

CENTRAL **RETAIL**

NEW HEIGHTS, NEXT GROWTH

Living Wage Commitment



Living Wage Commitment

Our Principle

Central Retail Corporation Public Company Limited is dedicated to the well-being of our employees and strictly adheres to all relevant laws, agreements, and regulations. This includes the Universal Declaration of Human Rights (UDHR), the United Nations Global Compact (UNGC), the principles of the International Labor Organization (ILO), and the National Wage Committee's Declarations on Minimum Wage Rates. We prioritize providing a comprehensive compensation package that is fair, competitive, and supports our employees and their families in achieving a reasonable quality of life.

Our Methodology

We ensure that essential living standards, including food, housing, children's education, healthcare, transportation, and clothing, as well as provisions for unexpected emergencies, are considered in our total compensation packages. This ensures our employees receive a standard living wage as defined by the Global Living Wage Coalition.

Our Commitment

As of 2024, we have conducted living wage assessment covering all of our employees in Thailand, in which all have received total compensation packages that meet or exceed the minimum living wage as identified by the Global Living Wage Coalition. We are committed to continuously monitoring and adjusting to ensure these standards are maintained. Additionally, we will conduct comprehensive living wage assessments for all of our employees in Vietnam by 2027.

Living Wage Commitment

Recognizing the importance of fair living wages to support employees and their families' basic needs, our company is committed to ensuring that our compensation practices progressively align with living wage standards. To support this commitment, we have conducted an extensive assessment of the living wage coverage of our workforce in Thailand, and Vietnam.

Topic/Country	Thailand	Vietnam
Methodology	The Anker Living Wage Reference Value (Global Living Wage 2025)	Living Wage (Global Living Wage 2025)
Average paid days per month (USD)	26.08	26.08
Wage per hour (USD)	2.36	1.74

Note:

- The living wage reference value from Anker for urban areas in Thailand is 15,292 THB/month.
- The exchange rates used were calculated on February 12, 2026 (1 USD = 31.11 THB, 1 VND = 0.000039 USD).
- The living wage in Thailand (THB/hour) is calculated as 15,292 THB/month ÷ 26.08 days ÷ 8 hours = 73 THB/hour.
- The living wage in Thailand in USD (USD/hour) is 73 THB/hour ÷ 31.11 THB/USD = 2.36 USD/hour.
- The living wage in Vietnam (VND/month) is 9,294,701 VND/month.
- The living wage in Vietnam in US dollars (USD/hour) is calculated as 9,294,701 VND/month x 0.000039 VND/USD ÷ 26.08 days ÷ 8 hours = 1.74 USD/hour.

2025 Gap Assessment

Our methodology involves evaluating the gaps between the current wages paid to our employees and the benchmarks defined by reputable third-party organizations such as the Global Living Wage Coalition and Wage Indicator Foundation. This comprehensive assessment includes all employees across our operational areas, regardless of region or function.

Coverage Assessment Result

Status	Thailand	Vietnam
Paid above Living Wage	97%	37%
Paid below Living Wage	3%	63%

Challenge and approach

We acknowledge the challenges inherent in achieving living wages across our global operations, given the diversity in workforce size, geographical distribution, and varying local economic and political contexts. Nevertheless, we are taking proactive steps to address these challenges, which include:

- Conducting regular wage assessments to monitor alignment with living wage benchmarks.
- Identifying key areas where wage adjustments may be needed to meet living wage standards.
- Engaging with stakeholders, including employees and local communities, to understand their needs and ensure fair and equitable compensation practices.
- Through these actions, we aim to continuously improve our practices and close any identified gaps, reinforcing our commitment to upholding fair living wages for all our employees.



CENTRALRETAIL

Central Retail Corporation Public Company Limited

22 Soi Somkid , Ploenchit Rd. Lumpini, Pathumwan, Bangkok 10330

☎ +66 2 650 3600

✉ ir@central.co.th

🌐 www.centralretail.com