

SUSTAINABLE DEVELOPMENT REPORT 2019



Thai Airways International Public Company Limited





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Message from Chairman (102-14)

Thai Airways International Public Company Limited (THAI) as the national carrier of the Kingdom of Thailand fully recognizes its role in promoting sustainable development goals for business operations. THAI has continued to place special emphasis on Environmental, Social and Governance (ESG) with support at both national and international levels through employees' engagement from the operational level to the top executives. As Chairman of the Board, I am fully aware of the importance of the company's future growth and expansion. I am determined to bringing THAI forward into the future and ensure the company's sustainable growth. Operating in accordance with the company's strategic reform plan is crucial in order to reposition THAI among the world's top five leading carriers while achieving its Sustainable Development Goals (SDGs). We realize that the highly competitive business environment, global economic slowdown, natural disasters and surging oil prices have continued to play an important role in airline operations. That is why THAI has taken every necessary measure and precaution to ensure effective and productive business operations.

Good governance practices have been highlighted among THAI's employees, an essential element in driving the business from small to large working units. It is fundamental groundwork for all employees in carrying out their duties, organized through activities and classes that will create greater understanding of such practices in line with international requirements and guidelines. The co-signing of a Memorandum of Intent by the Board, Management and staff of THAI to declare a joint commitment to carry out their duties with honesty and transparency will help everyone prevent any form of corruption and dishonest behavior by working closely together as a team to overcome any obstacles and creating a corporate culture for THAI as a moral organization. This will also help build greater confidence among the company's stakeholders while promoting THAI's operations that focus on the benefit of the public at large moving towards a sustainable development goal.

Environmental conservation is another important issue that has always been one of THAI's top priorities. We are fully aware of the effect of global warming as a result of airline operations from fuel consumption and the impact on natural resources through various operations. THAI realizes that waste has become the key concern for many businesses today, and therefore has set up a Waste Management Committee and Food Waste Management working group to take necessary action in reducing waste from production and servicing processes, and especially food waste. This will help contribute to the reduction of global waste and depletion of natural resources on a sustainable basis.

At THAI, safety remains at the heart of our operations. The standard of operational safety is constantly maintained and enhanced to ensure that it meets international standards. THAI has regularly organized activities and programs to promote safety, hygiene and environmental awareness at work as well as social contributions in aid of the underprivileged, and to present essential supplies and youth educational scholarships.

On behalf of the Board of Directors, I am pleased to announce our support to further promote THAI's environmental operations, social activities and good governance practices, while encouraging greater employee engagement taking into consideration the benefits of the organization and public at large, with the aim of achieving the company's sustainable development.

Air Chief Marshal

Chaipapruk Didyasarin
Chairman of the Board

Message from Chairman of Environmental, Social and Corporate Governance Committee ⁽¹⁰²⁻¹⁴⁾



Sustainable development in economic, social and environmental dimensions has been among the top priorities for Thai Airways International Public Company Limited (THAI) in order to accomplish our Sustainable Development Goals (SDGs). Waste Management policy has been established to effectively manage resources throughout the supply chain enabling THAI to look at the big picture at the start, during and end of the process. Effective and sustainable use of resources and waste management means obtaining items that have been appropriately produced, which can also be recycled once they become waste and transformed into raw material for the production cycle. Innovative techniques are applied to help create common benefit and effective use of resources including water and energy while minimizing emission of pollution that could cause damage to the environment. We place special emphasis on the impact of global warming and the marine ecosystem and therefore aim for 50 percent reduction of waste by 2030.

I am proud to say that THAI has been at the forefront of food supply chain management to reduce waste from the production process and introduced the Food Waste Management "Save Food, Save the World" program to become a leader in reduction of food waste in the airline sector. We are committed to ensuring that the outcome of this scheme is measurable, especially in areas of reducing corporate expenses, environmental impact, and emission of greenhouse gases. Waste will be converted into revenue, improved operational processes through scientific innovation and technology to help reduce food loss, and effective use of resources throughout the supply chain to generate positive impact on the business as a result of the food waste management program.

THAI's performance in 2019 focused on evaluating the food production system and services for further development and improvement. THAI has applied the Reprocess, Reduce, Reuse and Recycle principle starting from procurement of raw materials, menu planning, food production and uplift, and development of pre-selected menu system. Plans are in place for THAI to reduce the use of plastic and effectively manage the amount of waste on board, with the aim of moving towards a circular economy system. THAI is committed to exercising this plan in order to achieve the project goal by creating greater awareness and understanding of this issue among its employees, passengers and stakeholders. The Food Waste Management program will also help food loss for Thailand in line with the national agenda related to sustainable production and consumption. This program will in turn contribute to the government's effort to achieve Sustainable Development Goals (SDGs) for Thailand.

Enhancement and improvement of the company's administration and management has also been among the top priorities at THAI in 2019. Therefore good governance practices and work morals have been promoted. Manuals were published putting together all the necessary information related to policies and practices, in accordance with good governance guidelines, for THAI management and staff to strictly follow in their line of work and responsibility. THAI has also given its support to the Collective Action Coalition Against Corruption (CAC). A number of activities have been organized to announce the company's commitment and intention to further promote good governance among employees in strictly following the principles as they will play a key role in the company in preventing corruption and any unethical behavior. THAI aims to create unity within the organization which will help prevent corruption on a national basis. At the same time, THAI Moral program is continually exercised among Board members, Management and staff to strengthen their awareness and readiness to move forward together as one.

On behalf of the Environmental, Social and Good Governance Committee, I would like to thank each and every THAI employee as well as all individuals concerned for their dedication, participation and on-going support in driving THAI towards the company's sustainable development goals

A handwritten signature in black ink, appearing to read 'S. Sirikul Laukaikul'. The signature is fluid and cursive.

Ms. Sirikul Laukaikul
Chairman of the Environmental, Social and Corporate Governance Committee



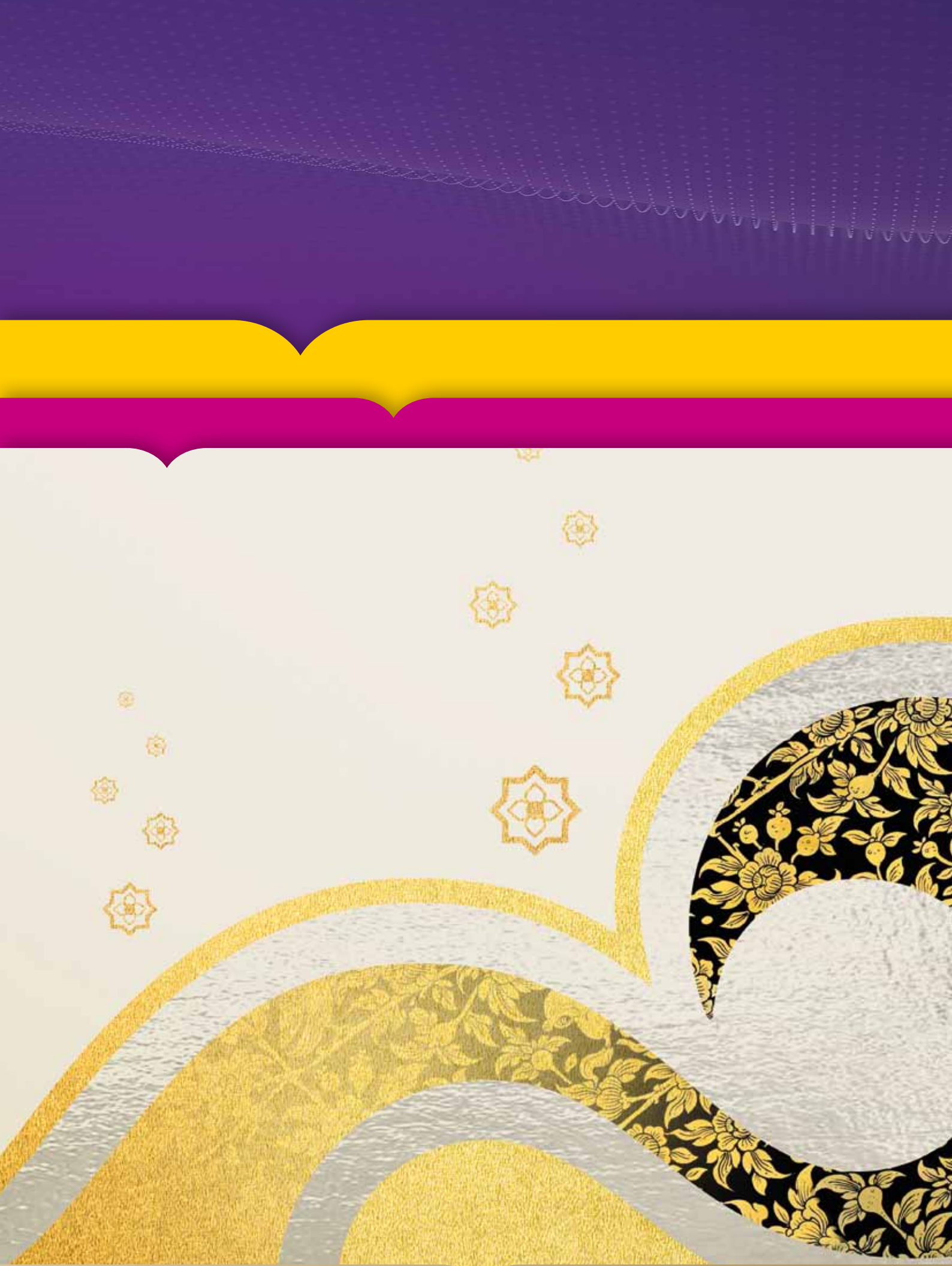
Message from President ⁽¹⁰²⁻¹⁴⁾

Strong business competition in the air transport sector has made 2019 another challenging year for Thai Airways International Public Company Limited (THAI). We therefore need new approaches and a new business model in order to keep up with the changes, hence the launch of “Montra” transformation scheme. It aims to make THAI profitable and sustainable at the same time. The program also focuses on continual enhancement of operational efficiency and service quality while maintaining the highest standard of safety. To achieve our goals, THAI operates under five key strategies comprising management of financial structure, fuel cost, development and incremental ancillary revenue using Digital Marketing, one-stop aircraft management under the Plan Buy Fly Sell concept, and Sales and Utilization under Profit & Loss by Tail Number of aircraft. THAI, as the flag carrier, is also developing a service system to help improve customer experience by using digital transformation technology to boost management efficiency and create sustainable profit with service excellence and unique Thai identity.

Digitalization principles have been implemented at THAI to bring about greater development and change as well as improved business operations with special emphasis on efficiency, speed, and flexibility. In addition, THAI has continued to ensure transparency, morality and fairness of its business operations in accordance with the rules and regulations both within and outside the organization that will eventually become an integral part of the corporate culture. Good governance training programs have been organized for THAI employees and top executives to create greater understanding and awareness of the importance of being honest and trustworthy as well as the code of morality in business operations.

However, achieving the Sustainable Development Goals (SDGs) remains the crucial element in THAI’s operations in line with the company’s main business strategies. SDGs are considered an extended assurance of the company’s commitment towards CSR in process which has been exercised on a constant basis. It is an important mechanism in driving the company’s transformation plan and achieving the objectives within the required time frame. Participation and engagement of employees at all levels is extremely important to turnaround the company’s situation and ensure future development with positive feedback from stakeholders.

Mr. Sumeth Damrongchaitham
President



About THAI (102-16)

Vision

“National Premium Airline with Touches of THAI and Effective Management for Sustainable Profitability”

Thai Airways International Public Company Limited (THAI), as the national premium airline providing air transportation services for both passengers, cargo and mail, is determined to be a source of Thai people’s pride. By providing world-class service with Thai charms in line with international standards, THAI maximizes customers’ satisfaction through effective management for sustainable profitability.



Mission

THAI mission mainly comprises mission for customers, shareholders, employees and society as follows:

- Provide comprehensive domestic and international air transportation services with special emphasis on maintaining the highest standard of safety and travel comfort through integration of unique Thai identity to deliver value products as well as promote good customer experience and relations
- Promote good corporate governance in accordance with international standards to ensure sustainable growth and high returns on investment for our shareholders.
- To become a Knowledge Organization and create employees' strength, giving them the opportunity to work to their full capacity while recognizing the importance of customers, enhancing their skills and responsibility as well as organizational commitment
- Promote corporate social and environmental responsibility as the national airline.

THAI is dedicated to carry out its business operations under Good Governance Principles.

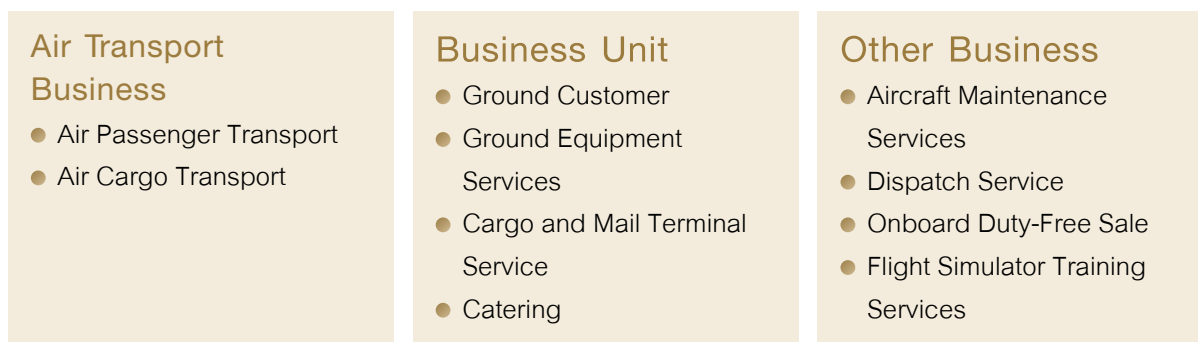
Core Values ⁽¹⁰²⁻¹⁶⁾

To ensure sustainable development and expansion of THAI, enabling the company to compete in a fast-changing business environment, THAI promotes and upholds its three core business values as follows:

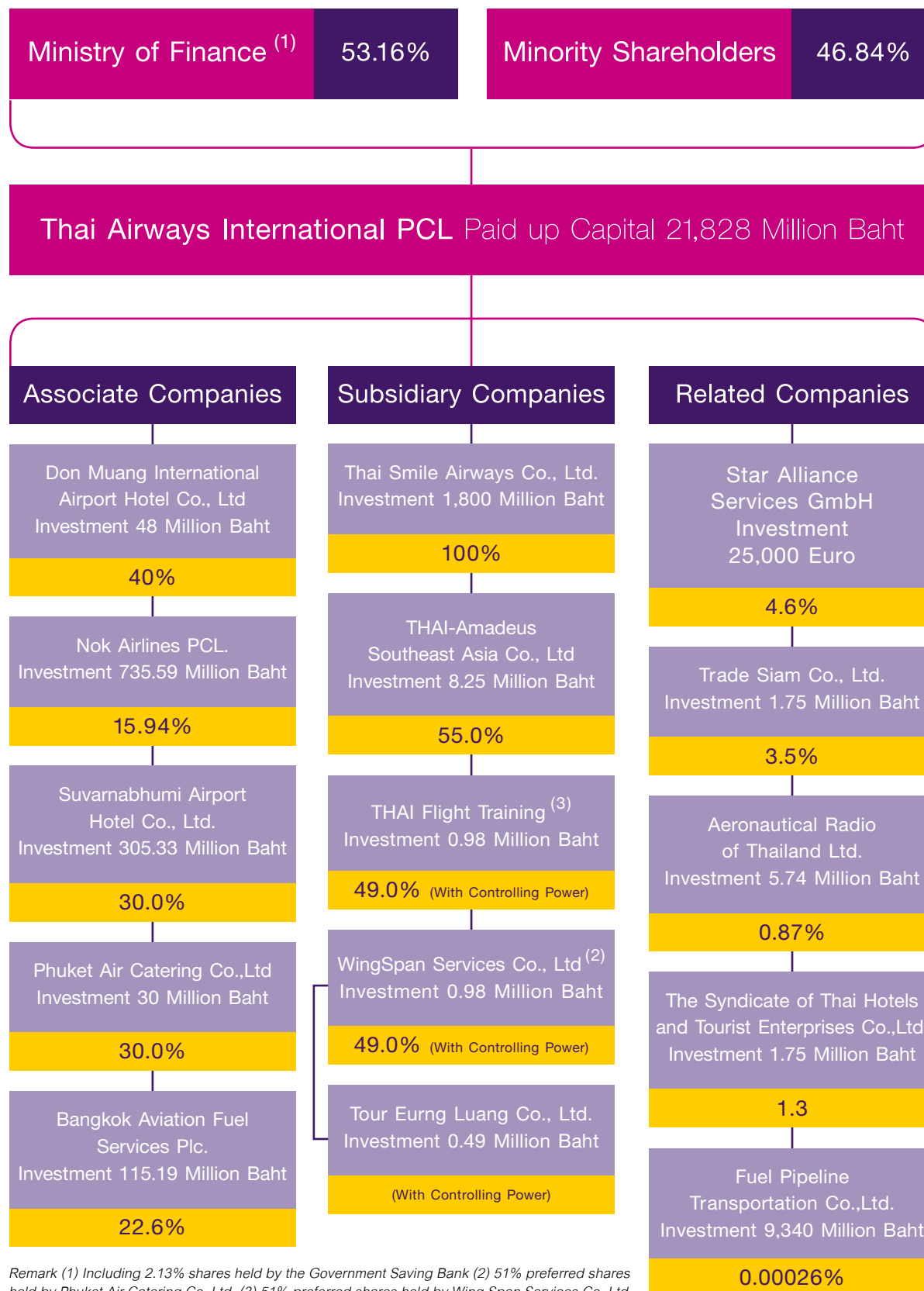


Nature of Business ⁽¹⁰²⁻²⁾

THAI, a state-owned enterprise under the supervision of the Ministry of Transport, provides air transport services for travelling passengers, freight and mail. It operates commercial flights to both domestic and international destinations and provides three comprehensive services segments; Core Business, Business Unit and Supporting Activities.



THAI's Shareholder Structure ⁽¹⁰²⁻⁵⁾



Scope of Domestic and International Destinations (102-4, 102-6, 102-7, 102-45)

Domestic Destinations 108 Weekly Flights

THAI

- North Bangkok-Chiang Mai
- South Bangkok-Phuket, Krabi

THAI Smile

- North: Bangkok-Chiang Mai, Chiang Rai
- South: Bangkok-Phuket, Krabi, Surat Thani, Hat Yai
- NorthEast: Bangkok- Khon Kaen, Udon Thani, Ubon Ratchathani
- Others: Chiang Mai, Phuket, Bangkok-Narathiwat



International Destinations

THAI

- **Asia - 467 flights/week 41 destinations:** Bangkok-Hong kong, Tokyo (Narita and Haneda) Osaka, Nagoya, Fukuoka, Sapporo, Taipei, Seoul, Manila, Beijing, Busan, Shanghai, Guangzhou, Kunming, Xiamen, Cheng-Du, Singapore, Kuala Lumpur, Denpasar, Jakarta, Delhi, Mumbai, Kolkata, Hyderabad, Bangalore, Dhaka, Colombo, Kathmandu, Yangon, Chennai, Karachi, Islamabad, Lahore, Dubai, Muscat, Vientiane, Phnom Penh, Hanoi, Ho Chi Minh, Sendai

- **Europe - 102 flights/week 13 destinations:** Bangkok-London, Frankfurt, Paris, Rome, Copenhagen, Stockholm, Zurich, Munich, Brussels, Milan, Oslo, Moscow, Vienna

- **Australia -39 flights/week 5 destinations:** Bangkok-Sydney, Melbourne, Brisbane, Perth, Auckland

THAI Smile

- **Asia - 154 flights/week 20 destinations:** Bangkok-Changsha, Chongqing, Zhengzhou, Kaohsiung, Penang, Kuala Lumpur, Mandalay, Yangon, Gaya, Varanasi, Jaipur, Lucknow, Mumbai, Siem Reap, Vientiane, Phnom Penh, Luang Prabang, Hong-Kong, Kolkata, Ahmedabad

- **Others - 7 flights/week** Phuket-Hong-Kong

International Membership (102-13)



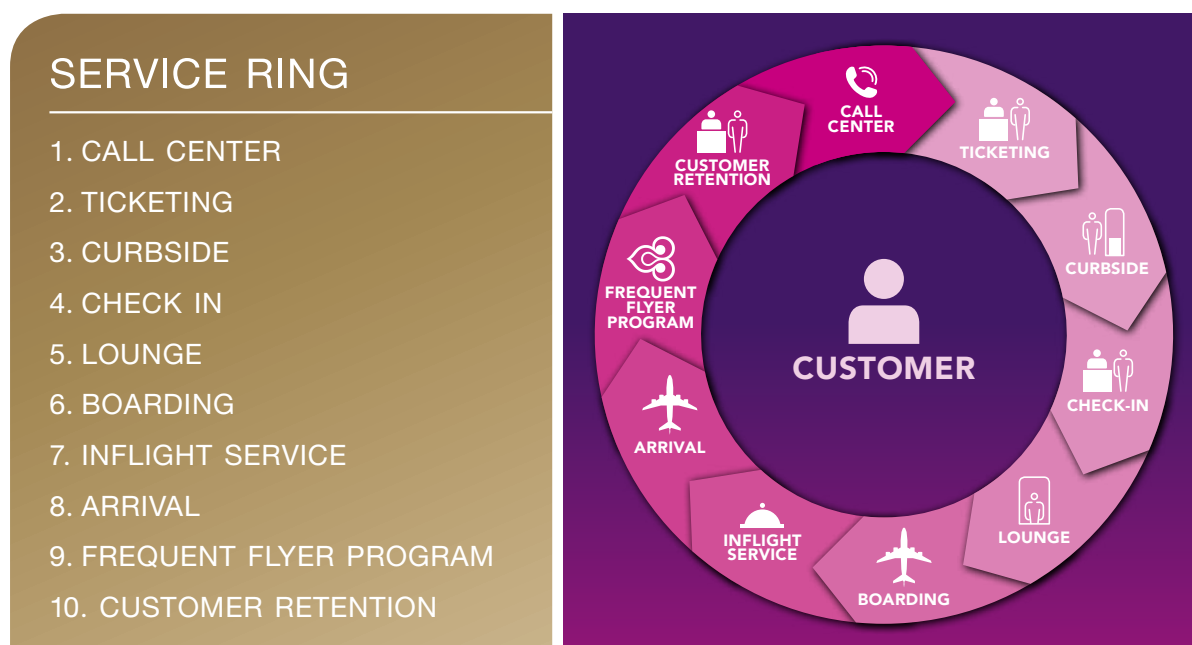
THAI is one of the five founding members of Star Alliance since 1997, now established for over 20 years. Through its strong network of 26 members carriers which operate to some 195 destinations worldwide, Star Alliance has connected millions of people of different races and cultures.

As a member of the International Air Transport Association (IATA), which has played a key role in determining numerous air transport regulations and measures, THAI has adopted and implemented IATA principles and regulations in its operations.

THAI, under the supervision of the Civil Aviation Authority of Thailand (CAAT), has long been a member of the International Civil Aviation Organization (ICAO), which determines and establishes international regulations and measures to maintain safety, security and efficiency of air transport as well as to protect the environment which may be affected by aviation. THAI has strictly followed ICAO principles to ensure its services standards are internationally recognized.

Corporate Value Chain (102-9)

THAI has placed special emphasis on providing total services at every customer touch point from the start to the final destination of the passenger's journey. This is done through the use of associated mechanism for smooth coordination at each service point to respond appropriately to customer demand in this digital era. In addition, there is a coordination mechanism to help provide answers to any queries and correctly solve problems for passengers.



THAI's Head Office ⁽¹⁰²⁻³⁾ is located at 89 Vibhavadi Rangsit Road, Chompol, Chatuchak, Bangkok 10900 Tel: 66 (0) 2545-1000, THAI Contact Center at Tel: 66 (0) 2356-1111, Website: www.thaiairways.com

Sustainable Development Goals and THAI

THAI has long recognized the importance of aligning airline business operations with the Sustainable Development Goals (SDGs). It has consistently implemented Corporate Social Responsibility activities, and furthermore views its operations as an important part toward achieving the SDGs. In 2019, THAI has undertaken the following sustainable development-related implementation, in line with the SDGs:


MATERIAL TOPICS		SUSTAINABLE DEVELOPMENT GOALS				
Economic	<ul style="list-style-type: none"> ● Economic Performance ● Indirect Economic Impact ● Anti-Corruption 					
Environment	<ul style="list-style-type: none"> ● Energy ● Emissions ● Water ● Effluents and Waste 					
Social	<ul style="list-style-type: none"> ● Employment ● Labor/management relations ● Training and Education ● Diversity and Equal Opportunity ● Occupational health and safety ● Freedom of association and collective bargaining ● Socioeconomic Compliance ● Customer health and safety ● Marketing and labeling ● Customer privacy 					

Stakeholder Engagement (102-40, 102-42)


Thai Airways International Public Company Limited (THAI) is committed to gaining recognition from its important stakeholders in order to become the national airline with sustainable growth and to bring about security for society/to help build a stronger Thai society. Therefore, THAI has continued to place special attention to the process of building/enhancing stakeholder engagement. There are six groups of important stakeholders: customers, trade partners/creditors, debtors, trade competitors, nation, shareholders, subordinates/employees, and society and communities. This process enables THAI to be well informed of the positive and negative impacts of its business operations, and of the concerns and opinions of existing stakeholders, leading to the identification of guidelines for alleviating those impacts that could respond to the needs of each group of stakeholders in an appropriate fashion.



Stakeholders and Company's Responses

Stakeholders ⁽¹⁰²⁻⁴⁰⁾	Channels and Frequencies of Communication ⁽¹⁰²⁻⁴³⁾	Stakeholders' Expectations ⁽¹⁰²⁻⁴⁴⁾	Responses to Stakeholders ⁽¹⁰²⁻⁴⁴⁾
<p>Customers</p> 	<ul style="list-style-type: none"> • Personal contact numbers for Royal Silk Class and Royal First-Class passengers. <hr/> • THAI Customer Satisfaction Surveys. <hr/> • e-TCSS – Electronic THAI Customer Satisfaction Surveys. <hr/> • IATA-Airs@t – International Air Transport Association – Airline Satisfaction Surveys. <hr/> • Star OCSS – Star Alliance Online Customer Satisfaction Surveys. <hr/> • CFMS - Customer Feedback Management System. <hr/> • Customer needs analysis by group. <hr/> • Online channels of communication such as Facebook, LINE Official, Instagram, WEChat. 	<ul style="list-style-type: none"> • Greater efficiency and real-time information and communication management systems. <hr/> • Increase efficiency in Network Optimization. <hr/> • Provide digital channels for purchasing plane tickets and self-service. <hr/> • Provide service safety and convenience. 	<ul style="list-style-type: none"> • Develop services that directly respond to customer needs. <hr/> • Develop modern innovations in ticketing systems and enhance convenience for customers. <hr/> • Develop safer aviation innovations.

Stakeholders and Company's Responses


Stakeholders ⁽¹⁰²⁻⁴⁰⁾	Channels and Frequencies of Communication ⁽¹⁰²⁻⁴³⁾	Stakeholders' Expectations ⁽¹⁰²⁻⁴⁴⁾	Responses to Stakeholders ⁽¹⁰²⁻⁴⁴⁾
<p>Trading Partners / Creditors, Debtors and Trade Competitors</p> 	<ul style="list-style-type: none"> • Joint meetings. • E-mail. • Information Technology systems used by group members • Website 	<ul style="list-style-type: none"> • transparent, fair and accountable procurement systems. • Adhere to equal and fair treatment on the foundation of business relationships. • Generate fair investment returns for both parties. • Avoid situations that may cause conflicts of interest. 	<ul style="list-style-type: none"> • Strictly comply with contracts and conditions agreed upon with contractual partners and have responsibility. • Avoid disclosing information or facts that may cause damage to creditors. • Report the Company's financial status to creditors on a regular and timely basis. • Find joint solutions by holding onto stakeholder engagement principles.



- Identify policies for treating trade competitors in alignment with international standards within the perimeters of relevant laws.
- Adhere to transparency in trade competition and refrain from violating trade competitors' confidentiality. Identify guidelines and conduct affairs under the fair competition code. Refrain from tarnishing the reputation of trade competitors and from accessing their confidential information by using fraudulent and inappropriate methods.





Stakeholders and Company's Responses

Stakeholders ⁽¹⁰²⁻⁴⁰⁾	Channels and Frequencies of Communication ⁽¹⁰²⁻⁴³⁾	Stakeholders' Expectations ⁽¹⁰²⁻⁴⁴⁾	Responses to Stakeholders ⁽¹⁰²⁻⁴⁴⁾
<p>Nation</p> 	<ul style="list-style-type: none"> • Social Media 	<ul style="list-style-type: none"> • Raise the level of competition in the national airline industry. • Create added value for the organization in the long run. • Operate business with transparency and accountability. • Abstain from any acts that adversely impact the nation. 	<ul style="list-style-type: none"> • Develop business operations in line with changing situations and develop modern and safe innovations in aviation in order to raise the national airline industry and move in the direction of international standards.

Stakeholders and Company's Responses

Stakeholders ⁽¹⁰²⁻⁴⁰⁾	Channels and Frequencies of Communication ⁽¹⁰²⁻⁴³⁾	Stakeholders' Expectations ⁽¹⁰²⁻⁴⁴⁾	Responses to Stakeholders ⁽¹⁰²⁻⁴⁴⁾
<p>Shareholders</p> 	<ul style="list-style-type: none"> • Quality assessment of the Annual General Meeting (AGM) Checklist. • Dissemination of information through State Enterprise Policy Office's Government Financial Management Information System (GFMIS). • Domestic roadshows (four times per year) • International roadshows (four times per year). • Meetings/Teleconference meetings (10 times per year). • Meet-and-Greets between senior-level executives, institutional investors, securities analyst (on a quarterly basis). • Answering queries and providing information via phone and email (192 times per year). • Reporting information on a quarterly basis (four times per year). • Arranging for stakeholders to visit THAI (five times per year). 	<ul style="list-style-type: none"> • Develop technologies and modern innovations with quality international standards. • Promote other relevant aviation industries in alignment with the government's policy. • Increase efficiency in income management. • Abide by stipulations relevant to air transport such as International Air Transport Association (IATA), the Civil Aviation Authority of Thailand: (CAAT), and International Civil Aviation Organization (ICAO). • Have rights and equality in voting and obtaining necessary information. 	<ul style="list-style-type: none"> • Comply with corporate governance and integrity in a strict manner. • Treat all shareholders equally and fairly with adherence to legal provisions. • Determine follow-up and audit processes and assess corruption risks efficiently. • Conduct business in an attempt to generate good investment returns continuously and sustainably. • Adhere to provisions and laws relevant to air transport in a strict manner.

Stakeholders and Company's Responses

Stakeholders ⁽¹⁰²⁻⁴⁰⁾	Channels and Frequencies of Communication ⁽¹⁰²⁻⁴³⁾	Stakeholders' Expectations ⁽¹⁰²⁻⁴⁴⁾	Responses to Stakeholders ⁽¹⁰²⁻⁴⁴⁾
<p>Subordinates / Employees</p> 	<ul style="list-style-type: none"> • Intranet (THAI Sphere)/ Web board/ e-mail • Line Group – TG Internal Network • Group meetings (once every four months). • DD Command Center 	<ul style="list-style-type: none"> • Develop personnel's potential in both hard and soft skills in order to create opportunities for career advancement. • Promote a culture of operational safety: remaining vigilant and running tests for safety reasons; and preventing and controlling accidents and workplace hazards. • Receive benefits and appropriate compensation. 	<ul style="list-style-type: none"> • Continuously develop the body of knowledge for employees at all levels in order to provide them opportunities for career advancement. • Pay attention to "employees" at all levels from recruitment to selection processes with transparency and fairness. • Create a work environment conducive to occupational health and safety. • Create the body of knowledge related to occupational safety for employees. • Determine benefits and fair complementation commensurate with operational performance.
<p>Social</p> 	<ul style="list-style-type: none"> • Social Media • Website 	<ul style="list-style-type: none"> • Develop business operations processes by taking into account natural resources, environment, shared benefits and ingraining a sense of responsibility to "society and community at large" throughout the supply chain. 	<ul style="list-style-type: none"> • Join forces in developing communities and society through CSR projects. • Instilling in personnel at all levels a sense of responsibility to society. • Strictly pledge neutrality in politics.

About This Report

Reporting Practices (102-50, 102-52)

In 2019, Thai Airways International Public Company Limited (THAI) published the sustainability report for the ninth consecutive year to disclose the performance of its economic, social, and environmental operations to its stakeholders. The information in this report covers the operations executed from January 1 – December 31, 2019, in accordance with the Global Reporting Initiatives (GRI) or GRI standards.

“This report has been prepared in accordance with the GRI Standards: Core option.” (102-54)

THAI also linked its operational performance to the United Nations Sustainable Development Goals: SDGs.



Reporting Boundaries (102-45, 102-46)

This report presents information only on THAI's operational performance in 2019. In order to disclose information and boundaries in accordance with reporting standards, THAI will make its data collection process more efficient, which will lead to the quality reporting of its sustainability performance in compliance with the GRI standards.

Report Validation

The accuracy of this report was validated by the issuing agencies and the Sustainability Report Committee. In addition, the information disclosed in this report has been reviewed and approved by the management of respective departments. However, THAI's Sustainability Report has not been assurance by expert third-party agencies.

Defining Report Content (102-46)

The assessment of material topics has been conducted by using the GRI's report content principles with the engagement of senior-level executives and employees. Concerns and expectations of stakeholders in an attempt to respond to and communicate with the organization's external and internal stakeholders were also taken into account. The process is as follows:



Step 1 (Identification) the annual sustainability report committee considered each of the material topics in alignment with the sustainability context principle, global sustainability development trends, suggestions collected from surveys about the report, stakeholders' expectations, covering the economic, social, and environmental dimensions and to identify the boundaries of each sustainability topic under the value chain..

Step 2 (Prioritization) The annual report committee discussed with relevant senior executives to prioritize material topics by means of the Materiality Test that took into account the significance of each topic on two levels: the impacts of THAI's business operations and the material topics that stakeholders are interested in, covering economic, environmental, and social dimensions.

Step 3 (Validation) The annual report committee has reviewed the accuracy and completion of each of the material aspects in accordance with the required standards in order to ensure relevant coverage of the organization's economic, social, and environmental dimensions, as well as stakeholders' expectations.

Step 4 (Review) THAI set up channels of communication for stakeholders to provide opinions and suggestions about the report through online surveys, so as to clearly reflect THAI's sustainability operations. THAI will then use their suggestions and opinions to improve its sustainability report in the following year.

Assessment of Material Topics and Reporting Boundaries

Topics of Sustainability ⁽¹⁰²⁻⁴⁷⁾		Topic Boundary within Organization ⁽¹⁰²⁻⁴⁶⁾	Topic Boundary outside Organization ⁽¹⁰²⁻⁴⁶⁾
Economic	Economic Performance	<ul style="list-style-type: none"> • Thai Airways International Public Company Limited (THAI) • THAI-Amadeus Southeast Asia Co.,Ltd • Wing Span Services Co.,Ltd • Thai Smile Airways 	
	Indirect Economic Impacts	<ul style="list-style-type: none"> • Thai Airways International Public Company Limited (THAI) 	
Human Resources	Employment	<ul style="list-style-type: none"> • Thai Airways International Public Company Limited (THAI) • WingSpan Services Co.,Ltd • Thai Smile Airways 	
	Training and Education	<ul style="list-style-type: none"> • Thai Airways International Public Company Limited (THAI) 	
	Diversity and Equal Opportunity	<ul style="list-style-type: none"> • Thai Airways International Public Company Limited (THAI) 	
Safety	Occupational Health and Safety	<ul style="list-style-type: none"> • Thai Airways International Public Company Limited 	
	Customer Health and Safety	<ul style="list-style-type: none"> • Thai Airways International Public Company Limited • Thai Smile Airways 	<ul style="list-style-type: none"> • Airport of Thailand Public Company Limited • Codeshare Agent Interline • Caring Agents • Outsourced Employees • Airline Partners
Customer Responsibility	Customer Satisfaction	<ul style="list-style-type: none"> • Thai Airways International Public Company Limited 	<ul style="list-style-type: none"> • Agent Suppliers • European Union • Tour Agents • Handling Agents
	Marketing Communications	<ul style="list-style-type: none"> • Thai Airways International Public Company Limited 	<ul style="list-style-type: none"> • Agent • Public Media
	Customer Privacy	<ul style="list-style-type: none"> • Thai Airways International Public Company Limited 	<ul style="list-style-type: none"> • Outsourced Employee • Ground Service Agents • Partner Airlines • Tour Companies

Assessment of Material Topics and Reporting Boundaries

Topics of Sustainability ⁽¹⁰²⁻⁴⁷⁾		Topic Boundary within Organization ⁽¹⁰²⁻⁴⁶⁾	Topic Boundary outside Organization ⁽¹⁰²⁻⁴⁶⁾
Environmental	Energy	<ul style="list-style-type: none"> • Thai Airways International Public Company Limited (THAI) 	<ul style="list-style-type: none"> • Thai Airways International Public Company Limited • Bangkok Aviation Fuel Services Public Company Limited • Airport of Thailand Public Company Limited • Metropolitan Electricity Authority • Department of Alternative Energy Development and Efficiency
	Emissions	<ul style="list-style-type: none"> • Thai Airways International Public Company Limited (THAI) 	<ul style="list-style-type: none"> • Thai Airways International Public Company Limited • Communities Surrounding Airport
	Emissions	<ul style="list-style-type: none"> • Thai Airways International Public Company Limited (THAI) 	<ul style="list-style-type: none"> • Airport of Thailand Public Company Limited • Metropolitan Waterworks Authority • Provincial Waterworks Authority
	Effluents and Waste	<ul style="list-style-type: none"> • Thai Airways International Public Company Limited (THAI) 	<ul style="list-style-type: none"> • Airport of Thailand Public Company Limited • Communities Surrounding Airport • Department of Industrial Works • District Office/Sub-District Administrative Organization
Social	Anti-Corruption	<ul style="list-style-type: none"> • Thai Airways International Public Company Limited (THAI) 	<ul style="list-style-type: none"> • Agents • Suppliers
	Compliance	<ul style="list-style-type: none"> • Thai Airways International Public Company Limited (THAI) 	<ul style="list-style-type: none"> • Office of Consumer Protection • Securities and Exchange Commission Thailand • Stock Exchange of Thailand • Department of Civil Aviation • International Civil Aviation Organization • Office of the Public Sector Development Commission • Association of Thai Travel Agents



Contact Point ⁽¹⁰²⁻⁵³⁾ THAI's Business Development and Corporate Strategy Department at 89 Vibhavadi Rangsit Road, Chompol, Chatuchak, Bangkok 10900. Tel. 66 (0) 2545-3754
Email: tgcsr@thaiairways.com Website: www.thaiairways.com

Corporate Good Governance





THAI has strictly complied with the principles of honesty and transparency in its business operations, all of which are at the heart of “corporate good governance” practices. Such practices are the international governance standards of the Stock Exchange of Thailand and the ASEAN CG Scorecard. They contribute to the advancement of an effective, transparent, and accountable management system using the principle of integrity in its business operations as follows:

- Adhere to democracy and support a democratic system in which the monarch is the head of state.
- Adhere to the Company’s interests and carry out duties for the highest benefit of the Company without seeking for any benefit for yourself or others and without being involved in a conflict of interest.
- Adhere to the principle of honesty and prevent corruption from happening in any work for which you are responsible.
- Adhere to the principle of integrity and prevent any illegal acts from taking place in any work for which you are responsible.
- Adhere to the principle of transparency and avoid distorting facts in any way or form when it comes to providing information to colleagues, citizens, shareholders, or other stakeholders.



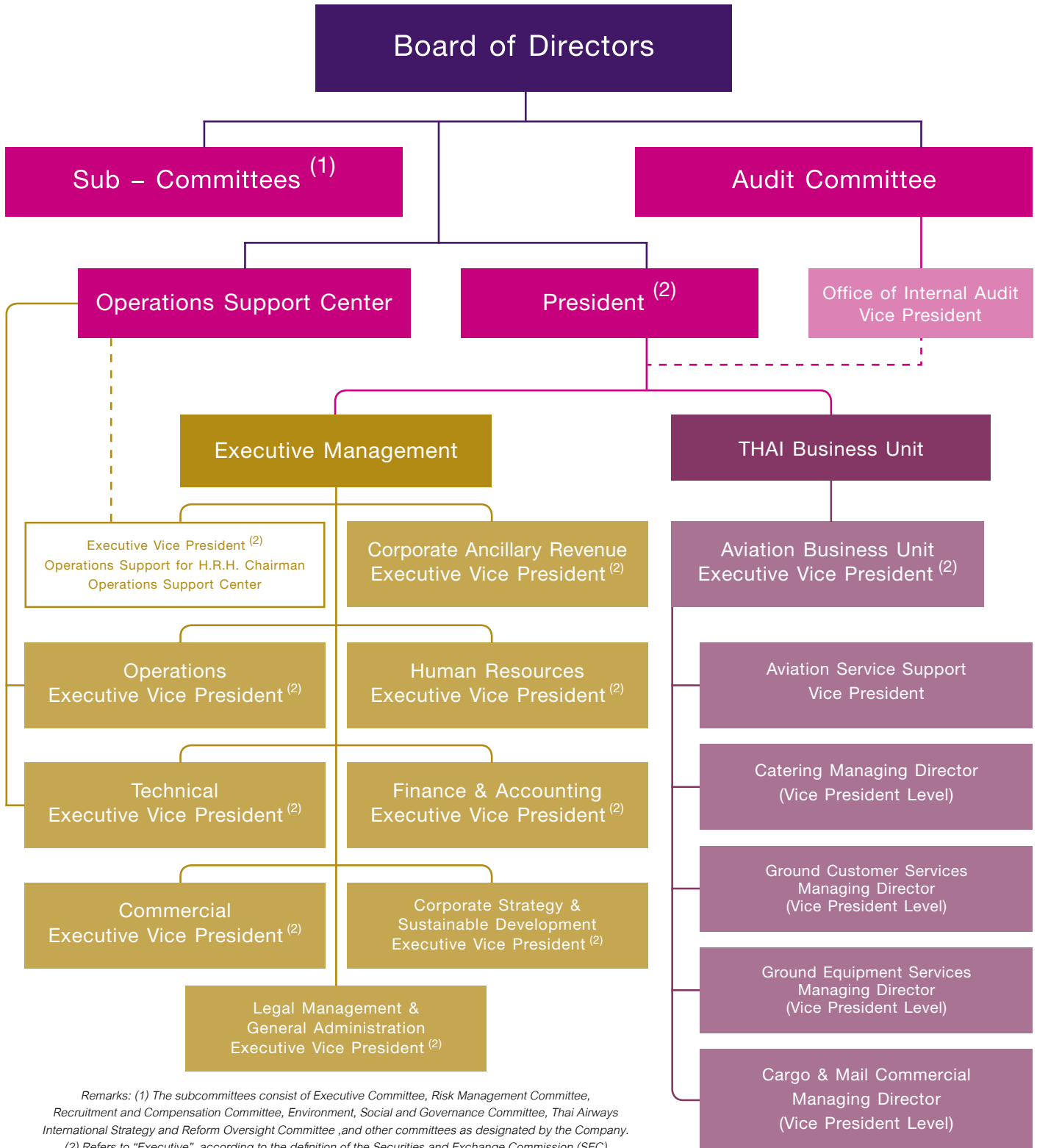
Guidelines for Management and Operational Performance.

The directions of THAI’s business operations have been clearly established with special emphasis on fairness while generating the maximum benefit for all groups of stakeholders. Such directions include the following:

- Responsibility
- Transparency
- Fairness
- Accountability
- Creation of Long-Term Value

Organizational Structure ⁽¹⁰²⁻¹⁸⁾

As of 31 December 2019, THAI's organizational structure consists of the board of directors, subcommittees, and executives. The organizational structure is as follows:



The role and responsibilities in driving THAI's sustainable development rest with the following committees:



Corporate Good Governance Manual

THAI produced the revised edition of a corporate good government manual, which was put into effect in 2018. It provides corporate good governance practices that can be used as an operational guideline for the Company's Board of Directors in addition to the rules and regulations stipulated by respective departments. These guidelines are aligned with the international good corporate governance standards and the principles of good governance set forth by the Board of Directors as follows:

- Recognize the role and responsibilities of the board of directors as the organization's leader tasked with creating value for businesses in a sustainable manner.
- Determine the main objectives and goals of businesses for the sake of sustainability.
- Build a group of efficient committees.
- Recruit and develop high-level executives and improve human resources management.
- Promote innovations and responsible business operations/ conduct businesses responsibly.
- Monitor risk management and internal control systems in an appropriate manner.
- Maintain the company's credibility of financial and information disclosure credibility.
- Support the engagement and communication with shareholders.

With respect to the operational practices and guidelines intended for the Company's board of directors, please look for additional information from the annual 2019 registration statement (Form 56-1) on the topic of "Corporate Governance".

Corporate Good Governance Culture

Good governance practices have been highlighted among THAI's employees, which is an essential element used in driving the corporate good governance culture. It is a fundamental groundwork for all employees in carrying out their duties through organized activities and classes that will create greater understanding of such practices in line with good governance guidelines to prevent corruption and inappropriate activities including cooperate to solve any corporate issues with consider to sustainable development goal under "CG in Action" concept to support corporate good governance culture by raise awareness for all employees to anti-corruption and omit to do any disadvantage to company which promote corporate culture for THAI as a moral organization.

Forward to sustainable corporate good governance culture THAI provided good governance seminar for staff and management to create awareness, cultivate and promote to realize honest and ethics in business.

Risk Management

THAI recognizes that effective risk management for all of its main operational processes will help further strengthen and support the development of aviation/airline business. The Company's board of directors designated the Risk Management Committee to determine and guide on policies and risk management frameworks in a various area of operations such as strategic goals, legal and regulations, revenue and financial targets including aviation security. Furthermore, committee members were tasked with monitoring and following up on the effectiveness of managing those risks. They also made sure both executives and employees were able identify, assess, and prioritize risks for purposes of putting in place preventive measures, solving, controlling, and managing risk factors within the organization and within the departments under its supervision. These actions were carried out in alignment with the standards of the Committee of Sponsoring Organization of the Treadway commission (COSO).

From past to present, the Company has integrated corporate risk management into its business reform plans. The causes of risks and the causal relationships of those risks were analyzed by identifying key risk indicators and optimizing the efficiency of the Enterprise-wide Risk Management System in hopes of bringing modernity and efficiency to the system. In addition, doing so will prove conducive to the interconnectedness of making reports about the Company's internal controls and other management systems.

With respect to the management of material risk factors, please look for additional information from the annual 2019 registration statement (Form 56-1) on the topic of "Risk Factors".

Anti-Corruption (103-1, 103-2, 103-3)

THAI recognizes the problems caused by corruption and inappropriate activities, both of which have significant impact on employees, the organization, and the nation. From past until now THAI brought into play the "whistleblower" policy to campaign for the prevention of corruption and inappropriate activities. The policy serves as a channel through which information on any possible illegal or incorrect activities within the organization can be reported clues or suspicions about corrupt or inappropriate activities can be communicated. Measures are also in place to protect whistleblowers., THAI has been active in promoting and supporting the prevention of corruption and inappropriate activities, the details of which are as follows:

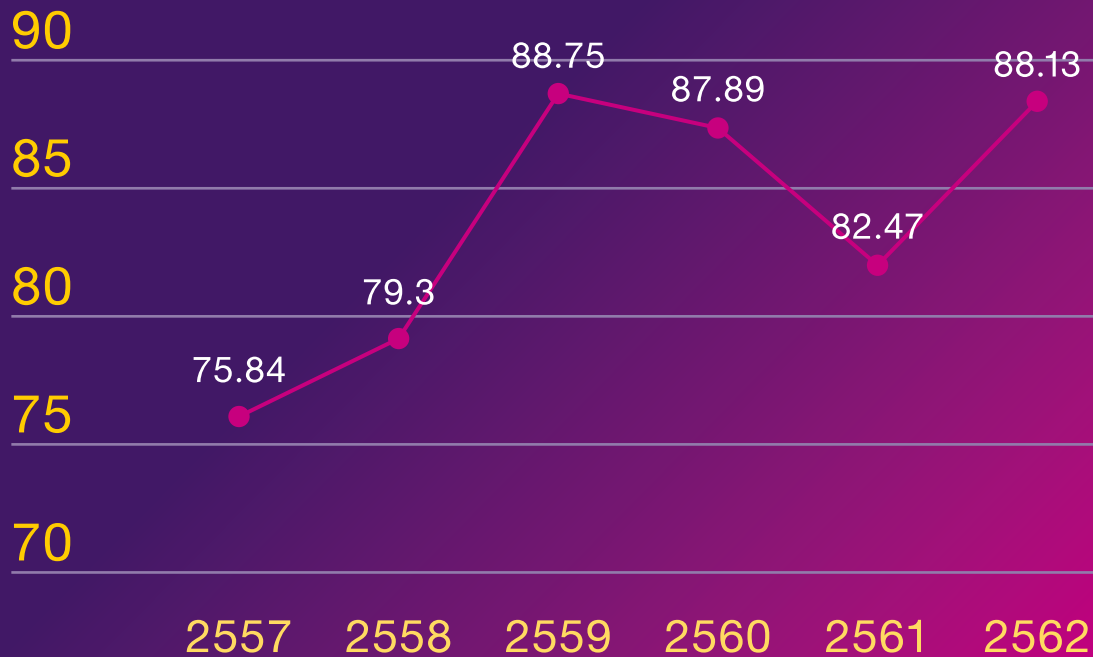
Type	Operational Details
Planning 	<ul style="list-style-type: none"> ● Made operational plans in accordance with THAI's anti-corruption strategy in the fiscal year of 2017-2021, and made operational plans in line with THAI's annual 2019 anti-corruption strategy.
Workshop 	<ul style="list-style-type: none"> ● Organized the "Prevention of Corruption and Inappropriate Activities" workshop for employees and division manager and incorporating these elements into THAI's standard curriculum. ● Organized the "Prevention of Corruption and Inappropriate Activities" for various agencies by site visit
Communication 	<ul style="list-style-type: none"> ● Distributed bulletins that address the prevention of corruption and inappropriate activities to employees. ● Distributed information about the prevention of corruption and inappropriate activities on the homepage of the internal Website and www.thaiairways.com., Employee's E-mail and Member of THAI network includes anti-corruption power's E-mail, Page Facebook "THAI network includes anti-corruption power" Youtube Channel "THAI network includes anti-corruption power", Poster etc.
Other 	<ul style="list-style-type: none"> ● Organized the THAI network includes anti-corruption power in which members joined forces to prevent corruption threats. There are currently 1,391 members, all of whom help each other to look out for corrupt and inappropriate activities and to strengthen THAI. ● Attended anti-corruption activities hosted by both the public agency (NACC, Ministry of Transport) and the private agency (Anti-corruption Organization of Thailand).

Integrity and Transparency Assessment

THAI participated in the annual National Anti-corruption Commission's Integrity and Transparency Assessment intended for public agencies. The ITA functions as a proactive anti-corruption measure that must be adopted by public agencies nationwide. The information and scores gained to make the operations of each agency more efficient, as well as to raise the level of Thailand's Corruption Perception Index (CPI).

In 2019, THAI received an ITA score of 88.13 out of 100, THAI received Grade A (Very Good).

Integrity & Transparency Assessment : ITA



Contact Point for Complaints in Cases of Corruption

1. Verbal or written direct complaint to a claim.

2. Submit complaints in the form of e-mail to the following addresses

- email : tgchairman@thaiairways.com
- email : tgpresident@thaiairways.com
- email : good.gov@thaiairways.com

3. Submit complaints in the form of letters to the Company's Chairman/Board of Directors/President/Corporate Secretariat at postal address Thai Airways Public Company Limited, 89 Vibhavadi Rangsit Road, Chompol, Chatuchak , Bangkok 10900.

4. Complaint via Website: www.thaiairways.com



Various Measures Adopted and Abided by THAI (102-11, 102-12)



With respect to the specifics of each case, please look for additional information from the annual 2019 registration statement (Form 56-1).

Legal Compliance

Compliance with relevant laws, rules and regulations, and requirements (legal criteria) both domestically and internationally is an issue of significance to THAI when it comes to its sustainable business operations and its prevention of risks brought on by the actions of the board of directors, executives, and employees, or non-compliance caused THAI to lose trust and credibility from shareholders and stakeholders.

In 2019, THAI was involved in legal disputes as a defendant in a series of court cases (information as of December 31, 2019). The details are as follows:

Case Type	Number of Case	Total Assets (Million Baht)	Financial Status
Labour Dispute Case	11	208.75	Pending Court Decisions
Restitution Case	8	133.03	Pending Court Decisions

* Please look for information on these cases from the annual 2019 registration statement (Form 56-1) on the topic of "Legal Disputes".

Economic Operations



Following the analysis reports of business environment, operation performance and aviation industry outlook, THAI developed the long-term strategy 2019-2026, in alignment with the Government's State Enterprise Strategic Plan and government policies. In 2019, THAI set the strategies aimed at providing Smooth as Silk services to customers and as well as running business for sustainable profit result. They are under the strategy framework (2019-2026) which are classified into 4 formations: Airline Business, Airline Supporting Business, Human Resources and Internal Processes, and Finance. The strategies under the framework and the strategic initiatives are

Strategies	Strategic Initiatives
<p>1 Strategy 1 Maximize profit through proactive marketing and cost efficiency (Aggressive Profit)</p>	<ol style="list-style-type: none"> 1. Improve Quality Revenue 2. Boost Ancillary / e-Commerce Revenue 3. Strengthen route network Management 4. Simplify Processes 5. Reduce Cost
<p>2 Strategy 2 Enlarge Business Unit's capability to seek new business opportunity (Business Portfolio)</p>	<ol style="list-style-type: none"> 1. Asset Management 2. Empower BU 3. THAI Group/Partner Synergy 4. Business Expansion
<p>3 Strategy 3 Ensure customer an enjoyable air travel experience (Customer Experience)</p>	<p>Deliver Smooth as Silk travel Experience</p>
<p>4 Strategy 4 Install technology infrastructure to support new technology system and develop service innovation (Digital Technology)</p>	<p>Digital Technology Platform</p>
<p>5 Strategy 5 Manage human resource to serve company's demand (Effective Human Capital Management)</p>	<ol style="list-style-type: none"> 1. Strong Corporate Culture 2. Competent and Motivated Employee 3. Organization Development

However, in late 2018, the management team realized the main 3 problems which they feel like traps affecting the company's performance. The problems are aging aircraft, inconsistency in the quality of service, together with revenue and cost management which needs to be improved



In 2019, the Company continues to follow the Corporate Transformation Plan or “Montra Project” with the goal to achieve profitable business performance and to improve efficiency and service quality while maintaining persistently the international safety and service standards. The Plan comprises 5 main strategies and following 11 projects: Financial and Capital Structure Management

1. Financial Structure Management Project
2. Ancillary & e-Commerce Revenue Boost Project
3. OEM Catering Business Project
4. Plan Buy Fly Sell Project
5. Fuel Expenses Management Project
6. Aircraft Asset Management by Profit & Loss by Tail Number Project
7. THAI MRO Master Plan Project
8. Business/Assets Portfolio Strategy includes CAAT and AOT Cooperation Enhancement Project
9. Customer Experiences Strategy includes Customer Centric Building & Integrated Service Ring Project
10. Digital Technology Strategy includes Sales and Distribution Optimization - Web Sales Project
11. Organization Structure Development Project

The project implementation values the following principles:

1. Digitalization moves forward to the objective of the company's development and improvement with an emphasis on effectiveness, speed and responsiveness to a rapidly changing business.
2. Business implementation is under “the Good Corporate Governance Principles together with transparency” with careful and cautious actions, in compliance with rules & regulations within and outside the company.



Sustainable Development Goals (SDGs)



Economic Performance in 2019 ⁽²⁰¹⁻¹⁾

Economic Details	Amount (Baht)
Direct Economic Value Generated	
Revenues	178,619,234,612.71
Direct Economic Value Distributed	
Operating Costs	158,288,727,300.44
Employee Wages and Benefits	30,384,503,955.04
Payments to Providers of Capital	4,785,179,688.85
Payments to Government	132,128,025.00
Community Investment	11,915,320.00
Economic value retained	(14,983,219,676.62)

Corporate Social Responsibility Operations ⁽¹⁰²⁻¹⁾



THAI has placed special emphasis on creating value in every dimension of its operations by recognizing the importance of sharing and developing living quality in a sustainable manner. Following its commitment to set off projects to further promote social developments by focusing on the economic, social and environmental aspects while enhancing living quality of the people in our society, THAI launched and supported various corporate social responsibility projects and activities in 2019 as follows:

Educational Promotion



- THAI organized a tour of its aircraft for students and teachers from THAI Border Police Patrol School Saa Kaew province to celebrate the airline's 59th anniversary under the "THAI Inspires" project.



- THAI presented Sawasdee inflight magazine to educational institutions in southern Thailand to be used as part of their English study programmes and academic service in the library for students and general public



- THAI organized "TG Young Pilot Camp for the Winner of Thailand STEM Festival" to promote learning experience in science and technology for students visit aircraft engine facilities and simulators



Public Health Promotion

- THAI in cooperation with Thai Wacoal Public Company Limited organized an activity where THAI volunteered staff made decorative hat designs which were given to cancer patients.



Environmental Promotion

- THAI organized a Big Cleaning Day project to help reduce the amount of dust particles in the air and alleviate problems of air pollution. Water was sprayed from high rise building to reduce the amount of PM2.5 dust particles. Volunteered staff also helped wash big trees, collect garbage, spray clean pedestrian walkways on Vibhavadi Rangsit Road

- THAI Technical Department launched a “No Plastic Bag” campaign among staff to help reduce the amount of plastic and wastes that cause the global warming effects

- THAI Phuket Office joined Phuket International Airport for an environmental conservation campaign to improve the landscape and hygiene of the Sirinart City Park with the aim of conserving the surrounding environment and its cleanliness at threshold 09



Religion and Cultural Promotion



- THAI organized 15 special flights bringing 4,325 Haj pilgrimage from Narathiwat in southern Thailand to Madena Airport in Saudi Arabia during Haj period

- THAI organized a group ordination of 17 men, a merit making ceremony in honor of His Majesty King Rama X at Benjamabohpit Royal Temple

- THAI led members of different THAI employee clubs to join a merit making activity at Rachathiwat Rajvitharn Temple, Rama 9 Temple, Borvornnives Rajvitharn Temple and Mahathat Yuvarajungsiri Temple

- THAI presented the 2019 Royal Kathin robe at Wat Prathat Chor-hae, royal temple in Phrae province northern Thailand. Donation for this religious ceremony and in support of the temple's academic purposes as well as for underprivileged students.

Disaster Relief Assistance



- THAI executives accompanied Mr. Thaworn Senneum, Deputy Minister of Transport, on a trip to Ubon Ratchathani province to provide any possible assistance to those affected by the floods
- THAI received 1200 bottles of drinking water from Sripatum University in aid of those affected by floods in northeastern Thailand

Promotion of Public Welfare

- Food Hall maintenance project for THAI's Border Patrol Police School in Saa Kaew province and activities to celebrate Thailand's National Children's Day 2019. School stationery, clothing, confectionery and toys donated by THAI employees were given to school. A number of recreational activities were organized to bring happiness to the children
- THAI presented medical equipment to the Data of Military Technical Training School for repairs and modification with the aim of promoting living quality for elderly hospital patients and senior citizens
- THAI presented educational scholarship and donated items to underprivileged students at Baan Huay Nok Kok School in Tak province
- THAI presented used desk calendar to School for the Blinds to be modified into Braille books
- THAI presented motorbike safety helmet to Suthisarn Police Station for distribution to the public and students living in Suthisarn area to promote safe driving
- THAI organized an occupational workshop for disabled persons at Baan Mae Nok, producing pop-up card, aiming to promote greater learning and career opportunity. The event was held at the Christina Catholic Church
- THAI organized recreational activities and presented life necessity items to the Social Benefits for Elderly Development Center in Patumthani district. Lunch was also hosted on the day. Funds were raised from selling T-shirts and cloth bags among THAI employees.
- To promote healthy living among THAI employees and ensure that they gain access to chemical-free and high quality fruits and vegetables, THAI supported agricultural products from Thai farmers. This is also one of the ways in which THAI is able to assist Thai farmers to receive fair price for their products without having to go through middlemen

Support and Promotions in Other Areas

- THAI organized activities in celebration of the Royal Coronation to express our loyalty and respect for His Majesty King Rama X. Exhibitions were set up and card stunt was performed in honor of His Majesty the King on this special occasion.
- THAI AIRWAYS HALF MARATHON 2019@BAN CHANG to win the royal trophy from Her Royal Highness Princess Bhajra Kitiyabha to promote doing good things in honor of His Majesty King Rama X. After deducting all necessary expenses, all proceeds were given to charity organizations for arranging beach activities in Baan Chang district, Rayong province.

Environmental Operations ^(103-1, 103-2)

At present, global environmental issues have multiplied in intensity, especially air pollution and natural disasters caused by sudden changes in weather conditions – all of which indirectly contribute to the obliteration of ecosystems and are considered to be problematic for many countries around the world including Thailand. As the national carrier of the Kingdom of Thailand and a leading state-owned enterprise, THAI is fully aware of these problems and realizes the need to be part of the global effort in mitigating environmental impacts by integrating environmental aspects into its organizational strategy under the “Travel Green” concept. Environmental operations, according to this concept, can be divided into four areas: climate change, sustainable material management, sustainable use of resources, and biodiversity and ecosystem services.





In addition, THAI established the environmental management policy in accordance with the Environmental Management ISO 14001:2015, the policy which comprises environmental protection, measures to prevent pollution, legal compliance, and constant improvement. These elements are used as an operational guideline with consideration to environmental responsibility from product creation to environmentally friendly services. Examples include developing environmental management in line with international standards; requiring the reduction of activities that adversely impact the environment; raising an awareness; regular training for operational-level staff involved in environmental operations; establish joint efforts for environmental conservation and protection in support of society and other organizations; and disseminating information on THAI's environmental management. These undertakings will effectively help to mitigate environmental impacts as a result of work processes and main business operations.

Climate Change (103-1, 103-2, 103-3)



In the aviation industry, the implementation of the Carbon offsetting and Reduction Scheme for International Aviation (CORSIA) has been continuously processed according to the plan of the International Civil Aviation Organisation (ICAO). In Thailand, ICAO has appointed the Civil Aviation Authority of Thailand (CAAT) to be a designated competent authority in charge of or airlines in Thailand to effectively comply with CORSIA. CAAT has support the airlines under supervision by developing the greenhouse gas database, developing global market base measure framework, and developing the aviation environmental law and the activities related where CAAT has received the support

from the European Union Aviation Safety Agency (EASA).

In 2019, THAI has complied with CORSIA by submitting the Emission Monitoring Plan (EMP) to CAAT as per CORSIA timeline.

In addition, THAI has also continuously made compliance to European Union Emissions Trading Scheme in offsetting the emission of the carbon dioxide (CO₂) from THAI flights by submitting the annual emission report and surrendering the emissions allowances.

Thai Voluntary Carbon Offset (305-5)

THAI has continued its THAI Voluntary Carbon Office scheme for the sixth year. It relies on passengers' participation to raise awareness of the significance of rapid climate change, and to be a part of the efforts to mitigate its effects. Therefore, THAI partners with International Air Transport Association (IATA) to keep accounts of THAI's carbon dioxide emission offsetting. It is then reviewed for quality assurance by the UK's Carbon Offset Approval Scheme and communicated to passengers wishing to offset their travels' carbon footprint on a voluntary basis.

In 2019, THAI was able to offset 2,145 ton CO₂e equivalent to approximately 12,997 USD. The amount is then contributed to Kamphaeng Saen East Landfill Gas to Electricity hosted by Bangkok Greenpower Co., Ltd. a Clean Development Mechanism (CDM) projects Certified Emission Reductions (CERs).



Sustainable Use of Resources

THAI recognizes the value of resources management and is thus determined to utilize them with maximum efficiency while minimizing impact on society, communities and the environment, with the goal of increasing aircraft fuel efficiency and decrease effects on the environment which continues to deteriorate such as air pollution from aircraft fuel combustion. Increased aircraft fuel efficiency will help reduce impact on the environment such as air pollution as a result of fuel combustion. Therefore, THAI has undertaken various initiatives to help decrease its energy consumption and move towards sustainable use of resources.

Energy Efficiency in Flight Operations

THAI values fuel efficiency and minimizing pollution emission from aircraft to the lowest amount possible. To this end, THAI has determined a variety of measures and guidelines on the topic of energy conservation in the hope that relevant parties shall comply with its suggestions. In 2019, THAI proceeded to carry out tasks that generated energy efficiency in flight operations through a series of significant projects as follows:

Fuel Management

THAI has carried out the Fuel Management project since its inception in 2004, and has continuously implemented it for the last five years from 2015 to 2019. The project reduces a substantial amount of aircraft fuel consumption by 31,884 tons-liter, as well as reduces Co₂emissions by 100,310 tonsCo₂e.

TG-IATA Fuel Efficiency Workshop

Cost of jet fuel is considered to be the main cost of the company. In 2018, THAI experienced the high cost of jet fuel at 60,096 million Baht or 28.80% of the total cost, therefore fuel efficiency management is an important factor in helping total cost reduction. THAI has been continuously working to improve fuel efficiency and realized that there is still an opportunity to improve it. The “TG-IATA Fuel Efficiency Workshop” then was arranged and the result of the workshop according to the study of the IATA expert was that THAI has the potential to increase the fuel efficiency by 1.50%. THAI then has worked on challenged plans and related processes to achieve the improvement.

Route Optimization

THAI employs Route Optimization to reduce various operational costs including on fuel and overfly permit. The Thai Automatic Flight Planning System’s (TAFS) Route Optimization is a tool used for the preparation of supporting flight documents to guide pilots in flying safely and with fuel efficiency. It is utilized by the Flight Coordination Department for planning, and through various processes, the safest and most fuel-efficient route can be calculated. This then guides dispatchers’ work in mapping the routes, which may be adjusted after taking into account the safety in flying over different countries’ airspace and other factors such as the weather. This allows dispatchers to work with efficiency, safety and credibility, fostering pilots’ trust and reduce the need for extra fuel.

Potable Water Uplift

THAI has implemented the Potable Water Uplift program for over 10 years. In 2019, THAI has adjusted the formula for calculating the volume of the potable water uplift to be more detailed by using the number of passengers and flight hours. The volume is automatically calculated every day and the electronic reports have been generated. It allows relevant agencies to prepare water filling with more efficiency in both dimensions of the water amount and the management of document and personnel that lead to cost and pollution reduction.



Performance Based Flight Planning

Flight dispatching plays the most important role for planning a flight with fuel efficiency based on the highest level of safety and complying with the international standard and practice. However, ICAO found that many airlines still carry more fuel than necessary safety requirements and causing the pollution from emitting more CO₂. Therefore, in 2015, ICAO published the Document 9976 “Flight Planning and Fuel Management Manual (FPFM)” as a guideline for airlines and authorities. THAI was the pioneer who implemented the concepts and methodologies demonstrated in this document in Thailand aviation industry. THAI has been authorized to include these techniques in Flight Operations Manual – Part A (OM-A) in which the statistical principles have then been used and resulted in more fuel efficiency in flight planning. These concepts and techniques would help promoting the continuous reducing of the extra fuel loading.

Efficient Fleet Planning ⁽³⁰²⁻⁵⁾

THAI implemented its fleet strategy to cut operational costs by reducing the number and types of aircraft in its fleet, as well as by enhancing its fleet’s efficiency. THAI took delivery of twelve Airbus A350-900XWB aircrafts, has high fuel efficiency and is made from durable, lightweight composite carbon fiber material which can withstand various types of possible in-flight impact. This led to a 30% decrease in carbon dioxide emission, and up to 30% fuel cost savings compared to aircrafts of the same size.

Statistics of Effective Flight Operations, 2016-2019 ^(302-3, 302-5, 305-4)

Statistics of Effective Flight Operations	2559	2560	2561	2562
Actual Fuel Consumption in ton-ltr.	2,387,922	3,057,601	3,082,956	2,997,486
Energy consumption from actual fuel use (GJ)	82,860,893	106,098,755	106,978,573	103,503,192
Fuel consumption per passenger-kilometer (ltr./pax-km)	4.86	4.51	4.52	4.28
Energy consumption from actual fuel use per passenger-kilometer (GJ/pax-km)	168.64	156.50	156.84	154.04
Carbon Emissions (Tons CO ₂ e)	5,904,734	7,560,684	7,623,379	7,412,035
Carbon Emissions (Gramme)/RPKm	120.13	111.51	111.84	110.31



Energy Conservation ⁽³⁰²⁻⁴⁾

Energy is a vital factor in driving the aviation industry. Energy consumption level thus fluctuates depending on economic growth, for instance increase in tourism and increased accessibility of air travel. This leads to higher energy consumption in the aviation industry which as a result produce higher environmental impact. Therefore, THAI as the premium national carrier and leader in Thailand's air travel business, is committed to conserving energy in its core business operations. THAI has integrated the energy management system into its strategy and issued THAI energy management policy according to the Energy Management Systems ISO 50001:2011 standard. This involves concrete steps for implementation such as determining the objectives, goals and action plan for energy conservation, designing and procuring tools and equipment that primarily prize energy efficiency, as well as raising staff and society's awareness of the importance of energy conservation.

To ensure effectiveness of energy conservation efforts, THAI has developed and improved its energy management system through the various projects below.

Energy Block Grant from Department of Alternative Energy Development and Efficiency, Ministry of Energy

THAI has supported from Department of Alternative Energy Development and Efficiency, Ministry of Energy as the sustainable energy conservation policy for two projects as follow:

- Changing 29,141 low energy efficiency light bulbs to LEDs.
- Changing existing two of air chillers to high efficiency chillers and changing time to switch on-off the air chillers and boiling chillers which helped save electricity energy

In 2019 THAI consumed 20,292,000 kWh/year estimated to save 1,049,000 kWh/year from 2018 at its Head Office ⁽³⁰²⁻¹⁾

Energy Saving Campaign

THAI encourages all employees to conserve energy in the workplace by creating values and self-awareness as well as changing behavior in energy usage. More importantly, employees must continuously and seriously practice to gain the highest efficiency in reducing unnecessary costs for the company.

Six Ways to Save Energy in Office That you can do:

1. Turn off the computer during the lunch break and after use, or set the screen off automatically.
2. Switch off electrical equipment after use.
3. Unplug all electrical equipment after use.
4. Adjust temperature of air conditioner to 25-26 Celsius to save energy.
5. Take the stairs instead of elevators.
6. Use recycled paper and double-side paper using.





Aircraft Maintenance Hangar Lighting Improvement

THAI Technical Department at Suvarnabhumi Airport improve the lighting in the maintenance hangar T2, T3, T4 and T9. The 193 High Bay lights type MH (400W) which use up to 264,902 kWh/year were changed to LED (150W) bulbs which use only 102,200 kWh/year. This allowed THAI to reduce its energy consumption by 162,702 kWh/year.

In 2019, THAI Technical Department at Suvarnabhumi, Donmuaeng and U-Tapao Airport consumed overall electricity 39,683,598 kWh/year. ⁽³⁰²⁻¹⁾



Replacement of Energy Saving Devices at THAI Catering Building

THAI is currently replacing the existing devices with those with greater energy saving properties at Catering building at Suvarnabhumi Airport. A total of 8,000 36-watt fluorescent light bulbs were replaced by the 18-watts LED bulbs; 88 Metal Halide High Bay light bulbs of 250 watts were replaced by LED High Bay; and 100 sets of High Efficiency Class IE2 motor were used in place of regular motor. Four sets of high efficiency water pumps were used to replace the regular type and 100 sets of freezers were improved to cut down the use of electricity. Following the replacement of these devices, the energy consumption was recorded at 2,315,523 kilowatt-hour per year⁽³⁰²⁻¹⁾ compared to recorded consumption of 4,494,353 kilowatt-hour per year. THAI has been able to cut down electricity energy consumption of about 2,178,830 kilowatt-hour per year.



Water Resource Management ^(103-2, 103-3)

THAI prioritizes water management, from tap water consumption to waste water management to encourage conscientious use of water resources and mitigate impact on communities, society and environment. A number of initiatives have been implemented to conserve water and treat waste water according to the Department of Industrial Works standards before sending to Airports of Thailand's central waste water treatment system per its agreement. Some of the waste water is also for watering plants and lawn areas in the vicinity of Technical Department and some of the treated waste water were directed to the Operations Buildings for watering for the same purpose. This helped the Technical Department and Operations Center at Suvarnabhumi Airport saved 19,000 m³ of water.

In 2019 THAI Technical Department at Suvarnabhumi Airport, Don Muaeng and U-Tapao its total water consumption 268,755 m³ (303-1, 303-3) and treated wastewater volume 60,035 m³. ^(303-3, 306-1)



Sustainable Development Goals (SDGs)



Waste Management (103-2, 103-3)

THAI established efficient management procedures for general waste and hazardous waste, based on the 3Rs principles (Reduce, Reuse and Recycle), and also involves waste processing and replenishing resources. As a result, it is easier for THAI to store or destroy wastes through appropriate means and methods. Waste is sorted into different types: general waste, recyclable waste and infectious waste. The process and storage are compliant with ISO 14001 environmental management system. Furthermore, THAI also contracted companies specializing in collecting and destroying general and hazardous wastes according to the licensed and legal procedures as determined by the Department of Industrial Works.

In 2019, there was the amount of THAI's general and hazardous waste from waste collection and sorting at Technical Department Suvarnabhumi, Don Muang and U-Tapao Airport as illustrated below. ⁽³⁰⁶⁻²⁾



Type (Kilogram)



Management of Waste from In-Flight Services ⁽¹⁰³⁻³⁾

THAI established its procedure to manage waste from in-flight services, requiring to collect and process waste and unused items into different types such as newspapers, magazines, Sawasdee in flight magazines, paper, food menu, plastic, blankets, food containers, damaged containers, food leftovers, and tissue paper. Items in good condition are reused, while items damaged beyond repair are sold. Waste from services will then enter a process compliant with health and sanitation principles. In 2019, there was a total of 219,261 kilograms of damaged equipment.

Amount of waste from in-flight services in 2019 ⁽³⁰⁶⁻²⁾



Volume (Kilogram)



Food Waste Management

THAI collaborates with FoodInnopolis by National Science and Technology Development Agency (NSTDA) initiated the project “Save Food, Save the World” to the prototype “Airlines to reduce the loss of food resources” to study and establish management guidelines to reduce resources in food production processes in the entire supply chain, reduce waste and food loss from production in the airline’s caterer and reduce the onboard served food leftover. The project will enable THAI managing the resources efficiently and reduce environmental impact sustainably. THAI has consistently implemented the plan to achieve the project goals and THAI will communicate with employees, passengers and all stakeholders for information and understanding.

THAI aware of the problem of food waste arising from the production and consumption and ready to drive and help in solving the pollution and environmental problems. Thailand has a lot of food waste and found that the proportion of food waste is about 33-50 percent of the total waste. If not properly managed, it will affect the environment and also cause the greenhouse gases in which the Food Waste problem is considered as a global problem. The United Nations therefore has established the Sustainable Development Goals (SDGs) between 2014-2030 where Article 12.3 or SDG12.3 is requesting the countries and the corporates to reduce the world’s food waste by half by 2030.



THAI has reduced the waste of raw materials from food production by 400 kilogram a day, equivalent to approximately 20 million Baht a year. In 2019, the project focused on verification for the development and improvement of food production and all supply chain from the purchase of raw materials, food menu planning, production and bringing food into the plane for serving, cabin waste management and also the implementation of the new approaches such as managing all food services on board, developing a Pre-Selected Menu system for passengers to choose before the travel in which it can help reducing in the food that passengers do not want by up to 20%. The Pre-Selected Menu will be used on THAI's European flights in 2020 and will be implemented on all THAI flights in 2021.

In addition, THAI has studied in the implementation of innovations to solve food waste problems such as the study of all food raw materials in order to find the right technology to in reducing material loss during the production process e.g. technology to measure fruit ripeness. THAI aims to reduce total food waste by 3% in 2020 which is the reduction in greenhouse gas emissions up to 2,078 tons CO₂ per year or equivalent to planting 230,000 big trees. Reducing food waste at THAI will support food waste reduction in Thailand that is in line with the national agenda on sustainable production and consumption and also be a part supporting Thailand in achieving the United Nations' Sustainable Development Goals.

Reused Plastic Sheet

THAI has continuously recycled plastic sheets. The Cargo and Mail Commercial Department has gathered, inspected, sorted and stored incoming plastic sheets used to cover cargo to prevent damages from humidity at the Suvarnabhumi airport. The sheets are then reused to cover goods on export pellets. This initiative's 2019 results are as follows:

- Reduce plastic sheet 36.09 percent or approximately 126,041 sheets of the total amount needed. Estimated 177,000 kilograms saved in total.

- Reduced 169,397 CO₂e in carbon emissions
- Cost saving of 8 million baht in total

Biodiversity and Ecosystem Services

Today, the on-going destruction and depletion of natural resources and ecosystems have caused an adverse impact on the biodiversity. These damages are caused by business operations and irresponsible lifestyles. THAI recognizes the importance of protecting the environment by minimizing both direct and indirect impact from business operations. THAI is working to ensure that its operations are in compliance with international standards regarding biological resources management, raising awareness and encouraging the participation of customers and employees at all levels to work together towards sustainable environmental conservation.

THAI Helps Prevent the Smuggling of Elephant Ivory

THAI helps prevent the smuggling of elephant ivory through its Cargo & Mail Commercial department by following measures and guidelines of The Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES). All sales representatives worldwide are notified of THAI's policy prohibiting the transportation of elephant ivory and related products on THAI flight. THAI has announcement its policy on website: thaicargo.com. Since 2014 no transportation of elephant ivory and related products on THAI flight.

Technology and Innovation (103-1, 103-2, 103-3)





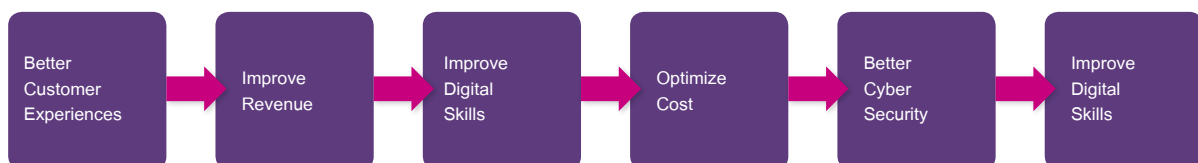
Digital Transformation in Action

At present, it is considered Thailand has been stepping into the era of digital economy and society which means the economy and society have been driven by digital technology and communication. This technology has played as a significant role that serves production process, operation process, the way organizations do their business, or the way businesses offer services to their customers. THAI has realized the opportunities to bring the digital technology and innovations to support its business.

With strong determination of THAI to be a “Digital Airline”, an information technology strategic plan for the year 2018-2022 has been set up which covered the following aspects:



The goals of this strategic plan are to achieve the followings:



To achieve the goal of being Digital Airline, THAI has set up a special task force called “Digital Airline Transformation” supporting the work of THAI’s president. The special task force consists of members from many concerned functions. The responsibilities of the task force are:

1. Set up a strategic plan and define an action plan for Airline Digital Transformation project which is conform to THAI’s strategic plan.
2. Coordinate with concerned functions to collect information, issues and obstacles for analyze and find solutions in order to accomplish the project.
3. Integrate redundant projects in order to maximize the use of resources and optimize cost.
4. Evaluate and define risks together with setting up risk prevention and mitigation measures.
5. Support budget preparation needed for concerned functions.

Cybersecurity in Action

Technology over the past few years has become an increasingly integral aspect of the workplace. Businesses rely on technology to be connected at all times and conduct work effectively. However, at the same time, the massive increase in cyber attacks, hacks and hacking attempts also occurs. These can have a disastrous effect on the business. The businesses have been threatened by unauthorized access to their information systems, data loss, leaks or breach, information destruction or damage by hackers.

THAI has placed special emphasis on the importance of information technology and communication that used to support the on-going operations and services for customers and employees. Therefore, THAI has been giving priority to cybersecurity to ensure that the information systems provide information with Confidentiality, Integrity, and Availability.

THAI uses ISO 27001 as a guideline for employees, including temporary employees, partners, and providers to follow. THAI has been continuously improving information security management since 2017 by following the THAI's Cybersecurity roadmap which has been developed by following National Institute of Standards and Technology : NIST Cybersecurity Framework. The NIST framework consists of core 5 functions which are:



In 2019, THAI has managed activities and finished projects toward cybersecurity as follows:



Updated a New Password Standard Policy



Acquired information security tools



Set up Security Operation Center (SOC)



Conducted special lectures toward related information security laws such as Thailand's Personal Data Protection Act Thailand's Cybersecurity Act, GDPR



Conducted training courses toward information security



Communicated cybersecurity news/updates to employees on a regular basis

THAI is a state-owned enterprise under the Ministry of transport and has been classified to be a Critical Information Infrastructure organization. This means THAI has to comply with Thailand's Cybersecurity Act which was effective since May28, 2019. The Act does also apply NIST Cybersecurity Framework.



Developing Innovative Communication and Airport Resources Management Using Digital Trunked Radio ⁽³⁰²⁻⁵⁾

THAI Operations Control Center (TOCC) involves Operations, Research and Aviation Strategy Management departments working in cooperation with Aeronautical Radio of Thailand Co., Ltd. to further innovate building on the Digital Trunked Radio on the TETRA (Terrestrial Trunked Radio) network. The objective is to enable work status reporting of support units on the ground and in passenger terminal buildings. Through the Walkie Talkie radio currently used, online real-time information of vehicles and resources can be reported to help manage On-time Performance. It also provides useful information for Airport Collaborative Decision Making (A-CDM).

The aforementioned cooperation will help Thai aviation industry to expand in the future, especially for Suvarnabhumi Airport's Passenger Terminal Building 2 and Taxiway 3, the opening of the U-Tapao International airport and international airport management in Thailand. This helps to replace some technological imports, reduce equipment procurement and waste, operational costs, and further strengthen the development of Thailand's aviation industry. The TOCC has started the system testing and operation on Q4, 2019.

System-Wide Information Management : SWIM ⁽³⁰²⁻⁵⁾

Due to the forecast with the rapid growth in aviation industry, the International Civil Aviation Organization (ICAO) and various aviation organizations have accelerated the development of the flight and air traffic management infrastructure with modern technology in order to effectively support the industry growth. ICAO initiated the System Wide Information Management system (SWIM) by applying modern technology such as the use of a Secured Internet Network as a communication network, the use of Cloud for data management in order to support interoperability and data developments. ICAO began testing the SWIM system in 2019. During the first phase of implementation, the SWIM will be used in parallel with the current system in order that all the parties concerned including airport service agencies, air traffic service agencies, and air operators will be able to prepare and adjust their working systems to align with the SWIM.



Sustainable Development Goals (SDGs)



Mobile Device Management (MDM) Project ⁽³⁰²⁻⁵⁾

The Mobile Device Management (MDM) project aims to help manage flight documents more efficiently by storing them as e-documents. Documents can be updated at any given time, in line with international aviation standards and in support of the Paperless Concept of flight planning.

This effort significantly helped reduce printing costs and paper usage. In 2017, THAI reduced 0.5 kilograms load per flight. The project was expanded in 2018-2019 to further advance more areas of work for flight operations. It supplied new document management programs for pilots and crew such as FCOM, OM-A, CCM, PHM as well as using iPad as a tool. The project has a three-year workplan, starting in 2018, and will be implemented following the Civil Aviation Authority of Thailand (CAAT)'s requirements for paperless flight operations, which helps promote greater efficiency in the use of existing resources, for example:

- Reducing planeload by 58.60 kilograms on average per aircraft, which indirectly helps reduce fuel burn by 542,000 kilograms per year which is equivalent to 15 million baht per year, and 1,708 tons CO₂e in emissions.
- Reducing the use of paper needed to produce flight manuals by 5,000 sheets per pilot on average and 2,600 sheets per crew member on average, amounting to 10.8 million sheets saved in the system. The number of sheets saved equals to approximately 1,650 trees, which 131.25 tons of CO₂e in emissions.

E-Training Program

THAI Catering Department has developed its online Food Safety Brush Up training course for catering employees which can be accessed at any place and time with unlimited number of participants. This online program also helped cut down the use of paper of between 14,000-25,000 sheets per course per year, equivalent to 0.050-0.083 tons of CO₂e in emissions.

Human Resources Operations (103-1, 103-3)



THAI is a state-owned enterprise which is listed in The Stock Exchange of Thailand, which takes charge of a competitive business at the international level. Today, airline business has become even more competitive and challenging than ever before. It requires large investments and highly susceptible to a wide range of uncontrollable factors including oil prices, fluctuations of exchange rate, terrorism, and natural disasters.

Employees working with full service airlines such as THAI therefore need to be equipped with diverse sets of skills. Whether they are pilots, flight attendants, engineers, aircraft engineers and technicians, ground staff, and managers, all of whom need to attend regular capacity building programs to strengthen their ability which in turn will help maximize the organization’s competitiveness.

THAI has worked to continuously improve its operations by decreasing, streamlining, or changing work procedures in different units so that suitable allocation of staff before considering additional recruitment can be made. THAI employees are encouraged to enhance their capacity, productivity and organizational commitment through various human resource development schemes. They include Organization Development, Reprocessing and Manpower Alignment with Business Strategy, Performance Management Improvement, Talent Management and Succession Planning programs to help build employee capacity for both soft and hard skills. THAI corporate culture and core values are reinforced among employee, driving THAI to become a Knowledge Organization, as well as efforts to initiate projects aimed at ingraining corporate culture and core values in THAI DNA as a basis for developing employees’ operational expertise and moving towards a Knowledge Organization.

Management Guideline and Operational Performance ⁽¹⁰³⁻²⁾

Recruitment

THAI business operations comprise a wide range of activities, for example transportation of passengers, cargo and mail, warehouse services, ground customers service, ground support equipment services, as well as catering. Thus, it is important for THAI to carefully select responsible personnel by considering their knowledge, ability, and experience in accordance with the job qualification, functional competency, managerial competency, core competency, THAI core value, THAI spirit, and THAI Characteristics. THAI’s recruitment process seeks to ensure its “Suitable Manpower Alignment with Business Strategy”, and safeguards transparency, fairness, and equality according to human rights principles. It guarantees non-discrimination regardless of race, religion, age, gender, education, culture, origin and disability. In 2019, THAI has a total of 21,376 employees who are the driving force of the organization ^(102-7, 102-8, 401-1)

New Male Employees	90	Men	New Female Employees	50	Women
Percentage of Overall Employee	0.42		Percentage of Overall Employee	0.23	
Departing Male Employees	496	Men	Departing Female Employees	277	Women
Percentage of Overall Employee	2.32		Percentage of Overall Employee	1.30	



Number of Employees by Areas

New Staffage < 30	79 People 0.37 Percent	Departing Staff Age < 30	50 People 0.23 Percent
New Staffage 30-50	57 People 0.27 Percent	Departing Staff Age 30-50	171 People 0.80 Percent
New Staffage > 50	4 People 0.02 Percent	Departing Staff Age > 50	552 People 2.58 Percent

Areas	Number of Employees (Person)	ร้อยละ
Number of NEW Employees (Person)		
Central	92	0.43
Regional	1	0.00
International	47	0.22
Number of Employees by Areas		
Central	678	3.17
Regional	35	0.16
International	60	0.28

Demographic ratio of board members and employees can be categorized as the following ⁽⁴⁰⁵⁻¹⁾

Category	Board Members		Executive Levels 11 and Above		Executive Levels 8-10		Operational Level	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Male	11	0.049	28	75.68	833	50.09	11,899	60.47
Female	2	0.009	9	24.32	830	49.91	7,777	39.53
Under 30 years	-	0.00	-	0.00	-	0.00	1,406	7.15
30-50 years	1	0.004	1	2.70	403	24.23	10,977	55.89
Over 50 years	12	0.054	36	97.30	1,260	75.77	7,273	36.96

• The percentage is based on the total number of staff in each category as of 31 December 2019

Promoting Organizational Culture Among Employees

THAI operates according to its Transformation Plan, which seeks to enhance the organization's efficiency in several aspects and improve work processes in all units. To achieve the Transformation Plan and strengthen its human resources by means of skills and capacity development in line with employees' respective roles and responsibilities. Thus, THAI promotes the "THAI Spirit" organizational culture and inculcates it as a part of staff's consciousness. The details are as follows:

TRUST

Determination to improve and maintain service standards to gain customer's trust and confidence from

HOSPITALITY

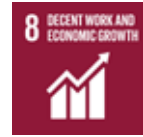
Service mind to deliver warm and satisfactory service with care and attention to detail, leveraging the Thai identity as a strength

ACCOUNTABILITY

Responsibility for the results to ensure customer satisfaction and trust, in addition to helping the Company achieve its business goals

INTEGRITY

Fostering work culture of integrity, honesty, fairness and morals, all of which are integral to Corporate Governance



Staff Development (103-1, 103-2, 103-3)

THAI has a policy to develop its human resources at all levels by training its employees to reach quality standards and to be equipped with adequate capacities and skills for their positions. THAI also works to develop other aspects of human resource management to plan and make employees prepared, for example undertaking Talent Management to select and support the development of employees with high potential.

Further, THAI also designs Learning Development Roadmap to train its employees in Core Competency, Managerial Competency, and Functional Competency as appropriate for staff, entry-level, middle or senior management, as well as those with talents. It utilizes various tools, whether through training or/ non-training modules, for example learning from mentoring, on-the-job training, etc.

Soft Skills Development

This is a Competency-Based Training, focusing on Core Competency and Managerial Competency, which extends to the Executive Development Program (EDP). It includes training on laws and various standards that apply to different levels of employees to ensure that they have the qualities, knowledge, skills, capacity and the mindset appropriate to their positions. This is necessary in order for THAI to adapt to the fast-changing international business environment. In total 9,607 employees have successfully completed this training.

Hard Skill Development

This training aims to enhance and promote employees' capacity for their respective jobs by focusing on specific Functional Competency. The course is in compliance with legal standards and international regulations, where by employees are legally required to have Personnel Licensing such as pilots, aircraft maintenance technicians, and ground staff.

In 2019, THAI strived towards lifting its standards for operational safety and the environment. To this end, trainings were organized to equip the employees with necessary skills and knowledge. It provided a total of 9,835 employees who completed different courses for example on quality, safety, and environment as follows: ⁽⁴⁰⁴⁻²⁾

On Quality

- Internal quality audit ISO9001:2015
- Changing Quality Management System (QMS) to ISO9001:2015

On Safety

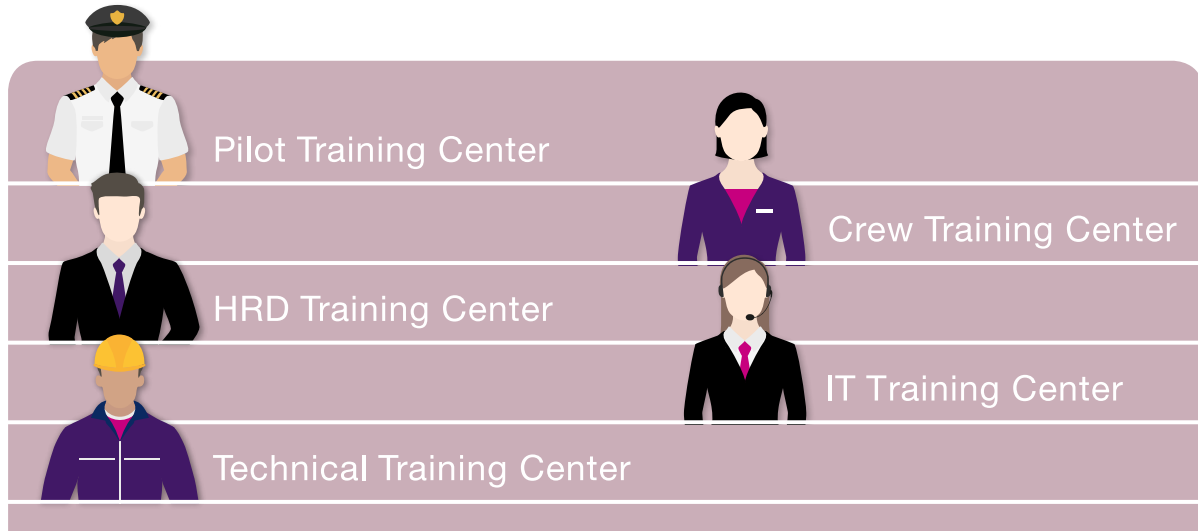
- FAMILY ASSISTANCE & SUPPORT TEAM (FAST)
- HUMAN FACTORS
- HUMAN FACTORS (TRAIN THE TRAINER)
- Security officers working at the management and supervisory levels
- Scaffolding installation and quality test for workers and supervisors
- Basic fire suppression
- First aid and Cardiopulmonary Resuscitation (CPR)
- Committee on occupational safety, health and workplace environment
- Occupational safety
- Occupational safety when working with electricity
- Occupational safety when working with cranes
- Occupational safety when working in poorly ventilated areas
- Occupational safety when working with Lock Out / Tag Out system
- Basic occupational safety when working at height
- Safety management system
- Principles of danger identification and occupational health risk evaluation

On Environment

- Environmental Management System awareness course based on ISO14001:2004



In addition, the Corporate e-Learning or THAI Learn on Cloud system (THAI Corporate e-Learning on Cloud) web application was utilized to replace its older Learning module. The current system now utilizes Cloud Platform to facilitate virtual learning to develop the capacities and knowledge of employees by making it available anytime and anywhere. Currently, there are five Training Centers as follows:



Average Hours of Training per Person per Year ⁽⁴⁰⁴⁻¹⁾

Information on Employee Training	Year 2019
Average Hours of Training (hours/person/year)	8

Performance Evaluation ⁽⁴⁰⁴⁻³⁾

Staff Performance Evaluation Results	Year 2019
Staff Receiving Performance Evaluation Results (percent)	100

Return to Work and Retention Rates after Parental Leave ⁽⁴⁰¹⁻³⁾

Reason for Taking Leave	Male	Female
Total number of employees that were entitled to parental leave	-	8,624
Total number of employees that took parental leave	-	132
Total number of employees who returned to work after parental leave ended	-	111
Percent of Return to work and retention rates of employees who took parental leave	-	84

Safety Operations (103-1, 103-3)

“Safety” is always at the heart of THAI’s operations especially when it involves traveling passengers who are the essential element of airline business operations. THAI has placed strong emphasis on compliance with the aviation safety and security standards of the Civil Aviation Authority of Thailand (CAAT), the International Civil Aviation Organization (ICAO), the European Aviation Safety Agency (EASA), the International Air Transport Association (IATA), aviation safety regulatory agencies, and other civil aviation authorities in other countries worldwide.



As the national flag carrier, THAI is readily prepared for future improvements as well as to provide support, and work closely with the Civil Aviation Authority of Thailand to enable Thailand to handle its aviation operations in line with international standards. To this end, THAI is prepared to share news and information on Thailand's operational performance assessed in accordance with the Global Aviation Safety Plan (GASP) and The Global Air Navigation Plan (GANP) of the International Civil Aviation Organization (ICAO).



Guidelines for Management and Operational Performance ⁽¹⁰³⁻²⁾

Flight Safety Development

Four Information and Communications Technology (ICT) systems have been employed to assist THAI in enhancing safety management and risk minimization as part of its safety controls and analyses as follows:



Safety Reporting & Information System– records safety reports and allows employees to take part in the reporting process, with the information subsequently relayed to the information center through the Internet. The processed data will appear on the dashboard, which is then shared directly with the management.



Flight Data Monitoring & Animation Program – is used to observe, monitor, and record flight operations in order to assess operational risks at different airports.



Flight Simulator System is a simulation of plane settings that will allow pilots to experience hypothetical scenarios and sharpen their skills in responding to real situations.



Big Data System consists of data collection from various interconnected systems including information on flight routes, plane operating systems, passengers, and weather conditions to feed into Data Intelligence for the purpose of utilizing these data for risk analysis and efficient decision making related to safety.

Aviation Personnel Development

THAI has continued to build the capacity of its aviation personnel, equipping them with knowledge and skills on par with international standards, as well as reinforcing the highest level of safety awareness starting from the recruitment process. It provides comprehensive tests on their physical and mental fitness, knowledge, skills, and behavior. Those tests are outlined below.



Aptitude test for commercial pilots from Scandinavian Institute of Aviation Psychology (SIAP) in Sweden



Aviation Psychology Test



Pilot Check Ride



English ICAO Proficiency

THAI organized training courses on Enhanced Safety Management System for its aviation personnel and relevant employees, ensuring that every aviation personnel has the capacity and readiness necessary for safe flight operations in line with ICAO requirements. Engagement training programs are also provided to foster aviation personnel's organizational commitment, encourage them to carry out their duties to the best of their abilities, with the goal of generating safety with the highest efficiency, as well as employing e-Learning and Knowledge Management to promote exchange of knowledge and know-how among groups of operators.



Occupational Health and Safety in the Workplace ⁽⁴⁰³⁻³⁾

THAI is well aware of the fact that its personnel's occupational health and safety, including danger prevention and promotion of health and sanitation, is highly crucial and must be incorporated into its business operations. Therefore, THAI has a policy on occupational health and safety in the workplace, executed on humanitarian grounds with special focus on employees' interests. To this end, THAI comprehensively worked on health and sanitation promotion, safety monitoring and evaluation, prevention and control of accidents and dangerous working environment, health watch and occupational illness prevention, first aid, and post-injury physical recuperation.

THAI established the Occupational Health and Safety Committee (OHSC), whose role is to oversee 100 percent of employees' occupational health and safety, while there are also representatives from relevant departments serving on the Board. The Committee plans and determines policies and processes in an effort to systematize operational guidelines in line with relevant laws and regulations. Meetings were held to monitor THAI's overall operations in regards to occupational health, safety and environment to ensure maximum efficiency.

Annual health examinations for THAI's full-time employees can be divided into two categories:

- General health examinations for employees whose daily work routines are not exposed to risk situations, especially those generally related to occupational health.
- Health examinations for employees with various occupational risks, taking into consideration the nature of their works and risks related to occupational health conducted by Doctors of Medicine with license to practice or training in Occupational Medicine.

The Occupational Health and Safety Department must inspect the workplace and assess the risk factors present in the workplace and operations. In case of issues found related to workplace environment, which may be caused as a result of pollution or contamination, an investigation must be undertaken to identify the level of pollutants in that area and determine whether they are within the legally permitted range. A remedial strategy should also be devised to resolve the situation.

Protecting Health and Safety of Customers

THAI has remained committed to improving its products and services by considering the health and safety of customers as a priority to ensure pleasant traveling experience for customers in each of the target groups as well as strengthen their confidence in air travel. THAI has also incorporated the unique Thai identity into its products and services under the "Service from the Heart" policy to give customers and passengers greater traveling comfort and convenience. In addition, they can experience the uniqueness of air travel that has incorporated the Thai identity into all processes executed under the concept and image of the "Service from the Heart" policy.

THAI has designated processes for providing services and made the Service Level Agreement (SLA) in all of its main service points starting from flight bookings until arriving at destination airports. Regular inspections of customer touch points are carried out in order to maximize customer satisfaction throughout their travel. A post-travel inspection is conducted on the product and service quality, in accordance with the Service Operation Procedure, using mystery shopping for a comparative assessment of its products and services through third-party surveys.

Resilience Engineering for Safety Leadership

In 2018, THAI adopted the concept of “Resilience Engineering” to raise its safety standards to the highest level in the world’s aviation industry to promote sustainability. Its operations are as follows:

Resilience Engineering for Safety Leadership		Operational Period
Phase 1	To launch projects and activities to create a culture of organizational safety through interviews and evaluations.	2018
Phase 2	To use evaluation results to make and develop “Safety Culture Dimensions” comprised of the following: 1.Commitment to safety 2.Justness 3. Safety Information 4. Safety Awareness 5.Adaptability to dangerous conditions 6. Build greater Create safety behavior among personnel through shared knowledge and expertise from external safety culture experts.	2019-2020
Phase 3	To design curriculums on new safety innovations, namely resilience safety, for employees. The overall content will focus on the following elements: <ul style="list-style-type: none"> • Create an understanding of the new view of safety • Differentiate work-as-imagined from work-as done • Close the gap between work-as-imagined • Countering Drift 	2021
Phase 4	To design curriculums on new safety innovations, namely resilience safety, for employees. The overall content will focus on the following elements: <ul style="list-style-type: none"> • Achieving Safety Leadership • What if things go wrong? • Implementation of incident investigation as a guide to develop training materials. • Safety Heroes 	2022

In order to maintain flight safety standards, THAI rescheduled and cancelled some northern Thailand flights to avoid the danger posed by swarms of sky lanterns during Loy Krathong and Year End festival.

THAI has installed a total of nine automated external defibrillators (AED) installed in its service areas, as well as to organize basic CPR-AED workshops for its all internal employees and outsourced employees, so that they can use AEDs in the event of an emergency. For other safety information, THAI created user-friendly infographic as follows:



Aviation Risk Assessment

THAI is a member of the Aviation Security Network, both at the national and regional level. The objective is to share news and information, and to regularly monitor security situation at all airports and operation areas. The information is analyzed and risks are assessed to identify the likelihood of dangerous incidents which may affect the Company's operations while assisting the management in their making decision process on whether to increase or decrease the level of Special Security Arrangement (SSA) in order to be responsive to the situation, in both normal circumstances and emergencies.

THAI conducts its operations in compliance with the Aviation Security standards and regulations, as determined by the following relevant organizations and agencies, both at the national and international level. They include the following:

- International Civil Aviation Organization (ICAO)
- Civil Aviation Authority of Thailand (CAAT)
- Office of Transport Security (OTS)
- European Union Regulations (EU Regulations)
- German Civil Aviation Authority (LBA)
- Department for Transport (DfT)
- Federal Office of Civil Aviation (FOCA)
- Japan Civil Aviation Bureau (JCAB)
- IATA Operational Safety Audit (IOSA)

This also extends to rules, regulations and requirements of all the countries to which THAI operates. Furthermore, THAI also has an effective Security Management System (SeMS) integrated into all parts of its organization to ensure operations related to aviation security are in line with or beyond the international requirements



Crisis Management

THAI strictly values the importance of emergency and crisis Response management, especially when it comes to the provision of humanitarian assistance to those affected by air disasters, including passengers, flight crew, and their families. It also expands its efforts to partner and other airlines that have existing agreements in the event of an air disaster. Those agreements are aligned with the international standards and regulations of ICAO and agreements between alliance partners.

Efficiency and readiness of THAI Crisis response team is developed on a regular basis through organized "FAST (Family Assistance and Support Team) Training 2019", with the goal of preparing the team to carry out their duties effectively and carefully in any crisis situations. This also represents the "THAI Spirit" organizational culture encouraged and reinforced among in all THAI employees. THAI currently has over 600 volunteered staff joining the FAST team.

During Islamic Republic of Pakistan airspace sudden closure started from the end of February resulting in heavy flight delay and reschedule at Suvarnabhumi airport, FAST team was deployed to assist in facilitating the rapid transportation of stranded passengers to their destinations.

THAI also took part in the full-scale 2019 Emergency Plan Exercise: Suvarnabhumi Airport Emergency Exercise (SEMEX 19), Don Mueang Airport Emergency Exercise (DEMEX-19) and Public Health Emergency International Concerned (PHEIC) Emergency Exercise (TTX2019) regarding Listeriosis – a food borne bacterial illness– all of which were organized to enable them to prepare for and respond to any possible emergency situations. Therefore, THAI's Crisis Management & Operations Center (CMOC) was set up to conduct 24 Hours monitoring for any potential threats to THAI's operations. In addition, workshops and seminars were held to support members of the Family Assistance & Support Team (FAST Center), in line with international standards and bilateral regulations. The Center offers support to all of THAI's flights as well as those of THAI's alliances or with existing agreements.

Due to the high standards and effective management, THAI was able to skillfully and timely manage situations in 2019. The Company's strong commitment to provide the highest standard of products and services has enabled THAI to effectively handle and provide assistance in different situations. Examples include supporting public sectors and managing flights for passengers who flew to Saudi Arabia to perform the Hajj pilgrimage. It also responded to natural disasters and pandemics such as the eruption of Mount Agung volcano in Bali, Republic of Indonesia, the eruption of Mount Mayon in the Philippines's Luzon Island, Typhoon Maria, Typhoon Jami, Typhoon Jebi, Typhoon Jongdari, Typhoon Mangkhut, and the Nipah Virus outbreak in India. These efforts have built confidence in THAI's safety standards with levels on par with international standards, and have ensured that THAI will be able to continuously maintain its business in all situations.

Operational Performance in 2019 ⁽⁴¹⁶⁻¹⁾

<h1>1</h1>	<h1>2</h1>	<h1>3</h1>	<h1>4</h1>
<p>A total of more than 100 ramp inspections carried out by other countries' civil aviation authorities. No defects of significance were found. In cases where defects were found, they were remedied within the designated timeframe.</p>	<p>100% safety, according to an assessment of the health and safety of customers in relation to THAI's service provision and products. There were no reports of dangerous incidents that occur as a result of THAI service provision and products</p>	<p>THAI undergoes an audit once every two years – the latest of which occurred in May 2018. THAI has received the IATA's Safety Audit for Ground Operations (ISAGO) certification since 2017.</p>	<p>THAI's Security Management Systems/ SeMS underwent a total of 19 audits by national and international auditing agencies. No defects of significance were found.</p>

Response to Customer Satisfaction (103-2, 103-3)



THAI prioritizes its customers by creating a travel experience and providing services to meet their needs in order to ensure seamless travel and connections while providing high quality service standard with a touch of unique Thai identity and hospitality. This will enable THAI to provide suitable service for its customers in each of the target group that meet their expectations.

In 2019, THAI established strategic plans for all aviation business units to work together and link their data, so that they can be analyzed for service improvements and development that will genuinely respond to the needs of all groups of passengers.

Guidelines for Management and Operational Performance ⁽¹⁰³⁻²⁾

THAI is determined to continuously develop and improve the quality of its products and services at every customer touch point, with the goal of enabling customers in each of the target groups to enjoy our products and services that embraces the unique Thai identity throughout their journey. These elements are key service pillars encouraged and exercised by all THAI employees for the past five decades under the concept and image of the “Service from the Heart” policy.

Pre-Flight Service



THAI has introduced a new Thai Airways Mobile Apps online service for added convenience and speed for its customers. They can access booking information, flight details, flight schedules, self-check-in options, and 24-hour website live chats.

In-Flight Service

THAI carefully selects and supplies world-class in-flight devices considered to be the touch point of Touch of the 5-Star Airline Rating. They include headphones and comfort wear for First Class and Business Class passengers.





THAI improves and creates menu items provided in First Class and Business Class by culinary specialists. Providing Meal Onboard with Endorsement Chef and Promotion Menus, in collaboration with Chef Michelin Star from famous hotels or famous chefs in different menu categories, both domestic and international. They take into account the original flavor of each food item. In addition, OTOP products are sold on flights in order to respond to the government's policy that promotes these products.

THAI has improved seats on three A330-300 aircraft for added comfort and convenience in an attempt to make them more sophisticated and convenient. Seats will offer 180-degree recline, with the addition of THAI Sky Connect (in-flight Wi-fi Internet service) available on 36 airplanes. Such internet access will allow passengers to communicate with those on the ground.



Thai has improved In-flight entertainment system ; picture and audio on every aircraft on international routes to ensure high quality, modern and meets all the same standards with a personal screen in every class. Music and movie systems that can be selected as desired. There are various entertainment programs such as Thai movies / New Release / Favorite and World Cinema, as well as games, information and images of flight routes. In addition, software development are also supported to increase the amount of content such as e-Menu and e-Shopping etc.



Sustainable Development Goals (SDGs)



Marketing Communication, Advertising, and Public relations (103-1, 103-2, 103-3)

In 2019, THAI has continued to focus on communications, advertising and promoting greater understanding among its customers through effective branding, product and service, and network. These are the three key strategies used in communicating with passengers. During the past years, THAI has placed special emphasis on customer groups with high spending power and travel potential namely the Millennial (young and successful individuals who mainly use technology and social media as means to generate income, having high purchasing power and preference for brand name products to sustain social status)

THAI has continued to place special emphasis on advertising and marketing communications to best meet the needs of different customer groups. More channels of communications are introduced to ensure regular contacts including Facebook, Line official, Instagram and WeChat. The content available through these channels is regularly updated and enhanced for effective communication. Corporate branding is one of the most important elements of our operations and the key aspect of the Company's strategy in positioning THAI as the premium airline. News and information about THAI were publicized through various advertising media giving factual content while avoiding exaggerated wordings. All publicized items must be subjected to scrutiny and granted permission for distribution by the Film and Television Censorship Board. According to its operational performance in 2018, there were no complaints alleging that its advertisements and public relations campaigns contained exaggerated claims. (417-2, 417-3)

Customer Privacy (103-1, 103-2, 103-3)

THAI has realized the great importance of personal data protection for both customers and employees. THAI therefore has developed personal data protection policy together with work procedure and guideline according to international standard that respects customers and employees' privacy rights. To process personal data, THAI informs clearly to personal data owners of purposes of collecting data, how to process or use data, who will THAI share personal data with.

THAI has also determined to develop and improve personal data protection by using the approach "Data Protection by Design and Default". THAI would collect and process data only what is required to fulfill a specific purpose. THAI has reviewed and updated working process in IT Project management Handbook to follow the mentioned approach. In addition, THAI has conducted a workshop about EU General data protection regulation (GDPR) in order to educate employees who involve in processing personal data.

THAI has strictly abided by the related laws such as GDPR and Thailand's Personal Data Protection Act. In case of exercising the rights, data owner can contact THAI's Data Protection Officer (DPO) via email: privacy@thaairways.com.



Sustainable Development Goals (SDGs)



GDPR is the data protection regulation passed by the European Union (EU). It extends the scope of the EU data protection law to organizations and agencies tasked with processing personal data. Those organizations and agencies must have offices located in the European Union and offer products and services that deal with the personal data of EU residents.

In 2019, THAI received no complaints concerning breaches of customer privacy or losses of customer data ⁽⁴¹⁸⁻¹⁾

What is GDPR?

GDPR or General Data Protection Regulation is the data protection law extended to EU permanent residents and nationals. The law seeks to protect the rights and freedom of data owners.

How does it relate to THAI?

The EU Parliament will apply this law to agencies and organizations operating business in the EU region. If their business involves the use of personal data of EU permanent residents and nationals, they must comply with this law, despite their office location not within in the EU region.

What are the consequences of non-compliance?

In the event of non-compliance, organizations will risk fines of up to 20€ million, or 4 percent of their global turnover (approximately 8 Billions Baht), or more.



Assessment of Customer Satisfaction, Needs and Expectations

THAI customer satisfaction survey was used as a tool to gauge customer satisfaction. Their feedback will be employed to develop its products and services and to continually maintain service quality standards.

THAI entrusted the Service Quality Standard Department with the responsibility of conducting its affairs by using a mystery shopping approach within its central authority and hiring expert institutions in order to raise the level of product and service that meets the service standards promised to customers, as well as to deliver services in a consistent manner as required by law. THAI has proceeded to develop, improve, and monitor the operations in line with the product and service development plan of all customer service contact points.

Channels of Monitoring and Assessing Quality of All Main Service Points ⁽¹⁰³⁻³⁾



e-TCSS – Electronic THAI Customer Satisfaction Survey

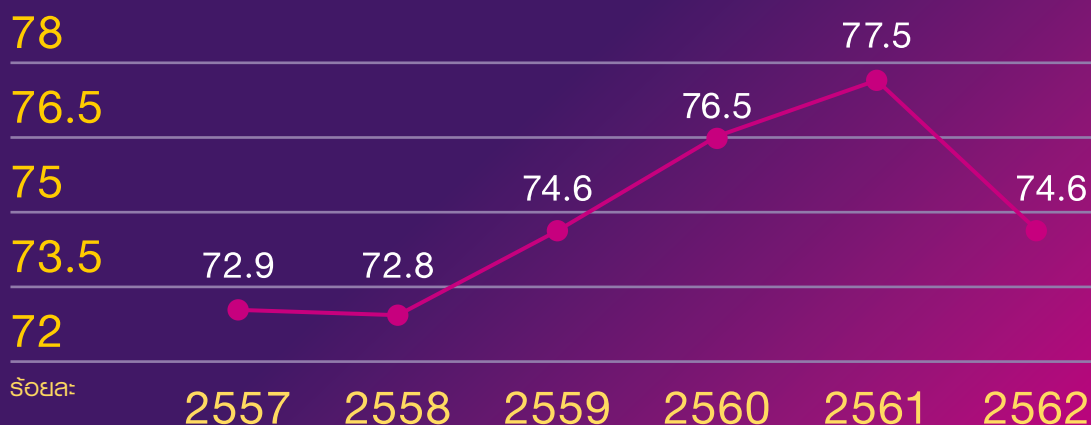
IATA-Airs@t – International Air Transport Association – Airline Satisfaction

Star OCSS – Star Alliance Online Customer Satisfaction Survey

CFMS - Customer Feedback Management System
Surveying Customer Needs in Individual Groups

THAI will synthesize The Customer Satisfaction Index (CSI) with its qualitative analysis and use them as a guideline to lay out development strategies for THAI's product and service in order to continue to impress its customers moving forward.

Customer Satisfaction Rating on THAI's Services



THAI's Pride - Awards and Recognition





The World's Best Airline Awards

- Best Airline Awards from Skytrax:
 - World's Best Airline Alliance
 - World's Best Airline Lounge Spa
 - Best Airline Staff in Asia
 - Best Cabin Crew in Thailand
- The Top Ten World's Best Airlines 2019
- Best Airline for the Branding Awards of the year 2019-2020
- Best Intercontinental Airline from the Grand Travel Awards
- FOUR STAR GLOBAL AIRLINE 2020 award from The Airline Passenger Experience Association (APEX)
- Asia-Pacific Most Outstanding Airlines 2019-2020 from NOW Travel Asia
- On-time Performance Airline award 2019 from AIRNAV Indonesia
- Best Performance 2018 award from Asiana
- TTG Travel Hall of Fame award at the 30th TTG Travel Awards for 2019
- Top nine of Asia's Airlines from TripAdvisor ???

Sustainability Awards

- Sustainability Disclosure Award on organizational member of sustainability disclosure community for the period of 2019

Environment and Safety Awards

- Certificate of Appreciation in recognition of the friendly design of its office building at Head Office under the Friendly Design Thailand 2019 category at the Thailand Friendly Design Expo 2019

Other Awards

- THAI was named for Full Service Airline – Best Website at the 11th TraveMole–ITB Asia Awards 2019
- THAI was voted for three awards at the 2019 Suvarnabhumi Service Excellence (SSE) award ceremony
- THAI organized ISO 29993: Learning Services Outside Formal Education certificate presentation ceremony and IATA Accredited Training School (ATS)
- THAI received 2016-2018 S.E.A. Write Award Sponsor at the S.E.A. Write Awards Presentation Ceremony 2019 in recognition for its support and sponsorship for this world renowned literary event
- THAI received Plaque of Appreciation from the Foundation for the Welfare of the Mentally Retarded of Thailand
- THAI was named for Outstanding Handling Service from DHL Aviation (3S) at the "2018 ACS Annual Awards"
- THAI received Honorary Award under the Outstanding Photography category for its 2018 Annual Report organized by ARC Awards International 2019

GRI Content Index

GRI Standard	Disclosure	Page number (s) and/or URL (s) / Direct Answer	SDGs
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GRI 101: Foundation 2016
General Disclosures

GRI 102: GENERAL DISCLOSURES 2016	GENERAL DISCLOSURES		
	102-1	Name of the organization	Cover Pages
	102-2	Activities, brands, products, and services	7
	102-3	Location of headquarters	10
	102-4	Location of operations	9
	102-5	Ownership and legal form	8
	102-6	Markets served	9
	102-7	Scale of organization	8, 33, 55-56
	102-8	Information on employees and other workers	55-56
	102-9	Supply chain	10
	102-10	Significant changes to the organization and its supply chain	No Significant change
	102-11	Precautionary principle or approach	29
	102-12	External initiatives	29
	102-13	Membership of associations	10
	STRATEGY		
	102-14	Statement from senior decision-maker	2-4
	ETHICS AND INTEGRITY		
	102-14	Values, principles, standards, and norms of behavior	2-4
	GOVERNANCE		
	102-18	Governance structure	24
	STAKEHOLDER ENGAGEMENT		
	102-40	List of stakeholder groups	12
	102-41	Collective bargaining agreements	100 percent
	102-42	Identifying and selecting stakeholders	12
102-43	Approach to stakeholder engagement	13-17	
102-44	Key topics and concerns raised	13-17	

GRI Standard	Disclosure	Page number (s) and/or URL (s) / Direct Answer	SDGs	
GRI 102: GENERAL DISCLOSURES 2016	REPORTING PRACTICE			
	102-45	Entities included in the consolidated financial statements	9, 19	
	102-46	Defining report content and topic boundaries	19-21	
	102-47	List of material topics	20-21	
	102-48	Restatements of information	Transform G4 to GRI Standard	
	102-49	Changes in reporting	No Significant change	
	102-50	Reporting period	18	
	102-51	Date of most recent report	1 January – 31 December 2018	
	102-52	Reporting cycle	18	
	102-53	Contact point for questions regarding the report	21	
	102-54	Claims of reporting in accordance with the GRI Standards	18	
	102-55	GRI content index	76-79	
102-56	External assurance	No External assurance		

GRI 200 Series: Economic Topics

GRI 103 MANAGEMENT APPROACH 2016	ECONOMIC PERFORMANCE 2016			
	103-1	Explanation of the material topic and its boundary	31-32	
	103-2	The management approach and its components	32	
	103-3	Evaluation of the management approach	31-32	
GRI 201 ECONOMIC IMPACTS 2016	201-1	Direct economic value generated and distributed	33	2, 5, 7, 8, 9
	INDIRECT ECONOMIC IMPACTS 2016			
	103-1	Explanation of the material topic and its boundary	N/A	
	103-2	The management approach and its components	N/A	
GRI 203 INDIRECT ECONOMIC IMPACTS 2016	103-3	Evaluation of the management approach	N/A	
	203-1	Infrastructure investments and services supported	N/A	
	203-2	Significant indirect economic impacts	N/A	
	ANTI-CORRUPTION 2016			
GRI 103 MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its boundary	26-28	
	103-2	The management approach and its components	26-28	
	103-3	Evaluation of the management approach	26-28	
GRI 205 ANTI- CORRUPTION 2016	205-1	Operations assessed for risks related to corruption	N/A	
	205-2	Communication and training about anti-corruption policies and procedures	N/A	
	205-3	Confirmed incidents of corruption and actions taken	N/A	

GRI Standard	Disclosure	Page number (s) and/or URL (s) / Direct Answer	SDGs
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GRI 300 Series: Environmental Topics

ENERGY 2016				
GRI 103: MANAGEMENT APPROACH 2016 GRI 302: ENERGY 2016	103-1	Explanation of the material topic and its boundary	38	
	103-2	The management approach and its components	39	
	103-3	Evaluation of the management approach	38	
	302-1	Energy consumption within the organization	42	7, 8, 12, 13
	302-3	Energy intensity	41	7, 8, 12, 13
	302-4	Reduction of energy consumption	42-43	7, 8, 12, 13
	302-5	Reductions in energy requirements of products and services	41, 52-53	7, 8, 9, 12, 13
WATER 2016				
GRI 103AAA: MANAGEMENT APPROACH 2016 GRI 303: WATER 2016	103-1	Explanation of the material topic and its boundary	38	
	103-2	The management approach and its components	43	
	103-3	Evaluation of the management approach	43	
	303-1	Water withdrawal by source	43	6
	303-3	Water recycled and reused	43	6,8,12
EMISSION 2016				
GRI 103: MANAGEMENT APPROACH 2016 GRI 305: EMISSIONS 2016	103-1	Explanation of the material topic and its boundary	38-39	
	103-2	The management approach and its components	38-39	
	103-3	Evaluation of the management approach	39	
	305-1	Direct (Scope 1) GHG emissions	N/A	
	305-2	Energy indirect (Scope 2) GHG emissions	N/A	
	305-3	Other indirect (Scope 3) GHG emissions	N/A	
305-4	GHG emissions intensity	41	13, 14, 15	
305-5	Reduction of GHG emissions	39	13, 14, 15	
EFFLUENTS AND WASTE 2016				
GRI 103: MANAGEMENT APPROACH 2016 GRI 306: EFFLUENTS AND WASTE 2016	103-1	Explanation of the material topic and its boundary	38	
	103-2	The management approach and its components	43, 44-47	
	103-3	Evaluation of the management approach	44	
	306-1	Water discharge by quality and destination	43	3, 6, 12, 14
	306-2	Waste by type and disposal method	44-45	3, 6, 12

GRI 400 Series: Social Topics

EMPLOYMENT 2016				
GRI 103: MANAGEMENT APPROACH 2016 GRI 401: EMPLOYMENT 2016	103-1	Explanation of the material topic and its boundary	55	
	103-2	The management approach and its components	55-56	
	103-3	Evaluation of the management approach	55	
	401-1	New employee hires and employee turnover	55-56	5, 8
	401-3	Parental leave	59	5, 8

GRI Standard	Disclosure	Page number (s) and/or URL (s) / Direct Answer	SDGs
OCCUPATIONAL HEALTH AND SAFETY 2016			
GRI 103 MANAGEMENT APPROACH 2016 GRI 403 OCCUPATIONAL HEALTH AND SAFETY 2016	103-1 Explanation of the material topic and its boundary	60	3, 8
	103-2 The management approach and its components	61	
	103-3 Evaluation of the management approach	60	
	403-3 Workers with high incidence or high risk of diseases related to their occupation	63	
TRAINING AND EDUCATION 2016			
GRI 103 MANAGEMENT APPROACH 2016 GRI 404 TRAINING AND EDUCATION 2016	103-1 Explanation of the material topic and its boundary	58-59	4, 5, 8 8 4, 5, 8
	103-2 The management approach and its components	58-59	
	103-3 Evaluation of the management approach	58-59	
	404-1 Average hours of training per year per employee	59	
	404-2 Programs for upgrading employee skills and transition assistance programs	58-59	
	404-3 Percentage of employees receiving regular performance and career development reviews	59	
DIVERSITY AND EQUAL OPPORTUNITY 2016			
GRI 103 MANAGEMENT APPROACH 2016 GRI 405 DIVERSITY AND EQUAL OPPORTUNITY 2016	103-1 Explanation of the material topic and its boundary	55	5, 8
	103-2 The management approach and its components	55-56	
	103-3 Evaluation of the management approach	55	
	405-1 Diversity of governance bodies and employees	56	
CUSTOMER HEALTH AND SAFETY 2016			
GRI 103 MANAGEMENT APPROACH 2016 GRI 416 CUSTOMER HEALTH AND SAFETY 2016	103-1 Explanation of the material topic and its boundary	60	
	103-2 The management approach and its components	61	
	103-3 Evaluation of the management approach	60	
	416-1 Assessment of the health and safety impacts of product and service categories	67	
MARKETING AND LABELING 2016			
GRI 103 MANAGEMENT APPROACH 2016 GRI 417 MARKETING AND LABELING 2016	103-1 Explanation of the material topic and its boundary	69	16
	103-2 The management approach and its components	69	
	103-3 Evaluation of the management approach	69	
	417-2 Incidents of non-compliance concerning product and service information and labeling	69-73	
	417-3 Incidents of non-compliance concerning marketing communications	71	
CUSTOMER PRIVACY 2016			
GRI 103 MANAGEMENT APPROACH 2016 GRI 418 CUSTOMER PRIVACY 2016	103-1 Explanation of the material topic and its boundary	71-72	16
	103-2 The management approach and its components	71-72	
	103-3 Evaluation of the management approach	71-72	
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	71-72	

Opinion Survey of the Sustainable Development Report Thai Airways International Public Company Limited (THAI) 2019

1. Please specify your status in relation to THAI

- Customers
- Trading Partners/Creditors,
Debtors and Competitors
- Government Sector
- Shareholders/Investors
- Employees
- Society and Community
- Other

2. From which channel did you receive THAI Sustainable Development Report 2019

- THAI website
- Annual General Shareholders Meeting
- Seminar/Lecture
- Sent directly by THAI
- QR Code
- Other

3. Which aspects do you think is critical for THAI's sustainable growth

- Economic (please specify.....)
- Social (please specify.....)
- Environment (please specify.....)

4. Do you think the key aspects important to THAI sustainable growth have been completely addressed and covered in this report

- Yes
- No (please specify the issues that should have been included)

5. The level of your satisfaction with this Sustainable Development Report 2019

- Completion of the content (Very satisfied, Fairly satisfied, Low satisfaction, Needs improvement)
- Key issues included in the report (Very satisfied, Fairly satisfied, Low satisfaction, Needs improvement)
- Quality information (Very satisfied, Fairly satisfied, Low satisfaction, Needs improvement)
- Language used is easy to understand (Very satisfied, Fairly satisfied, Low satisfaction, Needs improvement)
- Attractive Design (Very satisfied, Fairly satisfied, Low satisfaction, Needs improvement)
- Overall satisfaction (Very satisfied, Fairly satisfied, Low satisfaction, Needs improvement)

6. Your suggestions for the improvement of next year's Sustainable Development Report

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.....



Please send your views and suggestions by scanning the QR code or fill in the form and return to
The Department of Business Development and Corporate strategy, Thai Airways International PCL.
89 Vibhavadi Rangsit Road, Chompol, Chatujak Bangkok 10900

Your feedback will help THAI make future improvements of the sustainable development report
Thank you for your kind attention and cooperation.

Our Maiden flight 60 years ago seems like only yesterday.
It has been an epic journey, as air travel has evolved,
and we have remained committed to
providing our passenger with service “Smooth as Silk”

Today, we celebrate our 60th anniversary
as we add to our legacy of extraordinary service and flight,
imagining where the future will take us.





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