, including bullying and sexual harassment. These policies apply to all employees at all stages of their employment. Harassment is unacceptable and will be considered a serious misconduct, especially sexual harassment. Employees who experience harassment can submit a grievance to the HR department, the hotel general manager, or the company's whistleblowing hotline. All cases will be kept confidential and investigated thoroughly.



Dusit is aware of the global issue surrounding sexual abuse, including prostitution, occurring in the travel and tourism industry. As part of our commitment to stand against child abuse and protect them from sexual exploitation, we have been a member of [‘The Code’](#) (short for *The Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism*) since 2018.

With that commitment, the Company issued a ‘*Child Protection Policy*’ outlining the procedures to protect children from commercial sexual exploitation for all Dusit Hotels and Resorts in Thailand, owned, managed, and franchised. Any actual or suspicious cases shall be immediately reported to the hotel general manager and to Corporate Human Resources within 24 hours.

The training and communication on children’s rights, prevention of sexual exploitation, and reporting procedure is properly provided for all employees during orientation. Furthermore, a clause relating to child protection is introduced in contracts with travel agents, tour operators, and ground operators stating Dusit’s common repudiation of commercial sexual exploitation of children.

## People well-being

Employees are our most valuable asset. We believe that a strong foundation of people strategy is essential for any successful business. When we put our people first, we create a workplace where everyone can thrive. This is a win-win for everyone involved: our employees, our customers, and our shareholders.



## Diversity, Equity, and Inclusion

### *Fair treatment*

Dusit places fair treatment at the heart of its human capital management. We believe that equitable treatment and respect create a foundation for good morale, cooperation, and creativity. This, in turn, leads to continuous improvement and a better workplace for everyone. The foundation comprises fair employment conditions and appropriate grievance procedures in case of contradiction with Dusit's policies, such as working conditions, harassment, behaviour of superiors, and inappropriate treatment by fellow colleagues.



### ***Equity compensation***

Dusit has implemented a wage policy that applies to both short-term and long-term employees. The policy is designed to ensure that employees are paid fairly, in accordance with the minimum wage laws of the countries where Dusit's hotels are located. The policy also takes into account the level of compensation that is offered by Dusit's peers.

Gender is not an indicator of employee wages at Dusit. All employees are paid based on their performance, experience, and qualifications. Salary increments are also based on performance, as well as the overall performance of the company.

Dusit cares about the well-being of its employees and the sufficient welfare is provided for all ranks, including benefits that are designed to help employees care for their own families.



#### **Paternity leave**

Three days paid leave for the father



#### **Wedding leave**

Three days paid leave



#### **Provident fund**

In 2022, 72% of employees across seven owned hotels in Thailand and the Corporate Office were members of the provident fund. The amount of money contributed to the fund was approximately 27.5 million Baht.



#### **Annual physical checkup**



#### **Group life and medical insurance**

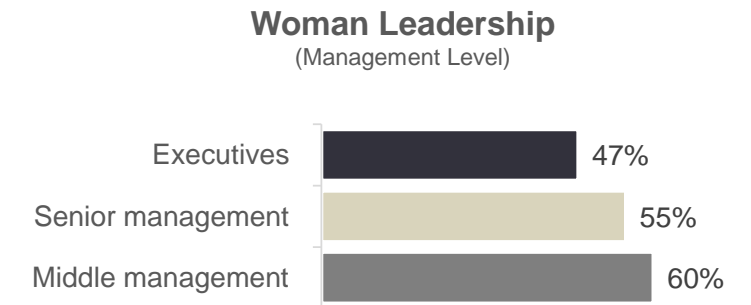
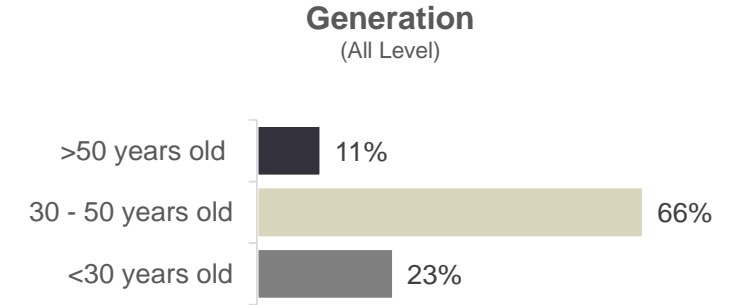
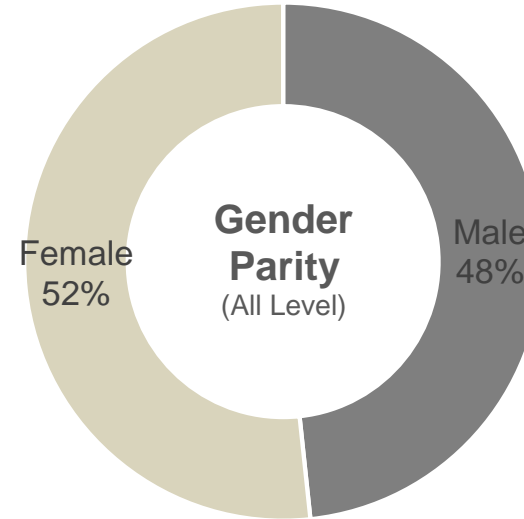


Preferred tuition fee rates are extended to children of employees at Dusit Thani College and The Food School.

## 2022 TH Workforce

Dusit believes that an inclusive workplace will benefit employees and business in the long run.

In terms of diversity, the workforce in Thailand includes people from three generations – Baby Boomers, Gen X, and Gen Y – with the majority from Gen X. In 2022, the gender parity was well balanced with a slightly higher proportion of females to males i.e. 1.07:1



**22**  
nationalities

**7**  
persons  
with disabilities

**11**  
persons  
with age >60 years old

**Remark:** The workforce data above was as of 31 December 2022 and covers the Corporate Office and seven owned and two managed hotels in Thailand, i.e. Dusit Thani Pattaya, Dusit Thani Hua Hin, Dusit Thani Laguna Phuket, Dusit Princess Srinakarin Bangkok, ASAI Bangkok Chinatown, Dusit Suites Hotel Ratchadamri Bangkok, dusitD2 Chiang Mai, dusitD2 Hua Hin, dusitD2 Khao Yai, and Dusit Foods (KAUAI).

## Occupational health and safety

We place a high priority on occupational health and safety. Employees are trained in safe work practices and provided with personal protective equipment (PPE) that is appropriate for the job hazards they may face. We also have a safety committee that is responsible for monitoring safety in the workplace, preparing work safety rules, manuals, and standards, setting up a reporting system for unsafe working conditions, evaluating safety performance, and conducting follow-up meetings.



# People development

## Training and development

### *Employee development framework*

The company has set up a Learning and Development Framework based on the 4Cs (Compulsory, Career, Competitive, and Corrective) to enhance the competencies of its employees, who are its most valuable assets. The framework is designed to be tailored to the job level and function of each employee. The learning and development approach is a blended approach, which is designed with the 70-20-10 model to enhance practical skills and principles.

For more information about the learning and development framework, please refer to the 2022 Annual Report.

### *Training resources*

Dusit Hotels and Resorts has been using digital learning to enhance employee development since 2021. Platforms include Dusit Link & Learn, Lobster Ink, and Moodle. In 2022, the average training of employees in Thailand and overseas hotels through Dusit's digital learning platform was 5.8 courses per person, and 4.8 hours per person per year. For owned and managed hotels in Thailand, the amount of budget spent for employee development was approximately 3.15 million Baht. Furthermore, details about Dusit's sustainability initiatives and direction have been integrated into the orientation programme for new hires, as well as the compulsory Dusit Graciousness training for all employees.

Physical training has been gradually resuming alongside digital learning, with the content and objectives of each tailored to the specific needs of the learner. The company is also developing a company-wide sustainability learning programme that will be available on our digital learning platform in 2023.

In addition, employees have access to special personal development activities led by experts, such as "Discover the Power of Change Within," a programme that uses interactive neuro-linguistic programming to enhance communication skills.

### *Talent development*

The company has designed three succession planning programmes to foster and ensure that talents will be developed to grow in their careers. The programmes are tailored to the specific career levels of employees, with **D Star** for middle management to senior management, **LEAD** for middle management, and **Multi-Skilling Qualifying** for the supervisory level. Essential development for individuals will be incorporated into the Individual Development Plan (IDP). In 2022, more than 100 employees embarked on these programmes.

For more information about talent development, please refer to the 2022 Annual Report.

## Talent attraction & retention

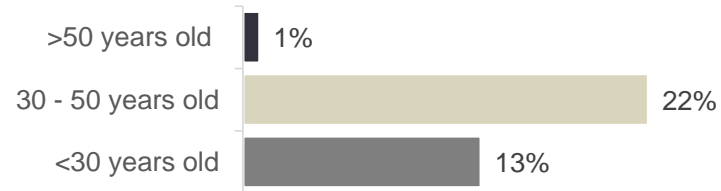


### Employee Value Proposition

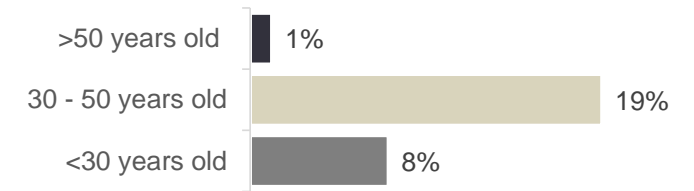
The Company emphasises building a value-based culture. To enhance employees' experience, the Company has developed an 'Employee Value Proposition (EVP)' programme to enhance and inspire all stages of an employee's journey through rewards, recognition, and compliments. For example, Dusit Culture Day, Peer Recognition Activities, and Long Service Awards.



### New Employee Hires (All Level)



### Employee Turnover (All Level)



### Performance review

The performance appraisal process is standardised across the company using a Balanced Scorecard under a KPI system, and all employees are given equal opportunities to be promoted. An Individual Development Plan (IDP) is also offered during this process to facilitate job rotation and career progression. In 2022, the Company streamlined and reinforced new core competencies to enhance individual development and drive business results.

With the gradual resumption of hotel business, there has been a positive movement in the workforce. In 2022, the total of new employees hired for owned and managed hotels in Thailand was 36%, and the total turnover was 28%. All turnover was voluntary.

**Remark:** The data above covers the Corporate Office and seven owned and two managed hotels in Thailand, i.e. Dusit Thani Pattaya, Dusit Thani Hua Hin, Dusit Thani Laguna Phuket, Dusit Princess Srinakarin Bangkok, ASAI Bangkok Chinatown, Dusit Suites Hotel Ratchadamri Bangkok, dusitD2 Chiang Mai, dusitD2 Hua Hin, and dusitD2 Khao Yai.

### ***Employee engagement***

An employee engagement survey is conducted on an annual basis to determine the critical factors that impact employee engagement. The survey covers topics that include company, executives, line manager, job, working environment, provision of resources for work, team, well-being, and overall satisfaction.

In 2022, our engagement survey was conducted in November. The overall results showed that 94% of employees are actively engaged, with a survey response rate of 70%. The employee engagement target for hotels was set at a higher level than in previous years, with the goal of driving improvement at the property level. The company will use the feedback from the survey to continuously improve employee engagement.

### ***Employee Referral Programme***

The new Staff Referral Programme was introduced to help the Company hire for skill, knowledge, and attitude. The Company believes that familiarity would enhance employee engagement.



## Community & social contribution

Dusit believes in sustainable business practices that benefit local communities and society as a whole. We seek to collaborate with local partners to find ways to contribute to the social and economic development of the areas where we operate.

### Community contribution

Dusit Hotels and Resorts have collaborated with local partners to contribute to local benefits and public services. This has included providing marketplaces for local farmers to sell their goods and boost their income at large-scale events such as *'Local Feast'* at Dusit Thani Hua Hin, and *'Art Beat by the Beach'* at Dusit Thani Pattaya. Our seaside hotels have also initiated or partnered with local volunteer groups (e.g. Trash Hero) to arrange beach cleanups, such as Dusit Thani Hua Hin, Dusit Thani Pattaya, Dusit Thani Laguna Phuket, Dusit Thani Guam, Dusit Beach Resort Guam, and dusitD2 Davao. Roadside clean ups were also arranged by Dusit Thani Guam, Dusit Beach Resort Guam, and dusitD2 Davao.

At Dusit Thani Maldives, we directly support local artisans while introducing local culture and handicrafts to our guests. The resort offers handcrafted cold-pressed soaps, shampoo, and bath bombs by local artisanal soap maker "Ogaa" as a [welcome gift for honeymooners](#). Taking its name from the Dhivehi word "Ogaatherikan", which means caring, Ogaa products are all natural, 100% biodegradable, and waste free, representing the conscientious approach of the owner and Dusit.

The resort also donates fallen coconut palm leaves to local communities to make traditional *Kadjan* roofing, which is then purchased from them. This helps to support local livelihoods and preserve traditional handicrafts.



(1), (2) Local Feasts held at Dusit Thani Hua Hin and Dusit Thani Laguna Phuket.

(3) Handcrafted soap 'Ogaa' at Dusit Thani Maldives



(1) ASAI Bangkok Chinatown partnered with the Raks Thai Foundation for fundraising and donated necessary items for refugees at Mae Sariang in northern Thailand.  
(2), (3) Employees and guests turned out in force for the blood donation drive by dusitD2 Kenz Hotel, Dubai and Dusit Princess Residences Dubai Marina

## Social contribution

Dusit contributes to social benefits through philanthropy and fundraising projects.

- Dusit Hotels and Resorts has partnered with Operation Smile Thailand, an international nonprofit organisation that provides free cleft lip and palate surgery to children in need, to help support surgeries for children in Thailand through the **Dusit Smile** fundraising project. Funds have been raised at both corporate and property levels. In 2022, a total of 170,000 Baht was raised. Since it was launched, the Dusit Smile project has raised 11,210,428.29 Baht and helped 483 patients in Thailand with surgery, NAM/Nasoform, and speech therapy.
- In 2022, Dusit partnered with the Raks Thai Foundation to organise *'The Hamlet for Good,'* a unique fundraising event at ASAI Bangkok Chinatown that brought together celebrity chefs, inspiring instructors, and local artists. Funds raised were used to procure necessary items for refugees in the Northern region and support the lunch programme for students at the Migrant Learning Center in Pattani province.
- Dusit Hotels and Resorts has collaborated with local hospitals and blood banks to organise blood donation drives for those in need. For example, Dusit Thani Hua Hin has partnered with Hua Hin Hospital, Dusit Thani Abu Dhabi has partnered with Abu Dhabi Blood Bank, Dusit Thani LakeView Cairo has partnered with the Egyptian Children Cancer Hospital, and dusitD2 Kenz Hotel, Dubai and Dusit Princess Residences Dubai Marina have partnered with the Dubai Health Authority.

What we do

# Governance

Dusit believes that sustainable business practices are essential for creating a better future for all. We strive to minimise our negative impact on the communities where we operate, and aim to bring socioeconomic and environmental benefits to our respective destinations. We do so in accordance with Dusit Graciousness, in which 'Sustainability' and 'Locality' are two key pillars.

We are committed to being a good corporate citizen by providing exceptional hospitality services, practicing good governance, and taking responsibility as both producers and consumers of goods. These commitments are reflected in our [Group-Wide Sustainability Policy](#), which encompasses environmental, social, and corporate governance (ESG) aspects.



## Sustainability Governance Structure

To steer our sustainability journey effectively, Dusit revamped its sustainability governance structure in 2022 and established a new Group Sustainability Committee. The Committee will shape the sustainability policy, strategic direction, and framework for further deployment and execution across the organisation.

The Committee is chaired by the Company's Group Chief Executive Officer, an assigned member from the Board of Directors, and comprises the leads from key functions and business units. Three subcommittees, led by designated executives, were formed to assist the Committee in driving the three aforementioned focus areas that are material to the Company. The property-level teams will lead the implementation.

## Corporate Governance

At Dusit, corporate governance is always at the forefront of managing challenges and risks. Our [Corporate Governance Policy & Code of Conduct](#) provides a framework and practical guidelines to ensure integrity and build public confidence.

We are committed to opposing all forms of corruption (as clearly stated in our [Anti-Corruption Policy](#)), and our membership in Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) is a testament to this commitment. The CAC is a programme that has been endorsed by the government and the Office of the National Anti-Corruption Commission (NACC).

To support all stakeholders in recognising and prioritising anti-corruption efforts, Dusit has issued a Whistle-Blowing Policy. The policy outlines a process for handling and investigating complaints of unethical practices and non-compliance, and it provides guidelines for protecting the confidentiality of whistleblower identities. Anyone who has concerns about unethical behavior or non-compliance can submit a complaint through writing at the official [Whistle-Blowing Channel](#).

For more information about Corporate Governance, please refer to the 2022 Annual Report and Company website (<https://www.dusit-international.com>).





## Risk & Crisis Management

To respond to volatile and disruptive business environments in economic, social, and environmental contexts, the Company prioritises risk management. The Company's Risk Management Committee was formed to determine policies, provide guidance on enterprise risk management, risk mitigation, and nurture a risk culture within the Company.

A robust risk management approach in accordance with the COSO 2017 Risk Management Framework (The Committee of Sponsoring Organizations of the Treadway Commission) has been developed as a systematic process and procedure for managing risk across the organisation. Sustainability risk has been taken into consideration together with business risks, emerging risks, and financial risks.

For more information about Risk Management, please refer to the 2022 Annual Report and Company website (<https://www.dusit-international.com>).

## Service quality management

Delivering high-quality products and services for our customers is always our top priority. We have implemented productivity enhancement tools to support our customers' experiences and exceed their expectations.

We have also incorporated sustainability-related initiatives into our customers' experiences, such as homegrown organic gardens and organic ingredients from local farmers, workshop activities that teach guests about sustainability, and events that give guests the opportunity to interact with local people. These initiatives allow us to provide our customers with a more enriching and meaningful experience, while also supporting our commitment to sustainability.



## Data privacy

Data privacy is well recognised and translated into our business operations. In 2021, we enhanced our organisational measures and internal systems to ensure compliance with the Personal Data Protection Act B.E.2562 (PDPA 2019) and other local data privacy regulations in the countries where we operate.

As part of this effort, we have developed and implemented a company-wide Privacy Policy that outlines our commitment to protecting the privacy of our stakeholders. The Privacy Policy includes detailed information about how we collect, process, transfer, store, and dispose personal data.

### **Customers**

Dusit takes the privacy of our guests and customers' data very seriously. We have reviewed the essential elements of data privacy obligations and incorporated them into the day-to-day operations of all business units. Our operations enforce two key components:

- *Data privacy by default* – This means that we only collect the data that is necessary for our business purposes, and we store it for only as long as it is needed. We also notify our guests and customers of their rights and how their data is being processed, and we made our Privacy Notice available and accessible both online and offline as required by law.
- *Data privacy by design* – This means that we design our processes and systems with privacy in mind. For example, we have adjusted our guest registration process and loyalty membership enrollment process to better handle our guests' personal data.

In 2022, Dusit has continued to conduct data privacy trainings for employees to ensure that they understand the new law and are prepared to implement it. Our employees are informed about data protection and data privacy to ensure that relevant laws and regulations are adhered to in the countries where we operate.

### **Employees**

Employee data is a top priority for Dusit. We apply data privacy to both people management and recruitment processes, where we only collect the necessary data from potential candidates and store it only within a specified timeframe. All employees have signed consent forms for the processing of their personal data by the Company, which includes employment-related data (e.g., work qualification, work experience, appraisal record, photos) and sensitive data (health checkup result, race, religion, fingerprints, facial recognition), which may be required for some positions.

# Our report

## About this report

Dusit Thani Public Company Limited, or Dusit International, has prepared its sustainability report to communicate Dusit's sustainability directions, growth, management approach, performance and highlights that are material to Dusit and its stakeholders.

The reporting boundary covers 5 business units and subsidiaries in Thailand and overseas, under which Dusit has operational control on business operation (owned and managed) and through the Board of Directors, including Dusit Hotels and Resorts, Dusit Hospitality Education, Dusit Foods, Property Development, and Hospitality-Related Services. More details, information, and reference to corporate policy and ownership structure are available in Dusit's annual report and website <https://www.dusit-international.com/th/home>

The Company has reported the information cited in this report for the period from **January 1, 2022 to December 31, 2022** with reference to the GRI Standards. The content of this report has been evaluated in reference to the United Nations Sustainable Development Goals (SDGs). The report was reviewed and approved by Dusit's Group Sustainability Committee. To emphasise transparency of corporate disclosure, third-party verification was received for greenhouse gases scope 1 and scope 2, in accordance with the Carbon Footprint for Organization (CFO) of Thailand Greenhouse Gas Management Organization (Public Organization) (TGO).

Dusit greatly values input from all stakeholders in driving the sustainable growth of our company. Connect with us to learn more, make suggestions, or partner with us on our sustainability journey.

## Corporate sustainability

### Dusit Thani Public Company Limited (DUSIT)

319 Chamchuri Square Building, 29th Floor, Phayathai Road, Pathumwan, Bangkok 10330, Thailand

Telephone: +66 (0) 2 200 9999

Email: [sustainability@dusit.com](mailto:sustainability@dusit.com)

# Reporting boundary

No.	Properties	Policy & Governance	Environmental & Social Performance					
			Energy	GHG	Water	Waste	Human Resources	Health & Safety
Hospitality business								
Thailand								
1.1	Dusit Thani Hua Hin <sup>A/</sup>	•	•	•	•	•	•	•
1.2	Dusit Thai Laguna Phuket <sup>A/</sup>	•	•	•	•	•	•	•
1.3	Dusit Thani Pattaya <sup>A/</sup>	•	•	•	•	•	•	•
1.4	dusitD2 Chiang Mai <sup>A/</sup>	•	•	•	• <sup>1/</sup>	•	•	•
1.5	dusitD2 Hua Hin <sup>B/</sup>	•	•	•	•	•	•	•
1.6	dusitD2 Khao Yai <sup>B/</sup>	•	•	•	•	•	•	•
1.7	Dusit Princess Srinakarin Bangkok <sup>A/</sup>	•	•	•	•	•	•	•
1.8	Dusit Suites Hotel Ratchadamri Bangkok <sup>A/</sup>	•	•	•	•	•	•	•
1.9	ASAI Bangkok Chinatown <sup>A/</sup>	•	•	•	•	•	•	•
APAC & Guam								
1.10	Dusit Thani Maldives, Maldives <sup>A/</sup>	•				• <sup>2/</sup>		
1.11	Dusit Thani Manila, Philippines <sup>A/</sup>	•				• <sup>2/</sup>		
1.12	Dusit Thani Mactan Cebu Resort, Philippines <sup>B/</sup>	•				• <sup>2/</sup>		
1.13	Dusit Thani Lubi Plantation Resort, Philippines <sup>B/</sup>	•				• <sup>2/</sup>		
1.14	Dusit Thani Residence Davao, Philippines <sup>B/</sup>	•				• <sup>2/</sup>		
1.15	Dusit Thani Laguna Singapore, Singapore <sup>B/</sup>	•				• <sup>2/</sup>		
1.16	Dusit Thani Guam Resort, USA <sup>B/</sup>	•				• <sup>2/</sup>		
1.17	Dusit Beach Resort Guam, USA <sup>B/</sup>	•				• <sup>2/</sup>		
1.18	dusitD2 Davao, Philippines <sup>B/</sup>	•				• <sup>2/</sup>		
1.19	dusitD2 Yarkay Thimphu, Bhutan <sup>B/</sup>	•				• <sup>2/</sup>		
EMEA								
1.20	Dusit Doha Hotel, Qatar <sup>B/</sup>	•				• <sup>2/</sup>		
1.21	Dusit Thani Abu Dhabi, UAE <sup>B/</sup>	•				• <sup>2/</sup>		
1.22	Dusit Thani Dubai, UAE <sup>B/</sup>	•				• <sup>2/</sup>		
1.23	Dusit Thani LakeView Cairo, Egypt <sup>B/</sup>	•				• <sup>2/</sup>		
1.24	dusitD2 Salwa Doha, Qatar <sup>B/</sup>	•				• <sup>2/</sup>		
1.25	dusitD2 Naseem Resort Jabel Akhdar, Oman <sup>B/</sup>	•				• <sup>2/</sup>		

No.	Properties	Policy & Governance	Environmental & Social Performance					
			Energy	GHG	Water	Waste	Human Resources	Health & Safety
China								
1.26	Dusit Thani Dongtai <sup>B/</sup>	•					• <sup>2/</sup>	
1.27	Dusit Thani Wujin <sup>B/</sup>	•					• <sup>2/</sup>	
1.28	Dusit Thani Fudu Qingfeng <sup>B/</sup>	•					• <sup>2/</sup>	
1.29	Heritage Villas Zhouzhuang, Managed by Dusit <sup>B/</sup>	•					• <sup>2/</sup>	
1.30	Dusit Thani Wellness Resort Suzhou <sup>B/</sup>	•					• <sup>2/</sup>	
1.31	dusitD2 Binhu Changzhou, Jiangsu <sup>B/</sup>	•					• <sup>2/</sup>	
1.32	Dusit Devarana Hot Springs & Spa Conghua <sup>B/</sup>	•					• <sup>2/</sup>	
Elite Havens								
1.33	Elite Havens	•					• <sup>2/3/</sup>	
Education business								
2.1	Dusit Thani College (Bangkok Campus)	•	•		•		• <sup>2/</sup>	
2.2	Dusit Thani College (Pattaya Campus)	•	•		•		• <sup>2/</sup>	
2.3	Le Cordon Bleu Dusit Culinary School	•					• <sup>2/</sup>	
2.4	The Food School <sup>C/</sup>	•					• <sup>2/</sup>	
Food business								
3.1	Dusit Gastro	•					• <sup>2/</sup>	
3.2	Epicure	•					• <sup>2/</sup>	
3.3	KAUAI	•					• <sup>2/</sup>	
Hospitality-related service								
4.1	Baan Dusit Thani	•	•		•		• <sup>2/</sup>	
4.2	Dusit On Demand	•					• <sup>2/</sup>	
4.3	Dusit Events	•					• <sup>2/</sup>	
Others								
5.1	Corporate office at Chamchuri Square	•	•	•	•		•	•

**Remark:** <sup>A/</sup> Owned hotel; <sup>B/</sup> Managed hotel; <sup>C/</sup> Operated in October 2022  
<sup>1/</sup> Excluding food waste; <sup>2/</sup> Only worker data; <sup>3/</sup> Only corporate office

# Performance summary

## Property data

Hotels						
Regional presence	Total properties	Owned	Managed	Franchised	White Label	Total keys
Thailand	16	7	3	3	3	3,520
APAC *	12	2	8	1	1	2,718
EMEA	9	-	7	2	-	2,721
China	11	-	8	3	-	2,186
<b>Total</b>	<b>48</b>	<b>9</b>	<b>26</b>	<b>9</b>	<b>4</b>	<b>11,145</b>

Remark: \* Includes Guam and excludes Thailand

Elite Haven		
Presence	Total Villas	Total keys
Thailand	71	341
Overseas	229	886
<b>Total</b>	<b>300</b>	<b>1,227</b>

## Environmental data

GRI	Information	Unit	2022	2021	2020
	<b>Energy consumption</b>				
302-1	<b>Total energy consumption</b>	<b>Gigajoules</b>	<b>128,981</b>	<b>83,806</b> <sup>1/</sup>	<b>66,882</b> <sup>2/</sup>
	Fuel	Gigajoules	27,530	16,930	11,570
	Electricity	Gigajoules	101,451	66,876	55,312
	<b>Water</b>				
303-3	<b>Total water withdrawal</b>	<b>Megaliters</b>	<b>504.12</b>	<b>329.34</b> <sup>1/</sup>	<b>309.75</b> <sup>2/</sup>
	Third-party water	Megaliters	328.48	202.99	179.86
	Groundwater	Megaliters	175.64	126.35	129.89
	<b>Greenhouse gas (GHG) emissions</b>				
	<b>Total GHG scope 1 and 2</b>	<b>Ton CO<sub>2</sub>e</b>	<b>14,636</b>	<b>9,266</b> <sup>3/</sup>	-
305-1	Direct (scope 1) GHG emissions	Ton CO <sub>2</sub> e	4,000	1,700	-
305-2	Energy indirect (scope 2) GHG emissions	Ton CO <sub>2</sub> e	10,636	7,566	-
	<b>Waste</b>				
306-4	Waste diverted from disposal <sup>4/</sup>	Ton	134.03	-	-
	Recyclable wastes	Ton	19.37	-	-
	Food waste (composting and to swine farm)	Ton	144.67	-	-
306-5	Waste directed to disposal <sup>4/</sup>	Ton	176.81	-	-

**Remark:** <sup>1/</sup> covers eleven properties, incl seven owned hotels, Dusit Thani College (two campuses), Baan Dusit Thani, and Corporate Office at Chamchuri Square building; <sup>2/</sup> include electricity and LPG consumption and covers five owned properties; <sup>3/</sup> covers seven properties similar to 2022 data; <sup>4/</sup> covers five owned properties in Thailand.

## Social data

GRI	Information	Unit	2022		
			Total	Male	Female
	<b>Workers – Total</b>		<b>8,382</b>	<b>5,054</b>	<b>3,328</b>
	Workers – Hospitality	Person	6,050	3,673	2,377
2-7	Employees <sup>1/</sup>				
	Thailand	Person	1,243	650	593
	APAC	Person	1,868	1,040	828
	EMEA	Person	1,816	1,442	374
	China	Person	918	441	477
2-8	Non-employees <sup>2/</sup>				
	Thailand	Person	205	100	105
	<b>Workers – Education</b>	Person	<b>523</b>	<b>252</b>	<b>271</b>
2-7	Employees				
	Thailand	Person	523	252	271
	<b>Workers – Foods</b>	Person	<b>619</b>	<b>509</b>	<b>110</b>
2-7	Employees				
	Thailand & Overseas	Person	619	509	110
	<b>Workers – Hospitality-services</b>	Person	<b>98</b>	<b>58</b>	<b>40</b>
2-7	Employees				
	Thailand	Person	98	58	40
	<b>Workers – Corporate Office</b>	Person	<b>286</b>	<b>100</b>	<b>186</b>
2-7	Employees				
	Thailand	Person	286	100	186
	<b>Talent attraction and retention</b>				
401-1	<b>New employee hires – Thailand <sup>3/</sup></b>	Person	<b>541</b>	<b>253</b>	<b>288</b>
	Breakdown by age group				
	Over 50 years old	Person	14	10	4
	30 - 50 years old	Person	332	157	175
	Under 30 years old	Person	195	86	109
401-1	<b>Employee turnover – Thailand <sup>3/</sup></b>	Person	<b>426</b>	<b>202</b>	<b>224</b>
	Breakdown by age group				
	Over 50 years old	Person	18	11	7
	30 - 50 years old	Person	293	138	155
	Under 30 years old	Person	115	53	62

GRI	Information	Unit	2022		
			Total	Male	Female
	<b>Occupational health and safety</b>				
403-9	<b>Work-related injuries – Thailand <sup>3/</sup></b>				
	Number of injury case	Case	18	-	-
	Fatality (as a result of work-related injury)	Case	0	-	-
	High-consequence work-related injury	Case	0	-	-
	Lost-workday injury >1day	Case	16	-	-
	Recordable work-related injury	Case	2	-	-
	Number of injured persons				
	Employees	Person	18	11	7
	Fatality (as a result of work-related injury)	Person	0	0	0
	High-consequence work-related injury	Person	0	0	0
	Lost-workday injury >1day	Person	16	10	6
	Recordable work-related injury	Person	2	1	1
	Contractors	Person	0	0	0
	Fatality (as a result of work-related injury)	Person	0	0	0
	High-consequence work-related injury	Person	0	0	0
	Lost-workday injury >1day	Person	0	0	0
	Recordable work-related injury	Person	0	0	0
	<b>Diversity &amp; equal opportunity</b>				
405-1	<b>Diversity of governance bodies and employees – Thailand <sup>3/</sup></b>				
	Total employees breakdown by age group				
	Over 50 years old	%	11	5	5
	30 - 50 years old	%	66	33	33
	Under 30 years old	%	23	10	13
	Total employees breakdown by category				
	Executives	%	4	2	2
	Management level	%	31	13	18
	Non-management level	%	65	33	32
	Vulnerable groups – Thailand				
	People with disabilities	%	0.5	0.5	0
	Elderly (>60 years old)	%	0.7	0.5	0.2

**Remark:** <sup>1/</sup> Permanent employee (full time); <sup>2/</sup> Onsite-contractors and interns; <sup>3/</sup> Cover Corporate Office, and seven owned and two managed hotels in Thailand.

# GRI Index

**Statement of use** Dusit Thani Public Company Limited, or Dusit International, has reported the information cited in this GRI content index for the period from January 1, 2022 to December 31, 2022 with reference to the GRI Standards.

**GRI 1 used** GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
	<b>General disclosure</b>	
	<b>The organisation and its reporting practices</b>	
2-1	Organisation details	AR2022 (No. 1.1.5 General Information, page 30; and No.1.2 Nature of business, page 31)
2-2	Entities included in the organisation's sustainability reporting	SR page 47
2-3	Reporting period, frequency and contact point	SR page 46
2-4	Restatements of information	There was no significant change for restatement of information.
2-5	External assurance	SR page 53
	<b>Activities and workers</b>	
2-6	Activities, value chain and other business relationships	AR (No. 1.2 Nature of business, page 31; and No. 3.2 Management Approach on the Impacts to Stakeholders in the Business Value Chain, page 98) SR page 10-12
2-7	Employees	SR page 49
2-8	Workers who are not employees	SR page 49
	<b>Governance</b>	
2-9	Governance structure and composition	AR (No.7.1 Management structure, page 156)
2-10	Nomination and selection of the highest governance body	AR (No.7.3.2 Nomination, Remuneration and Corporate Governance Committee, page 164)
2-11	Chair of the highest governance body	AR (Board of Directors, page 18; No.6 Corporate Governance, page 145)
2-12	Role of the highest governance body in overseeing the management of impacts	AR (No.6 Corporate Governance, page 144) SR page 43 Sustainability Committee Charter ( <a href="https://www.dusit-international.com/storage/content/corporate-governance/charters/20230706-dusit-sustainability-committee-charter-th.pdf">https://www.dusit-international.com/storage/content/corporate-governance/charters/20230706-dusit-sustainability-committee-charter-th.pdf</a> )

GRI Standard	Disclosure	Location
2-13	Delegation of responsibility of managing impacts	AR (7.3.5 Risk Management Committee, page 168) SR page 43
2-14	Highest governance body's roles in sustainability reporting	AR (No.3.2.3 Sustainability Materiality, page 102) SR page 46
2-17	Collective knowledge of the highest governance body	AR (No. 8.1.1 Development and Knowledge Enhancement of the Board, page 181)
2-18	Evaluation of the performance of the highest governance body	AR (No. 7.2.3 Roles, Duties and Responsibilities of the Board of Directors, Chairman of the Board, and Group CEO, page 158)
2-19	Remuneration policies	AR (No. 7.4.2 Remuneration for Executives, page 171)
2-20	Process to determine remuneration	AR (No. 7.4.2 Remuneration for Executives, page 171)
	<b>Strategy, policies and practices</b>	
2-22	Statement on statement on sustainable development strategy	AR (Message from the Chairman) SR page 3-4
2-23	Policy commitment	The key policies are publicly available on the Company's website as follows. The policy commitment is communicated to stakeholders through various channels appropriately to each group of stakeholders.  Corporate governance policies & code of conduct ( <a href="https://www.dusit-international.com/storage/download/corporate-governance/cg-policy/20200421-dtc-cg-principle-en.pdf">https://www.dusit-international.com/storage/download/corporate-governance/cg-policy/20200421-dtc-cg-principle-en.pdf</a> )  Anti-corruption policy ( <a href="https://www.dusit-international.com/storage/download/corporate-governance/cg-policy/20210514-dtc-cc-anti-corruption-th.pdf">https://www.dusit-international.com/storage/download/corporate-governance/cg-policy/20210514-dtc-cc-anti-corruption-th.pdf</a> )  Sustainability policy ( <a href="https://www.dusit-international.com/storage/content/sustainability/our-strategy-for-sustainable-growth/our-policies/sustainability-development-policy-en.pdf">https://www.dusit-international.com/storage/content/sustainability/our-strategy-for-sustainable-growth/our-policies/sustainability-development-policy-en.pdf</a> )

GRI Standard	Disclosure	Location
2-24	Embedding policy commitment	The policies are embedded into risk management, procurement, and business operation properly to the applicability of each function. Communication and training on the policies are provided for employees (mandatory) and relevant stakeholders where appropriate.
2-25	Process to remediate negative impacts	AR (Whistleblowing, page 192)
2-26	Mechanisms for seeking advice and raising concerns	AR (Whistleblowing, page 192) SR page 43
2-27	Compliance with laws and regulations	There were no significant fines and non-monetary sanctions for non-compliance with laws and/or regulations.
2-28	Membership association	SR page 9
<b>Stakeholder engagement</b>		
2-29	Approach to stakeholder engagement	SR page 13 AR (3.2.2 Analysis of stakeholders in the business value chain, page 99)
<b>Material topics</b>		
3-1	Process to determine material topics	AR (No. 3.2.3 Sustainability materiality, page 102)
3-2	List of material topics	AR (No. 3.2.3 Sustainability materiality, page 102)  In this GRI Index, the 2022 material topics are as follows:  <b>Environment:</b> Climate Strategy, Energy Management, Water & Wastewater Management, Waste Management & Circularity, Biodiversity, and Other Emission & Pollutants (e.g. air emission, noise, etc.)  <b>Social:</b> Human Capital Development, Talent Attraction & Retention, Occupational Health & Safety, Community Engagement, Human Rights, and Guest/Visitor/Occupant Health & Well-being  <b>Governance:</b> Corporate Governance, Customer Relationship Management, Supply Chain Management, Risk & Crisis Management, Customer Experience, Cybersecurity & Information Security / Data privacy, and Service Quality Management

GRI Standard	Disclosure	Location
<b>Economic &amp; governance</b>		
<b>Economic performance</b>		
201-1	Direct economic value generated and distributed	AR (Significant financial information, page 20)
<b>Indirect economic impacts</b>		
203-2	Significant indirect economic impacts	SR page 26
<b>Anti-corruption</b>		
205-2	Communication and training about anti-corruption policies and procedure	Communication and training on the policies is provided for employees (mandatory) and relevant stakeholders where appropriate.  The staff has been given knowledge about the Code of Conduct, Anti-Corruption Policy, and No Gift Policy. The Company is committed to prevent itself from being a source of money laundering or a supporter of financing of terrorism by strictly complying with the laws on anti-money laundering and combating the financing of terrorism. 100% of employees have passed the training.
205-3	Confirmed incidents of corruption and action taken	SR page 43  There was an incident case of financial fraud in 2022. The Company was notified from whistleblowing and has proceeded investigation. Such employee was disciplined and indemnified the Company for the financial losses from fraud. And, the Company has established a tighter and clearer internal control system to prevent such offences happening again.

GRI Standard	Disclosure	Location
	<b>Environment</b>	
	<b>Energy</b>	
3-3	Management of material topics	SR page 18-19
302-1	Energy consumption within the organisation	SR page 48
	<b>Water and Effluents</b>	
3-3	Management of material topics	SR page 20
303-3	Water withdrawal	SR page 48
	<b>Emissions</b>	
3-3	Management of material topics	SR page 18-19
305-1	Direct (scope 1) GHG emissions	SR page 48
305-2	Energy indirect (scope 2) GHG emissions	SR page 48
	<b>Waste</b>	
3-3	Management of material topics	SR page 21
306-2	Management of significant waste-related impacts	SR page 21
306-4	Waste diverted from disposal	SR page 48
306-5	Waste directed from disposal	SR page 48

GRI Standard	Disclosure	Location
	<b>Social</b>	
	<b>Employment</b>	
401-1	New employees hired and employee turnover	AR (No. 3.4.2 Results of social management and its performance, page 111) SR page 38, 49
401-2	Benefits provided to full-time employees	AR (No.7.5 Employee, page 172)
	<b>Occupational health &amp; safety</b>	
403-4	Worker participation, consultation and communication on occupational health and safety	AR (No. 3.4.2 Results of social management and its performance, page 112) SR page 36
403-9	Work-related injuries	SR page 49
	<b>Training and education</b>	
404-1	Average hours of training per year per employee	AR (No.7.5 Employee, page 173) SR page 37
404-2	Programmes for upgrading employee skills and transition assistance programmes	SR page 37
404-3	Percentage of employees receiving regular performance career development reviews	In 2022, 97% of employees received regular performance reviews according to the new Company's core competencies to enhance individual development and driving business results.
	<b>Diversity &amp; equal opportunity</b>	
3-3	Management of material topics	SR page 33
405-1	Diversity of governance bodies and employees	SR page 33, 49
	<b>Non-discrimination</b>	
3-3	Management of material topics	SR page 31
406-1	Incidents of discrimination and corrective actions taken	There were no confirmed incidents of discrimination in 2022.
	<b>Child labor</b>	
3-3	Management of material topics	SR page 31
408-1	Operations and suppliers at significant risk for incidents of child labour	There were no confirmed incidents of child labour in 2022.
	<b>Customer privacy</b>	
3-3	Management of material topics	SR page 45
418-1	Substantiated complaints concerning breaches of customer privacy and loss of customer data	There were no confirmed incidents of customer privacy in 2022.



## Carbon Footprint for Organization Verification Statement

The Verification Body of ECEE CO., LTD. Thailand  
*attests that GHG inventory reported by*

### Dusit Thani Public Company Limited

Site address verified:

Head office : 319 Chmchuri Square Building, 29th floor, Phayathai Road, Pathumwan, Pathumwan, Bangkok 10330  
Dusit Thani, Pattaya : 240/2 Moo5 Naklua, Banglamung, Chonburi 20150  
Dusit Thani, Hua Hin : 1349 Petchkasem Road, Cha-am, Petchburi 76120  
Dusit Thani Laguna, Phuket : 390 Moo1 Srisoontorn Road, Chergtalay, Thalang, Phuket 83110  
Dusit Princess Srinakarin, Bangkok : 53 Srinakarin Road, Nongbon, Pravet, Bangkok 10250  
dusitD2, Chiang Mai : 100 Chang Klan Road, Chang Khlan, Mueang Chiang Mai, Chiang Mai 50100  
ASAI Chinatown, Bangkok : 531 Charoen Krung Road, Pom Prap, Pom Prap Sattru Phai, Bangkok 10100

has been verified in accordance with ISO 14064-3 as meeting the requirements of

### TGO Guidance of Carbon Footprint for Organization, 2022 (SCOPE 1 + 2)

The agreed level of assurance is LIMITED at materiality of 5%

Direct GHG emissions [SCOPE 1] :	4,000 tonnes CO <sub>2</sub> e
Energy GHG emissions [SCOPE 2] :	10,636 tonnes CO <sub>2</sub> e

Total GHG emission [SCOPE 1&2] : 14,636 tonnes CO<sub>2</sub>e (GWP AR5)

Verification Period : 2022-01-01 to 2022-12-31



Mr. Monchai Jittipanyakul  
Managing Director  
ECEE Company Limited  
March 10, 2023

Assurance statement for  
2022 greenhouse gases data

**Dusit**  
INTERNATIONAL