**AOT** AIRPORTS OF THAILAND PLC.
บริษัท ท่าอากาศยานไทย จำกัด (มหาชน)

# Rise Together

Sustainable Development Report **2022**

Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA

**AOT**
AIRPORTS OF THAILAND PLC.
บริษัท ท่าอากาศยานไทย จำกัด (มหาชน)

Sustainability Report
**2022**

# Contents

# Rise Together

# Message from
# Chairman and President

"

# WE LOOK
# INTO THE FUTURE

"

There is a good sign that the corona virus 2019 (COVID-19) pandemic is soon coming to an end. Tourism and related businesses are beginning to rebound, which is a major boost for the country's economic recovery. Airports of Thailand Public Company Limited (AOT), as the country's air transport infrastructure provider, has been one of the organizations that continually drive the country's economy during the COVID-19 crisis. As many airports emphasize air cargo transport, AOT extends its business operations by facilitating Suvarnabhumi Airport into becoming a Logistic Park, hence it is able to continue operating without relying solely on aeronautical revenues, this act is also in response to the operational changes of importers and exporters.

AOT has developed and reoriented its operations to suit the corporate context and business environment by expanding its business to the air transportation of agricultural products which is operated by the AOT TAFA Operator Company Limited

(AOTTO), a joint venture company established in the past year to promote the expansion of the economic opportunities for Thai agricultural products and those of the region. The main objective is to be a center for inspecting agricultural products to meet international standards before exporting to target destinations and an ASEAN delivering hub for agricultural products. All in all, it is expected to sustainably improve the quality of life of Thai people, in terms of the economy, environment and society.

AOT remains committed to balancing value creation for primary stakeholders under the "Corporate Citizenship Airport" concept and complies with Sustainable Development Goals (SDGs), set by the United Nations. AOT is listed in the Dow Jones Sustainability Indices (DJSI) World Index for the fourth consecutive year and in the DJSI Emerging Markets Index for the eighth consecutive year in the Transportation and Transportation Infrastructure Industry (TRA) and ranked first among fellow airport operators. Moreover, AOT is listed in the Thailand Sustainability Investment (THSI) by the Stock Exchange of Thailand (SET), and also be categorized as "Excellence" level in the Corporate Governance Report of Thai Listed Companies (CGR 2022), hosted by the Thai Institute of Directors Association. AOT obtained the "A" level assessment under the Integrity and Transparency Assessment (ITA) of government agencies from the Office of the National Anti-Corruption Commission. All these outstanding performances reflect the success of the sustainability operations of AOT.
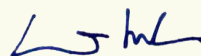
On behalf of the AOT Board of Directors, and President, we would like to express our gratitude for all confidence and good collaborations from all stakeholders through the past 43 years. Also, we wish to convey our heartful thanks for the dedication of our employees who are a significant force in driving the organization after the COVID-19 crisis. We are committed to operating the business under safety and security standards and corporate governance principles which shall help us overcome ever-changing situations and ensure our sustainable and stable growth.

**(Mr. Sarawut Songsivilai)**
Chairman
Airports of Thailand Public Company Limited

**(Mr. Nitinai Sirismatthakarn)**
President
Airports of Thailand Public Company Limited

# Rise
# Together

# AOT Approaches
## AOT Business Overview
## 6 airports



Mae Fah Luang - Chiang Rai
International Airport

CEI

CNX

Chiang Mai
International Airport

Don Mueang
International Airport

DMK

BKK

Suvarnabhumi
International Airport

Phuket
International
Airport

HKT

HDY

Hat Yai
International Airport
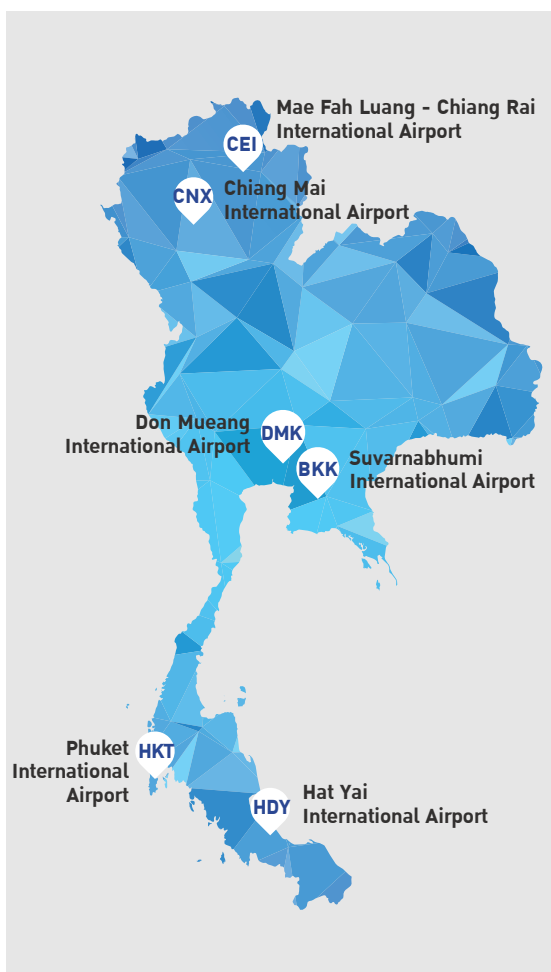
Airports of Thailand Public Company Limited (AOT) is a state-owned enterprise under Ministry of Transport which provide airport services in Thailand. AOT was listed in the Stock Exchange of Thailand under the name "AOT". Ministry of Finance holds 70 percent stakes while the remainder of 30 percent are held by general investors. Currently, AOT operates 6 airports, serving over 212 domestic and international destinations with a capacity to handle 101 million passengers and 2.7 million tons of cargo and parcels per year and a total of 183 flights per hour.

## AOT's Revenue

| Aeronautical Revenue | Non-Aeronautical Revenue |
|---|---|
| Landing and Parking Charges | Concession Revenue |
| Passenger Service Charges | Office and State Property Rents |
| Aircraft Service Charges | Service Revenue |

## Activities to support AOT's businesses by external entrepreneurs

| | | |
|---|---|---|
| Ground Handling Service | Storage Facilities | Car Park Services |
| Limousines | Passenger Services according to airport concession contract | |
| Retail Shops | Other activities, e.g., hotels | |

## Other Government Agencies and State Enterprises which Provide Services and Facilitation in AOT's Operation Areas

Immigration Bureau

Customs Department

Department
of Disease Control

Tourism Authority
of Thailand

Thai Airways International
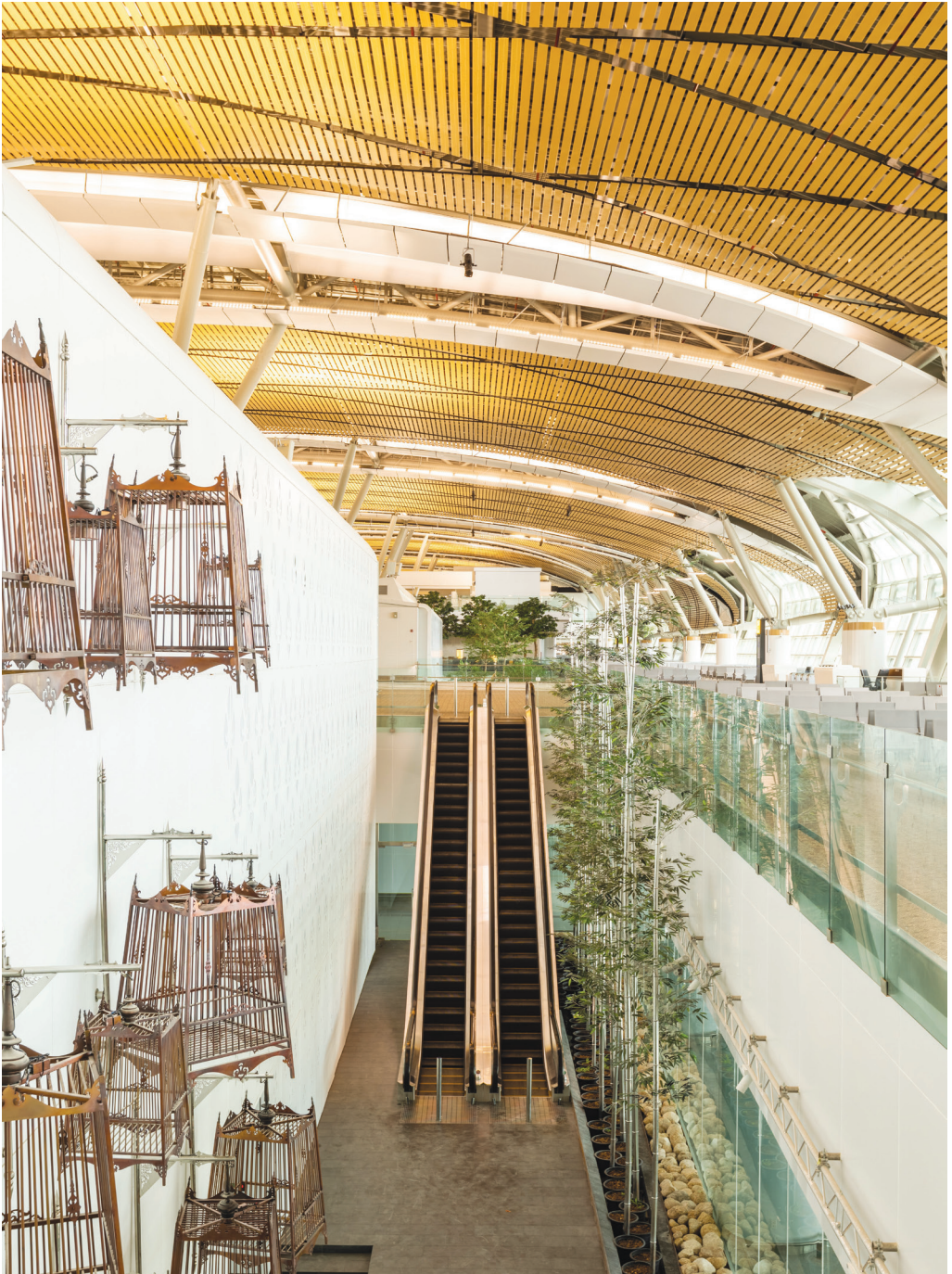Public Co., Ltd.

Aeronautical Radio
of Thailand Ltd.

SRT Electrified Train Co., Ltd. /
Airport Rail Link

Bangkok Mass Transit
Authority

Thailand Post Company
Limited

# AOT Value Delivery

AOT connects people and commercial activities through airport services at an international standard. AOT is ready to support the growth in the number of passengers and transportation through airport development. It operates by adhering to transparency, safety, and involvement of all sectors to respond to stakeholder requirements through AOT value chain.

| Value Delivery Contributors ↓ | Airport Construction → |
|---|---|
| **Business Partners**<br>- Operators within the airports<br>- Product and service suppliers<br>- Partners<br><br>**Regulators**<br><br>**AOT Employees** | → Feasibility study for commercial airport establishment and the role of airport<br><br>→ Airport construction site selection<br><br>→ Study of worthiness of business plan and airport development plan<br><br>→ Survey and detailed design<br><br>→ Study of health and environmental impacts<br><br>→ Construction and construction management<br><br>→ Operational Readiness and Airport Transition<br><br>**Transparency of project studies and operations**<br><br>**Stakeholder involvement and support from related agencies** |

## Airport Management →



→ Aviation and ground service management

→ Passengers and baggage management

→ Cargo operations and management

→ Commercial area management and concession agreement

→ Airport maintenance

**Safety, security, and service standards**

**Stakeholder involvement**

## AOT's Value Receivers ↓



**Customers (passengers, airlines, and operators)**



**Communities and societies**



**Shareholders, investors, and securities analysts**



**Mass media and other online media**

# AOT Sustainable Development



AOT followed the Sustainable Development Master Plan for the fiscal years 2016 – 2019, the Extended Plan for the fiscal years 2020 – 2023, and the Sustainable Development Policy to organize projects and activities in compliance with the United Nations Sustainable Development Goals (SDGs) where AOT reported the details of sustainable development initiatives in this report.

| SDGs | Relevant Chapters | SDGs | Relevant Chapters |
|---|---|---|---|
| **3** GOOD HEALTH AND WELL-BEING | • Employees: Personnel Promotion<br>• Employees: Health and Safety<br>• Service Users: Safety | **11** SUSTAINABLE CITIES AND COMMUNITIES | • Service Users: Service Accessibility<br>• Service Users: Safety<br>• Service Users: Relations<br>• Environment: Noise Impact Management |
| **4** QUALITY EDUCATION | • Employees: Personnel Promotion | **12** RESPONSIBLE CONSUMPTION AND PRODUCTION | • Environment: Resource Management |
| **6** CLEAN WATER AND SANITATION | • Environment: Resource Management | **13** CLIMATE ACTION | • Environment: Climate Change Management |
| **7** AFFORDABLE AND CLEAN ENERGY | • Environment: Climate Change Management | **16** PEACE, JUSTICE AND STRONG INSTITUTIONS | • Business Operation: Corporate Governance |
| **8** DECENT WORK AND ECONOMIC GROWTH | • Business Operation: Business Partner Management<br>• Employees: Personnel Promotion<br>• Employees: Health and Safety | **17** PARTNERSHIPS FOR THE GOALS | • Community: Resurrect communities from COVID, revive the economy for society<br>• Service Users: Relations |
| **9** INDUSTRY, INNOVATION AND INFRASTRUCTURE | • Business Operation: Corporate Governance<br>• Business Operation: Cyber Security<br>• Business Operation: Innovation | | * Previous AOT sustainable development activities focus on community and society involvement and support the following sustainable development goals: SDG3, SDG4, SDG7, SDG11, SDG12, SDG14, ADG15, and SDG17. |
| **10** REDUCED INEQUALITIES | • Human Rights Culture | | |

# Significant Sustainability Issues

In 2022, AOT reviewed significant sustainability issues to be in line with Global Reporting Initiative Standards (GRI Standards) 2021 with the collaboration of internal and external stakeholders, e.g., AOT President, Chairman of AOT Corporate Governance Committee, journalists, business partners, customers, and other relevant stakeholders, through various participation channels. The purpose was to evaluate positive and negative impacts that have occurred or may occur from AOT's business activities, including economic, environmental, social, and human rights impacts. From the review, 16 significant sustainability agendas have been identified as follows:

## Most Significant

- Customer Satisfaction
- Business Partners

## Highly Significant

- Corporate Governance, Risk Management, and Work Compliance
- Sustainable Supply Chain
- Digital and Innovation
- Energy and Climate Change
- Circular Economy (Waste Management)
- Airport Safety and Security
- Occupational Health and Safety of Employees

## Significant

- Airport Capacity and Accessibility
- Information Technology Security and Privacy
- Water Management and Wastewater Management
- Noise Impacts
- Community and Society Involvement
- Human Rights
- Valuable and Fulfilling Work

● Economic Dimension  ● Environmental Dimension  ● Social Dimension

# About this Report →



**THE FUTURE BEGINS TODAY**

AOT has prepared the 2022 Sustainable Development Report to communicate our aspirations and performances on our sustainable development initiatives by identifying approaches for management of business operation impacts on stakeholders under the "Rise Together" concept.

This Report presents the information throughout the fiscal year 2022 (between 1 October 2021 and 30 September 2022) that covers the Head Quarter and all 6 airports, namely Suvarnabhumi Airport, Don Mueang International Airport, Chiang Mai International Airport, Hat Yai International Airport, Phuket International Airport, and Mae Fah Luang - Chaing Rai International Airport. This report has been prepared in accordance with the Annual Report 2022.

Additionally, this Report and the website content regarding the sustainable development of AOT is complied with the Global Reporting Initiative (GRI Standards) 2021 and the GRI Airport Operators Sector Supplement (AOSS). Moreover, it discloses the progress of operations supporting the Sustainable Development Goals (SDGs) of the United Nations.

# Outstanding Performance of 2022

## Our Proudest Achievements

Member of
**Dow Jones Sustainability Indices**

Powered by the S&P Global CSA

AOT has been selected as
a member of Dow Jones
Sustainability Indices
(DJSI) at the level of
DJSI World
in transportation industry and
transportation infrastructure by
S&P Global.

ATO is recognized in
an "Excellence"
level in the Corporate Governance
Report of Thai Listed Companies
in 2022 (CGR 2022).

**ITA**

AOT received the "A" level
assessment under the Integrity
and Transparency Assessment (ITA)
conducted on state-owned entities.

**THSI**
THAILAND
SUSTAINABILITY
INVESTMENT 2022

AOT has been selected as
a member of Thailand
Sustainability Investment (THSI)
by the Stock Exchange of Thailand.

AOT has been selected as
an outstanding model
organization of morality
by the Ministry of Transportation
in the fiscal year 2022.

## Standard Certification throughout an organization

**ISO 22301:2019**
Business Continuity Management /
TIS. 22301-2563

**Airport Carbon Accreditation (ACA)**
Accreditation

**ISO 45001:2018**
Occupational Health and Safety
Management System

4 from 6 airports of AOT
received ACI
Airport Health Accreditation.

**ISO/IEC 27001: 2013**
Information and Communication
Security Management System

# Rise Together
## for Prosperity

# Uplifting
## the Foundation
## for Growth

C10

C8

C6

TG 916 12:25

# Corporate Governance

AOT Employees

Regulators

> As a state enterprise, AOT has a duty to supervise and monitor the transparency of business conduct and ensure a good governance structure in accordance with the regulations, requirements, and good practices of the regulatory authorities. This is to create confidence of the public and investors by taking into account the utmost benefit of the nation and shareholders.

# Good Corporate Governance



## Management Approaches →

1) Operate business based on the AOT Corporate Governance policy, Good Corporate Governance Handbook B.E. 2565 (2022), and AOT business ethics.

2) Appoint a qualified Board of Directors, promote their responsibilities based on job descriptions, and monitor and evaluate their performance through internal and external processes.

3) Determine criteria with concrete guidelines on conflicts of interest to ensure fair practices in business operations.

Business Performance →
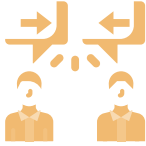
100% of executives and employees acknowledged and complied with AOT conflict of interest criteria and guidelines.
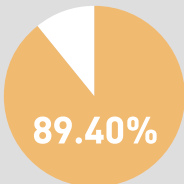
## 100%

100% of executives and employees comprehensively reported conflict of interest.
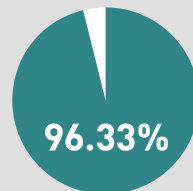
## 100%

**Self-evaluation by the State Enterprise Committee (Individuals)**

Average Score
**4.47/5.00**

**89.40%**

**Evaluation by the State Enterprise Committee**

Average Score
**2.89/3.00**

**96.33%**

**ASEAN CORPORATE GOVERNANCE**

AOT was granted two awards in 2021 by the ASEAN Corporate Scorecard (ACGS) assessment namely **ASEAN Top 20 PLCs** award and **ASEAN Asset class** award, which is exclusively given to companies with 97.50 scores and above.

The Corporate Governance Report of Thai Listed Companies (CGR) 2022 was at the **"Excellent"** level.

The 2022 Annual General Meeting forwas assessed by the Thai Investors Association, resulting in **a score of 100** with an **"Excellent"** rating

## Business Ethics

**Customers**

**Business Partners**

**Regulators**

**AOT Employees**

**Shareholders, investors, and securities analysts**

**Communities and societies**

**Mass media and Online Media**
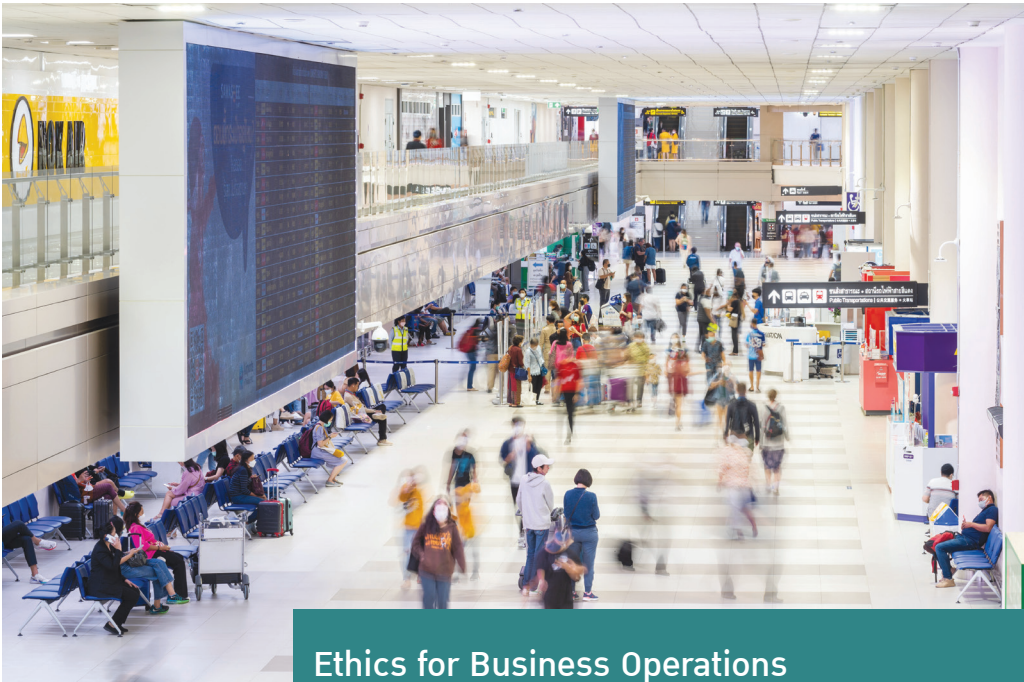


## Ethics for Business Operations

AOT is committed to preventing and suppressing all types of corruption and promoting a code of conduct that enhances confidence among investors, regulators, and employees. This conduct helps reflects a positive image of transparency, accountability, and commitment to business ethics.

## Management Approaches →

1. Designate policies on corporate governance, anti-corruption policy, and ethical codes for AOT according to the Good Corporate Governance Manual 2022.
2. Prepare the fraud risk management system which is consistent with government standards and good practices.
3. Continuously develop and improve the fraud risk management manual to be guidelines for AOT employees.
4. Review and determine AOT's procedures for complaint reception or whistleblowing in accordance with AOT's current structure.

## Complaint Filling and Whistleblowing Channels →

**Postal mail**

Airports of Thailand Public Company Limited, 333 Cherdwutagard Road, Srikan Subdistrict, Don Mueang District, Bangkok 10211 (Address to the Director of Compliance and Anti-corruption Department).

**Email**

anti-corruption_center@airportthai.co.th

**Website**

www.airportthai.co.th/
Contact us/
Whistleblowing or Corruption Complaints

AOT will protect your complaint information confidentially and not disclose it to anyone, regardless of safety and damage of the complainant, sources of the information, or persons involved, unless required by law to do so.

## Business Performance →

- AOT obtained an ITA score of 91.58 at A level from the Integrity and Transparency Assessment (ITA).

**ITA**
**91.58 Points**
**"A" Level**

- AOT declared the intent to drive the organization morally to develop and enhance AOT to be a moral organization that commits to operating with integrity and adheres to 4 moral principles—sufficiency, discipline, integrity, and volunteerism. "

- In the fiscal year 2022, AOT participated in the Moral Organization Assessment and was awarded as follows:

**Head Quarter**
**"Model Organization on Morality"**

**Suvarnabhumi Airport**
**"Morality Promotion Organization"**

**Don Mueang Airport**
**"Morality Promotion Organization"**

## Establishment of Corporate Compliance and Anti-Corruption Department →

AOT established the Corporate Compliance and Anti-Corruption Department, directly supervised by the President under the Governance Committee, with duties and responsibilities for operations related to compliance with laws and regulations on preventing and suppressing corruption, and driving and supporting AOT operation in accordance with the policy of the Governance Committee.

## Anti-corruption Declaration on the AOT Anti-corruption Day  →

The Chairman of the Governance Committee, AOT board members, senior executives, and employees jointly declared the anti-corruption intentions and recorded a video to disseminate via AOT online media channels. This project aimed to make employees aware of the importance of corruption suppression and to set an example for ethics promotion.

## Raising Awareness of Corruption Prevention  →

In the fiscal year 2022, AOT held a special online lecture on "Preventing and combating corruption within the organization" with the aim of informing AOT employees about the guidelines for preventing and suppressing corruption within the organization and raising awareness of good codes of conduct and ethics in work operations. Additionally, AOT organized a workshop on "Adapting Anti-corruption Initiatives in the Organization" and assessed corruption risks for Chiang Mai International Airport, Hat Yai International Airport, Phuket International Airport, and Mae Fah Luang-Chiang Rai International Airport.

## Strengthening Ethics Awareness and Corruption Prevention  →

In the fiscal year 2022, AOT has created and disseminated media on strengthening ethics awareness and corruption prevention in coordination with the relevant departments for dissemination through AOT Line staff and various AOT public relations channels.



## Performance of Good Corporate Governance, Risk Management, and Operational Compliance  →

**0**

**case**

**Achieved 2022 Target**

✓ Confirmed violation of good corporate governance

✓ Confirmed corruption and ethical violation

✓ Confirmed trade restrictions legal proceeding



**For more information, please scan here.**

# Risk

**9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**

Customers

Business Partners

Regulators

AOT Employees

Shareholders, investors, and securities analysts



## Risk Management

AOT recognizes the importance of corporate risk management under various changes to ensure continuity of airport management and timely return to normal conditions in the face of sudden onset risk situations. Corporate risk management is profoundly important to all groups of stakeholders as it directly affects the confidence, turnover, and image of the country in long term. Particularly, strategic risk is a priority and must be managed urgently in order to stabilize the return of shareholders and to continuously operate the business.

## Management Approaches →

1. Develop the Risk Management policy to demonstrate commitment and prioritize risk management, including establishing the risk management structure to support clear and concrete practices of risk management.

2. Integrate risk management with the organization's Strategic Objectives (SO), as well as define the Risk Appetite (RA) and Risk Tolerance (RT) to be guidelines for management's decision to achieve established goals.

3. Establish a risk assessment process and prepare a risk management plan with the AOT risk management manual for relevant persons to use as a comprehensive guideline for risk management operations throughout the organization.

4. Have a systematic risk management reporting and monitoring process to ensure risk management efficiency and timely adaptation of action plans in case there are significant events or changes occurring and affecting AOT's business operations.

5. Have a business continuity management system that is certified according to ISO 22301: 2019 Standard in all areas to ensure AOT business continuity management in any changes of scenarios.

6. Set an internal audit system under the Office of Audit that is independent and report to the Audit Committee concerning the implementation of work in accordance with the professional standards for the internal auditing of the Institute of Internal Auditors (IIA).

## Categories of AOT risk →



- Emerging Risk
- Strategic Risk
- Operational Risk
- Financial Risk
- Compliance Risk
- Human Capital Risk
- Safety Risk
- Security Risk
- Hazard and Environmental Risk
- Fraud Risk
- IT Risk
- Reputation Risk

**12 categories of AOT risks**

## 2 Emerging Risks →

### Changes in Travel Behavior

The COVID-19 pandemic has an impact on travel behaviors of passengers, they expect comfortable travel along with confidence in health safety measures of the airport to accommodate the increasing number of passengers after the pandemic ceases.

### Business Impacts

Airports face challenges from changes in passenger behaviors after the COVID-19 pandemic, in terms of service quality to enhance satisfaction and public health management to build the confidence of passengers.

### Mitigating Actions

- Propose measures to prepare both the physical and services of the airports, including supply chain providers, to accommodate the increasing number of passengers.
- Prepare public health measures that can build up passenger confidence.
- Introduce digital technology to support airport services and enhance service efficiency.

### Organizational Adaptability

The business operation always changes. It is a risk that the organization must always be prepared to manage, e.g., political change, and changes in economic conditions or related industries. Particularly, alternative modes of travel nowadays emerge to meet the needs of a wide range of users. For example, the development of high-speed trains may have advantages over air travel in terms of convenience and speed for domestic travel and environmental friendliness.

### Business Impacts

Demands for domestic air travel may decrease which affects airport revenues. These external factors are a challenge for all airport management companies to be prepared for business management continuity.

### Mitigating Action

- Improve airport capacity to accommodate passengers from all regions of the country.
- Build a network of suppliers and partners to connect different modes of travel and develop new business models for business diversification.
- Manage the airport environment in all dimensions according to good environmental practices.

## Business Performance →

### Risk Management Awareness Survey

The results of the risk awareness survey revealed that the understanding of AOT employees was at a high level and responsiveness/implementation was at the highest level, with scores of 4.10 and 4.26, respectively, from a full score of 5. Such results were higher than those of the previous year's survey by 0.65 and 0.69 percent, respectively. Most AOT employees valued and recognized collaboration in the risk management of AOT. In addition, the channels that mostly communicate risk management were: 1. AOT Staff Application, 2. Line @AOT Staff, and 3. email. The survey results will be used to further improve activities to disseminate risk management knowledge.

## On Risk, We "ALERT." →

AOT has promoted a risk culture with employees across the organization that is linked to desirable behaviors of the corporate value of confidence—Safety & Security. The concepts of Triple A: Alert, Analysis, and Agility. In the first year, the focus of ALERT was on making senior executives, excecutives/supervisors and employees feel interested and aware of risk situations or changes occurring around them.

มั่นใจ
Safety & Security
ALERT !

For more information, please scan here.

## Cybersecurity

**Customers**

**Business Partners**

**AOT Employees**

**Shareholders, investors, and securities analysts**



## Information Technology Security

In this day and age, information technology has played an important role in in-house organization management and service delivery to AOT customers and partners. However, if such IT systems lack stability, it will affect airport services and the confidence of all relevant stakeholders.

## Management Approaches →

1. Operate business according to AOT ICT Security Policy and its supportive policies and guidelines including AOT Personal Data Protection Policy and AOT Cyber Security Policy in a tangible manner.
2. Implement according to the AOT Digital Operational Plan for the Fiscal Year 2020-2023 (revised edition).
3. Determine and promote internal operations under compilation of the AOT Cyber Security Guideline and Standard Framework.
4. Receive the ISO/IEC 27001: 2013 certification and the Vulnerability Assessment from the external organization annually.
5. Provide training and build recognition about cyber safety and security constantly.

## The AOT Cyber Security Guideline and Standard Framework

Under the Cybersecurity Act 2019, AOT has announced the AOT Cyber Security Guideline and Standard Framework in 2022. The AOT Cyber Security Guideline and Standard Framework provide guidelines for each AOT business function, that align with AOT cyber security policies. The AOT Cyber Security Guideline and Standard Framework require an audit from either internal or external auditors on AOT cybersecurity system at least once a year. The AOT IT business functions are responsible for the implementation of the AOT Cyber Security Guideline and Standard Framework, including the 5 main topics:

1. **Identify**: Identification of the risk that may occur to the computer, computer data, computer system, and other information related to the computer system, property, and life and body of a person.
2. **Protect**: Measure to protect the risk that may occur.
3. **Detect**: Measure to detect and monitor the cyber threats.
4. **Respond**: Measure to respond when the cyber threats are detected.
5. **Recover**: Measures to remedy and recover the damage that occurred from a cyber threat.

## Performance →

| Indicators | Goal 2022 | Outcome 2022 | Goal 2027 |
|---|---|---|---|
| Percentage of workplaces certified with ISO/IEC 27001:2013 | **100%** | **100%** | **100%** annually |
| Confirmed cases of data leakage | **0** case | **0** case | **0** case annually |
| Confirmed privacy violation complaints | **0** case | **0** case | **0** case annually |

For more information, please scan here.

## Privacy Protection

Airport operations involves the personal information of customers, employees, suppliers and partners. Without good management and communication of privacy protection practices, it may cause personal data leakage or legal non-compliance that compromises reputation and affects the confidence of AOT's stakeholders, such as investors.

## Management Approaches →

1. Conduct concrete operations in accordance with AOT Cyber Security Policy, and AOT ICT Security Policy, including AOT supporting policy and operational practices for ICT security and AOT Personal Data Protection Policy.
2. Constantly organize training and develop an awareness of personal data protection.

## Performance →

| Indicator | Goal 2022 | Outcome 2022 | Goal 2027 |
|---|---|---|---|
| Confirmed privacy violation complaints | 0 case | 0 case | 0 case annually |

### Documents/forms related to personal data protection

In 2022, AOT has prepared a template document/form related to personal data protection (in reference to document templates for the implementation of the Government Personal Data Controller of the Digital Government Development Agency (DGA)), so that AOT functions can use these templates in work related to personal data. This can reduce the risk of violating privacy laws and requirements. Examples include Consent Forms, Data Subject Rights Request Form, Data Processing Agreements, Personal Data Sharing Agreement, and personal Data Breach Notifications.

## Promoting awareness of information security and privacy within the organization

AOT has promoted cybersecurity awareness continually. In 2022, AOT organized trainings, e.g., ICT Security Awareness Course 2022, for executives, employees, and workers, totaling 7,909, in the form of an e-Learning course. There was also a preparation course for supporting operations in compliance with the Personal Data Protection Act B.E. 2562 (2019) for executives and employees with post-training testing and knowledge dissemination via Line @AOT Staff

**99.57% of 7,909 executives, employees, and workers passed the ICT Security Awareness 2022 test.**

99.57%

# Innovation

Customers

Business Partners



## Innovation

Adaptability in business operations is a necessary trait to retain competitive advantage and to grow an innovative culture within the organization. AOT has promoted and supported innovation investment and embedded innovative ideas into the corporate culture. New innovations can be applied to work operations to provide greater efficiency and quality, this in turn will deliver quick and modern services in response to the needs of customers, suppliers, and partners. AOT Innovation Master Plan is tailored to guide short and long-term operation framework in order to continue and sustain organizational operation proficiency.

## Management Approaches →

1. Define and execute policies to encourage creativity and innovation management, create AOT's Innovation Management Manual.
2. Operate and execute the AOT innovation Master Plan 2021-2025, which is composed of the Innovation Strategic Plan that aims to drive AOT as an innovative organization.
3. Manage the Innovation Portfolio projects according to the six steps of AOT's innovation management process.

| Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 |
|--------|--------|--------|--------|--------|--------|
| → | → | → | → | → | → |
| Idea | Proof of Concept | Prototype Evaluation | Developement | Implementation | Assessment |

## 2022 Goal →

✓ **Goal Achieved** At least 4 innovation portfolio projects are in Step 3 Prototype Evaluation

## Business Performance →

In 2022, There are 56 active projects under the AOT's Innovation Management, they were categorized in different steps as follow:

- Step 1 Idea – 32 projects
- Step 2 Proof of Concept – 7 projects
- Step 3 Prototype evaluations– 10 projects
- Step 5 Implementation – 7 projects

**The projects in Step 5 Implementation were**

1. AOT Property Portfolio
2. Concession Contract Management and Rentral contract system at Chiang Mai International Airport
3. "Tanan Prap Plerng" Application
4. Submission and Record of Aviation Ceremony
5. Online Reporting System Development for Digital Workspace
6. UVC Disinfection Kits
7. "Meaban" Community

## AOT Property Portfolio →

**Problem**: Management system and accessibility to AOT's property information, i.e., land and commercial buildings, are ineffective. This affects the service performance of entrepreneurs or investors who seek commercial leases from AOT.

**Innovation**: technology system is used to collect data and create a database. As well as developing leasing systems to make them more accurate, easy, convenient, and corresponding to the needs of users. Thus, benefiting interested entrepreneurs and investors.

Outcome:

- AOT has a database system to manage the property effectively.
- Interested Entrepreneurs or investors can gain access to accurate property information, including the process of leasing commercial activities, in a fast and convenient manner.

For more information, please scan here.

## Digital Technology Transformation

The application of digital technologies has the benefits of increasing the efficiency of organizational management, enhancing the quality of services, including increasing the ability to operate with business alliances and reflecting the modern image of the airports of the country.

## Management Approaches →

1. Operate business according to the AOT's Digital Action Plan for fiscal years 2020-2022, covering Smart Journey, Digital Organization, Smart Infrastructure, and Digital Governance and Digital Workforce.
2. Operate the AOT Digital Platform Development Plan, which is divided into 4 parts:
   - Digital Airports
   - Digital Operation
   - Digital Office
   - Digital Cargo

## From checking-in to boarding, manually-easy process →

The Common Use Passenger Processing System (CUPPS) is a digital technology that allows passengers to carry out the boarding process manually by themselves, from check-in process to the boarding gate. It aims to accelerate the service process and increase customer satisfaction with airport services. Currently, there are 5 subsystems that are available at Suvarnabhumi Airport: Common Use Terminal E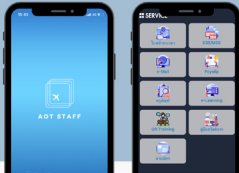quipment (CUTE), Common Use Self Service (CUSS), Common Use Bag Drop (CUBD), Passenger Validation System (PVS), and Self-Boarding Gate (SBG). In addition, AOT is planning to open Automated Biometric Identification System soon.
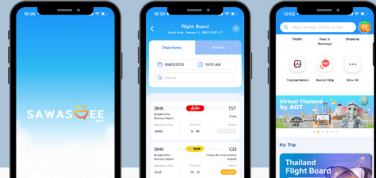
## Entering the New Working World: →
## Digital Operation and Digital Office



Digital Operation is the development of information systems to support airport operations such as passenger volume, service time, and aircraft take-off and landing. Data will be presented and analyzed in real time as supporting information for decision-making. Digital Office is initiallya mobile application for employees to quickly and easily access information that supports operations, e.g., email, supplies, e-learning, and benefits. Both systems are currently undergoing trials which will be fully activated in the fiscal year 2023.

## Entering and exiting Cargo Terminal with →
## convenience and safety by Digital Cargo

Digital Cargo is the development of management systems in the duty-free zone and cargo at Suvarnabhumi Airport. The system development is divided into two phases: Phase 1 Smart Access—development of the access management system in the area and Phase 2 Smart Cargo—development of the data link system within the duty-free zone and cargo warehouse. In July 2022, AOT successfully introduced Smart Access, which reduces the waiting time for issuing individual and vehicle authorization cards and allows information monitoring to effectively supervise card issuance, as well as free-zone entry and exit, for security purposes.

# Rise Together
## for a Better World

# Fit for the low carbon future

## Climate Change Management

Customers

Communities and societies

Business Partners

Regulators

Shareholders, investors, and securities analysts

### Energy and Climate Change Management

Airport operations emit greenhouse gas through various activities which contributes to global warming and affect the well-being of people in communities and societies, one of the primary stakeholders of AOT. Greenhouse gas management, including climate change risks and opportunities, remains a critical issue for regulators, customers, and investors. Therefore, AOT shall work with partners to increase competitiveness and lead to a low-carbon business.

## Management Approaches →

1. Operate business according to the Airport Environmental Management Policy.
2. Implement Carbon Management Plan, approved by the Airport Carbon Accreditation, in 5 AOT Airports, except Phuket International Airport.
3. Conduct business according to the eco-efficiency principles which includes the analysis of resource efficiency and environmental impacts from the corporate value chain.

## Business Performance →

5 AOT airports are accredited under the Airport Carbon Accreditation with Level 3: Optimization, while Phuket International Airport is accredited with Level 1: Mapping.

| Indicators[1] | 2018 | 2019 | 2020 | 2021 |
|---|---|---|---|---|
| Greenhouse gas emission Scope 1&2 (ton of carbon dioxide equivalent) | 231,961 | 218,751 | 174,313 | 181,474 |
| Greenhouse gas emission concentration Scope 1&2 (Kilogram of carbon dioxide equivalent per passenger) | 1.65 | 1.53 | 3.74 | 11.20[2] |

Note

[1] Information by calendar year

[2] Greenhouse gas emission concentration Scope 1&2 in 2021 significantly increased due to the COVID-19 pandemic situation which affected passenger numbers.

| Indicators[1] | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|
| Total electricity consumption (megawatt-hour) | 688,310 | 545,363 | 457,268 | 437,019 |
| Circular energy consumption (megawatt-hour) | 0 | 312 | 294 | 286 |

Note  [1] Information by fiscal year

| Eco-efficiency value[1] | Base Year (2020) | 2021[2] |
|---|---|---|
| Income from sale or services per quantity of greenhouse gas emission (baht per Kilogram of carbon dioxide equivalent) | 143.25 | 33.16 |
| Number of passengers per quantity of greenhouse gas emission (person per ton of carbon dioxide equivalent) | 340.89 | 100.04 |

Note

[1] Information by fiscal year

[2] In 2021, Eco-efficiency value significantly decreased due to the COVID-19 pandemic situation which affected passenger numbers and revenues.

## Academic Seminar on World Environment Day →

AOT organized an academic seminar on World Environment Day under the theme "We Have #OnlyOneEarth. Let's take care of it." through the online platform, inviting speakers from the Thai Environmental Institute (TEI) and the National Institute of Development Administration (NIDA), together with the Environmental Department and over 200 AOT employees joined the seminar to share knowledge and find ways to increase the efficiency of energy consumption and address climate change issues. seminar to share knowledge and find ways to increase the efficiency of energy consumption and address climate change issues.





For more information, please scan here.

→ # Resource Management

Customers    Business Partners    Communities and societies    Regulators



## Circular Economy (Waste management)

Airport activities generate waste. Therefore, AOT, customers, and business partners operating within airports need to be well managed, to prevent impacts on the surrounding communities. In accordance with relevant laws, reducing waste issues is a national agenda. Reducing waste generation and promoting circular economy requires cooperation from all sectors—AOT, customers, and business partners, in order to lead a sustainable society. Additionally, good waste management reduces the risk of violating rights to life and safety of the surrounding communities.

## Management Approaches →

1. Operate business according to the Airport Environmental Management Policy.
2. Strictly implement the preventive measures and environmental remediation measures as well as monitoring plans as specified in the Environmental Impact Assessment and Environmental and Health Impact Assessment (EIA/EHIA).
3. Implement the 3R Principles (Reduce, Reuse, Recycle) and encourage waste separation in all airports and the AOT Head office.
4. Collect and sort out waste at Suvarnabhumi Airport by the certified contractors of ISO 14001:2015, with plans for other airports to follow suit in the future.
5. Establish policies and directive guidance by utilizing the environmental-friendly information technology system.

## Business Performance →

|  | Goal 2022 | Outcome 2022 | Goal 2027 |
|---|---|---|---|
| Number of confirmed complaints on waste management | 0 cases | 0 cases | 0 cases annually |

|  | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|
| Waste Generation (ton) | 35,620 | 26,260 | 19,340 | 18,363 |
| Reuse or recycle waste (ton) | 2,763 | 1,599 | 770 | 354 |
| Concentration of the waste amount for disposal (ton per passenger) | 0.23 | 0.34 | 0.85[1] | 0.39 |

[1] In 2021, concentration of the waste amount for disposal in 2021 significantly increased due to the COVID-19 pandemic situation which affected passenger numbers.

## Water and Wastewater Management

The airport business use local water resources to carry out various activities resulting in wastewater. Therefore, good water management is required to avoid impacts on the surrounding communities, as well as to operate under the relevant laws and regulations, to mitigate reputational risk of causing water pollution or water shortage. Good water and wastewater management also reduces the risk of violating human rights in the rights to life and safety of the surrounding communities.

## Management Approaches →

1. Operate business according to the Airport Environmental Management Policy.
2. Strictly implement the preventive measures and environmental remediation measures as well as monitoring plans as specified in the Environmental Impact Assessment and Environmental and Health Impact Assessment (EIA/EHIA).
3. Conduct water management and wastewater treatment of Suvarnabhumi Airport by the certified contractors of ISO 14001:2015, with plans for other airports to follow suit in the future.
4. Install the Biological Water Treatment System in all airports to improve the quality of water before being discharged.

## Business Performance →

| | Goal 2022 | Outcome 2022 | Goal 2027 |
|---|---|---|---|
| Numbers of confirmed complaints on wastewater treatment from surrounding communities | 0 cases | 0 cases | 0 cases annually |

| | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|
| Using water from an external source (thousand cubic meters) | 10,133 | 8,822 | 6,218 | 6,251 |
| Concentration of water consumption from external source (liter per passenger) | 74 | 121 | 311 | 134 |
| Amount of recycled water for being reused (thousand cubic meters) | 496 | 554 | 441 | 406 |
| The proportion of recycled water (percentage) | 4.5 | 6.3 | 7.1 | 6.5 |

For more information, please scan here.

## Noise Impact Management



**Communities and societies**

**Regulators**

**Mass media and Online Media**



### Noise Impact Management

Noise and vibration from aircraft take off and landing is one of the impacts of airport operations. This impact must be controlled and managed in accordance with international standards and Environmental Impact Assessment and Environmental and Health Impact Assessment (EIA/EHIA) in order to minimize the impact on the health and property of the surrounding communities and societies, as well as protecting human rights in the rights to life and safety. Additionally, it is important to address the noise impact appropriately according to academic practice to maintain the good reputation and image of the organization.

## Management Approaches →

1. Strictly Implement the preventive measures and environmental remediation measures as well as monitoring plans as specified in the Environmental Impact Assessment and Environmental and Health Impact Assessment (EIA/EHIA).
2. Reduce noise impact by using Noise Balanced Approaches as recommended by the International Civil Aviation Organization (ICAO).

## Business Performance →

| Indicators | Goal 2022 | Outcome 2022 | Goal 2027 |
|---|---|---|---|
| Percentage of residential buildings and structures that are vulnerable to noise pollution in airport proximity being compensated within an agreed timeframe. | **100%** | **100%** | **100%** annually |

## Provide ear health and hearing performance check-up → for community members surrounding the airports

AOT conducts regular auditory health and hearing performance check-up programs in the communities surrounding the airports to monitor and remedy the noise impact on community members. In 2022, there are 2,877 accumulated community members, from 28 communities and 10 schools, who received auditory health and hearing performance check-ups.



For more information, please scan here.

# Rise Together
## for a Better Society

# Empowering
## society towards equality

→



## Promote Our Human Rights

Customers

Business Partners

AOT Employees

Communities and societies



## Human Rights

AOT business operation throughout the supply chains, airport operation, and commercial development and management may cause fundamental human rights violations to primary AOT's stakeholders, e.g., partners, contractors, etc. AOT, therefore, places importance on good human rights management by considering the possible impacts of human rights violations, which ensures the sustainable business operations of AOT.

## Management Approaches →

1. Conduct our business in accordance with AOT's "Human Rights Policy" which conforms with international standards.
2. Conduct Human Rights Due Diligence on a regular basis, in accordance with the United Nations Guiding Principle for Business and Human Rights. This includes human rights risk assessments, setting up mitigation measures , result monitoring, and public reporting.
3. Incorporate human rights criteria as a part of supply chain's sustainability risk assessment.

## Business Performance →

| Indicators | Goal | Outcome 2022 |
|---|---|---|
| Percentage of AOT operation areas (including AOT Head Office and 6 Airports) that have undergone a risk assessment and Human Rights Due Diligence as well as stipulating prevention and remediation measurements. | **100%** annually | **100%** |
| Percentage of AOT partner groups who have undergone risk assessment and Human Rights Due Diligence as well as stipulating prevention and remediation measurements. | **100%** annually | **100%** |
| Confirmed cases of human rights violation. | **0** case annually | **0** case |

## AOT's Risk Assessment and Human Rights Impacts  $\rightarrow$

AOT assessed human rights risk and impact as part of Human Rights Due Diligence procedure, covering all AOT's stakeholders (rights-holders) who may be affected by AOT business operations, including 1) customers (airlines, passengers, and airport entrepreneurs), 2) business partners, 3) regulators, 4) AOT employees, 5) shareholders, investors, and stock analysts, 6) community and society, and 7) mass media and social media. Additionally, AOT has considered related vulnerable groups, e.g., women, children, local people, migrant workers, third-party contracted labors, LGBTQI+, people with disabilities, pregnant women, etc., to ensure that AOT has recognized the risk to human rights and has established appropriate preventive and remedial measures for affected people.



For more information, please scan here.

# Accessibility

Customers

Business Partners



## Handling Capacity and Access to Airport

AOT increases the handling capacity of cargo, passengers, and airlines at all 6 airports to improve airport accessibility and convenience for current and future customers. This, in turn, enhances the country's economic potential, and encourages business alliances within the airports, both public and private, to do business with AOT more efficiently.

## Management Approaches →

1. Expand the airport capacities according to AOT's 6 Airports Development Master Plans.
2. Uplift and promote the use of public transport systems to access the airports conveniently, cost-saving, and environmentally friendly.
3. Follow the AOT Airport Development Master Plan of all 6 Airports to promptly be ready to serve passengers after the COVID-19 situation improved.

## Business Performance →

| Handling Capacity of 6 AOT Airports | 2022 Performance | 2040 Target |
|---|---|---|
| **Passengers** | **101** million people per year | **246.5** million people per year |
| **Flights** | **202.5** flights per hour | **241.5** flights per hour |
| **Cargo and Postal Parcels** | **2.3** million tons per year | **3** million tons per year |

## Business Performance →

### Handling Capacity of 6 AOT Airports in Fiscal Year 2022

| Airports | Passengers (million people per year) | Flights (flights per hour) | Cargo and Postal Parcels (ton) |
|---|---|---|---|
| Suvarnabhumi Airport | 45 | 94 | 1,700,000 |
| Don Mueang International Airport | 30 | 50 | 525,790 |
| Chiang Mai International Airport | 8 | 25 | 35,000 |
| Hat Yai International Airport | 2.5 | 2.5 | 14,000 |
| Phuket International Airport | 12.5 | 20 | 45,000 |
| Mae Fah Luang - Chiang Rai International Airport | 3 | 11 | 3,400 |

## Safety Convenience →

AOT is prepared to develop facilities and improve the service process of air cargo operators by constructing a large parking building in the duty-free zone at Suvarnabhumi Airport. Moreover, ID Card Self-Services Kiosks were installed with face recognition technology and license plate recognition system to monitor the entry and exit of the duty-free zone and to help solve congested traffic and limited parking. This operation improves convenience whilst upholding to security standards.

## Universal Airport for All →

AOT issued a Manual on Access to Air Transport by Persons with Disabilities. and organized an online training program for passengers in need of special assistance under the Academic Service Cooperation Agreement to improve the services for those in need of special assistance between AOT with Mahidol University (Ratchasuda College) as the guidelines for airport staff to ensure all groups of customers receive equal access to airport services on the same standards at all airports.

**For more information, please scan here.**

| Customers | AOT Employees | Business Partners | Communities and societies | Regulators | Mass media and Online Media |

## Safety



### Airport Safety and Security

The airport is the hub of the air transport business. The airport operators, therefore, prioritize airport safety and security. The aim is to prevent any incident that may have a negative impact on the life and property of primary stakeholders, i.e., customers, employees, business partners, communities and society, especially in unexpected events, and to maintain the image of the country's safety. AOT operates airport safety and security strictly in accordance with the standards and regulations of regulators with a commitment to delivering the highest safe services to airport visitors, including operators and other relevant stakeholders. This also protects stakeholders' human rights: The rights to life and rights to safety.

## Management Approaches →

1. Implement according to the "Airport and Aviation Standard Master Plan (Revised Version) for the Fiscal Year 2019-2022".
2. Conduct our business according to the AOT Safety Policy and AOT Safety Objectives which align with government regulations and national civil aviation safety policy and state safety objectives.
3. Operate security assurance by conducting security inspections at both the organization and airport levels.
4. Conduct emergency and contingency plan's exercises in the Full-scale, Partial, and Table-top modes.
5. Develop security personnel to comply with the Safety Management System (SMS).
6. Develop information technology systems on airport safety (e-Safety) and airport security (e-Security).
7. Constantly establish or review policy, practice guidelines, and additional management processes in maintaining airport security.

## Management Approaches →

| Indicators | Goal 2022 | Outcome 2022 | Goal 2027 |
|---|---|---|---|
| **Airport Safety** | | | |
| Percentage of airports which have received annual safety assessments[1] | 100% | 100% | 100% annually |
| Percentage of security operations that continuously comply with government regulations and international standards. | 100% | 100% | 100% annually |
| Numbers of runway accidents caused by operational errors made by AOT's employees (case per 1,000 flights) | 0 case | 0 case | 0 case annually |
| **Airport Security** | | | |
| Percentage of airports which have received annual security assessments[2] | 100% | 100% | 100% annually |
| Percentage of security operations that continuously comply with government requirements and international standards. | 100% | 100% | 100% annually |
| Percentage of inspection and security personnel whose qualifications meet the requirements of the Civil Aviation Authority of Thailand[3] | 100% | 100% | 100% annually |

[1] Include physical characteristics of airports, operations in accordance with the public aerodrome manual, and the Safety Management System (SMS).

[2] Regulations of the Civil Aviation Authority of Thailand regarding the certification of security inspection officer B.E. 2561 (2018) which came into force on 1 February 2019.

[3] Qualified security inspection officers have to attend mandatory training courses, such as the course on "Regulations of the Civil Aviation Authority of Thailand regarding the certification of security inspection officer B.E. 2561 (2018)" and shall possess none of the prohibited characteristics under the National Civil Aviation Security Quality Control Training Program 2019.

## Aviation Security Training →

AOT conducted the Aviation Security Supervisors course (AVSEC Supervisors) for AOT employees to create skills of professional supervisors for controllers of security screening and maintaining operations of AOT based on standards of the Civil Aviation Authority of Thailand.



## Emergency Drills →



AOT conducted emergency plan drills to prepare for emergencies in various ways, both online during the COVID-19 pandemic and by real-life simulation when the COVID-19 pandemic was resolved in 2022, the emergency plan was drilled on the cases of aircraft accidents in diffcult-to-reach areas of Suvarnabhumi Airport and Chiang Mai Airport, aircraft slipping outside of the Phuket Airport runway, fire in the office building, and explosion and dangerous goods incidents at Don Mueang Airport. The drills were conducted in conjunction with internal and external agencies and conformed to the requirements of the state and standards of the International Civil Aviation Organization.

For more information,
please scan here.

## → Customer Relations

**Customers**

**Business Partners**

**Mass media and Online Media**



## Customer Relationship Management and Customer Satisfaction

Airport management and operation is an activity that directly affects customer satisfaction, including passengers, airport entrepreneurs (e.g., shop owners and other service providers), and airlines. By responding to customer needs, AOT aims to satisfy each group of stakeholders in a balanced manner under international safety and security standards and service standards, along with creating a positive image for the airports in the country.

## Management Approaches →

1. Organize customer relationship activities continually to build motivation and strengthen relationships with airlines, and entrepreneurs.
2. Conduct Airport Service Touchpoint Analysis and apply the findings to improve airport services.
3. Assess airport services for development on the aspect of Level of Service (LoS), Airport Service Quality (ASQ), and Customer Feedback in accordance with international standards.

## Business Performance →

In the fiscal year 2022, the number of passengers was less than normal due to the impact of the COVID-19 pandemic. Therefore, AOT did not participate in the Airport Service Quality (ASQ) quality assessment which is the international standard implemented by the Airport Council International (ACI). However, AOT has applied the Airport Service Touch Point (ASTP) analysis to maintain service quality and prepare the operation before rejoining the ASQ in the fiscal year 2023.

## Uplift airport services to the next level with the Airport Service Touch Point Report →

AOT placed emphasis on creating a positive passenger experience, therefore, the concept of Passenger Experience Management and customer-centric concept was applied to to the design of passenger experience via passenger journey at each airport touch point. The integrated analysis of current data, both qualitative data e.g., Airport Service Quality (ASQ) and customer feedback and quantitative data e.g. level of service (LoS), an international standard for measuring the level of service within the airport terminal at each time of the day, an integrated evaluation framework and an overview report is then utilized to promptly improve the level of services.

For more information, please scan here.

## Supporting our People

AOT
Employees



## Personnel Development

Developing knowledge of service and safety standards raises the organization's operational capability. Therefore, with the requirement for knowledgeable personnel, AOT encourages the continuation of personnel development programs to expand the opportunities for the career path of employees. AOT also develops the country's aviation personnel to be of greater quality for supporting the organization's future growth.

## Management Approaches →

1. Execute the "HR Master Plan" for the Fiscal Years 2017 - 2022 (Revised Edition), e.g., workshop training plans, leadership development plans, and professional qualification development plans.

2. Manage career paths and succession planning based on the results of position competency assessments according to work groups. This is in line with the new human capital management criteria of the State Enterprise Assessment Model (SE-AM).

3. Operate employee development projects based on individual competency by focusing on empowering employees on knowledge and abilities in operational and managerial aspects.

4. Conduct the 5-year Core Values and Corporate Culture Promotion Plan (Fiscal Years 2020 - 2024)

5. Arrange the Knowledge Management System Project in response to the AOT Knowledge Management Development Plan (Fiscal Years 2021 - 2025).

6. Collect statistics and survey opinions on personnel development for future growth.

**Business Performance** →

⚙ **Total projects/training courses 438 projects**

**101** Airport management projects

**155** Functional and operation projects

**112** General management projects

**70** Soft Skills Projects

Total employee participation in training **20,729 persons**

Average training duration per person **5.54 hours per year**

Total investment in training **36,887,581 Baht**

Average training expense **1,779.52 Baht per person per year**

Human Capital Return on Investment (HCROI) ERM **-0.40**

## Human Resource Management →

AOT organized online training programs for human resources development to occupational standards and professional qualifications. There were 57 employees from 6 airports and the headquarter participating in the training with the intention of uplifting their competencies to meet standards and be able to support AOT's missions efficiently.

## Integration of the 5 Core Values →



The Safety Mind Project integrated the value of confidence in safety and security with Mae Fah Luang - Chiang Rai International Airport. It provides an opportunity for employees, workers, and outsourced workers to contribute to the integration of work safety and security. The Safety Mind Project comprised two types of contests: (1) **the work safety article award**—the winner was the "Office Syndrome" topic —and (2) **the video clip communicating the confidence values (safety and security)** award—the winner was the **"Fuel Filling of Fire Engine on High Ground"** topic.

## KM Day 2022 →



AOT organized KM Day 2022 Activity under the **"AOT Critical Knowledge 2022"** topic for AOT executives and employees to recognize the importance of knowledge management as a cornerstone of organizational development. Additionally, this activity aimed to motivate AOT employees to take part in knowledge management. It provided opportunities for employees to present their knowledge which was systematically managed and applied to work process improvement. The executives jointly commended and awarded the group with outstanding performance and those who are role models in knowledge management. In this event, Metropolitan Waterworks Authority, the TQC award winner, was invited to exchange and reflect on the connection of high-performance organizations in the knowledge-based society. KM lessons on aircraft rescue and evacuation (Knowledge Management Impacts Decision Making) were learned through Zoom Cloud Meetings.

**For more information, please scan here.**

## Personnel Care

During the COVID-19 pandemic, employees are expected to operate in compliance with the COVID-19 preventive measures, especially during the high season. Consequently, employees need to be more accountable and dedicated to their work. AOT, therefore, focuses on taking care of personnel to work with meaning, productivity, and pride, and helping to improve the quality of life for valuable personnel.



## Management Approaches →

1. Execute the "HR Master Plan" for the Fiscal Years 2017 - 2022 (Revised Edition), through the welfare benefit plan to improve employees' quality of life, employees' mental health development plan, and employee engagement and satisfaction survey plan.

2. Award the best employee of the year award for personnel who have outstanding performance in line with AOT practices to recognize employees' efforts and work.

3. Provide compensation and benefits, such as leaves and subsidies for employees and their families, to incentivize employees.

4. Survey employee engagement and satisfaction toward AOT to evaluate performance and analyze data for improving AOT personnel care.

## Business Performance →

**Result of employee engagement survey**
**77.33%**

Male
**80.40%**
Female
**72.57%**

**Goal 2022**

**75%**

**Result of employee satisfaction**
**84.61%**

The turnover rate was **1.97%**
**0.43%**
of which was voluntary.

## Employee Satisfaction and Engagement Survey →

AOT conducted the regular employee satisfaction and engagement survey to acknowledge various factors that affect employee satisfaction and engagement. The obtained results were used to develop personnel and welfare management to meet employees' needs more. The survey was classified by gender, age, and position to understand diverse needs. The survey results in 2022 revealed that the employees were satisfied with work responsibility factors at the highest level by 88.45%, namely, pride in responsible jobs; delegation appropriate to employees' knowledge, abilities, and interests; and systematic and standardized work processes. While the least employee satisfaction was in work progress factors by 77.07%, which was an opportunity for growth. AOT will implement the project to achieve further concrete developments in this issue.

## Best Employee Awards →

AOT recognizes the value of dedicated employees, each year, an annual award is presented to staffs and employees who are well conducted in the workplace (self-governance, people governance, and work governance), and AOT Core Value—service minded, safety & security, teamwork, innovation, and integrity, as recognition and encouragement of good value.



**Outstanding Employee Awards Ceremony July 1, 2022**

**Ms. Sawasiwalee Orachon**
Senior Nurse 6 Medical Service Section
Medical Department at Hat Yai International Airport

"I am proud to be a part to drive and help AOT provide medical services both in normal situations and in addressing the COVID-19 crisis which affected all aspects. Moreover, I am proud to make the most of our knowledge, abilities and experience in the nursing profession, based on AOT values, to work toward achievement."

## Because We Care →

During the Covid-19 pandemic, AOT has been concerned about the welfare of employees. Therefore, took measures to reduce the risk of infection, e.g., social distancing, flextime, and work-from-home, to avoid congestion and travel stress. This also allows AOT employees to have more time for families and their leisure which will enhance the physical and mental health of employees in a balanced manner.

For more information, please scan here.

## Promotion of Diversity

AOT opens opportunities to all potential individuals to work with the company without discrimination and exclusion based on ethnicity, religion, gender, skin color, language, race, or any other status. AOT has established policies and campaigns to promote employee diversification and ensure that AOT employees are proud of corporate identity and diversity.

## Management Approaches →

1. Execute the "HR Master Plan" for the Fiscal Years 2017 - 2022 (Revised Edition), which takes into consideration the promotion of diversity in the organization.
2. Operate according to the law[1] and AOT Corporate Governance Handbook 2016 in provisions of equality and stipulate clear punishment according to AOT Public Company Requirements.[2]
3. Collect and disclose statistical data on AOT employee diversity, e.g., the proportion of female directors and complaints on discrimination grounds and communication to the public.
4. Conduct an employee satisfaction and engagement survey as classified by gender, age, and position, and apply the results to developing activities in response to diverse needs.
5. Organize employee diversification campaigns, e.g., AOT Wears Thai to Work.

[1] *The Labor Protection Act (No. 2) B.E. 2551 (2008) on Discrimination in Workplace*
[2] *AOT Public Limited Company Requirement on Disciplinary Proceedings and Punishment of Offenders B.E. 2559 (2016)*

## Business Performance →

Share of female directors
**33.33%**

Share of women in total workforce
**39.76%**

Share of women in management positions in revenue-generating functions[1]
**3.69%**

Share of women in STEM-related positions[2]
**32.01%**

Employees < 30 years old
**13.02%**

Employees 30 - 50 years old
**72.01%**

Employees > 50 years old
**14.97%**

**0 Case** Discrimination Complaints

[1] Revenue-generating function of AOT refers to Business Development and Marketing Department and Operation Department.

[2] STEM are functions that rely on knowledge in science, technology, engineering, and mathematics. According to the AOT definition, STEM covers Digital Technology and Communication Department and Engineering and Construction Department.

## Proud of Local Identity →

AOT supports diversification in the workplace to encourage employees to be proud of their local identity by motivating employees to dress in their local costumes to work on Thursday. This campaign has also initiated acceptance of other diversification in the organization.

For more information, please scan here.

# Health and Safety

AOT
Employees

Business Partners

Customers

Regulators

Communities
and societies



## Occupational Health and Safety in the Workplace

Airport management requires operating personnel. The operation may cause risks to employees' and contractors' physical and mental health. A good occupational health and safety management will reduce the risk of injuries and fatality rate, ensuring smooth business operation, costs reduction and a positive organizational image. AOT focuses on occupational health and safety, both among employees and contractors, as a means of protecting human rights in the rights to life and safety.

## Management Approaches →

1. Carry out the occupational health and safety procedures in accordance with ISO 45001:2018 standards in all operational areas.
2. Set up the Occupational Health, Safety and Working Environment committee of each airport to take care of occupational health and work safety governance of all employees and staff.
3. Regularly conduct the occupational environmental assessment, such as temperature, humidity, lighting, radiation, noise, air particles, and more.
4. Set up clinics and medical offices in all operational areas to provide medical treatment to AOT employees, staff, and field operators in the event of sickness or injuries resulting from accidents during operations.
5. Require suppliers, partners, and contractors to follow the regulations and the workplace safety manual by specifying them in the Terms of Reference.
6. Regularly monitor the safety statistics of the employees and contractors.

## Business Performance →

| Indicators | Goal 2022 | Outcome 2022 | Goal 2027 |
|---|---|---|---|
| Percentage of operational areas that are ISO 45001:2018 certified* | **100%** | **100%** | **100%** annually |
| Lost Time Injury Frequency Rate (LTIFR) of employees and contractors (Unit: Case per 1 million working hours) | **0** for employees and contractors | **0.22** for employees **0** for contractors | **0** for employees and contractors annually |
| Lost Time Incident Severity Rate (LTISR) of employees and constrictors (Unit: Day off per 1 million working hours) | **0** for employees and contractors | **2.22** for employees **0** for contractors | **0** for employees and contractors annually |
| Work-related fatalities of employees and contractors (person) | **0** person | **0** person for employees **1** person for contractors | **0** fatalities for employees and contractors annually |

* Including all 6 airports and the Head Office

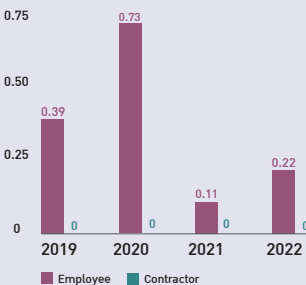## Occupational health and safety statistics of workers →



**Lost Time Incident Severity Rate (LTISR)**
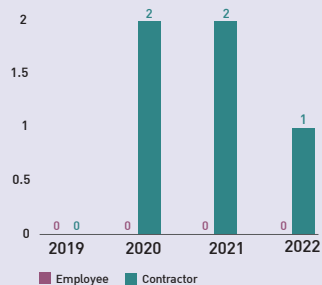Unit: Day-off per 1 million working hours
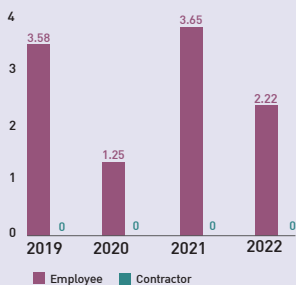
**Lost Time Injury Frequency Rate (LTIFR)**
Unit: case per 1 million working hours

**Work-Related Fatalities**
Unit: person

## Creating a culture of occupational health and safety  →

AOT conducted activities to promote the corporate culture of occupational health and safety by creating engagement with employees. In 2022, AOT produced public relations materials to raise employee awareness about occupational health and safety within the organization and disseminated them through the Line AOT Staff. According to the survey, over 96 percent of all employees were aware of the organization's culture of occupational health and safety.

## Simple exercise and relaxation with ergonomics  →

AOT organized health promotion programs by providing knowledge of ergonomics and training stretching exercises according to ergonomic principles to employees in order to promote physical and mental health and reduce office syndrome problems. All participants were satisfied with the activities at the high-highest level.

For more information, please scan here.

→

## Supplier and Partner Management

**Business Partners**

**Customers**

## Supply Chain Management

AOT procurement plays a part in driving the country's economic system and motivating the private sector as a business partner to manage sustainability in terms of economy, environment, and society without corruption, as well as encouraging them to comply with the law and paying respect to human rights through the implementation of AOT policies. In addition, good supply chain management results in customer confidence in AOT's business operations.

## Management Approaches →

1. Comply with related requirements and laws on procurement[1] and the "Manual Supply B.E. 2562 (2019)" which is consistent with those requirements and laws.
2. Support suppliers' and partners' operations in accordance with the AOT Supplier Sustainable Code of Conduct.
3. Conduct a pilot project for the supply chain risk assessments of Suvarnabhumi Airport and the Head Office, to identify risk management measures and follow up.

[1] The Public Procurement and Supplies Management Act B.E. 2560 (2017) and Regulation of the Ministry of Finance on Public Procurement and Supplies Administration B.E. 2560 (2017)

## Business Performance →

| Indicators | Goal | Outcome 2021 |
|---|---|---|
| Percentage contract partners getting acknowledge of the written of the written sustainable operation guidelines. | 100% annually | 100% |
| Percentage of suppliers and partners groups in the pilot project carrying out supply chain risk assessment. | 100% annually | 100% |
| Percentage of employees from the Supply Department attending the training course of "Manual Supply B.E. 2562 (2019)". | 100% annually | 100% |

## The AOT Supplier and Partners Sustainable Code of Conduct →

AOT established a guideline that all suppliers and partners shall be informed of the requirement and signed a written contract. This guideline exhibits AOT expectations to suppliers and partners in terms of good governance, employment and respect for human rights, and environmental and pollution management. Consequently, suppliers and partners can use this guideline in their operations and sustainable practices in their supply chains, as appropriate.

For more information,
please scan here.

→

## 17 PARTNERSHIPS FOR THE GOALS

# Alliances

Business Partners

Customers



## Business Alliances

Building alliances among the airport industry as well as business partners through subsidiaries brings out the strengths of each organization to develop cooperative operations, this will lead to the progression of the aviation industry in various aspects, i.e., safety and service standards, environmental management. Creating new forms of services will also enhance business opportunities for partners and expand service options for AOT customers.

## Management Approaches →

1. Operate business according to the third Regional Hub Strategic Plan, the seventh Business Development Strategic Plan, and the AOT International Business Development Master Plan.
2. Establish a collaboration network through the Sister Airport Agreement (SAA).
3. Proactively engage with the Airports Council International (ACI) to discuss and push forward airport standards in terms of services, economy, environment, and airport safety.
4. Establish a joint venture company to support the aviation industry while generating new revenue sources and diversifying AOT business.

## Business Performance →

Expenses for
**Policy Support in the Fiscal**
**Year 2022**
**3,699,665**
**Baht**

Total AOT Alliances
under **SAA**
**13 Organizations**
Covering
**17 Airports**
**in 10 countries**

## Setting direction for airports of the future →

Mr. Nitinai Sirismatthakarn, President of AOT, participated in the 65th ACI World Governing Board Meeting in Muscat, Oman, as a board member to discuss unrest situations affecting air transportation industry, response measures to post-COVID-19 conditions, and achievement of net zero carbon emissions by 2050. ACI Meeting is held annually, twice a year, to exchange experiences and opinions on critical issues, as well as to drive and monitor progress from policy implementation



of the previous meeting, and to analyze the situations and trends related to the future air transportation industry.

## CEO Meeting →

Mr. Nitinai Sirismatthakarn, President of AOT, attended a meeting with Mr. Jost Lammers, CEO of Munich Airport, Germany, one of the alliances under the Sister Airport Agreement (SAA) to discuss Thailand's measures for opening up the Phuket Sandbox Project and easing traveling restrictions for



European Union passengers and to find mutual ways for airport business operation.

## Safe Corridor Initiative (SCI) →

Mae Fah Luang-Chiang Rai Airport participated in the Safe Corridor Initiative (SCI), hosted by Incheon Airport, Republic of Korea, a partnership under the Sister Airport Agreement (SAA). The purpose was to enable member airports to share information and approaches to COVID-19 prevention and isolation information of people at risk of



COVID-19 in order to enhance passenger confidence across SCI airports.

## Launch Thai and ASEAN agricultural products to the world market →

Thailand is a rich agricultural industry city. Agricultural products generate income for many of the country's population. To support and add value to agricultural products, the idea was developed to connect the process of product transportation and product standard inspection to meet the criteria of destination countries and consumer needs, resulting in timely export of agricultural products under the appropriately controlled temperature and humidity and less product rejection at the destination countries. AOT has driven the establishment of the Pre-shipment Inspection Center (PSI) within the duty-free zone of the Suvarnabhumi Airport. PSI Center was established with the goal of becoming the hub for agricultural product inspection, as well as a regional distribution center in ASEAN, whilst complying to international standards.

In the initial phase, Perishable Premium Lane (PPL) was established and a one-stop service plant checking point of Department of Agriculture, Ministry of Agriculture and Cooperatives was set up at the Suvarnabhumi Airport in the same zone. PPL is operated by AOT TAFA Operator Company Limited (AOTTO), a joint venture between AOT and TAFA Consortium Company Limited, to provide services related to preparing goods before boarding the aircraft under controlled temperature conditions. At this point, the safety of the goods has been verified according to the Regulated Agent (RA) and the Third Country EU Aviation Security validated Regulated Agent (RA3). This project was initiated under the Memorandum of Understanding (MOU) on the development of the agricultural product pre-shipment inspection system between the Ministry of Transport (represented by AOT) and the Ministry of Agriculture and Cooperatives (represented by the Department of Agriculture).

This partnership not only expands the aeronautical revenue channel of AOT but also enhances the competitiveness of the Thai and ASEAN agricultural sector.

For more information, please scan here.

# Revitalize communities from COVID, revive the economy for society

Communities and societies



## Corporate Social Responsibility

Business operations and development of AOT's airports creates  modern, convenient, and rapid transportation systems, resulting in an increased volume of travel, a higher number of tourists, and a change in community living in terms of economic, social, and environmental aspects. With good management, there could be an opportunity to grow through shared value creation and sustainably enhance the quality of life of the local communities.

## Management Approaches →

1. Implement according to the AOT's extended Sustainable Development Master Plan for the fiscal years 2020 - 2023.
2. Develop Corporate Social Responsibility (CSR) activities at both organizational and airport levels in accordance with the United Nations Sustainable Development Goals (SDGs) to continuously uplift the quality of life for the community members.
3. Fulfill the community's needs by closely engaging with community leaders, especially during the COVID-19 pandemic.
4. Promote knowledge exchange and experience sharing among CSR staff in every airport.
5. Issue a Stakeholder Engagement Strategy Guide in accordance with international standards and good practices, e.g., Corporate Social Responsibility Guidelines of the Stock Exchange of Thailand, ISO 26000 Global Reporting Initiative (GRI), and AA1000 Stakeholder Engagement Standards.
6. Develop sustainable tourist attractions and community products to uplift quality of life of the communities surrounding the airports.

## Business Performance →

| Indicators | Goal 2022 | Performance 2022 | Goal 2026 |
|---|---|---|---|
| Level of success of Corporate Social Responsibility (CSR) Activities according to the Annual Action Plan of 6 Airports | **100%** | **100%** | **100%** annually |
| Level of satisfaction of participants in Corporate Social Responsibility (CSR) Activities | At least **80%** | At least **80%** | At least **80%** annually |

## Sustainable Tourist Attractions and Community Products Development Project (AOT Selected) →

   Tourism is one of Thailand's most lucrative industry, generating large income with a high potential for income distribution amongst local communities. Therefore, tourism should be developed sustainably and systematically managed with considerations for the environment, local economy, and the quality of life of the people involved. AOT Selected Project, has been developed to build the capability of the communities surrounding the airports to develop sustainable tourist attractions and community products by giving educational support and public relations channels. Currently, the project is in the pilot phase. AOT Selected is considered a social activity that creates sustainable shared value between airport businesses and the community, which promotes the local economy after the COVID-19 pandemic subsided.



CSR staffs learned about success factors from the model community at the Saraburi OTOP Complex at Phukae (Hua Plee Market).



Workshops to enable CSR staffs at all 6 airports to apply their knowledge from the field study at model communities to the AOT Selected Operational Plan.

   Chiang Mai Airport organized professional training for tour guides and supported the registration of community enterprises for Ban Hmong Doi Pui to develop competency in preparation for the return of international tourists.

For more information, please scan here.

# Reader Survey

Please mark **X** in the box ☐ and make suggestions in the space provided.
Your suggestions will be used for further improvement on the content
and disclosure approach of AOT's Sustainable Development Report 2023.

**1. Gender**

☐ Male          ☐ Female          ☐ Prefer not to answer

**2. Education**

☐ Below Bachelor's Degree          ☐ Bachelor's Degree

☐ Master's Degree          ☐ Above Master's Degree

**3. Which group of reader are you?**

☐ Customer (Passenger/Airline/Entrepreneur)     ☐ Shareholder, Investor and Securities Analyst

☐ Business Alliances          ☐ Communities and Society

☐ Regulators          ☐ Mass Media and Other Online Media

☐ AOT Employee          ☐ Others, please specify _____

**4. Which channel did you receive AOT's Sustainable Development Report?**

☐ AOT's Website     ☐ Seminar/Lecture/Exhibition     ☐ AOT's Internal Units

☐ Other Websites     ☐ General Shareholder's Meeting

☐ Others, please specify _____

**5. What is your main purpose of reading AOT's Sustainable Development Report 2022?**

☐ To get to know about AOT.          ☐ To support investment decisions.

☐ For research/education.          ☐ To prepare your own report.

☐ Others, please specify _____

**6. Please rate the comprehensiveness and reliability of AOT's Sustainable Development Report 2022.**

• How much do you understand AOT's sustainability issues?

☐ High          ☐ Moderate          ☐ Low

• How well is sustainability performance consistent with AOT's sustainability strategies?

☐ High          ☐ Moderate          ☐ Low

- How appropriate and credible is the content?

☐ High  ☐ Moderate  ☐ Low

- How well is the content corresponding to your expectation?

☐ High  ☐ Moderate  ☐ Low

**7. What are the important issues of AOT's sustainability that interest you?**

☐ Corporate Governance, Risk Management, and Operational Supervision

☐ Airport Capacity and Accessibilities

☐ Customer Satisfaction

☐ Sustainable Supply Chain

☐ Business Alliances

☐ Digital and Innovation

☐ Information Technology Security and Privacy

☐ Energy and Climate Change

☐ Water Management and Wastewater Treatment

☐ Circular Economy (e.g. waste management)

☐ Noise Impacts

☐ Airport Safety and Security

☐ Occupational Health and Safety of Employees

☐ Community and Society Participation

☐ Human Rights

☐ Valuable and Fulfilling Work

☐ Others, please specify_____

**8. Do you think the Report's contents cover important issues concerning AOT's sustainability?**

☐ Yes  ☐ No

If not, please specify

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**9. Please give suggestions for improving the next AOT's Sustainable Development Report.**

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**Please return the survey to the Corporate Social Responsibility Department, Airports of Thailand Public Company Limited (AOT). 333 Cherdwutagard Road, Srikan, Don Mueang, Bangkok 10210**

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