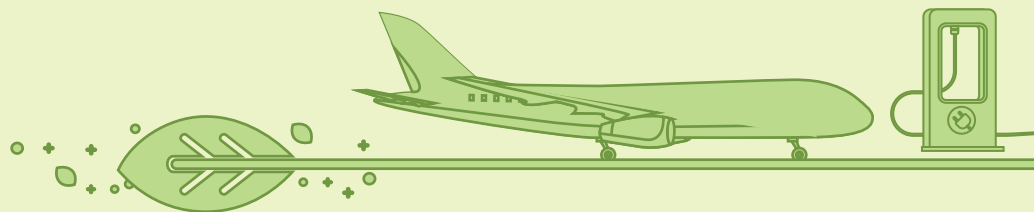


# Branching out for a better planet

# Branching out for a better planet

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# PLANTING THE FUTURE

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## MESSAGE FROM CHAIRMAN AND PRESIDENT



Airports of Thailand Public Company Limited (AOT) is committed to creating value for all stakeholders through effective airport management, guided by our vision: “AOT operates the world’s smartest airport: Focusing on service quality with an emphasis on safety and balanced revenue generation.” At the same time, we remain steadfast in our role as a “Corporate Citizenship Airport,” embodying the principles of being a responsible societal citizen and a

good neighbor to surrounding communities. This commitment is articulated in the AOT Sustainable Development Master Plan for Fiscal Years 2024 - 2028 (2024 Revision). Furthermore, AOT has set an ambitious goal of achieving Net Zero emissions by 2044, aligning with the United Nations’ Sustainable Development Goals (SDGs) and the 10 universal principles of the United Nations Global Compact (UNGC).



To ensure we meet these objectives, AOT has developed the AOT Corporate Plan for Fiscal Years 2023 - 2027 (2024 Revision) alongside the AOT Sustainable Development Master Plan. AOT is committed to conducting business responsibly by promoting the use of clean energy, reducing greenhouse gas emissions and managing resources efficiently. We strive to build positive relationships with the surrounding communities of our airports, ensuring balanced and sustainable growth of business operations success with social and environmental responsibility. This will result to achieve long-term sustainability for both AOT and its airports' communities.

These plans highlight AOT's responsibility toward environmental and social sustainability. Key initiatives include:

- Transitioning to 100% renewable energy.
- Deploying electric vehicles and installing charging stations at 6 airports.
- Launching reforestation projects to increase carbon absorption and preserve biodiversity.
- Strengthening sustainability awareness among employees through specialized training and the Integrated Sustainability Knowledge Management system.

These efforts equip AOT to adapt to evolving sustainability practices and address global airport business environment changes, ensuring continued stakeholder satisfaction and sustainable development.

The AOT Sustainability Report focuses on 3 critical areas:

- 1. Environmental Conservation:**  
Sustainable management of natural resources.
- 2. Transition to Clean Energy:** Tackling energy challenges and climate change.
- 3. Human Development:** Enhancing employee potential and fostering inclusive growth.

By addressing these priorities, AOT aims to generate short-term economic benefits while creating long-term value for stakeholders, strengthening organizational competitiveness, and ensuring resilience in a dynamic business environment.

On behalf of the AOT Board of Directors and the President, I extend my heartfelt gratitude to all stakeholders for their trust and support over the past 45 years. I would also like to recognize the dedication of our employees, who are the backbone of AOT's success. Their unwavering commitment to maintaining service excellence, safety, and good corporate governance has been instrumental in overcoming challenges and driving the organization forward.

I am confident that the collaboration of all stakeholders will continue to be a cornerstone of AOT's sustainable growth and future success.

(Police General Visanu Prasattongsoth)  
Chairman

Airports of Thailand Public Company Limited

(Mr. Kerati Kijmanawat)  
President

Airports of Thailand Public Company Limited



# PLANTING THE FUTURE

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## Our Business:

### Managing Airport with Excellence

Airports of Thailand Public Company Limited (AOT) is a state-owned enterprise under the Ministry of Transport which responsible for managing 6 airports in Thailand to accommodate domestic and international flights, namely Suvarnabhumi Airport, Don Mueang International Airport, Phuket International Airport, Chiang Mai International Airport, Hat Yai International Airport, and Mae Fah Luang - Chiang Rai International Airport. AOT is listed in the Stock Exchange of Thailand under the symbol “AOT” which the Ministry of Finance is a major shareholder.

Mae Fah Luang - Chiang Rai  
International Airport

Chiang Mai  
International Airport

Don Mueang  
International Airport

Suvarnabhumi  
Airport

Phuket  
International Airport

Hat Yai  
International Airport





The main revenue of AOT comes from 2 categories:

1

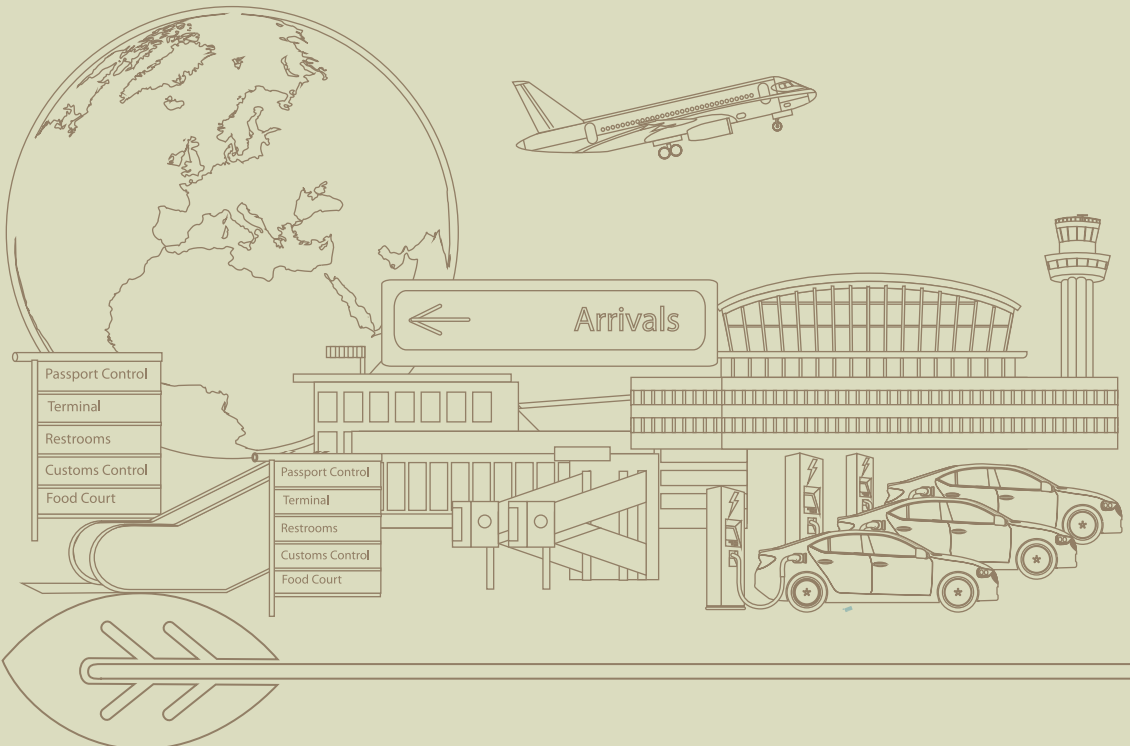
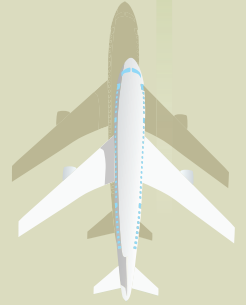
### Aeronautical Revenue

Consists of

- Airport Service Charges: Landing and Parking Fees
- Passenger Service Charges
- Aircraft Facilities Service Charges

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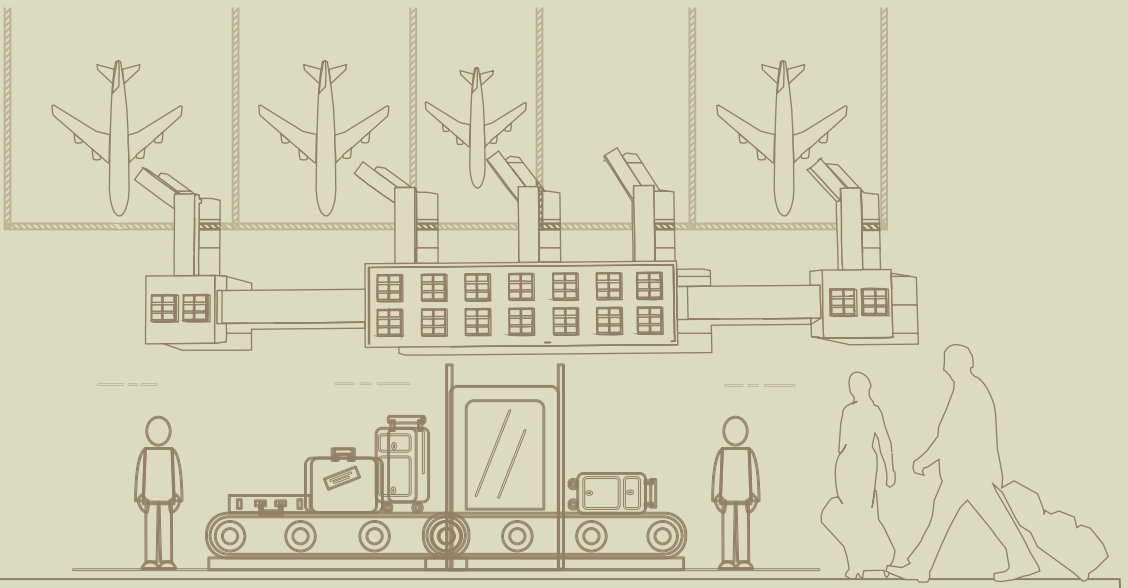
## 2

### Non-Aeronautical Revenue

Consists of

- Office and Space Rental Revenues
- Service Revenues
- Concession Revenue

In addition, AOT derives support from external entrepreneurs in providing various services for airport users, such as ground handling service, limousine service, retail shops, storage facilities, passenger services, car park services and other facilities including hotel business.



## Cooperation with Government Agencies

AOT works closely with relevant government agencies and state enterprises to provide services and facilitation to the airport users, such as

 <p>Immigration Bureau</p>	 <p>Customs Department</p>	 <p>กรมควบคุมโรค Department of Disease Control</p>
 <p>Tourism Authority of Thailand</p>	 <p>Thai Airways International Public Co., Ltd.</p>	 <p>Aeronautical Radio of Thailand Ltd.</p>
 <p>SRT Electrified Train Co., Ltd. / Airport Rail Link</p>	 <p>Bangkok Mass Transit Authority</p>	 <p>Thailand Post Company Limited</p>

## Delivering Value

AOT is committed to delivering value to all stakeholders throughout the value chain of airport business, from the design and construction to the management, under major principles as follows:



Driven by its vision of becoming the world-class airports and drive the national society and economy to grow sustainably, (as stated in its vision); “AOT operates the world’s smartest airport, focusing on service quality by emphasizing safety and balance of revenue generation” and the mission; “To operate and promote airport business including other businesses related to or affiliated with the airport business by taking into consideration of sustainable development” in Thailand.

## Value Delivery Contributors



### Business alliances

(Airport operators,  
Suppliers, Partners)



### Regulators



### AOT employees

## Airport Construction

- Feasibility study for commercial airport establishment and the role of airport
- Site selection of airport construction
- Economic worthiness study of business plan and airport development plan
- Survey and detailed design
- Environmental and health impact study
- Construction and construction management
- Operational readiness and airport transfer
- Transparency of project studies and operations
- Participation with stakeholders and support derived from related agencies





### Airport Management

- Aviation and ground services management
- Passengers and baggage management
- Cargo warehouse management and operations
- Management of commercial spaces and concession contracts
- Airport maintenance
- Safety and security standards retention
- Participation with stakeholders

### AOT's Value Receivers



#### Customers

(airlines, passengers/airport users and entrepreneurs/tenants)



#### Communities and society



#### Shareholders, investors and securities analysts



#### Media



## Awards of Pride

### Award

#### 1

### IAA Awards for Listed Companies 2024 – Best CEO



Mr. Kerati Kijmanawat, the President, received the award for the Best CEO of the IAA Awards for Listed Companies in Tourism and Travel Group, while Mr. Chenwit Musikarat, Senior Executive Vice President (Accounting and Finance), received the award for the Outstanding CFO of the same group. These awards recognize and honor the executives of listed companies who possess knowledge and

capability in management, leading the companies to success and sustainable growth, while creating added value for shareholders. The event was organized at The Athenée Hotel, Bangkok on 30 September 2024.

### Award

#### 2

### ASEAN's Top Corporate Brand Hall of Fame 2023

AOT received the honorary award plaque of ASEAN's Top Corporate Brand Hall of Fame 2023 from the Dean of the Faculty of Commerce and Accountancy, Chulalongkorn University, for receiving the highest corporate brand value assessment results in all business categories of Thailand in 2023, and representing Thailand in ASEAN for 5 consecutive years at the ASEAN and Thailand's Top Corporate Brand 2023. The event was held at Chulalongkorn University Auditorium on 23 January 2024.



### Award 3

## Service Excellence Award



On 5 November 2024, AOT received the Service Excellence Award of the Year 2024 in the event of the Super Terminal Expo (STE) 2024 Awards. This award is to recognize AOT as an organization that plays a significant role in aviation industry, capable of elevating airport operational standards and creating a

positive experience for passengers. It also honors organizations with vision that can effectively leverage innovations and technologies in airport operations. The event took place at ASIAWORLD - EXPO, Hong Kong Special Administrative Region, People's Republic of China.

### Award 4

## Occupational Health and Safety Management System Standard ISO 45001:2018 Certification for AOT's Safety Management System

AOT received the safety management system certification according to the Occupation Health and Safety Management System Standard ISO 45001:2518 from the Certify Body (CB) since the fiscal year 2020 until now. This could confirm that AOT has continuously improved and developed its safety management according to the specified standards.



**Award  
5**
**ACI Airport Customer Experience Accreditation  
for AOT's Service Quality**


AOT received the service quality certificate of ACI Airport Customer Experience Accreditation (Level 1) from the Airport Council International (ACI) for 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 - Chiang Rai International Airport. The certificate

presentation ceremony was held during the ACI Customer Experience Summit and Exhibition 2024 at the Loews Hotel in Atlanta, United States, during 23 - 26 September 2024.

**Award  
6**
**Money & Banking Awards 2024, the Outstanding Company of  
2024 under the Transportation and Logistics Business Category**

AOT received the honorary award plaque for MONEY & BANKING AWARD 2024, the outstanding company of the year 2024 under the transportation and logistics category from the Governor of the Bank of Thailand. This award is to recognize and honor individuals, banks, and financial institutions that excel in various aspects of business management. The event took place at the Hyatt Regency Bangkok on 19 July 2024.





**Award  
7**

## **Prime Minister Awards: Thailand Cybersecurity Excellence Awards 2023**



AOT received a plaque of appreciation in the government agency category from the Minister of Digital Economy and Society to honor in the event of “Prime Minister Awards: Thailand Cybersecurity Excellence Awards 2023”, which was organized by the National Cyber Security Agency at the Aswin Grand Convention Hotel Bangkok on 25 December 2023. This award aims to promote and support

the development of the agency’s cybersecurity capabilities to international standards, and encourage the agency to operate according to cybersecurity practice and standard framework.

**Award  
8**


## **2024 Outstanding Workplace Award for Safety, Occupational Health and Working Environment at National Level**

AOT received the 2024 Outstanding Workplace Award for Safety, Occupational Health and Working Environment at national level, and the 2024 Safety and Occupational Health Promotion Project in a high-risk workplace (transportation), which was organized at the Ministry of Labor, Bangkok, on 16 September 2024. This award honors and commends enterprises with exemplary management of safety, occupational health and working environment.




**Award  
9**

## **“Excellence” Level in Corporate Governance Report of Thai Listed Companies 2024 Assessment**

AOT was recognized in an “Excellence” level in the Corporate Governance Report of Thai Listed Companies 2024 Assessment conducted by Thai Institute of Directors Association (IOD). 

**Award  
10**

## **“Excellence” Level in the 2024 Annual General Shareholders’ Meeting Assessment**

AOT received an “Excellence” level in the 2024 Annual General Shareholders’ Meeting Assessment conducted by Thai Investors Association. 

**Award  
11**

## **Integrity & Transparency Assessment (ITA) Project**



AOT joined the project “Integrity and Transparency Assessment (ITA)” of the National Anti-Corruption Commission, which is a positive assessment tool as a measure for corruption prevention and a mechanism for raising awareness among government agencies to

operate transparently and ethically. In this regard, AOT has participated in the assessment since the fiscal year 2015 and the AOT’s ITA assessment result for the fiscal 2024 was at “A” level with an overall average score of 88.60.

**Award  
12**

## **“Moral Promotion Organization” Level in the Moral Organization Assessment for the Fiscal Year 2024**

AOT received a certificate of honor from the National Moral Promotion Committee, Department of Religious Affairs of the Ministry of Culture, as an organization that obtained a moral organization assessment result at the level of “Moral Promotion Organization” in the Moral Organization Assessment Project of the fiscal year 2024, under topics of sufficiency, discipline, integrity, voluntary and gratitude. AOT sent 14 departments to participate in the moral organization assessment as follows:

(1) Moral Promotion Award: 7 departments, e.g. Human Resources and Administration, Accounting and Finance, Business Development and Marketing, Engineering and Construction, Regional Airports, Chiang Mai International Airport, and Phuket International Airport.

(2) Moral Development Award: 1 department, e.g. Digital Technology and Innovation.

(3) Model Morality Award: 6 departments, e.g. Corporate Strategy, Airport and Aviation Standards, Suvarnabhumi Airport, Don Mueang International Airport, Hat Yai International Airport, and Mae Fah Luang - Chiang Rai International Airport.

**Award  
13**

## **AOT received the Good Organization Award, “Honoring and Recognizing as a Good Model Organization in Thai Society”**



AOT received the Good Organization Award from the President of the Senate at the 2024 Senate Hall of Fame Ceremony, which was organized by the Senate Committee on Religion, Morality, Ethics, Arts and Culture at the Parliament Building on 4 April 2024. The award is to honor and praise organizations that serve as good role models in Thai society. This encourages both public and private organizations, as well as the general public, to prioritize the importance of nurturing and developing Thais to be good, skilled, and courageous people.

## Award

14

**EIA Monitoring Awards 2024 for AOT's Airports**

Don Mueang International Airport and Mae Fah Luang - Chiang Rai International Airport received the EIA Monitoring Awards 2024 at the “Outstanding” level and “Excellent” level, respectively, from the Minister of Natural Resources and Environment, organized in EIA Symposium and Monitoring Awards 2024 under the concept “EIA for a Sustainable FUTURE” on 9 October 2024 at Grand Richmond Hotel, Nonthaburi province.





**Award  
15**

## ISO 22301:2019 Standard Certification for AOT's Business Continuity Management System



AOT has applied the Business Continuity Management System (BCMS) as a tool for its management and operations to assure all stakeholders that AOT Head Office and all 6 airports are capable of operating business continuously without disruption, and that preventive and responsive measures are available to handle various situations as well as restoring essential services back to normal condition promptly. The BCMS has been certified according to international standard ISO 22302 by the Certification Body (CB) since the fiscal year 2015.

In the fiscal year 2024, AOT improved and developed BCMS through the recertification audit by the CB according to international standard ISO 22301:2019. It can maintain its 3-year certification status during fiscal years 2022 - 2025, which could ensure of the complete operation of BCMS according to the said standard. Pictures of Business Continuity Management System Certificate according to ISO 22301: 2019 Standard.

**Award  
16**

## Certification of Green Airport of 2024 - Suvarnabhumi Airport



Suvarnabhumi Airport was certified as the Green Airport of 2024 at a “Very Good” level from the Department of Environmental Quality Promotion, with certified periods from

1 June 2022 to 31 May 2025. In this regard, the Green Airport Project aims to transform service and consumption behaviors towards sustainable environmental friendliness.



**Award  
17**
**2024 Model Outstanding Workplace Award at the National Level - Chiang Mai International Airport**


Chiang Mai International Airport received the award of the 2024 Model Outstanding Workplace for Safety, Occupational Health and Working Environment at the national level for 2 consecutive years from the Deputy Governor of Chiang Mai Province. The award ceremony was hosted by the Office of Labor Protection and Welfare, Chiang Mai Province on 25 September 2024 at the 80<sup>th</sup> Anniversary Chalermprakiat Hall, Chiang Mai Provincial Administrative Organization.

**Award  
18**
**Model Outstanding Workplace Award 2024 at National Level (Gold Level) for 4 Consecutive Years - Hat Yai International Airport**

Hat Yai International Airport received the award of the 2024 Model Outstanding Workplace for Safety, Occupational Health and Working Environment at National Level (Gold Level) for 4 consecutive years from the Office of Labor Protection and Welfare, Songkhla Province at Southern Airport Hotel Hat Yai, Songkhla Province on 7 November 2024.



Award  
19

**AOT was listed as “SET ESG Rating 2024” in Service Group for the 10<sup>th</sup>**

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AOT was listed as “SET ESG Rating 2024” in Service Group for the 10<sup>th</sup> consecutive year at “A” level.

Award  
20

**AOT was ranked as a TOP10% sustainable organization in the S&P Global Sustainability Yearbook 2024**

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AOT was ranked as a TOP10% sustainable organization in the S&P Global Sustainability Yearbook 2024 from the sustainability assessment of Dow Jones Sustainability Indices (DJSI 2023).



Award  
21

**Member of Dow Jones Sustainability Indices (DJSI 2024)**

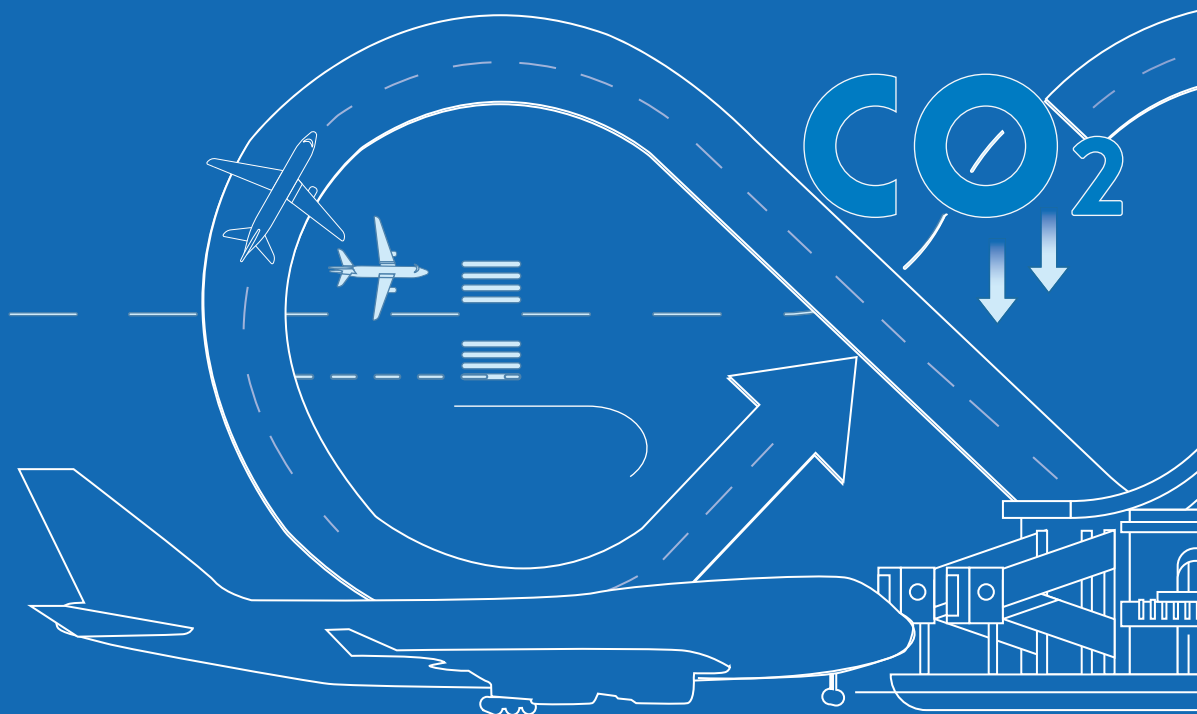
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AOT was announced to be listed on the Dow Jones Sustainability Indices (DJSI 2024) in the DJSI World for 6 consecutive years and Emerging Market for 10 consecutive years in the Transportation and Transportation Infrastructure (TRA) sector.

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## Approach to Sustainability : Integrating International Standards into Sustainable Practices

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AOT is committed to conducting business with balance in all dimensions, including governance/economy, environment and society, by adhering to the principles and practice guidelines of international sustainability as follows:

1. Corporate Sustainability Assessment (CSA) based on Framework in DJSI Index of S&P Global.
2. SET ESG Ratings criteria for selecting sustainable stock of the Stock Exchange of Thailand (SET).
3. Global Reporting Initiative 2021 (GRI) Standard
4. The 10 Universal Principles of the United Nations Global Compact (UNGC)
5. Sustainable Development Goals (SDGs) of the United Nations



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In FY 2024, AOT has undertaken significant strategies to enhance sustainable development, comprising

1. Preparing the Sustainable Development Master Plan for FY year 2024 - 2028, revision edition (FY 2024).
2. Reviewing the Sustainability Management Policy for 2024.
3. Determining the material sustainability issues for 2024.

The aforesaid implementation aims to ensure that management of AOT is consistent with stakeholders' expectations and international sustainability development trends. AOT aims to be a role model organization in sustainable business operations, in parallel with continually creating value for society and the environment.

# GREEN AIRPORT

CO<sub>2</sub>



## Selection procedures and evaluation of material sustainability issues

### Step 1 : Understand the AOT's context

Compile business activity data related to 7 major stakeholder groups throughout the value chain, and review the sustainability development trends of transportation infrastructure to create profound understanding about the organization's operating context.

Identify the impacts comprehensively, covering the impacts as follows:

- Positive and negative impacts
- Existing impacts and possibly occur in the future
- Short and long terms impacts
- Solvable and insolvable impacts

by relying on the engagement of 7 major stakeholder groups and sustainability experts.

### Step 2 : Identify impacts

### Step 3 : Evaluate impacts

Evaluate impacts from AOT's business activities on stakeholders by integrating the evaluation results of 7 stakeholder groups, opinions of sustainability experts and enterprise risk evaluation approach to obtain comprehensive and balanced evaluation results.

Apply the evaluation results to analyze and prioritize the materiality of impacts by selecting the impact groups with the highest scores to be the material issues on sustainability and report them in this Sustainable Development Report. It can reflect AOT's commitment in responding to stakeholders' expectations and sustainable development.

### Step 4 : Prioritize materiality for reporting

## Material Sustainability Issues

AOT places importance on considering the material sustainability issues by having them reviewed and evaluated annually in compliance with changing situations and stakeholders' expectation. In FY 2024, the AOT President has approved a total 13 material sustainability issues, divided into 3 levels based on their materiality and impact on the organization.

**1**

**The most important level or the Value Creation,** consists of 4 main issues which are of the utmost strategic importance for business operations and value creation for stakeholders.

**2**

**Very important level or the Enabler,** consists of 4 important issues which are the main drivers in achieving the organization's sustainability goals.

**3**

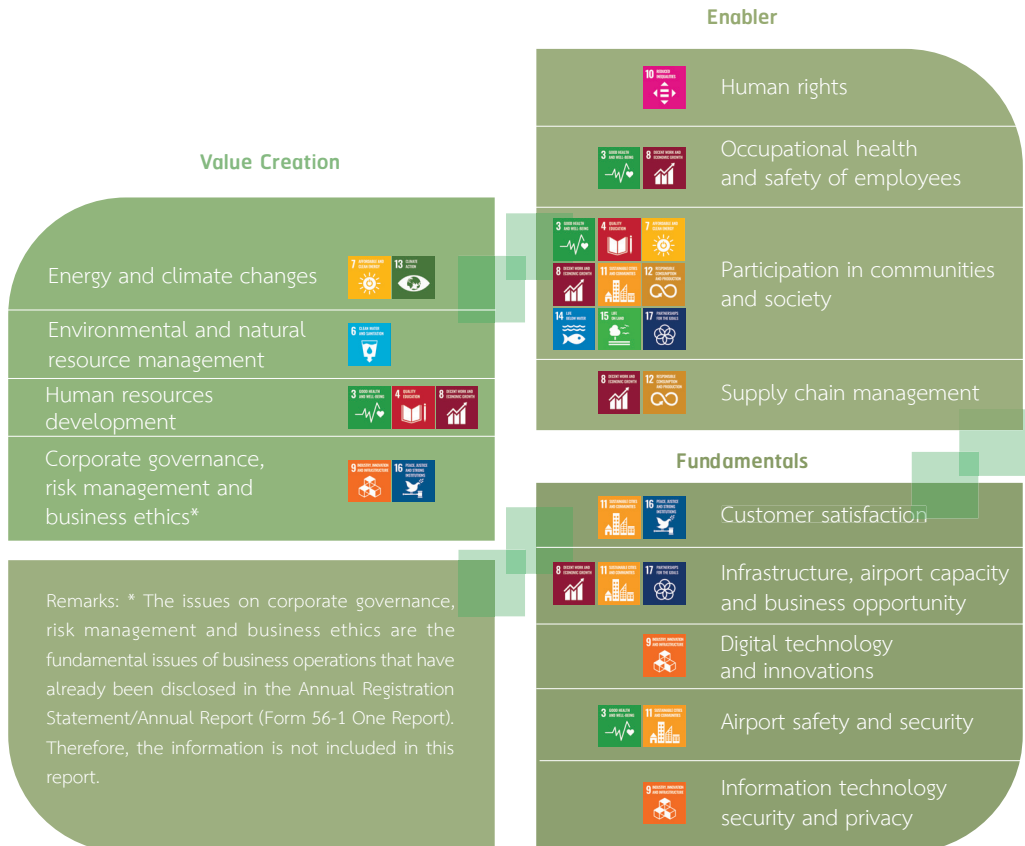
**Important level or the Fundamentals,** consists of 5 fundamental issues which are the key foundation in creating long-term sustainability for the organization.

AOT has set specific and appropriate operational guidelines for each level of material issues to ensure that all issues are effectively managed and compliance with AOT's sustainability vision. The prioritization would ensure the appropriate allocation of AOT's resources for the highest positive impacts towards business, society and the environment.

Through a systematic approach in evaluating and managing material sustainability issues, AOT is committed to reinforcing business stability while responding to all stakeholders' expectations, thereby leading to long-term sustainable growth.



Value Creation	Enabler	Fundamentals
AOT is committed to managing important issues that create outstanding value for stakeholders and the organization. Efficient operations not increase only short-term revenue, but it also creates long-term added value, leading to competitiveness enhancement and distinct strengths in the business landscape.	AOT places importance on managing issues in driving success. Therefore, if implemented effectively, it would be a key foundation for further development in other dimensions systematically which will result in expanding development potential and strengthening readiness to support sustainable business growth.	AOT recognizes the importance of managing fundamental issues that are the foundation of successes, focusing on operations that comply with legal requirements and international standards. All of which lead to effective risk management, reducing unnecessary expenses, and maintaining continuity in stable business operations.







## About this Report

AOT has prepared the Sustainable Development Report 2024 to present the airport's business performance towards sustainability throughout FY 2024 (1 October 2023 - 30 September 2024) under the concept of "Planting the Future: Branching out for a better planet" which reflects the commitment to directly and indirectly promote the progress of stakeholders, including various sectors in the context of Airports of Thailand.

In addition, the report is prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021 and the GRI Airport Operations Sector Supplement (AOSS), covering the operations of the Head Office and all 6 airports under supervision of AOT, namely Suvarnabhumi Airport, Don Mueang International Airport, Phuket International Airport, Chiang Mai International Airport, Hat Yai International Airport and Mae Fah Luang - Chiang Rai International Airport.

This report focuses on the presentation of 3 main issues of AOT which are

1. Natural protection: Environmental and Natural Resource Management.
2. Pursuing clean energy: Energy and Climate Changes.
3. Care for people: Focusing on Human Resource Development.

For further details for other key sustainability issues, please visit the AOT Sustainable Development website.



## Material Sustainability Issues of 2024

### Natural Protection : Natural Resources and Environmental Management



#### Background and Rationale

##### Major

##### Stakeholders

- Shareholders, Investors and Securities Analysts
- Regulators
- Communities and Societies
- Customers

##### 6 CLEAN WATER AND SANITATION



##### 11 SUSTAINABLE CITIES AND COMMUNITIES



##### 12 RESPONSIBLE CONSUMPTION AND PRODUCTION



#### Impacts from Business Activities

The airport management and infrastructure expansion have a significant impact on key issues related to managing natural resources and the environment, such as water and wastewater, solid waste, and biodiversity. All shareholders, investors and securities analysts have paid particular attention to the management approaches and work performance in natural resources and the environment that are implemented by AOT in order to analyze the share price and sustainability fund. These are important issues for investors interested in sustainability investing



# for Environment

(ESG Investing) and environmentally conscious customers (ESG Consumers) who will choose products or services from companies that are committed to reducing their environmental impacts. In addition, regulatory agencies, such as the Stock Exchange of Thailand and the International Civil Aviation Organization (ICAO), promote the airport management that not only avoids pollution but also enhances ecosystem restoration. Besides, the operations related to water and wastewater, solid waste, and biodiversity also have indirect impacts on communities and the environmental society.

Therefore, AOT places great importance on the said issues, aiming for its business operations to deliver value and meet stakeholders' expectations, as well as complying with sustainability assessment criteria both domestically and internationally.

## Commitment and Related Policies

### AOT's commitment

AOT is committed to managing airports under its responsibility in accordance with good environmental practices, aiming to become a leading international eco-friendly airport sustainably, under the vision “Moving toward International Leading Eco-Airport”.

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### Policies, operation plans and related practice guidelines



AOT Corporate Plan for FY 2023 - 2027 Revised edition  
(for the FY 2024)



AOT Sustainability Development Master Plan for FY 2024 - 2028  
Revised edition (for FY 2024)



Sustainability Management Policy



Airport Environmental Management Policy



AOT Green ICT Management Policy




AOT Green ICT Management Guideline



Requirements on Environmental Sanitation at AOT's airports

Approaches to Managing Impacts

Water and Waste Water Management

Implementation	<div></div> <p>The management guideline for water and wastewater is to reduce the consumption of tap water and minimize the discharge of wastewater according to the international environmental management standard ISO 14001:2015. This includes the management of the water supply system, airport drainage system, wastewater collection system, and wastewater treatment system, while considering the treatment of wastewater for reusing in appropriate activities within the AOT’s airports.</p> <p>Therefore, water management for development and efficiency improvement could ensure an adequate supply of water for consumption in operations, as well as preventing and controlling potential issues that may arise towards surround ecosystem and communities, both in terms of quantity and quality. Suvarnabhumi Airport has a wastewater treatment system to produce recycling water supply and reduce water consumption of AOT.</p>		
Performance follow-up	<p>The department related to water and wastewater management of 6 airports is the main responsible unit.</p>		
Significant performance results	Indicator	2024	Goal of 2027
	Increasing the amount of recycled water usage by percentage	Set a base value	+15

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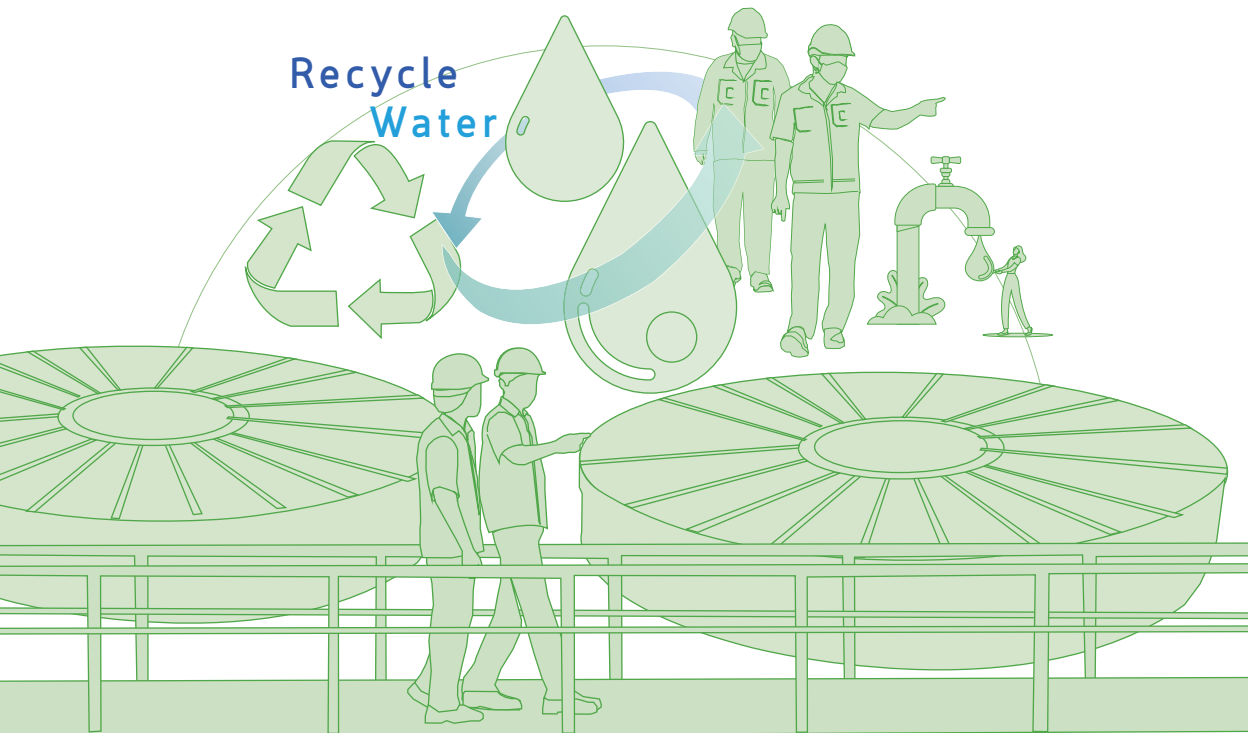
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### Outstanding Activities : Water and Wastewater Management

#### Recycling Water Plan of Suvarnabhumi Airport

The water resources management at Suvarnabhumi airport is under the responsibility of Airfield and Building Department, Maintenance Group of Suvarnabhumi Airport. The used water in the airport is recycled and reused to reduce discharging of wastewater into natural water sources, which minimizes the impact on the surrounding communities of Suvarnabhumi Airport. This also creates a positive image, demonstrates the corporate social responsibility, and can replace the use of tap water which requires resources in producing as well as being environmentally friendly.





## Waste Management

### Implementation



### Waste Management

AOT manages waste within the airport business systematically, adhering to resource management principles for maximum benefits and in accordance with the international environmental management standard ISO 14001:2015 (EMS 767630). Waste is managed at both of its source and destination, and can be categorized into general waste, recyclable waste, and hazardous and infectious waste. Each type is stored separately and not mixed

with other types. They will then be collected and disposed of in compliance with legal and sanitation standards. In addition, these operations align with the requirements on environmental sanitation in AOT's airports, as follows:

- Waste management: Ensure that waste is collected hygienically, with bins that are appropriately in sized and sufficient for the amount of waste generated. Use bins that are tightly closed to prevent the spread of insects and disease-carrying animals.
- Maintain cleanliness of the premises, buildings or vehicles to prevent contamination or impacts that may arise from waste.
- Transportation and disposal of waste in various types under the operation of AOT, is prohibited unless authorized to be responsible for waste management.

### ICT Management

AOT is committed to leveraging environmentally friendly ICT to support the sustainable growth of airport services, in accordance with the AOT Green ICT Management Policy/Guideline. This includes considerations for procurement, recycling, and reuse, as well as the disposal and use of ICT system/information and communication device of users, to ensure the most efficient use of resources.

## Implementation

- **Procurement:** AOT selects only ICT equipment that meets environmental standards, such as Waste Electrical and Electronic Equipment (WEEE) Mark, to reduce the amount of waste from such equipment.
- **Recycle & Reuse:** When the equipment reaches the end of its life cycle, AOT will then inspect the parts that can be reused or donated to external agencies, to reduce electronic waste.
- **Disposal:** AOT selects only equipment or parts that cannot be repaired to be properly disposed according to the Data Disposal Procedure or Terms of Reference (TOR) under the country's environmental laws.
- **ICT usage of users:** AOT sets the default document printing to be double-sided and black-and-white. Users can also cancel document printing to reduce unnecessary paper and ink consumption.

### Innovation in Waste Reduction

In FY 2024, AOT reviewed the AOT Innovation Master Plan for FY 2023 - 2027 Revised edition (for FY 2024) to set the vision, strategies, operational framework, and innovation operation plan/project to be consistent with and linked to the AOT Corporate Plan for FY 2023 - 2027 Revised edition (for FY 2023) and other related AOT master plans.

In this regard, plans/projects for FY 2025 - 2027 have been established according to the AOT Innovation Master plan, Strategy 5: Sustainable AOT, which focuses on creating and developing innovations in sustainability and the environment. These plans/projects are aligned with the plans under the AOT Sustainable Development Master Plan for FY 2024 - 2028 Revised edition (for FY 2024). These include important plans to be commenced from FY 2025 onwards, as follows:

Implementation	<ul style="list-style-type: none"><li>• Environmental Database Development Plan: To create an efficient and systematic database of important environmental information, so that relevant AOT departments can process the information and utilize it for decision-making, including the use of information for demand analysis to develop innovations that respond to the organization’s sustainability while preserving the environment.</li><li>• Innovation Concept Design Project for Sustainability and Environment: To develop skills and knowledge, learn how to use tools, and foster collaboration between internal and external departments of AOT in creating innovative concepts for sustainability and the environment.</li><li>• Community for Sustainable and Environmental Innovation Prototype Developers Project (Dev. Crew: Sustainable): To develop sustainable and environmental innovation prototypes, support the continuation of creative ideas according to AOT’s innovation development process, and create a network of individuals with knowledge and interest in developing prototypes for sustainable and environmental innovation.</li></ul>																		
Performance follow-up	The Engineering and Construction Line, the Operations and Maintenance Group, and the Digital Technology and Innovation Line are the main responsible units for waste management of AOT.																		
Significant performance results	<table><tr><th colspan="4">Indicator</th><th>Goal of 2028</th></tr><tr><td colspan="4">Success level of waste recycling projects based on the Circular Economy Concept</td><td>3 products</td></tr></table>	Indicator				Goal of 2028	Success level of waste recycling projects based on the Circular Economy Concept				3 products								
	Indicator				Goal of 2028														
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<table><tr><th>Indicator</th><th>2021</th><th>2022</th><th>2023</th><th>2024</th></tr><tr><td>Amount of waste (kg) generated</td><td>34,236,070.00</td><td>38,646,256.40</td><td>50,758,793.00</td><td>54,991,870.62</td></tr><tr><td>Amount of waste sending to landfills (kg)</td><td>19,665,307.00</td><td>21,749,334.70</td><td>29,859,748.30</td><td>33,805,953.92</td></tr></table>					Indicator	2021	2022	2023	2024	Amount of waste (kg) generated	34,236,070.00	38,646,256.40	50,758,793.00	54,991,870.62	Amount of waste sending to landfills (kg)	19,665,307.00	21,749,334.70	29,859,748.30	33,805,953.92
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Amount of waste sending to landfills (kg)	19,665,307.00	21,749,334.70	29,859,748.30	33,805,953.92															

## Outstanding Activities: Waste Management

### Plastic waste reduction

AOT provides water dispensers to facilitate airport users, including AOT's employees at all 6 airports and the Head Office, as part of its efforts to reduce the amount of waste, especially plastic waste, such as plastic water bottles and straws. In addition, AOT also promotes the use of reusable containers, such as spoons, forks, food boxes and food packaging to promote plastic waste reduction.

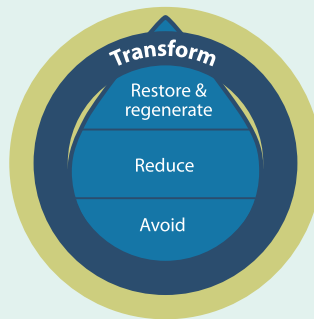


## Biodiversity

### Implementation

AOT has implemented a Biodiversity Risk Assessment to identify and manage factors that may affect the organization's operations, including identifying business activities that affect biodiversity comprehensively (Biodiversity Exposure & Assessment) by using Environmental Impact Assessment (EIA) at all 6 airports. It could identify and assess the impacts on biodiversity from various activities, and establish guidelines for managing impacts for sustainability according to the AR3T (Avoid Reduce Restore Regenerate and Transform) framework, with details as follows:

#### Action Framework 'AR3T'



#### Avoid & Reduce – Avoiding and Reducing Impacts on Biodiversity

AOT has taken proactive measures to avoid and reduce impacts on biodiversity in important aquatic and terrestrial ecosystems, such as installing wastewater treatment systems to control the quality of water discharged into nature to meet standards and not affect the aquatic ecosystem, selecting appropriate plant species and meticulously maintaining green areas within the airport to reduce the risk of being food sources, shelters, habitats, and nesting for birds in areas that may affect flight safety, including continuous studies to find the most appropriate method to repel birds from the airport area, such as using sound repellents and installing predator models to reduce bird intrusion into the area.

## Implementation

**Restore & Regenerate - Restoring Biodiversity and Regenerating**

AOT is committed to continuously conducting activities to restore nature through reforestation activities in various areas, which help create habitats for aquatic animals, terrestrial animals, and other organisms, as well as supporting the well-being of communities by strengthening ecosystem services. AOT's efforts are in line with the commitments announced under the principles of the UN Global Compact (UNGC) and also consistent with goals set out in the AOT Sustainable



Development Master Plan for FY 2024 - 2028 Revised edition (for FY 2024) (increasing carbon dioxide absorption by 20 percent from the baseline year (2024) by 2028 (compared to the baseline year 2024)).

**Transform - Biodiversity Transformation**

AOT realizes the importance of operations to promote biodiversity at both the organizational and international levels, focusing on activities that help transform operations to benefit overall biodiversity, both directly and indirectly. The key operational approaches include policy support through trade associations in promoting and implementing activities related to climate change, which directly impact biodiversity, the transition to renewable energy in operations to help reduce greenhouse gas emissions which benefits biodiversity protection, or the development of guidelines and plans for the adoption of Sustainable Aviation Fuel (SAF) to support airlines in reducing environmental impact.

Performance  
follow-up

The Engineering and Construction Line and the Corporate Social Responsibility Department under the Office of the President are primarily responsible for monitoring and collecting data on biodiversity restoration.

## Significant performance results

AOT is committed to promoting the natural restoration and reducing negative impacts on biodiversity through various projects, such as the annual mangrove planting project, which has been continuously implemented to ensure that AOT will drive Thailand's main airports while maintaining a good environment through the perspective of biodiversity which is crucial for ecosystems in various areas. In 2024, AOT implemented the AOT Mangrove Planting Volunteer Project in the honor of His Majesty the King's 6th Cycle Birthday Anniversary on 28 July 2024. In addition, AOT also joined as a member of the UN Global Compact (UNGC), which is the United Nations's framework for sustainable development to promote the organizational participation in conducting business with social responsibility, including environmental issues on biodiversity.





## Outstanding Activities: Biodiversity

### AOT Planting Volunteer Project to honor His Majesty the King



AOT preserves the environment and restores biodiversity through the AOT Planting Volunteer Project in the honor of His Majesty the King's 6<sup>th</sup> Cycle Birthday Anniversary on 28 July 2024. AOT's employees totaling 350 people jointly planted 72,000 trees in the upstream area of Vajiralongkorn Dam, Kanchanaburi Province, to help restore biodiversity by creating habitats for living organism and absorb carbon





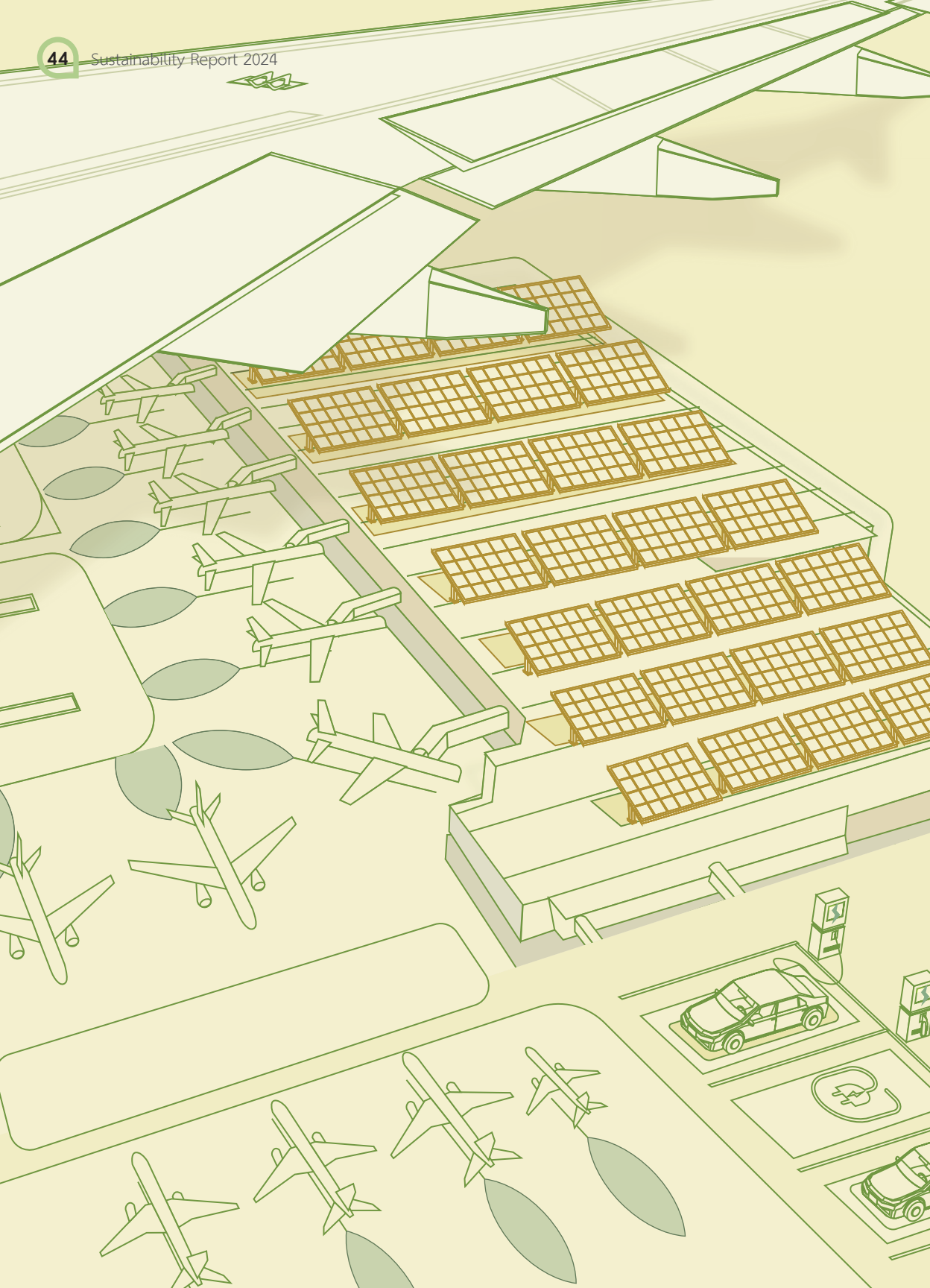
dioxide (one tree can absorb an average of 9 - 15 kilograms of carbon dioxide per year and produce enough oxygen for 2 people per tree per year, as well as reducing the temperature around planting area by 2 - 4 degrees Celsius). This implementation is in accordance with the plan set by the AOT Sustainable Development Master Plan for FY 2024 - 2028 Revised edition (for FY 2024), Strategy 2: Sustainable Environmental Management, which supports AOT's goal of achieving Net Zero greenhouse gas emissions.

### Lessons Learned from the Project Implementation

Raise awareness of the importance and benefits of trees by jointly restoring and growing forests to abundance, increasing oxygen in the air, reducing global warming, creating balanced ecosystems, and enhancing carbon sequestration.

See more details





## Towards Clean Energy : Energy and Climate Change

### Background and Rationale

#### Major Stakeholders

- Shareholders, investors, and Securities Analysts
- Regulators
- Communities and Societies
- Customers



#### Impacts from Business Activities

The management and expansion of airport infrastructure significantly increased energy consumption and the process of electricity generation also released greenhouse gases, which contribute to climate change. As a result, AOT is committed to being part of controlling the global average temperature by transitioning from traditional fuel energy to **clean energy and efficient energy management**. This aims to **mitigate indirect impacts on communities and society**, as well as meet the expectations of other stakeholders, such as shareholders,

investors and securities analysts and regulators interested in sustainable stocks/funds and the global sustainability requirements, including customers groups whose environmental awareness is increasing every year. If AOT can identify opportunities and reduce business risks through effective energy and climate management that meets international standards (Climate-Related Opportunity & Risk), By implementing effective energy and climate management practices, AOT not only enhances its global reputation but also attracts investors and customers, fostering long-term business growth.

## Commitment and Related Policies

### AOT's commitment

“AOT is not just focused on driving business growth with an emphasis on profit. We are committed to show of becoming a truly sustainable organization.”

Mr. Keati Kijmanawat

President

Airports of Thailand Public Company Limited

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## Impacts Management Approaches

### Significant Implementation

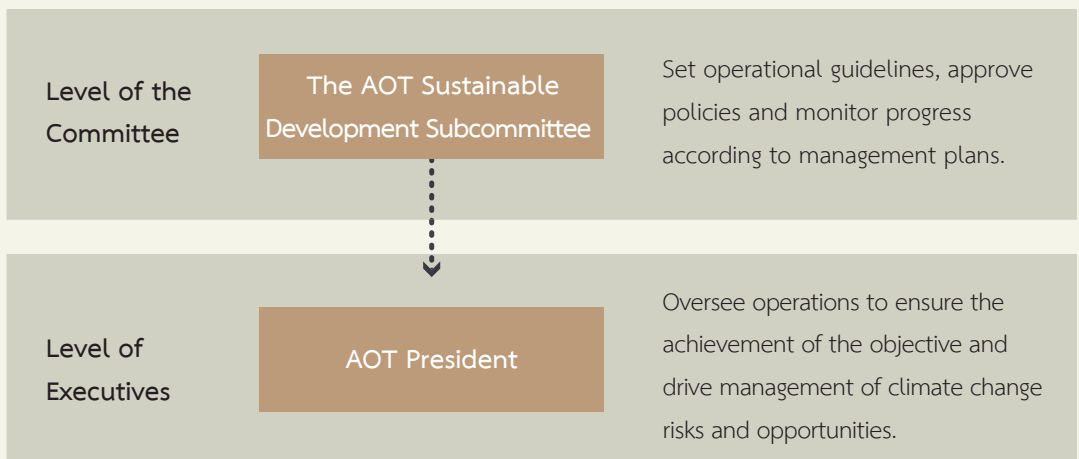


AOT has established an operational plan related to energy and climate change by considering it to be in consistent with the framework of the Task Force on Climate-related Financial Disclosure (TCFD), comprising (1) Governance, (2) Strategy, (3) Risk Management and (4) Metrics & Targets.

#### 1. Governance

AOT has departments responsible for energy and climate change from the Board level to the operational level. The AOT Sustainable Development Subcommittee consists of the Engineering and Construction Line and the Operations and Maintenance Group, with the Corporate Strategy Department coordinates the collaboration to ensure that energy and climate change operations meet the expectations of the assessment framework and international sustainability standards.

#### Roles and Responsibilities regarding Climate Change





## 2. Strategy

AOT has set 4 primary approaches to manage energy and climate change as follows:

### 2.1 Energy Index

AOT conduct an annual summary report on the measurement and evaluation of eco-efficiency, covering across 6 airports. The report is based on data collection compared to AOT's revenue, and submitted to the State Enterprise Policy Office (SEPO) for review. Last year, AOT replaced the traditional fluorescent light bulbs to LED (Light-Emitting Diode) and outlined plans to install a solar power generation system and electric vehicle (EV) charging stations at Suvarnabhumi Airport. These initiatives aim to minimize traditional energy consumption and reduce overall energy costs. In addition to collecting statistics on energy consumption, the preparation of the energy consumption report of all 6 airports also included the studies to find new opportunities, such as selection of IT equipment that aligns with the AOT Green ICT Management Policy to continuously reduce energy consumption supported by a dedicated operational budget.

### 2.2 Airport Carbon Accreditation (ACA)

AOT has implemented the Airport Carbon Accreditation (ACA) program to monitor greenhouse gas (GHG) emissions at 6 airports, 5 of which were accredited at Level 3 - Optimization, Suvarnabhumi Airport, Don Mueang International Airport, Chiang Mai International Airport, Hat Yai International Airport and Mae Fah Luang - Chiang Rai International Airport, meanwhile Phuket International Airport has been accredited at Level 1 - Mapping. This indicated the collection of data and the implementation of GHG emissions reduction throughout the supply chain. All 6 airports of AOT has developed and implemented the Carbon Management Plans.



### 2.3 Collaboration with International Organizations

#### Airport Council International (ACI)



AOT has joined as a member of the Airport Council International (ACI), with the Office of Foreign Affairs under the Corporate Strategy Line being the main responsible party. In FY 2024, AOT sent representatives to attend the 18<sup>th</sup> ACI Asia-Pacific and Middle East Regional Environmental Committee (ACI APAC & MID REC) Meeting on 12 - 13 March 2024 in Bangalore, Republic of India. In addition, AOT hosted the 19<sup>th</sup> ACI APAC & MID REC Meeting during 10 - 12 September 2024 at the Chatrium Grand Bangkok Hotel, with the objectives of exchanging ideas and acknowledging policies, guidelines, suggestions and projects of agencies related to international aviation, including the environmental situations of the member airports participating in the meeting. In this regard, the meeting discussed Sustainable Aviation Fuel (SAF), the management of firefighting foams containing Per-and Polyfluoroalkyl Substances (PFAS), the criteria for Green Airports Recognition, the current Airport Carbon Accreditation (ACA) program and greenhouse gas management to achieve the airport's Net Zero goal and support operations under the United Nations Framework Convention on Climate Change (UNFCCC).

#### United Nations Global Compact (UNGC)



AOT has become a member of the UNGC (United Nations Global Compact) by declaring its commitment to adhere to the UNGC's 10 universal principles covering climate change operations, which require disclosure of relevant information, such as GHG emissions Scopes 1, 2 and 3 the details of investment or development in low-carbon technologies and innovations (Low-Carbon Product) and revenue generated from technologies or innovations to report the operational progress annually. This initiative reflects AOT's commitment to positioning itself as an environmentally-friendly airport.

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## 2.4 Incentives for Climate-related Management

AOT has set compensation for AOT's employees at all levels to support energy and climate change operations, divided into 3 levels as follows:

AOT President	Achieving the energy climate change goals outlined in the revised AOT Corporate Plan for FY 2023 - 2027 (FY 2024 edition) is a part of performance evaluation.)
Senior Executives	Achieving goals of measurement and evaluation of Eco-efficiency is a part of performance evaluation.)
Operational employees	Recognize winners of the Innolution Creative Project Contest, which focuses on innovations related to reducing energy consumption or GHG emissions of AOT.

## 3. Risk Management



AOT has set guideline for managing energy and climate change risks aligned with the Risk Management Manual for FY 2024 and integrated it into AOT's business operations throughout the supply chain key Initiatives, starting with the analysis of Climate Scenario, Risk & Opportunity Assessment and Physical Climate Risk Adaptation.

The taxi way design is considered one of the integrations of the Low Carbon Service concept which takes into account the duration of aircraft movement from landing to the passenger terminal. It is designed to use the shortest time while still adhering to the safety standard of the Civil Aviation Organization (ICAO) to reduce GHG emissions of airlines.



### 3.1 Climate Scenario

AOT conducts a scenario analysis to forecast situations in base on the global average temperature changes whether increased above, below, or equal to 2 degrees Celsius, both in terms of physical and transition aspects.



### 3.2 Risk & Opportunity Assessment

AOT identifies climate change risks across short-term, medium-term and long-term horizon, covering current and emerging regulations, technology, legal, market, reputation and physical aspects, both acute and chronic and explores business opportunities from climate change by referring to Singapore's Internal Carbon Price framework.



### 3.3 Physical Climate Risk Adaptation

AOT has implemented a Business Continuity Plan as a guideline for dealing with natural disasters from climate change, which has been certified according to the international standard ISO 22301:2019 in the scope of Business Continuity Management of airport service, covering AOT Head Office and its 6 airports, with a certification period of 3 years from FY 2022 to 2025.



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#### 4. Metrics & Targets

Indicator	Unit	Fiscal year 2024	Goal of 2024	Goal of 2027
<b>Ecological efficiency</b>				
- Case 1: Revenue from sales or services per greenhouse gas emissions in carbon dioxide equivalent form	Baht/ kgCO <sub>2</sub> e	275.63	194.10	304.41
- Case 2: The number of passengers per amount of greenhouse gas emissions in carbon dioxide equivalent form	person/ tCO <sub>2</sub> e	515.67	445.83	589.17
Indicator	Fiscal year 2024			
ACI Support (ACI Member Fee)	3,680,457.40 Baht			
UNGC Support (UNGC Member Fee)	437,500.00 Baht			

#### Airport Carbon Accreditation (ACA)

AOT manages GHG emissions according to the guidelines of the Airport Carbon Accreditation, certifying 6 airports to be certified at Level 1 - Carbon Footprint Data Collection (Mapping) and Level 3 - Supply Chain Carbon Footprint Reduction (Optimization).

					
<b>Suvarnabhumi Airport Level 3 Optimization</b>	<b>Don Mueang International Airport Level 3 Optimization</b>	<b>Chiang Mai International Airport Level 3 Optimization</b>	<b>Hat Yai International Airport Level 3 Optimization</b>	<b>Mae Fah Luang - Chiang Rai International Airport Level 3 Optimization</b>	<b>Phuket International Airport Level 1 Mapping</b>

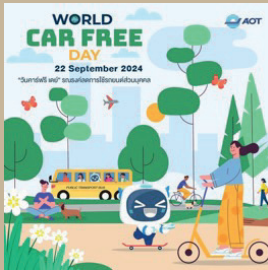
#### Remarks:

- Level 1 Mapping: Prepare and review the carbon footprint reports of airport management in accordance with established standards.
- Level 2 Reduction: Development the Carbon Management Plan with clear measurable goal and approach in GHGs reduction.
- Level 3 Optimization: Expand the scope of carbon footprint report to cover the entire supply chain.
- Level 4 Neutrality: Purchase carbon credit to offset GHG emissions of the airport.

## Outstanding activities in energy management

### Energy-saving Behavioral Projects

AOT carried out activities to encourage environmental conservation behavior among AOT's employees and airport users as well as disseminating them via social media. In FY 2024, important activities were organized as follows:



“Car Free Day: Let’s walk, cycling, or use public transportation to reduce the use of personal cars and promote environmentally-friendly alternatives. Together, we can create meaningful change and make our city a better place.”



“Eco-friendly Tourism: 6 ideas for Eco-friendly Travel AOT encourages all passengers to travel together with Low Carbon Tourism.”



“World Ozone Day 2023 Montreal Protocol: fixing the ozone layer and reducing climate change. AOT invites all passenger to join efforts in protecting the ozone layer (OZONE), a gas found abundantly in the Earth’s atmosphere that shields our planet from harmful solar radiation.



“Turn off the lights for 1 hour to reduce global warming: Suvarnabhumi Airport invites everyone to join in expressing love for the Earth by turning off the lights 1 hour simultaneously around the world, aiming to reduce energy consumption and promote mindful electricity usage by unplugging, turning off lights, air conditioners, fans and other unused electrical appliances.”



## Outstanding Activities in Climate Management

### The First Model Green Airport Project in Thailand

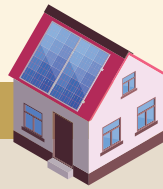
AOT is committed to transforming Suvarnabhumi Airport into the first model Green Airport or the first environmentally-friendly airport in Thailand through continuous the Environmental and Energy Management. The Midfield Satellite 1: SAT-1 building has been designed as a Sustainable Building with advanced renewable energy system including Solar Power, Solar Rooftop and Floating installation.



Solar Power

Suvarnabhumi Airport is a pioneer airport to use renewable energy by installing solar panels (Solar Cell) generating electrical energy for internal use. Phase 1, Solar panels were installed on the roof of the passenger terminal with a production capacity of 4.408 megawatts.

- Reduce passenger terminals temperature by more than 7 degrees Celsius and reduce the energy consumption of the building's cooling system by 2%.
- Reduce carbon dioxide emissions by over 3,600 tons of carbon dioxide (CO<sub>2</sub>) equivalent (tCO<sub>2</sub>eq), equal to planting 360,000 trees per year, valued at over 10 million Baht.

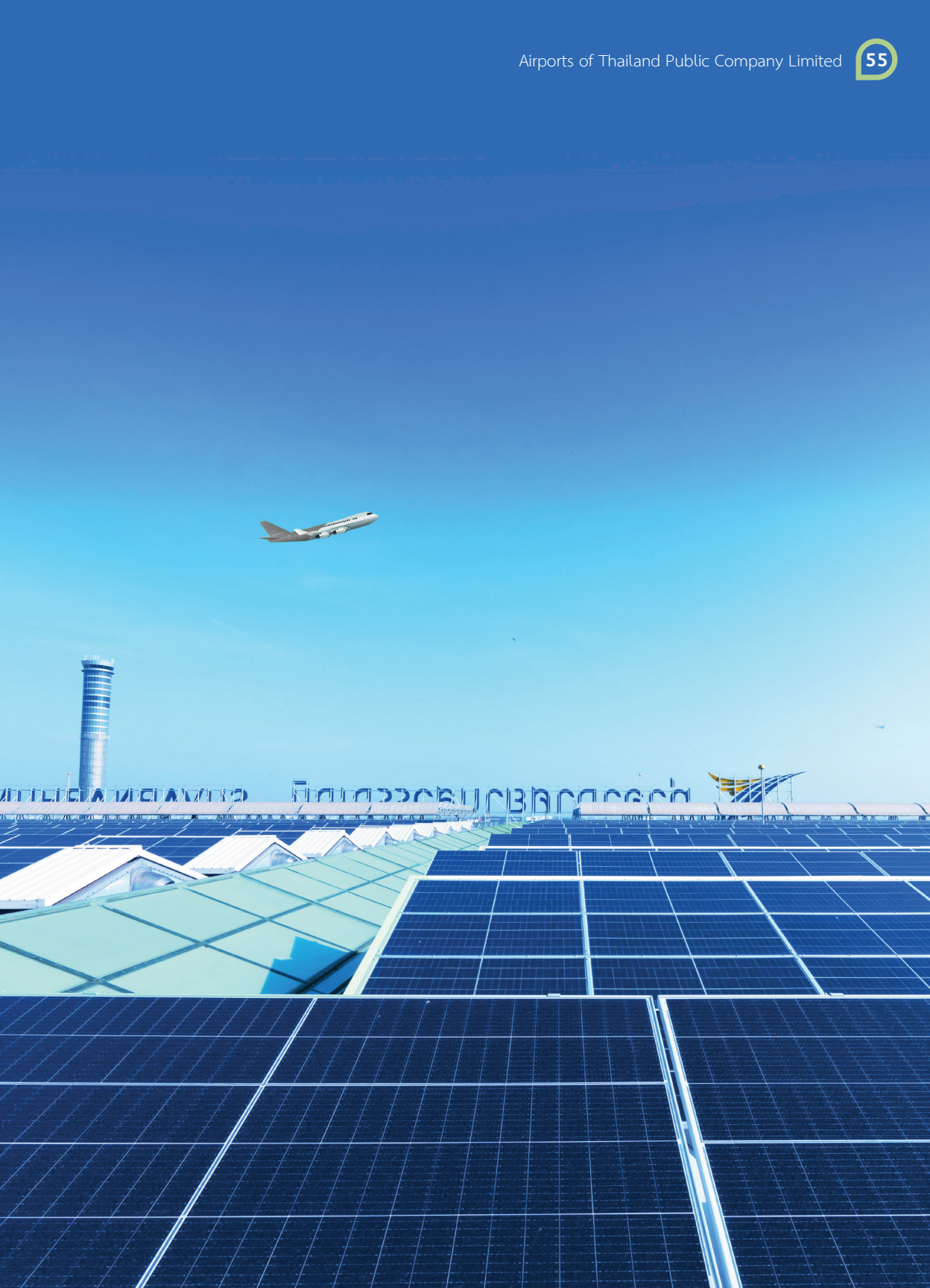


Solar Rooftop and Floating

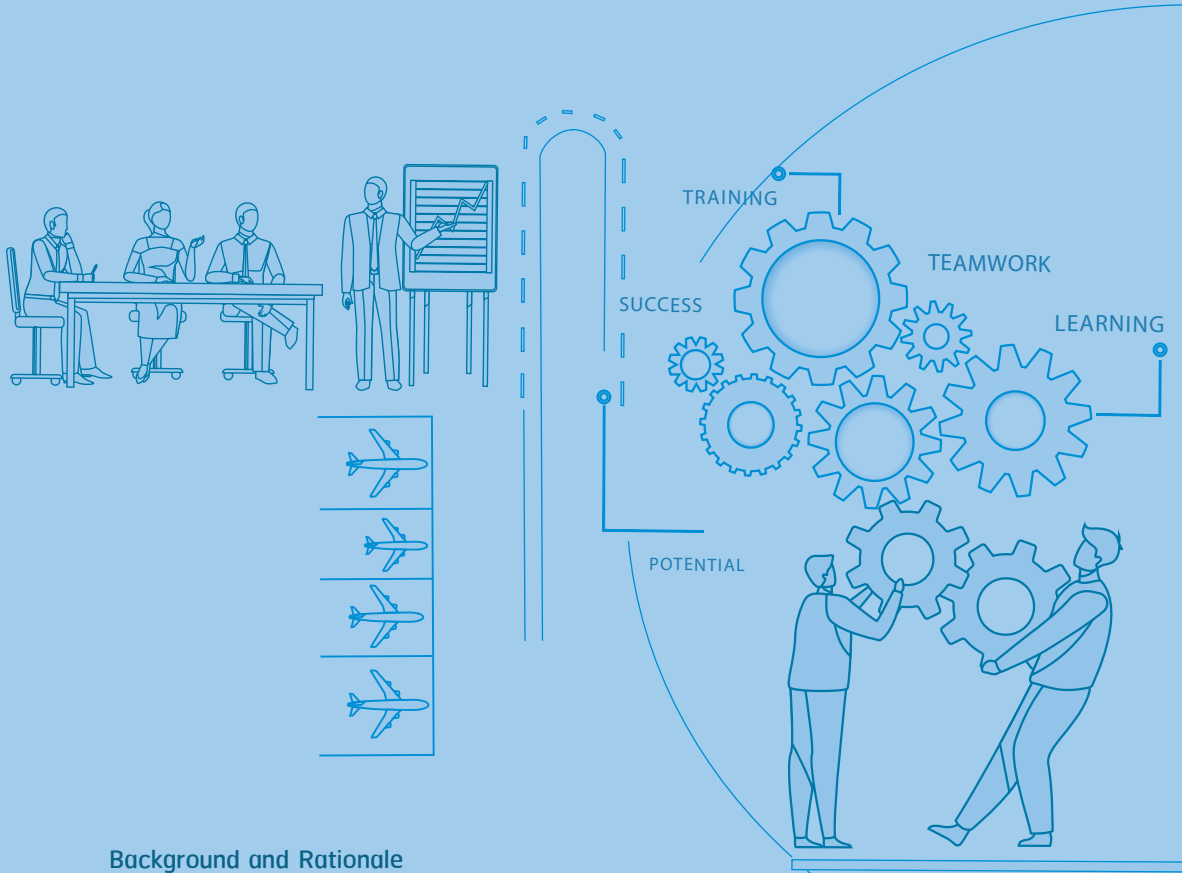
Phase 2: Suvarnabhumi Airport plans an additional installation 33.41 megawatts of production capacity through Solar Rooftop and Solar Floating systems. Upon completion, the total production capacity will reach 37.81 megawatts, reducing carbon dioxide emissions by 555,686.271 tons of carbon dioxide equivalent (tCO<sub>2</sub>eq) over the 20-year project lifespan.

See more details





## Personnel Care : Human Resources Development



### Background and Rationale

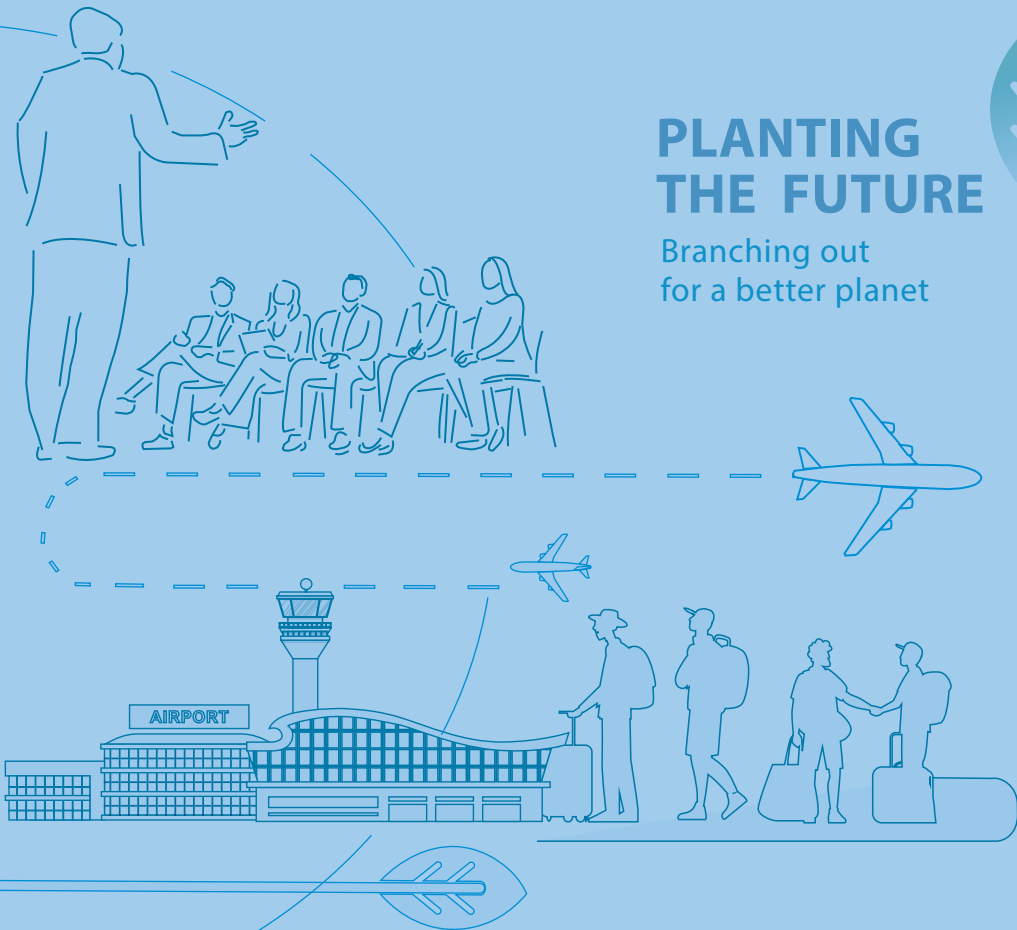


### Impacts from Business Activities

The human resource development is the most critical sustainability issue in 2024, with two-way impacts: AOT's business operations directly impact the well-being of employees at work, while employees' well-being also impacts AOT's business performance. Those business impacts can be divided into 3 main issues as follows:

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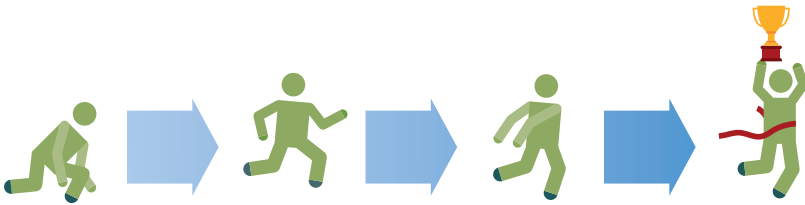


1. Career Growth and Employee Development
2. Talent Attraction and Retention
3. Generation Gaps

## Commitment and Related Policies

### AOT's commitment

AOT is committed to excellence in human capital management and development, aimed at driving the organization towards becoming the World-Class airport operator which focuses on service quality excellence, safety and balance of revenue generation, through the human capital management and development, as well as adaptability to changes and creation of value-added for the organization. Additionally, all human resources are managed and developed leading to international best practices.



### Policies, operation plans, and related practice guidelines



AOT Human Resources Master Plan for FY 2023 - 2027  
Revised edition for FY 2024.

AOT Sustainable Development Master Plan for FY 2024 - 2028  
Revised edition for FY 2024

Sustainability Management Policy

Medical and Welfare Policy for AOT Employees and Workers.

## Approaches to Managing Impacts

### Significant Human Resource Management Plans

AOT has established the AOT Human Resources Master Plan for FY 2023 - 2027 to manage human capital. The Master Plan focuses on career growth and long-term plans for employee development, talented employee retention, and collaboration with people of different ages. Additionally, the HR Master Plan establishes its strategic objectives and short-term and long-term action plans to promote the talented employees to develop themselves to grow in their career advancements and work harmoniously with people of different ages.

#### Vision

AOT demonstrates excellence in human capital management and development with a vision to become a world-class airport operator which is committed to enhancing service quality while prioritizing a balanced approach to safety and revenue generation.

#### Mission

Serving as a strategic partner to AOT in managing and developing human capital, emphasizing adaptability to change and creating value for the organization.



Strategies	Human Capital Development Excellence		Human Capital Management Excellence		Excellence in the Environment of Human Capital Management and Development		Excellence in Driving Human Capital Management and Development into Practice	
	SO1 Competency and Utilization		SO2 Seamless HRM		SO3 Fostering a positive environment for managing and developing human capital to enhance engagement		SO4 HR Business Partner and Strengthening HR Professional Qualifications at the Head Office and Airports	
Strategic Objective: SO								
Sub-strategies	1.1 Competency-based and Learning Model Development 1.2 Digital Learning Management 1.3 Outsource Development 1.4 High Potential & Talent 1.5 Career Development Plan (CDP)		2.1 HRM Digitalisation 2.2 Performance Management System (PMS) 2.3 Capacity & Capability 2.4 Competency-based Management		3.1 Employee Engagement 3.2 Safety Health & Environment (SHE) 3.3 Changing capability 3.4 Generation Gap 3.5 Diversity & Inclusion (D&I)		4.1 HR Governance 4.2 Human Resource Certification Institute (HRCI) 4.3 HR Analysis & Analytics	



Strategic Objective	Action Plan/Operational Plan	2023	2024	2025	2026	2027	OUTCOME
<b>S01</b>  Human Capital Development Excellence	AOT Learning Ecosystem						Percentage of personnel with competency according to specified criteria
	Employee and Staff development program in the 70:20:10 format with practical learning methods.						
	AOT's potential employee development project						
	Competency assessment plan and learning model development to close the competency gap.						
	Individual development plan: IDP Roadmap						
	Outsource employee and staff development program						
	Career Planning						
<b>S02</b>  Human Capital Management Excellence	Succession Plan						SE-AM HRM Assessment Score
	Development plan for performance evaluation system using Key Performance Indicators (KPI) for web application usage.						
	Project to improve the workforce analysis process, workforce framework, and necessary work skills and knowledge to enhance AOT's HR management efficiency.						
	Salary Structuring Project						
<b>S03</b>  Excellence in the Environment of Human Capital Management and Development.	Positive experience creation plan for AOT employees and staff.						Engagement Assessment Score
	Organizational values and culture enhancement plan						
	Satisfaction and engagement enhancement plan of AOT employees and staff						
	Happy Hotline Project						
<b>S04</b>  Excellence in Driving Human Capital Management and Development into Practice	HR Audit						Number of improved HR processes
	New HR employees development plan						
	HR digital system development plan						

## Managing Individual Impacts

### Career Advancement and Employee Development

#### Implementation

#### Career Growth

AOT promotes the career advancement of all employees in a fair and equitable manner, with criteria for considering promotion and compensation according to their performance-based evaluation, which covers the achievement-based performance of assigned tasks, comparing or ranking employees within the same group with other groups, with clearly defined evaluation criteria that can be verified. It also aims to strengthen and develop employees to the highest potential.



AIRPORT

## Implementation

### Employee Evaluation

The AOT Individual Development Plan (IDP) resulted from the employee competencies' evaluation by supervisors, covering all levels of AOT employees (100%). The evaluation is divided into 3 types:

- 1) Core Competency Evaluation : CC
- 2) Functional Competency Evaluation : FC
- 3) Managerial Competency Evaluation : MC

Accordingly, the evaluation of employee competencies leads to the concrete implementation of employee training programs that are closely monitored for potential advancement by their supervisors.

### Employee Trainings

AOT conducts employee development and training to provide them with skills, knowledge, competencies, and attitudes that are consistent with AOT's business operations, according to the Individual Development Plan (IDP) which resulted from the annual competency evaluation of employees. The training programs consist of emotional and adaptive skills (Soft Skills), Specialized Skills and professional-specific skills (Hard Skills), which are divided into 4 courses as follows:

1. Basic/Pre-employment Courses (Introduction)
2. Technical/Vocational Courses (Technique)
3. Management Courses
4. General Knowledge Courses (General)
5. Basic Fire Fighting Course

The data of training project are stored in the AOT database on SAP system to promote dissemination of the courses and increase flexibility for training new employees as well as other interested employees. The Digital Learning Center (DLC) system will allow employees to take courses they are interested in anywhere, anytime and on any device.

Performance Follow Up	The Human Resources and Administration Line is the main responsible unit for supporting career growth and training of AOT's employees.
Significant Performance Results	<ul style="list-style-type: none"> <li>Over 99 percent of all employee performance competencies were evaluated to identify strengths and weaknesses as well as personal aptitudes</li> <li>The training courses were provided for over 1,000 employees in 2024, with important projects as follows:               <ol style="list-style-type: none"> <li>AOT Familiarization Project</li> <li>Workshop Project "Customer Experience: Crafting Exceptional Journey" for FY 2024.</li> <li>The courses under the Memorandum of Understanding on the Aviation Personnel Development between AOT and the Civil Aviation Training Center (CATC)                   <ol style="list-style-type: none"> <li>Aviation Technical English for Airport Firefighters: A Guide to Radiotelephony and ICAO Phraseology for Firefighters Course</li> <li>Aviation Technical English for Airport Firefighters: Refresher Course</li> <li>Aviation Technical English for Airport Firefighters Course</li> <li>Communication Procedures for Airside Operations Part 2: Initial (COM PRO P2) Project and continuous course of Communication Procedures for Airside Operations (COM PRO)</li> </ol> </li> <li>AOT Talent Development Project for FY 2024 and AOT Talent Plus Continuous Development Project for FY 2023.</li> <li>AOT Planting the Future Project</li> </ol> </li> </ul>

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## Significant Performance Results

Indicator	2024	Goal of 2024	Goal of 2027
Sustainability awareness covers AOT's employees*	-	-	100
Sustainability knowledge covers AOT's employees*	-	-	100
Number of HR personnel who received professional qualification certification.	15	4	12

\* Remarks: In progress as they are new goals set by AOT in 2024.

## Outstanding Activity : Career Growth and Employee Development

## AOT Familiarization Project

The project is designed to prepare new employees by offering theoretical knowledge on 9 subjects through e-Learning, covering essential aviation topics, employee welfare and various benefits. Additionally, AOT conducts practical training, including team building activities, to reinforce value creation and corporate culture. The program aims to cultivate positive attitude, instill a sense of responsibility and pride, and further promote the corporate culture, ensuring long-term organizational sustainability.

- Related Plan: AOT Human Resources Master Plan for FY 2023 - 2027, Revised edition for FY 2024.
- Project Participant: 692 people

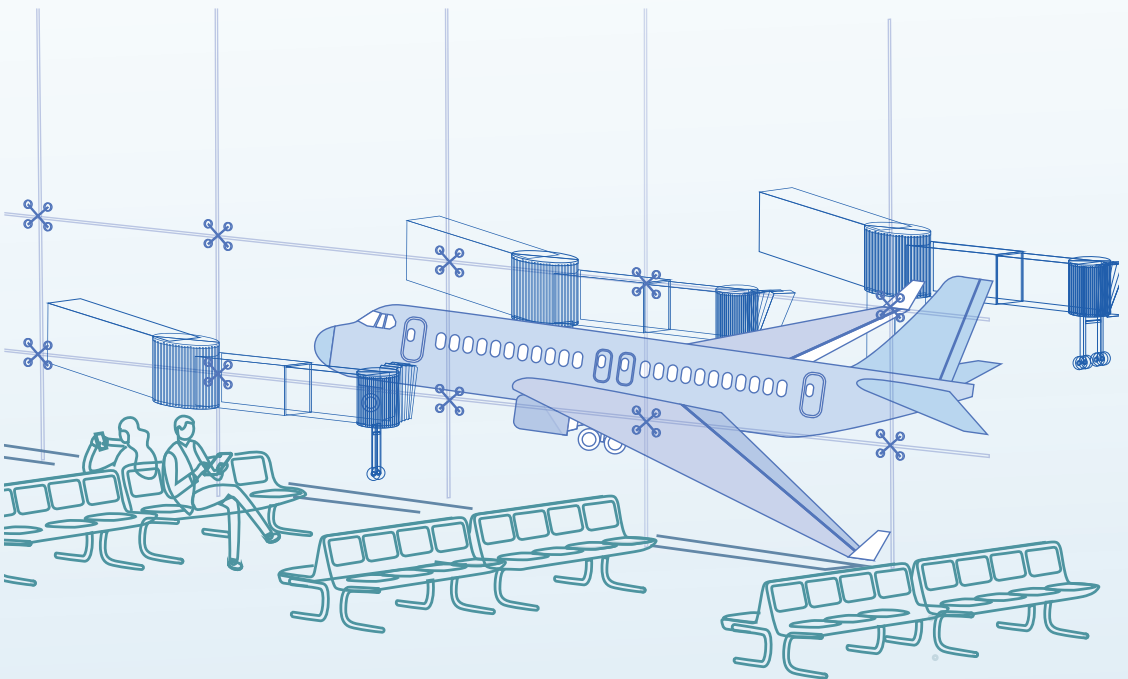


## Workshop Project “Customer Experience: Crafting Exceptional Journey” for FY 2024

The project aimed to foster collaboration among personnel responsible for managing and developing the service quality of AOT’s 6 airports, with the goal of maximizing user satisfaction.

Key activities included the exchange of knowledge and best practices related to enhancing customer experiences as well as collaboration discussion to develop strategies for improving service quality. The initiative brought to strengthen team work, enhance service standards and establish clear guidelines for elevating the overall user experience.

- Related Plan: AOT Corporate Plan for FY 2023 - 2027 Revised edition (for FY 2024)
- Project Participant: 60 people



## AOT Talent Development Project for FY 2024 and AOT Talent Plus Continuous Development Project for FY 2023

These projects are designed to enhance the skills and capabilities of AOT's high-potential employees equipping them to address urgent organizational needs, explore new business opportunities and navigate unforeseen challenges. The training employs a Blended Learning approach, combining online management learning Catalyst™ Platform, interactive workshop seminars and study visits to leading organizations. These comprehensive approach aims to provide senior executives with valuable experience and retain participants from the AOT Talent Plus Continuous Development Project (FY 2023). The program emphasizes fostering competitive thinking, and envisioning the growth paths and utilizing employees' full potential to adapt rapidly to the future changes. This initiative is part of AOT's strategy to retain and develop its talent pool, ensuring the organization achieves its goals in a dynamic environment. Key components of the project include 1) concepts of Relearn, Reshape and Reinforce: encouraging employees to acquire new skills, shift perspectives, and

strengthen their potential, 2) Study Visits and Exchange Programs: collaborations with leading companies to promote in-dept learning and real-world application, 3) Knowledge Sharing Initiatives: supporting continuous learning through follow-up on training outcomes and group project implementation, as well as organizing the "Knowledge Sharing (KM Camp for KM Facilitator)" program. The objective of the project is to prepare AOT personnel as a driving force for the organization's sustainable success.

- Related Plan: AOT Human Resource Master Plan (FY 2023 - 2027) Revised edition for FY 2024
- Project Participant: 70 people
- Follow-up Process: Monitoring progress within 6 months of training completion, evaluating the practical application of group projects, promoting continuous learning through knowledge management initiatives.



## AOT Planting the Future Project – Creating a Sustainable Airport for Global travelers

This special lecture project is designed to raise awareness of sustainable tourism among AOT employees, aligning with the United Nations Sustainable Development Goals (SDGs) and the ESG (Environment, Social and Governance) framework. The initiative aims to help employees understand their roles in driving the organization towards international sustainability standards. It also encourages the integration of sustainability concepts into airport development and management, balancing business operations with environmental, social, and governance consideration. The ultimate objective is to develop sustainable airports capable of welcoming travelers from around the global while promoting sustainability across all dimensions of AOT's operations.

- Related Plan: AOT Sustainable Development Master Plan (FY 2024 - 2028), Revised FY 2024 Edition
- Project Participant: 86 people
- Benefits for Employees: After the lecture, the employees gained knowledge at a score of 4.27 (out of 5) and had practical skills for application at a score of 4.30 (out of 5).
- Benefits for AOT: The employees have knowledge and understanding of ESG across all Lines of work to 100%, which supports employees in raising awareness of sustainability, covering 100% of AOT employees by 2025.)
- Lessons Learned from Implementation:
  1. Effective ESG Communication: Lectures and activities linked to the real-life scenarios enhanced employees' ability to apply ESG concepts effectively in their work.
  2. Customized Training Content: Tailoring content to suit the specific needs of each department ensured relevant and targeted ESG knowledge for their roles.
  3. Ongoing Monitoring and Evaluation: Continuously tracking and assessing results supported the practical application of knowledge in future sustainability projects.

This project represents a significant step in AOT's commitment to sustainability, equipping employees with the knowledge and skills to contribute meaningfully to the organization's long-term goals.





## Talent Attraction and Retention

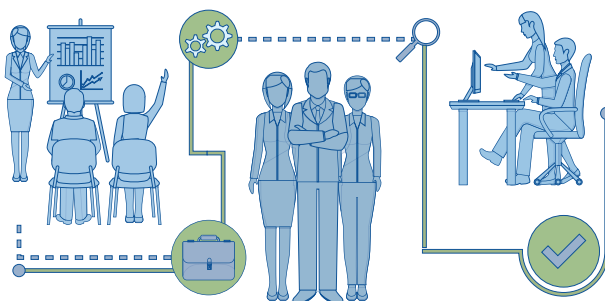
### Implementation

#### Employee Welfare

AOT provides employee benefits in compliance with the State Enterprise Labor Relations Act B.E. 2543 (2000), including medical expenses, compensation, performance bonuses, leave days and holidays. Additional benefits include: employee uniforms, breastfeeding rooms, relaxation zones, shuttle buses and housing. They also cover programs to promote knowledge of employee welfare and preparation for retirement. To ensure employee well-being, AOT conducts regular satisfaction and engagement surveys. Insights from these surveys guide improvements to welfare program, meeting employee needs and promoting engagement. Additionally, the AOT Business Relations Committee provides a platform for employee representatives to collaborate on employment conditions, fostering sustainable cooperation.

**Employee supporting projects** are categorized into 4 key areas:

- 1) Workplace Stress Management
- 2) Sport & Health Initiatives
- 3) Working Conditions
- 4) Family Benefits



Implementation	<p><b>Employee Engagement</b></p> <p>AOT conducts annual surveys to identify factors affecting employee performance and engagement. Results are used to enhance the work environment, balancing employee needs and organizational objective for sustainable success.</p> <p><b>Recognition of Outstanding Employees</b></p> <p>AOT recognizes excellence through an awards program in 6 categories:</p> <ol style="list-style-type: none"> <li>1) Outstanding employees</li> <li>2) Recognized temporary employees</li> <li>3) Outstanding groups or departments</li> <li>4) Outstanding Airports</li> <li>5) Beneficial individuals or external entities</li> <li>6) Employees recognized for integrity</li> </ol>
Performance Follow Up	<p>The Human Resources and Administration Line is the main responsible unit for attracting and retaining talented personnel.</p>
Significant Performance Results	<ul style="list-style-type: none"> <li>• 21 employees resigned in FY 2023, comprising junior executives and operational staff.</li> <li>• 100 percent of female employees entitled to maternity leave returned to work for over a year.</li> <li>• Employee engagement reached 89 percent, covering all staff.</li> <li>• 100 percent of employees have the right to negotiate employment agreements.</li> </ul>

### Significant Performance Results

	2024	Goal of 2024	Goal of 2027
Employee engagement to the company	89	82.17	90

Remarks: AOT has initiated a project to enhance employee satisfaction regarding benefits and compensation based on the results of the employee satisfaction and engagement survey for FY 2023. In FY 2024, the flexible health benefit system was implemented with the scope of medical treatment covering prevention and health promotion. This aims to meet the needs and align with equally diverse personnel according to information received from the HR Communication Initiative (CEO Meets Employees), and the 2024 survey on employee satisfaction and engagement, which indicated the first top 3 areas of benefits required by employees: 1) Scope of medical treatment covering the private hospitals, 2) Monthly child support rate, and 3) Uniform and work clothes allowance rates.)

## Outstanding Activities: Talent Attraction and Retention

### Retirement Preparation Program

The retirement preparation program for FY 2024 is designed to equip retiring employees with the knowledge and skills needed to navigate lifestyle changes after retirement. The program covers key areas such as daily living, financial planning, investment strategies and staying with modern technology. Its goal is to support retirees in leading a fulfilling and secure life, contributing to a high-quality elderly society. Additionally, the program fosters strong relationships among retirees and enhances their overall experience, creating positive and lasting impression for AOT person.

- Related Plan: AOT Human Resource Master Plan for FY 2023 - 2027 Revised FY 2024 edition
- Project Participant: 97 people
- Benefits for Employees: A total of 97 employees gained valuable insights into the concept of Ikigai, a principle for achieving happiness and understanding life's purpose after retirement. This knowledge empowers them to plan a fulfilling post-retirement life with stable financial and investment security while preparing for the challenges of an aging society.
- Benefits for AOT: The project strengthen the bond between AOT and its retiring employees by creating a positive employee experience that covers the entire employment journey from recruitment to retirement. It aligns with Human Capital Management (HCM) under the State Enterprise Assessment Model (SE-AM), and foster a collaborative relationship through the exchange of opinions and attitudes. Additionally, it serves as a platform for organizational knowledge transfer (Knowledge Management: KM), further contributing to AOT's sustainability and operational excellence.

### Managing Generation Gaps

Implementation	AOT actively fosters diversity and equality in the workplace by implementing various initiatives to create an inclusive, safe, and supportive environment for all employees. Key measures include conducting human rights risk assessments and establishing human rights policies to safeguard employees’ fundamental rights across the supply chain. Additionally, AOT has established dedicated complaint channels to address incidents of harassment and discrimination, and incorporated training sessions on these issues into the annual orientation program for new employees with opportunities for existing employees to participate as well.
Performance Follow Up	The Human Resources and Administration Line is primarily responsible for fostering collaboration and addressing the challenges posed by generational difference among AOT employees (Generation Gaps)
Significant Performance Results	<ul style="list-style-type: none"> <li>• Zero (0) cases of sexual harassment were reported in the workplace.</li> <li>• The average compensation ratio between male and female employees across various levels is nearly 1 : 1, reflecting pay equity.</li> <li>• Comprehensive human rights risk assessments were conducted, covering 100% of employees throughout the supply chain.</li> </ul>



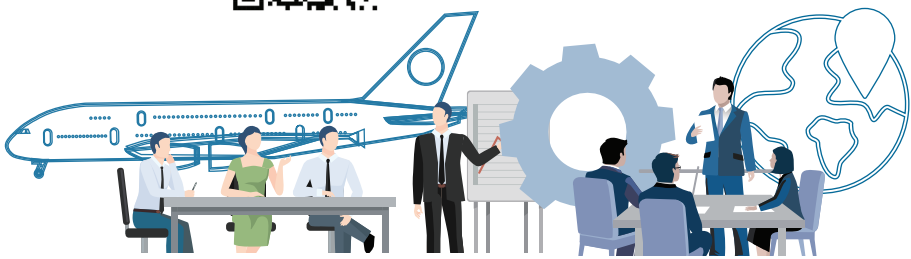
## Outstanding Activities: Bridging Generational Gaps

### Knowledge Enhancement Project for HR officers on Creating a Positive Employee Experience

AOT prioritizes equipping employees in the Human Resources and Administration Line with the knowledge and skills needed to create a meaningful and positive experiences for personnel throughout their employment journey (Employee Journey) This initiative aims to transform the HR function into a strategic business partner (HR Business Partner), focusing on cultivating a growth mindset among HR professionals. Through this project, HR employees are empowered to share their expertise across the organization, facilitating effective collaboration in a multigenerational workforce. By fostering mutual understanding and cooperation among employees, the program strengthens AOT's organizational culture and drives employee engagement. These efforts contribute to sustaining a workforce environment that values inclusively and collaboration across all age group.

- Related Plan: AOT Human Resource Master Plan (FY 2023 - 2027) Revised FY 2024 Edition
- Project participant: 42 people
- Benefits for employees: Participants gained knowledge and understanding of best practices for creating a positive Employee Experience throughout the entire employee lifecycle. This aligns with the evaluation criteria for operational processes and management under the Core Business Enablers Framework in the State Enterprise Assessment Model (SE-AM).
- Benefits for AOT: The program equips participants with advanced HR management approaches that align with AOT's vision to operate World-Class airports. It emphasizes service excellence, safety and sustainable revenue generation while enhancing overall operational effectiveness.

See more details



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## Sustainability with Respect for Human Rights

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AOT recognizes that its business operations across the entire value chain from upstream to downstream, may have hidden risks of human rights violations, potentially causing negative impacts on all stakeholders. Therefore, AOT is dedicated to implementing the following measures:

### Human Rights Policy

AOT has established and annually reviews its Human Rights Policy to ensure alignment with international standards, including the United Nations Guiding Principles on Business and Human Rights (UNGPs), International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and Principles of Protect, Respect and Remedy for addressing human rights violations. This policy encompasses the rights of AOT employees, communities, business partners/contractors, and customers. It emphasizes compliance with relevant laws and regulations, fostering communication through feedback and complaint channels, and implementing an effective complaint management system, with appropriate remedial measures in cases of human rights violations.

### Human Rights Due Diligence (HRDD)

AOT conducts comprehensive human rights risk assessments covering 100 percent of the organization within appropriate timeframes. These assessments include AOT's operations, direct business partners, contractors, subsidiaries and joint ventures. The findings are integrated into AOT's internal management processes, and effective measures are developed to prevent and mitigate risks. Furthermore, AOT continuously monitors and reports on human rights performance. In cases where violations are identified, appropriate corrective and remedial actions are promptly implemented.

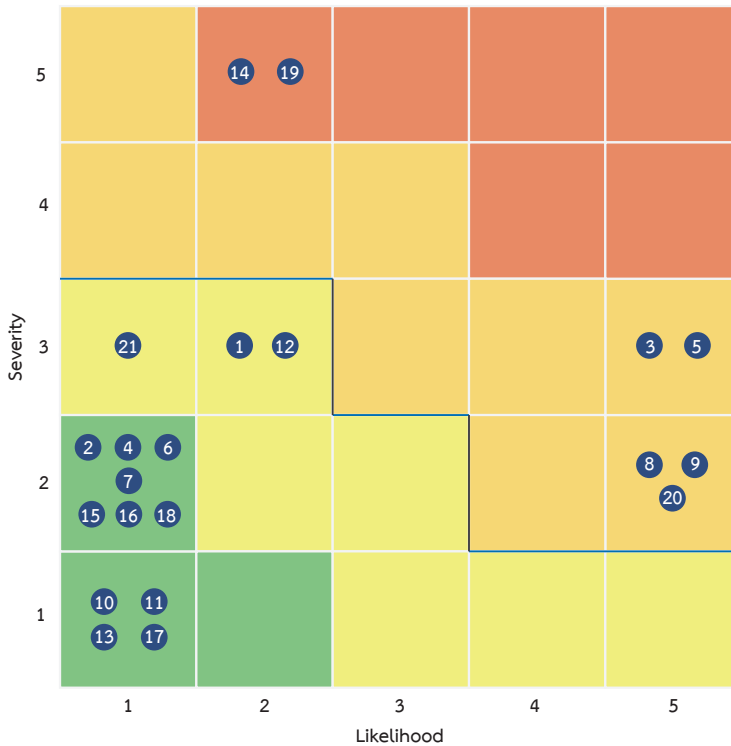
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## Findings from Human Rights Due Diligence

## Own Operation



AOT assesses human rights risks within its own operations, including the severity and likelihood of potential issues.

Key stakeholders and risks categories identified include:

## Human Rights Risks Issues

## Officers and Employees

1. Employment conditions
2. Fair compensation
3. Occupational health and safety
4. Freedom of association, assembly and collective bargaining
5. Discrimination and harassment
6. Use of illegal labors
7. Personal data protection

## Business Partners/Contractors

12. Work conditions
13. Fair compensation
14. Occupational health and safety
15. Discrimination and harassment within the company's premises
16. Discrimination in procurement
17. Use of illegal labors
18. Personal data protection

## Communities

8. Health and safety
9. Community Living Standards
10. Land acquisition and forced migration
11. Preservation of cultural heritage

## Customers

19. Health and safety
20. Discrimination and harassment
21. Personal data protection



## Example: Integrating Assessment Results into Internal Management

By identifying these risks, AOT develops and implements targeted measures to ensure the safety, health, and rights of its customers in all operation areas.

### Own Operation

#### Stakeholder Group: Customers



##### Risk Issues

###### Risk Issues Identified

- Deficiencies in passenger facilitation systems at the airport.
- Unsafe conditions in hotels such as risks of tripping or slipping.

###### Related Human Rights

- Right to life
- Right to health
- Right to access effective remedies



##### Operation Areas

- Suvarnabhumi Airport
- Don Mueang International Airport
- Phuket International Airport
- Hat Yai International Airport
- Chiang Mai International Airport
- Mae Fah Luang - Chiang Rai International Airport
- Novotel Suvarnabhumi Airport Hotel



##### Measures to Mitigate Human Rights Risks

- Airport Safety Policy
- Stakeholder Management Policy
- Good Corporate Governance Handbook
- Deployment of security officers and installation of CCTV in airport and hotel common areas (excluding restrooms).
- Conducting Fact-finding, root cause analysis, and safety reporting
- Monitoring and inspecting airport safety systems by external experts
- Updating manuals and procedures related to emergency response
- Enhancing personnel knowledge and skills
- Emergency exercises to prepare for serious passengers incident at airports.
- Posting warning signs in accident – prove areas and offering safety recommendations for facility use.
- Providing assistance services for vulnerable passengers, such as wheelchairs, golf carts and dedicated support staff.
- Ensuring the availability of first aid equipment and doctors at the airport
- Complaint and Feedback Channels.
  - Customer Feedback Application (CFA), via QR codes at service points
  - “Sawasdee by AOT” Application
  - AOT Complaint Form
  - Contact Center Tel. 1722
  - Facebook: AOT Official
  - E-mail: aotpr@airportthai.co.th and csd@airportthai.co.th
  - AOT official website: www.airportthai.co.th
- Posting warning signs in accident – prove areas, such as “Caution: Slippery Floor” or “Cleaning in Progress” (Novotel Suvarnabhumi Airport Hotel)
- Providing basic first aid training for hotel staff (Novotel Suvarnabhumi Airport Hotel)
- Novotel Suvarnabhumi Airport Hotel complaints can be submitted via the Customer Relations Department at Tel. 02-2131-1111, <https://www.novotelairportbkk.com/>, [info@novotelairportbkk.com](mailto:info@novotelairportbkk.com)
- Human Rights Policy
- Guidelines for stakeholders
- Aerodrome Safety Management Committee

## Reader Survey

### 1. Gender

- ☐ Male ☐ Female ☐ Prefer not to answer

### 2. Education Level

- ☐ Below Bachelor's Degree ☐ Bachelor's Degree ☐ Master's Degree ☐ Doctorate or Higher

### 3. Reader Category

- ☐ Customer (Airline/ Passenger/ Service User/ Tenant) ☐ Shareholder, Investor and Securities Analyst  
☐ Business Alliances ☐ Communities and Society  
☐ Regulators ☐ Media  
☐ AOT employee ☐ Others, please specify.....

### 4. Which channel do you receive AOT's Sustainability Report?

- ☐ AOT's website ☐ Seminar/Lecture/Exhibition ☐ AOT's internal units  
☐ Other websites ☐ Annual General Shareholders' Meeting  
☐ Others, please specify.....

### 5. Main purpose of reading AOT's Sustainability Report 2024?

- ☐ To get to know about AOT ☐ Decision Making for Investment ☐ For research/education  
☐ To prepare your own report ☐ Others, please specify.....

### 6. Please rate the comprehensiveness and reliability of AOT's Sustainability Report 2024

- How much do you understand AOT's sustainability Topics?

- ☐ 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. Which AOT's sustainability topics are you interested in?**

- ☐ Corporate Governance, Risk Management and Business Ethics
- ☐ Digital technology and innovation
- ☐ Infrastructure, airport capacity and business opportunity
- ☐ Supply chain management
- ☐ Information technology security and personal privacy
- ☐ Customer satisfaction
- ☐ Airport safety and security
- ☐ Occupational health and safety of employees
- ☐ Human rights
- ☐ Human resource development
- ☐ Participation in communities and society
- ☐ Energy and climate changes
- ☐ Environmental and natural resource management

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

- ☐ Yes ☐ No

If not, please specify.....

.....

**9. Please rate the overall satisfaction level with the disclosures in the Sustainability Report 2024**

- ☐ High ☐ Moderate ☐ Low

**10. Please give suggestions for improving the next AOT's Sustainability Report**

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Please return the survey to the Corporate Strategy Department  
Airports of Thailand Public Company Limited  
333 Cherdwutagard Road, Sikan, Don Mueang, Bangkok 10210





**AOT**

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

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