

# Sustainable Development for Business

## Sustainability management policy and targets

The year 2022 saw the global recovery from the COVID-19 pandemic, and the return to normal become more of a reality. The economic rebound, however, was tempered by international conflicts, aggravating the problem of social inequality. This was further compounded by climate change which continues to pose threats to the world community. All these challenges have inevitably made digital technology and smart solution services an integral part of how people in society live and work in numerous dimensions. In response, AIS has given priorities to economic revival and development, which requires creating a better society and economy to ensure sustainable growth and that no one is left behind. This can be accomplished by creating a society immune to changes that may arise in the future. For AIS, business sustainability is not an option but is something we have to realize, and the Company sets out to become a role model as a major service provider committed to conducting business that poses least harm to the economy, society, and the environment.

The demonstrated commitment to operating sustainably in every dimension has resulted in AIS being listed on the domestic and international sustainability indexes of the Dow Jones' World Index and Emerging Market Index for 2022 in the telecommunications industry category for 4 consecutive years, the FTSE4Good Emerging Index for 8 consecutive years, the SET Thailand Sustainability Investment (THSI) list for 8 consecutive years. In addition, AIS also received IDC's Future Enterprise Awards 2022 in the Special Award for Sustainability from International Data Corporation (IDC) and has been listed in the ESG100 for listed companies with promising performance in terms of Environmental, Social, and Governance (ESG) factors by the Thaipat Institute for 8 consecutive years.

AIS has clearly defined its sustainable business direction to allow the goals to be materialized. All the aspects in terms of risks and opportunities have been encapsulated into the "Three Approaches to Sustainable Development" to act as a compass showing the way to driving digital economy, promoting digital inclusion, acting on climate. The aspects related to risks and opportunities which encompass economic, social, and environmental dimensions are categorized into 7 topics: digital Innovation, cyber security and customer privacy protection, human resource management, social inclusion, digital wellness, climate actions, and waste management.

Furthermore, AIS has established the Sustainable Development Committee tasked with considering the policy, strategies, goals targets, and activities pertinent to sustainable development and reviewing the performance according to the prescribed policy and strategies to achieve the goals. The results are to be reported to the Board of Directors' meeting quarterly. (Further details are in One Report [Pages 152](#) under the Scope of Authority and Duties of the Board of Directors and Board-committees).

AIS pledges its commitment to conducting business to create balanced value for society and the environment under the principles of good corporate governance. The Company also supports the United Nations Sustainable Development Goals to lay the groundwork for the country's development and create value for all sectors in Thai society, enabling all to grow together sustainably.



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# "Thriving in a greener and inclusive digital world"



**Enable people and businesses to grow in the digital economy**

- Expand 5G connectivity to support economic growth
- Drive digital services to both consumers & enterprise
- Maintain resiliency for data security and privacy
- Enhance human capital capabilities to support business transformation

**Build inclusive and responsible digital access in our products & services**

- Provide inclusive digital access to promote social & economic wellbeing
- Support consumers to be digitally responsible and promote livelihood

**Shape a greener future of life for consumers and society**

- Manage our own network and operation to be light to the environment
- Support our customers and supply chain to reduce environmental footprint

# Targets for Sustainable Development



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## Drive Digital Economy

### Digital Innovation

- 8% of revenue generated from new digital services that enable the digital economy by 2027

### Cybersecurity and Customer Privacy Protection

- Uphold security standards equivalent or better than our peer group of companies in our industry and our region as verified by an independent third party by 2027
- Enhance cyber security and data privacy to protect the critical business value chains by 2025

### Human Resource Management

- 90% of AIS employees is equipped with new digital skills and literacy by 2025

## Promote Digital Inclusion

### Social Inclusion

- Improve the socio-economic condition of 5 million people by 2027

### Digital Wellness

- Empower digital citizenship by providing digital solutions and tools for 3 million people by 2027

## Act on Climate

### Climate Actions

#### Short term target (2023)

- Reduce GHG emissions intensity as calculated from the ratio of direct and indirect emissions to data traffic by 90% compared to the baseline in 2015
- Increase renewable energy usage to 5% of total energy consumption

#### Long term target

- Net-zero emissions by 2050

### Waste Management

#### Short term target (2023)

- Zero e-waste to landfill

#### Long term target

- Maintain zero e-waste to landfill



# Management of impact on stakeholders in the business value chain

## Business Value Chain

AIS is committed to cooperating with partners throughout its value chain and maintaining long-term relationships while considering sustainability and the creation of value for its products and services that meet the expectations of all its stakeholders. Towards this, the company engages in policies and strategies for procurement aimed at maintaining its competitiveness and standards for collaboration with business partners while also prioritizing economic, environmental, social, and governance matters. These policies direct all AIS operations, including those of new and existing business partners, and are the basis for the following code of ethics:

- **Fair Procurement** Ethical business practices, transparency, auditability, anti-corruption practices, and strict legal and regulatory compliance are emphasized as well as consideration towards social responsibilities, labor treatment, human rights, and sustainable partnerships.
- **Green Procurement** Environmental requirements are used as significant criteria for auctions for all product and service categories.
- **Distribution Channel Quality Control Standards.** Evaluation of the quality of distribution channels is undertaken with different standards applied in accordance to the capability of main partner channels as to control the quality and service standard of each channel. Evaluation includes:

- Conditions for selecting large scale distributors
- Code of Ethics declared for all business partners
- Guidelines for distributor operations
- Provide customer service quality management workshops for all distributors
- Benchmarks for measuring sales and service quality
- Supply chain risk evaluation and risk management processes
- On-site inspections of crucial partners or partners presenting social, environmental and governance risks material to AIS operations
- Customer satisfaction survey on services from distribution channels
- Audit the distribution channels by an independent auditor

## Partner Selection and Sustainability Risk Assessment

Determined to work with partners, AIS engages in an evaluation process of partners and risk assessments as appropriate throughout the lifecycle of its partnerships. Assessment begins with an overview of the partner's sustainability and an evaluation of their material business, social, and environmental operations.

### 1. Preliminary Screening

Newly registered partners have their fundamental environmental, social, and governance information evaluated and are also assessed in terms of conflict of interest, corruption and fraud history and compliance with the AIS Code of Ethics.

### 2. Pre-Procurement Screening

Prior to procurement from key partners, AIS thoroughly screens their governance, corruption and fraud history, labor and human rights practices, workplace safety and health, and environmental practices. AIS includes a Code of Ethics as standard in its partnership contracts along with requirements that pertain specifically to the partner.

### 3. Annual Audit and Evaluation

Annual sustainability evaluations are undertaken for all partners using a survey, onsite visits, observations of key proceedings, and an independently carried out evaluation of the partner's understanding of the AIS Code of Ethics. Tier 1 partners are also asked to communicate sustainable business practices to Tier 2 partners.

### 4. Remedial Action and Follow-Up

Following a ranking and scoring of partners based on risk evaluations, partners with high risk in the area of sustainability are required to compile an approved risk mitigation plan and timeline ensuring identified risks will be minimized to acceptable parameters. Regular follow-up and inspections are undertaken to ensure proper management of the sustainability risk.



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Management of business value chain

Sourcing	Operations	Product and service development, and distribution channels	After sales service	Supporting activities
<ul style="list-style-type: none"><li>Provision of network equipment and frequency spectrum for mobile and fixed broadband internet services</li><li>Provision of standard quality and environmentally friendly network equipment by selecting vendors with advanced technology development, adherence to regulations, and consideration towards human rights, environmental and operational health &amp; safety</li><li>Provision of safety tested communication equipment e.g. smart phones, tablets and routers of differing prices for wide customer accessibility</li><li>Acquiring of licenses from the National Broadcasting and Telecommunications Commission (NBTC)</li></ul>	<ul style="list-style-type: none"><li>Telecommunication network, IT and operations systems management</li><li>Locating base stations by evaluating community and environmental impacts, constructing base stations resilient to natural threats and climate change including flooding and storms for service continuity</li><li>Expansion of network for nationwide coverage, maintaining quality and safety standards while limiting environmental impacts by focusing on energy efficiency and increasing the proportion of alternative energy through the installation of solar cells</li><li>Focusing on cyber security and customer data protection under policies and frameworks that conforms to the ISO27001 standard for managing and safeguarding information security, 24x7 threat monitoring and response</li><li>Management of e-waste from business operations by selecting partners authorized to properly dispose of electronic waste with zero landfill</li></ul>	<ul style="list-style-type: none"><li>R&amp;D of a diverse range of digital products, encourage digital technology usage, and services to support business growth, economic development and the enhancement of society and quality of life</li><li>Collaboration with partners in a variety of industries for the development of products and services responsive to life and business in the digital era</li><li>Maintenance of standards and safety for fixed broadband internet installation by contractors</li><li>Management of online and offline sales and distribution channels for customer accessibility extending to monitoring and quality control of distributors and maintaining a fair remuneration structure</li><li>Marketing and provision of transparent and complete information on products and services, fair pricing</li></ul>	<ul style="list-style-type: none"><li>After sales service for customer satisfaction via varied channels, including AIS Shop, Call Center and social media</li><li>Customer personal data protection using policies and procedures that regulate access and use of customer data, provision of a channel for reports and complaints</li><li>Retaining of customer relations by customers segmentation according to usage and demands, providing privileges, to maintain loyalty</li><li>Responsibility for products and services, promoting cyber wellness and proper electronic waste disposal</li></ul>	<ul style="list-style-type: none"><li>Fair and transparent human resource management with an emphasis on employee development in line with the company vision, appropriate remuneration and benefits, creation of a safe and hygienic work environment</li><li>Trustworthy accounting that is accurate and transparent and that is aimed at creating financial stability conducive to business growth</li><li>Good corporate governance and ethical business conduct</li><li>Respect to human rights and treat all stakeholders fairly and equally in accordance with internationally accepted standards</li></ul>



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## Analysis of stakeholders in the business value chain

Stakeholders	Channels and Frequencies	Concerns and Expectations	Operational Approaches to Addressing Concerns and Expectations
Employees	<ul style="list-style-type: none"> <li>Communication via email and the Company's online system</li> <li>Direct communication between employees, supervisors and the Human Resources Department</li> <li>Direct communication from the Management to employees via Town Hall at least twice a year</li> </ul>	<ul style="list-style-type: none"> <li>Job security and career advancement opportunities for every employee</li> <li>Appropriate benefits and remunerations</li> <li>Digital knowledge and skill development</li> <li>Equitable treatment</li> </ul>	<ul style="list-style-type: none"> <li>Follow the guidelines on recruitment of a new generation of quality employees and retain the existing personnel to grow together with the Company</li> <li>Provide a diverse range of benefits and amenities for employees</li> <li>Continually develop employees' potential by organizing training together with assessment to measure the training efficiency</li> <li>Provide complaint channels for employees to report frauds or wrongdoings e.g. hotline, email, letter</li> </ul>
Communities and society	<ul style="list-style-type: none"> <li>Community complaint center via Call Center 0-2029-5555 (every day except public holidays)</li> <li>LINE official account: Mtr Chumchon offering knowledge and information and answer questions about radio waves, electromagnetic waves, and signals from the base stations</li> <li>LINE official account: @aorsormor, Facebook Fan Page, Hotline 0625201999 (every day except for public holidays) communicating and giving information about the use of AorSorMor Online application</li> </ul>	<ul style="list-style-type: none"> <li>Quality telecommunications services and service channels with extensive coverage in the community</li> <li>Advanced technology that improve the quality of life for the community</li> <li>No health risks from electromagnetic waves emitted from the cell towers</li> <li>Receiving support or assistance for the community in times of disasters or emergencies</li> </ul>	<ul style="list-style-type: none"> <li>Expand the mobile network to cover over 98% of the total population and the broadband internet network to reach 8.8 million households in 77 provinces with a wide range of packages to choose from</li> <li>Promote the quality of life in the community and the Thai health care and control the spread of infections by enabling access to technology through the AorSorMor Online application project</li> <li>Enhance knowledge and skills in using digital technology for online marketing to the community enterprises and promote safe and decent use of the internet and social media</li> <li>Offer knowledge and understanding to the community and community leaders about health safety associated with electromagnetic waves emitted from the cell towers and set up appropriate complaint channels</li> <li>Provide assistance to the community in times of natural disasters e.g. floods, the cold</li> <li>Add online channels to meet the community's expectations and call to interact with the community regularly during the COVID-19 when taking part in the community activities is difficult</li> <li>Open up educational opportunities by providing scholarships to young people in need</li> </ul>



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Stakeholders	Channels and Frequencies	Concerns and Expectations	Operational Approaches to Addressing Concerns and Expectations
Customers	<ul style="list-style-type: none"> <li>AIS Call Center functioning as a primary channel to collect customer satisfaction survey results as well as comments and recommendations on the employee's service via the automatic IVR and chatbots (every day). In addition, AIS Call Center also provides sign language services for the hearing impaired via the LINE application as a communication channel.</li> <li>Complaint Center 08-0000-9263 (Mon-Fri 08:30 – 17:30)</li> <li>Lodging of complaints through service center and dealers nationwide</li> <li>Conducting surveys on customer satisfaction and comments by market survey experts every quarter in real time</li> </ul>	<ul style="list-style-type: none"> <li>Quality of cell phone and home internet signals as well as quality of product offering and fast, easy access to services through various channels</li> <li>Protection of personal data privacy at the highest level</li> <li>Transparency and clarity in providing information about products regarding prices and promotions to customers and employees capable of solving problems and following up through to the end within the time specified in the schedule and notify the customer of the updates</li> <li>Being encouraged to access call center contact channels through sign language.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and take care of both wireless telecommunications system and home internet to ensure uninterrupted quality services backed by 24-hour monitoring and quality control processes</li> <li>Offer multiple channels to access the Company's products and services in the forms of service centers, stores, and online shops to reach every group of customers</li> <li>Put in place strict policies, strategies, and processes to ensure cybersecurity and personal data privacy and set up a dedicated unit to oversee the affairs with transparency. Also provide training and test employees' knowledge about protection of personal data, allowing for efficient protection of customers' data</li> <li>Provide product information through diverse channels clearly and transparently to keep customers fully informed of their right to service</li> <li>Implement processes to monitor and evaluate the service quality regularly and develop the Interactive Voice Response (IVR) system to provide quick, efficient service to customers. Also put in place "Ask Aunjai", a chatbot/AI on myAIS application, website, social media to provide services and transactions like real employees</li> <li>Educate call center staff and improve work processes to ensure faster, more efficient services and allow customers to track the service status via an automation system</li> </ul>


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Stakeholders	Channels and Frequencies	Concerns and Expectations	Operational Approaches to Addressing Concerns and Expectations
Enterprise clients	<ul style="list-style-type: none"> <li>Channels to receive complaints and Suggestions e.g. AIS Call Center, AIS ICT Service Desk, and AIS business website (every day)</li> <li>Surveys of customer satisfaction in the use of different service channels e.g. enterprise client sales teams, AIS Call Center, ICT Solution installation team, ICT Service Desk (offering technical consultancy) and online channels such as e Business portal (once a month)</li> <li>Surveys of customer satisfaction in the use of Enterprise Digital eService (once a month)</li> </ul>	<ul style="list-style-type: none"> <li>Quality of products and services such as networks with expansive coverage, high stability, high data connection speeds a wide range of business solutions that enhance business operation potential, after-sales services, quick efficient problem solution</li> <li>A variety of services that address customers' demand and the New Normal along with enhancing business performance amid the changing business context</li> <li>Enhanced service convenience via Enterprise Digital eService: service invoice, eReceipt, online payment, and appointment AIS as a withholding tax agent</li> <li>Protection of personal data privacy strictly in line with the standards</li> </ul>	<ul style="list-style-type: none"> <li>Develop quality of 4G and 5G networks constantly, checking efficiency on a regular basis, and adopt 5G technology to develop the Internet Fibre service for high speed connections</li> <li>Develop new services in cloud, ICT, cybersecurity, and IoT to accommodate the needs for safe, flexible business operations to increase energy efficiency, and to contribute to the environment</li> <li>Offer cost-effective promotions, applications, solutions and devices as well as provide several exclusive privileges for enterprise clients</li> <li>Develop digital channels to facilitate sales and ensure fast, efficient service delivery such as purchasing products and services online</li> <li>Offer Sovereign Cloud service focusing on safe and secure data processing and storage</li> <li>Introduce Cyber Security Operation Center (CSOC) that provides 24 x 7 cyber threat monitoring and handling as well as data security standard certification for clients e.g. ISO27001 and Payment Card Industry Data Security Standard (PCI DSS)</li> </ul>





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Business partners	<ul style="list-style-type: none"> <li>Survey of business partners' satisfaction (once a year)</li> <li>Employee representatives in contact with business partners (every day)</li> <li>Applications and websites for distribution channels (every day)</li> <li>Annual meeting with business partners (1-2 times a year)</li> <li>Interview (once a year)</li> </ul>	<ul style="list-style-type: none"> <li>Growing alongside AIS in expanding services to a broad array of customers</li> <li>Expecting AIS' fair business dealings with all partners</li> </ul>	<ul style="list-style-type: none"> <li>Support business partners to sell products through more diversified channels by offering an online training course "Learn Kan Di", enabling them to enhance potential and increase new revenue channels</li> <li>Set standards in working together effectively together with appropriate and fair compensation structure</li> <li>Develop platforms to allow the business partners to connect and work with AIS efficiently</li> </ul>
Shareholders and investors	<ul style="list-style-type: none"> <li>Shareholders' meeting (once a year)</li> <li>Press conferences to report on operating performance e.g. conference for analysts or both Thai and foreign investors, SET Opportunity Day, and SET Digital Roadshow (5-6 times per quarter)</li> <li>Investor relations website, email: investor@ais.co.th, LINE@ and call (every day)</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable business growth</li> <li>Continuing payment of compensation</li> <li>Good corporate governance, and transparent, reliable business operations</li> <li>Equitable access to information</li> </ul>	<ul style="list-style-type: none"> <li>Maintain leadership in the mobile market and sustain a high level of growth in home internet and enterprise client businesses along with advancing into new businesses with high growth potential to create new sources of revenue such as video streaming, digital lending, insurance and others</li> <li>Set a policy to pay dividends minimum of 70% of net profit and to be paid twice a year</li> <li>Achieve the level of "Excellence" in Corporate Governance Report by Thai Institute of Directors Association</li> <li>Communicate quarterly operating performance regularly in every channel by disclosing material information fully and in a timely basis via channels suitable for each group of investors/shareholders</li> </ul>

# Drive Digital Economy

## Digital Innovation

Create products and services through digital innovation to improve the quality of life of Thai people and elevate the competency of the Thai business sector.

AIS underwent major business strategy transformation and moved towards becoming a “Cognitive Tech-Co” to generate new sources of revenues from various digital services for ensuring long-term growth. AIS is determined to build an ecosystem conducive to innovation in line with the AIS Open Innovation Framework. We also aim to achieve a flexible management structure that supports new business development and set out guidelines for driving and promoting innovation compatible with AIS’s business goals and future direction based on the body of knowledge of both internal and external sources. The pursuit of innovation follows four operational strategies which include 1) Management flexibility to drive innovation in digital life products and services, 2) People and Culture Transformation, 3) Adopting Technology for process improvement, and 4) Innovation Ecosystem Development.

## 2022 Progress

1. Our business in new digital products and services
- Driving business growth and supporting AIS to transform into a Cognitive Tech-Co are: 1) Services to enterprise customers including Cloud, Data Center etc. 2) Digital Services including VDO platform, Mobile Money, and other digital platforms such as digital marketing, insurance, and lifestyle businesses. Moreover, AIS and our business partners developed technology and digital services including

developing Smart Autonomous Vehicle Solutions to improve the logistics in the industrial areas to be more efficient and safer.

2. People and Culture Transformation
- We continuously encourage our staffs to create innovations through activities and training courses. In addition, we organized Jump Bootcamp 2022, which allowed participants from outside organizations to share ideas and experiences with AIS staff. The project aimed to transfer opportunities and knowledge from AIS to the society to equip the Thai people with skills and digital technology so that the Thai people gain further competitive advantages in the digital era.
3. Adopting Technology for process improvement
- AIS employed the Robotic Automation Process (RPA) to improve the working process. We trained and coached our staff members with different background knowledge and who worked in different fields besides IT or technology to improve the working process.
4. Innovation Ecosystem Development

AIS created an ecosystem suitable for the creation of innovations by inviting partners from the academic, public sector, private sector, and NGOs. These organizations encourage innovations and we have carried out the following projects that achieved tangible success in 2022. For example, The 5G A-Z Center to Develop the Smart 5G network drives the business and industrial sectors to the digital transformation effectively, as well as the Joint Innovation Center (JIC) that AIS and Huawei have collaborated in developing new technology in IT, networks, additional services, broadband internet, and the Internet of Things. This enables

AIS to deliver new products and digital services to meet the needs of our customers in the digital era.

See more details of 2022 progress from the sustainability report under the topic Digital Innovation.

## Cyber Security and Customer Privacy Protection

Develop a reliable system for cybersecurity and customer privacy protection. A reliable system for cybersecurity, customer privacy protection, compliance with laws and regulations, and the capacity of human resources help protect our customers from the leakage of personal data, as well as reduce risks that could impact the company’s financial position and reputation. Moreover, AIS sees an opportunity in creating and developing complete cyber security services, which would address its operational requirements and enhance its capability to service enterprise clients.

AIS manages and implements policies, procedures, and administrative systems for all offices corporate-wide to secure trust from its customers in the transparency of its information and customer privacy protection operations. Moreover, AIS has established committees to devise policies, strategies, and guidelines to enforce cybersecurity and personal data protection policies for all its offices, extending to related external organizations. The Company carries out regular systematic internal audits to ensure its management of data privacy and cyber security and related operations adhere to its policies, standards, and frameworks. To ensure business continuity during a crisis, AIS has appointed the Crisis Management Committee, comprising the Company’s executive-level managers and heads



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of business units, which is charged with the responsibility to make decisions during a crisis, including crisis response, mitigation, and follow-up to ensure continuous business operation during the crisis



Further information on

- AIS's cybersecurity policy [Read more](#)
- AIS's personal data protection policy [Read more](#)

## 2022 Progress

- 1. Compliance with laws and regulations.** AIS promote public-private partnerships and collaborates with various organizations in strengthening the cybersecurity system and personal data protection.
- 2. Personnel knowledge, skill and awareness development.** Relevant staff underwent different training courses and certificate programs to ensure proper and correct practices. In 2022, 99 percent of total personnel passed tests for cyber security and data classification knowledge. Moreover, cyber drills were undertaken to prepare personnel to handle cyber threats effectively.

Such extraordinary efforts earned the Company the Cybersecurity Excellence Awards for Capacity Development in 2022.

### 3. Technology Development and Process Improvement.

- Process improvement. AIS improved its information access processes and data protection system by determining operational procedures for various types of cyberattacks and modifying its cybersecurity policy and framework. AIS has adopted the zero-trust principle to elevate its cybersecurity standards in accordance with new ways of working involving work-from-home and Hybrid cloud system security protection.
- The 24 x 7 cyber security operation center (CSOC). AIS in 2022 expanded the center's services to monitoring against threats to the systems and information technology of its corporate clients. Towards elevating its information protection management systems to meet international standards, the company expanded the boundaries of its ISO 27001 certification to encompass services by the CSOC.
- Auditing - In 2022, internal and independent auditors continuously reviewed the Company's information system and customer data protections.

See more details of the 2022 progress from the sustainability report under the topic Cyber security and Customer Privacy Protection.

## Human Resource Management

Nurture and develop AIS human capital to support business growth particularly digital business.

AIS needs to enhance its capabilities and prepare itself to rapidly changing business. AIS has redefined its employee enrichment goals and strategies to align with this key transitional period. The objectives are to enable at least 90% of its employees to have the understanding and capability to utilize digital technologies effectively along with adjusting themselves and their mindsets to cope with the expanding new businesses. The efforts will make AIS employee's experts and trailblazers for the Company's digital world direction for the future as well as quality citizens in the age of the digital economy.

Details of the approach are as follow:

- 1. The Concept "FIT FUN FAIR"** Foster an organizational culture aligned to its business practices. Employees are encouraged to develop their skills in response to the digital challenges of the challenges of the business and the company's future directions and objectives. Moreover, AIS has adapted its work arrangements to create a happy workplace environment in line with the "Work Life Integration" concept.
- 2. The 6Ss Strategy** AIS has adopted the HR management strategy to enhance organizational efficiency and drive employees to apply their full potential to increase the Company's competitiveness through the 6Ss strategy comprising: Simple, Strong, Sustainable, Special, Suitable and Sanook.
- 3. Talent Attraction, Retention, and Succession Plan** are based on the following principles: fair employment, which is against employing illegal laborers, and talent management within the organization through digital skill hiring to help drive business growth and enhance its digital growth capability. AIS encourages career



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development and retains highly capable employees to stay with the organization in the long term. We also maintain succession plan that focuses on personnel development with an emphasis on leadership capability and readiness to assume the role.

- 4. Performance Appraisal and Remuneration and benefits.** AIS has a fair performance evaluation, and the appraisal result will be jointly analyzed to develop the employee's potential and capabilities. AIS employs a comparative ranking system to assess competence and performance in similar positions and functions. Each year, the Board of Directors and Senior Management establish the corporate key performance indicators as a basis of strong linkage of business direction. Employee remuneration is determined based on performance measurement, which is set by taking into consideration business objectives, leadership competencies, as well as behavioral evaluation in accordance with the corporate culture and in compliance with the Code of Conduct. AIS has put in place a clear remuneration policy defining appropriate remuneration as stipulated by law and comparable to companies in the same industry with emphasis on equality. The appraisal criteria are based on the following framework:
- 1) Performance appraisal based on corporate KPIs
  - 2) Leadership competency
  - 3) Compliance with culture and business ethics
- 5. Employee Potential Development through Work Culture and Lifelong Learning.** AIS adopts Ed Tech (Education Technology) to allow employees to learn via online and offline by using our learning digital platforms; LearnDi, which serves as a hub featuring a wealth of new knowledge and skills, both soft and hard skill, and

Technical Knowledge Management (TKM), which provides technical courses such as Cloud Competing, 5G, Artificial Intelligence (AI) for employees looking to enhance core competencies to cater to AIS' emerging digital businesses and the future trends.

- 6. Occupational Health and Safety.** AIS' human capital management policy covers caring for physical and mental health of employees to benefit the employees and support efficient work and promotes a good workplace environment.
- 7. Non-discrimination Practice and Zero-tolerance Policy against Harassment.** AIS stresses the importance of respecting the human rights of every employee at all levels and of stakeholders regarding physical aspects and differences in views, perspectives, and ideas, which include but are not limited to, race, skin color complexion, religion, gender, nationality, disability, age, and others by adopting non-discrimination practice and zero-tolerance policies against harassment. In addition, AIS keeps promoting the right to collective bargaining among employees and the company.

## 2022 Progress

- 1. Provision of Digital Learning Support for Employees.** AIS Academy is a hub for learning about technology and innovations through the LearnDi digital platform, a tool that compiles knowledge for employees to upskill or reskill and is equipped with the capabilities and readiness to perform duties amid constantly changing circumstances. In 2021, time spent via the LearnDi platform was 30.24 hours per employee.

**2. An Assessment Test to Measure Training Effectiveness.**

AIS has added an assessment test to measure employees' digital competence by using an assessment test of 4th Talent, an internationally recognized company with expertise in analyzing and predicting skills and future impacts on employees.

**3. Implementation of Information Technology System to Support Employees' Work.**

AIS has developed a cutting-edge information technology system to support employees' work. AIS established the HR Analytic function to analyze critical data in support of the analysis of the company's human resources management data and performed Workforce Analytics to develop a new way of working, allowing the HRA team to analyze human capital data, anticipate problems, and solve human resources management problems on time.

**4. New Way of Working @ AIS.**

AIS has adopted the hybrid work model to allow employees to work from anywhere, either from home or onsite location via multiple online platforms. Also, the workplace was modified in which the office was transformed into a co-working space to experience different work environments.

**5. Promoting and Supporting Welfare to Take Care of Employees Holistically.**

AIS provides a wide range of welfare and benefits for employees. Examples include a provident fund, health insurance, life insurance, scholarships for employees' children, emergency assistance, and a wellness center to care for employees' living conditions and provide health advice from specialist doctors, etc.

See more details of the 2022 progress from the sustainability report under the topic Human Resource Management



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# Promote Digital Inclusion

## Social Inclusion

Upgrade the quality of life for the community and reduce social inequality with digital infrastructure and solutions

AIS is committed to being a part of bettering life for the Thai people by leveraging its business and human resources for social and community development through a range of policies and projects that keep the Thai people in pace with the digital era. In recognition of inequalities in quality of life and opportunities for people in remote areas, AIS has adjusted its sustainability strategies to better address the evolving opportunities and challenges to contribute to the nation's socio-economic development and well-being of Thai people. Added to this is the help in providing opportunities for the community and society to adjust their ways of life in alignment with today's global situations by creating access to fundamental services in health care and education through multiple digital platforms. Towards its intended achievement, AIS implemented the three following strategies:

- 1. Expansion of digital infrastructure for maximum coverage in support of efficient communication and alignment with national economic development.
- 2. Supporting public access to affordable digital communication devices and providing Thai people access to digital technology by offering affordable digital equipment for low-income people.
- 3. Developing digital platforms that enhance economic and social structures and supporting the use of digital technology to its maximized potential, including improving Thais' quality of life.

## 2022 Progress

Development and Expansion of 5G Technology to Nationwide Coverage. At present, AIS operates a network that supports highspeed data transfers using 3G and 4G technology with coverage across 98% of the population, home broadband internet using fiber-optic technology across all 77 provinces of the country and WiFi networks. AIS is also rapidly expanding its 5G network and has reached 85% of the total population.

### Public Health

- **Aor Sor Mor Online application:** The Aor Sor Mor Online application was launched in 2015 to serve as a communication tool for Aor Sor Mor (Village Health Volunteers) coordinating with primary health care units to facilitate, speed up and proactively work by primary health care units.

In 2022, AIS expanded cooperation with the government agencies and increased the usage of Aor Sor Mor Online application from basic health to cover the improvement of quality of life in other areas such as mental health screenings and follow-ups, reports of pets at risk of developing rabies, and enhancing knowledge about health products for Aor Sor Mor Volunteers who communicate health information to the community's members. In addition, it enables them to keep up-to-date with the local healthcare situation in their areas and incorporate such information into planning so as to cope with the situation more properly and in a timely manner.

## Education

- **AIS Academy for Thais:** AIS and LearnDi Co.,Ltd have collaborated with partners in the EdTech industry through provision of the LearnDi application service. Providing opportunities for Thai people to better themselves through the learning of new skills and disciplines, LearnDi was also designed as a platform for complete online education management. AIS developed the platform from its own employee learning portal as part of its "Mission to drive digital society", delivering LearnDi to all educational personnel as a digital learning platform. The project encompasses all groups within the education space: teachers, tutors, students, and general public through various projects: The Educators Thailand, The Tutors, Digital Library and Jump Bootcamp 2022, etc. In 2022, the AIS Academy for Thais had approximately 185,948 participants and approximately 267,430 program beneficiaries.
- **AIS Good Kids Brave Hearts:** This project has provided financial support for young people to complete their studies up to bachelor's degree level, building upon the concept "Giving opportunities is giving a future." Moreover, AIS also provides 5 scholarships for AorSorMor volunteers' children to complete a bachelor's degree. The project aims to support and boost morale for AorSorMor volunteers who have dedicated their time and efforts to taking care of people in the community. For further details, please read more here.

See more details of 2022 progress from the sustainability report under the topic Social Inclusion.



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## Digital Wellness

Striving to establish a brand that promotes safe and appropriate use of the internet and social media

"Digital Wellness" is a material topic toward the business sustainability of AIS. The efforts range from providing knowledge and promoting digital skills to internet users to selecting solutions or technologies as tools for cyber protection that respond to the demand for providing services to customers to ensure the continued development and expansion of operations. AIS is determined to protect Thai people from cyber threats along with promoting online safety, building cyber resilience, and empowering digital citizenship with the focus on the venerable groups such as children and youths, etc. The three strategies under the AUNJAI CYBER Program are as follows:

- 1. Creating knowledge to encourage digital wisdom** through in-class teaching to children and youths as well as training via an online platform to the general public.
- 2. Cyber protection with protective tools** by providing protective tools and solutions to protect cyberthreat and promote safe and appropriate use of the internet as well as online safety for internet users via mobile phone and home internet networks.
- 3. Creating Awareness of the Danger and Effects of the Internet and Technology** through various activities to enhance skills in safe and constructive online use to the general public.

## 2022 Progress

AIS expanded upon its cyber wellness and online safety initiative under the AUNJAI CYBER Program, details of which are as follows:

- 1. Creating knowledge to encourage digital wisdom:**  
AIS collaborated with our 4 partners including the Ministry of Public Health, the Ministry of Education, the Ministry of Interior, and King Mongkut's University of Technology Thonburi (KMUTT) and launched the AUNJAI CYBER curriculum according to the digital skill enhancing framework like DQ Framework (Digital Intelligence Quotient) and adjust the lessons based on the Thai context from mental health professionals. The course focuses on developing cyber immunity and living in the modern digital world, with users ranging from children and youth to the general public of all genders and ages. Moreover, teachers can study the curriculum by themselves and teach students on the LearnDi platform and the AUNJAI CYBER application. Those interested can learn and measure digital skills from the "AUNJAI CYBER" curriculum to improve their knowledge and skills as digital citizens at this link.
- 2. Cyber protection with protective tools:** AIS has delivered the AIS Secure Net and AIS Fibre Secure Net, which protect our customers from cybercrimes via network-based security solutions. We also collaborated with our international partners to provide our customers with alternative applications, which strongly protect our customers and encourage the safe and proper use of the internet. Our customers can use the applications to verify information and

report cybersecurity threats. There are more than 35,930 users of cyber protection with protective tools from AIS and partners. In addition, AIS has launched the 1185 hotline, or AIS Spam Report Center, which offers free-of-charge services to our customers. They can call to report scammers' numbers and SMSs. We collaborated with the Cyber Crime Investigation Bureau to investigate online crimes including scamming through phone calls and SMS, leading to arrest and penalty according to the law.

- 3. Creating Awareness of the Danger and Effects of the Internet and Technology:** AIS creates awareness and equips the Thai people of all gender identities and ages with the digital skills and protection against cybercrimes. It was distributed through various social media channels and featured outstanding campaigns such as Wisdom to Survive, Joylada's Seven Chat Fictions, which were adapted from the AUNJAI CYBER curriculum, and a video clip titled "Please Call Me by My Name" on how to deal with cyberbullying.

See more details of 2022 progress from the sustainability report under the topic Digital Wellness.



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Act on Climate

Climate Actions

Minimizing environmental impacts with efficient management of business operation and supply chain

AIS is aware of the following risks to the company's operations: 1) Natural disasters 2) The changing regulations and government policy that tend to control greenhouse gas emissions 3) The changing behaviors of consumers. Furthermore, the company is concerned about the environmental impact of its operations. AIS has thus adjusted the Company's environmental targets to be more challenging by adopting the Science-based Target Initiative (SBTi) which stimulates the business value chain to streamline its operations to be more environmentally friendly. Another increasingly important issue is the impacts on the ecosystems where AIS' base stations are located, leading the Company to add the targets of maintaining ecological balance and forest preservation.

In achieving these commitments, the Chief Technology Officer is responsible for leading the effort and implementing environmental management across the organization. At least once a year, the Sustainability Development Committee and Board of Directors receive a report on environmental efforts.

2022 Progress

1. **AIS in 2022 was able to reduce GHG emissions intensity**, a ratio of GHG emissions to data traffic, by 91 percent compared to the base year 2015. At the same time, AIS increased its proportion of renewable energy usage to 1.73 percent of total energy used, compared to 1.23 percent in 2021

2. **Promoting Energy Efficiency** by adopting multiple energy efficient technologies in the management of base stations nationwide and adopting AI in processing and analyzing network utilization. Moreover, we also applied big data analysis to study customers' usage behavior as well as managed network channels and energy use in response to clients' phone usage

3. **Alternative Energy Use.** AIS continued to expand the installation of solar panels. Since the start of the project, AIS has installed and used alternative energy at 8,739 base stations and 12 data centers and switching centers. Moreover, AIS has teamed with business partners with expertise in alternative energy to plan and accelerate the proportion of alternative energy use for lower operating and management costs.

4. **Environmental Management System (EMS) Development.** the AIS environmental management system received ISO14001:2015 approval. The system used independent evaluators at two AIS computer data centers and ISO14001 certified environmental experts at all others.

5. **Low-Carbon Products and Services Development and Customer Engagement** by developing a smart solution service to enable corporate clients to enhance energy efficiency as a means to reduce GHG emissions. Furthermore, AIS switched from mailing bills to E-billing, and my AIS usage increased. Overall, eliminating the need for sheets of paper and travel would save the equivalent of 14,994 tCO<sub>2</sub>e in GHG emissions.

6. **Climate-related Disclosures in Accordance with International Standards.** AIS has adopted Taskforce on Climate-related Financial Disclosures (TCFD) framework, enabling the Company to assess the opportunities and risks arising from climate change comprehensively. In addition, the Company has adopted a scenario analysis to assess climate-related risks and the financial impacts.

7. **The revision of environmental policies** to cover AIS' business operations and support the environmental efforts of its business partners in the supply chain.

8. **Biodiversity and Forest Protection.** our goals are to achieve No Net Loss of Biodiversity and No Net Deforestation by 2027.

See more details of 2022 progress from the sustainability report under the topic Climate Actions.

Waste management

Reducing and recycling waste from operations and promoting proper e-waste disposal among Thai people

As a Digital Life Service Provider, AIS is partly held responsible for generating e-waste from providing telecommunication network and digital services along with other related digital and electronic devices. Since e-waste is generally known to contain hazardous materials, predominantly heavy metals, improper or ineffective e-waste disposal could pose harm to human health and the community. Its negative effects also extend to polluting the



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environment and wasteful use of resources without effective management. Realizing the importance of e-waste management from the Company's operations, AIS has elevated its targets toward achieving zero e-waste to landfill by 2023. It also encourages Thai people to take responsibility for society and the environment in accordance with the circular economy concept to reduce resource consumption and increase the ability to recycle end-of-life products for reuse in a sustainable manner. The framework for waste management comprises four areas:

- 1. Green Procurement** AIS has established a procurement policy which concerns the environmental, social, and governance aspects (ESG), including green procurement. The Company incorporates environmental requirements into its procurement policy to create an effective mechanism for resource and energy efficiency that also reduces waste, pollution, and greenhouse gas emissions. For more information [Visit here](#)
- 2. Operations Waste Management** A write-off committee tasked with amortizing network equipment and resources was set up to manage business operation waste. Obsolete equipment will be disassembled for reuse or refurbishment. If not practical, they will be sent into the recycling process to recover some components for reuse, using authorized operators capable of properly managing electronic waste. The goal is to ensure no landfill of e-waste.
- 3. Office Waste Management** AIS supports maximum waste separation in AIS offices ahead of waste delivery into the recycling process and promoting awareness among personnel on the importance of waste separation and proper waste disposal, seeking environmentally-friendly changes in behavior.

- 4. Promoting Proper e-waste Disposal to Customers and the Public** The "AIS HUB of e-waste" project provided receptacles for five types of electronic waste so that the waste could be entered into the proper disposal process to achieve zero landfill of e-waste. The project also sought to promote awareness toward the danger of electronic waste and an understanding as to the need for proper disposal and recycling.

## 2022 Progress

- 1. Operations Waste Management** AIS delivered e-waste into the recycling process, using the Department of Industrial Works' authorized operators with clear processes from waste transportation to final disposal. The Company's non-recyclable residue proportion accounted for only 0.0003% of all its operations waste.
- 2. Office Waste Management** AIS has enhanced its waste separation by clearly delineating different waste containers to facilitate proper waste segregation and disposal. AIS Contact Center Development & Training Arena in Nakhon Ratchasima has carried out a project to turn a food waste into fertilizer. The initiative can reduce around 9 tons of food waste per year. From operations in 2022, 1,277 tons of waste were generated. Non-hazardous waste made up 17% of the total, mostly comprising office and operations building refuse, and hazardous waste made up 83% of the total, comprising e-waste from network operations and hazardous waste from offices.
- 3. Promoting Proper e-waste Disposal through "AIS HUB of e-waste"** focusing on expanding its network throughout the public and private sectors to strengthen implementation and

enhance convenience for e-waste disposal. An example of e-waste application was also developed, using blockchain technology to manage information regarding e-waste from upstream to downstream. On top of this, knowledge and understanding were spread among Thai people about the adverse health and environmental impacts brought about by improper e-waste disposal. The goal was to inspire a change in people's e-waste disposal behavior and promote effective e-waste disposal among the public through many campaigns such as AIS x Lazada Invite You to Drop off e-waste and Receive a Code and Drop off with the Postman.

See more details of 2022 progress from the sustainability report under the topic Waste management.



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# Human Rights Performance

Recognizing the importance and opportunities of business expansion, AIS resolves to stimulate and support the respect for human right of every party concerned. It is therefore, imperative the Company accept equality and diversity together with avoiding discrimination against gender, race, religion, or skin color, which are the fundamental virtues of working and living in society and are instrumental to business operations. To that effect, AIS has established a human right policy as part of its Code of Business Ethics to provide guidelines for business operations in line with the United Nations Universal Declaration of Human Rights (UNDHR) and The International Labor Organization (ILO). Additionally, the Business Ethics Committee is responsible for human rights affairs and implementing such policy to identify human rights risks and those affected. The efforts are used to prescribe solutions and preventive measures for human rights violation that may arise throughout the business value chain or that may affect vulnerable groups such as children, women, LGBT, the disabled, migrant workers, the elderly, etc. This mandatory policy is applied to the Company's directors, management, and all employees. It is also communicated to representative employees, business intermediaries, product and service providers, contractors, suppliers, business partners, and those involved in business operations to ensure understanding, strict compliance to the policy, and engaging in business operations ethically in line with human rights principles. In addition, the Company set forth a whistle blower policy to protect the employees who report on human rights violation cases

by incorporating it into the human rights policy to ascertain that no employee is to be demoted, punished, or affected in any way from lodging complaints about harassment, discrimination, and rights infringement. In other words, AIS is committed to treating every employee humanely, respecting their human rights, adhering to non-discriminatory practices, and preventing any workplace harassment. Scan the QR code below for further details of the full version of the Human Rights Policy.



Human Rights Policy (Full Version)

To ensure that the Company's operations will not cause human rights violation throughout the business value chain, AIS has defined human rights due diligence, encompassing the entire business value chain, as well as the processes to monitor suppliers and assess human rights risks in business operations of AIS and its suppliers. They span risk management plans and processes as follows:

- 1. Identify human rights risks related to the business value chain
- 2. Identify the affected groups
- 3. Assess human rights risks throughout the business value chain
- 4. Define risk management and damage mitigation measures
- 5. Review human rights risks assessment on a regular basis

The assessment of human rights risks is performed every three years, encompassing all the operating activities of AIS and the activities of involved partners across the value chain, especially critical tier 1 suppliers. The Company has implemented measures to reduce risks associated with human rights violation in every risk issue and create a good corporate image and reliability for the Company. Where there are material changes in activities, operations, or legal regulations, the Company will carry out additional human rights risk assessment in response to current situations and actual operations, which will enable AIS to solve the issue promptly and rapidly. According to the assessment of human rights risks, the five risk issues are as follows:



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Human Rights Risk Issue	Key Potential Affected Group	Potential Affected Vulnerable Group	Risk	Sample Risk Management Measure
1. Work place environment	Every employee	Employees working out of the office such as sales and service teams and engineering field work teams	Employees working outside the office including sales as well as installation and maintenance teams involved in engineering field work are at risk from traveling and driving to perform their duties. Those doing engineering field work is at risk due to the nature of work such as working at height, working with electricity, etc.	<ul style="list-style-type: none"> <li>• Arrange proper office environment according to ergonomics and safety standards for the employees such as adequate lighting and ventilation, etc.</li> <li>• For field work with potential risks, the Safety Department conducts risk assessment and job safety analysis for use as tools in risk control in employees' work performance</li> <li>• Arrange a safety patrol and hold a meeting of the safety committee at each building once a month to monitor the environment and safety in the offices and listen to employees' safety concerns and suggestions</li> </ul>
2. IT systems and private customer data protection	General customers	Enterprise clients especially government agencies and state enterprises	Risks from violation of personal data privacy despite the measures to protect personal data safety and privacy	<ul style="list-style-type: none"> <li>• Set up Personal Data Protection Department to oversee and inspect customers' personal data protection</li> <li>• Raise employees' awareness and understanding</li> <li>• Put in place a process to assess impacts on personal data to identify and manage such risks when offering new services</li> <li>• Limit access to sensitive information and adopt a variety of data protection techniques that cover data when it is stored in the system and while being transferred to guard against personal data leaks (Further details about personal data management can be found in Sustainable Development Report 2022, <a href="#">Pages 35</a>)</li> <li>• Prepare rules related to the data flow process in detailed steps and communicate with the relevant departments to comply with the rules</li> <li>• Set up a center to receive complaints via various channels such as phone, letter, e-mail, etc. to coordinate and manage the complaints</li> </ul>



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Human Rights Risk Issue	Key Potential Affected Group	Potential Affected Vulnerable Group	Risk	Sample Risk Management Measure
3. Product and service safety	General customers and contractors	Children, the disabled, the elderly, and contractors for high-speed Internet business	Risks associated with product quality such as wi-fi signal boosters and cell phone safety which may be rare but can cause serious impacts	<ul style="list-style-type: none"> <li>Control product standards by selecting materials and devices to be installed for customers according to the UL94-V0 standard plastic and have surge protection tests by the government agencies</li> <li>The house brand cell phones and accessories must undergo Acceptable Quality Limit (AQL) sampling</li> </ul>
4. Workplace environment throughout the supply chain	Contractors	Contractors for installation and maintenance of the telecommunications networks as well as contractors for building, decorating and innovating offices	Risks associated with contractors rest with the nature of the assigned tasks such as working at height, working with electricity, working in confined spaces with unfavorable natural ventilation, and hot work involving sparks, as well as risks from traveling and driving	<ul style="list-style-type: none"> <li>Perform risk assessment of the assigned tasks and enforce the contractors to comply with the regulations on safety, occupational health, and workplace environment by AIS' safety department such as conducting risk assessment, preparing risk control measures, and undergoing training and testing on safe work knowledge and standards</li> <li>Set up channels to receive suggestions and complaints related to human rights for contractors and protect the informers</li> </ul>
5. Freedom of expression and opinion	General customers	Children and youths	The Company has been requested by the government agencies to block access to certain websites which risk human rights violation in terms of freedom of expression and opinion	<ul style="list-style-type: none"> <li>Create a balance between freedom of expression and opinion and disclose policies with concern for society and other issues without infringing on others' intellectual properties</li> <li>Being concerned with negative impacts by managing internal procedures efficiently to control limit access of information except for access of information as requested by law</li> <li>Put in place a process to consider disclosure of personal data as requested by government agencies or by law</li> <li>Set up channels to receive suggestions and complaints about business ethics and external stakeholders and employees in the forms of hotline, email, and address for sending complaints to the Company's Board of Directors together with protecting the informers</li> </ul>

## Remedy

Where there is a violation of human rights, AIS shall pay remedy in the forms of financial and non-financial compensation for all affected stakeholders. In 2022, some leaks of AIS customers' personal data concerning their overall internet usage were found, but the information caused no financial damage. However, AIS undertook its remedial efforts, preparing a handbook specifically for those affected in this incident and helping monitor access to information from suspicious websites. Moreover, the Company fixed the procedure to access information and test its efficacy to serve as a remedy for those affected and prevent the similar incident from happening in the future.

Further details about human rights efforts are available at the Company's

[Click here](#)



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