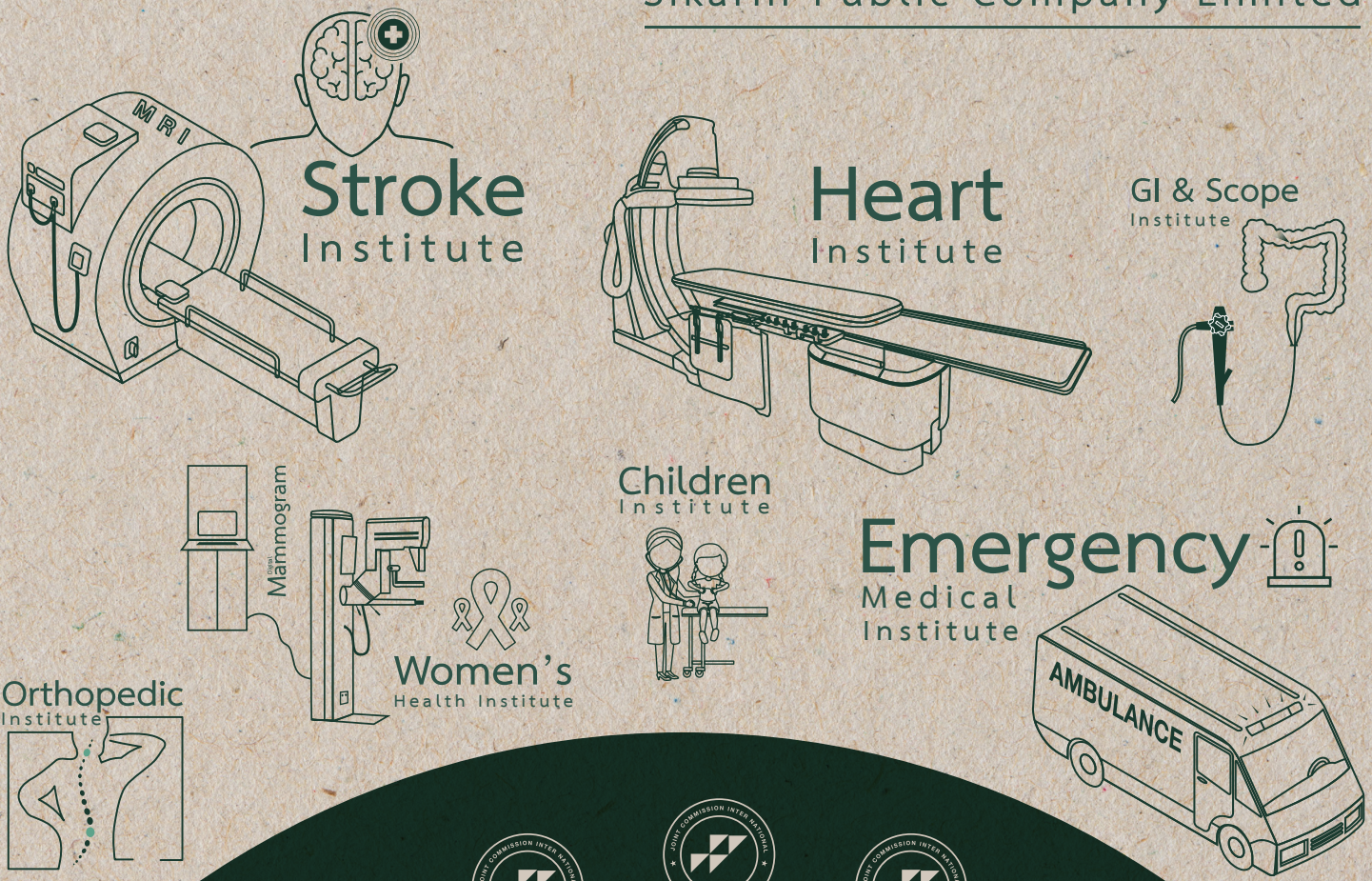
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SIKARIN

Sustainability Report 2024

Sikarin Public Company Limited



HA

Hospital Accreditation

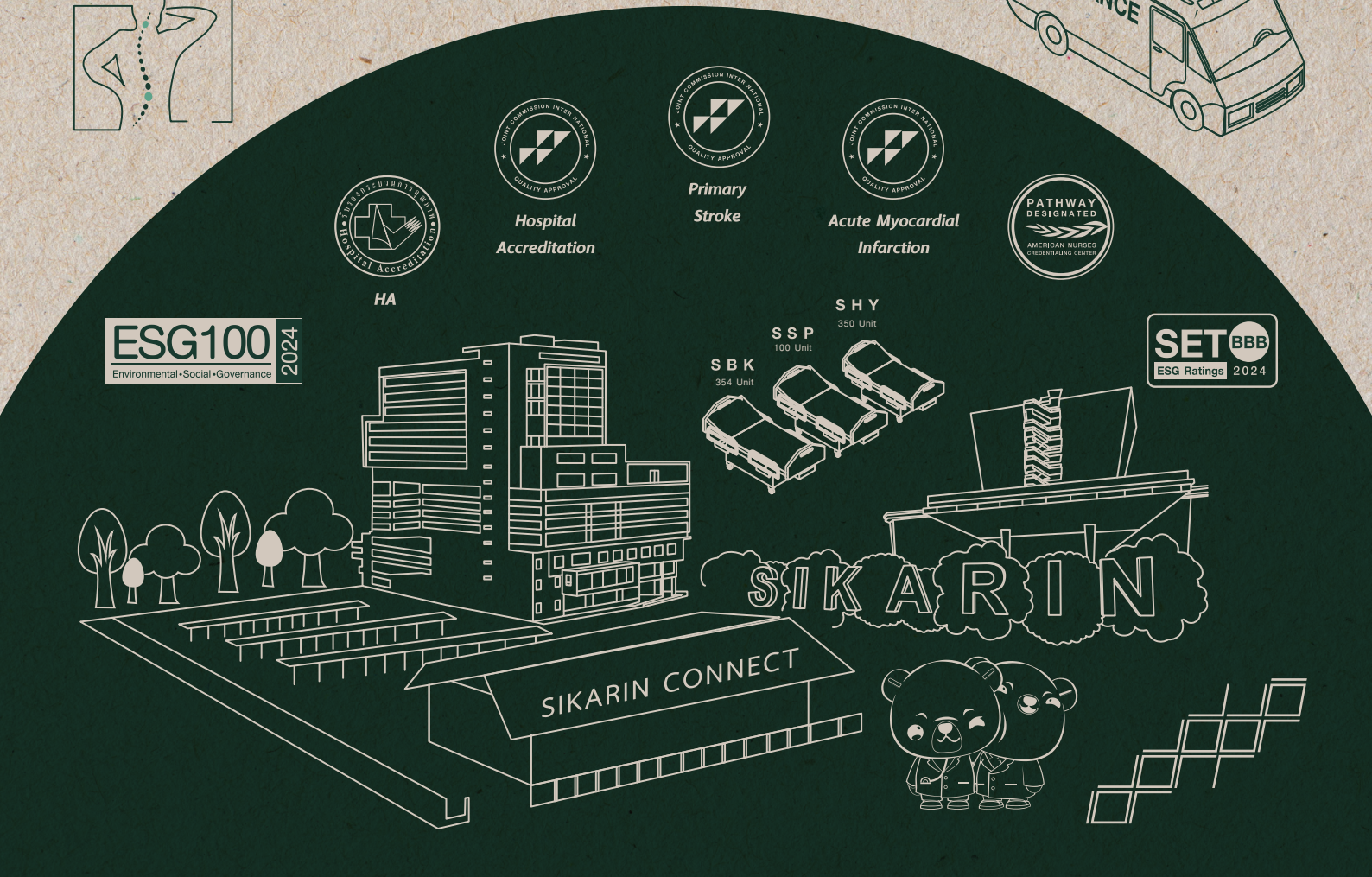
Primary Stroke

Acute Myocardial Infarction

PATHWAY DESIGNATED
AMERICAN NURSES CREDENTIALING CENTER

ESG100 2024
Environmental • Social • Governance

SET BBB
ESG Ratings 2024



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Sikarin Public Company Limited

Sikarin will continue to advance its business in alignment with sustainability principles. We remain committed to being a leading hospital that delivers the highest quality of care, expands access to healthcare for all patient groups, enhances employee wellbeing-our most valuable asset-and safeguards the environment across all dimensions. These efforts are key to strengthening our long-term business resilience and maintaining the trust of all stakeholders.

Message from the Chairman

The year 2024 was yet another challenging one for businesses in the medical services industry, including Sikarin Public Company Limited ("Sikarin"). Over the past year, we faced a rapidly evolving landscape shaped by shifting patient expectations, societal demands, technological advancements, and the impacts of climate change-each of which directly affects both public health and our organizational assets. In response, Sikarin has worked diligently to leverage its resources to the fullest, ensuring we maintain high-quality healthcare services, meet patient needs effectively, and safeguard our business resilience amid ongoing global economic uncertainties.

During the year, we launched a new service: "Sikarin 24-Hour Specialty Care," enhancing our ability to provide continuous care. We also initiated the development of an internationally accredited emergency medical institute to meet the growing demand for urgent care. In parallel, we continued advancing our specialized medical institutes, including the Heart Institute, Women's Health Center, and the Gastrointestinal and Liver Institute, in preparation for the rising needs of an aging population and emerging health threats.

At the same time, Sikarin remains committed to protecting and preserving the environment while delivering quality, accredited medical services. In 2024, we implemented hospital-wide energy-saving initiatives, contributing to reduced greenhouse gas emissions. We also improved our medical waste management systems to be more environmentally friendly. Furthermore, promoting community health remains a core part of our mission. Sikarin organized free health check-ups for communities around our hospitals and collaborated with local agencies to provide medical services in remote areas-clearly reflecting our dedication to creating long-term value for both society and the environment.

Our sustainability efforts were once again recognized with Sikarin being selected as a member of the ESG100 group for 2024, marking our fourth consecutive year of inclusion by Thaipat Institute, a leading organization in sustainability assessment in Thailand. This recognition reaffirms our unwavering commitment to environmental stewardship, social responsibility, and good governance.

Looking ahead, Sikarin will continue to advance its business in alignment with sustainability principles. We remain committed to being a leading hospital that delivers the highest quality of care, expands access to healthcare for all patient groups, enhances employee wellbeing-our most valuable asset-and safeguards the environment across all dimensions. These efforts are key to strengthening our long-term business resilience and maintaining the trust of all stakeholders.

On behalf of the Board of Directors, I would like to express my sincere gratitude to all employees, patients, and stakeholders for your continued support and for being part of Sikarin's journey. We reaffirm our commitment to conducting our business responsibly and transparently, creating a lasting positive impact on society and the environment.



Mr. Seni Chittakasem
Chairman
Sikarin Public Company Limited

About this Report

Reporting Approach

Sikarin Public Company Limited ("Sikarin") has prepared its 2024 Sustainability Report, marking the Company's first-ever publication of such a report. This reflects Sikarin's strong commitment to sustainable business practices and its dedication to communicating its sustainability management approaches and performance across the three key dimensions of sustainability. The report aims to ensure transparency and provide all stakeholders with a clear understanding of the Company's efforts. In addition, Sikarin has disclosed its sustainability performance through multiple channels to ensure that stakeholders can conveniently and promptly access the information relevant to their interests.

Sikarin's Sustainability Disclosure Channels

This 2024 Sustainability Report covers the operational data of Sikarin for the reporting period from January 1, 2024, to December 31, 2024. The reporting scope includes Sikarin Hospital Bangkok, Sikarin Hospital Samut Prakan, Sikarin Hospital Hatyai, as well as subsidiaries in which Sikarin holds a direct or indirect shareholding of 50% or more. To align with international reporting practices and address the interests of stakeholders, Sikarin has adopted the Global Reporting Initiative (GRI) Standards 2021 as its primary reporting framework. This ensures comprehensive coverage of key environmental, social, and governance (ESG) topics.



One Report 2024

The preparation of this Sustainability Report has been overseen by the Sustainability Committee, which was appointed by Sikarin to supervise the reporting process. The Committee is responsible for ensuring the accuracy, completeness, and alignment of the disclosed information with the Company's sustainability goals. All information presented in the report has been carefully reviewed by the Sustainability Committee before being submitted to the Board of Directors for approval, thereby ensuring the quality and credibility of the information disclosed to all stakeholders.



Sustainability Report 2024

Reporting Scope

Company	Environmental				Social		Economic
	Energy	GHG Emissions	Waste & Hazardous Waste	Water	Human	OHS	
Sikarin Public Company Limited	✓	✓	✓	✓	✓	✓	✓
SKR Management Company Limited					✓	✓	✓
Sikarin Hat Yai Hospital Company Limited					✓	✓	✓

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Awards and Recognitions

Sikarin Public Company Limited (“Sikarin”) is committed to conducting its business with excellence while creating sustainable value across all aspects of its operations. The Company’s success in delivering high-quality medical services, promoting sustainability, and adhering to principles of good governance has earned continued recognition both nationally and internationally. These achievements not only affirm Sikarin’s operational standards but also reflect the trust placed in the Company by patients, communities, and all stakeholder groups—trust that serves as a vital driving force in advancing the organization toward long-term, sustainable growth.

Joint Commission International (JCI)

Sikarin has been internationally accredited by the Joint Commission International (JCI) and has successfully renewed its certification for the fourth time under JCI Standards, 7th Edition.

SET ESG Ratings 2024

Sikarin has been included in the SET ESG Ratings 2024 as a Sustainable Stock, receiving a BBB rating in the Services sector.

Corporate Governance Score of Thai Listed Companies 2024

Sikarin has been awarded a 5-star rating, or “Excellent” level, in the Corporate Governance (CG) Scoring for the second consecutive year.

Certified Renewal of Membership – Thai Private Sector Collective Action Against Corruption (CAC)

Sikarin has successfully renewed its certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) for a second consecutive term, following its initial certification in 2021.

ESG100 Recognition by Thaipat Institute

Sikarin has been listed in the ESG100 group for the Services/ Healthcare sector in 2024, marking its fourth consecutive year of recognition by the Thaipat Institute.

Our Business

Vision

Wholeheartedly Protecting Society through Innovation for Collective Well-being, Towards Sustainable Growth

Mission

Wholehearted Protection
We are committed to safeguarding all stakeholders with genuine care, leveraging world-class skills and expertise.

Innovation-Drive
We embrace, promote, and co-create high-value innovations with a customer-centric approach.

Enhancing Quality of Life
We continuously evolve to foster a healthier society and elevate the quality of life for all.

Sustainability at Heart
We are guided by the spirit of sustainability and good corporate governance, conducting our business with resilience while remaining anchored in social and environmental responsibility.

Sikarin Business Overview

Sikarin Public Company Limited (Sikarin) is principally engaged in the provision of healthcare services through its network of private hospitals. The Company currently operates three major private hospitals: Sikarin Hospital Bangkok, Sikarin Hospital Samutprakarn, and Sikarin Hospital Hatyai. All three hospitals are fully equipped with specialists across all major medical disciplines and provide 24-hour service. The Company's services are categorized based on patient type: Outpatient Department (OPD), and Inpatient Department (IPD)



Sikarin Hospital Bangkok

Outpatient Capacity 3,000 Persons/Day
Bed Capacity 354 Beds
Insured Person Capacity 280,500 Persons/Day



Sikarin Hospital Samutprakarn

Outpatient Capacity 800 Persons/Day
Bed Capacity 100 Beds
Insured Person Capacity 140,000 Persons/Day

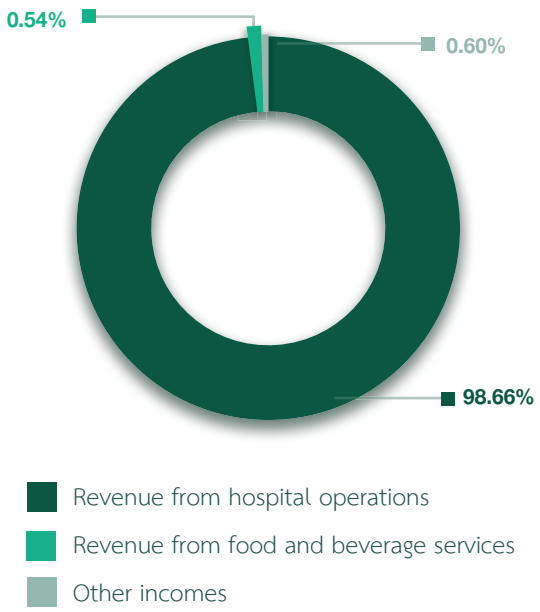


Sikarin Hospital Hatyai

Outpatient Capacity 1,000 Persons/Day
Bed Capacity 350 Beds
Insured Person Capacity 255,000 Persons/Day

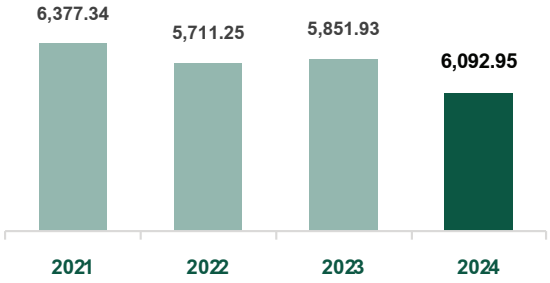
Financial Information 2024

Revenue Breakdown



Total Revenue

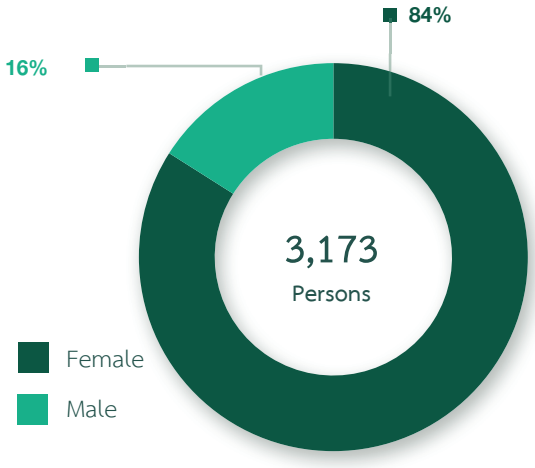
Unit: Million Baht



Employee Information 2024

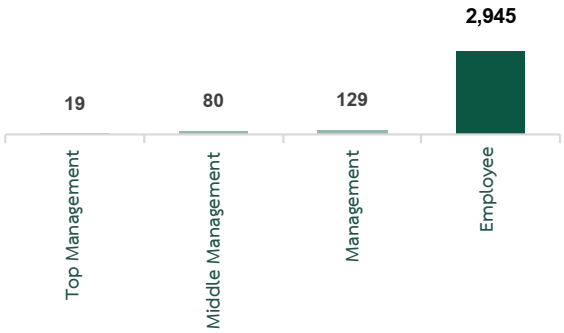
Total of Employee

Unit: Persons



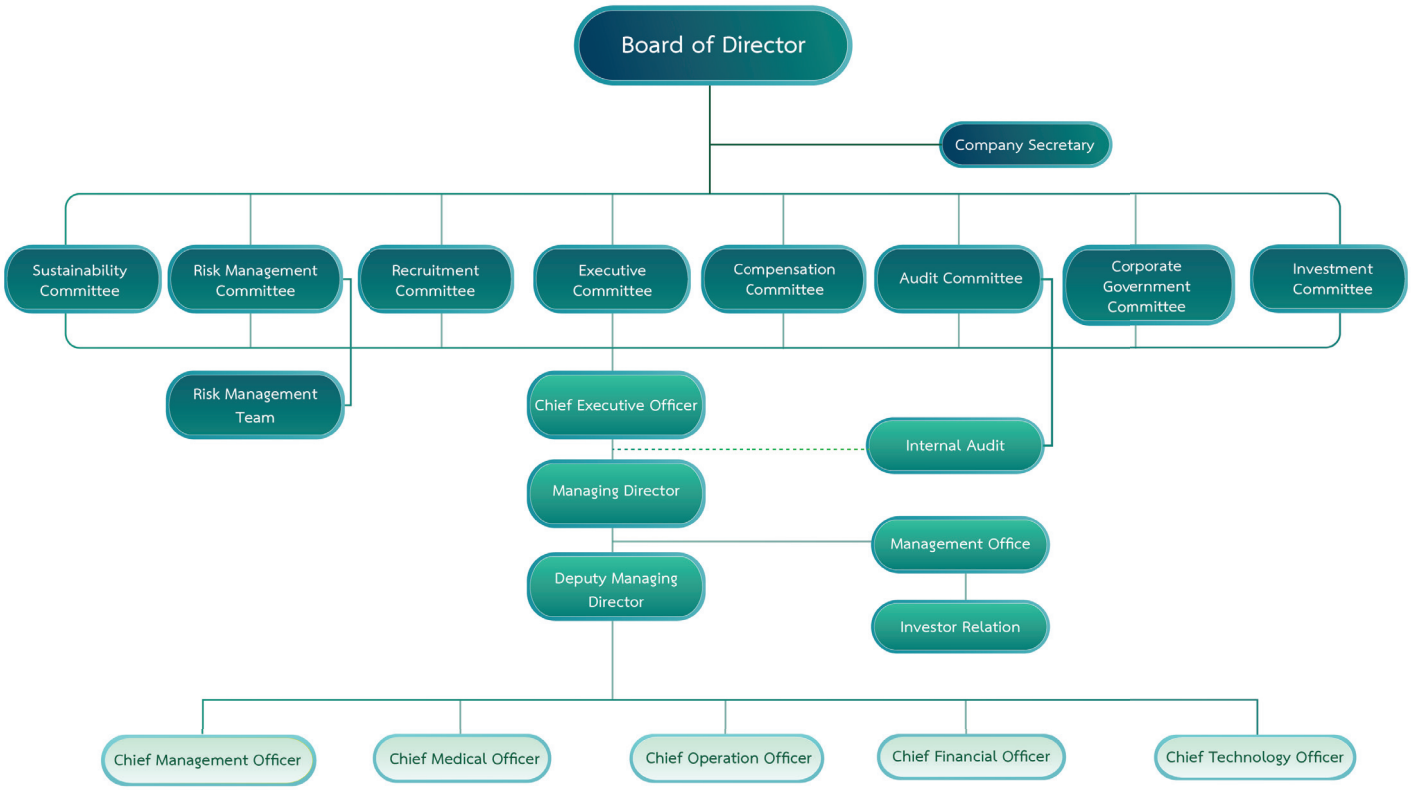
Employees by Level

Unit: Persons



Sustainability Governance

Sikarin Public Company Limited (Sikarin) places strong emphasis on sustainability governance, recognizing that sustainability is a fundamental cornerstone for long-term business growth and value creation for all stakeholders. Beyond driving sustainable business growth, embedding sustainability principles into our operations enables us to conduct business with transparency, accountability, and integrity—building trust among all stakeholder groups. To reinforce the significance of sustainability to the organization, the Board of Directors has established the Sustainability Committee, which serves as a key mechanism for steering Sikarin's sustainability agenda. The Committee is responsible for developing strategies, policies, and practices that comprehensively address environmental, social, and governance (ESG) issues. It also plays a critical role in ensuring that operations align with good corporate governance principles, supporting stable and sustainable business growth. In addition, the Sustainability Committee oversees the effectiveness of implementation, ensuring Sikarin remains agile in navigating dynamic challenges while creating long-term value. The Committee focuses on delivering strong business performance, maintaining shareholder confidence, and fostering trust across society.



For more details, please refer to: Sustainability Committee Charter

In addition to the Sustainability Committee, Sikarin has established a dedicated Sustainability Unit, which plays a critical role in driving the implementation of sustainability strategies and policies in alignment with Sikarin's long-term objectives. This unit is responsible for coordinating with all departments across the organization to ensure consistent, organization-wide alignment in environmental, social, and governance (ESG) practices. The Sustainability Unit also closely monitors and evaluates sustainability performance to ensure progress toward defined targets. Furthermore, the unit conducts in-depth risk analysis and proactively manages sustainability-related risks that may affect the organization and its value chain. It develops appropriate preventive measures and corrective actions to address emerging challenges. Another key role of the Sustainability Unit is to foster a culture of sustainability within the organization. This includes organizing internal campaigns, training programs, and proactive communications to raise awareness and embed a sustainability mindset at all levels of the workforce.

Beyond driving internal sustainability integration, the Sustainability Unit is also responsible for preparing Sikarin's Sustainability Report, ensuring the collection, analysis, and transparent disclosure of relevant data for effective stakeholder communication. All sustainability information is subject to review and approval by the Sustainability Committee and the Board of Directors prior to public disclosure.

Amidst today's rapidly changing environment, the ability to understand and adapt to emerging trends is essential to Sikarin's capacity to generate long-term value for stakeholders and sustain its business growth. In response, Sikarin encourages directors, executives, and employees to continuously participate in training related to Sikarin's operations and sustainability. These learning opportunities help enhance knowledge, skills, and experience to support more effective and responsive operations. In 2024, directors, executives, and employees at Sikarin participated in training on key issues that are central to Sikarin's priorities-such as corporate governance, supply chain management, and the protection of employees and service recipients in accordance with human rights principles.





To reinforce Sikarin's commitment to sustainability, Sikarin has established mechanisms for sustainability performance monitoring and internal audits, ensuring accountability throughout the organization. Multiple complaint channels have been made available to enable stakeholders to report concerns, feedback, or questions conveniently. All complainant information is protected in accordance with international standards to prevent retaliation or unjust consequences. Furthermore, Sikarin has incorporated sustainability performance as one of the key performance indicators (KPIs) in the annual performance evaluations for relevant directors, executives, and all employees.

Stakeholder Engagement

Sikarin Public Company Limited (Sikarin) recognizes the importance of stakeholders as a key driving force for long-term business sustainability and value creation. Stakeholders play a vital role in helping shape and enhance organizational value. As such, Sikarin is committed to building strong, transparent relationships with all stakeholder groups to ensure that their expectations and concerns are addressed in a timely, appropriate, and socially responsive manner.

Sikarin has established a systematic stakeholder engagement process through a variety of communication channels, including the 1728 hotline, annual meetings, satisfaction surveys, complaint mechanisms, and online platforms. These diverse channels enable Sikarin to gain comprehensive insights into stakeholder needs and feedback, which in turn support the development of effective response strategies.

In addition, Sikarin regularly conducts stakeholder identification and prioritization, guided by international standards such as the AA1000 Stakeholder Engagement Standard (AA1000SES). This ensures that stakeholder management is transparent, inclusive, and aligned with global sustainability best practices. This process is overseen by the Sustainability Committee, which plays a key role in evaluating stakeholder feedback and insights. The Committee also proposes strategies and policies to the Board of Directors for approval, ensuring that the organization's responses align with stakeholder expectations and reflect all dimensions of sustainability.

Stakeholders Identification and Prioritization

In 2024, Sikarin conducted a review of its stakeholder identification and prioritization process through consultations with relevant internal departments to ensure comprehensive and inclusive engagement across all stakeholder groups. This review focused on evaluating the completeness and appropriateness of the identified stakeholder groups, assessing the effectiveness of existing communication channels, analyzing stakeholder concerns and key issues, and reviewing how those issues are being addressed. In addition, the review considered the overall effectiveness of engagement practices and the value that stakeholders derive from Sikarin's stakeholder management efforts. The purpose of this review was to build confidence among all stakeholder groups and to strengthen the quality of relationships and collaboration between stakeholders and Sikarin.



Sikarin identifies stakeholders based on the nature of their engagement with the business. In prioritizing stakeholder groups, Sikarin considers two key factors: the degree of influence stakeholders have on Sikarin's operations, and the impact that Sikarin's operations have on each stakeholder group, both in the present and in the future. Moreover, Sikarin places strong emphasis on regularly reviewing stakeholder expectations and concerns. These insights are gathered from various communication channels and engagement processes and are used to inform the development of appropriate stakeholder management approaches. This review process enables Sikarin to effectively manage stakeholder relationships and ensure the delivery of equitable and meaningful value to all groups. It also reinforces Sikarin's commitment to operating with responsibility and transparency across all aspects of sustainability.

The 2024 stakeholder identification and prioritization process concluded that Sikarin engages with a total of seven stakeholder groups, an increase of one group from the previous year. The additional stakeholder group identified is regulatory authorities, which Sikarin has recognized as critical to its business operations. As Sikarin operates in a highly regulated industry, ongoing engagement with government agencies, the Ministry of Public Health, and accreditation bodies such as Joint Commission International (JCI) is essential. Regulatory authorities play a key role in defining legal frameworks and compliance standards that directly influence Sikarin's operations. As such, building transparent and accountable relationships with these agencies enhances confidence that Sikarin's operations are in full alignment with applicable laws and policies and ensures the organization is well-prepared to respond to future regulatory changes.

Stakeholder	Importance to Sikarin	Expectations	Sikarin's Response	Value Delivered to Stakeholders
Customers and Patients 	Trust and satisfaction from customers and patients reflect the quality, safety, and reliability of medical standards and services provided by Sikarin. Direct engagement with patients enables the organization to better understand their needs and expectations, while also enhancing patient experience and satisfaction. It alsocontributes to the continuous improvement of service quality and reinforces Sikarin's reputation for patient-centered care.	• Quality and safety of medical services • Access to care and treatment • Convenience and comprehensiveness of service offerings • Confidence in treatment outcomes • Respect for patient rights and privacy • Transparent communi cation and clear treatment information • Service accessibility for all patient groups	• Operates the 1728 Call Center for inquiries and appointments • Conducts patient satisfac-tion surveys • Builds strong patient relationships • Provides clear, accurate information about patient rights • Develops personalized care plans tailored to individual needs • Continuously improves service standards and patient experience • Communicates proactively through various channels	• Overall patient satisfaction score of 98.81% • Outpatient service satisfaction score of 98.65% • Inpatient service satisfaction score of 98.85% • Continuous development of service quality and care delivery • Enhanced trust and confidence in medical services

Stakeholder	Importance to Sikarin	Expectations	Sikarin's Response	Value Delivered to Stakeholders
Investors and Shareholders 	Investors and shareholders are key stakeholders who support Sikarin's financial stability and business continuity. Transparent communication and fair treatment help build investor confidence and trust, which are essential to long-term business growth.	• Satisfactory returns on investment and long-term organizational growth • Transparent, complete, and timely communi cation and disclosure • Sustainable business practices with the ability to adapt to change • Effective risk manage ment and mitigation of environmental, social, and governance (ESG) impacts	• Organizes the Annual General Meeting of Share holders, Analyst Meetings, and Opportunity Day • Discloses information through Sikarin's website (www.sikarin.com) • Publishes the Annual Report, Sustainability Report, and other key investor materials • Provides channels such as phone and email for receiving investor feedback and inquiries • Implements a Conflict of Interest Policy • Gathers investor and shareholder feedback to improve sustainability strategy and ESG perfor- mance	• Strengthened confi dence among investors and shareholders • Sustainable business performance that sup ports Sikarin's financial stability and attrac- tiveness to investors • Enhanced corporate image as a responsible and recognized entity in the capital market • Long-term and stable relationships between Sikarin and its stake- holders
Employees 	Employees are a vital resource in driving Sikarin's success. Taking care of their well-being and investing in their professional development not only enhances their expertise and job satisfaction, but also reflects in the quality of care delivered to patients and service users. A committed, capable workforce contributes directly to Sikarin's long-term strength and sustainability.	• Job security along with fair and competitive compensation and benefits • A safe and healthy working environment free from accidents and occupational illnesses • Opportunities for learning, skill develop- ment, and career advancement • Effective communica- tion and participation in expressing opinions	• Conducts annual employee satisfaction surveys to assess needs and gather feedback • Organizes regular meetings between management and employees • Provides diverse and inclusive benefits packages that meet employee needs • Continuously improves workplace safety and environmental conditions • Offers training programs on topics aligned with employee interests and future trends • Promotes development of role-specific skills and competencies	• Employee engage- ment rate of 81.10% • Zero rate of occupa- tional illness and workplace injury • Reduced employee turnover rate

Stakeholder	Importance to Sikarin	Expectations	Sikarin's Response	Value Delivered to Stakeholders
Regulator Authorities 	Regulatory authorities play a key role in establishing the laws, standards, and policies related to medical services. Full compliance with regulatory requirements is essential. In addition, maintaining strong relationships with these authorities enables Sikarin to operate with stability, transparency, and in alignment with established standards.	• Strict compliance with all laws, regulations, and policies related to the healthcare industry • Accurate, transparent, and timely reporting of operational performance, including environmental, social, and governance (ESG) impacts • Cooperation in the development of public health policies • Transparency andadherence to international standards	• Established internal departments and audit systems to ensure full compliance with health, safety, environmental, and legal standards • Reports comprehensive sustainability data, including ESG reports and disclosures in the One Report • Operates in alignment with international standards such as JCI requirements, ESG Ratings, GRI Standards, and IFRS to build global credibility	• No reported cases of supplier misconduct or ethical violations • Strengthened trust and relationships with suppliers • Reduced environmental impact and enhanced supply chain stability
Suppliers 	The provision of high-quality, safe, and standardized products and services from suppliers plays a vital role in enabling Sikarin to deliver high-standard medical care to patients and service users. In addition, strong collaboration and long-term partnerships with suppliers help reduce risks across the supply chain, strengthen business continuity, and foster efficient and sustainable growth together.	• Fairness, equity, and transparency in all stages of business operations • Clear communication regarding policies, requirements, and conditions related to collaboration • Cooperation that builds long-term stability and sustainable relationships • Knowledge sharing and capacity building to enhance operational performance • Support and collaboration on sustainability-related matters	• Implements transparent and fair procurement processes with standardized audit mechanisms • Provides dedicated channels for suppliers to submit complaints, with transparent investigation and resolution procedures • Prepares comprehensive procurement documentation with clearly defined terms and conditions • Uses various communication channels such as the website and meetings to share information with suppliers	• No reported cases of supplier misconduct or ethical violations • Strengthened trust and relationships with suppliers • Reduced environmental impact and enhanced supply chain stability • Collaborative development with suppliers to mitigate procurement-related risks

Stakeholder	Importance to Sikarin	Expectations	Sikarin's Response	Value Delivered to Stakeholders
Communities, Societies, and the Environment 	Communities, society, and the environment are important stakeholders in Sikarin's business operations. A mutually supportive relationship between the organization, the community, and the environment forms the foundation for sustainable growth. Sikarin recognizes the importance of engaging in community development, promoting public health and quality of life in the areas where it operates, and taking full responsibility for its environmental impact. Building strong relationships and responding to the needs of local communities and society not only fosters trust in the organization but also supports balanced and long-term sustainable business operations.	• Opportunities to voice opinions and provide feedback, along with transparent action and response • Support for health promotion and quality of life initiatives, such as health screening activities • Responsible use of natural resources, reduction of greenhouse gas emissions, and sustainable waste management	• Organizes community engagement activities such as biannual community listening forums • Provides communication channels such as the 1728 hotline to enable feedback and complaints from the community • Implements health programs for communities and broader society • Conducts initiatives focused on energy reduction, waste management, and greenhouse gas reduction across all business activities	• No reported cases of supplier misconduct or ethical violations • Strengthened trust and relationships with suppliers • Reduced environmental impact and enhanced supply chain stability • Collaborative development with suppliers to mitigate procurement-related risks • Trust and support from local communities • Improved health and quality of life for surrounding communities • Contribution to long-term environmental sustainability • Enhanced social stability and resilience for society at large
Competitors 	Competitors are another important stakeholder group for Sikarin. Competition within the healthcare service industry encourages continuous improvement and drives organizations to elevate the quality of their services. Positive interaction and respect for ethical business conduct help foster a fair and transparent environment, while also opening opportunities for collaboration across different areas.	• Compliance with ethical standards and fair trade practices, avoiding inappropriate conduct or violations of business ethics • Respect for fair rules, regulations, and industry standards • Avoidance of dishonest practices such as misinformation or unfair claims, in order to build trust within the business environment	• Operates in compliance with laws, regulations, and international standards to support fair competition • Conducts business transparently and responsibly, adhering to business ethics and promoting ethical business practices • Avoids actions that may harm competitors or damage the reputation of the industry, such as false accusations or unfair attacks	• Healthy competition that fosters innovation • Shared industry progress • Improved public confidence in the healthcare sector

Materiality Assessment

Sikarin Public Company Limited (Sikarin) places strong emphasis on materiality assessment, a key process that enables the organization to identify and prioritize sustainability issues that have significant impacts on both business operations and all stakeholder groups. This process is essential in shaping effective sustainability strategies and actions that align with stakeholder expectations and support the achievement of the organization's sustainable development goals.

In assessing material sustainability topics, Sikarin considers both the inside-out impacts-referring to the effects of the organization's operations and activities on the economy, society, and environment-also known as Impact Materiality. At the same time, Sikarin evaluates outside-in impacts-external factors that affect the organization's ability to operate and create financial value-which refers to Financial Materiality. By assessing both Impact Materiality and Financial Materiality, Sikarin adopts a Double Materiality approach. This enables the organization to focus its resources on the most critical sustainability topics, while effectively addressing related risks and opportunities across the business and stakeholder landscape.

Materiality Assessment Process and Approach

Sikarin conducts its materiality assessment based on internationally recognized standards such as the GRI Standards, AA1000 Stakeholder Engagement Standard, and IFRS Sustainability Disclosure Standards. These frameworks ensure that the assessment process is inclusive, transparent, participatory, and aligned with global best practices. The materiality assessment is carried out through the following four key steps:

Preliminary Research

Sikarin gathers in-depth insights from a variety of internal and external sources, including market trends, global sustainability developments, stakeholder expectations, and sustainability reporting frameworks. This step is aimed at identifying current and emerging material topics that are relevant to the business and its stakeholders.

Internal Stakeholder Engagement

The findings from the preliminary research are shared with the Board of Directors, the Sustainability Committee, and relevant internal departments. This step allows for the exchange of views and collection of feedback from within the organization. It ensures alignment between sustainability priorities, stakeholder expectations, and Sikarin's strategic direction.

External Stakeholder Engagement

Sikarin values the perspectives of external stakeholders, including customers, patients, regulatory authorities, investors, suppliers, and communities. Feedback is collected through various channels such as surveys and stakeholder consultations. This input is incorporated into the materiality assessment to identify sustainability issues that may have financial implications or are of high concern to stakeholders.

Dimension	Material Issue	Impact on Stakeholder						SDGs
		Internal	External					
		Employees	Investors & Shareholders	Customers & Patients	Suppliers	Communities, Societies, and the Environment	Competitors	
Governance & Economic	1. Corporate Governance	X	X	X	X	X	X	
	2. Supply Chain Management	X		X	X	X		 
	3. Business Ethics	X	X	X	X	X	X	
	4. Information Security	X	X	X	X	X	X	
Social	5. Human Rights and Labor Practices	X	X	X	X	X		
	6. Patient Safety			X				 
	7. Occupational Health and Safety	X		X		X		
	8. Diversity and Inclusion	X	X	X	X	X		
	9. Accessible Healthcare		X	X	X	X		
	10. Community Health		X	X	X	X		
Environment	11. Energy saving Management	X	X	X	X	X		
	12. Climate change Management	X	X	X	X	X		
	13. Waste Management	X	X	X	X	X		
	14. Water Management	X	X	X	X	X		

Energy Management	Material Issues
Energy Management	Efficient cost management and sourcing of water, electricity, fuel, and other energy resources reflect Sikarin's commitment to reducing reliance on non-renewable and depletable energy sources.
Climate Change Management	Efforts to reduce greenhouse gas emissions contribute to mitigating global warming, which is a root cause of climate change and increasingly severe natural disasters.
Waste Management	Focuses on reducing waste generated from operations and maximizing resource efficiency, thereby minimizing negative impacts on society and surrounding communities.
Water Management	Involves managing water usage and costs efficiently while reducing the risk of water scarcity and ensuring the sustainable use of natural resources.

Social	Material Issues
Human Rights and Labor Practices	Fair and respectful treatment of employees across the entire employment cycle-from recruitment to separation-demonstrates Sikarin's commitment to employee well-being and engagement. This approach helps foster loyalty and reduces the risk of labor disputes.
Responsibility to Service Recipients	Reflects Sikarin's commitment to delivering services that build trust and satisfaction among customers and patients, ensuring safety, quality, and a positive care experience.
Community and Social Quality of Life Development	Represents Sikarin's responsibility for the social and community impacts of its operations. Ongoing involvement in community development initiatives reflects the organization's dedication to sustainably improving quality of life across society.
Retention of High-Potential Talent	Promoting employee capabilities by enhancing knowledge and skills in various areas strengthens employee engagement and long-term commitment to the organization.

Governance & Economic	Material Issues
Corporate Governance and Business Ethics	A sound corporate governance structure and system reflect fairness and transparency in internal control, while reinforcing the Board of Directors' role in guiding the organization toward success. This is achieved with consideration for shareholder interests and accountability to all stakeholders.
Supply Chain Management	Sustainable supply chain management reflects operational efficiency, transparency, and active engagement with suppliers throughout the supply chain. This includes fair and responsible supplier selection, procurement assessment, and promotion of sustainable business practices among suppliers.
Collaborative Innovation and Technology Development	The development of innovations through collaboration and technology demonstrates enhanced competitiveness amid economic, social, and environmental changes. These innovations are designed to meet the evolving needs of stakeholders and drive long-term value creation.

Review and Approval

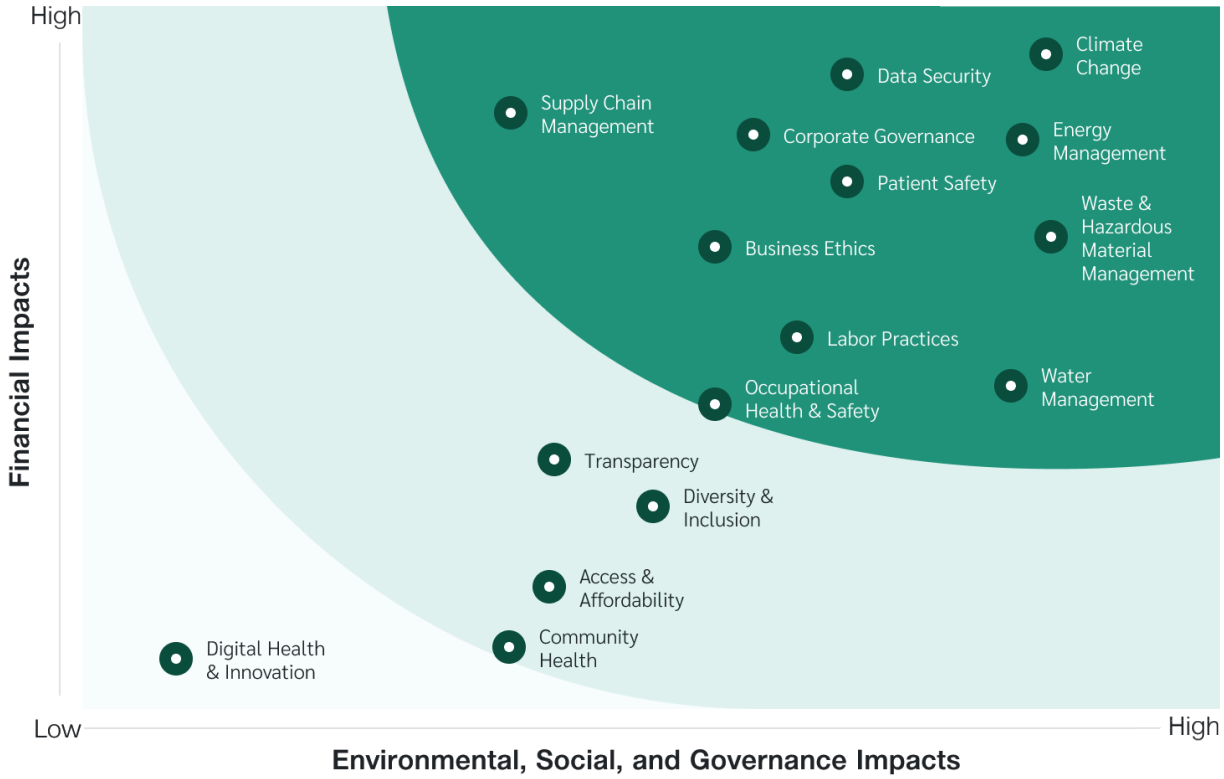
The final results of the materiality assessment are submitted for review by the Sustainability Committee, followed by submission to the Board of Directors for approval. The Board's review and endorsement ensure that the prioritization of material sustainability topics is aligned with Sikarin's business objectives and serves as a strategic foundation for long-term organizational planning and implementation.

Results of the Materiality Assessment

Based on the results of the materiality assessment, Sikarin identified climate change adaptation and data security as the most critical sustainability topics. These reflect the growing importance of managing technology-and environment-related risks that directly impact Sikarin's business operations. In addition, energy management, waste and hazardous waste management, and water resource management emerged as key topics that support operational efficiency and help reduce environmental impacts.

In terms of governance, good corporate governance and business ethics were identified as highly material issues. These play a vital role in building credibility and trust with stakeholders-two elements that are essential to both Sikarin and its long-term success.

From a social perspective, patient safety and labor practices were recognized as topics with significant impact on both patients and employees. At the same time, community health and accessible healthcare services reflect Sikarin's role in creating broader value for society.



Sustainability Strategy and Goals

Sikarin Public Company Limited (Sikarin) places the highest priority on embedding sustainability across every aspect of its business operations. The organization is committed to delivering enhanced value to all stakeholder groups and advancing its vision to become a truly sustainability-driven organization. In 2024, Sikarin reviewed and refined its sustainability strategy to better align with the rapidly evolving global landscape of the healthcare service industry. This strategic transformation is not only a response to external changes but also a reflection of Sikarin's long-standing commitment to generating positive and lasting impacts across society, the environment, and the economy-while supporting the achievement of the United Nations Sustainable Development Goals (SDGs).

Through its business context analysis, Sikarin identified that operating with transparency and integrity continues to be a top priority for all stakeholder groups. Moreover, the increasing complexity of regulatory requirements and legal frameworks in recent years has further highlighted the need for strict adherence to high standards of governance and ethics. Prioritizing these areas not only helps maintain long-term competitiveness but also strengthens stakeholder confidence-an essential factor in driving Sikarin toward industry leadership in healthcare services.

On the social front, Sikarin recognizes its responsibility in upholding human rights, embracing diversity, and promoting equity in all dimensions. These issues have gained significant attention at both national and global levels and are consistently raised in public and policy dialogues. Sikarin has long upheld the mission of building an inclusive society where no one is left behind. To that end, Sikarin has developed clear approaches to creating an environment that fosters equality, encourages participation, and supports inclusive development. These policies reflect a deep commitment to building a just, inclusive society-an essential foundation for long-term business sustainability.

From an environmental perspective, Sikarin is well aware that the intensifying climate crisis poses increasingly significant risks to business operations—from rising costs and supply chain disruptions to broader public health and safety concerns. As these impacts become unavoidable, Sikarin is committed to developing a comprehensive environmental management approach. This includes reducing greenhouse gas emissions, managing natural resources efficiently, and supporting ecosystem restoration. These efforts are designed to mitigate long-term environmental risks while creating shared value for business, communities, and the planet.

Guided by a clear vision and a robust sustainability strategy, Sikarin is determined to integrate environmental, social, and governance (ESG) principles into all aspects of its operations. This approach ensures that every action the organization takes contributes to long-term positive impact-not only for today's stakeholders but also for future generations, as Sikarin helps shape a sustainable and meaningful future in every dimension.

Social Well-being

Human Rights and Labor Practices

Zero case on human rights violation

90% employee satisfaction score



Occupational Health and Safety

Zero accident



Diversity and Inclusion

50% of total employees are female



Accessible Healthcare

Support at least 3 subsidized healthcare services or treatments per year



Community Health

Organize at least 3 community health promotion activities per year



Patients Safety

Service recipient satisfaction rate

Overall OPD Satisfaction no less than 98%

Overall IPD Satisfaction no less than 95%



Governance and Economic Stability

Governance

Maintain excellent performancr according to the CGR index

100% of the company's board members have undergone training and awareness-building on ESG



Business Ethics

100% of employees and executives acknowledge and comply with the Code of Conduct



Date Security

No breacher on patient data each year



Supply Chain Managemeny

100% of critical suppliers have passed ESG assessments



Environmental Stewardship

Climate Resilience

Reduce GHG emissions Scope 1 and 2 by 35% from based line year 2024



Energy Management

Reduce energy consumption by 3% from based line year 2024



Waste and Hazardous Waste Managemeny

Reduce hazardous medical waste by 3% from based line year 2024

Reduce waste to landfill by 3% from based line year 2024



Water Stewardship

Reduce water consumption by 5% from based line year 2024



Society Well-being

As part of its commitment to advancing societal well-being, Sikarin is firmly dedicated to conducting its business with social responsibility at its core. The organization recognizes its important role in creating sustainable positive impacts for employees, patients, local communities, and all stakeholder groups. This strategy is a key component of Sikarin's contribution to the United Nations Sustainable Development Goals (SDGs) and reflects Sikarin's deep-rooted intention to bring value to people and communities in every dimension of its operations.

To achieve these goals, Sikarin has established a comprehensive and inclusive approach, beginning with the creation of a safe, supportive, and wellness-focused work environment for all employees. Sikarin actively promotes diversity and inclusion, embracing differences in gender, culture, and perspectives. Sikarin is also committed to cultivating a workplace culture that respects human rights and the intrinsic value of every individual. Sikarin believes that diversity and equity are fundamental drivers of creativity and organizational strength.

In patient care, Sikarin prioritizes comprehensive health promotion and safety through the development of high-quality, accessible medical services for all target groups. This commitment goes beyond treatment alone-it also includes disease prevention, health education, and the advancement of medical innovations that respond to society's long-term healthcare needs.

Sikarin continuously implements programs aimed at community development and improving the quality of life for residents in surrounding areas. These initiatives include promoting education, supporting vocational skills development, creating economic opportunities, and caring for the local environment. Sikarin firmly believes that sustainable community development not only strengthens local resilience but also forms the foundation for Sikarin's long-term success.

Furthermore, Sikarin is committed to allocating resources and delivering services that are accessible to all groups, ensuring equity and fairness in every aspect of its operations. These policies not only support the development of an inclusive society where no one is left behind but also reflect Sikarin's responsibility to create long-term value for society as a whole.

Environmental Stewardship

Sikarin recognizes the importance of environmental protection as a key factor in sustaining both the organization and the communities it serves. Sikarin is committed to conducting its business in a way that minimizes environmental impact across all dimensions. Sikarin integrates sustainability principles into its corporate strategy, guided by the efficient use of resources, minimizing unnecessary consumption, and operating with responsibility toward the environment and natural resources. This balanced approach supports both business development and long-term environmental preservation.



With a vision that prioritizes harmony between business growth and environmental sustainability, Sikarin has developed a comprehensive environmental strategy. This includes efficient natural resource management, pollution control, waste management, and reducing greenhouse gas emissions throughout its operations. Sikarin emphasizes the adoption of eco-friendly innovations and technologies-whether in operational improvements or in developing systems that consider environmental impacts at every stage.

Beyond internal improvements, Sikarin promotes environmental awareness at all levels of the organization. Employees are encouraged to take active roles in advancing environmentally friendly practices, both within and beyond the workplace. This commitment extends to suppliers, stakeholders, and surrounding communities, fostering collaborative networks that support natural resource conservation and reduce broader environmental impacts.

In addition, Sikarin has set clear strategic targets in support of the Sustainable Development Goals (SDGs), particularly in areas such as climate change mitigation, biodiversity conservation, and the development of sustainable infrastructure. These strategies not only reduce Sikarin's negative environmental footprint but also generate long-term positive environmental impacts, reinforcing Sikarin's role as a responsible corporate citizen committed to delivering value to the planet.

Governance and Economic Stability

Sikarin is committed to upholding the highest standards of corporate governance to ensure transparency, accountability, and trust in every dimension of its operations. Sikarin operates strictly in accordance with international governance principles and all applicable laws and regulations, while fostering a corporate culture grounded in ethics and integrity. Sikarin believes that adherence to good governance not only mitigates business risks but also establishes a strong foundation for long-term sustainable development.



To ensure the Board of Directors plays a central role in shaping Sikarin's sustainability direction and policies, Sikarin continuously strengthens directors' knowledge and awareness of all three ESG pillars, Environment, Social, and Governance. These efforts enhance the Board's capacity to formulate strategies and policies that align with Sikarin's sustainability goals and global SDG commitments.

Moreover, Sikarin places great importance on systematically communicating governance-related policies and strategies to executives, employees, suppliers, and all stakeholder groups. Sikarin encourages active participation from all parties in upholding responsible governance and corporate social responsibility practices-ensuring consistency across all operations and delivering long-term positive impacts for stakeholders.

Sikarin also emphasizes the development of a strong organizational culture built on stakeholder engagement. Sikarin promotes collaboration with all stakeholder groups, including employees, shareholders, customers, suppliers, and communities, to foster trust and collective ownership of its sustainability journey. This culture not only strengthens relationships but also positions Sikarin as a role model for ethical, transparent, and high-integrity business practices.

Sikarin's Commitment to the UN Sustainable Development Goals (UN SDGs)

Sustainable development is not the responsibility of a single individual or sector, but a shared duty for all of us-to create a livable environment, promote social equity, and improve the quality of life for all people. As a healthcare service provider, Sikarin Public Company Limited (Sikarin) recognizes its vital role in supporting the physical and mental well-being of individuals while generating long-term positive impacts for society and the environment.

Sikarin is committed to supporting the achievement of the United Nations Sustainable Development Goals (UN SDGs) by assessing and aligning its business operations with relevant SDG targets and objectives. To guide this process, Sikarin utilizes key tools such as the SDG Compass and the SDG Guidelines for Listed Companies. These tools help Sikarin clearly identify which SDGs are most directly connected to its core business and value chain-covering both Highly Relevant and Relevant goals.

Primary SDGs where Sikarin plays a direct and significant role



Secondary SDGs with indirect relevance to Sikarin's operations



In 2024, Sikarin conducted a prioritization of the SDGs and identified three primary goals in which Sikarin plays a direct and significant role, along with four secondary goals to which Sikarin contributes through its broader operations. This approach not only enhances Sikarin's understanding of its role in the value chain but also ensures that its strategies and initiatives are effectively aligned with the global sustainability agenda. Through this alignment, Sikarin is able to contribute meaningfully to the achievement of the SDGs in a clear and lasting manner.



Value Creation Process

Business Value Chain

Sikarin's business operations involve a wide range of stakeholders across the entire value chain-from upstream to downstream. At the core of Sikarin's operations are quality, safety, and transparency, which serve as the foundation for building trust and recognition, particularly among patients. In order to maintain service excellence and remain agile in responding to fast-evolving trends, Sikarin continuously assesses the impact of ouroperations on stakeholders throughout the value chain.

This impact analysis is a critical process that reflects Sikarin's commitment to integrating resources, operations, and value creation across every stage-from sourcing materials and resources to delivering high-quality medical services to patients and all stakeholder groups.

Sikarin's value chain engages multiple stakeholder groups. To ensure responsible and effective operations, Sikarin has established rules, regulations, and policies that address all dimensions of its business-from selecting suppliers who meet both Sikarin's and national/international sustainability standards, to develop medical innovations that improve the quality of care, and participating in community health and well-being initiatives. Sikarin is also committed to managing natural resources efficiently and reducing environmental impacts, with the goal of achieving a balance between business growth and environmental conservation.



Through this interconnected value chain, Sikarin not only delivers safe, high-quality services to patients, but also plays a key role in creating long-term positive impacts for employees, suppliers, communities, and investors. This reflects Sikarin's strong commitment to creating genuine and sustainable value across every aspect of our operations.

Essential Capitals for Value Creation

In the creation of sustainable value, Sikarin integrates various types of resources to support its operations across all stages of the value chain. The key resources that enable Sikarin to deliver long-term value to both stakeholders and the organization itself include: financial capital, manufacturing capital, human capital, intellectual capital, social and relationship capital, and natural capital. These inputs are critical in driving operational efficiency, long-term sustainability, and stakeholder value creation across all dimensions.

Financial Capital



Financial capital refers to the ability to access funding and budgetary resources necessary to ensure operational stability and effective financial management. These serve as the foundation for operations, investment in innovation, infrastructure development, and social initiatives. In the past year, Sikarin leveraged its financial capital to develop and install advanced patient care systems designed to enhance safety, minimize medical errors, and increase confidence and trust among service users. Additionally, Sikarin invested in employee development and resource efficiency to enhance professional capabilities and reduce environmental impact.

Manufacturing Capital



Sikarin's manufacturing capital is a key driver of sustainable value creation. With modern infrastructure, state-of-the-art medical equipment, and advanced technology systems, Sikarin is able to deliver high-quality medical services and increase operational efficiency.For example, the use of diagnostic tools such as MRI and CT scanners improves diagnostic accuracy and reduces processing time. Sikarin has also invested in facilities that promote safety and comfort for patients, such as internationally certified isolation rooms, to ensure confidence in treatment outcomes. Ongoing investment in and optimization of manufacturing capital is essential to Sikarin's leadership in delivering responsive and sustainable healthcare services.

Human Capital



Sikarin's people are its most important asset in creating sustainable value. With a team of highly skilled and well-trained physicians, nurses, and specialists, Sikarin is able to deliver high-quality and safe medical services to patients. Examples include advanced training in medical technologies for specialist doctors, and safety training programs for staff to reinforce confidence and efficiency in operations.

Intellectual Capital



Intellectual capital is a vital resource driving Sikarin's success. The integration of knowledge, technology, and innovation into every dimension of the business enables Sikarin to continuously enhance the quality of its medical services to meet patient needs and align with international standards. For instance, Sikarin has invested in state-of-the-art diagnostic equipment to improve accuracy, reduce the risk of misdiagnosis, and shorten patient wait times. The development

of a highly secure electronic medical records system has improved data storage, access efficiency, and overall operational effectiveness-enhancing the patient experience. Sikarin places strong emphasis on the development of intellectual property, including research and development focused on new treatment methods, and knowledge-sharing partnerships with academic institutions and relevant organizations to build sustainable learning networks. The continuous improvement of internal processes to meet global standards, such as Joint Commission International (JCI), also reflects Sikarin's strategic use of intellectual capital. This enables Sikarin not only to respond effectively to patient needs but also to create value for all stakeholders while reinforcing its position as a leading and sustainable medical service provider.

Social and Relationship Capital



Sikarin recognizes that trust and collaboration with stakeholders are essential to long-term value creation. As such, Sikarin has consistently implemented a range of community-focused initiatives-such as free health screening events, public education on personal health and hygiene, and support for underprivileged patients through charitable healthcare funds. Sikarin also works to strengthen long-term relationships with suppliers through responsible procurement practices. This includes clear sustainability-based supplier selection criteria covering all three ESG dimensions, regular performance evaluations, and capacity-building to ensure suppliers meet applicable regulations and standards.

Natural Capital



Sikarin understands the importance of using natural resources efficiently and sustainably. However, due to the nature of healthcare operations, the need for clean, safe, and high-quality resources-such as water, energy, and medical supplies-is substantial. This presents a significant challenge for Sikarin. To address this, Sikarin has developed sustainable resource management processes, such as installing wastewater treatment systems to reuse water in non-clinical areas, and converting to LED lighting to reduce energy consumption. Sikarin also prioritizes waste management by separating hazardous waste, such as medical waste, from general waste, and promoting recycling where appropriate.

Through these efforts, Sikarin is committed to reducing environmental impact and contributing to long-term sustainability for all stakeholders and the business itself. These actions align with the UN Sustainable Development Goals (SDGs) and reflect Sikarin's core sustainability principles.

Sikarin's Value Creation Process



Sikarin has established a value creation process that systematically integrates all six types of capital into its business operations to support its strategic direction and long-term vision. These six capitals are embedded across Sikarin's entire value chain-from upstream to downstream-to ensure that each resource is utilized effectively and aligned with the organization's overarching goals.

In addition to the integration of these six capitals, Sikarin's value creation process is designed to align closely with the organization's strategic priorities, particularly the delivery of high-quality medical services while upholding the principles of sustainability. This includes investments in new technologies and operational innovations to enhance efficiency and better respond to patient needs; robust risk management practices, such as proper medical waste disposal to reduce environmental risks and protect Sikarin's reputation; and long-term community initiatives such as free health screenings that generate lasting positive social impact.

Sikarin believes that this value creation approach-grounded in transparency, responsibility, and stakeholder inclusivity-will enable the organization to achieve its vision of becoming a leading provider of high-quality, sustainable healthcare services, while building lasting trust and satisfaction among all stakeholders.



Identification of the Business Value Chain and Stakeholders

Primary Activity



1

Screening

Standardized screening of service users and prioritization of clinical assessment are implemented to ensure the highest efficiency in treatment outcomes.

2

Service Access

Establishment of service user management standards to streamline care delivery.





3

Continuity of Care

Continuous care and treatment are provided by qualified physicians, nurses, and healthcare specialists, with credentialed professionals delivering every service.

4

Completion of Treatment and Follow-up

Diagnosis and treatment planning are performed to maximize clinical effectiveness, supported by interdisciplinary collaboration among medical professionals.





5

Referral for Further Treatment

Referral of patients to external healthcare providers with certified capabilities to ensure continuity of care aligned with clinical standards.



6

Patient Transfer

Patient transfer services are conducted with a focus on safety, quality, and adherence to recognized standards.

Support Activity



Procurement

Procurement of pharmaceuticals, medical supplies, and equipment is conducted with an emphasis on quality, transparency, fairness, and auditability.



Human Resources

Recruitment and development of medical professionals and organizational staff are carried out to build expertise and professional specialization



Infrastructure

Convenient and accessible infrastructure



Technology

Advancement of service technology ensures that patients receive care that is prompt, accurate, and safe.

Direct Stakeholders



Employees



Managements



Suppliers



Communities, Societies, and the Environment



Investors and Shareholders

Indirect Stakeholders



Competitors

Governance



Corporate Governance

Business Ethics

Data Security

Innovation Management

Supply Chain Management



Corporate Governance

Contribution to SDGs



Target and Performance

Maintain excellent performance according to the CGR index



100 %

of the company's board members have undergone training and awareness-building on ESG

Relevance Stakeholders

Employees

Investors and Shareholders

Customers and Patients

Suppliers

Communities, Societies and the Environment

Sikarin's Commitment

Good corporate governance is a fundamental cornerstone of sustainable business operations, as it enables Sikarin Public Company Limited (Sikarin) to operate with transparency, accountability, and integrity toward all stakeholders. These include shareholders, investors, customers, business partners, employees, government agencies, and society at large. A strong governance system helps mitigate business risks, enhance competitiveness, and foster trust among all relevant parties.

As one of Thailand's reputable healthcare service providers, Sikarin views good corporate governance as a key driver of operational efficiency. It ensures adherence to high standards of ethics and management, which are particularly critical in the healthcare industry. Transparency, accountability, and risk management are vital to ensuring the delivery of high-quality, safe care to patients, as well as full compliance with applicable regulations.

Moreover, Sikarin is firmly committed to conducting business in alignment with the organization's code of ethics and to continuously elevating its corporate governance standards in accordance with international best practices. These include the OECD Principles of Corporate Governance and domestic regulatory requirements, ensuring that Sikarin grows in parallel with long-term societal and economic progress.

Challenges and Opportunities

In today's rapidly evolving business landscape, Sikarin faces increasingly complex governance challenges. The company must remain vigilant and agile in adapting to ever-changing laws and standards, including stock exchange requirements, regulatory legislation, and ESG (Environmental, Social, and Governance) standards-all of which significantly influence the company's reputation and long-term sustainability. Rising stakeholder expectations further amplify these challenges. Shareholders demand transparent disclosures, investors seek socially responsible companies, and society at large calls for ethical business practices. Meeting these expectations is no longer optional—it is imperative. Sikarin must establish robust systems to ensure clear, credible communication and reporting. Another critical challenge is the prevention of fraud and corruption. Business operations must be rooted in transparency and integrity, as even a single incident could severely damage the company's reputation. Therefore, Sikarin must strengthen its audit and risk prevention mechanisms in this regard.

Nonetheless, amid these challenges, Sikarin Public Company Limited sees numerous opportunities to strengthen its foundation—particularly by building investor confidence through an efficient governance structure and leveraging digital technologies to enhance transparency and operational performance. The company also has the potential to serve as a role model for corporate governance within the healthcare sector, helping to raise industry standards and reinforce its corporate reputation. Furthermore, integrating sustainability principles into all dimensions of its operations will add long-term value and enhance resilience in the face of change. Thus, despite the obstacles, Sikarin is well-positioned to move forward with confidence, build trust, and achieve sustainable growth in the long run.

Strategy and Management Approach

Sikarin is committed to conducting its business in accordance with the principles of good corporate governance. The Company has established governance strategies and policies to serve as a guideline for employees at all levels and relevant stakeholders, enabling them to study, understand, and implement these practices correctly while maintaining the transparency of the organization.

Sikarin's governance strategy focuses on enhancing transparency and disclosure in alignment with widely recognized ESG disclosure practices. The Company utilizes digital technologies to support governance and stakeholder communication, such as developing an Investor Relations (IR) Portal to provide accessible and transparent business information. Additionally, the Company has developed a Digital Governance Platform to improve data management and reporting efficiency. Sikarin also places importance on anti-corruption efforts and fostering a strong organizational culture of ethics. The Company is a member of the Thai Private Sector Collective Action Against Corruption (CAC). We have been established to enable employees and stakeholders to report misconduct safely, along with protective measures for whistleblowers to ensure transparency in operations.

Sikarin also prioritizes ESG risk management and data security by adopting ISO 31000 as a framework for enterprise risk management and implementing Cybersecurity & Data Protection measures to safeguard patient data in compliance with relevant laws. The Company's ESG and sustainability policies have been integrated into its corporate strategy to ensure that all departments operate with consideration of environmental and social impacts. Sikarin further promotes responsible supply chain management through the implementation of a Supplier Code of Conduct, ensuring that suppliers adhere to ethical business practices.

To enhance personnel capacity, Sikarin regularly provides governance-related training for the Board of Directors, management, and employees. A Sustainability Leadership Program has also been developed for senior executives to strengthen their understanding of ESG and best practices in corporate governance.

Corporate Governance Training for Board of Directors

The Board of Directors has received comprehensive training in corporate governance, covering key topics such as ethical business conduct, transparency, and accountability, with the aim of creating sustainable value for all stakeholder groups. In addition, to align the Company's operations with international and industry directions, Sikarin has also provided sustainability training for the Board. These sessions focus on environmental protection, enhancing social well-being, and reinforcing good governance practices.



Moreover, Sikarin promotes governance as an integral part of management at all levels by setting sustainability-linked KPIs as key performance indicators for senior executives. This ensures genuine integration of ESG considerations into the Company's core business operations.

Beyond its operational strategies, Sikarin has established a comprehensive corporate governance policy that addresses multiple dimensions, beginning with the structure and role of the Board of Directors. At least one-third of the Board must be independent directors. Board performance evaluations are conducted regularly, and the appointment of directors with expertise in ESG and technology is encouraged to reflect emerging business trends. Furthermore, Sikarin has implemented a conflict of interest policy requiring directors and executives to disclose any transactions that may result in conflicts of interest. The Company also enforces measures to control related-party transactions. In terms of anti-corruption and anti-bribery efforts, Sikarin prohibits employees and executives at all levels from offering or accepting bribes and has established protective measures for employees who report unethical behavior.

With respect to cybersecurity and data protection policies, Sikarin ensures compliance with the Personal Data Protection Act (PDPA). The Company has adopted a Cybersecurity Framework to guard against cyberattacks and enhance the security of its IT systems. Sikarin's ESG and sustainability policies also cover environmentally and socially responsible business practices, as well as the promotion of governance throughout the supply chain in accordance with recognized best practices.

Governance Structure

Sikarin has established a clear and transparent governance structure to enhance management efficiency and accountability to stakeholders. The Board of Directors comprises individuals with expertise across a broad range of disciplines and is supported by specialized subcommittees such as the Audit Committee, Enterprise Risk Management Committee, and Corporate Governance Committee. This structure is designed to ensure that the Company operates effectively, transparently, and in accordance with good corporate governance principles.

Sikarin is committed to conducting its business under the principles of good governance. The roles, duties, and responsibilities of the Board of Directors and Executive Committee are clearly defined through formal charters to ensure effective, transparent, and accountable operations to all stakeholder groups. These charters are developed in alignment with both national and international standards and guidelines.

Charter of Board of Directors

The Board of Directors serves as a key mechanism in overseeing Sikarin's operations in accordance with corporate governance principles and international standards. The Board Charter outlines the following core responsibilities:

- Strategy and Direction Setting – The Board plays a vital role in defining long-term policies and strategies to ensure sustainable growth and effective responses to ESG-related risks and opportunities.
- Risk and Legal Compliance Oversight – The Board emphasizes comprehensive risk management and adherence to relevant laws and regulations to mitigate potential impacts on the organization and its stakeholders.
- Oversight of Social and Environmental Responsibility – The Board is committed to advancing sustainability through socially and environmentally responsible business practices, and ensures ESG disclosures are aligned with GRI and FTSE Russell standards.
- Conflict of Interest Management and Business Ethics – The Board oversees the establishment of effective conflict-of-interest management systems and requires all executives and employees to comply with the Company's Code of Business Conduct.

Charter of Executive Committee

The Executive Committee plays a critical role in driving Sikarin's operations in line with the strategic direction and policies set by the Board. The Executive Committee Charter outlines the following key responsibilities:

- **Operational Management in Line with Corporate Strategy** – The Executive Committee is responsible for implementing the strategic plans and ensuring that operations align with ESG objectives and international standards.
- **ESG Risk Management and Compliance** – The Committee monitors and manages ESG-related risks while supporting the implementation of sustainability initiatives that reduce environmental and social impacts.
- **Human Capital and Organizational Culture Oversight** – The Committee plays an important role in developing and managing human resources to ensure that Sikarin's workforce is equipped to support ESG-driven operations.
- **Transparency and Disclosure Promotion** – The Committee ensures accurate, complete, and transparent disclosure of financial and ESG-related information, in accordance with GRI standards and FTSE Russell requirements.

Board Diversity Composition

Sikarin values a diverse Board composition in terms of expertise, experience, and perspectives to ensure effective and transparent governance aligned with international standards. The Board includes members with backgrounds in hospital business management, medicine, strategic management, project management, accounting and finance, law, human resource management, risk management, IT engineering, corporate governance, and corporate social responsibility and sustainability. The Company also promotes the development of digital literacy among Board members to support modern governance practices, enabling the Company to effectively address challenges and seize opportunities in a rapidly evolving business landscape.

Board Skills Matrix

Knowledge/Expertise Components	Hospital Business	Strategic Management	Management Services	Accounting and Finance	Law	Human Resources	Risk Management	Information Technology	Sustainable Development
1. Mr. Seni Chittakasem 70 Years (Male) ID/NED	●	●	●		●	●	●		
2. Pol. Lt. Gen. Jarax Sangtaweep 90 Years (Male) ED	●	●	●		●				●
3. Mr. Sakchai Tanaboonchai 68 Years (Male) ID/NED		●	●		●	●	●		
4. Mr. Sanya Sarayudh 83 Years (Male) ED	●	●	●	●			●		
5.Mr. Atirat Charoonsri 66 Years (Male) ED	●	●	●			●		●	●

Knowledge/Expertise Components	Hospital Business	Strategic Manage-ment	Manage-ment Services	Account-ing and Finance	Law	Human Resources	Risk Manage-ment	Infor-mation Techno-logy	Sustain-able Develop-ment
6. Mr. Senee Krajangsri 60 Years (Male) ED	●			●					
7.Mr. Sucheep Boonveera 61 Years (Male) ED	●	●	●	●		●	●		
8. Mr. Jarun Wiwat-jesadawut 61 Years (Male) NED		●	●	●		●			
9. Mr. Tim Noparumpa 39 Years (Male) NED		●		●		●		●	
10.Mr. Chaisith Viriya-mettakul 75 Years (Male) NED	●	●	●				●		
11.Mr. Suriyan Kojonroj 44 Years (Male) ED		●	●			●	●	●	●
12. Mr. Vichya Kreangam 43 Years (Male) ID/NED		●	●	●	●		●		
13.Mr. Pramuanchai Taweesedt 68 Years (Male) ID/NED		●	●	●			●		
14. Mr. Kasidit Ajanant 44 Years (Male) ID/NED		●	●				●	●	
15. Air Chief Marshal Nipat Wuttironarit 68 Years (Male) ID/NED		●	●			●		●	
Number of Directors with Knowledge/Expertise	7	14	13	7	4	8	10	5	3
Proportion of Directors with Knowledge/Expertise	46.67%	93.33%	86.67%	46.67%	26.67%	53.33%	66.67%	33.33%	20%

ID: Independent Director NED: Non-executive Director ED: Executive Director

Sikarin recognizes the importance of promoting diversity within the Board of Directors to ensure well-rounded and inclusive decision-making across all dimensions of business operations. The Company places emphasis on a balanced composition of the Board in terms of gender, age, ethnicity, expertise, and professional experience.

Board of Directors	Person
Executive Committee	6
Independent Director	6
Non-executive Director	3

Age of Directors	Person
<50 Years	4
50-60 Years	1
>60 Years	10

To ensure that the Board can perform its duties effectively, Sikarin has established a nomination and appointment policy that focuses on selecting qualified individuals through a transparent process in accordance with international corporate governance principles. In addition, the Company conducts annual evaluations of the Board's performance to ensure that its structure supports long-term sustainable growth and value creation for shareholders and stakeholders.

The Remuneration Committee determines the annual performance evaluation framework for the Board of Directors, conducting assessments at least once per year. The purpose is to provide a basis for reviewing and improving Board performance over the past year. The evaluations are conducted as follows

(1) Performance evaluation of the Board as a whole
(2) Individual performance evaluation of each Board member
(3) Performance evaluation of each Board subcommittee as a whole
(4) Individual performance evaluation of each subcommittee member

The Board of Directors approves the evaluation approach annually, which follows this process:

- The Company Secretary summarizes and presents the evaluation results to the Board meeting.
- Board members complete the evaluation forms and return them to the Company Secretary.

For individual evaluations, the Company Secretary separates them into two parts:

(1) Individual evaluation forms for Nomination Committee members are reviewed by the Chairman of the Board and then forwarded to the Company Secretary for summary.
(2) Individual evaluation forms for all other Board members are reviewed by the Nomination and Remuneration Committee and subsequently summarized by the Company Secretary.

Criteria for Performance Evaluation

Assessment Topics	The Entire Board of Directors	Sub committee	Director (Individually)
Qualifications of the Board of Directors	●	●	●
Roles and Responsibilities of the Board of Directors	●	●	●
Board Meeting	●	●	●
Functions of the Board of Directors	●		
Relationship with Management Team	●		
Self-development of Directors, and Executives Development	●		

The evaluation of the evaluation form is divided into 5 levels:

- 0 means strongly disagree. or no action
- 1 means disagree or there is little action on that matter.
- 2 means agree or there has been a reasonable action on that matter.
- 3 means I agree quite a lot. or has operated in that regard very well or often.
- 4 means strongly agree or there has been an action in that regard to the utmost or regularly

Evaluation Results of each Committee in 2024 (Full Score: 4 Points)

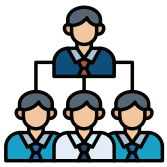
Assessment Evaluation Results of each Committee

Evaluation Results of each Committee	Score
Board of Directors (Entire Board)	3.98
Board of Directors (Individual)	3.74
Executive Committee (Entire Committee)	3.89
Executive Committee (Individual)	3.74
Audit Committee (Entire Committee)	3.69
Audit Committee (Individual)	3.45
Remuneration Committee (Entire Committee)	3.83
Remuneration Committee (Individual)	3.79
Nomination Committee (Entire Committee)	3.71
Nomination Committee (Individual)	3.68
Risk Management Committee (Entire Committee)	3.87
Risk Management Committee (Individual)	3.77
Corporate Governance Committee (Entire Committee)	3.95
Corporate Governance Committee (Individual)	3.81
Sustainability Committee (Individual)	3.87
Investment Committee (Entire Committee)	3.89
Investment Committee (Individual)	3.78
Board of Directors (Entire Board)	3.70

The Nomination Committee has established criteria for the selection of individuals deemed qualified for nomination as company directors. According to the Company's Articles of Association, one-third of the directors must retire by rotation at each Annual General Meeting of Shareholders. If the number of directors cannot be divided exactly into thirds, the number closest to one-third shall retire. The longest-serving directors are required to step down first, although retiring directors are eligible for re-election. The nomination process is the responsibility of the Nomination Committee, which is tasked with screening and selecting individuals who meet legal and regulatory requirements and possess a diverse range of qualifications, knowledge, expertise, and experience. The Company also allows all shareholders to nominate qualified candidates for consideration by the Board, to be proposed for election at the shareholders' meeting.

The Board of Directors conducts an annual self-assessment of its performance. The results for the year 2024 are summarized as follows:

Summary of Board of Directors' Performance Evaluation Year 2024



Evaluation Result (Entire Board)

Performance Evaluation of the Board of Directors

Average Score 99.25%



Evaluation Result (Individual)

Performance Evaluation of the Board of Directors

Average Score 98.12%

Summary of Sub-committees' Performance Evaluation Year 2024

Evaluation Result	Average Score (Entire Board)	Average Score (Individual)
Performance Evaluation of the Executive Committee	96.03%	95.14%
Performance Evaluation of the Audit Committee	98.98%	98.50%
Performance Evaluation of the Nomination Committee	96.89%	95.78%
Performance Evaluation of the Risk Management Committee	98.23%	95.26%
Performance Evaluation of the Remuneration Committee	94.74%	93.00%
Performance Evaluation of the Corporate Governance Committee	99.00%	95.06%
Performance Evaluation of the Sustainability Committee	98.23%	93.61%
Performance Evaluation of the Investment Committee	94.15%	92.48%

Anti-corruption and Anti-bribery

Sikarin conducts its business with integrity, transparency, and fairness and places strong emphasis on preventing and combating corruption and bribery at all levels of the organization. The Company has implemented an Anti-Corruption and Anti-Bribery Policy to guide the conduct of directors, executives, and employees. This policy emphasizes conducting business without offering or accepting inappropriate benefits and seeks to prevent the abuse of power or actions that may harm the organization. The policy includes clear operational guidelines, conflict of interest management, and control measures related to the offering or receiving of gifts or benefits that could influence business decisions. Additionally, the Company conducts annual assessments of corruption risk and enforces strict internal audit measures to ensure that all business processes comply with ethical standards and operate with full transparency.

Beyond the policy framework, Sikarin promotes a culture of integrity by conducting regular staff training on anti-corruption practices. The Company also communicates its anti-corruption policy to business partners and suppliers to ensure that supply chain activities adhere to high ethical standards and are free from corrupt practices.

Whistleblower Mechanism

Sikarin has established a whistleblower mechanism that enables employees, shareholders, customers, suppliers, and all stakeholders to safely report incidents of fraud, code of conduct violations, or inappropriate behavior within the organization. The Company has put in place robust protection measures for whistleblowers to ensure they are not subject to retaliation or adverse consequences from reporting.

Sikarin provides various channels for whistleblowing, such as email, telephone, and internal complaint boxes. All reports are directed to the appropriate department for investigation and follow-up actions, with a structured system for tracking outcomes. The results of investigations and any corrective measures taken are reported to senior management and the Board of Directors to ensure transparency and trust in the process.



To maintain an effective and up-to-date complaint handling system, the Company reviews and improves the whistleblowing process on a regular basis to reflect changes in regulatory requirements. In addition, Sikarin provides training to employees regarding their rights and the procedures for reporting concerns, aiming to foster a transparent and open organizational culture that encourages the reporting of issues that may affect the Company or its stakeholders.

Case Reported in 2024

				Management Measures		
Reported Case	Case	Investigating	Completed	Warning	Suspended	Terminated
Codes of Conduct	-	-	-	-	-	-
Corruption	-	-	-	-	-	-
Discrimination	-	-	-	-	-	-
Harassment	-	-	-	-	-	-
Information Breach	-	-	-	-	-	-
Environmental Law Violation	-	-	-	-	-	-
Social Law Violation	-	-	-	-	-	-

In 2024, Sikarin received no complaints. This was attributed to the Company's ongoing training programs for the Board of Directors, executives, and employees at all levels on relevant topics. These trainings included comprehension assessments and strict monitoring to ensure accurate and consistent application of the principles taught.

Continuous Improvement

Looking ahead, Sikarin aims to adopt AI and Big Data Analytics for ESG data management and to further develop its Digital Governance system. These advancements are intended to enhance the efficiency and transparency of the Company's governance practices.

Business Ethics

Target and Performance

100% of employees and executives acknowledge and comply with the Code of Conduct

100 %

Continuous renewal of CAC membership certification
In 2024, Sikarin Received the Renewal

Contribution to SDGs



Relevance Stakeholders

- Employees
- Investors and Shareholders
- Customers and Patients
- Suppliers
- Communities, Societies and the Environment
- Competitors

Sikarin's Commitment

Sikarin Public Company Limited (Sikarin) is committed to conducting its business with integrity, transparency, and strict adherence to ethical principles in order to deliver the highest quality medical services and build trust and confidence among patients, families, communities,
and all stakeholders.

Sikarin recognizes that business ethics are a key factor in driving the sustainable growth of the organization. Therefore, the Company places strong emphasis on transparent management and full compliance with professional medical standards and legal requirements. In addition, Sikarin promotes an organizational culture that prioritizes social responsibility, focusing on providing quality, inclusive, and accessible healthcare for all. With this commitment, the Company continuously enhances its ethical practices through clear policies, capacity building across all employee levels, and fostering a culture where all staff understand the importance of ethical conduct. This ensures the Company's operations align with the highest standards and contribute positively to society as a whole.

Challenges and Opportunities

In today's rapidly changing business environment, Sikarin faces multiple challenges in upholding ethical standards in operations. Chief among these is the protection of patients' personal data, as any breach of confidentiality could significantly impact the trust patients place in the organization. Another challenge is managing potential conflicts of interest that may arise between healthcare personnel and patients—an issue requiring careful attention.

However, these challenges also present opportunities for Sikarin to strengthen its processes and policies. The use of modern technology to safeguard patient information not only enhances data security but also builds greater patient confidence. Likewise, establishing clear guidelines on managing conflicts of interest equips all personnel with consistent and transparent procedures to follow.

Strategy and Management Approach

Sikarin places high importance on good governance by upholding strict ethical conduct throughout the organization. The Company has established comprehensive ethical guidelines applicable at every organizational level. All employees are required to adhere to codes of conduct that emphasize integrity, transparency, and accountability, including safeguarding patient confidentiality, ensuring equal treatment of patients, and mitigating conflicts of interest. Physicians must comply with rigorous professional standards and are committed to providing fair treatment, delivering complete information to patients for informed decision-making, and continuously enhancing their knowledge and skills.

Business Codes of Conduct

Sikarin is committed to operating under ethical principles and strict legal compliance to ensure that all executives and employees follow clearly defined standards of conduct. The Company has established a Business Code of Ethics and Corporate Code of Conduct, which outline expected behaviors and practices across various areas of operations.

Anti-corruption and Anti-bribery	Conflict of Interest Prevention	Whistleblowing Mechanism	Non-discrimination	Data Privacy
Prevention of Unfair Competition	Prevention of Insider Trading for Personal Gain	Occupational Health, Safety, and Working Environment Considerations	Environmental Protection	Information and Cybersecurity Protection

To ensure that the Code of Conduct is effectively implemented across the organization, Sikarin communicates and instills these principles among employees at all levels through training programs and various engagement activities. The Company also develops manuals and related documents to make the ethical principles accessible and easy to understand. Additionally, Sikarin encourages employee participation in upholding the Code of Conduct by providing safe channels for employees to express their opinions or report any actions that deviate from ethical standards.

Training and Communication of the Company's Code of Business Conduct

Training and communication play a vital role in helping employees understand and adhere to the organization's ethical standards. Regular training sessions educate employees on key principles such as ethical decision-making and maintaining confidentiality, using practical examples. Clear communication channels—such as newsletters and emails—reinforce key messages and provide updates related to the Code of Conduct. By prioritizing training and communication, the Company fosters a culture of integrity and accountability among employees, helping to reduce organizational risk.

In 2024, the Company conducted training and communication sessions for directors and employees to promote sustainable corporate governance, with a focus on:

- Code of Conduct and Governance
- Compliant Handling and Whistleblowing
- Information Technology
- Anti-corruption
- Prevention of Insider Trading



Proportion of Employees received Communication on Codes of Conduct	Proportion of Employees Passed the Codes of Conduct Test
100%	100%

Continuous Improvement

To maintain ethical standards and strengthen compliance management, Sikarin plans to enhance its governance practices by integrating technology into its Governance, Risk, and Compliance (GRC) systems. This aims to streamline data management and reduce complexity in regulatory compliance. The Company also promotes a culture of compliance through ongoing training and communication and continues to improve internal audit processes to effectively identify risks and develop preventive measures.

Data Security

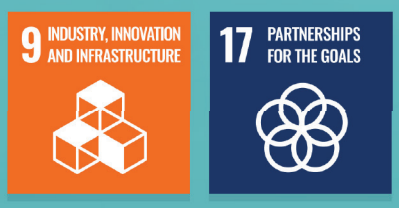


Target and Performance

0 case

No breaches on patient data each year

Contribution to SDGs



Relevance Stakeholders

Employees | Customers and Patients | Suppliers | Competitors

Sikarin's Commitment

Sikarin Public Company Limited (Sikarin) places the highest priority on cybersecurity and the protection of personal data for patients, employees, and all stakeholders. The Company is committed to operating under internationally recognized data security standards to strengthen trust and prevent potential risks from cyber threats. As a healthcare provider, Sikarin understands the importance of secure, transparent, and responsible data management. The Company complies with data security standards and regulations such as Personal Data Protection Act (PDPA) to ensure that sensitive information is protected from unauthorized access.

In addition, Sikarin is dedicated to developing a robust IT infrastructure and enforcing stringent data security governance. The Company fosters a culture that values cybersecurity through continuous employee training and ongoing improvements to protective measures. These efforts ensure that operations align with the highest industry standards and are resilient to the ever-evolving landscape of cyber threats.

Challenges and Opportunities

In today's digital era, where information technology plays a critical role in medical service delivery, cybersecurity and data protection have become increasingly pressing concerns. As a healthcare organization leveraging digital platforms and technology to manage medical data, Sikarin faces more complex cyber threats, including cyberattacks, unauthorized access, and the risk of patient data breaches. Such incidents can significantly impact patient trust and the organization's reputation. Another major challenge is maintaining a balance between adopting technologies that improve healthcare service efficiency and protecting against cyber risks. The Company currently uses electronic systems to store and share medical information and deploys artificial intelligence (AI) and cloud computing for data analysis and management. While these technologies foster innovation and improve service delivery, they also increase risks related to data security and patient privacy.

Moreover, evolving regulations such as the PDPA must be strictly followed. Adhering to these requirements not only mitigates legal and regulatory risks but also presents an opportunity to enhance best practices in data security management. This elevates industry standards and strengthens the Company's digital resilience.

At the same time, these challenges present opportunities for Sikarin to enhance its cybersecurity systems and data management capabilities. Such improvements allow the Company to gain a competitive edge in the healthcare industry, where high safety standards are essential. Investing in data protection technology, strengthening cybersecurity infrastructure, and improving employee awareness are key opportunities to build trust among patients and reinforce Sikarin's reputation as a healthcare leader committed to the highest safety standards.

Strategy and Management Approach

Sikarin addresses cybersecurity and data protection through a comprehensive strategic approach that covers policy development, technology investment, employee capacity-building, and the development of emergency response plans. These initiatives aim to protect medical and personal data in line with international standards and relevant laws.

Policy and Security Standards

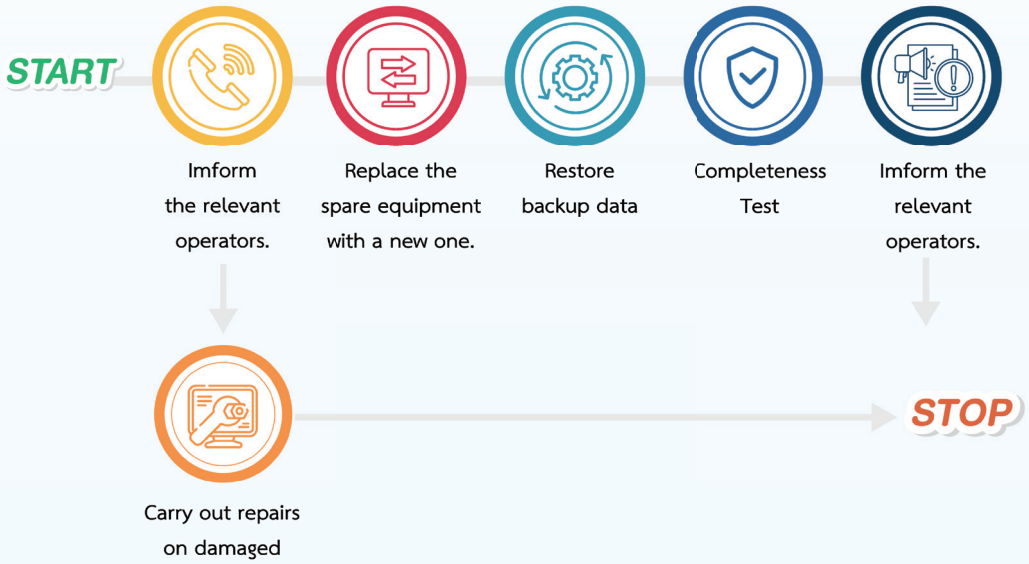
Sikarin has established policies and guidelines for data security and cyber risk control, which encompass the management of information technology risks and cyber threats. These policies are designed to identify risks, prevent and detect threats, respond to incidents, and restore systems to normal operations-ensuring business continuity.

Sikarin's information systems have been certified under leading global security standards, Cybersecurity Framework, to ensure IT operations and cybersecurity efforts comply with international requirements.

Cyber threats are growing rapidly, particularly in the healthcare sector where vast amounts of personal data are processed. Hospitals, as data-intensive organizations, are increasingly targeted by malicious actors. To mitigate these risks, Sikarin enforces strict controls over information security policies, website administration, and related legal compliance. For example, the Company conducts regular cybersecurity training and shares updates. The IT systems are continuously monitored to proactively detect and prevent potential risks. Furthermore, Sikarin has implemented encryption systems, data access controls, data retention and deletion protocols, as well as both internal and external evaluations to ensure a more comprehensive and integrated protection framework.

Example of a Backup Plan in Case of Data Storage Device Failure

Since the Company's information technology system is a critical area for business operations and disruptions may adversely affect operations, the Company has established policies and measures for information and information system security, which cover key issues in information and/or cyber security (IT/Cyber Security), access control (Access Control), and physical and environmental security (Physical and Environmental Security), including cryptographic control. Sikarin's information technology and IT systems, which are related to business continuity/emergency plans and incident response procedures, are tested at least twice a year, with the IT infrastructure and information security management systems certified according to the standards, accounting for 100percent of the Company's total.



Data Security Governance Structure

Sikarin has appointed a senior executive, Mr. Wittaya Yawichai, Director of Customer Service Division, to oversee data security and information system protection at Sikarin. Mr. Wittaya possesses extensive knowledge, capabilities, and experience in information systems. He has served as part of the task force for developing Sikarin's Cybersecurity Master Plan and has expertise in managing and integrating health check-up data with the Department of Employment systems, as well as biometric identification systems (TRCBAS) of the Thai Red Cross Society.

In addition to assigning a senior executive to oversee operations in line with international standards and ensure the highest level of data security, Sikarin has established a dedicated unit responsible for continuous monitoring and reporting any suspicious activities to senior management and the Board of Directors. This unit supports proactive risk mitigation planning and implementation.



Investment in Cyber Threat Protection Systems

To reduce cybersecurity risks, Sikarin continuously invests in and enhances its cybersecurity infrastructure. The Company focuses on prevention, detection, and response to threats, ensuring that medical and personal data of patients are protected in compliance with international standards and relevant laws. One of the Company's key measures is access control, designed in alignment with best practices. This includes role-based access rights and stringent identity verification protocols for employees handling sensitive data. Additionally, data loss prevention strategies are implemented, such as automatic data backups and encryption of internal storage systems, to minimize the risk of data leakage or cyberattacks.

Sikarin has also deployed Intrusion Detection and Prevention Systems (IDPS) and Security Information and Event Management (SIEM) solutions. These tools collect, analyze, and alert on unusual activities within the network, enabling timely and effective responses to cybersecurity threats.

Sikarin's network undergoes annual Vulnerability Assessment and Penetration Testing (VAPT) by both internal cybersecurity teams and external consultants to identify and resolve potential vulnerabilities. The results consistently indicate comprehensive system coverage and no data leakage exposure. Sikarin remains committed to continually upgrading its security measures to stay ahead of increasingly complex and evolving cyber threats.



Reporting Case on Data Security	Reporting Case on Personal Data Breach
0 Case	0 Case

Fostering a Cybersecurity Culture

Sikarin recognizes that cybersecurity is not solely reliant on technology but also depends heavily on employee behavior and awareness—considered the first line of defense against cyber threats. In response, the Company has implemented a Cyber Threat Response Program to promote a strong organizational culture of information security.

This program includes comprehensive training for employees at all levels, covering safe digital practices through both online courses and interactive workshops. Key topics include secure password creation, identifying phishing emails, and best practices for internet and digital device usage. To enhance practical readiness, simulated phishing scenarios are also conducted to test and strengthen employee ability to detect malicious emails.

Cyber Threat Preparedness Training

Sikarin conducts annual training sessions focused on preparing for and preventing cyber threats. These sessions are designed to raise awareness of the ever-evolving nature and increasing complexity of cyberattacks, ensuring employees remain informed and vigilant in their roles.

In addition to general employee training, Sikarin places great emphasis on strengthening the capabilities of its IT and system administration teams. The Company provides in-depth training on key Cybersecurity Frameworks. This also includes courses on Cloud Security Best Practices to ensure that personnel can manage data security efficiently and in alignment with global standards.







Incident Response Planning

In addition to general employee training, Sikarin places great emphasis on strengthening the capabilities of its IT and system administration teams. The Company provides in-depth training on key Cybersecurity Frameworks such as ISO 27001, NIST, and CIS Controls. This also includes courses on Cloud Security Best Practices to ensure that personnel can manage data security efficiently and in alignment with global standards. Incident Response and Business Continuity Planning

To mitigate the potential impact of cybersecurity incidents, Sikarin has developed an Incident Response Plan and a Business Continuity Plan to ensure that the organization can promptly respond to threats and maintain uninterrupted operations. The Incident Response Plan includes procedures for detection, alerting, and response to security events, and establishes a Cybersecurity Incident Response Team tasked with analyzing and managing incidents such as malware attacks, system intrusions, and data breaches. The Business Continuity Plan is designed to address scenarios such as ransomware attacks, network outages, and natural disasters that could disrupt medical services. It outlines protocols for system and data recovery within defined timeframes and includes the establishment of a Disaster Recovery Site located separately from the primary data center to ensure critical information remains secure and accessible.



Take action to stop the intrusion, close the vulnerabilities that were intruded

Inform the hospital director and information technology

Check the iog and set up the firewall to analyze the cause of the intrusion and impact that occurred

Through these strategic measures, Sikarin is committed to becoming a cybersecurity leader, ensuring data protection, operational resilience, and sustainable business practices.

Continuous Improvement

To ensure its cybersecurity and data protection operations meet international standards, Sikarin plans to implement Multi-Factor Authentication (MFA) along with AI-Based Threat Intelligence to enhance threat prevention capabilities. The Company also conducts regular Vulnerability Assessment and Penetration Testing (VAPT) to proactively identify and address potential risks. Furthermore, Sikarin emphasizes compliance and the Personal Data Protection Act (PDPA) and is advancing measures such as Data Protection Impact Assessment (DPIA) and Data Loss Prevention (DLP) to strengthen data security controls.

Beyond system development, Sikarin is committed to human capital development through its Cybersecurity Awareness Program, delivered via e-Learning platforms to foster a culture of security awareness. The Company also encourages IT personnel to obtain relevant cybersecurity certifications. These collective efforts reflect Sikarin's commitment to elevating cybersecurity and data protection standards-building trust among service users and enhancing the Company's long-term competitiveness.

Innovation Management

Contribution to SDGs



Relevance Stakeholders

Employees | Investors and Shareholders | Customers and Patients | Suppliers

Sikarin's Commitment

Sikarin Public Company Limited (Sikarin) places strong emphasis on innovation development to continuously enhance the quality of medical services. The Company aims to be a leader in technology- and data-driven healthcare. Sikarin is committed to developing treatment approaches that are precise, safe, and accessible for all patient groups. The Company also prioritizes building the capabilities of medical personnel through training in modern technologies and the adoption of digital systems in management to reduce errors and increase service efficiency. Sikarin focuses on developing modern and flexible infrastructure to accommodate technological changes and growing patient demands. This includes investing in Electronic Medical Records (EMR) systems, applying Artificial Intelligence (AI) in diagnostics, developing Telemedicine platforms to facilitate remote medical access, and fostering collaboration with domestic and international medical networks to exchange knowledge and elevate treatment standards.



Additionally, Sikarin is committed to delivering high-quality services through the application of intelligent technologies and digital innovations, while considering environmental, social, and governance impacts. The Company prioritizes the efficient use of natural resources, reduction of greenhouse gas emissions, and adoption of clean energy. Furthermore, it ensures patient data security through internationally recognized cybersecurity systems. Sikarin believes that driving the organization through innovation will enhance public well-being, improve service efficiency, and build long-term trust with patients.

Challenges and Opportunities

Sikarin faces significant challenges in managing innovation, particularly the rapid pace of technological advancement. Medical breakthroughs such as Artificial Intelligence (AI), Machine Learning, and Big Data Analytics have compelled the Company to adapt swiftly to enhance diagnostic and treatment capabilities with greater accuracy and efficiency. However, the challenge extends beyond adopting technology-it also involves balancing technological progress with patient accessibility. While technology can improve treatment efficiency, some patient groups, especially the elderly or those with digital limitations, may encounter barriers in accessing online and digital healthcare services. Another critical challenge is the security and privacy of patients' medical data. As Sikarin extensively uses digital technologies to collect and analyze medical information, it must implement robust measures to prevent data breaches and uphold international security standards to maintain trust among patients and all stakeholders.

Nevertheless, Sikarin has significant opportunities to drive innovation that elevates healthcare service standards. The Company can apply advanced technologies to deliver more accurate, faster, and safer services-such as robotic-assisted surgery, AI-powered diagnostics, or Electronic Medical Records to improve service efficiency. In addition, developing Telemedicine solutions and Smart Hospital concepts will enable the Company to expand access to healthcare, particularly for patients who cannot easily visit the hospital. Another key opportunity lies in becoming a Data-Driven Organization. Sikarin can utilize Big Data to analyze disease trends, patient behavior, and treatment effectiveness, which will enable the design of more effective treatment plans and preventive measures. In the long term, these digital technologies will strengthen hospital management capabilities, reduce operational costs, and sustainably enhance patient experience.

Strategy and Management Approach

Sikarin recognizes the importance of driving the organization through a culture of innovation. This involves educating and empowering employees, fostering understanding, and creating an environment that encourages creative thinking and the generation of new ideas. Sikarin promotes innovation to add value for both the Company and its stakeholders, which is a key success factor in implementing strategies aimed at service development and differentiation, while simultaneously creating social and environmental value with positive economic, social, and environmental outcomes. This approach also fosters continuous process improvement, creative expansion, and the ability to sustainably develop and compete in the healthcare industry.

Innovation Management Operational Plan

Sikarin has established a framework for developing knowledge and sourcing innovations that align with both the organizational strategy and innovation development strategy. This is driven through collaborations with national and international partners. An Investment Committee has also been appointed to evaluate and approve investments in practical innovations that deliver tangible outcomes. Key components of the plan include:

- Analyzing patient needs and defining innovation value delivery approaches for service users.
- Establishing an Innovation Master Plan, including resource allocation and budgeting to support appropriate innovation development.
- Conducting medical research and development in collaboration with medical partners.
- Implementing an efficient innovation management process by defining the organizational structure, responsibilities, and operational procedures.
- Providing training on innovation and organizing activities that promote innovation development to enhance medical services, with a focus on delivering optimal patient experience and benefits.
- Promoting the integration of technology with medical expertise to enhance service capacity, enabling healthcare services to reach patients anytime, anywhere, with standardized quality and professional excellence.
- Encouraging the development of personnel potential and creativity to enable them to generate, select, and apply innovations effectively within work processes, as well as promoting the exchange of resources and knowledge across departments for innovation development.
- Overseeing the innovation management process to ensure compliance with relevant national laws and regulations.
- Implementing performance evaluation of the innovation management process, including monitoring and reporting results to executives and relevant committees to provide recommendations and continuous improvement in alignment with the Innovation Master Plan.

Results of Internal Innovation Development

1. Sikarin enhanced its medical capabilities by launching the "Gastroenterology and Hepatology Institute," offering comprehensive services ranging from diagnosis and treatment of all disorders related to the digestive system, liver, and bile ducts, to ongoing follow-up care. The Institute also provides advanced treatment for complex and chronic conditions, alongside an upgraded endoscopy center utilizing the latest technologies.

2. Sikarin developed a business model for customer segmentation in response to the significant increase in public expectations and reliance on hospital services in recent years. Key factors include the COVID-19 pandemic and the global health-conscious trend across all demographics. Sikarin recognizes that a deeper understanding of patient needs is essential for enhancing service capabilities and competitiveness with leading hospitals.

This initiative aims to create organizational and network value by focusing on:

- The quality, speed, and reliability of hospital services;
- Customer satisfaction following hospital visits;
- Customer willingness to return for future treatment or health services, their trust in the hospital, and their likelihood to recommend services to others.

3. Sikarin developed an online document management system, highlighting the Company's commitment to digitalizing operations for better information organization, faster communication, and improved data accuracy and traceability. This system supports modern working models that allow staff to work and communicate from anywhere, replacing paper-based processes with digital approvals and recordkeeping.

The system operates through an application accessible via computers and mobile devices, streamlining unnecessary steps to improve operational efficiency.

- Reduced service time through online data input and approval from any location, eliminating the need for staff to physically transfer documents-especially beneficial for urgent requests;
- Minimized risk of document loss, with all information stored systematically in a digital hospital database and easily retrievable;
- Improved process transparency, allowing all related personnel to monitor the document's status, check approvals, and identify signatories, including the date and time of approval. Documents can also be easily accessed, searched, and handed off seamlessly between departments.

4. Sikarin Fertility-IVF Center, a specialized fertility treatment and consultation center, provides services to both Thai and international clients. The Center has achieved a high success rate of 64.52% and offers personalized care and expert consultation through a team of experienced doctors and reproductive scientists, including embryology specialists. It utilizes comprehensive assisted reproductive technologies and state-of-the-art laboratories for embryo cultivation, supported by internationally certified facilities. Services offered include blastocyst-stage embryo culture, embryo freezing, egg freezing, sperm freezing, male reproductive cell cultivation, tubal surgeries, and laparoscopic procedures.

5. Sikarin Connect, or the Mobile Hospital, was launched in July 2022 under the concept “Sikarin... by Your Side”, targeting contracted corporate clients and organizational groups. The initiative offers comprehensive health promotion services, including Smart Check-Up, Smart Dental, and various other medical services. Its core mission is to promote public health in alignment with the Healthy Thailand policy of the Social Security Office, Ministry of Labour. The project has been well received by insured individuals under Section 33 and has been ongoing since July 2022.



ภาพการออกตรวจด้วยโรงพยาบาลเคลื่อนที่

It represents the development of remote healthcare systems, aiming to make medical services more convenient and accessible, especially for those who prefer to reduce hospital visits. The model focuses on distributing services directly to the locations of patients-such as workplaces or homes-by leveraging technology to enhance convenience. The service began with mobile units deployed to various locations.







Currently, there are 6 mobile units dedicated to general health checkups (serving more than 110,000 individuals in 2024) and 8 dental mobile units (serving over 18,000 individuals in 2024). The service is designed for general patients with non-serious conditions, or those seeking medical consultation and health education. It is also priced affordably for public accessibility.

As a result of this service, patients with travel limitations—such as the elderly or those with minor illnesses-can now receive prescribed medications under continuous supervision from healthcare professionals. Additionally, patients can engage in real-time consultations with doctors for initial diagnoses, allowing physicians to prescribe appropriate treatments promptly.

In the near future, Sikarin plans to further develop its information systems and enhance staff readiness to ensure seamless integration and data connectivity between patients and the broader Sikarin network. This will be done using a unified data standard while strictly adhering to personal data protection and information security regulations.

Continuous Improvement

Sikarin has plans to elevate its medical institutes across various specialties to become Centers of Excellence in the future. Additionally, the Company aims to enhance its operational practices to align with sustainable business goals under the ESG (Environmental, Social, and Governance) framework. These efforts include reducing energy consumption, implementing efficient water management, minimizing pollution through waste management, and selecting environmentally friendly materials and equipment for use within Sikarin.

Supply Chain Management

Target and Performance

100% of critical suppliers have passed ESG assessments

In progress in 2024

Contribution to SDGs



Relevance Stakeholders

Employees

Customers and Patients

Suppliers

Communities, Societies and the Environment

Sikarin's Commitment

Sikarin Public Company Limited (Sikarin) places great importance on responsible, transparent, and fair supply chain management. The Company is committed to building an efficient and sustainable supply chain that upholds human rights, social and environmental standards, and principles of good corporate governance. Sikarin has established clear guidelines for collaborating with business partners, incorporating sustainability criteria into supplier selection and management to ensure that our supply chain supports the organization's sustainable development goals and contributes positively to society. In addition, the Company emphasizes efficient resource use, minimizing environmental impact, and promoting shared growth among all stakeholders.

Sikarin's supply chain management is conducted under a policy framework aligned with international standards. The Company focuses on ethical business conduct, stakeholder engagement, and developing a resilient supply chain capable of withstanding future business challenges.

Challenges and Opportunities

Sikarin faces complex challenges in managing the supply chain within the healthcare service sector. These include ensuring the security of medical supplies and equipment, addressing human rights and labor risks in production processes, and mitigating environmental impacts from transportation and waste disposal. Moreover, increasingly strict healthcare regulations and global standards such as JCI and HACCP require hospitals to operate under stringent conditions to maintain patient safety and quality. Rising stakeholder expectations regarding service quality, supply chain transparency, and access to affordable healthcare are also critical factors that Sikarin must address.

However, these challenges also present significant opportunities to enhance supply chain efficiency through collaboration with sustainability-oriented partners and by developing regional and global procurement networks to reduce risks of medical supply shortages. The adoption of digital technologies such as Artificial Intelligence (AI) and Big Data can improve demand forecasting accuracy, reduce waste, and increase the agility of inventory systems. Additionally, the growing trend in Telemedicine and remote healthcare services can help ease the hospital's burden and enable more efficient drug distribution models.

Furthermore, with increasing public awareness of health and sustainability, Sikarin has the opportunity to integrate sustainability into its supply chain strategy as a competitive differentiator, building long-term stakeholder trust. Operating under a sustainability framework not only reduces operational risks but also creates tangible value for society, the environment, and the economy.

Strategy and Management Approach

Sikarin recognizes the critical role of effective supply chain management in ensuring organizational sustainability in the hospital business. A robust supply chain enables timely and efficient delivery of essential medical supplies, pharmaceuticals, and equipment, which are vital to ensuring high-quality patient care. Improving inventory efficiency, optimizing procurement processes, and fostering strong relationships with business partners allow hospitals to reduce costs, minimize waste, and enhance operational effectiveness.

Sikarin's supply chain management also enhances transparency and accountability throughout the procurement process, ensuring compliance with regulatory requirements and ethical standards. However, the absence of adequate management systems could negatively impact operations, including treatment delays, shortages of essential equipment, increased costs, and reputational damage. In addition, external factors such as natural disasters, geopolitical events, or global health crises may further exacerbate supply chain vulnerabilities, underscoring the need for strong risk management strategies.

Supplier Code of Conduct

Sikarin has established a Code of Conduct for business partners to promote ethical business practices, emphasizing compliance with human rights standards, fair labor practices, and the avoidance of child labor or forced labor. Partners are required to conduct their businesses transparently, free from corruption and conflicts of interest, and to implement clear business ethics management measures. The Company also prioritizes environmental management by requiring partners to reduce waste, lower greenhouse gas emissions, and use resources efficiently. Additionally, partners must ensure traceability of raw materials and products to prevent environmental and ethical issues within the supply chain.

All business partners must sign and commit to the Company's Code of Conduct. If any violations are found, the organization will require corrective actions within a specified period. Failure to comply may result in the termination of the business relationship. This approach helps the Company establish a transparent and responsible supply chain, which is a key foundation for sustainable organizational development.



Proportion of Tier-1 key suppliers who signed and complied with the Supplier Code of Conduct: 100%

Supplier Selection and Evaluation

In 2024, Sikarin began developing a systematic supplier selection and evaluation process to ensure that suppliers of goods and services meet environmental, social, and governance (ESG) standards. The process starts with preliminary screening of supplier qualifications, such as holding industry standard certifications, compliance with labor requirements, and quality control of goods. This is followed by in-depth assessments that consider operational efficiency, financial stability, delivery capabilities, and product safety measures.

Sikarin also places importance on evaluating suppliers' ESG risks. Evaluation criteria—including governance, social and environmental performance, and quality control—are now integrated into procurement documents such as contracts and the Supplier Code of Conduct. The Company analyzes publicly available data sources, including news reports, to identify potential risk issues such as human rights violations, illegal labor practices, or environmental harm. High-risk suppliers are closely monitored and may be required to participate in improvement programs to meet the Company's standards. Sikarin also conducts site inspections and follows up on supplier performance to ensure compliance with defined requirements.

As the ESG-based supplier evaluation framework was formally launched in 2024, operational data for this year is still in progress. Sikarin expects to report on the outcomes and progress of these initiatives in 2025.

Proportion of new suppliers selected using environmental criteria: 100

Proportion of new suppliers selected using social criteria: 100

In addition to applying environmental and social criteria for selecting new suppliers, Sikarin has also established criteria for identifying and categorizing key Tier-1 suppliers. These criteria include the value of transactions, suppliers of raw materials, goods, or services essential to the Company's core business operations, and suppliers who play a significant role in ensuring the quality and safety of medical products and services. The Company has also defined criteria for identifying non-Tier-1 key suppliers, based on their importance in supporting internal operations-such as providers of critical services like maintenance, IT management, or logistics. If disruptions or delays occur, these suppliers may directly impact operations. This group also includes suppliers whose goods and services are critical to regulatory compliance or relevant standards, as well as those not directly involved in final products but essential to business continuity, such as energy suppliers.

Supply Chain Risk Management

Sikarin places great importance on managing supply chain risks to ensure business continuity and smooth operations, even under unforeseen circumstances. The Company adopts risk management approaches to mitigate impacts from external factors such as natural disasters, regulatory changes, or geopolitical events that may affect the supply of raw materials and medical equipment.

One of the Company's core strategies is diversifying sources of supply to reduce dependency on single suppliers. Sikarin emphasizes building relationships with multiple suppliers across various regions to mitigate location-specific risks in the supply chain. Additionally, the Company has implemented emergency preparedness measures, including contingency plans for critical materials, ensuring preparedness for crisis situations such as shortages of essential medical equipment. Another key strategy is improving supply chain traceability by using digital technologies to monitor procurement and delivery activities. This reduces ESG-related risks and enhances transparency in supplier operations. These technologies also help improve inventory management efficiency and minimize production waste.



Number of Tier-1 Suppliers

960 Suppliers

Proportion of the Company's 2024 annual expenditure with Tier-1 suppliers

75.47%



Number of Critical Tier-1 Suppliers*

70 Suppliers

Total supplier-related expenditure in 2024

1,980.67 Million Baht

Major procurement categories from key direct suppliers

- Purchase of medicines, medical supplies, and general materials
- Contracted medical-related services
- Utility expenses
- Security and cleaning services

* Key direct suppliers are those with annual spending over THB 5 million.

Suppliers Collaboration Development

Sikarin places strong emphasis on developing long-term collaboration with suppliers to build stable business relationships and encourage partners to improve their sustainability practices. The Company promotes supplier development through training programs, consultations, and knowledge-sharing initiatives, enabling suppliers to elevate their operations in alignment with ESG practices and international standards such as the GRI Standards, UN Global Compact, and the ILO principles on human and labor rights.



Sikarin has implemented training programs to strengthen supplier capabilities in areas such as greenhouse gas emissions reduction, efficient energy and resource management, and process optimization to reduce waste and environmental impact. The Company also encourages suppliers to adopt environmental management systems such as ISO 14001 and to invest in eco-friendly technologies to reduce long-term environmental impacts. The supplier collaboration development program includes technical support and specialized consultations to help suppliers adapt to evolving market trends and regulatory requirements in areas such as environmental and labor laws, good corporate governance, and product safety standards. Additionally, Sikarin promotes the use of clean energy and the development of more sustainable products, such as incorporating recycled materials into production processes or reducing single-use plastics.

Collaboration with Partners in Product Development to Support Thai Skincare

The dermatology team at Sikarin Hospital partnered with AMT Skincare to develop safe, effective, and sustainably impactful skincare products. This collaboration resulted in the launch of the Dr.Skin Right brand, which combines the expertise of Sikarin's dermatologists with the innovation and research capabilities of AMT Skincare. Together, they have integrated dermatological knowledge with cutting-edge technology and new innovations to create body care products that offer deep nourishment and high efficacy.





Additionally, Sikarin promotes the exchange of information. The Company believes that fostering strong partnerships and enhancing the capacity of suppliers at all levels will lead to systemic sustainable development. This approach not only strengthens supplier competitiveness but also generates positive social and environmental impact.

Sikarin's supply chain management approach goes beyond quality and cost control. It emphasizes building a resilient and adaptive supply chain that can respond to changing business challenges and evolving societal needs. Strengthening supplier collaboration through this approach allows the Company to establish a robust, stable, and sustainable supply chain in the long term, while also generating shared value for all stakeholders involved.

Continuous Improvement

Sikarin is committed to continuously improving its supply chain to enhance efficiency, transparency, and sustainability. The Company uses digital technology and data analytics to monitor and evaluate supplier performance, with the goal of optimizing operations, reducing greenhouse gas emissions, and improving resource efficiency. Additionally, Sikarin supports mutual learning and development with suppliers through training and knowledge-sharing on ESG standards and efficient supply chain management. The Company also integrates automation and artificial intelligence (AI) to increase accuracy in procurement processes and reduce risks within the supply chain.



Social Well-being



Human Rights and Labor Practices

Occupational Health and Safety

Patients Safety

Accessible Healthcare

Community Health



Human Rights and Labor Practices

Target	Performance In 2024
Zero case on human rights violation	0 Case
90% Employee satisfaction score	81.10%
50% of total employees are female	84.78%

Relevant Stakeholders



Relevant Stakeholders

Employees



Sikarin's Commitment



Sikarin Public Company Limited (Sikarin) places great importance on respecting and protecting human rights and ensuring fair labor practices by adhering to international standards such as the Universal Declaration of Human Rights (UDHR), the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the conventions of the International Labour Organization (ILO). These standards guide the Company in fostering fairness, safety, and respect for the dignity of all personnel. Sikarin is committed to providing fair compensation and benefits, supporting freedom of association, and preventing child labor, forced labor, and discrimination in employment. The Company also aims to create a safe and supportive work environment that promotes both physical and mental well-being, while encouraging work-life balance to enhance employee productivity and quality of life.

Sikarin is dedicated to upholding human rights and promoting fair labor practices by fostering diversity, a healthy work environment, and transparent corporate governance-foundations for building a strong organization and driving sustainable business growth.

Challenges and Opportunities



Sikarin faces significant challenges in workforce management within the healthcare sector, where fairness must be maintained amidst the demand for highly skilled professionals and work schedules that may affect employees' quality of life. The sector must also address rising expectations from stakeholders-investors, regulators, and sustainability ratings organizations-who increasingly value transparency in human rights and labor practices, as well as robust risk management to prevent labor rights violations. Creating a diverse and inclusive workplace is another challenge. Although awareness of diversity in gender, ethnicity, age, and physical ability is improving, the development of an inclusive organizational culture that actively promotes equity remains an ongoing effort.

Nevertheless, Sikarin sees opportunities to lead in fair labor practices by building a positive work environment, reducing employee turnover, and enhancing competitiveness in attracting top talent. Clear human rights standards and strict adherence to ethical business practices also strengthen Sikarin's image as a socially responsible organization and reinforce stakeholder trust. Promoting diversity and acceptance also elevates organizational culture, enabling employees to work together effectively and fostering innovation for long-term sustainable development.



Strategy and Management Approach

Sikarin's Human Rights Management

Sikarin integrates human rights considerations across all business processes, emphasizing the delivery of high-quality, transparent, and equitable healthcare services. The Company ensures equal access to healthcare without discrimination and upholds patient rights by respecting human dignity, autonomy in decision-making, and full disclosure of treatment information. Strict measures are in place to safeguard patient confidentiality and privacy. Sikarin also embraces culturally sensitive care to meet the diverse needs of patients effectively.

Recognizing that employees are its most valuable asset and directly impact the quality of medical services, Sikarin focuses on creating a safe and equitable work environment and ensures fair treatment without discrimination. The Company prioritizes fair compensation and benefits, supports freedom of association, and promotes internal diversity in line with international labor standards. Sikarin also invests in ongoing employee development through training and skill enhancement programs to expand capabilities and provide career advancement opportunities.

As a healthcare organization, Sikarin understands the growing stakeholder expectations regarding human rights and labor standards. Therefore, the Company is committed to effective human resource management that enhances employee well-being and improves patient care. Sikarin's policy requires management to treat employees fairly and transparently, maintain open communication, listen to feedback, and provide appropriate welfare and ethical workplace standards. This empowers employees to work with confidence and satisfaction, ultimately enhancing the quality of healthcare services and supporting sustainable business practices.

Raising Awareness on Discrimination and Harassment

Sikarin is committed to promoting a respectful and inclusive organizational culture by placing strong emphasis on preventing all forms of discrimination and harassment. Raising awareness on these issues is a critical factor in helping employees understand their rights, feel empowered to report incidents, and contribute to a safe and fair work environment. Initiatives aimed at preventing discrimination and harassment also reduce reputational and operational risks for Sikarin, while attracting high-potential talent and strengthening employee morale, engagement, and productivity.

Sikarin has established and communicated its Non-Discrimination and Anti-Harassment Policy to all employees and stakeholders to demonstrate its firm commitment to addressing these matters. This policy reflects Sikarin's commitment to fostering an equitable culture based on mutual respect and a zero-tolerance approach to all forms of misconduct. The Company aims to ensure that all parties can work together in an environment that supports professional development alongside ethical and sustainable business operations.



Promoting Employee Well-being

Sikarin recognizes that its employees are the most valuable resource. Their health, safety, and overall well-being are key factors in delivering high-quality medical services and fulfilling the Company's mission effectively. Sikarin places importance on listening to employees' feedback regarding benefits and welfare through its Employee Welfare Committee, a key mechanism for discussing and reviewing welfare improvements in line with employee needs. Representatives from both employees and management convene every 3–4 months to exchange views and recommendations related to welfare and policies that impact employee quality of life.

Sikarin supports employee well-being across physical, mental, and emotional dimensions by offering comprehensive healthcare benefits and implementing wellness initiatives that promote balanced lifestyles—such as ergonomic workspace design, access to mental health counseling services, and health-promoting activities. The Company also prioritizes work-life balance by supporting flexible work arrangements, employee assistance programs, and professional development opportunities to help employees advance in their careers.

Sikarin is committed to creating a friendly and empowering work environment where every employee can grow and develop within the organization, while reinforcing the Company's strength as an employer that values employee well-being—a key foundation for sustainable business operations.



Appointment of Welfare Representatives

Sikarin has established an **Employee Welfare Committee** in accordance with Section 96 of the Labour Protection Act B.E. 2541 (1998) to collaborate with management on providing appropriate welfare for employees. The committee also advises and recommends welfare improvements that reflect employees' needs. It plays a critical role in overseeing the implementation of welfare policies to ensure compliance with defined standards.

The committee consists of both management and employee representatives, serving a two-year term, and meets regularly every 3–4 months or as needed for urgent matters. In 2024, the committee held five meetings. Key initiatives included revising and updating Job Descriptions (JD), communicating workplace safety protocols, organizing influenza vaccination and annual health check-up services, enhancing the hospital's landscape, and expanding the employee canteen area.

Through these ongoing efforts, Sikarin has organized key initiatives to promote and develop its workforce, including:

- Employee welfare programs such as medical expenses, accident insurance, educational support for children, financial assistance, and others like funeral support
- Annual health check-ups for employees with age-appropriate screening programs, along with preferential rates for employees' family members to access health check-ups and medical services
- Welfare loan programs for employees, offering access to loans at lower interest rates
- Channels for employees to report personal rights violations, any fraudulent actions, or violations of laws, governance policies, and business ethics, directly to the Audit Committee (independent director) and Internal Audit Division for investigation and further reporting to the Board of Directors
- Training programs that support employee development in management, professional knowledge, and life skills, offered both internally and in collaboration with external institutions
- Engagement activities organized regularly to encourage participation in religious, cultural, environmental, and recreational initiatives that also impart knowledge

Sikarin is committed to implementing **Fair Labor Practices,** emphasizing safety, occupational health, and employee well-being, as well as promoting **work-life balance**. The company also conducts regular employee opinion surveys to assess satisfaction and welfare needs, using the insights to improve its policies and practices effectively in the long term. Sikarin aims to ensure comprehensive welfare coverage, focusing on supporting both physical and mental health, career development, and fostering a fair, enabling work environment that enhances employee engagement and maintains the company's sustainable competitive advantage.

Sikarin's Commitment to Human Rights and Safeguarding Measures

Sikarin is committed to promoting and protecting human rights across all business dimensions, adhering to the United Nations Guiding Principles on Business and Human Rights (UNGPs), International Labour Organization (ILO) Conventions, and other international human rights standards. Recognizing the potential impact of its operations on individuals and communities, Sikarin strives to respect and uphold human rights both internally and across its entire value chain. The company prioritizes employee rights through fair compensation, freedom of association, and the prevention of child labor, forced labor, and human trafficking. Furthermore, Sikarin supports the creation of a safe and harassment-free workplace, where all employees can work in a respectful and inclusive environment. The company actively promotes Diversity, Equity, and Inclusion (DE&I) to ensure everyone has equal opportunities for professional growth.

Sikarin has established human rights standards that its suppliers and business partners must comply with, covering labor rights, anti-discrimination, and workplace safety. The company conducts periodic audits of its partners to ensure compliance. In cases of non-compliance, Sikarin initiates corrective actions or reviews the continuation of the business relationship.

Human Rights Risk Assessment and Management Process

Sikarin conducts its business in strict adherence to international human rights standards, employing the Human Rights Due Diligence (HRDD) process to identify, assess, and manage human rights risks. This ensures that Sikarin's operations—including those of its business partners and throughout its value chain—comply with human rights principles and fair labor standards.

Scope and Approach of Human Rights Risk Assessment

Sikarin conducts a comprehensive HRDD process by assessing risks across four key dimensions:



1. Employment and Labor

- Fair treatment of employees without discrimination
- Provision of fair compensation and benefits in compliance with labor laws
- Freedom of association and collective bargaining
- Prevention of forced labor and child labor



2. Workplace Environment

- Employee health and safety in the workplace
- Prevention of harassment and abuse at work
- Promotion of work-life balance



3. Equitable Access to Healthcare Services

- Non-discriminatory medical services
- Treatment of patients with dignity and respect for their rights
- Confidentiality of medical information



4. Human Rights Management in the Value Chain

- Governance and enforcement of human rights requirements for suppliers
- Monitoring and audit of labor standards compliance by business partners
- Corrective mechanisms and improvements in cases of human rights violations

Monitoring and Evaluation Process

Sikarin monitors and evaluates human rights risks through the following core mechanisms:

1. Internal Audit and Third-Party Audit
    - Annual audits are conducted to assess potential risks
    - In-depth investigations are undertaken if complaints of human rights violations arise
2. Human Rights Grievance Mechanisms and Whistleblower Channels
    - Sikarin provides secure and confidential channels for employees and stakeholders to report human rights concerns
    - The grievance system is independently managed to ensure impartial investigation
    - A non-retaliation policy is enforced to protect whistleblowers
3. Data Analysis and Improvement Planning
    - Sikarin analyzes findings from audits to develop preventive risk mitigation plans
    - Policies and operational procedures are revised in accordance with audit findings
    - Implementation outcomes and impact assessments are conducted to ensure human rights are upheld and protected

Risk Management and Remedial Measures

In the event of a human rights violation, Sikarin has the following resolution and remediation protocols in place:

- Immediate corrective action – if a severe violation is identified, the problematic activity or practice will be halted, and corrective measures will be implemented urgently
- Compensation for affected parties, including legal support or appropriate restitution
- Policy and procedural review – to ensure similar incidents do not recur
- Evaluation and reassessment of suppliers – in cases of supplier violations, opportunities for improvement will be offered, but persistent non-compliance may result in termination of the business relationship



Human Rights Due Diligence Process

Human rights due diligence affirms Sikarin's Commitment to conducting business ethically and with social responsibility, guided by the UN Guiding Principles for Business and Human Rights. Sikarin has developed a systematic framework to identify, prevent, and mitigate human rights impacts that may arise from its business activities. This strategy encompasses the analysis of all activities, products, and services to identify associated risks such as labor rights, discrimination, and environmental impact. The company actively involves stakeholders in the process to promote transparency and accountability. To address the identified risks, Sikarin adopts proactive measures such as internal policy revisions, development of ethical standards, staff training, and capacity building. An effective grievance mechanism has also been implemented, allowing individuals or communities to safely and fairly report concerns and seek remedies. Sikarin emphasizes transparency and the highest operational standards to protect the dignity and rights of stakeholders and minimize potential human rights risks.

In terms of monitoring and evaluation, Sikarin conducts a comprehensive human rights assessment that covers all entities within its value chain, including hospital care, nursing services, marketing operations, and business partners. This assessment includes 100% of suppliers within Thailand, ensuring strict compliance with human rights standards throughout Sikarin's operations.

Sikarin has established a robust human rights review process that defines the assessment scope to include issues such as forced labor, human trafficking, child labor, freedom of association, rights to collective bargaining, equal pay, discrimination, and prevention of harassment-both sexual and otherwise. These guidelines are documented to ensure consistent application organization-wide, as outlined in the following:

1. Corporate Ethics, Human Resources Administration Regulations, and Labor-Related Social Responsibility Policy
2. HP-HRD-001 Human Resource Development Plan
3. HP-HRD-002 Employee Health, Safety, and Well-being Program
4. QP-HRD-002 Personnel Management Procedure

Coverage of Human Rights Risk Assessment

	Employees	Contractors & Tier 1 Suppliers	Sikarin Group
Proportion that received risk assessment in the last 3 years	100	100	100
Proportion that risk has been identified	0	0	0
Proportion of identified risk with mitigation plan	0	0	0

According to the assessment of human rights risks in the Company's business operations, no human rights risk issues were identified. However, Sikarin has guidelines to prevent and reduce the impact of human rights risks if there is a risk for vulnerable groups as follows:

Table of guidelines to prevent and mitigate the impact of human rights risks

Risk Topics	Guidelines to prevent and reduce human rights impacts
Environment and safety from the Company's activities	Environmental • Comply with the framework in the safety quality management system. Occupational and environmental health and implementation of standards.
Impact	Communication and Security
• Rights protected by law • Freedom of expression • Right to quality of life	• Comply with the principles of the Universal Declaration of Human Rights of the international community. (UNGP) • Have channels to communicate/build relationships with communities around the hospital in both emergency and normal situations. • Rehearse evacuation plans with communities around the hospital. • Listen to opinions and suggestions by having a grievance system due to the Company's operations affecting the community. Revise and notify the results in a timely manner.

Rights of Suppliers / Contractors

Table of guidelines to prevent and reduce the impact of risks, rights of suppliers / contractors

Risk Topics	Guidelines to prevent and reduce human rights impacts
Environment and Safety at Work	Communication and Security • Comply with the laws of occupational safety, health and working environment, as well as the Company's occupational health and safety policy.
Impact	Communication and Security
• Rights protected by law • Freedom of expression • Right to quality of life	• Comply with the principles of the Universal Declaration of Human Rights of the international community. (UNGP) • Have channels to communicate/build relationships with communities around the hospital in both emergency and normal situations. • Rehearse evacuation plans with communities around the hospital. • Listen to opinions and suggestions by having a grievance ystem due to the Company's operations affecting the community. Revise and notify the results in a timely manner.

Rights of Employees

Table of guidelines to prevent and reduce the impact of risks on the rights of employees

Risk Topics	Guidelines to prevent and reduce human rights impacts
Safety and health of service personnel	Communication and Security • Comply with the Occupational Safety, Health and Work Environment Law, as well as the Company's occupational health and safety policy.
Impact	Occupational Health
• The right to a good quality of life • Right to work	• Training for employees at all levels to enhance new customer experiences and create new value. • Organize emergency drills, fire drills, and fire evacuation drills. • Install security systems in various laboratories in hospitals. • Health check-up and drug abuse of service personnel

Rights of Customers

Table of guidelines to prevent and reduce the impact of customer rights risks

Risk Topics	Guidelines to prevent and reduce human rights impacts
Safety and Occupational Health	Communication and Security • Comply with procurement and supplier selection policies and practices. • Put up communication signs to make all parties aware of safety inside the hospital.
Impact	Occupational Health
• Protection of rights and personal data • Rights protected by law. • Privacy Rights	• There is a channel for complaints and whistleblowing to receive complaints, comments, and suggestions from stakeholders who have received or are at risk of being affected by customers' complaints to be improved and corrected to ensure maximum satisfaction for customers. • There is a committee to protect the rights of customers. • Good quality service certified by JCI healthcare quality system. • Install security systems in various laboratories in hospitals. • Comply with the customer's personal information protection policy and do not disseminate it to third parties

Employee Management and High-Potential Staff Training

Sikarin recognizes the importance of human resource management as a core mechanism that drives organizational success by effectively leveraging the skills, knowledge, and potential of its people. Sikarin is committed to workforce development through structured training and capacity-building processes, enabling employees to adapt to evolving roles, meet challenges head-on, and support the company's continuous growth. Sikarin's human capital development emphasizes increasing Human Capital Return on Investment (HCROI), ensuring that investments in employees generate measurable business value in terms of productivity, innovation, and competitiveness.

Sikarin prioritizes employee engagement programs to foster a positive work culture, boost morale, and enhance employee commitment to the organization—ultimately contributing to improved performance. In terms of recruitment and retention of high-potential talent, Sikarin employs modern strategies to attract top candidates in a competitive labor market. The company also implements career path planning and growth opportunities to retain valuable employees. Additionally, Sikarin conducts performance evaluations that provide meaningful feedback, helping employees understand organizational expectations, identify areas for improvement, and align their development with Sikarin's vision.

Effective human resource management-including training and development, investment in human capital, employee engagement, talent acquisition and retention, and performance evaluation systems-is a critical factor in enhancing organizational capability, fostering a culture of innovation, and ensuring the long-term stability and growth of Sikarin.

Calculation of Human Capital Return on Investment

Unit : Million Baht

Human Capital Return on Investment of Sikarin	2021	2022	2023	2024
Total Revenue	6,377.34	5,711.25	5,851.93	6,092.95
Total Operating Expense)	4,543.00	4,382.77	4,690.33	5,223.83
Total Employee-related Operating Expense	1,317.94	1,243.92	1,292.30	1,424.15
Human Capital Return on Investment	2.39	2.07	1.90	1.61

Employee Capability and Competency Development

Sikarin places great importance on employee capability development as a critical foundation for sustainable business operations. The company is committed to promoting continuous learning and career growth, enabling employees to develop their skills, enhance their competencies, and adapt to rapid changes within the industry. Employee development programs are designed to support both clinical and non-clinical roles, covering all levels of staff, including new hires, contract employees, and temporary staff. Sikarin has implemented training programs focused on enhancing technical skills and leadership abilities through courses aligned with organizational and employee needs. In addition, the company offers mentorship programs and access to online learning platforms to support talent development and prepare the workforce for future industry challenges

Employee Training and Development Framework

In 2024, Sikarin focused its training efforts on three main areas:

1. Training to Improve Current Job Performance
   - Aimed at resolving issues and improving performance in employees' current roles
   - Enhancing knowledge and essential job skills
2. Training Based on Functional Competency
   - Designing courses aligned with employees' functional competencies
   - Linking training outcomes to competency-based pay to incentivize develop
3. Career Path
   - Preparing employees for higher job levels
   - Supporting career advancement and increased compensation

Employee Development Statistics and Performance in 2024

In 2024, Sikarin actively conducted employee training and development initiatives, offering a total of 735 training courses, including:

- 596 internal training courses delivered through both online and on-site learning formats
- 139 external training courses from accredited institutions

From this development plan, employees received an average of 45.88 training hours per person per year, exceeding the target of 40 hours. This resulted in a total of 145,573 training hours company-wide, with a total training and development budget of 17.41 Million Baht.

Alignment with Sustainability Goals

Sikarin is committed to Human Capital Development and long-term sustainability, recognizing that investment in personnel is key to stable growth. In addition to enhancing workforce capabilities, these development programs strengthen employee engagement and foster a learning and innovation-driven corporate culture.

Sikarin's training efforts are aligned with sustainability standards and focus on empowering employees to contribute meaningfully to organizational goals and drive long-term business growth. The company believes that continuous investment in workforce development strengthens organizational resilience against emerging challenges, creates positive social impact, and maintains its leadership in the healthcare sector.

Fair Labor Practices and Employee Treatment

Sikarin adheres to principles of fairness, transparency, and respect for human and labor rights at all organizational levels, recognizing human capital as a key driver of sustainable business growth. Employees are the cornerstone of service quality, and Sikarin is committed to supporting their performance through fair benefits, capability development, and a work environment that fosters career progression. Management is expected to treat employees fairly, ensure transparency, and genuinely listen to employee feedback. Moreover, the company places importance on professional ethics and social responsibility, encouraging all employees to understand and strictly adhere to the organization's code of conduct.

Employee Quality of Life Enhancement Measures

To ensure effective performance, Sikarin implements a range of quality of life measures, including:

1. Employee Benefits
   - Medical expenses and accident insurance
   - Various financial support programs such as funeral assistance
2. Health and Well-being Programs
   - Annual health check-ups with age-appropriate screening packages
   - Special health check-up rates for employees' family members
   - Preferential access to medical services and treatment at discounted rates

3. Financial Support
   - Provision of low-interest welfare loans to assist employees in managing finances
4. Human Rights and Governance Complaint Channels
   - Secure and confidential channels for employees to report violations of personal rights, fraud, or unethical conduct
   - All complaints are reviewed by an independent audit committee and the internal audit department before being submitted to the board of directors for appropriate action
5. Employee Development and Training Programs
   - Sikarin supports training programs to enhance employee skills in management, technical specialties, and everyday competencies
   - Both internal and external training opportunities are provided to help employees adapt to industry changes
6. Internal Engagement and Team-Building Activities
   - Sikarin regularly organizes activities to foster unity among employees, such as religious observances, Thai cultural events, and environmental initiatives
   - Promotes work-life balance through creative activities that offer both enjoyment and learning

Compliance with International Human Rights and Labor Standards

Sikarin operates in accordance with international human rights and fair labor practices, including the Universal Declaration of Human Rights (UDHR), the principles of the UN Global Compact, and labor standards of the International Labour Organization (ILO). The company has clearly defined policies in the following areas:

- Prohibition of child labor and forced labor
- Prevention of discrimination in hiring and promotion
- Support for freedom of association and collective bargaining
- Ensuring a safe and hygienic working environment

In 2024, Sikarin maintained strict compliance with human rights standards, with no reported violations of labor rights, no use of child labor, and no employment of undocumented migrant labor.

Employee Development and Management for Excellence

Sikarin places great importance on employee capability development by focusing on enhancing academic expertise, operational skills, management capabilities, and technical competencies through continuous internal and external training programs. These initiatives aim to empower employees to perform effectively and adapt to the evolving healthcare service industry.



Sikarin is committed to embedding the organization's DNA in its workforce, which omprises four key elements:

1. Specialist – Expertise in accordance with international standards
2. Service – Dedicated to excellent service
3. Sincere – Warm, friendly, and delivering value
4. Society – A dependable and socially responsible organization

This approach forms the foundation for delivering exceptional value and service experiences to customers. Sikarin emphasizes careful selection, development, and support of its personnel to preserve organizational culture and enhance employees' growth alongside the company.

Employee Training and Development Statistics

Sikarin has implemented training programs for both clinical and non-clinical employees. Training statistics over the past four years demonstrate an increasing investment in employee development.

Year	Internal Courses (Training Hours)	External Course (Training Hours)
2021	142 Courses (65,175 Hours)	46 Courses (10,880 Hours)
2022	178 Courses (70,231 Hours)	62 Courses (18,515 Hours)
2023	757 Courses (97,000 Hours)	85 Courses (19,878 Hours)
2024	596 Courses (133,463 Hours)	139 Courses (12,110 Hours)

This data highlights Sikarin's significant increase in training hours, particularly in 2024, with a total of 145,573 hours of training delivered-underscoring Sikarin's Commitment to equipping its workforce for emerging challenges.

Sustainability Training Programs

In 2024, Sikarin launched sustainability training to enhance employees' understanding of sustainable business practices aligned with the company's goals. The training covered topics such as:

- Setting sustainability strategies and goals
- Integrating ESG principles and international standards
- Assessing environmental and social impacts
- Implementing and tracking progress to meet corporate sustainability objectives

Executive and Employee Development Programs

Sikarin provides leadership and skill development programs for executives and employees at all levels, focusing on strategic thinking, innovation, and leadership capacity to drive sustainable organizational success.

1. Executive Program - Zone of Advance

Sikarin partnered with Chulalongkorn Business School and Judge Business School, University of Cambridge, to launch the "Branding for Growth" program. This program emphasizes sustainable business leadership, innovation, and strategic planning aligned with the organization's DNA. The training was held at Judge Business School, University of Cambridge, United Kingdom, from July 7–17, 2024, with 22 senior executives participating.

2. Organizational Culture and Leadership Development Program

For middle managers and supervisors, Sikarin conducted a training curriculum encompassing 10 core learning modules, including:

Sikarin Management Program 2567		
Management Level	**Courses in 2024**	**Objectives of the Courses**
High-leevl management	Zone of Advance	Branding for Growth: A Strategic Approach to Sustainable Growth
	SEO Strategy for Executives	SEO Strategy: Deep-Dive into Strategic and Operational Planning
	Conflict Management	Leveraging Conflict as a Strategic Driver for Organizationa Goals
Middle management	Yard of Director	People Manager Program
	People Management	Revisiting Human Resources Management for Directors
	Leadership Mindset Program	Leadership for Middle Manager
Management	Xcellent	Sikarin Young Xcellent Fundamentals of Business Management
	Performance Manager Program	Strengthening Supervisory Readiness and Capability Development
	Goal Setting & KPI	Setting Goals and Key Performance Indicators (KPIs)
	Performance Management	Performance Management System

Development of Operational-Level Employees

In terms of operational-level employees, training and development focuses on six key areas which aim to enhance employees' readiness in terms of job knowledge, service skills, and teamwork in line with the Sikarin community values

Sikarin Operation Program 2567	
- Functional Skill	- Service
- Problem Management Skill	- Creative Thinking Skill
- Commitment	- Sikarin Way

Employee Suggestion for Sustainability Initiatives

Employees are given the opportunity to apply their knowledge, expertise in medical and healthcare support fields to share career experiences with educational institutions, students, and youth groups. This aims to raise awareness among the new generation who are interested in pursuing careers in this field. It also builds a positive image of the organization in demonstrating its commitment to sustainable social responsibility.

In 2024, building on feedback from the previous year's annual meeting, Sikarin established academic collaboration agreements to serve as a training site for students or individuals interested in healthcare careers. Sikarin has earned the trust of many educational institutions to be a professional training site due to its readiness in facilities, personnel, and technology. As a result, students from various institutions continue to receive training at Sikarin, whether in healthcare support areas such as laboratories, radiology, or physiotherapy. Additionally, Sikarin collaborated with the Faculty of Engineering, Khon Kaen University, to co-develop graduates through a cooperative education program for six students between June 17 – October 13, 2024. Moreover, the "Health Experience Practicum" project provides short-term training courses in the healthcare business for students interested in pursuing medical studies. They are given hands-on experience in different departments, gain insights into hospital systems, and have the opportunity to interact with doctors. Upon completion, each participant receives a certificate of participation to include in their educational portfolio. In 2024, a total of 95 students participated in this activity.





Short-Term Training Courses in Healthcare for Interested Students Career Guidance Activities for Schools in Eastern Bangkok

Sikarin places importance on education by participating in guidance and knowledge-sharing activities with 97 schools in Eastern Bangkok to provide access to healthcare education and future career opportunities.






Employee Engagement and Retention

Employees feeling engaged and aligned with the organization, as well as committed to achieving goals, are tangible results of employee engagement. This is part of fostering a positive organizational culture and reducing turnover. Lower turnover results in budget and time savings related to recruiting new staff. Moreover, retaining experienced employees who understand the organization deeply enhances overall efficiency, problem-solving capability, and even profitability for Sikarin. In 2024, a survey found that 90% of employees (2,855 people) participated in the assessment. Employee engagement for 2024 was 81.1%, an increase from 2023, reflecting a strong sense of belonging and commitment to the organization. Survey results were communicated to all staff through department head emails and online meetings for leaders across the organization.

In 2024, Sikarin systematically implemented the Career Path and Career Development Plan projects to promote employee potential and create clear career pathways. These aim to foster equitable and sustainable internal growth opportunities. Key measures included:

- Career Path Structure and Development Plan: Sikarin established a clear system for career progression aligned with employee skills and potential, ensuring fairness in career advancement and strengthening employee commitment to the organization.
- Enhancement of Benefits and Welfare: Sikarin improved employee welfare systems and various benefits to enhance quality of life, boost morale, and foster long-term commitment to the organization.
- Recognition and Motivation Programs: Sikarin emphasizes recognizing and rewarding outstanding performers to enhance relations between management and employees and encourage employees to improve and work to their full potential.

- Culture of Communication and Feedback: Sikarin provides channels for employees to share suggestions and feedback in an open and creative environment, enabling perspective exchange and the development of employee-responsive solutions.
- Health and Work-Life Balance Programs: Sikarin is committed to promoting employees' physical and mental health through various activities. The Sikarin Club program has been continuously developed and expanded to include both indoor and outdoor wellness activities, along with improvements to healthy meal options suited to employees' lifestyles.

Sikarin prioritizes investment in its people-the most valuable asset of the organization-to create a working environment conducive to development, strengthen career stability, and support long-term sustainable operations.

Employee Performance Evaluation

Sikarin places great importance on building a high-performance work culture by implementing a Performance Management System to evaluate and develop employees' career paths. This system was developed with consultation from Kincentric to ensure a structured, transparent, and continuous employee development process.

Key Components of the Performance Evaluation Process

Sikarin conducts performance evaluations twice a year, based on two primary dimensions:

1. Key Performance Indicators - KPIs

   Each employee is evaluated on 3–4 KPIs aligned with their roles and responsibilities.

   For operational staff, performance results are emphasized with a weight of 80%.

   For management-level staff, the ratio is adjusted to emphasize leadership and strategic management, with a weight of 20%.

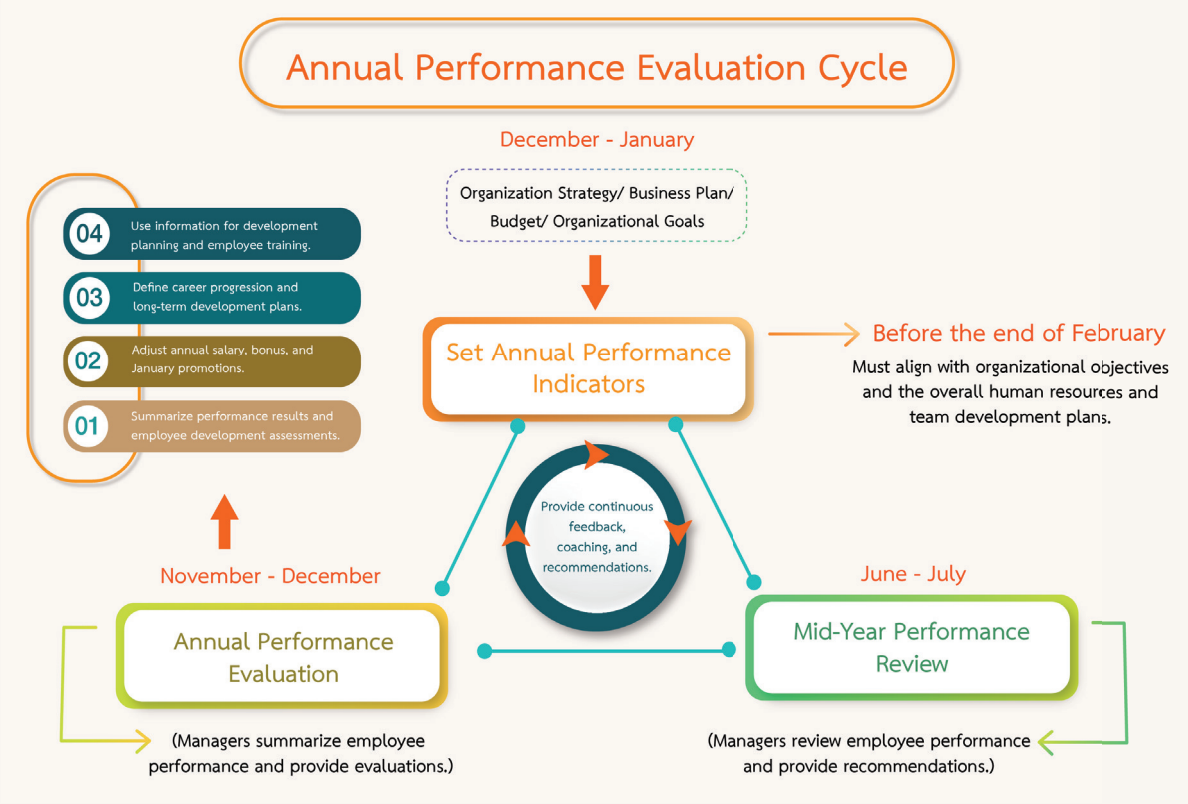
2. Core Competency Assessment

   This assessment focuses on aligning employee behavior with the organization's five core competencies.

   For operational staff, the Core Competency Assessment carries a weight of 80%.

   For management-level staff, the weight of Core Competency is reduced in favor of a focus on strategic roles.

This well-structured evaluation process enables employees to receive constructive feedback, identify development opportunities, and gain fair recognition for their performance. The Performance Management System plays a key role in enhancing employee engagement, fostering a culture of excellence, and supporting Sikarin's sustainable growth.



Measuring Employee Engagement

Sikarin emphasizes creating a work environment that promotes employee happiness and engagement by conducting an Engagement Survey every two years. This survey assesses employee engagement levels and analyzes insights through People Analysis.

tenure levels, helping the company refine the workplace environment—such as improving office facilities, enhancing benefits, or designing morale-boosting policies. Engagement Survey results serve as critical input for Sikarin's HR policy development. Currently, Sikarin partners with Chulalongkorn Business School, a professional consulting firm, to enhance the effectiveness of employee engagement management. Survey results are also used alongside the Total Reward system to guide organizational, departmental, and role-specific development strategies. This approach enables Sikarin to design employee care strategies that are both appropriate and sustainable.

Communication of Evaluation Results and Compensation Determination

Sikarin evaluates employee performance based on two primary dimensions: KPIs and Core Competency. The evaluation results are categorized into five levels, which directly impact salary structure and bonuses through the Merit Increasing Individual Bonus system.

Furthermore, Sikarin recognizes that its workforce is a valuable intangible asset. Therefore, data from the evaluation process is analyzed to enhance HR quality, focusing on strategies to effectively recruit and retain high-potential talent, support career growth through structured development plans, and improve compensation and benefits in line with labor market trends to maintain motivation.

Sikarin is committed to maintaining an employee engagement rate of no less than 80% through systematic human resource management and the development of career paths aimed at reducing turnover, especially among employees with less than 10 years of service. The use of evaluation data as a foundation for organizational development reflects Sikarin's Commitment to building a stable, growth-oriented work environment that supports long-term personnel development.

Continuous Improvement

Sikarin aims to raise comprehensive human rights awareness among all departments and stakeholders to ensure that every business process complies with human rights and governance standards. Sikarin is dedicated to preventing human rights violations, with a goal of maintaining zero confirmed cases of violations attributable to the company (Zero Human Rights Violation). Additionally, Sikarin has established clear strategies and action plans, translating them into key performance indicators within the State Enterprise Performance Appraisal System, including organizational and departmental indicators for responsible units. Progress against these targets is reported quarterly to the sustainability governance committee to ensure consistent and effective alignment with Sikarin's sustainability objectives.



Occupational Health and Safety

Target

Zero Accident

Performance In 2024

0 Case

Contribution to SDG



Relevant Stakeholders

Employees

Customers and Patients

Suppliers

Communities, Societies and the Environment





Sikarin's Commitment

Sikarin Public Company Limited (Sikarin) places the highest importance on the health and safety of all employees, with a firm commitment to creating a safe working environment that promotes employee well-being. Sikarin recognizes that operating in the medical and healthcare service sector requires strict safety measures in accordance with international standards.

Sikarin prioritizes compliance with occupational health and safety laws and regulations, such as the Occupational Safety, Health and Environment Act B.E. 2554 (2011), as well as ministerial regulations and other standards related to healthcare facilities, including standards from the Ministry of Public Health and guidelines from international organizations such as the World Health Organization (WHO) and the International Labour Organization (ILO). Additionally, Sikarin places importance on adopting best practices to enhance employee safety, such as implementing safety and occupational health management systems aligned with international standards like ISO 45001:2018, systematically analyzing and managing health and safety risks, and providing training to employees at all levels to ensure safe work practices and reduce the risk of accidents or health hazards. Sikarin believes that ensuring the health and safety of employees is not only a fundamental responsibility but also a key factor in promoting work efficiency, confidence in task performance, and the quality of medical services, ultimately contributing to the organization's long-term success.

Challenges and Opportunities

Currently, Sikarin faces several challenges in managing occupational health and safety, including accident prevention in the workplace, health risk management, and keeping pace with continuously evolving safety laws and standards. Moreover, the outbreak of infectious diseases, such as COVID-19, has underscored the importance of stringent health and safety measures in healthcare settings, requiring adaptive responses to uncertain situations. The nature of the medical and healthcare service business demands effective risk management related to exposure to pathogens and chemicals, as well as ensuring the safety of medical personnel who work under high-pressure environments. Providing sufficient and standardized personal protective equipment (PPE) poses a major challenge. At the same time, the growing adoption of technology and automation in medical services, while reducing some health and safety risks, introduces new risks associated with emerging technologies, such as cybersecurity in electronic medical record systems and the use of robotic surgical assistants.

However, these challenges also present opportunities to enhance work processes and develop new innovations that foster a safer working environment. These include the adoption of AI and IoT systems to monitor and analyze workplace safety data, the use of telemedicine technologies and robotic patient care to minimize exposure risks for healthcare workers, and the promotion of a safety culture within the organization through employee engagement and the development of modern, hands-on training systems. Lastly, with societal and regulatory trends increasingly emphasizing labor rights and safe working conditions, Sikarin sees this as a vital opportunity to strengthen its reputation as a healthcare provider that values its workforce and as a leader in safety standards within the healthcare industry.

Strategy and Management Approach

Effective occupational health and safety management is a critical factor in reducing workplace risks, fostering a safe environment, and enhancing overall organizational performance. Inadequate management may result in increased labor costs due to reduced productivity, damage to the organization's reputation, as well as legal expenses and potential fines. Sikarin is fully aware of these risks and therefore conducts ongoing analysis of safety performance indicators (Safety KPIs) at both the organizational and supplier levels, benchmarking them against industry standards to evaluate the effectiveness of its safety measures.

To ensure that occupational health and safety standards align with international governance frameworks, Sikarin has established a clear safety management structure. Senior executives are appointed as responsible parties to oversee operations under the occupational health and safety policy framework. Additionally, occupational health and safety goals are integrated into the performance evaluations of management, particularly department heads, to ensure that safety measures are embedded in all operational processes. The company's Board of Directors receives quarterly reports on workplace health and safety progress.

In implementing its health and safety operations, Sikarin adheres to international standards for medical services and has been accredited by the Joint Commission International (JCI). This certification encompasses organizational management systems, physical infrastructure, healthcare facility safety risk management, infection control systems, and the quality of patient care from admission to discharge.

Moreover, Sikarin has adopted proactive measures to prevent accidents and reduce health risks in the workplace, including collecting and analyzing accident data to identify suitable preventive actions, providing employee training on health and safety risk management, supplying effective personal protective equipment, and upgrading safety features-such as safer sharps disposal boxes-to reduce injury risks for healthcare personnel. Additionally, Sikarin encourages internal knowledge sharing on occupational health and safety to foster a strong organizational safety culture.

Sikarin's Occupational Health and Safety Policy

Sikarin is committed to maintaining a safe and healthy work environment for employees, patients, visitors, and all stakeholders. The company regards occupational health and safety management as an essential component of operating in the healthcare sector. Sikarin recognizes that stringent safety standards and effective management help enhance the quality of medical services, reduce health-related risks, and ensure the well-being of all individuals within its facilities. To achieve these goals, Sikarin has outlined the following key principles under its Occupational Health and Safety Policy:



- Applicability across all operations

  This policy applies to all departments, units, and work locations within Sikarin, including employees, contractors, volunteers, patients, visitors, and any individuals entering the hospital premises for services or work.

- Compliance with occupational health and safety standards and regulations

  Sikarin is committed to complying with all relevant national and international laws and standards on occupational health and safety, including guidelines from the Joint Commission International (JCI) standards, ensuring that the organization's safety practices exceed the minimum legal requirements.

- Continuous development and improvement of occupational health and safety management systems

  Sikarin emphasizes ongoing development and refinement of its health and safety management systems through the review and evaluation of policies, operational procedures, and practices. This is done to enhance risk management and elevate safety standards to align with best practices in the industry.

- Establishing priorities and safety action plans

  Sikarin conducts risk assessments to identify and prioritize health and safety risks and develops action plans with clearly defined objectives, timelines, and responsibilities. These plans are regularly monitored and adjusted according to the changing circumstances and emerging risks.

- Setting measurable goals to improve health and safety performance

  Sikarin sets measurable indicators to evaluate and enhance safety performance, such as accident rates, occupational injury rates, and absenteeism due to health issues. These metrics help ensure ongoing improvements in safety outcomes, employee well-being, and quality of life.

- Ensuring effective implementation of occupational health and safety

  The company's Board of Directors plays a critical role in overseeing and supporting occupational health and safety operations, with a focus on allocating adequate resources to effectively implement the policy and achieve set goals.

To ensure Sikarin's operations consistently align with occupational health and safety standards, the company has established proactive measures and a clear management framework that prioritizes accident prevention, health risk mitigation, and the creation of a safe work environment for employees, patients, and all stakeholders.

1. Occupational health and safety risk and hazard assessment

Sikarin identifies and analyzes risk factors that may impact the health and safety of employees and relevant parties at the workplace-such as contractors and business partners-by considering job nature, environment, and equipment used. This analysis supports the implementation of effective prevention and risk mitigation measures.

2. Prioritization of safety action plans

Sikarin defines measurable occupational health and safety goals and integrates them into its operational plans to systematically reduce accidents and occupational risks.

3. Emergency preparedness and response

Sikarin has developed emergency response plans for situations such as fires, disease outbreaks, and medical accidents. Regular drills are conducted to ensure employees can respond efficiently in emergency scenarios.

4. Monitoring progress in health and safety risk reduction

Sikarin continuously monitors its occupational health and safety performance to assess the effectiveness of implemented measures and refine practices as needed.

5. Internal audits on occupational health and safety

Periodic internal audits are conducted to ensure that health and safety measures are properly implemented and consistently improved in accordance with applicable standards.

6. External audits by independent agencies

Sikarin undergoes health, safety, and welfare audits by independent agencies to ensure alignment with international standards and legal requirements.

7. Incident monitoring and reporting

Sikarin has established processes to record, audit, and track workplace accidents, health concerns, and safety incidents to prevent recurrence and support continual improvement.

8. Occupational health and safety training

Sikarin prioritizes employee capacity-building through regular occupational health and safety training to raise awareness and foster a safety-first culture throughout the organization.

9. Integration of health and safety standards into procurement and contracts

Sikarin mandates that occupational health and safety requirements be part of its equipment procurement processes and supplier selection criteria to ensure that all goods and services meet the company's safety standards and specifications.

These operational approaches reflect Sikarin's commitment to enhancing its occupational health and safety standards in accordance with industry's best practices, aiming to create a safe environment and promote long-term well-being for both employees and service recipients.



Photo from Fire Drill

First Aid Training Drill

Basic firefighting training and departmental fire drills are organized at least twice a year, with building-wide fire evacuation drills conducted once annually (in all buildings). These exercises are conducted both during the day and at night. All firefighting equipment is inspected monthly to ensure readiness. Smoke and heat detection systems cover all areas within the hospital. A dedicated fire response team is stationed on-site at the hospital 24 hours a day. In addition, staff are sent to attend advanced firefighting training, and annual building safety inspections are conducted by professional fire safety officers.









Operational Safety Statistics

Sikarin places strong emphasis on developing personnel at all levels to enhance workplace safety standards, while promoting a culture of safety and employee well-being. Occupational health and safety knowledge development is central to Sikarin's operations, supported by ongoing training programs to ensure that employees can perform their duties safely and in compliance with international standards. Sikarin has set quantitative targets for workforce management to support workplace safety, with a goal of achieving an average training time of no less than 15 hours per person per year-an increase from the previous target of 10 hours. This increase reflects Sikarin's Commitment to equipping employees with safety knowledge, awareness, and skills.

Moreover, Sikarin's occupational health and safety policy emphasizes accident and occupational disease prevention, aiming for Zero Accidents and Occupational Illnesses to reduce operational risks and foster a safe and healthy work environment for staff. In terms of workforce management to promote employee engagement, Sikarin targets an employee engagement rate of no less than 80%, a key indicator of employee satisfaction and trust in the organization, as well as a reflection of a positive work culture. In addition, Sikarin focuses on retaining talented personnel by setting a target employee turnover rate of less than 10%, to minimize the loss of skilled human resources and maintain continuity in operations.

Continuous Improvement

Sikarin has plans to enhance its occupational health and safety standards by aligning its systems. This ensures that all operational processes adhere to strict safety protocols and effectively mitigate work-related risks. The company also plans to improve risk assessment and accident prevention processes by enhancing accident data collection and analysis, and implementing preventive measures such as improving the safety of sharps disposal containers and encouraging knowledge sharing among staff to prevent recurrence of incidents.

Additionally, Sikarin aims to foster a culture of safety through continuous occupational health and safety training for all staff levels, including simulation training to prepare for emergency situations and minimize the risk of errors. The company also plans to increase employee participation in safety reporting by developing a user-friendly platform that allows staff to report safety concerns without fear of repercussions. Furthermore, the occupational health data recording system will be improved for greater efficiency.

To strengthen implementation and follow-up on occupational health and safety measures, Sikarin will reinforce its monitoring and oversight systems by requiring quarterly reporting of occupational health and safety performance to the Board of Directors. This ensures that safety measures are aligned with established standards and that organizational goals are achieved in a tangible and measurable way.



Patients Safety

Target	Performance In 2024
Service recipient satisfaction rate of no less than 98%	96.81% OPD
Service recipient satisfaction rate of no less than 95%	98.55% IPD

Contribution to SDG



Relevant Stakeholders

Customers and Patients





Sikarin's Commitment

With the vision of

"Genuinely protecting society with innovation for societal well-being, aiming for sustainable growth,"

Sikarin Public Company Limited (Sikarin) is committed to continuously enhancing patient safety standards alongside the development of infrastructure, management systems, and personnel to ensure that patients receive the best treatment aligned with international standards. Sikarin is dedicated to operating in accordance with global standards to ensure safe and effective patient care while minimizing medical incidents. Sikarin recognizes that patient safety is a key factor in building trust among service users, which directly contributes to sustainable growth and leadership in Thailand's medical sector. Sikarin continuously improves and develops its safety systems in terms of infrastructure, medical processes, technology, and personnel capabilities, under clinical risk management principles and international standards such as Hospital Accreditation (HA) and Joint Commission International (JCI), including the use of digital technology and AI to enhance patient care efficiency.

Moreover, Sikarin emphasizes the engagement of employees at all levels to instill a culture of safety as a foundation of work practices. It also develops modern infrastructure and services, such as seven specialized medical institutes and eleven medical centers, to support complex patient conditions and employ advanced diagnostic and treatment technologies. This includes comprehensive hospital safety management, from infection prevention and control to medication management and educating patients and their families on safety practices.

Challenges and Opportunities

Today's medical service systems face numerous challenges, including the complexity of treatment processes, increasing patient demands, and technological changes that affect healthcare delivery. Sikarin recognizes the importance of enhancing patient safety standards to accommodate the growing number of patients and meet rising expectations for high-quality, prompt, and safe treatment. Additionally, the complexity of public health systems and stricter regulatory requirements necessitate the improvement of clinical risk management processes. A major challenge is the shortage of specialized medical personnel, which impacts the scope and quality of services. To address this, Sikarin prioritizes staff development through training programs in collaboration with educational institutions such as the Faculty of Nursing, Chulalongkorn University, and Burapha University. Technology is also leveraged to support treatment, including the use of Electronic Medical Records (EMR) to improve diagnostic accuracy and reduce medical errors, as well as the application of Artificial Intelligence (AI) and Big Data Analytics for patient health monitoring and treatment improvement.

At the same time, technological advancements present opportunities to enhance patient safety standards and increase hospital capabilities. Sikarin has invested in the development of medical infrastructure, such as specialized medical centers that utilize advanced diagnostic and treatment technologies to reduce treatment duration and enhance service efficiency. Additionally, the development of telemedicine platforms and remote patient monitoring systems facilitates convenient and safe access to healthcare services, reducing the need for hospital visits and the risk of infection. These advancements also support the growing trend of preventive healthcare.

Strategy and Management Approach

Sikarin prioritizes elevating patient safety standards by operating under the guidance of international organizations such as WHO Patient Safety and the Joint Commission International (JCI), alongside domestic regulatory requirements. This ensures the highest safety and efficiency in care processes. Sikarin is committed to improving infrastructure, technology, and human resources, promoting patient and family engagement, and managing systemic risks to prevent medical incidents.

Strengthening Safety Standards

Sikarin complies with Hospital Accreditation (HA) and international JCI standards to control and improve the quality of care in line with global best practices. An Adverse Events analysis system using Root Cause Analysis (RCA) is implemented to identify error causes, prevent recurrence, and enhance preventative measures. Sikarin has also developed an Incident Reporting System enabling staff to report errors and collaborate on solutions, focusing on learning rather than punishment. This foundation fosters a safety-oriented organizational culture.

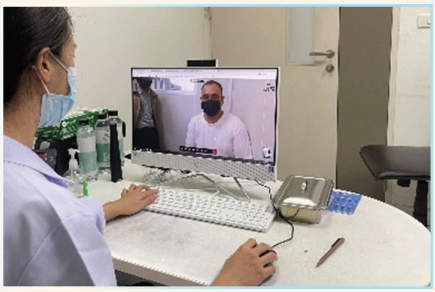
Furthermore, to ensure patient safety at every stage of treatment, Sikarin has adopted strict hygiene practices to prevent Hospital-Acquired Infections (HAIs), including infection control in operating rooms and medical service areas. The hospital has expanded the capacity of its Emergency Medical Institute to handle critical cases and upgraded its radiology center with modern diagnostic equipment for enhanced accuracy.

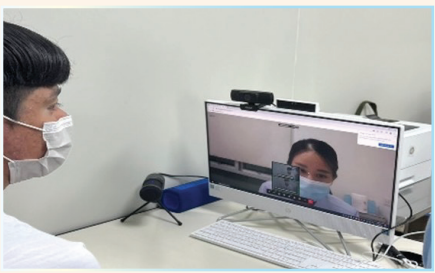
Leveraging Technology to Reduce Risks

Sikarin recognizes the role of technology in enhancing patient safety and has invested in Electronic Medical Records (EMR) systems to support physician decision-making, reduce data entry errors, and ensure continuity of care. The Barcoding Medication Administration (BCMA) system is also used to prevent medication errors by verifying drugs and patients via barcode before administration. Additionally, telemedicine and remote patient monitoring systems help reduce infection risks for patients who do not need to visit the hospital in person.

Enhancing Healthcare Services Through Telemedicine Technology

In recent years, medical technology has played a significant role in transforming how people receive healthcare-particularly during the COVID-19 pandemic, which underscored the urgent need for fast and safe access to healthcare services, even in remote areas or for individuals with mobility limitations. Recognizing the inequalities in healthcare accessibility, Sikarin saw an opportunity to leverage technology to address these challenges. As a result, the organization launched its Telemedicine program to create a comprehensive, accessible remote healthcare service model that aligns with the lifestyle of the digital era.





To prepare for the digital transition, Sikarin accelerated the development of digital platforms and technologies that enhance diagnostic accuracy, such as AI and Big Data Analytics, to monitor patients' health and proactively assess risks. These technologies allow physicians to predict symptoms in advance, reduce complications, and deliver timely treatment.

Staff Training and Capacity Development

Staff capacity development is a crucial factor in strengthening patient safety. Sikarin continuously provides training in Patient Safety and Infection Control to doctors, nurses, and medical staff, focusing on building a solid understanding of error prevention and effective emergency response. Additionally, Sikarin has introduced Simulation Training for emergency scenarios to ensure that staff are familiar with real-life situations and can handle critical conditions with precision. Sikarin also emphasizes promoting an organizational culture that supports open reporting of errors, focusing on learning and system improvement rather than punishment. Encouraging safety consciousness and effective teamwork among staff plays a key role in reducing the risk of medical errors.

Training in Cleaning and Disinfectio Procedures for Patient and Staff Hygiene

Sikarin provides training to hospital cleaning staff on proper cleaning techniques, including the correct and safe use of disinfectants, ensuring safety for both staff and service users. The training also promotes awareness around waste segregation and the proper use of personal protective equipment (PPE), enabling staff to work safely in alignment with Sikarin's policy.







Outbreak Preparedness – Simulation for Mpox Patient Response

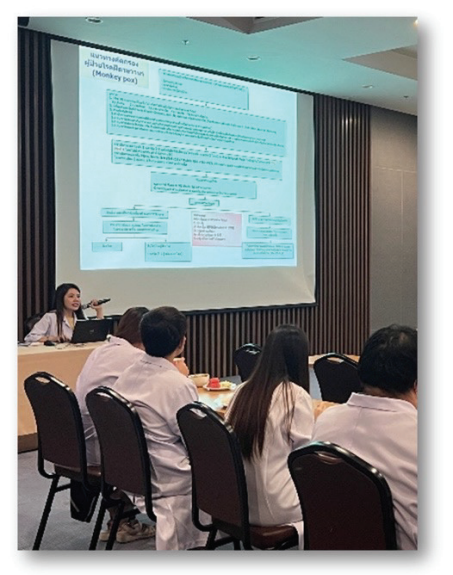
In an era where the world faces recurring emerging and re-emerging diseases, the ability to respond to public health emergencies is not only a test of healthcare systems but also a measure of public confidence in medical services. As a leader in Thailand's healthcare sector, Sikarin recognizes the need for systematic epidemic preparedness, especially for diseases like Mpox (Monkeypox), which has resurged in several countries, including Thailand.

Given the ease of transmission through close contact and the anxiety-inducing symptoms, Sikarin organized a "Simulation Drill for Suspected Mpox Cases" within its hospitals. The goal was to assess and enhance internal readiness across medical, management, and crisis communication aspects.

The simulation began with a real-time scenario to allow staff to practice patient screening at service points, isolation procedures, internal alert protocols, and secure medical record handling. The drill enabled all departments to coordinate effectively, identify system strengths and areas for improvement. In parallel, Sikarin held hands-on training for medical staff, covering comprehensive information on Mpox, self-protection protocols, proper use of PPE, and procedures for managing suspected patients-instilling staff confidence in responding to real events.

Moreover, Sikarin prioritizes coordination with public agencies such as the Department of Disease Control and the Ministry of Public Health to ensure that reporting and response protocols adhere to national standards and remain responsive to evolving outbreak situations.





Patient and Family Engagement

Sikarin believes that patient safety cannot be achieved solely by medical personnel-it requires active participation from both patients and their families. The hospital provides information and education on medical safety measures to ensure patients can make well-informed health decisions. In addition, Sikarin has developed a Patient Feedback System to gather patient opinions on the quality of care, using this feedback to improve treatment processes and enhance overall service effectiveness. Encouraging patients to take part in their own health management also includes preventive health guidance through the Be Better Wellness Center, which offers nutritional and holistic health consultations. Furthermore, Sikarin's specialized health institutes, such as the Heart Institute and the Gastrointestinal and Liver Institute, offer preventive consultation programs aimed at reducing the risk of chronic diseases and complications.

Risk Management and Service Continuity

To ensure uninterrupted delivery of medical services even in emergencies, Sikarin has developed a Business Continuity Plan (BCP) that covers risk management strategies in the event of pandemics, natural disasters, or other incidents that may disrupt healthcare services. The hospital also prioritizes medical waste and hazardous waste management, implementing environmentally friendly practices to minimize impacts on patient health and surrounding communities.

Annual Satisfaction Survey Result

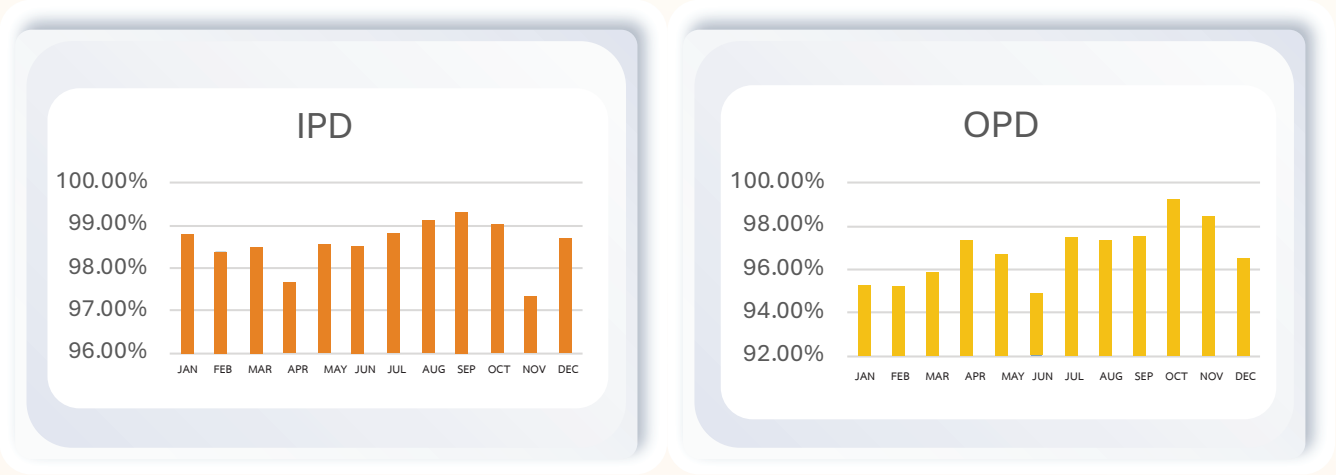


Table Showing Customer Satisfaction Survey

Overall Satisfaction	2022	2023	2023	Target
Overall OPD Satisfaction	96.26%	97.98%	96.81%	98.00%
Overall IPD Satisfaction	99.02%	99.19%	98.55%	95.00%

Sikarin conducts annual customer satisfaction surveys, mainly targeting both inpatient (IPD) and outpatient (OPD) service users. These surveys help identify issues of concern for patients and guide continuous improvement in service delivery.

Continuous Improvement

Sikarin remains committed to delivering healthcare services that are safe and of the highest quality. The hospital continues to focus on improving its infrastructure, adopting technology to reduce risks, providing ongoing staff training, promoting patient engagement, and implementing systematic risk management strategies. Through these approaches, Sikarin is confident in its ability to maintain the highest standards of patient safety, foster patient trust, and drive the organization's sustainable long-term growth.

Accessible Healthcare

Target

Organize at least 3 community health promotion activities per year

Performance In 2024

In 2024, more than three project were implemented

Contribution to SDG



Relevant Stakeholders



Sikarin's Commitment



Sikarin Public Company Limited (Sikarin) is committed to delivering the highest quality healthcare services to all patients, upholding international standards and excellence in care. The organization focuses on developing a comprehensive medical service system across all dimensions-including personnel, technology, and infrastructure-to ensure that patients receive care that is safe, effective, and tailored to their individual needs.

Believing that access to quality healthcare is a basic right for all, Sikarin is dedicated to expanding its services to cover both domestic and international patients. This includes enhancing the capabilities of its hospital network, launching specialized medical centers, and integrating digital technology to facilitate patient access. Sikarin also prioritizes the development of both physical and digital facilities, such as telemedicine systems, to make healthcare more accessible, reduce barriers related to distance and time, and streamline the service process to better align with modern lifestyles. All these efforts aim to ensure that patients receive the best possible care and equitable access to healthcare services.

Challenges and Opportunities

In an era of rapid advancement in medical technology and innovation, Sikarin faces challenges in adapting and integrating new technologies to improve service quality and efficiency. However, emerging technologies-such as artificial intelligence (AI), big data analytics, and digital health platforms-can pose accessibility challenges for certain patient groups, particularly the elderly or those living in remote areas who still rely on in-person services. Additionally, demographic changes in Thailand, such as a declining birth rate and an aging population, present challenges in allocating medical resources appropriately to meet the needs of diverse population groups. Economic disparities also continue to affect healthcare access for certain segments of the population, especially those without health insurance or those relying on limited government-funded healthcare programs.

Nevertheless, Sikarin sees these challenges as opportunities to strengthen its capabilities and expand services to meet evolving patient needs. This includes developing medical projects tailored to specific patient groups-such as increasing the number of specialized medical centers for chronic diseases in elderly patients, providing telemedicine services, and expanding preventive healthcare programs.

Strategy and Management Approach

To ensure that people have access to quality healthcare, Sikarin has developed proactive strategies to elevate medical treatment standards across all population groups. The focus includes infrastructure, technology, and services that meet the needs of patients across all ages and socioeconomic backgrounds.

Development of Specialized Medical Centers for Complex Diseases

Sikarin has launched advanced specialized medical centers to provide treatment for complex conditions requiring care from experienced medical specialists. Institutions such as the Heart Institute, Stroke and Neuroscience Institute, and Orthopedic Institute have been designed to serve patients needing high-standard specialty care, reduce waiting times, and increase access to effective treatments. Moreover, Sikarin has expanded its hospital capabilities to perform complex surgeries, including minimally invasive heart surgeries and knee replacement procedures, ensuring modern and safe treatment for patients.





Proactive Health Screening Services for Better Health

In addition to treatment services, Sikarin emphasizes disease prevention and screening to allow people to access healthcare before conditions become severe. The Sikarin Connect Mobile Hospital project was established to support the “Healthy Thailand” initiative by the Social Security Office, offering health check-ups at workplaces and in communities, reducing barriers related to distance and time. The hospital also provides cervical cancer screening using HPV DNA testing at the molecular level, enhancing the accuracy and speed of detecting abnormalities.

Beyond mobile check-up services, Sikarin has developed Special-Priced Health Check-Up Programs to ensure all population groups can access health screenings at affordable rates. These programs range from basic health check-ups to specialized packages, such as working-age check-ups, heart disease screening, and elderly care health programs—each offered at special prices to reduce financial burdens and promote preventive healthcare practices.



Integrating Digital Technology into Healthcare Services

To meet the evolving needs of patients in the digital era, Sikarin has invested in the development of a Customer Relationship Management (CRM) system to enhance service efficiency, reduce waiting times, and increase patient satisfaction. This technology enables doctors to closely monitor patients' conditions and allows patients to conveniently access their health information. Additionally, Sikarin has expanded its telemedicine services to offer online medical consultations, helping reduce travel-related costs and limitations, particularly for elderly individuals and those in remote areas. These technologies not only improve the efficiency of medical treatment but also make healthcare more accessible in all situations.

Extending Service Hours for Social Security Patients

To improve accessibility for patients under the Social Security Scheme, Sikarin has extended its service hours from the previous 08:00–20:00 to 24-hour service. This change offers more flexibility for insured individuals, aligning with their lifestyles and responsibilities. Moreover, Sikarin has introduced various service enhancements such as One Stop Service, which delivers high-quality medical treatment with international standards. The hospital provides access to specialist doctors across various fields, allowing for immediate treatment without the need for referrals. Patients can also combine their social security benefits with health insurance and other welfare schemes. Furthermore, Sikarin has developed an advance booking system via a mobile application to enable patients to manage their time efficiently, reduce long queues, and improve the overall patient experience.



Continuous Improvement

Sikarin is committed to enhancing access to comprehensive healthcare services by planning to expand its specialized medical centers to accommodate diseases requiring advanced and focused care. The hospital also aims to integrate medical technologies to shorten waiting times and increase diagnostic accuracy. In addition, Sikarin has outlined plans to strengthen its hospital network to boost service capacity, including the development of an efficient patient referral system through collaborations with partner hospitals. As part of its platform development, Sikarin will expand its Digital Health capabilities by linking patient data to a centralized system, enabling physicians to access medical histories in real-time. Furthermore, telemedicine services will be expanded to reach population groups with limited mobility, such as the elderly and patients with chronic conditions. The hospital is also developing a healthcare application that allows patients to monitor their symptoms and receive personalized health advice more conveniently.

Through these development plans, Sikarin is confident in its ability to improve access to high-quality healthcare for all population groups—through infrastructure, technology, and preventive care. These efforts will contribute to equitable healthcare access, reduce socioeconomic disparities, and build a robust and sustainable public health system for the future.

Community Health

Target

Organize at least 3 communities health promotion activities per year

Performance In 2024

In 2024, more than three projects were implemented

Contribution to SDG



Relevant Stakeholders

Customers and Patients

Communities, Societies and the Environment







Sikarin's Commitment

Sikarin Public Company Limited (Sikarin) is committed to enhancing the quality of life for communities and people surrounding its hospitals by promoting access to quality healthcare, reducing healthcare inequality, and fostering sustainable well-being. Guided by the belief that good healthcare should not be a privilege for a few, but a right accessible to all, Sikarin focuses on developing holistic community health initiatives that encompass health promotion, disease prevention, and public health education. Sikarin collaborates with government agencies, local organizations, and civil society in designing and implementing programs that truly respond to community needs. These include preventive health check-ups, disease screening, and healthcare support initiatives for vulnerable groups.

Challenges and Opportunities

In recent years, community healthcare has faced numerous challenges, including disparities in access to services, inconsistent quality of care across regions, and limitations in medical resources-particularly affecting the elderly, low-income populations, and those in rural areas. These challenges result in underserved groups not receiving equitable, quality care. Moreover, the rising demand for specialized medical services and long-term patient care driven by an aging society places additional pressure on the healthcare system and medical workforce. At the same time, economic slowdowns, inflation, and rising labor costs continue to increase the operating costs for healthcare institutions, requiring hospitals to manage resources more efficiently.

Nonetheless, advancements in medical technology and telemedicine represent key opportunities to improve access to timely and convenient medical services. Sikarin has adopted HealthTech innovations in its healthcare delivery-such as remote medical consultation systems, health-monitoring applications, and AI-based health data analytics-to enhance diagnostic accuracy and patient monitoring. Additionally, government policies aimed at positioning Thailand as a regional medical hub support hospitals in developing modern, internationally standardized healthcare networks. Government initiatives include investments in healthcare infrastructure and workforce development to meet the growing demand for medical services across the region. Medical tourism has also emerged as a key driver in expanding the foreign patient base and boosting the competitiveness of Thai hospitals internationally. Government policies such as the "30-Baht Universal Healthcare Anywhere" scheme and the adoption of telemedicine in public hospitals further increase access to healthcare for vulnerable populations, reduce treatment wait times, and promote the long-term sustainability of the national healthcare system.

Sikarin remains committed to promoting community health through initiatives and policies that ensure access to quality medical services, especially for vulnerable groups and remote communities. The company aims to establish a healthcare system accessible to all, reduce health inequalities, and improve the population's quality of life sustainably. Sikarin recognizes its role in supporting Thailand's ambition to become a regional Medical and Wellness Hub by implementing medical tourism programs, promoting Thai traditional medicine and herbal knowledge, and strengthening partnerships with public and private sectors to elevate healthcare services to international standards.

Furthermore, Sikarin plans to develop a Digital Primary Care system to bridge healthcare access gaps. This includes the use of telemedicine and AI to provide medical consultations, monitor chronic conditions, and promote mental health. These services are particularly useful for individuals who are unable to visit healthcare facilities, such as the elderly and bedridden patients.

Sikarin Connect Mobile Hospital Project

Based on stakeholder engagement findings, which identified the community, society, and environment as key stakeholders in Sikarin's operations, feedback indicated that there is a strong expectation for Sikarin to organize activities that enhance public health and quality of life. In response, Sikarin refined its corporate social responsibility initiatives to better meet community needs. One key initiative is the Sikarin Connect Mobile Hospital Project, which delivers medical services to people in remote areas under the Healthy Thailand policy of the Social Security Office, Ministry of Labor. The project offers preventive health check-ups, medical consultations, and basic healthcare services to reduce the financial and travel burdens on the public and enable early disease detection.

Sikarin places special emphasis on ensuring the mobile hospital project reaches insured persons under Section 33 and plans to expand services to informal workers in the future. In 2024, the mobile hospital project served over 100,000 individuals.









Accessible Health Check-up and Medical Consultation Programs

Sikarin implements a pricing policy that sets medical service fees at a moderate level, ensuring the public can access high-quality healthcare at affordable rates. The hospital organizes proactive health screening activities at workplaces to identify health risk factors and provide preventive healthcare guidance. In addition, Sikarin collaborates with agencies across seven provinces to offer screenings for common diseases, such as heart disease and diabetes, enabling timely treatment for those affected. Through these initiatives, 546,969 individuals were diagnosed and received necessary care in a timely manner.

Medical Collaboration with Government Agencies and Organizations

Sikarin has partnered with the Social Security Office under the Ministry of Labor on the MOU 515 Project, which enhances access to timely treatment and surgery for insured persons, particularly for conditions requiring specialized care such as cardiovascular diseases, stroke, kidney and gallbladder stones, and gynecological surgeries (e.g., uterus and ovaries). This collaboration reduces patient wait times and alleviates financial burdens. The project has been expanded to include Sikarin's network hospitals and private sector partnerships to provide health check-up services for employees in various organizations. In 2024 alone, over 3,300 insured patients have received treatment and surgeries under this initiative.

Development and Promotion of Community-Based Medical Personnel

Sikarin prioritizes the development of medical professionals through partnerships with academic institutions such as the Faculty of Nursing, Chulalongkorn University, and Burapha University. These collaborations focus on training and producing healthcare workers, including nurse aides, to ensure communities have access to qualified personnel. Sikarin has also launched a scholarship program for nurses, nurse aides, patient care assistants, and radiologic technologists to strengthen the public healthcare workforce. Since 2019, more than 250 scholarships have been awarded. Furthermore, specialized training programs are offered for nurses in critical care and geriatric care to meet the growing demands of an aging society.

In addition to the above, Sikarin runs initiatives with other groups to sustainably promote community health and ensure access to quality healthcare for all-forming the foundation for a strong and resilient society. Key initiatives include:

Youth Learning Promotion Activity: Smart Health to School

Education on dengue fever, influenza, and healthy eating through the Smart Health to School program with kindergarten groups, such as Double Trees International School Srinakarin Campus 25 students, Saint Joseph Thiphawan School 248 students, Theparak Kindergarten School 100 students, La Salle School 243 students, Song Wittaya Bearing School 91 students, Plengprasert Kindergarten School 212 students, and Charoenphong Kindergarten School 200 students.





Serving as a Training Ground for Healthcare Students and Enthusiasts

Sikarin has earned the trust of numerous educational institutions as a training ground for students seeking career experience in the healthcare field. With its readiness in terms of facilities, personnel, and technology, Sikarin has consistently welcomed students from various institutions for internships and practical training in areas such as medical support services including laboratories, radiology, and physiotherapy. Additionally, Sikarin collaborated with the Faculty of Engineering at Khon Kaen University to co-develop graduates under the cooperative education model, involving a total of 6 students from 17 June – 13 October 2024. Moreover, the Health Experience Practicum program offered opportunities for high school students interested in pursuing a medical career to attend short courses in healthcare business, gain hands-on experience in various departments, learn hospital operations, and interact with physicians. Upon completion, all participants received a certificate to include in their academic portfolio. In 2024, the program welcomed 95 students.





Sikarin places great importance on education and has participated in career guidance activities for 97 schools in the Eastern Bangkok area, enabling students to access education and future careers in the healthcare field.





To further promote sustainability, Sikarin organized the “Open House to Inspire Future Doctors” event. Medical professionals, nurses, and nutritionists provided health education to fifth- and sixth-grade students from Phonwitthaya School and Phonwitthaya Bilingual School. Students learned about oral and dental health care, toured various hospital departments such as the Emergency Medical Center, Magnetic Resonance Imaging Room, Orthopedic Center, Physical Therapy Unit, and Inpatient Ward, and were educated on proper medication use and healthy nutrition. The activity also included a cooking workshop featuring a fun sushi menu led by the hospital’s team of nutritionists.





Community Collaboration Projects to Solve Shared Issues

Following widespread educational and social challenges, particularly affecting children, youth, and the unemployed, Sikarin recognized that a key issue was the lack of educational and occupational opportunities for students due to economic hardship and geographic limitations. In response, Sikarin initiated a program to offer education and career paths to students in communities surrounding its three hospital branches. This led to the establishment of Bangkok Caregiving School with the aim of providing opportunities for students or individuals aspiring to work in hospitals or caregiving centers for children and the elderly. The school offers non-formal education in child and elderly care aligned with the Ministry of Education's curriculum and has been enrolling students since 2017. This initiative has helped reduce unemployment within the local population.



Photo from Teaching Activities at Bangkok Caregiving School

Project Output and Beneficiaries

Sikarin views the nursing assistant production project through Bangkok Caregiving School as beneficial to three groups:

1) the organization

2) students and their families

3) the community

1. Students who graduate from Bangkok Caregiving School do not have to pay tuition fees for the six-month course, which is fully sponsored by each hospital branch. As of now, the program is in its fifth cohort. Upon graduation, students are employed by the hospital branch in their respective local area, enabling them to secure jobs near their homes and care for their families when needed. They also possess lifelong healthcare skills certified by a legally recognized diploma.

2. Sikarin benefits by acquiring high-quality workers. The curriculum was designed to include organizational culture and operational systems, enabling new staff to work efficiently even during their probation period.

3. Sikarin becomes a center for healthcare learning and teaching, with instructors who are licensed nurses from the hospital and who continuously develop their knowledge to serve as competent mentors.

4. Communities where these students reside benefit from having qualified individuals who can provide appropriate assistance during emergencies, especially for children and the elderly. Educating and employing youth helps reduce social and family issues.

Projects Generating Tangible Outcomes such as Reducing Unemployment and Increasing Community Income

Students or individuals lacking educational opportunities due to economic hardship or unemployment have been given the chance to study at Bangkok Caregiving School. Sikarin has provided full scholarships for the entire program to more than 100 individuals. Upon graduation, they have been employed by the three hospital branches located in Bangkok, Samut Prakan, and Hat Yai . This has helped reduce unemployment, enabled employees to earn income to support their families, and allowed them to care for their local communities in cases of basic illness.

Photo of Practical Training Site



Sikarin Bangkok Hospital
976 Lasalle Road,
Bangna Tai, Bangna,
Bangkok 10260



Sikarin Samut Prakan Hospital
999/23-29 Sukhumvit
Road, Bang Pu Mai Subdistrict,
Mueang Samut Prakan District,
Samut Prakan 10280



Sikarin Hat Yai Hospital
169 Nipatsongkroh 1
Road, Hat Yai Subdistrict, Hat
Yai District, Songkhla 90110

hoto of Certificate Award Ceremony by the Principal of Bangkok Caregiving School







Project Impact Monitoring: Community Support or Social Problem-Solving

- Bangkok Caregiving School has produced six cohorts of medical support staff, totaling more than 100 individuals.
- Currently, 45 individuals are still working in hospitals and 22 are employed in other healthcare facilities. This enables them to earn a living and support their families, fulfilling the original intent of the scholarship program for underprivileged individuals. It reflects the organization's deeply rooted culture of being "reliable and standing alongside society."

Photo of Medical Supporters



Project 2 : Medical Care Collaboration with the Community to Solve Shared Issues (Congenital Heart Disease Screening for Children)

With Sikarin's development in cardiac care capacity, it has identified that some children with congenital heart disease lack access to necessary treatment. Sikarin has partnered with the Princess Galyani Vadhana Foundation and the Children's Heart Disease Foundation to support children's access to care through the "Sikarin for Children's Hearts" program. The initiative involves screening children suspected of having heart conditions. Now in its 16th year, the project has helped increase access to timely treatment for children with congenital heart disease.







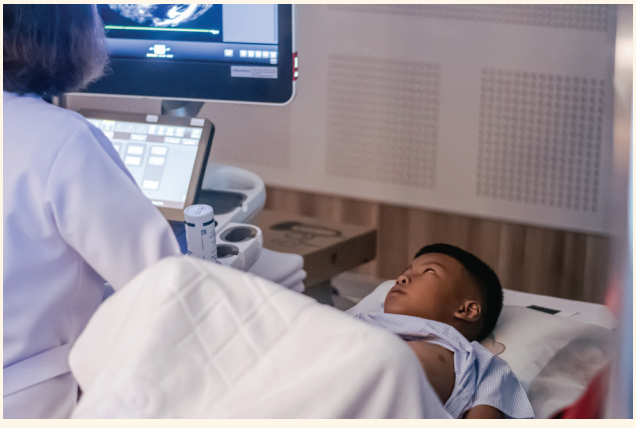


Photo of a Pediatric Cardiologist Screening Children Suspected of Having Heart Disease

Project Output and Beneficiaries

Children have received timely and effective treatment, allowing them to recover and enjoy a normal life with improved quality of life. Their families experience reduced anxiety and are better able to care for their children, strengthening family relationships. Children are able to participate in age-appropriate activities and childhood development.

Photo of a Pediatric Patient Diagnosed with Congenital Heart Disease Who Has Undergone Surgery







Projects Producing Tangible Outcomes such as Reducing Unemployment and Increasing Community Income

Over the past 16 years, Sikarin has screened 927 children suspected of having congenital heart disease. Of these, 657 were confirmed to need treatment, whether surgical or medical. These children are now able to attend school and carry out daily activities. Their parents are also able to work and earn income, thereby reducing financial stress and strengthening family bonds.

Table: Number of Children Screened for Congenital Heart Disease in the Past 3 Years

Number of children	2022	2023	2024
Total number of children screened	15	20	16
No heart disease	11	3	2
Heart disease with surgery required	2	1	2
Heart disease that can be treated with medication	2	16	12

Community Support Project Follow-up

Sikarin has served as a congenital heart disease screening center for children for 16 consecutive years and has expanded the initiative to southern communities by conducting screenings at Sikarin Hatyai. Children and their families incur no costs for these services. As a result, both children and their families have experienced improved quality of life. This initiative is a result of the collaboration between Sikarin and the Children's Heart Disease Foundation under the patronage of Her Royal Highness Princess Galyani Vadhana, aiming to increase access to care for children with congenital heart conditions.

Continuous Improvement

Sikarin plans to enhance digital technology to improve the efficiency of medical services by expanding the use of its Digital Health Platform and increasing access to Telemedicine services. This will enable the public to conveniently receive remote consultations and diagnoses. Sikarin is also in the process of developing and implementing AI systems to analyze health data, thereby improving the accuracy of medical diagnostics. Additionally, the development of a Health Monitoring program will allow individuals to conduct preliminary health checks and track their own health status more easily. In terms of healthcare workforce development, Sikarin plans to expand collaborations with academic institutions to increase the number of healthcare personnel, especially through assistant nurse training programs and local public health staff training to perform basic disease screening. Furthermore, Sikarin places emphasis on developing workplace health promotion programs to ensure employees can access health screenings and receive proper health behavior guidance. The Group also plans to expand its non-communicable disease (NCDs) prevention campaign to mitigate risks associated with diabetes, heart disease, and obesity.


HEALTH

Environmental Protection



Climate Resilience

Energy Management

Waste and Hazardous Waste Management

Water Stewardship



Climate Resilience



Target and Performance

Reduce GHG emissions Scope 1 and 2 by 3%
from based line year 2024 0%*

Contribution to SDGs



Relevance Stakeholders

Employees

Investors and Shareholders

Customers and Patients

Suppliers

Communities, Societies
and the Environment

Note: As Sikarin began collecting Scope 1 and 2 greenhouse gas emissions data for the first time in 2024, there is no progress data available for comparison with 2023.

Sikarin's Commitment

Sikarin Public Company Limited (Sikarin) recognizes the impact of climate change on business operations and the quality of life of the public. Sikarin is committed to minimizing the environmental footprint of its operations and strengthening the resilience of its hospitals against increasingly severe climate risks, including rising temperatures, natural disasters, and the evolution of infectious diseases. The company prioritizes environmentally friendly operations, aiming to reduce greenhouse gas emissions and improve hospital infrastructure to better adapt to climate change. In addition, climate protection measures contribute to creating a healthier environment for surrounding communities by improving air quality through carbon reduction, enhancing public health, easing the load on the national energy grid through the use of renewable energy, and serving as a role model for other businesses in environmental stewardship.

Challenges and Opportunities

Climate change poses challenges in managing energy, water, and waste within hospital operations. Energy consumption increases in line with the growing number of patients, leading to higher greenhouse gas emissions. Simultaneously, natural disasters such as floods and storms may disrupt hospital operations. Regulatory changes and more stringent environmental standards require Sikarin to adapt to new requirements such as carbon reduction and effective medical waste management. Additionally, growing public expectations for sustainable and eco-friendly healthcare services present both challenges and opportunities for Sikarin to evolve into a model green hospital. Rapid advances in medical technology and innovation require forward-looking investment in infrastructure that is adaptive to long-term change. Energy-efficient medical technologies and green building designs are integral to Sikarin's strategy for meeting these challenges.

Amid these challenges, Sikarin sees opportunities to integrate renewable energy and environmentally friendly technologies into its operations. Digital transformation and flexible infrastructure can enhance resource efficiency and significantly reduce carbon emissions. Collaborations with the public and private sectors in environmental and sustainability initiatives further strengthen Sikarin's capacity to lead in sustainable healthcare.

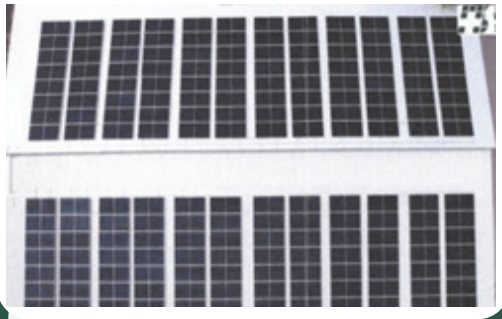
Strategy and Management Approach

With these goals in mind, Sikarin has developed climate adaptation strategies and targets to strengthen its long-term business resilience. A comprehensive climate adaptation policy has been established to guide all operational processes, ensuring that employees, partners, and stakeholders can align with clearly defined practices. Sikarin aims to reduce its greenhouse gas emissions by 3% by 2030 compared to its 2024 baseline. This target aligns with Thailand's national emissions reduction roadmap and supports global efforts to combat climate change.

To achieve this target, Sikarin has launched key initiatives focused on climate resilience. These initiatives include the use of renewable energy, adoption of environmentally friendly technology, and efficient resource management.

Solar Rooftop Project

Sikarin launched its solar rooftop project in 2024 as part of its greenhouse gas reduction strategy and commitment to renewable energy adoption. Solar panels were installed on the hospital's main building to generate clean energy and reduce dependence on fossil fuels.





This initiative has resulted in a reduction of more than 79.33 metric tons of carbon dioxide equivalent emissions in 2024. It also lowered electricity costs, allowing the hospital to reallocate the budget toward enhancing medical services. Additionally, the project raised awareness among staff and patients about the importance of clean energy and sustainable development.

Use of Electric Vehicles within the Hospital

Sikarin implemented an electric vehicle (EV) program for transporting patients within the hospital grounds. The objective is to reduce greenhouse gas emissions from fossil fuel-based vehicles and enhance comfort for patients and staff. EVs operate between hospital buildings and parking areas, reducing air and noise pollution. Sikarin also uses a portion of the electricity generated from the hospital's solar rooftop system to charge these vehicles.

The initiative has improved patient transport efficiency by reducing wait times within the hospital premises. It also enhances the hospital's image as an institution committed to clean energy and environmental sustainability.

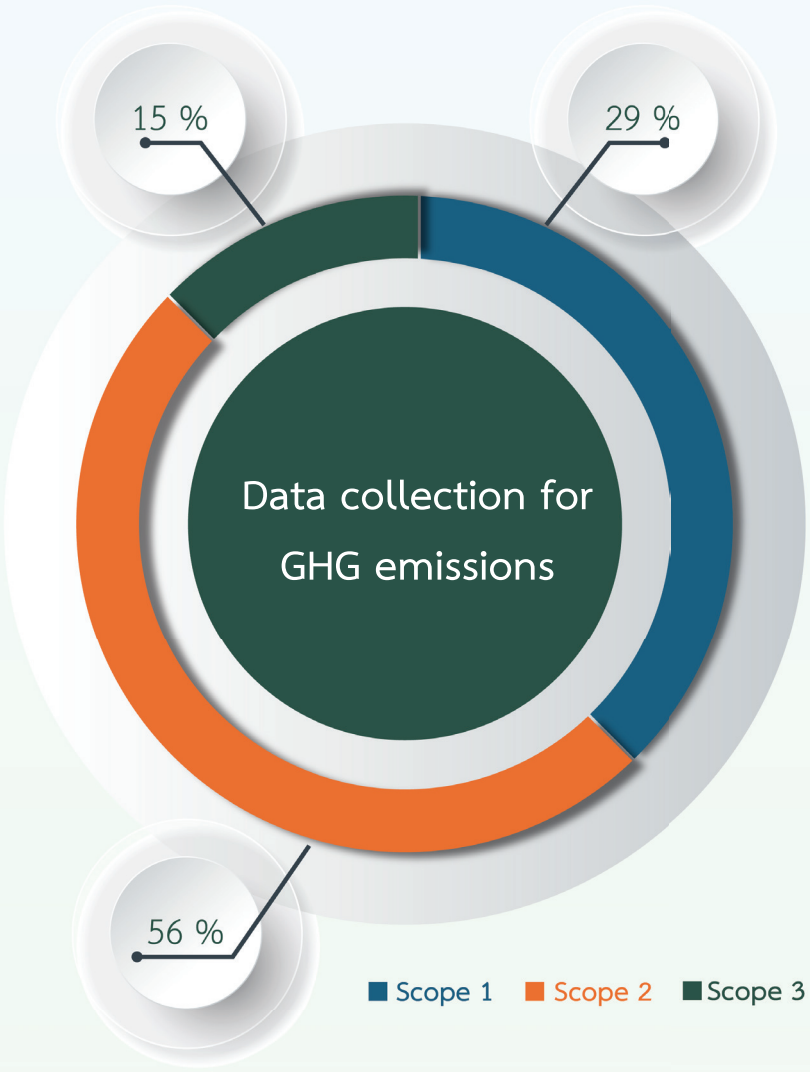




These commitments and actions led to a reduction in greenhouse gas emissions from certain activities in 2024. However, the overall emissions increased due to the growing number of patients receiving treatment throughout the year.

To demonstrate our commitment to minimizing environmental impacts, Sikarin began collecting data on Scope 3 greenhouse gas emissions in 2024. The total recorded emissions amounted to 2,236 tons of carbon dioxide equivalent, covering Category 3 (fuel- and energy-related activities) and Category 5 (waste generated in operations).

Greenhouse Gase Emissions Scope 1 in 2024	Greenhouse Gase Emissions Scope 2 in 2024	Greenhouse Gase Emissions Scope 3 in 2024
4,322 tons of carbon dioxide equivalent	8,249 tons of carbon dioxide equivalent	2,236 tons of carbon dioxide equivalent



Continuous Improvement

Sikarin plans to expand its renewable energy projects by increasing the area for solar panel installation on hospital buildings and developing energy storage technologies to ensure efficient use of clean energy. In addition, the hospital plans to expand its electric vehicle (EV) program and install EV charging stations to reduce reliance on fossil fuels. Sikarin is also developing intelligent energy and resource management systems using IoT technologies to enable real-time monitoring and optimization of energy consumption. Infrastructure resilience will be enhanced to withstand natural disasters, and climate emergency response plans will be developed to address unexpected situations. Moreover, Sikarin aims to foster greater employee and community engagement through training and collaboration with external organizations on sustainability projects. These efforts support the organization's goal of reducing greenhouse gas emissions by 3% by 2030 and strengthening its long-term sustainability and resilience.

Energy Management

Target

Reduce energy consumption by 3%
from based line year 2024

Performance In 2024

Increase 391%*

Contribution to SDGs



Relevance Stakeholders

Employees
Investors and Shareholders
Customers and Patients
Suppliers
Communities, Societies and the Environment

Remark*

In 2024, the data collection scope was expanded as follows:

In 2022 and 2023, fuel consumption data referred only to diesel fuel usage for generators (3 buildings) at Sikarin Hospital Bangkok.

In contrast, the 2024 data includes both Sikarin Hospital Bangkok and Sikarin Hospital Samut Prakan, covering the following types of energy and fuel consumption:

1) Diesel fuel for fire pumps and generators
2) Fuel for vehicles
3) LPG 48 kg

In 2024, the Company prepared data for organizational carbon footprint assessment, covering the carbon ootprint of Sikarin Public Company Limited.

Sikarin's Commitment

Sikarin Public Company Limited (Sikarin) is committed to enhancing and optimizing energy use in hospitals through various projects and measures aimed at reducing energy consumption. These include adjusting temperature control systems to suit operational areas, investing in energy-efficient technologies, and integrating energy conservation approaches into all levels of organizational operations. Furthermore, Sikarin emphasizes fostering an energy-conscious organizational culture by encouraging employees to participate in energy-saving practices, such as turning off unused lights and electrical devices, and using resources efficiently. This is to drive sustainable and tangible change, with long-term goals to reduce energy usage and increase renewable energy adoption in support of the Company's environmental and sustainability objectives.

With a continuous commitment to energy management improvement and development, Sikarin has been able to reduce energy costs, minimize environmental impact, and operate as a socially and environmentally responsible business-delivering value to all stakeholders.

Challenges and Opportunities

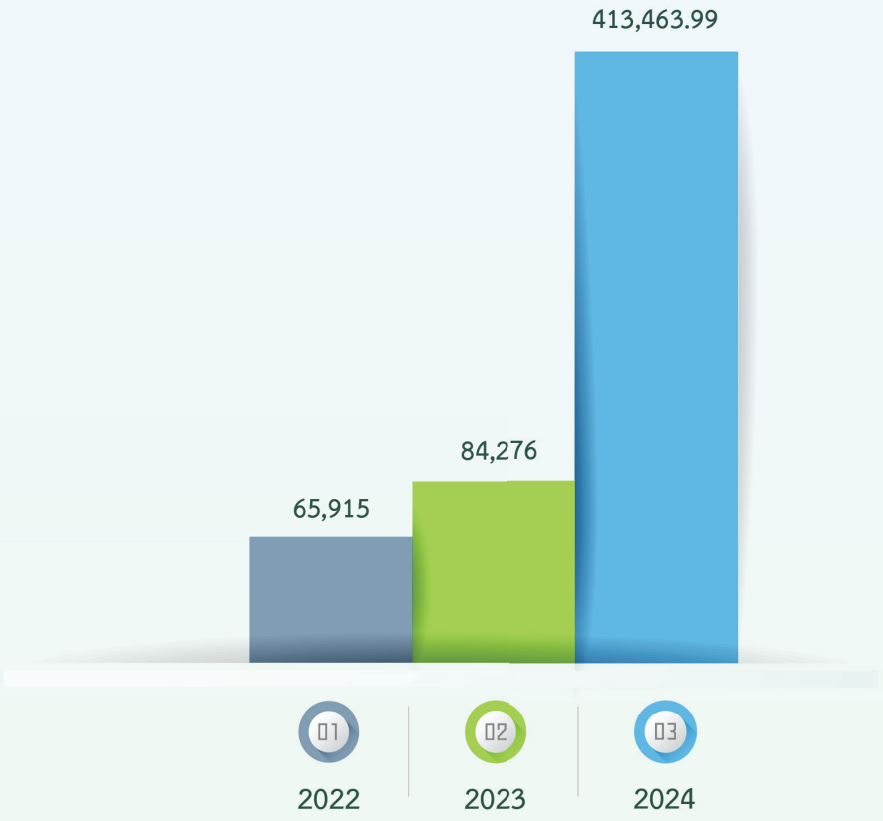
Energy management in hospitals faces several key challenges. One of the main factors is the need for continuous energy use 24 hours a day to support uninterrupted medical services. Additionally, high-tech medical equipment often requires substantial energy, resulting in persistently high hospital energy costs. Another critical issue is the stability of energy supply; hospitals must ensure reliable and sufficient energy sources to avoid disruptions in medical procedures. Moreover, hospitals must comply with strict environmental and hygiene standards.

However, effective energy management also presents significant opportunities, such as reducing operational costs through improved energy use, enhancing corporate image as a sustainability leader, increasing competitiveness in the private hospital sector, and preparing for stricter future environmental regulations and standards. The integration of renewable energy can also help reduce greenhouse gas emissions and strengthen organizational sustainability.

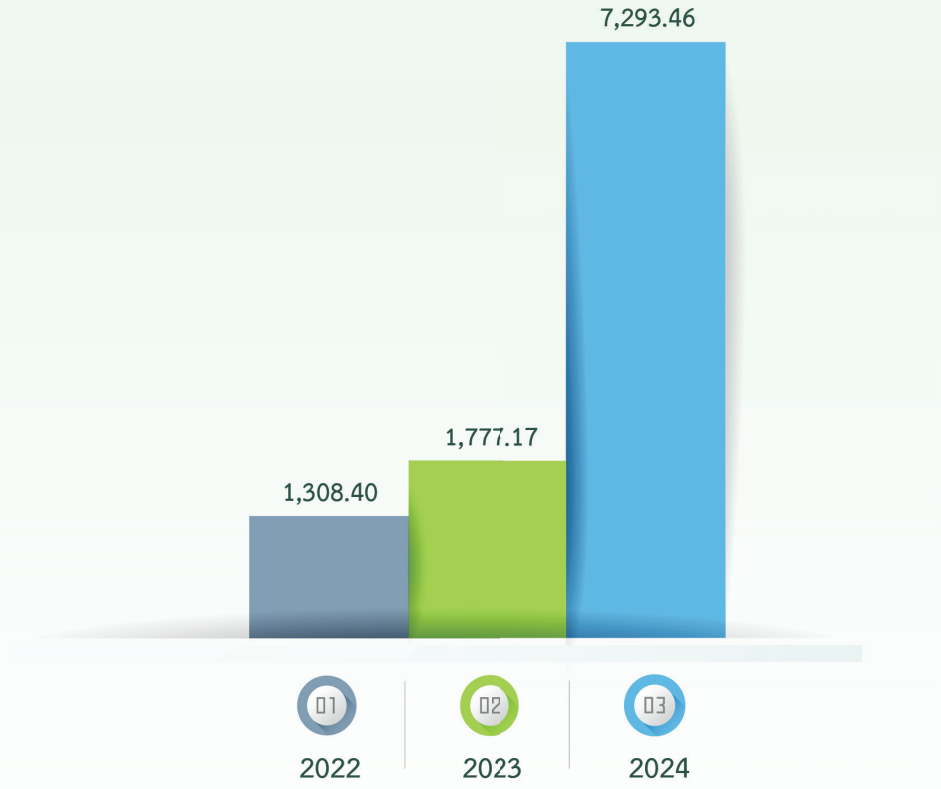
Strategy and Management Approach

Sikarin recognizes the importance of efficient energy use, as energy is a vital resource supporting hospital operations-from medical services to building infrastructure management. However, large-scale energy use can negatively impact the environment, such as through greenhouse gas emissions from electricity and heating systems. Sikarin is therefore committed to systematic energy management measures to mitigate these impacts and support sustainable organizational development. This includes aligning operations with international standards. The Company also promotes the use of modern technologies and enhances employee engagement in energy conservation to maximize resource efficiency.

To achieve maximum energy management efficiency, reducing consumption alone is not enough. Proactive measures must also address system efficiency, technological upgrades, and fostering organizational awareness of energy use. In the past year, Sikarin conducted assessments of major energy sources—such as air conditioning, heating systems, lighting, and high-energy-use medical equipment-to determine ways to reduce energy consumption without affecting service quality. Furthermore, Sikarin has established targets to reduce energy consumption and greenhouse gas emissions in line with the Sustainable Development Goals (SDGs) and related sustainability requirements.



Oil and Fuel Consumption (Liters)



Oil and Fuel Expenditures (Million baht)



Electricity Consumption (Kilowatt-hours)



Electricity Usage Expenditures (Million baht)

Key Energy Projects and Measures in 2024

Sikarin has implemented key energy management projects and measures to enhance energy efficiency, reduce environmental impacts, and promote sustainability as follows:

Switching to LED lighting

Covering all areas of the hospital, this measure helps reduce electricity consumption and lowers heat emissions within the building.

Installation of smart energy control systems

To monitor and analyze energy usage in real time, enabling efficient performance improvements and energy loss reduction.

Air conditioning system improvement

Utilizing high-efficiency air conditioning systems and optimizing temperature settings to reduce energy consumption while maintaining optimal cooling performance.

Promotion of renewable energy use

Installing solar panels in selected building areas to reduce reliance on external electricity sources.

Improvement of hot water system management

Applying technologies that help reduce energy use in the hospital's hot water system, such as energy-saving water heaters and renewable energy use.

Energy-saving activities and training programs

Raising staff awareness of the importance of efficient energy use through campaigns and training initiatives.

Installation of energy use detection devices

Controlling energy consumption in non-essential areas such as meeting rooms and unoccupied offices.

Energy Efficiency Training

In 2024, Sikarin organized staff training on energy efficiency to promote effective energy use within the organization. The main objective was to increase awareness and instill sustainable energy usage behavior in the hospital. The initiative included practical training sessions for all levels of personnel, from management to general staff, covering energy-saving practices at the workplace, tips for using electrical appliances efficiently, and methods to reduce energy use without compromising service quality. As a result, staff demonstrated greater awareness of energy efficiency, reduced electricity use in non-essential areas, and contributed to lowering energy expenses. Additionally, this project helped cultivate a long-term culture of sustainability within the organization.





Continuous Improvement

Sikarin has plans to implement additional projects to further improve energy management efficiency. These include expanding renewable energy systems through further installation of solar panels across various hospital areas and exploring the feasibility of developing a digital energy management system that incorporates artificial intelligence (AI) and the Internet of Things (IoT) for real-time monitoring and energy analysis. This will enable better forecasting and energy management. Moreover, Sikarin is encouraging hospital personnel to participate in energy-saving programs through an Energy Champion Employee initiative and plans to extend energy education and training projects to nearby communities to share knowledge and promote energy conservation practices more broadly in society.

Waste and Hazardous Waste Management

Target

Reduce hazardous medical waste by 3% from based line year 2024

Reduce waste to landfill by 3% from based line year 2024

Performance In 2024

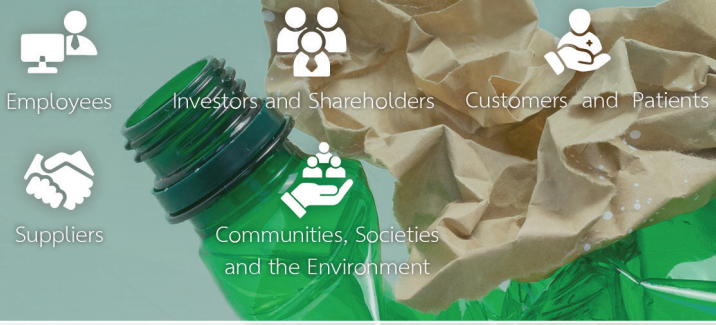
Increase by 0.14%*

Increase by 448%*

Contribution to SDG



Relevance Stakeholders



Remark*

In 2022 and 2023, the volume of non-hazardous waste and garbage reflects the weight of recyclable waste from Sikarin Bangkok Hospital.

In 2024, the volume of non-hazardous waste and garbage reflects data from:

Infectious Waste from Sikarin Bangkok Hospital.
Recycled Waste from Sikarin Bangkok Hospital.
Infectious Waste from Sikarin Samut Prakan Hospital.

* In 2024, the company compiled data for the organization's carbon footprint assessment, which includes the carbon footprint evaluation of Sikarin Public Company Limited. However, the calculation of non-hazardous waste volume does not yet cover general waste due to limitations in data collection.

Sikarin's Commitment

Sikarin Public Company Limited (Sikarin) recognizes the importance of managing waste and hazardous materials generated from hospital operations. The company is committed to implementing circular economy principles, reducing waste volume, and improving waste management processes in accordance with international standards to protect the environment and public health. Sikarin places emphasis on efficient and environmentally friendly management practices, aligning with the sustainability principles the organization has consistently upheld.

Sikarin also integrates advanced technologies into waste management to maximize efficiency, including waste sorting, recycling, and safe disposal. The company values the participation of all employees in waste reduction efforts and the promotion of environmentally friendly practices to foster a truly sustainable organizational culture.

Challenges and Opportunities

Waste and hazardous material management in hospitals is complex and challenging, particularly the increasing volume of infectious waste from medical operations, which requires strict control to prevent health and environmental risks. Furthermore, national and international legal and regulatory requirements mandate hospitals to dispose of waste in compliance with set standards. Non-compliance can negatively impact Sikarin both legally and reputationally.

Additionally, investment in hazardous waste treatment systems requires significant resources-budget, technology, and skilled personnel. Supply chain challenges also arise, as Sikarin must carefully select certified service providers that comply with stringent environmental standards to ensure proper and safe disposal.

Nevertheless, hazardous waste management presents opportunities for Sikarin to apply technology and innovation for effective monitoring and management. The use of digital systems to track waste management in real time and the development of circular economy approaches that enable certain types of waste to be reused or transformed reduce environmental impact. Furthermore, Sikarin can collaborate with public and private sectors to develop more efficient waste disposal solutions and exchange knowledge on managing infectious waste with expert organizations to strengthen a stable and sustainable waste management system in the long term.

Strategy and Management Approach

Sikarin is committed to developing a systematic strategy for managing waste and hazardous materials in line with international standards. Operations encompass reducing waste at the source, effective waste segregation, using environmentally friendly technology, and ensuring safe and transparent waste disposal. Sikarin prioritizes staff engagement and partnerships with external agencies to develop sustainable approaches that reduce environmental and community health impacts.

To ensure efficient hazardous waste management aligned with sustainability goals, Sikarin has implemented key measures as follows:

Installation of Waste Segregation Systems at Source

Sikarin has increased the number of designated waste segregation points throughout the hospital, focusing on maximizing segregation efficiency to reduce waste requiring disposal and increasing the rate of reuse.

Pollution-Free Medical Waste Disposal Technology

Sikarin uses an autoclave system to sterilize Medical supplies and equipment, minimizing contamination and emissions during the disposal process. Quality control and monitoring of the waste treatment process have also been enhanced.

End-to-End Waste Disposal Monitoring

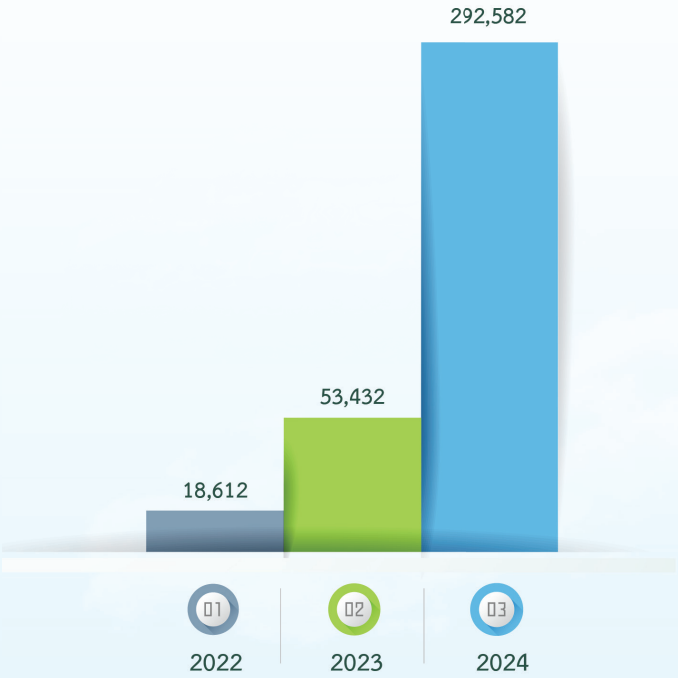
Sikarin employs digital systems to monitor waste management data to ensure transparency and compliance with defined standards for hazardous and medical waste disposal.

Waste Management Awareness and Culture Building

Sikarin organizes training and campaigns to encourage participation from staff at all levels, instilling waste reduction mindsets and fostering environmentally friendly practices within the organization.







Volume of Waste and Non-hazardous Waste (Kilogram)



Volume of Waste and Hazardous Waste (Kilogram)

Continuous Improvement

To ensure the effectiveness and alignment of waste and hazardous material management with sustainability objectives, Sikarin has outlined future plans to enhance sustainable waste management. This includes research and adoption of new technologies to reduce waste from medical procedures—such as converting infectious waste into renewable energy—and the application of AI and IoT to improve waste segregation processes. Sikarin also aims to increase recycling rates through partnerships with external agencies to develop systematic recycling programs for medical and plastic waste. The use of reusable materials across all hospital departments will be expanded.

In reducing single-use plastic waste, Sikarin plans to accelerate initiatives focused on switching to environmentally friendly alternatives and improving plastic waste reduction throughout the hospital's supply chain. The company also seeks to collaborate with public and private organizations to enhance standard-compliant and efficient waste management systems, including forming agreements with partners equipped with advanced waste treatment technology.

Water Stewardship

Target

Reduce water consumption by 5%
from based line year 2024

Performance In 2024

Increase by 31%*

Contribution to SDGs



Relevance Stakeholders

Employees
Investors and Shareholders
Customers and Patients
Suppliers
Communities, Societies and the Environment



Remark*

In 2024, the scope of data collection was expanded as follows:

In 2022 and 2023, water consumption data represented only Sikarin Hospital Bangkok.
In 2024, water consumption data represents:

- Sikarin Bangkok Hospital.
- Sikarin Samut Prakan Hospital.
- 4 Clinics (Bang Phli, Tai Baan, Suksawat, Sinsakorn)
- Phaholyothin Office

* In 2024, the company compiled data for the organizational carbon footprint assessment, which includes the Carbon Footprint for Organization (CFO) evaluation of Sikarin Public Company Limited.

Sikarin's Commitment

Sikarin Public Company Limited (Sikarin) recognizes the importance of water resources in hospital operations, which are essential for medical treatment and patient care. Sikarin is committed to conducting its business in an environmentally responsible manner by using water efficiently, reducing water loss, and implementing measures to preserve water quality in accordance with international standards. In addition, Sikarin emphasizes the development of water-efficient technologies and innovations, as well as encouraging employee and stakeholder participation in sustainable water management. These efforts aim to achieve tangible results in reducing environmental impacts and ensuring long-term water security. Sikarin also focuses on applying best practices in hospital utility systems, such as water-saving initiatives, water treatment and reuse systems, and reducing wastewater discharges that impact the environment. Furthermore, the company has plans to support efficient water use at the community level by collaborating with public and private organizations to promote sustainable water management. Sikarin recognizes that efficient water management enables business growth while fostering environmental responsibility, which is an integral part of the company's sustainable operations and long-term value creation for society.

Challenges and Opportunities

The medical industry requires large amounts of water for various processes, such as cleaning medical equipment, dialysis, air quality control in hospitals, and patient services. External factors such as climate change and water resource degradation may affect the reliability of clean water supply for hospitals. Thus, Sikarin must proactively implement water conservation and efficiency measures to mitigate risks related to water quantity and quality used in its operations.

Opportunities arising from efficient water management include operational cost savings from optimized water usage, enhanced corporate reputation as a sustainability-focused hospital, and readiness to comply with increasingly stringent water and wastewater regulations. Furthermore, developing water reuse projects and treatment technologies can improve the resilience of the hospital's water systems and generate added value for surrounding communities.

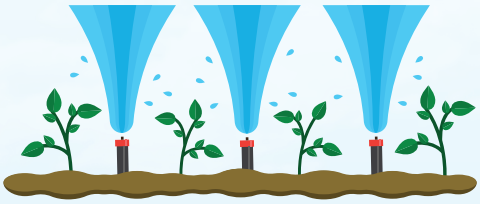
Strategy and Management Approach

Water is a critical resource for all aspects of hospital operations, including medical services, consumption, and hygiene maintenance. Sikarin understands the necessity of water for cleaning medical instruments, preparing medical supplies, and maintaining hygienic hospital environments. However, high water consumption may affect community water resources and the environment. Sikarin therefore emphasizes efficient water management to balance resource use and environmental conservation. The company has implemented various measures to reduce water usage and improve water treatment systems by employing modern technologies such as water-saving sanitary fittings, wastewater treatment systems for reuse, and leak detection systems in the plumbing network. Additionally, Sikarin conducts awareness programs for employees and stakeholders to instill a mindset of water conservation and efficient usage.

Reducing and Optimizing Water Use

Sikarin prioritizes reducing water consumption by installing water-saving sanitary devices throughout the hospital, as well as implementing water circulation systems in air conditioning and cooling systems to minimize water usage in the hospital's cooling processes. Moreover, Sikarin continuously monitors and repairs plumbing systems to reduce leaks and prevent unnecessary water loss, ensuring optimal water efficiency and reduced environmental impact.



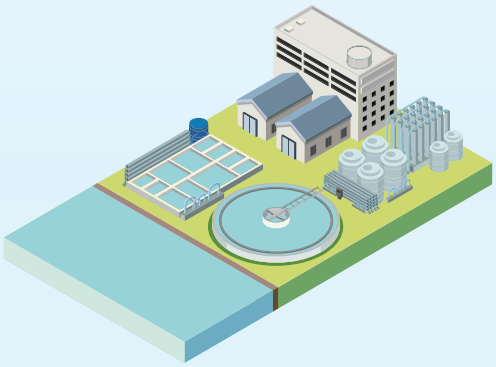


Wastewater Treatment and Reuse

Sikarin places importance on wastewater treatment and reuse by utilizing high-efficiency wastewater treatment systems that comply with environmental standards, ensuring that discharged water is safe for the environment. Additionally, feasibility studies are being conducted on reusing treated water for appropriate processes, such as irrigation and general cleaning. This approach helps reduce the demand for fresh water and improves water resource efficiency.

Effective Wastewater Management

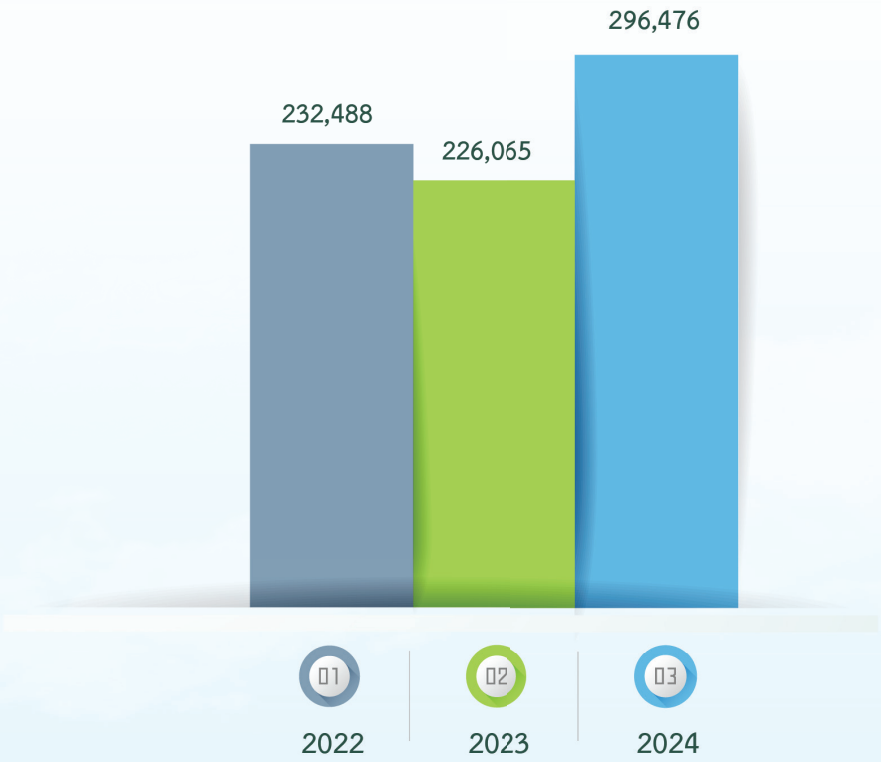
Sikarin categorizes wastewater and treats it through appropriate processes to ensure proper and safe waste disposal. The company also conducts regular quality checks of wastewater to meet legal requirements and healthcare industry standards, which helps minimize environmental impact and reinforce operational standards.





Fostering Sustainable Water Use Awareness

Sikarin emphasizes raising awareness and instilling a sustainable water use mindset by encouraging participation from all levels of staff in water-saving efforts and waste reduction. These initiatives are carried out through training sessions and communications that promote efficient water usage. These actions not only reduce internal water consumption but also foster long-term water conservation values among employees and related stakeholders.



Volume of Water Consumption (Cubic Meters)



Water Consumption Expenditures (Million baht)

Continuous Improvement

Sikarin plans to invest in technologies and systems that help minimize water loss, such as timely leak detection and repair, implementing water-saving measures, and exploring the reuse of treated water in non-potable processes. The company also organizes training and awareness programs to promote staff participation at all levels in water conservation efforts.





Appendix

- GRI Content Index


MEDICINE

Economic						
GRI	Indicator	Unit	2021	2022	2023	2024
Direct Economic Value Generated						
201-1	Total revenues	Million Baht	6,377.34	5,711.25	5,851.93	6,092.95
	Total operating income	Million Baht	1,834.34	1,328.48	1,161.60	869.12
	Total assets	Million Baht	8,089.66	8,818.21	9,246.45	9,619.83
	Total liabilities	Million Baht	2,503.45	1,919.82	1,800.92	1,879.08
	Total equity	Million Baht	5,586.21	6,898.39	7,445.53	7,740.75
	Total operating expenses	Million Baht	4,543.00	4,382.77	4,690.33	5,223.83
Financial assistance received from government						
201-4	Total monetary value of financial assistance received by the organization from any government	Million Baht	0	0	0	0
Market Presence						
202-1	Rations of standard entry level wage by gender compared to local minimum wage	Baht/Day	769.45	832.1	768.9	896.91
202-2	Percentage of top management at significant locations of operation that are hired from the local community.	%	100	100	100	100
Procurement Practices						
204-1	Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation	%	100	100	100	100
Economic Value Distributed						
201-1	Employee wages	Million Baht	597.25	686.87	727.39	849.30
	Employee benefits	Million Baht	11.39	22.69	28.32	30.91
	Operating cost	Million Baht	4,091.98	3,926.97	4,192.12	4,664.77
	Payments to government: Gross taxes	Million Baht	379.09	239.20	218.13	163.17
	Payments to providers of capital: Dividend payments	Million Baht	159.95	411.57	349.83	370.41
	Community investments	Million Baht	1.00	1.00	1.64	1.00
Financial implications and other risks and opportunities due to climate change						
201-2	Costs of actions taken to manage the climate change-related risk or opportunity	Million Baht	0	0	5.99	0

Corporate Governance						
Board Structure						
2-9	Total number of board members	Person	15	15	15	15
	Number of executive directors	Person	6	6	6	6
	Number of non-executive directors (excl. independent directors)	Person	3	3	3	3
	Number of independent directors	Person	6	6	6	6
Non-executive Chairman/Lead Director						
2-11	Number of years that company adopt approach the "Chairman is non-executive and independent"	Year	7	8	9	10
Board Gender Diversity						
2-9	Female board member	Person	0	0	0	0
	Male board member	Person	15	15	15	15
Board Effectiveness						
2-15	Average board meeting attendance	%	100	100	100	100
	Minimum of attendance for all members required	%	66.67	66.67	66.67	66.67
	Number of non-executive/ independent directors with 4 or less other mandates	Person	15	15	15	14

	Number of other mandates for non-executive/independent directors restricted to	Company	5	5	5	5
2-18	Result from board performance review: Regular self assessment	%	-	-	98.77	99.25
	Result from board performance review: regular independent assessment	%	-	-	96.94	98.12
Board Average Tenure						
2-9	Average tenure of board members	Year	11.20	12.20	13.20	14.20
Board Industry Experience						
	Number of board members that have relevant working experience in company's sector according to GICS level 1 sector classification	Person	15	15	15	15

Compliance & Codes of Conduct						
Anti-corruption						
205-1	Operations assessed for risk related to corruption					
	Total number of operations	Operation	3	3	3	3
	Percentage of total operations	%	100	100	100	100
Communication about anti-corruption policies and procedures and CoC to governance body						
205-2	Total number and percentage of governance body members that the organisation's anti-corruption policies and procedures and CoC have been communicated to	Person	15	15	15	15
		%	100	100	100	100
	Total number and performance of governance body members that the organisation's anti-corruption policies and procedures and CoC have been communicated to, by country					
	Thailand	Person	15	15	15	15
		%	100	100	100	100
Communication about anti-corruption policies and procedures and CoC to employee						
205-2	Employees that anti-corruption policies and procedures and CoC have been communicated to	Person	2,494	2,694	2,946	3,173
		%	100	100	100	100
	Total number and percentage of employees that anti-corruption policies and procedures and CoC have been communicated to, by employee category					
	Top management (CEO-1, CEO-2 : COO, EVP or SVP)	Person	21	22	17	19
		%	100	100	100	100
	Middle management (CEO-3, CEO-4 : SVP, VP or AVP)	Person	69	70	74	80
		%	100	100	100	100
	Management (CEO-5, CEO-6 : AVP, GM or DM)	Person	106	125	125	129
		%	100	100	100	100
	Officer (CEO-7, CEO-8 : SM, Officer, Staff)	Person	2,298	2,477	2,730	2,945
		%	100	100	100	100
	Total number and percentage of employees that anti-corruption policies and procedures and CoC have been communicated to, by country					
	Thailand	Person	2,494	2,694	2,946	3,173
		%	100	100	100	100
Communication about anti-corruption policies and procedures and CoC to contractors, subsidiaries and business partners						
205-2	Contractors, subsidiaries and business partners that anti-corruption policies and procedures and CoC have been communicated to	Entity	253	297	327	312
		%	100	100	100	100
	Total number and percentage of contractors subsidiaries and business partners that anti-corruption policies and procedures and CoC have been communicated to, by country					
	Thailand	Person	253	297	327	312
		%	100	100	100	100

Communication about anti-corruption policies and procedures and CoC to JVs						
205-2	JVs that anti-corruption policies and procedures and CoC have been communicated to	Entity	-	-	-	-
		%	-	-	-	-
	Total number and percentage of JVs that anti-corruption policies and procedures and CoC have been communicated to, by country					
	Thailand	Entity	-	-	-	-
		%	-	-	-	-
Training about anti-corruption policies and procedures and CoC to governance body						
205-2	Total number and performance of governance body members that the organization's anti-corruption policies and procedures and CoC have been trained to, by country					
	Thailand	Person	15	15	15	15
		%	100	100	100	100
Training about anti-corruption policies and procedures and CoC to employee						
205-2	Employees that anti-corruption policies and procedures and CoC have been trained to	Person	2,494	2,694	2,946	3,173
		%	100	100	100	100
	Total number and percentage of employees that anti-corruption policies and procedures and CoC have been trained to, by employee category					
	Top management (CEO-1, CEO-2 : COO, EVP or SVP)	Person	21	22	17	19
		%	100	100	100	100
	Middle management (CEO-3, CEO-4 : SVP, VP or AVP)	Person	69	70	74	80
		%	100	100	100	100
	Management (CEO-5, CEO-6 : AVP, GM or DM)	Person	106	125	125	129
		%	100	100	100	100
	Officer (CEO-7, CEO-8 : SM, Officer, Staff)	Person	2,298	2,477	2,730	2,945
		%	100	100	100	100
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	Thailand	Person	2,494	2,694	2,946	3,173
		%	100	100	100	100
Training about anti-corruption policies and procedures and CoC to contractors, subsidiaries and business partners						
205-2	Contractors, subsidiaries and business partners that anti-corruption policies and procedures and CoC have been trained to	Entity	253	297	327	312
		%	100	100	100	100
	Total number and percentage of contractors, subsidiaries and business partners that anti-corruption policies and procedures and CoC have been trained to, by country					
	Thailand	Person	253	297	327	312
		%	100	100	100	100
Number of breaches against code of conduct reported						
	Code of Conduct Complaint					
2-27	Corruption / Fraud / bribery	Case	0	0	0	0
205-3	Conflict of interest	Case	0	0	0	0
206-1	Regulatory compliance	Case	0	0	0	0
406-1	Antitrust / Anticompetitive	Case	0	0	0	0
416-2	Discrimination and Harassment	Case	0	0	0	0
418-1	Other Complaint		0	0	0	0
	Social and Community	Case	0	0	0	0
	Environment	Case	0	0	0	0
	Products and Packages	Case	0	0	0	0
	Human Rights	Case	0	0	0	0
	Occupational Health and Safety	Case	0	0	0	0
	Data Privacy / data breach	Case	0	0	0	0

Number of substantiated cases						
205-3	Code of Conduct Complaint					
206-1	Corruption / Fraud / bribery	Case	0	0	0	0
406-1	Conflict of interest	Case	0	0	0	0
416-2	Regulatory compliance	Case	0	0	0	0
418-1	Antitrust / Anticompetitive	Case	0	0	0	0
	Discrimination and Harassment	Case	0	0	0	0
	Other Complaint					
	Social and Community	Case	0	0	0	0
	Environment	Case	0	0	0	0
	Products and Packages	Case	0	0	0	0
	Human Rights	Case	0	0	0	0
	Occupational Health and Safety	Case	0	0	0	0
	Data Privacy / data breach	Case	0	0	0	0
Number of cases under investigation						
	Code of Conduct Complaint					
	Corruption / Fraud / bribery	Case	0	0	0	0
	Conflict of interest	Case	0	0	0	0
	Regulatory compliance	Case	0	0	0	0
	Antitrust / Anticompetitive	Case	0	0	0	0
	Discrimination and Harassment	Case	0	0	0	0
	Other Complaint					
	Social and Community	Case	0	0	0	0
	Environment	Case	0	0	0	0
	Products and Packages	Case	0	0	0	0
	Human Rights	Case	0	0	0	0
	Occupational Health and Safety	Case	0	0	0	0
	Data Privacy / data breach	Case	0	0	0	0
Compliance with Laws and Regulations						
2-27 206-1	Total fines for non-compliance with laws and regulations, by category	Baht	0	0	0	0
	Code of Conduct Complaint					
	Corruption / Fraud / bribery	Case	0	0	0	0
	Conflict of interest	Case	0	0	0	0
	Regulatory compliance	Case	0	0	0	0
	Antitrust / Anticompetitive	Case	0	0	0	0
	Discrimination and Harassment	Case	0	0	0	0
	Other Complaint					
	Social and Community	Case	0	0	0	0
	Environment	Case	0	0	0	0
	Products and Packages	Case	0	0	0	0
	Human Rights	Case	0	0	0	0
	Occupational Health and Safety	Case	0	0	0	0
	Data Privacy / data breach	Case	0	0	0	0

Number of patient treated						
	Total number of patient treated	Male Patient	509,227	607,789	597,594	638,491
		Female Patient	617,717	766,806	751,260	812,146

Political Influence						
Political contribution and other spending						
415-1	Contribution made to lobbying, interest representation or similar	Million Baht	0	0	0	0
	Contribution made to Local, regional or national political campaigns / organizations / candidates	Million Baht	0	0	0	0
	Contribution made to Trade associations or tax-exempt groups (e.g. think tanks)	Million Baht	0	0	0	0
	contribution made to Other (e.g. spending related to ballot measures or referendums)	Million Baht	0	0	0	0

Supply Chain Management						
308-1	Total number of suppliers	Entity	963	863	914	960
414-1	Total number of tier-1 suppliers	Entity	963	863	914	960
204-1	Total number of critical tier-1 supplier	Entity	61	55	58	70
	Total number non tier-1 supplier	Entity	0	0	0	0
	Total number of critical non tier-1 supplier	Entity	0	0	0	0
	Proportion of spending on local suppliers in Thailand	%	100	100	100	100
	Number and percentage of new suppliers that were screened using environmental criteria	%	-	-	-	100
	Number and percentage of new suppliers that were screened using social criteria	%	-	-	-	100
Supplier risk assessment						
308-2	Tier-1 suppliers assessed in the last 3 years	Entity	327	316	331	316
414-2	Critical non tier-1 suppliers assessed in the last 3 years	Entity	0	0	0	0
	Tier-1 suppliers classified as high-sustainability risk	Entity	0	0	0	0
	Critical non tier-1 suppliers classified as high-sustainability risk	Entity	0	0	0	0
Systematic supplier risk assessment						
308-2	Critical supplier (tier-1 and non tier-1) assessed annually	Entity	0	0	0	0
414-2	Critical supplier (tier-1 and non tier-1) assessed every 3 years	Entity	0	0	0	0
	High-sustainability risk supplier assessed annually	Entity	0	0	0	0
	High-sustainability risk supplier assessed every 3 years	Entity	0	0	0	0
	current suppliers with high sustainability risk where gaps have been identified have corrective action plans.	%	0	0	0	0
	Percentage of current suppliers with corrective action plans that have improved their ESG performance within 12 months of the plan's launch	%	0	0	0	0

Information Security/Cybersecurity						
System certification						
	IT System Certified	%	100	100	100	100

Environmental						
Energy Consumption						
	Energy consumption[1]	KWh	-	12,193,736	13,150,000	16,529,539
	Energy consumption[1]	Million Baht	-	38,384.35	63,065.63	70,878.08

Remark 1: In 2024, SKR expanded the scope of data collection as follows:

In 2022 and 2023 the energy consumption data came from Sikarin Bangkok

In 2024, the energy consumption data came from Sikarin Bangkok, Sikarin Samut Prakarn, 4 clinics (Bang Phli, Tai Baan, Suksawat, and Sinsakorn), and Phaholyothin office

	Volume of oil and fuel consumption[2]	Liter	-	65,915	84,276	413,463.99
	Energy and fuel expenses[2]	Million Baht	-	1,308.40	1,777.17	7,293.46

Remark 2: In 2024, SKR expanded the scope of data collection as follows:

In 2022 and 2023, the volume of oil and fuel consumption was recorded and displayed for the generators (3 buildings) at Sikarin Bangkok.

Meanwhile, in 2024, the volume of oil and fuel consumption was expanded to include data from Sikarin Bangkok and Sikarin Samut Prakarn, with data collection covering the following categories:

1. Diesel consumption for Fire Pump and Generator
2. Fuel consumption for company vehicles
3. LPG 48 kg cylinders

Greenhouse Gas Emission

305-1	Direct GHG Emission	Ton CO_2e	-	-	-	4,322
305-2	Indirect GHG Emission	Ton CO_2e	-	-	-	8,249
305-3	Other Indirect GHG Emission	Ton CO_2e	-	-	-	2,236

Waste

	Total waste generated[3]	Kilogram	-	23,832	60,672	299,832
	Hazardous waste[3]	Kilogram	-	5,220	7,240	7,250
	Non-hazardous waste[3]	Kilogram	-	18,612	53,432	292,582

Remark 3: In 2024, the data collection scope was expanded as follows:

In 2022 and 2023, non-hazardous waste and infectious waste data were recorded and displayed for Sikarin Bangkok.

Meanwhile, in 2024, non-hazardous waste data were expanded and displayed as follows:

Infection waste of Sikarin Bangkok

Recyclable waste of Sikarin Bangkok

Infection waste Sikarin Samut Prakarn

Water and Effluents

303-3	Water consumption[4]	cubic meters	-	232,488	226,065	296,476
	Water consumption[4]	Million Baht	-	3,978.50	4,057.42	5,094.90

Remark 4: In 2024, SKR expanded the scope of data collection as follows:

In 2022 and 2023 the energy consumption data came from Sikarin Bangkok.

In 2024, the energy consumption data came from Sikarin Bangkok, Sikarin Samut Prakarn, 4 clinics (Bang Phli, Tai Baan, Suksawat, and Sinsakorn), and Phaholyothin office

Social

Employee

GRI	Indicator	Unit	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
2-7	Total number of workforce	Person	471	2,276	497	2,494	544	2,729	562	2,923
		% of total workforce	17.15	82.85	16.62	83.38	16.62	83.38	16.13	83.87
	Total employee	Person	406	2,088	425	2,269	461	2,485	483	2,690
		% of total employee	16.28	83.72	15.78	84.22	15.65	84.35	15.22	84.78
	Total part-time employee	Person	12	19	11	21	11	17	13	24
		% of total employee	38.71	61.29	34.38	65.63	39.29	60.71	0.41	0.76
Total employee by location										
2-7	Thailand	Person	406	2,088	425	2,269	461	2,485	483	2,690
		% of total employee	16.28	83.72	15.78	84.22	15.65	84.35	15.22	84.78
Total Employee by level										
405-1	Top management	Person	15	6	16	6	11	6	12	7
		% of total employee	0.60	0.24	0.59	0.22	0.37	0.20	0.38	0.22

	Middle management	Person	17	52	17	53	20	54	21	59
		% of total employee	0.68	2.09	0.63	1.97	0.68	1.83	0.66	1.86
	Management	Person	13	93	17	108	17	108	21	108
		% of total employee	0.52	3.73	0.63	4.01	0.58	3.67	0.66	3.40
	Employee	Person	361	1,937	375	2,102	413	2,317	429	2,516
		% of total employee	14.47	77.67	13.92	78.03	14.02	78.65	13.52	79.29
Total Employee by age group										
405-1	<30 years	Person	134	1,061	149	1,157	172	1,292	172	1,383
		% of total employee	5.37	42.54	5.53	42.95	5.84	43.86	5.42	43.59
	30-50 years	Person	219	901	216	965	234	1,036	252	1,128
		% of total employee	8.78	36.13	8.02	35.82	7.94	35.17	7.94	35.55
	>50 years	Person	53	126	60	147	55	157	59	179
		% of total employee	2.13	5.05	2.23	5.46	1.87	5.33	1.86	5.64
Total employee by nationality										
405-1	Thai	Person	402	2,081	421	2,261	457	2,473	479	2,676
		% of total employee	16.12	83.44	15.63	83.93	15.51	83.94	15.10	84.34
	Others	Person	4	7	4	8	4	12	4	14
		% of total employee	0.16	0.28	0.15	0.30	0.14	0.41	0.13	0.44
Total employee of other minorities										
405-1	People with disability	Person	5	6	5	6	5	5	4	5
		% of total employee	0.20	0.24	0.19	0.22	0.17	0.17	0.13	0.16
Doctors										
	Full-time doctor	Person	85	81	83	91	78	90	98	102
		% of total employee	3.41	3.25	3.08	3.38	2.65	3.05	3.09	3.21
	<30 years	Person	3	8	2	9	0	10	3	9
		% of total employee	0.12	0.32	0.07	0.33	0.00	0.34	0.09	0.28
	30-50 years	Person	61	69	60	76	58	74	69	85
		% of total employee	2.45	2.77	2.23	2.82	1.97	2.51	2.17	2.68
	>50 years	Person	21	4	21	6	20	6	26	8

		% of total employee	0.84	0.16	0.78	0.22	0.68	0.20	0.82	0.25
	Part-time doctor	Person	316	245	320	230	275	207	295	220
		% of total employee	12.67	9.82	11.88	8.54	9.33	7.03	9.30	6.93
	<30 years	Person	57	48	53	34	26	15	28	8
		% of total employee	2.29	1.92	1.97	1.26	0.88	0.51	0.88	0.25
	30-50 years	Person	199	178	211	172	198	167	211	183
		% of total employee	7.98	7.14	7.83	6.38	6.72	5.67	6.65	5.77
	>50 years	Person	60	19	56	24	51	25	56	29
		% of total employee	2.41	0.76	2.08	0.89	1.73	0.85	1.76	0.91
Full-time employee by work category										
	Clinical Staff (excluding doctors) (e.g. nurses, pharmacists, physical therapists, radiologic technologists and medical scientists)	Person	115	1,356	126	1490	142	1,650	156	1,808
		% of total employee	4.61	54.37	4.68	55.31	4.82	56.00	4.92	56.98
	<30 years	Person	59	767	72	848	82	954	92	1037
		% of total employee	2.37	30.75	2.67	31.48	2.78	32.38	2.90	32.68
	30-50 years	Person	45	550	43	588	49	634	54	691
		% of total employee	1.80	22.05	1.60	21.83	1.66	21.52	1.70	21.78
	>50 years	Person	11	39	11	54	11	62	10	80
		% of total employee	0.44	1.56	0.41	2.00	0.37	2.10	0.32	2.52
	Support staff	Person	291	732	299	779	319	835	327	882
		% of total employee	11.67	29.35	11.10	21.92	10.83	28.34	10.31	27.80
	<30 years	Person	75	294	77	309	90	338	80	346
		% of total employee	3.01	11.79	2.86	11.47	3.05	11.47	2.52	10.90
	30-50 years	Person	176	361	178	387	186	409	198	437
		% of total employee	7.06	14.47	6.61	14.37	6.31	13.88	6.24	13.77
	>50 years	Person	40	77	44	83	43	88	49	99
		% of total employee	1.60	3.09	1.63	3.08	1.46	2.99	1.54	3.12
Part-time employee by work category										
	Clinical Staff (excluding doctors) (e.g. nurses, pharmacists, physical therapists, radiologic technologists and medical scientists)	Person	3	13	3	14	3	11	3	15
		% of total employee	0.12	0.52	0.11	0.52	0.10	0.37	0.09	0.47
	<30 years	Person	0	2	0	2	1	1	1	2
		% of total employee	0	0.08	0	0.07	0.03	0.03	0.03	0.06
	30-50 years	Person	3	9	3	9	2	7	1	9

		% of total employee	0.12	0.36	0.11	0.33	0.07	0.24	0.03	0.28
	>50 years	Person	0	2	0	3	0	3	1	4
		% of total employee	0	0.08	0	0.11	0	0.10	0.03	0.13
	Support staff	Person	10	5	8	7	8	6	10	9
		% of total employee	0.40	0.20	0.30	0.26	0.27	0.20	0.32	0.28
	<30 years	Person	0	1	0	3	0	0	0	0
		% of total employee	0	0.04	0	0.11	0	0	0	0
	30-50 years	Person	2	2	1	0	2	1	2	0
		% of total employee	0.08	0.08	0.04	0	0.07	0.03	0.06	0
	>50 years	Person	8	2	7	4	6	5	8	9
		% of total employee	0.32	0.08	0.26	0.15	0.20	0.17	0.25	0.28
Gender Diversity										
	Number of employee in management positions in revenue-generating functions	Person	7	72	8	79	7	83	6	82
		% of total employee	0.28	2.89	0.30	2.93	0.24	2.82	0.19	2.58
	Number of employee in STEM-related functions	Person	1	0	1	0	3	0	6	1
		% of total employee	0.04	0	0.04	0	0.10	0	0.19	0.03
Hiring										
401-1(a)	New Employee									
	New employee hired	person	55	356	95	639	127	770	89	680
	New Employee by level									
	Top management	Person	0	0	0	1	0	0	1	2
		% of total employee	0	0	0	0.04	0	0	0.03	0.06
	Middle management	Person	0	1	5	1	1	1	2	2
		% of total employee	0	0.04	0.19	0.04	0.03	0.03	0.06	0.06
	Management	Person	1	2	1	3	1	2	0	2
		% of total employee	0.04	0.08	0.04	0.11	0.03	0.07	0.00	0.06
	Employee	Person	54	353	89	634	125	767	85	675
		% of total employee	2.17	14.15	3.30	23.53	4.24	26.04	2.68	21.27
	New Employee by age group									
	<30 years	Person	32	274	67	520	94	658	65	586
		% of total employee	1.28	10.99	2.49	19.30	3.19	22.34	2.05	18.47
	30-50 years	Person	22	81	26	118	29	109	20	92
		% of total employee	0.88	3.25	0.97	4.38	0.98	3.70	0.63	2.90
	>50 years	Person	1	1	2	1	4	3	4	2
		% of total employee	0.04	0.04	0.07	0.04	0.14	0.10	0.13	0.06
	Hiring Cost									
	Total hiring cost	Baht	60,129.85	389,204.12	64,627.55	4,347,05.31	62,768.48	380,564.8	108,343.26	827,791.2
	Average hiring cost	Baht/FTE	1,093.27	1,093.27	680.29	680.29	494.24	494.24	1,217.34	1,217.34

Turnover

Employee Turnover

401-1(b)	Employee Turnover	Person	61	380	79	470	87	534	64	478
		% of total employee	2.45	15.24	2.93	17.45	2.95	18.13	2.02	15.06
	Employee turnover by level									
	Top management	Person	0	0	2	2	3	0	0	0
		% of total employee	0	0	0.07	0.07	0.10	0	0	0
	Middle management	Person	3	6	4	1	1	2	2	0
		% of total employee	0.12	0.24	0.15	0.04	0.03	0.07	0.06	0
	Management	Person	2	5	0	6	2	6	0	3
		% of total employee	0.08	0.20	0.00	0.22	0.07	0.20	0	0.09
	Employee	Person	56	369	73	461	81	526	62	475
		% of total employee	2.25	14.80	2.71	17.11	2.75	17.85	1.95	14.97
	Employee turnover by age group									
	<30 years	Person	27	239	35	336	49	400	43	371
		% of total employee	1.08	9.58	1.30	12.47	1.66	13.58	1.36	11.69
	30-50 years	Person	33	134	40	122	28	117	18	101
		% of total employee	1.32	5.37	1.48	4.53	0.95	3.97	0.57	3.18
	>50 years	Person	1	7	4	12	10	17	3	6
		% of total employee	0.04	0.28	0.15	0.45	0.34	0.58	0.09	0.19

Voluntary Turnover

Voluntary turnover by level

	Voluntary Employee Turnover	Person	46	326	57	384	60	438	50	394
		% of total employee	1.84	13.07	2.12	14.25	2.04	14.87	1.58	12.42
	Voluntary turnover by level									
	Top management	Person	0	0	2	0	2	0	0	0
		% of total employee	0	0	0.07	0	0.07	0	0	0
	Middle management	Person	3	5	2	1	0	0	2	0
		% of total employee	0.12	0.20	0.07	0.04	0	0	0.06	0
	Management	Person	2	4	0	4	2	3	0	3
		% of total employee	0.08	0.16	0	0.15	0.07	0.10	0	0.09
	Employee	Person	41	317	53	379	56	435	48	391
		% of total employee	1.64	12.71	1.97	14.07	1.90	14.77	1.51	12.32

	Voluntary turnover by age group									
	<30 years	Person	20	201	29	275	41	329	35	305
		% of total employee	0.80	8.06	1.08	10.21	1.39	11.17	1.10	9.61
	30-50 years	Person	25	119	27	107	15	107	15	87
		% of total employee	1.00	4.77	1.00	3.97	0.51	3.63	0.47	2.74
	>50 years	Person	1	6	1	2	4	2	0	2
		% of total employee	0.04	0.24	0.04	0.07	0.14	0.07	0	0.06
Parental Leave										
401-3	Parental leave	Person	0	58	0	56	0	67	0	57
		% of total employee	0	2.33	0	2.08	0	2.27	0	1.80
Collective Bargaining Agreement										
407-1	Total employee covered by an independent trade union or collective bargaining agreement	Person	406	2,088	425	2,269	461	2,485	483	2,690
		% of total employee	16.28	83.72	15.78	84.22	15.65	84.35	15.22	84.78

Training and Development										
Training hours										
404-1	Total number of training hours	Hours	12,381.05	63,673.95	14,000.39	74,745.61	18,289.46	98,588.54	22,159.39	123,413.61
	Average training hours per FTE	Hours/FTE	4.96	25.53	5.20	27.75	6.21	33.47	6.98	38.89
	Training hours by level									
	Top management	Person	457.50	183.00	527.04	197.64	436.37	238.02	550.56	321.16
		Hours/FTE	0.18	0.07	0.20	0.07	0.15	0.08	0.17	0.10
	Middle management	Person	518.50	1,586.00	559.98	1,745.82	793.40	2,142.18	963.48	2,706.92
		Hours/FTE	0.21	0.64	0.21	0.65	0.27	0.73	0.30	0.85
	Management	Person	396.50	2,836.50	559.98	3,557.52	674.39	4,284.36	963.48	4,955.04
		Hours/FTE	0.16	1.14	0.21	1.32	0.23	1.45	0.30	1.56
	Employee	Person	11,010.50	59,078.50	12,352.50	69,239.88	16,383.71	91,915.39	19,682.52	115,434.08
		Hours/FTE	4.41	23.69	4.59	25.70	5.56	31.20	6.20	36.38
Training hours by age group										
	<30 years	Person	4,087.00	32,360.50	4,908.06	38,111.58	6,823.24	51,253.64	7,891.36	63,452.04
		Hours/FTE	1.64	12.98	1.82	14.15	2.32	17.40	2.49	20.00
	30-50 years	Person	6,679.50	27,480.50	7,115.04	31,787.10	9,282.78	41,098.12	11,561.76	51,752.64
		Hours/FTE	2.68	11.02	2.64	11.80	3.15	13.95	3.64	16.31
	>50 years	Person	1,616.50	3,843.00	1,976.40	4,842.18	2,181.85	6,228.19	2,706.92	8,212.52
		Hours/FTE	0.65	1.54	0.73	1.80	0.74	2.11	0.85	2.59
Training Investment										
404-1	Total amount spent in training and development	Baht	2,256,443.49	11,604,566.51	2,738,220.89	14,618,878.11	3,012,911.98	16,240,968.02	2,649,813.27	14,757,759.23
	Average amount spent on training and development	Baht/FTE	904.75	4,652.99	1,016.41	5,426.46	1,022.71	5,512.89	835.11	4,651.04

Training cost by level										
	Top management	Baht	83,366.10	33,346.44	103,085.92	38,657.22	71,891.60	39,213.60	631,842.60	368,574.85
		Baht/FTE	33.43	13.37	38.27	14.35	24.40	13.31	199.13	116.16
	Middle management	Baht	94,481.58	289,002.48	109,528.79	341,472.11	130,712.00	352,922.40	1,105,724.55	3,106,559.45
		Baht/FTE	37.88	115.88	40.66	126.75	44.37	119.80	348.48	979.06
	Management	Baht	72,250.62	516,869.82	109,528.79	695,829.96	111,105.20	705,844.80	110,5724.55	5,686,583.40
		Baht/FTE	28.97	207.25	40.66	258.29	37.71	239.59	348.48	1792.18
	Employee	Baht	200,6344.14	10,765,342.38	2,416,076.25	13,542,912.74	2,699,202.80	15,142,985.20	786,996.21	4,615,576.84
		Baht/FTE	804.47	4316.50	896.84	5027.06	916.23	5140.19	248.03	1454.64
Training cost by age group										
	<30 years	Baht	744,737.16	5,896,762.14	959,987.63	7,454,400.59	1,124,123.20	84,43,995.20	943,619.52	7,587,359.28
		Baht/FTE	298.61	2364.38	356.34	2767.04	381.58	2866.26	297.39	2391.23
	30-50 years	Baht	1217,145.06	5,007,523.74	1,391,659.92	6,217,369.55	1,529,330.40	6,770,881.60	1,382,512.32	6,188,388.48
		Baht/FTE	488.03	2007.83	516.58	2307.86	519.12	2298.33	435.71	1950.33
	>50 years	Baht	294,560.22	700,275.24	386,572.20	947,101.89	359,458.00	1,026,089.20	323,683.44	982,022.64
		Baht/FTE	118.11	280.78	143.49	351.56	122.02	348.30	102.01	309.49
Individual Performance Appraisal										
404-3	Employee coverage under performance appraisal by Management by Objectives (MOB)	Person	383	2,008	393	2,178	431	2,360	478	2,579
		% of total employee	15.36	80.51	14.59	80.85	14.63	80.11	15.06	81.28
Individual Performance Appraisal (MOB) by level										
	Top management	Person	12	7	11	8	12	6	14	8
		% of total employee	0.48	0.28	0.41	0.30	0.41	0.20	0.44	0.25
	Middle management	Person	20	52	17	54	17	54	16	58
		% of total employee	0.80	2.09	0.63	2.00	0.58	1.83	0.50	1.83
	Management	Person	12	100	14	111	17	112	21	107
		% of total employee	0.48	4.01	0.52	4.12	0.58	3.80	0.66%	3.37
	Employee	Person	339	1,849	351	2,005	385	2,188	427	2,406
		% of total employee	13.59	74.14	13.03	74.42	13.07	74.27	13.46	75.83
Individual Performance Appraisal (MOB) by age group										
	<30 years	Person	123	1,003	131	1,103	155	1,207	177	1,306
		% of total employee	4.93	40.22	4.86	40.94	5.26	40.97	5.58	41.16
	30-50 years	Person	220	915	220	960	226	1,020	249	1,123
		% of total employee	8.82	36.69	8.17	35.63	7.67	34.62	7.85	35.39
	>50 years	Person	40	90	42	115	50	133	52	150
		% of total employee	1.60	3.61	1.56	4.27	1.70	4.51	1.64	4.73
Employee Engagement										
	Employee engagement survey	% of actively engaged employees	99.00	99.00	99.00	99.00	86.00	86.50	86.00	86.50
		Person	236.00	1,231.00	236.00	1,231.00	196.00	1,217.00	196.00	1,217.00

	Target of employee engagement survey	% of actively engaged employees	80	80	80	80	80	80	80	80
	Employee engagement result by level									
	Top management	% of actively engaged employees	-	-	-	-	89.40	89.10	89.40	89.10
		Person	-	-	-	-	1.00	3.00	1.00	3.00
	Middle management	% of actively engaged employees	99.00	99.00	99.00	99.00	86.60	86.50	86.60	86.50
		Person	5.00	30.00	5.00	30.00	5.00	28.00	5.00	28.00
	Management	% of actively engaged employees	99.00	99.00	99.00	99.00	86.10	86.50	86.10	86.50
		Person	12.00	65.00	12.00	65.00	11.00	63.00	11.00	63.00
	Employee	% of actively engaged employees	99.00	99.00	99.00	99.00	81.90	83.86	81.90	83.86
		Person	218.00	1,137.00	218.00	1,137.00	202.00	1,100.00	202.00	1,100.00
	Employee engagement result by age group									
	<30 years	% of actively engaged employees	99.00	99.00	99.00	99.00	84.70	85.90	84.70	85.90
		Person	123.00	640.00	123.00	640.00	113.00	613.00	113.00	613.00
	30-50 years	% of actively engaged employees	99.00	99.00	99.00	99.00	86.00	86.40	86.00	86.40
		Person	97.00	505.00	97.00	505.00	91.00	492.00	91.00	492.00
	>50 years	% of actively engaged employees	99.00	99.00	99.00	99.00	87.25	87.25	87.25	87.25
		Person	16.00	86.00	16.00	86.00	14.00	90.00	14.00	90.00
Ration of remuneration of women to men										
405-2	Executive/Top Management - Average monthly base salary only	Baht	-	-	-	-	-	-	-	-
	Executive/Top Management - Average monthly base salary + other case incentives	Baht	-	-	-	-	-	-	-	-

	Management - Average monthly base salary only	Baht	47,679	47,888	49,379	48,048	53,488	49,107	63,959	51,359
	Management - Average monthly base salary + other case incentives	Baht	48,339	48,905	49,943	49,013	55,103	49,930	65,973	52,239
	Non-management - Average monthly base salary only	Baht	16,107	17,021	16,312	17,013	17,339	18,369	17,933	18,853
	Non-management - Average monthly base salary + other case incentives	Baht	16,577	17,590	16,834	17,594	17,899	19,129	18,528	19,759

Human Rights

Human Rights Assessment

Total Human Rights assessed in last three years

412-1	Own operations					
	Total number of own operations	company	3	3	3	3
	Number of Own operations assessed	company	2	2	2	2
	Percentage of Own operations assessed	% of total company	67	67	67	67
	Contractor and tier 1 suppliers					
	Total number of Contractor and tier 1 suppliers	company	963	863	914	960
	Number of Contractor and tier 1 suppliers assessed	company	327	316	331	316
	Percentage of Contractor and tier 1 suppliers assessed	% of total contractor company	34	37	36	33
	Joint ventures					
	Total number of Joint ventures	company	-	-	-	-
	Number of Joint ventures assessed	company	-	-	-	-
	Percentage of Joint ventures assessed	% of total joint venture company	-	-	-	-

Total assessed **in last three years** with risks have been identified

	Own operations					
	Number of Own operations assessed with risk identified	company assessed with risk identified	-	-	-	-
	Percentage of Own operations assessed with risk identified	% of company assessed	-	-	-	-
	Contractor and tier 1 suppliers					
	Number of Contractor and tier 1 suppliers assessed with risk identified	company assessed with risk identified	-	-	-	-
	Percentage of Contractor and tier 1 suppliers assessed with risk identified	% of contractor company assessed	-	-	-	-
	Joint ventures					
	Number of Joint ventures assessed with risk identified	company assessed with risk identified	-	-	-	-

	Percentage of Joint ventures assessed with risk identified	% of joint venture company assessed	-	-	-	-
Total assessed **in last three years** with risks have been identified and risk mitigation or remediation process had been implemented in the last 12 months						
	Own operations					
	Number of Own operations	company assessed with risk identified and mitigation or remediation implemented	-	-	-	-
	Percentage of Joint ventures	% of company assessed with risk identified	-	-	-	-

Corporate Social Responsibility						
201-1	Total contribution	Million Baht	1.00	1.00	1.64	1.00
	Charitable donation	Million Baht	0	0	0	0
	Percentage of Charitable donation	% of Total contribution	0	0	0	0
	Community investment	Million Baht	1.00	1.00	1.64	1.00
	Percentage of Community investment	% of Total contribution	100	100	100	100
	Commercial initiatives	Million Baht	0.00	0.00	0.00	0.00
	Percentage of Commercial initiatives	% of Total contribution	0	0	0	0
Local community						
413-1	Total operation	Site	3	3	3	3
	Number of operations with implemented local community engagement, impact assessments, and/or development programs	Site	3	3	3	3
	Percentage of operations with implemented local community engagement, impact assessments, and/or development programs	% of total site	100	100	100	100

Occupational Health & Safety										
GRI	Indicator	Unit	2021		2022		2023		2024	
Number of fatalities as a result of work-related injury										
403-9	Employee	person	0	0	0	0	0	0	0	0
	Rate per 1,000,000 hours worked	person per 1,000,000 hrs. worked	0	0	0	0	0	0	0	0
	Contractor	person	0	0	0	0	0	0	0	0

	Rate per 1,000,000 hours worked	person per 1,000,000 hrs. worked	0	0	0	0	0	0	0	0
Number of medical treatment work-related injuries										
	Employees	person	0	0	0	0	0	0	0	0
	Contractors	person	0	0	0	0	0	0	0	0
Number of recordable work-related injuries										
	Employee	person	0	0	0	0	0	0	0	0
	Rate per 1,000,000 hours worked	person per 1,000,000 hrs. worked	0	0	0	0	0	0	0	0
	Contractor	person	0	0	0	0	0	0	0	0
	Rate per 1,000,000 hours worked	person per 1,000,000 hrs. worked	0	0	0	0	0	0	0	0
Lost-Time Injury										
	Employee	person	0	0	0	0	0	0	0	0
	Rate per 1,000,000 hours worked	person per 1,000,000 hrs. worked	0	0	0	0	0	0	0	0
	Contractor	person	0	0	0	0	0	0	0	0
	Rate per 1,000,000 hours worked	person per 1,000,000 hrs. worked	0	0	0	0	0	0	0	0
Number of recordable work-related ill health										
	Employees	person	0	0	0	0	0	0	0	0
	Contractors	person	0	0	0	0	0	0	0	0



ศิครินทร์
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