



Human Rights Due Diligence Report 2025

Airports of Thailand Public Company Limited

December 2025



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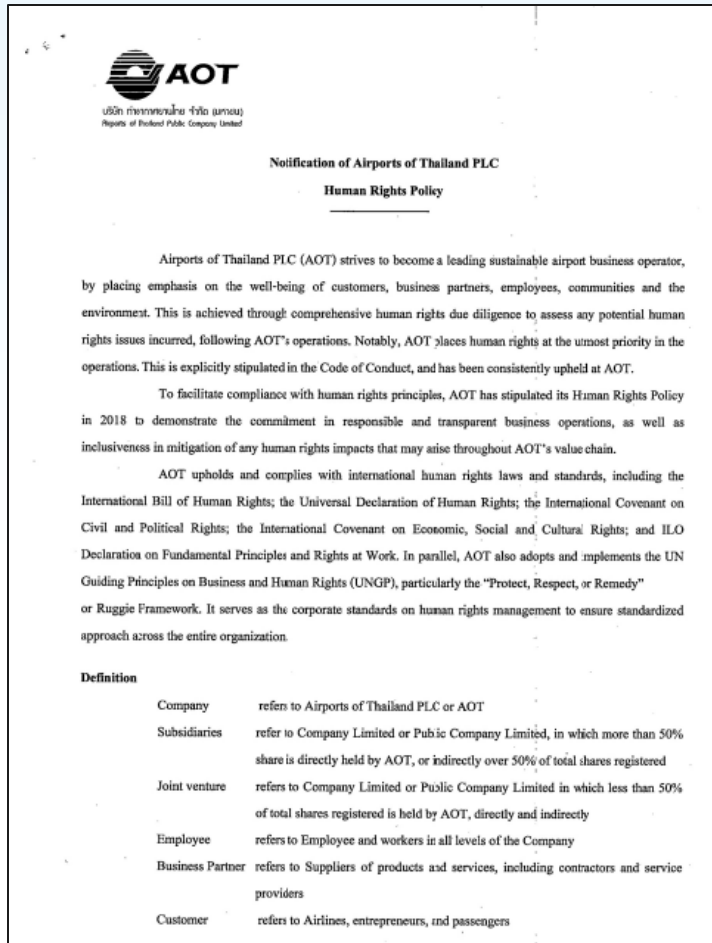
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The Objective of Human Rights Due Diligence



The issues of business and human rights are significant concerns for investors, governments, civil society organizations, business associations, and the media. The business sector plays a role as a human rights advocate through its operations. At the same time, businesses also have a tendency to violate human rights.

To address this, AOT has conducted comprehensive human rights due diligence (HRDD) across its entire value chain, including its operations, subsidiaries, joint ventures without management control, as well as direct business partners and contractors (Contractors & Tier 1 Suppliers). The HRDD process is carried out continuously within an appropriate timeframe* to identify actual or potential human rights risks and to implement additional measures for managing and preventing significant risks. This year's report covers the period from 2024 to October 2025.



- Adhere to the international human rights laws, standards and principles:
 - Universal Declaration of Human Rights
 - International Covenant on Civil and Political Rights
 - International Covenant on Economic, Social and Cultural Rights
 - International Labour Organization Core Convention on Labour Rights
 - United Nations Guiding Principles on Business and Human Rights

- Applies to the entire value chain, including own operations, business partners, joint ventures, new business relationships, and stakeholders/right holders, including employees, customers, suppliers, and communities.
- Covers key human rights issues:
 - Working conditions
 - Equal remuneration
 - Health, occupational health and safety
 - Community standards of living
 - Discrimination
 - Freedom of association and the right to collective bargaining
 - Illegal form of labor practices such as child labor, forced labor, human trafficking
 - Data privacy

1 Research and Human Rights Issues Identification

- Review AOT's activities throughout the value chain
- Review the human rights risk issues of AOT's peers.
- Identify potential risks from AOT's activities throughout the value chain
- Identify rights holders who may be affected by human rights violations, including employees, suppliers/contractors, customers, and communities, with consideration for vulnerable groups.

2 Assess the Inherent Risks

- Assessment of inherent human rights risks for which no regulatory, control, or preventive measures exist.

3 Assess the Residual Risks Under Current measures

- Assessment of human rights risks following the implementation of regulatory, control, or preventive measures.

4 Risk Prioritization

- Human rights issues identified as high to very high risk will be classified as salient, calling for additional measures or stricter compliance with existing protocols to reduce the severity and/or likelihood of violations.

1 AOT's Own Operation



Head Office



6 Airports

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



Suvarnabhumi Airport Hotel Company Limited
(Novotel Bangkok Suvarnabhumi Airport)

* Joint venture with management control

AOT's Right Holders and Human Rights Risk Issues



Employees

- Working Condition
- Equal Remuneration
- Illegal Forms of Labor
- Occupational Health and Safety
- Freedom of Association and Right to Collective Bargaining
- Discrimination and Harassment
- Data Privacy



Suppliers / Contractors

- Working Condition
- Equal Remuneration
- Illegal Forms of Labor
- Occupational Health and Safety
- Discrimination and harassment of supplier/contractor who work in AOT's operation sites
- Discrimination in procurement process
- Data Privacy



Communities

- Health and Safety
- Standard of Living
- Land Acquisition and Forced Resettlement
- Conservation of cultural heritage



Customers

- Health and Safety
- Discrimination and Harassment
- Data Privacy



Vulnerable groups

- Women
- Pregnant Woman

- Children
- Disabilities People

- Indigenous People
- Migrant workers

- Third-party Employees
- LGBTQI+

Risk Assessment Criteria



Severity	5	High	Very High	Very High	Very High	Very High
	4	High	High	High	Very High	Very High
	3	Medium	Medium	High	High	High
	2	Low	Medium	Medium	High	High
	1	Low	Low	Medium	Medium	Medium
		1	2	3	4	5
		Likelihood				

Remark: Adapted from the Risk Management Handbook for Fiscal Year 2025, AOT

Severity

Severity is determined by three factors:

- Scale (seriousness of impact)
- Scope (number of people affected)
- Irremediability Nature (difficulty to restore the people impacted to a situation before impact)

The severity level will be determined by the worst case event.

Likelihood

Likelihood is the probability or frequency of the negative impacts depending on the context or condition of risks or impacts.

Risk Level = Likelihood x Severity

Residual risks are risks assessed under existing measures, where human rights issues with a high to very high risk level are considered salient, requiring the Company to take additional or more stringent measures to reduce the severity and/or likelihood of human rights violations.

1 AOT's Own Operation

100%

100% of AOT's operational sites were assessed on human rights risk and impact.

100%

100% of AOT's operational sites have high to very high human rights risks level (salient issues), including:

- Occupational Health and Safety of Suppliers / Contractors
- Health and Safety of Customers
- Occupational Health and Safety of Employees
- Discrimination and Harassment of Employees
- Health and Safety of Communities
- Standard of Living of People in Community
- Discrimination and Harassment of Clients

100%

100% of AOT's operational sites that were assessed to have significant human rights risks (salient issues) have mitigation measures and remediation process implemented.

2 Contractors & Tier 1 Suppliers

100%

100% of AOT's contractors & tier 1 suppliers were assessed on human rights risk and impact.

5.17%

5.17% of AOT's contractors & tier 1 suppliers (6 out of 116) have high to very high human rights risks level (salient issues), including:

- Forced labor
- Human trafficking
- Discrimination and harassment
- Working condition
- Occupational Health and Safety
- Community and indigenous rights

100%

100% of AOT's contractors & tier 1 suppliers that were assessed to have significant human rights risks (salient issues) have mitigation measures and remediation process implemented.

2 Joint Venture without Management Control

100%

100% of AOT's joint venture without management control were assessed on human rights risk and impact.

0%

0% of AOT's joint venture without management control (0 out of 6) have been identified as having high to very high human rights risk level (salient issue) in joint ventures.

0%

0% of AOT's joint ventures without management control (0 out of 6 joint ventures) have been identified as having high human rights risk level, and therefore no mitigation action were taken.

However, the company has mitigation measures in place and continuously monitors risks to prevent human rights violations in all joint ventures.

Own Operation

Right Holders: Suppliers / Contractors



Human Rights Risk Issues

Occupational health and safety due to accidents from the maintenance of elevator systems

Relevant human rights

- Right to life
- Right to health
- Right to enjoy just and favorable conditions of work including rest and leisure
- Right to access to effective remedies



Operation Sites

Suvarnabhumi Airport



Mitigation Measures for Human Rights Risks

- Aerodrome Safety Policy
- Occupational Health, Safety, and Environment Policy
- Human Rights Policy
- Stakeholder Management Policy
- Stakeholder Practices
- Sustainable Code of Conduct of AOT Supplier
- Standard Operation Procedure
- Occupational Health and Safety Management Standards System (ISO 45001)
- Work Safety Regulation and Manual for AOT Contractors
- Performance evaluation form for suppliers and contractors
- Conducting fact-finding, root cause analysis, and safety reporting
- Notice to suppliers and contractors to implement additional audit
- Communication and Complaint Channel are available via www.airportthai.co.th.

Own Operation

Right Holders: Customers



Human Rights Risk Issues

Health and safety due to

- Defects in passenger facilities at airports
- Unsafe areas in hotels that may cause tripping or slipping

Relevant human rights

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



Operation Sites

- 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 Bangkok Suvarnabhumi Airport



Mitigation Measures for Human Rights Risks

- Aerodrome Safety Policy
- Human Rights Policy
- Stakeholder Management Policy
- Stakeholder Practices
- Good Corporate Governance Handbook
- Airport Security Committee
- Safety and security measures, such as security guards and CCTV cameras installed in airport areas and common areas of the hotel (excluding bathrooms)
- Conducting fact-finding, root cause analysis, and safety reporting
- The safety systems of airport facilities are monitored and audited by external experts.
- Developing knowledge and capabilities of employees, as well as improving manuals and procedures related to responding to emergency situations at airports.
- Emergency drill in case of serious passenger accident at the airport
- Posting notices and warning signs in areas at risk of accidents, as well as providing safety advice through notices on using various facilities.
- Providing assistance services to vulnerable passengers, such as the elderly and pregnant women, by offering wheelchairs and golf carts for convenience, along with assistance and coordination staff.
- Prepare first aid equipment and provide a doctor at the airport
- Communication and Complaint Channels, including:
 - Customer Feedback Application (CFA) by scanning QR code at service points in the airport
 - Application “Sawasdee by AOT”
 - Complaint form
 - AOT Contact Center 1722
 - Facebook AOT Official
 - aotpr@airportthai.co.th and csd@airportthai.co.th)
 - www.airportthai.co.th
- Install warning signs in unsafe areas, such as 'Caution: Slippery Floor' or 'Cleaning in Progress' at the Novotel Suvarnabhumi Airport Hotel.
- Conduct basic first aid training for the staff of the Novotel Suvarnabhumi Airport Hotel
- Receiving complaints from customers of Novotel Suvarnabhumi Airport Hotel through the Customer Relations Department, 02-131-1111, <https://www.novotelairportbkk.com/>, info@novotelairportbkk.com



Own Operation

Right Holders: Customers



Human Rights Risk Issues

Discrimination and harassment, including instances where Middle Eastern passengers feel discriminated against by officers during body searches, and Thai customers feel they are treated unequally compared to foreigners, such as being asked to provide their own baggage handling services.

Relevant human rights

- Right to equality before the law
- Right to access to effective remedies



Operation Site

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



Mitigation Measures for Human Rights Risks

- Human Rights Policy
- Good Corporate Governance Handbook
- Stakeholder Management Policy
- Stakeholder Practices
- The regulations on the provision of facilities and services for passengers who require special assistance
- Design of bathrooms and rooms specifically for people with disabilities at Novotel Suvarnabhumi Airport Hotel
- Communication and Complaint Channels, including:
 - Customer Feedback Application (CFA) by scanning QR code at service points in the airport
 - Application “Sawasdee by AOT”
 - Complaint form
 - AOT Contact Center 1722
 - Facebook AOT Official
 - aotpr@airportthai.co.th and csd@airportthai.co.th
 - www.airportthai.co.th
- Receiving complaints from customers of Novotel Suvarnabhumi Airport Hotel through the Customer Relations Department, 02-131-1111, www.novotelairportbkk.com/, info@novotelairportbkk.com



Own Operation

Right Holders: Employees



Human Rights Risk Issues

Occupational health and safety, including falls during activities, vehicle-related accidents while at work, preparation-related accidents, and general accidents that occur during daily tasks.

Relevant human rights

- Right to life
- Right to enjoy just and favorable conditions of work including rest and leisure
- Right to health
- Right to access to effective remedies



Operation Site

- | | |
|------------------------------------|--|
| • Head Office | • Hat Yai International Airport |
| • Suvarnabhumi Airport | • Chiang Mai International Airport |
| • Don Mueang International Airport | • Mae Fah Luang – Chiang Rai International Airport |
| • Phuket International Airport | |



Mitigation Measures for Human Rights Risks

- Aerodrome Safety Policy
- Occupational Health, Safety, and Environment Policy
- Human Rights Policy
- Stakeholder Management Policy
- Stakeholder Practices
- Medical and welfare policy for AOT employees and workers
- Good Corporate Governance Handbook
- Standard Operation Procedure
- Occupational Health and Safety Management Standards System (ISO 45001)
- Safety Day Project
- Conducting fact-finding, root cause analysis, and safety reporting
- Notice to suppliers and contractors to implement additional audit
- Communication and Complaint Channel, are available via www.airportthai.co.th.



Own Operation

Right Holders: Employees



Human Rights Risk Issues

Discrimination and harassment, including incidents where employees are subjected to harsh language and inappropriate gestures from airport customers (e.g., having passports thrown at them).

Relevant human rights

- Right to equality before the law
- Right to enjoy just and favorable conditions of work including rest and leisure
- Right to access to effective remedies



Operation Site

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



Mitigation Measures for Human Rights Risks

- Human Rights Policy
- Stakeholder Management Policy
- Stakeholder Practices
- Good Corporate Governance Handbook
- Communication and Complaint Channel, including AOT Contact Center 1722 and www.airportthai.co.th
- Vacation days are provided to compensate for fatigue, boost morale, and create happiness for all employees

Own Operation

Right Holders: Community



Human Rights Risk Issues

Health and safety impacts due to noise caused by airplane takeoffs and landings.

Relevant human rights

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



Operation Site

- Suvarnabhumi Airport
- Chiang Mai International Airport



Mitigation Measures for Human Rights Risks

- Human Rights Policy
- Good Corporate Governance Handbook
- AOT Sustainable Development Policy
- Airport Environmental Management Policy
- Stakeholder Management Policy
- Stakeholder Practices
- Sustainable Development Master Plan
- Implementation of measures to prevent, mitigate, and monitor noise impacts in accordance with the Environmental Impact Assessment (EIA) and Environmental and Health Impact Assessment (EHIA) reports
- Field visits will be conducted to measure noise levels. If the noise level is classified as green, an explanation will be provided to the community. If classified as yellow, remedial actions will be taken (e.g., compensation will be provided). If classified as red, negotiations will be initiated to purchase land from the affected households.
- Organize CSR projects with the community, such as participating in religious, traditional, and cultural activities, as well as providing survival bags.
- Conduct an annual hearing screening project for communities surrounding the airport.
- Annually support the provision of hearing aids for communities surrounding the airport
- Communication and Complaint Channels, including www.airportthai.co.th and the Environmental Impact Mitigation Center, Suvarnabhumi Airport, 02 132 9088-9

Own Operation

Right Holders: Community



Human Rights Risk Issues

The impact on the standard of living from nuisances caused by the noise of airplane takeoffs and landings.

Relevant human rights

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



Operation Site

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



Mitigation Measures for Human Rights Risks

- Human Rights Policy
- Good Corporate Governance Handbook
- AOT Sustainable Development Policy
- Airport Environmental Management Policy
- Stakeholder Management Policy
- Stakeholder Practices
- Sustainable Development Master Plan
- Implementation of measures to prevent, mitigate, and monitor noise impacts in accordance with the Environmental Impact Assessment (EIA) and Environmental and Health Impact Assessment (EHIA) reports
- Field visits will be conducted to measure noise levels. If the noise level is classified as green, an explanation will be provided to the community. If classified as yellow, remedial actions will be taken (e.g., compensation will be provided). If classified as red, negotiations will be initiated to purchase land from the affected households.
- Organize CSR projects with the community, such as participating in religious, traditional, and cultural activities, providing survival bags and providing distribution channels for community products to enhance income for the community
- Communication and Complaint Channels, including www.airportthai.co.th and the Environmental Impact Mitigation Center, Suvarnabhumi Airport, 02 132 9088-9

Contractors & Tier 1 Suppliers



Human Rights Risk Issues

- Forced labor
- Human trafficking
- Discrimination and harassment
- Working condition
- Occupational Health and Safety
- Community and indigenous rights

Relevant human rights

- Right to life
- Right to health
- Right to an adequate standard of living
- Right to work
- Right to equality before the law
- Right not to be subjected to slavery, servitude or forced labor



Groups and Sub-groups

- Airport Infrastructure and Facility Maintenance
 - Design and Construction



Mitigation Measures for Human Rights Risks

- **AOT Supplier Sustainable Code of Conduct** addresses key aspects such as occupational health and safety, freedom of employment, wages and benefits, working hours, equal treatment, termination processes, respect for human rights, and considerations for foreign or migrant workers.
- **Occupational Health, Safety, and Environment Policy** addresses the selection and oversight of suppliers, contractors, and outsourced workers to ensure compliance with relevant laws, regulations, rules, and standards, aiming to prevent impacts and risks to the occupational health and safety management system.
- **Selecting new business partners** by considering sustainability issues, such as compliance with occupational health and labor laws, adherence to occupational health and safety management standards or environmental management standards, and trustworthiness in operations.
- **Assessing key business partners and evaluating supply chain risks** by considering the importance and urgency of each partner group and implementing measures to manage and control risks to an acceptable level in accordance with specified standards and regulations. This includes issues such as potential labor security, occupational health and safety, fair employment conditions, the use of illegal labor, and non-discrimination.



AOT places great importance on monitoring and reporting the outcomes of the organization's human rights management, with a focus on the participation of all stakeholders. As a result, AOT has provided communication channels for complaints and reports, including AOT's website, phone, E-mail, QR code, Complaint form, Facebook, Line, X, Instagram, YouTube, the AOT Airport Application and the Environmental Impact Mitigation Center, Suvarnabhumi Airport.

In addition, AOT also provides opportunities for external stakeholders to audit AOT's performance through committees or working groups, such as the Airport Facilitation Committee and the Business Continuity Plan Working Group.

Communication and Complaint Channel

Airports of Thailand Public Company Limited (AOT), 333 Cherdwutagard Road, Srikan, Don Mueang, Bangkok 10210 ,Thailand

- | | |
|---|--|
|  Website: https://www.airportthai.co.th |  Line: @airportthai |
|  Tel: AOT Contact Center 1722 |  X: @AOTthailand |
|  E-mail: aotpr@airportthai.co.th , csd@airportthai.co.th |  Instagram: AOT_Official_TH |
|  Customer Feedback Application (CFA) by scanning QR code at service points in the airport |  YouTube: AOT Official |
|  Complaint form |  AOT Airport Application: SAWASDEE by AOT |
|  Facebook: AOT Official |  Environmental Impact Mitigation Center, Suvarnabhumi Airport, 02132 9088-9 |

AOT is committed to continuously conducting human rights due diligence within appropriate timeframes. This includes reviewing the organization's human rights policy and commitments, assessing human rights impacts and risks, and integrating the results into internal corporate management by implementing measures to prevent and mitigate impacts from human rights risks.

In addition, AOT continuously monitors and reports on human rights performance. In the event of any human rights violations, AOT will take immediate corrective action to address the impacts. However, based on the results of the human rights due diligence conducted from 2023 to October 2024, no human rights violations were found throughout AOT's value chain.

