

SUSTAINABILITY  
REPORT  
2019



A Year of Turning Points

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## Message from the Chair of the Board of Directors and Chief Executive Officer

[102-14]

Deep changes are taking place in Thai society, in technology and in consumers' behaviors. Despite flat spending power, mobile users consume ever more data and expect more from their digital services. Moreover, the arrival of 5G and AI will further accelerate the transformation of how we work, play and consume content. At dtac, we are fully committed to getting our stakeholders—and ourselves—ready for this future, so that connectivity continues to empower us all. As such, our objective for 2019 was to build a strong foundation on which dtac could transform and grow for the years to come.

### Serving Multiple Stakeholders

This year, we reinforced our focus on customers' needs, rolled out thousands of new sites, and greatly improved our time to market and distribution footprint. We vowed to treat our customers more fairly, better listening to their experience, and fixing that experience.

But customers are not our only stakeholders. dtac is evolving towards a more holistic and structured corporate responsibility framework that truly promotes sustainable economic and social growth within a wider community. One way to make this shift successful is to ensure that our corporate purpose is both defined and realized to serve multiple stakeholders more effectively. In 2019, we thus improved the way we engage with our key stakeholders so that we better understand their pain points and expectations. Employees, for instance, voiced concerns about having equal opportunities in career advancement. Compared to previous years where our focus was training, benefits, health and safety at work, their feedback prompted the creation of new policies and a career development platform, PromptGROW.

Together, these changes got us back to growth in 2019 and now provide a solid base to never stop improving in 2020 and beyond. Our hope is therefore that our sustainability initiatives will not only respond to our direct stakeholders' concerns, but also become a best practice for the industry.

### Responsible Business

Despite our ever-changing business environment, responsible business conduct remains a key priority. And dtac embeds this principle into every single part of the business operations.

Our performance in strengthening and enforcing the dtac Code of Conduct and other policies that aim to promote fair and transparent business practice have always been at the forefront of industry practices. We have been rated 'Excellent in Corporate Governance' by the Collective Action Coalition for Anti-Corruption (CAC) every year since 2010.

Regarding external stakeholders, dtac remains fully committed to ensuring mobile connectivity has a positive impact on Thai society. For instance, we initiated the very first online curriculum in Thailand to teach children how to use the internet in a responsible way, working with both the social sector and government sector. About 25,000 children and teachers have already been certified and are now taking the lead on training their peers.

We also believe mobile connectivity constitutes a formidable economic opportunity for low-income earners. Smallholder farmers, for instance, have

some of lowest incomes in Thailand despite agriculture's outside share of GDP. As a leading telecommunication company, dtac has connected them with advanced technology, like Internet of Things (IoT) solutions, to elevate their farming capacity and marketing skills, helping them reach out to consumers directly on a wider scale. As such, the Smart Farmer project helps farmers increase yields while reducing operations costs.

In addition, with the NetArsa program, dtac provides training on harnessing the power of social media to develop new income streams for small shop owners, farmers or artisans. By selling online, they find new customers and cut out the middlemen, thereby selling more and at better prices.

These projects underscore the efforts of dtac and our partners, such as the Ruam Duay Chuay Kan Sam Nuek Rak Ban Kerd Foundation, to achieve digital inclusion and reduce inequality. This aligns with the UN Sustainable Development 'Goal 10: Reduced Inequalities,' particularly Target 1.1: "By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living under \$1.25 a day."

### Never Stop

With 5G on the horizon, we believe the role of mobile network operators will continue to evolve in exciting new ways. In 2019, we initiated activities to prepare ourselves from a network and technology standpoint: transitioning to a fully virtual core network and upgrading our entire IT system to a much more defensible architecture.

In addition to technology, the partnerships and new ways of work we initiated will be critical to bolstering Thailand's 5G future. Turning opportunities into scalable innovations will require industries and governments to pool their competences and start cocreating services. In 2019, we initiated numerous such initiatives, both with governmental organizations such as the Digital Economy Promotion Agency (depa).

This past year was a turning point for dtac, one we hope to be a sustainable foundation to never stop empowering Thai society. We would like to express our sincere gratitude to everyone who helped make it possible: our customers, our shareholders, our employees, our many partners and our public sector stakeholders. More than ever, it is by working together that we can deliver the full value of connectivity to Thai society. And dtac will never stop pursuing that ambition.

Mr. Boonchai Bencharongkul,  
Chair of the Board of Directors

Ms. Alexandra Reich,  
Chief Executive Officer



## NEVER STOP...

Our commitment to all stakeholders that we constantly improve our services and strive to empower society.

It is by keeping this promise that brought us to a significant turning point in increasing customer satisfaction measures, service quality and business performance.

## About dtac<sup>[102-10]</sup>

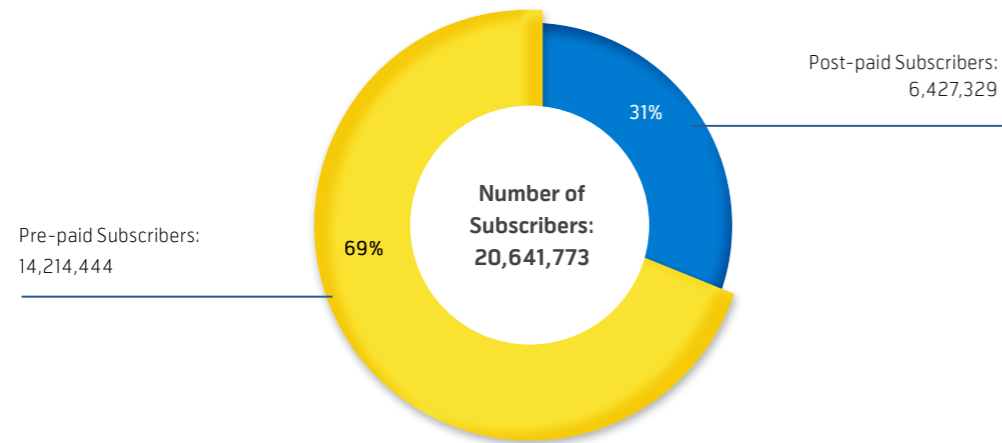
### 2019: A YEAR OF TURNING POINTS

In 2019, we continued to cope with the transition from a concession regime to a license regime that was pending since late 2018. We focused on the business turnaround with the strategy of being consistently honest, simple and human, which was proven successful.



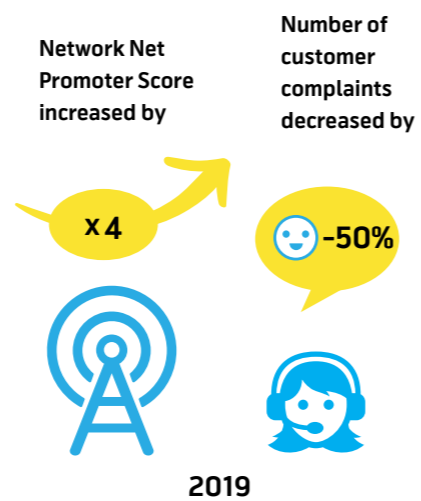
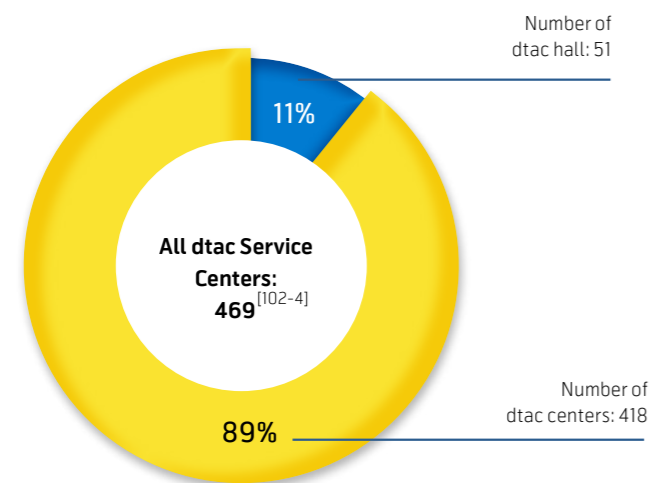
# dtac By The Numbers <sup>[102-6, 102-7]</sup>

## Business Performance



## Service

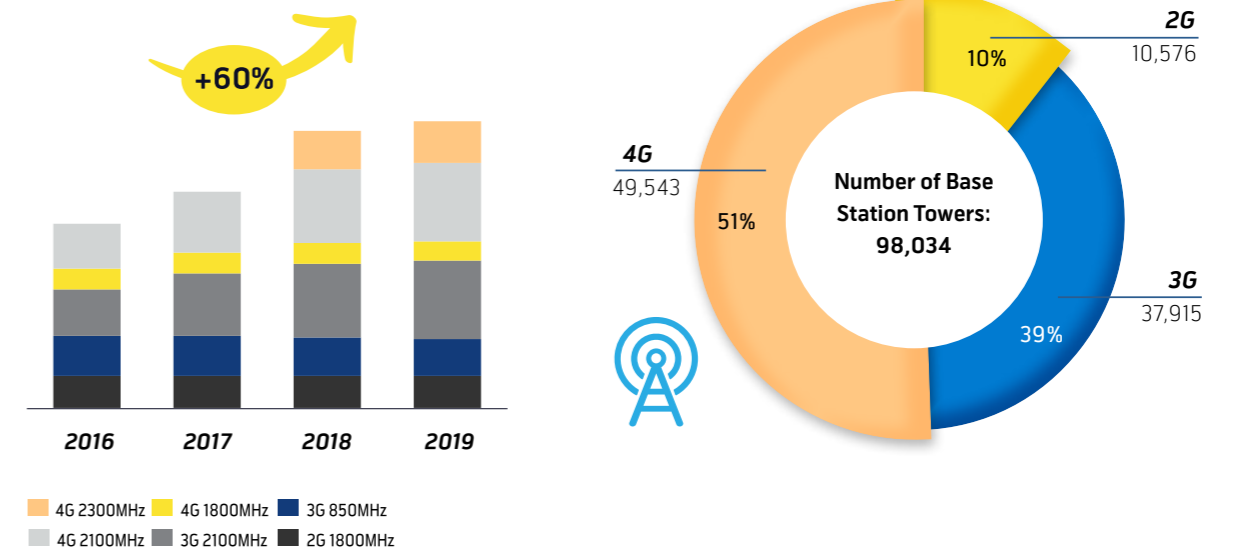
In 2019, dtac incorporated a customer-centric approach to its business operations which led to replacing internal network metrics with the Network Net Promoter Score (Network NPS, a customer satisfaction index) and number complaints from customers.



• Average number of transaction services at dtac halls and dtac centers monthly: 1.41 million

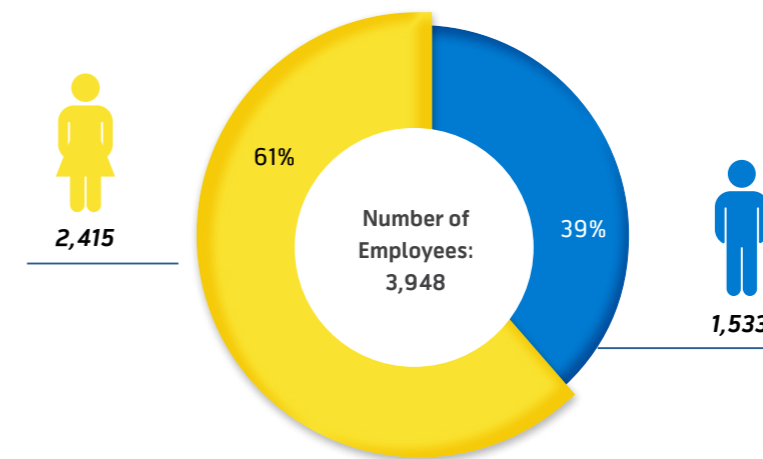
## Network Expansion

The number of base station towers grew 60 percent since 2016.



We want to be a trusted partner with strong integrity, working to reduce inequalities, raise standards in our operations and supply chain, and deliver on safety, security and data privacy regulations.

## Employees





# dtac Purpose: Connecting you to what matters most. Empowering Societies. <sup>[102-16]</sup>

Thailand is the world's all-time champion of the highest number of mobile phone users. That means the telecommunication industry has become increasingly competitive.

dtac has turned this critical situation to an opportunity to raise business competitiveness and standards with the four strategies strengthened to improve how we serve customers and other stakeholders and to ensure that our business will bring a mutual growth to all.



## **GROWTH:** Like our customers, we never stop

We capture growth opportunities by offering unbuffered video experience nationwide at a competitive price point while being positioned as a simple, honest and human operator. We provide a seamless customer experience by following an omnichannel approach, optimizing our distribution channels and leverage digitization and Artificial Intelligence. This allows us to retain and win back our prepaid customers, keep our growth momentum in postpaid and accelerate our B2B business. In parallel, we are incubating new 5G product and services like VR and AR to delight our customers.



## **SIMPLIFICATION & EFFICIENCY:** We're ready for the future

We continuously work to make our operations simpler and more efficient. We do so to create seamless, worry-free experiences for our customers and to facilitate long-term sustainable growth for our business. We modernize our organization and operating model, optimize our network cost on a continuous basis.



## **WINNING TEAM: A lean, agile & strong organization**

To ensure we stay relevant to our customers, react faster to their needs and serve them more efficiently, we continue to build an organization with strong and future-proof capabilities, an agile way of work and a simple and lean organizational structure. We believe in challenging the status quo, customer obsession, honesty, simplicity and fun.



## **RESPONSIBLE BUSINESS CONDUCT: We positively contribute to society**

We want to be a trusted partner with strong integrity, working to reduce inequalities, raise standards in our operations and supply chain, and deliver on safety, security and data privacy regulations.



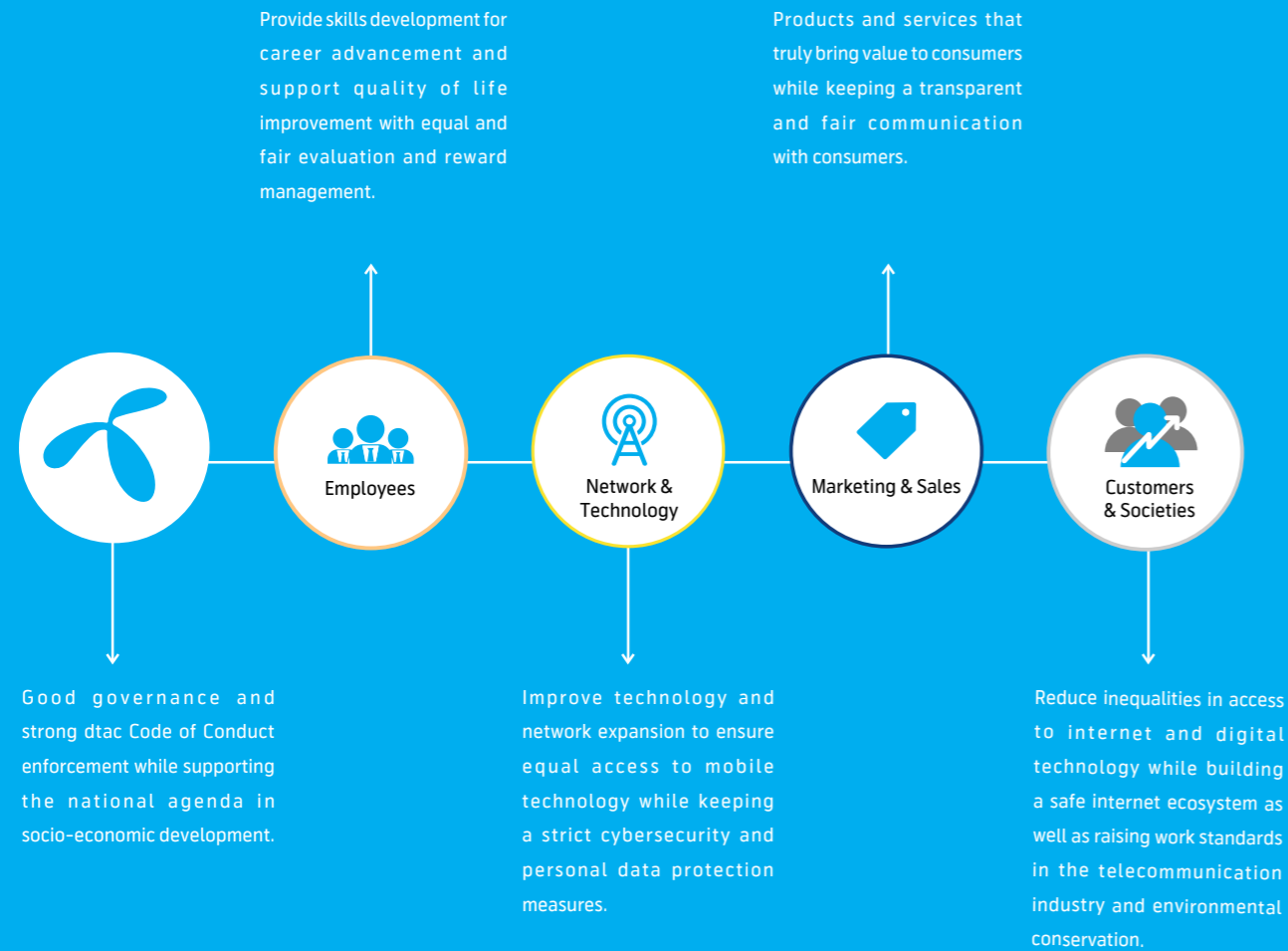


## The Value Chain and Materiality in Sustainability at dtac

### The Value Chain and Materiality in Sustainability

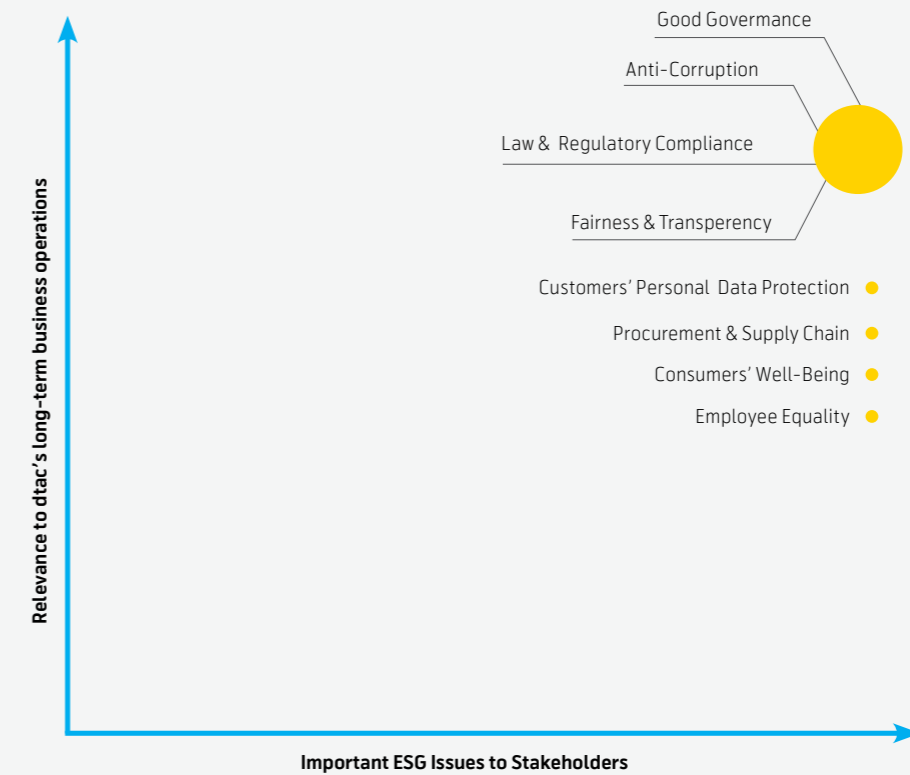
As a leading telecommunication business, dtac focuses on improving technology and workforce to stay competitive and bring value to consumers and society. In 2019, with a goal of returning to growth and to stay relevant and competitive in the market, dtac explored new ways of working and products for new opportunities. dtac focuses on leveraging its expertise and resources in mobile digital technology to strengthen those services. dtac thus had no significant changes in the business operations and supply chain. Nonetheless, we kept improving the chain to bring the highest possible value to consumers and other stakeholders.

# dtac Value Chain <sup>[102-9]</sup>



## Materiality Assessment In Sustainability

dtac also conducts a materiality assessment to identify new issues and emerging risks related to economic, social and environmental development that are in conjunction with our stakeholders.



<sup>[102-46]</sup> dtac's Sustainability Report includes material topics that are in line with stakeholders' expectations and dtac's significant impacts. dtac organized workshops with business functions that represent each group of stakeholders to select major issues on the foundation of:

1. Importance of social causes to stakeholders
2. Relevance to dtac's long-term business operations

The results from the workshops revealed the following material topics that are a focus of dtac's stakeholders:



### Regulators and Government Agencies:

Good governance, anti-corruption and transparency.



### Employees:

Equal opportunities in career advancement, benefits and reward management.



### Suppliers:

Fair treatment to all suppliers and transparency in a selection process.



### Customers:

Service quality, clear and honest communication on terms and conditions, and personal data protection.



### Community and Society:

Digital technology to promote well-being and socioeconomic growth, and environmental protection.





# Sustainability at dtac

[102-12] dtac has developed the Sustainability Policy based on various international standards, such as the UN Universal Declaration of Human Rights, and ILO Core Conventions, in conjunction with assessments and discussions on important sustainability issues with stakeholders. This is to ensure that the company's business operations can truly create positive economic, social, and environmental impact.



Sustainability direction is implemented across dtac.



Focus on responsible business practice in own operations and supply chain.



Benefits and positive impact of dtac's core business is leveraged for the country's economic and social growth.



Sustainability risks and opportunities are assessed and managed over time for continuous improvement.



Periodic reporting and transparency on sustainability issues.

## Responsible Business

Guided by international standards and our operational experience, dtac works systematically to address risks and to maximize the positive impact of business operations. dtac is committed to strengthening transparent and anti-corruption practice, human rights integration to the dtac Code of Conduct to business operations as well as in the supply chain. We also assess our roles and responsibility as a telecommunication leader to identify opportunities to participate in the national economic and social development agendas that are beyond compliance to laws and regulations.

## Empower Societies

dtac's purpose, 'Connecting you to what matters most – empowering societies,' reflects our determination and dedication to using its digital technology, expertise, and infrastructure to increase Thailand's economic and social development capabilities, especially in the area of 'reducing inequalities' and 'raising standards'. To reduce inequalities, dtac's efforts are in line with the UN Sustainable Development Goal 10 Reduced Inequalities. Embracing the 'Creating Shared Value (CSV)' principle is another approach to ensure that dtac can clearly address stakeholders' problems and design solutions that will lead to long-term and sustainable development.



# Community and Society

Doing business based on developing innovations and enhancing efficiency that supports Thailand's economic growth is not the only focus for dtac. Sustainability and responsibility to the community and the society are always an essential part as well. This principle originates from our belief that if the community, the society, and the country develop sustainably and stably, our business will grow in accordance with the development.

At dtac, community and society are the most significant stakeholders in the business. That is the reason "Creating Shared Value," or CSV, has always been a key for us.

Throughout 2019, dtac played an important role in setting the agenda and engaging with relevant stakeholders on the impact of telecommunications and digital services on Thai society. The work included organizing and supporting various activities that might lead to undesirable circumstances from the business operations. dtac also provided social listening in the communities in order to gather the facts and feedbacks, leading to practical problem-solving solutions.

## Society's concerns and expectations

dtac continued to work closely with academics, experts, the civil society in both unearthing newer challenges and finding effective solution, namely on these four issues:



Safe and Responsible Internet Use



Equal access and digital skills development



Electronic waste and environment



Fair treatment and safety in communities with dtac's base station towers





### Safe Internet Project <sup>[103-1]</sup>

Since the internet is a part of people's lives around the world, dtac works proactively to build digital resilience that will allow children to use the internet safely.

Although internet access is widespread and affordable, many children still cannot make the best use of it. Furthermore, many of them put themselves at risk from overusing the technology or interacting with ill-intentioned people.

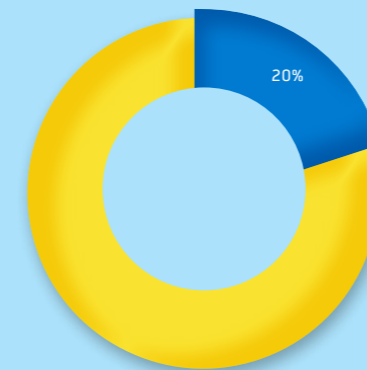
In 2019, 'Child Online Safety' was one of the global agendas. International organizations, government agencies, scholars, and civil societies from around the world have realized that the UN Sustainable Development Goal 16 "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels" is not possible without a safe digital ecosystem.

### Children around the world are at risk.

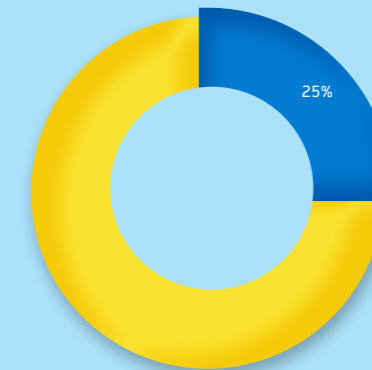
In October 2019, International Telecommunication Union (ITU) and UNESCO launched a report on internet safety. Some of the key findings from this report are: Children and youth are the largest vulnerable group in the online world, **2.2 billion.**

**More than 56% of children** aged 8 - 12 in 29 countries around the globe tend to spend too much time on the internet and have at least one risk in one of these issues:

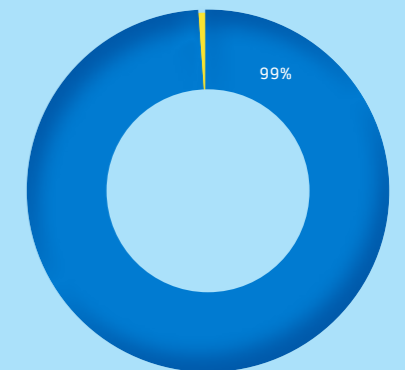
- cyberbullying
- video game addiction
- sexual behaviors
- offline meetings



of children aged 9 - 17 unintentionally get exposed to pornography.



of those reported that they were scared and stressed out as result of online activity.



of 'rules and conditions' of online products are too complicated for children to understand.





Cyberbullying is a new form of bullying that comes with technology. It makes the act easier because anyone can be an attacker. On the other hand, in a cyber world, a victim could be anyone as well. That explains why the internet is a platform for cyberbullying.

For the new generation of children, both attackers and victims are drawn closer to each other, which means more acts of revenge. Moreover, cyberbullying often begins with real-life bullying. What starts with physical bullying can eventually transform into social bullying. The use of technology makes this matter worse and more intense in terms of both actions and frequency. Even though cyberbullying doesn't cause physical harm, it leaves mental pain because cyberbullying has no end.

**Assistant Professor Dr. Thanee Chaiwat**

Director of Chulalongkorn Experimental Economics Center (CEEC), Chulalongkorn University  
Lead Researcher on "Bullying in Secondary and Vocational Schools in Students in Bangkok Metropolitan Area"



Letting children stay with the internet by themselves without proper guidance is actually a form of child's rights violation already. They should be in a safe and healthy environment that fosters their learning capabilities and physical growth as a basic right of a child. But we've let them overuse the internet which puts them at a much higher risk of being exposed to violent online games and pornographic contents. We have received about 100,000 reports of websites with illegal pornographic contents from users all over the world. In Thailand, there have been reports of children sexual abusing younger children because they want to copy what they see from those websites. We see many children using a mobile phone to record and share video clips of misconduct online.

A survey in 2019 on 15,318 children, aged 6-18 years old, about online risk exposures by Internet Foundation for the Development of Thailand and Child Online Protection Action Thailand, or COPAT, found that:

- 31 percent of them were cyberbullied, where 49 percent of victims were in LGBTQ groups
- 40 percent of them did not tell anyone about the incidents.
- 34 percent of them sought revenge or conducted a form of online violence to other internet users.

In fact, pornography has become a bigger concern. We found that 74 percent of the children had browsed through pornographic websites, and 50 percent of them were exposed to child pornography. These are totally illegal. 6 percent of the children possessed and shared child pornographic content to other internet users. 2 percent of them reported that they created such content with their phone and sent it to a stranger.

Our children are facing horrific online violence. And, it's everyone's responsibility to make the internet safe and healthy for all children.

**Dr. Srida Tantha-athipanich**

Director of Internet Foundation for the Development of Thailand and Children and Youth Online Protection  
Sub-Committee Member, Ministry of Social Development and Human Security



**On making the internet a safer place** <sup>[103-2, 103-3]</sup>

dtac realizes that, as one of Thailand's leading telecommunication service provider, we are part of the internet ecosystem and it is our responsibility to make the internet a safer place for children and youth.

That is how our project 'Safe Internet' began in 2015. The goal continues to be providing skills and supporting activities to build digital resilience for children and youth across Thailand. This would allow them to roam the internet safely, properly, and creatively. Building on the work down since 2015, in 2019, dtac worked under three main pillars.



# 1 Knowledge Management in Child Online Safety

dtac had strong confidence in finding knowledge-based solutions. We supported the use of global knowledge and adapted it to Thai culture as well as created new knowledge to understand the roots of problems and current situations in the country.

dtac worked with Chulalongkorn Experimental Economics Center (CEEC), Chulalongkorn University, to conduct a study about bullying in 1,606 secondary and vocational school students in Bangkok. We studied to understand the behaviors of children and youth in secondary schools and vocational schools.

This research, which is the first of its kind in Thailand, revealed that teachers and parents are among the last group of people whom children would reach out to for help. Only 33% of the target group decided to consult with their teachers and parents. However, according to the in-depth interviews conducted during the research, students reported that they needed help from teachers the most when facing bullying at school, but they decided not to do so because teachers were not capable to understand the situation or provide a fair treatment.



Based on this study, dtac continued to look further into this issue by researching about online behaviors among 200 teachers from all over the country. The study showed that

**89%** of teachers believe they have roles and responsibilities to improve their students' online skills and provide digital resilience

**57%** of them are confident in their skills and knowledge enough to teach their students.

**95%** of the teachers stated that they needed more training from experts or more digital tools to support them.

# 2 Awareness and Capacity Building for Children and People Around Them

Based on the research, dtac designed a tool to improve the necessary skills and knowledge for teachers and parents. The tool is available both online and offline.

dtac launched SafeInternetForKid.com (based on Telenor Group's global online platform developed in collaboration with Parent Zone). It is designed for teachers and parents to utilize the materials and content in the platform to increase digital resilience in children. 440 teachers who participated in this training were able to use what they learned in their classes, reaching out to 23,766 students all over the country.

dtac partnered with the Internet Foundation for the Development of Thailand to organize the 'Young Safe Internet Leaders Camp'. The purpose of this activity was to develop 100 young responsible netizens from 20 schools across Thailand. These young netizens returned to their schools and expanded their knowledge and skills in online risks to more than 7,000 students. This activity is supported by the Digital Economy Promotion Agency (depa) and Thai Media Fund.

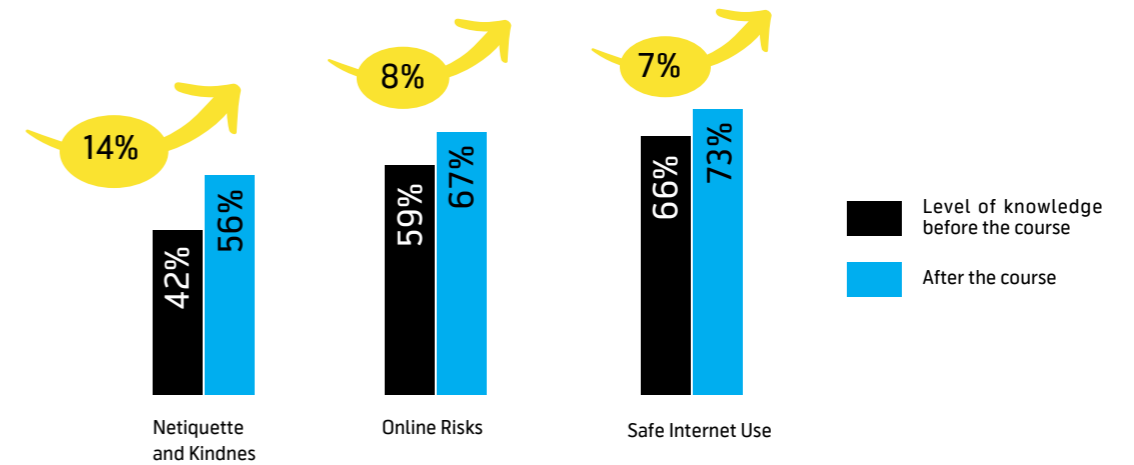


## SafeInternetForKid.com:

training program is just in its beginning and requires continuous work to create a larger impact. However, from an assessment on the use of SafeInternetForKid.com in 247 grade-8 students in 6 schools in Bangkok with CEEC, dtac has seen some impacts.

**6.75%**  
of the students shows a significant increase in knowledge about digital resilience.

The first three issues that SafeInternetForKid.com helps improve the students are:



# 3 Communication and Policy Advocacy

dtac continuously communicates with the public to open a window for society to recognize the importance of internet safety for children and youth. Additionally, our work allows the public to be able to access researches and support the use of knowledge from these researches for academic purpose and driving policy.

In addition to that, dtac raises awareness on cyberbullying on the Stop Cyberbullying Day held annually every third Friday of June. Each year, dtac conducts a campaign to encourage teachers, parents, and society to acknowledge and prevent online risks.

At the international level, dtac collaborated with the Digital Economy Promotion Agency and Telenor Group, along with experts and committees who are in the fields of children and education from ASEAN. Together with all partners, dtac organized an operational meeting called the 'ASEAN Stop Cyberbullying Workshop' to come up with solutions for cyberbullying in this region and stressed three issues: harmonization of legal and regulatory frameworks across ASEAN, interventions and solutions must address the voices of target groups, digital resilience among children should be incorporated as foundational objectives of national curricula.





## Smart Farmer

**dtac strongly promotes the use of technology in smallholder farmers as one strategic approach to reduce inequalities in the country.**

Currently, unequal access to technology is a major challenge in the Thai economic development. As a solution, dtac launched the Smart Farmer initiative since 2008 with a strong support and collaboration with Ruam Duay Chuay Kan Sam Nuek Rak Ban Kerd Foundation, setting out to develop the agricultural sector to become an important foundation to Thailand's economic and social development. Each year, dtac focuses on developing new technology to meet the needs of smallholder farmers and solve their problems, all while helping them build necessary skills for entrepreneurship.



## Connecting farmers to ICT

### 2008

#### News Alert via SMS and \*1599 Call Center Service

Back in 2008, when mobile phones still had a monochrome display, dtac initiated a news alert service via SMS in three news categories: rice, field crops and livestock. Farmers could subscribe to this SMS service for free. dtac also launched a call center line \*1599 for farmers with inquiries where information was provided by Ruam Duay Chuay Kan Sam Nuek Rak Ban Kerd Foundation.

For non-dtac-customer farmers, a call center line 0-2016-5609 was also set up for the same purpose.



### 2016 Onwards

#### Going to Online Marketplace

In collaboration with the Department of Agriculture Extension, Ministry of Agriculture and Cooperatives, dtac offered training course in 'Online Marketing' to young Smart Farmers (18-45 years old). The objective is to ensure that new-generation farmers can utilize internet and social media to strengthen their marketing and sales opportunities.

The course entails more than just setting up an online shop on an e-marketplace, but we train farmers on packaging, pricing, photography to increase product views. To date, we have trained about 125,000 young farmers across Thailand, and on average they could increase revenue by 25 percent after applying these online marketing skills.

### 2013

#### Farmer Info Application

The smartphone era has brought a huge change to the industry and farmers' behaviors in building a community and skills sharing. dtac then worked with Ruam Duay Chuay Kan Sam Nuek Rak Ban Kerd Foundation to develop a mobile application, Farmer Info, as a new channel for farmers to support their farming and income-generating plans with useful information about agriculture in articles, infographics and VDO clips. Farmers who are dtac customers can download and use the application at no cost. Since launched, there are 151,000 users subscribed to this application. In 2019, it was accessed by users about 2,660,000 times.

### 2018

#### Big Data Technology

The rise of big data and machine learning technology has brought the Smart Farmer project to another level when dtac connected the farmers with such technology through the 'Farm Man Yum Service.' Powered by Ricult, an agri-tech startup with expertise in using the big data technology to collect and process weather data from large stations to provide area-specific weather forecasts, developed the service to help smallholder farmers in the Ruam Duay Chuay Kan Sam Nuek Rak Ban Kerd Foundation's network manage their farming more effectively and efficiently. dtac supported with a communication campaign to increase use of the application, reaching out to about 20 million customers.



## From farmer to smart farmer

**dtac holds regular workshops together with the Department of Agricultural Extension, under the Ministry of Agriculture and Cooperatives, to teach smallholder farmers to use the internet to increase sales and income, set up enticing online shops and tap new markets without a middleman.**

The year 2017 saw a significant development when dtac, the Department of Agricultural Extension, and the National Electronics and Computer Technology Center (NECTEC) launched 'Precision Farming IoT,' a pilot project to apply Internet of Things (IoT) technology in the greenhouse management of 30 farms across 23 provinces. The project was aimed at supporting smallholder farmers to access advanced technology to improve their production.

In 2019, dtac and Sal Forest carried out an assessment of the 'Precision Farming' project and found that smallholder farmers expressed good attitudes towards technology and were able to use it to increase yields and income as well as reduce costs. dtac therefore is on a course to transform the project to address more commercial value with the smallholder farmers, which we believe it will promote sustainable development to Thailand.



## Rak Ban Kerd Farmer Awards

Another approach to strengthen the Thai agriculture is to create a network of outstanding farmers to promote knowledge sharing to other smallholder farmers. dtac has thus engaged with Ruam Duay Chuay Kan Sam Nuek Rak Ban Kerd Foundation to drive the 'Sam Nuek Rak Ban Kerd Farmers' (Farmers who are grateful to their hometown) Foundation since 2008.

In 2019, the project highlighted 'safe and responsible farming' with an end-to-end management approach aiming to distribute high-quality fresh produces to consumers. The Rak Ban Kerd Farmer Awards program then sought to promote outstanding farmers who demonstrated the 'Integrated Organic Farming' concept - upholding the four-pillar values (health, ecology, fairness and care) across the value chain from farming and harvesting to processing and product.



## 2019 Smart Farmer Award Winners



### Winner

Mr. Preecha Ngogsimma  
Wanaphan Organic Garden, Khonkaen

Driven by the concept of New Theory Agriculture originated by King Rama IX, he started an organic farming on his 14-rai farmland which became a new agritourism spot combining with a tree bank, an organic farm, etc. His model is proven successful by sustainably benefiting every stakeholder in the value chain - farmer, community and society.



### First Runner Up

Mr. Kosin Suwannapakdi  
Pakdi Farm, Maha Sarakham

Adding value to organic bananas by inventing a design package to be more customer-friendly which helps sustain his community by using local materials in the process.



### Second Runner Up

Mrs. Gluay Duangkam  
Ban Farm Organic, Yasothon

Leading an organic rice producer community in northeastern Thailand by creating a strong network to operate their own export-quality organic rice brand, 'Ban Chiang Peng Rice.'





## Environmental Conservation

As a part of dtac Policy – Sustainability, dtac aims to demonstrate a responsible business practice through its environmental conservation initiatives.

The telecommunications industry is a key player in saving the environment since the industry helps improve efficiency in productions, consumptions, and services by saving resources. Let alone the fact that the industry tries its best to use less energy and reduce greenhouse gas emissions continuously.

However, the critical problem affecting the environment in the telecommunications industry is a large amount of electronic waste (e-waste). The 2019 report by the World Economic Forum estimates that nowadays, our world produced up to 50 million tons of e-waste. Only 20 percent of which is recycled properly. There is also a prediction that before 2050, electronic waste could reach 120 million tons each year.

The e-waste consists of recyclable and toxic components. Irresponsible management and handling not only uselessly waste our resources but also spread toxic that will remain in the land, water, and air.

For Thailand, the e-waste problem is similar to other developing countries; the amount is increasing every year. According to the Pollution Control Department, in 2016, Thailand has hazardous waste from communities up to 606,319 tons, which increased 2.54 percent from 2015. 393,070 tons are waste from electrical appliances and electronic equipment, which is about 65 percent of all amount. And 213,249 tons are from hazardous waste, such as batteries, chemical packages, and spray cans.

In 2019, there was a report about Thailand, which became a huge concern. The report stated that Thailand is becoming the global center of electronic waste. The country imported over 100,000 tons of waste. It was estimated that Thailand now has 400,000 tons of electronic waste, about 200,000-300,000 of which cannot be traced back to its source.

## e-Waste Management

dtac considers e-wastes as a significant issue relating to our core business. The three primary sources of e-wastes in dtac’s operations are: network of base station towers, office buildings, and dtac customers.

To deal with this problem, dtac created a proper procedure in managing e-wastes to reduce adverse effects on the environment effectively. We established a criteria for selecting service providers who would segregate recycle e-wastes. The approach is applied across the entire organization for every department that generates e-wastes. This is to ensure that all e-wastes from dtac will be handled, transported, sorted, and recycled correctly by service providers certified by the Department of Industrial Works.

In addition to focusing on our internal operations, dtac expanded our e-waste program externally through a project called ‘ThinkSmart,’ which began in 2014. With this project, dtac collects e-wastes, including used mobile phones, degenerated batteries, and any unused accessories from dtac customers and recycles them properly, to reduce environmental effects. dtac has installed ThinkSmart boxes at more than 30 dtac halls across the country and some at dtac’s partners. The e-wastes collected are sorted, segregated, recycled or scrapped in environmental-friendly manner. This saves not only our natural resources but also reduces carbon footprint. Recycling a single mobile phone can reduce carbon dioxide emissions up to 12.585 kilocarbon.



In 2019, dtac collected **213,476** pieces of e-wastes

from internal business operations and external customers, and all were recycled by certified recycling service providers. That equals reducing GHG emission to atmosphere for 2,636,428 kilocarbon, based on the estimation from The Stock Exchange of Thailand and the Thailand Greenhouse Gas Management Organization.

## dtac Policy - Environment [102-11, 103-2]

A primary purpose of dtac’s sustainability practice is to ensure that the business operations at dtac adheres environmental conservation practice.

Key practice guided by the policy:

- 1 Assess business operations that may cause environmental risks in a timely manner.
- 2 Develop and implement the Environment Management System (EMS) as a platform to report the company’s action on the environment and use the information to plan and adjust environmental strategies.
- 3 Collaborate with stakeholders internally and externally to expand the results in the environment.
- 4 Reduce energy and water consumption.
- 5 Manage and scrap e-waste efficiently and properly.





## Responsible Network Expansion

With our commitment to provide smooth and zero-downtime telecommunication services for our customers, a primary mission is to keep strengthening the network roll-out and infrastructure.

Building base stations is a task that requires the dtac team to work closely with the locals in the communities. dtac pays a lot of attention in social listening in the communities and uses the feedback to adjust with three principles of collaboration: treat every stakeholder fairly, respect the law, and safety.

## Fair Treatment to All

In 2019, dtac rented land to build around 20,000 base stations in Thailand. The rental rate is varied, depending on the economic value in each location based on the assessment price from the Department of Lands. The landlords were able to negotiate for the price that was fair to them.

dtac provided communication channels, such as dtac call center 1678, email, and meetings, for the landowners and stakeholders to reach out to the Site Management team directly in case they had questions or would like to discuss any concern or issues.

## Compliance to Laws and Regulations

dtac adheres to the Land Registration Act 2522 B.E. (1979), the Office of the National Broadcasting and Telecommunications Commission BTS Guideline, and local rules and requirements applicable in each location. The Legal Department examines all contracts made with the landowners to ensure compliance to those laws and regulations.



## Safety

Besides examining construction and maintenance of the base stations regularly, dtac also has an Electromagnetic Field (EMF) Working Team to work with our vendors and partners who construct these base stations to create awareness amongst stakeholders about the safety of electromagnetic fields, which is a concern among some communities.

## Base Station Towers Installation Procedure

Based on the Land Registration Act B.E. 2522 (1979) and NBTC guideline, dtac has set up a Base Station Tower Installation Procedure to ensure compliance to laws and regulations as well as safety to the communities.

1. Examine and locate an area to install a base station
2. Contact a landowner or a legally authorized representative
3. Inform a community to understand the safety and other relating issues about installing a base station which the community might be interested in
4. Request a permission to install from a local government office and a permission to use the base station from NBTC
5. Start an operation by choosing a construction company and building contractor by strictly following the rules to guarantee that the installation will be done according to engineering and safety standards
6. Start using the base station
7. Monitor and maintain by a team of experts who are certified by height work permission to ensure the safety and the efficiency of the base station





# Customers

## dtac strengthens a customer-centric business approach, striving towards more satisfaction, fairness and sustainability.

dtac customers are our most important stakeholder group. We want to make sure that they are satisfied and have the best experience from our services. Customer feedback therefore helps us develop new solutions, decide where to invest and plan durable developments to bring value to customers and business operations.

In 2019, dtac strengthened our customer-centric approach and cascaded the practice throughout the Company. This allows us to work proactively on issues that customers may not be their significant concern, but we know that it affects their basic rights and well-being.

dtac made concrete efforts to understand the true needs of customers by conducting research, surveys and other engagement channels. We also set up a specialized team to turn every complaint from customers into an opportunity for improvement.

### Key engagement channels

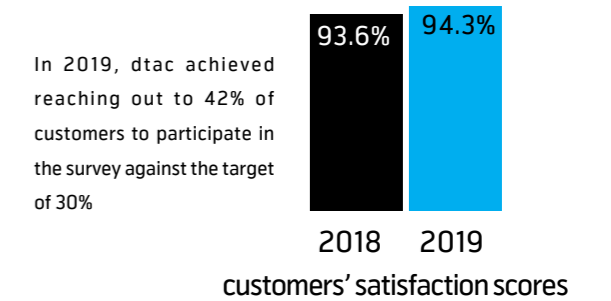


### Network Net Promoter Score (Network NPS)

To capture customers' painpoints and experience on dtac's services in each customer segment. The results went to a war room dedicated to translating the scores and the complaints into network improvements.



### Customer Satisfaction Score (CSAT)

To survey customers' satisfaction towards services at dtac halls, dtac centers and dtac call center 1678.



### Customers' Concerns and Expectations

After actively engaging with customers through various channels, dtac could identify the most important concerns from the customers over telecommunication are:

-  Billing
-  Mobile Voice and Data Service Quality



## Billing

dtac inspected the root cause of billing complaints and overhauled the system to create transparency and fairness for customers.

Customer experience surveys by dtac found an important problem that led to customers' dissatisfaction with dtac's services: "bill shock." This is in fact a common and lingering problem for telecommunications operators in Thailand. The number of complaints received by the Telecommunications Consumer Protection Bureau suggest that billing has been one of the top problems for many years.

### Improving the Billing System

#### 1) Third-Party Content Service Provider Control Improvement

dtac found that the main reason for the billing complaints came from additional charges from third-party content service providers, such as those providing daily news via SMS. Either customers may have subscribed to those services unintentionally, or these service providers did not transparently seek sufficient consent from them.

Such a business approach was not fair for customers. Therefore, we improved collaboration and control measures with these third-party content service providers. dtac even introduced a fining system for providers if further customer complaints regarding them were received.

Third party content is a major source of revenue for telecommunication operators. Nonetheless, dtac decided to strictly control this part of business process for the benefit of our customers.

#### 2) Usage and Billing System Improvement

Another major cause of customers' complaints about billing came from excessive voice or data usage that exceeded the service package customers subscribe to. dtac leveraged the machine learning technology to examine customers' usage and alert the system if significant excess usage was detected. dtac then immediately contacts customers to inform them of the additional usage and recommend changing to a suitable package that serves the customer's needs better.

In addition, dtac examined and improved steps and the billing system to avoid miscalculations. We also provided training to employees involved in this business operations part.

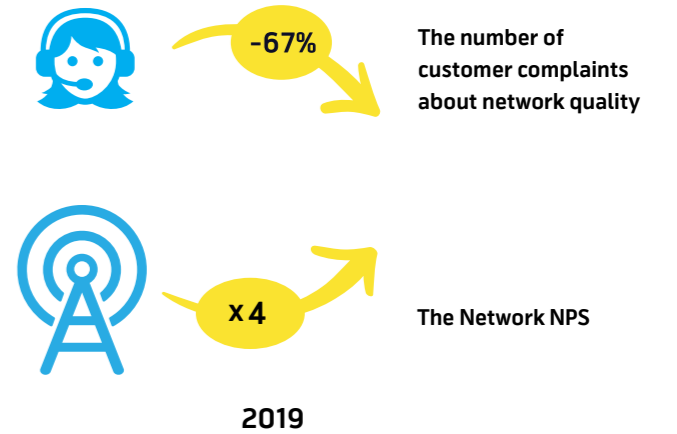
With these efforts, the number of complaints about the billing issues decreased by 15 percent in 2019.

## Mobile Voice and Data Service Quality

dtac never stops improving the quality and coverage of cell networks to achieve maximum customer satisfaction.

Customer satisfaction surveys indicate that network experience remains one of the most important priorities for customers.

dtac expanded the network of base stations faster than ever. Moreover, dtac elevated the telephone exchange systems and network capacity with the Virtualized Core Network (VCN) technology, switching from telephone exchange loaded with hardware to virtual ones. This not only results in a more efficient management, but also supports innovations and new technologies, especially those relying on speed and precision for big data transfers, which goes well with the consumers' fast-changing data consumption behaviors these days.

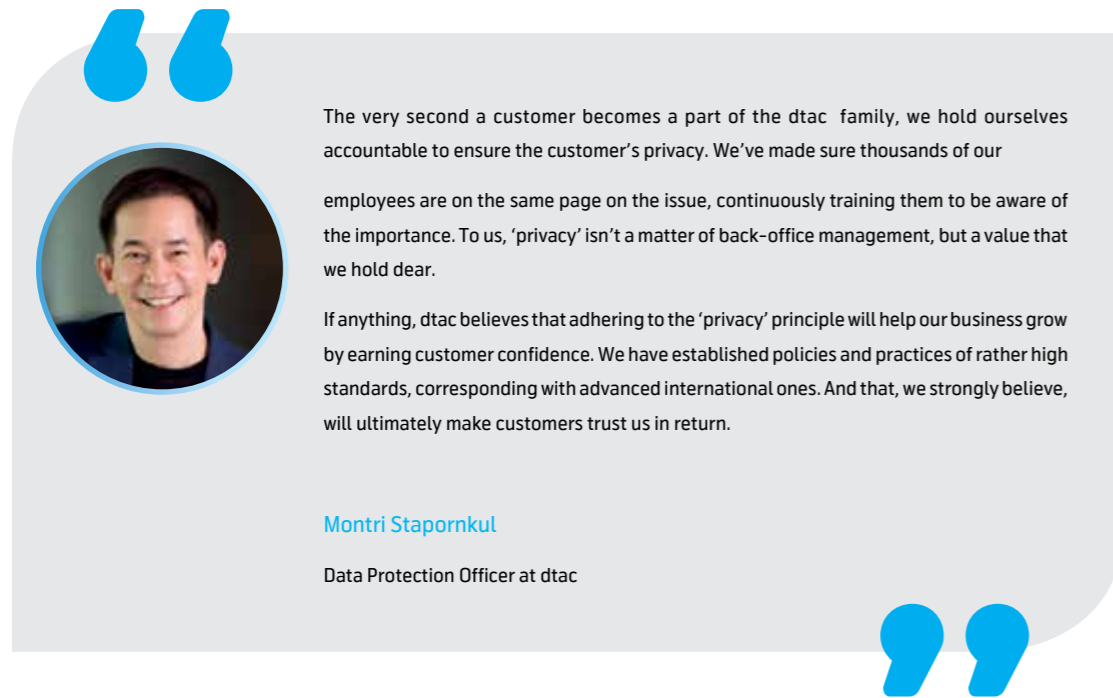





## Customer Personal Data Protection <sup>[103-1, 103-2]</sup>

dtac considers customers' personal data protection a critical responsibility.

The heart of the internet and digital world is connecting and sharing. It is thus undeniable that the more customers connect and share, the more potential, benefits and value of the digital world will multiply. Data then becomes vulnerable and is widely used in both private and public sectors for various purposes.

The very second a customer becomes a part of the dtac family, we hold ourselves accountable to ensure the customer's privacy. We've made sure thousands of our employees are on the same page on the issue, continuously training them to be aware of the importance. To us, 'privacy' isn't a matter of back-office management, but a value that we hold dear.

If anything, dtac believes that adhering to the 'privacy' principle will help our business grow by earning customer confidence. We have established policies and practices of rather high standards, corresponding with advanced international ones. And that, we strongly believe, will ultimately make customers trust us in return.

**Montri Stapornkul**  
Data Protection Officer at dtac

dtac takes customers' personal data very seriously in our business, seeking to ensure quality services and confidence in privacy at the same time. dtac considers the issue to be critical and likely to affect trust and basic rights of customers. Therefore, dtac is committed to execute the data protection guideline that is in line with international standards.

### Adhering to International Standards

Since 2018, dtac improved customers' personal data protection standards to conform to international laws, namely the General Data Protection Regulation (GDPR). One prominent point of the GDPR is that it maintains a balance between promoting the digital economy and upholding basic human rights principles, making it the world's most advanced privacy law. It is also expected to set standards for personal data protection laws.

### Complying with Thai Laws

Although the Personal Data Protection Act B.E. 2562 (2019) will not come into a full enforcement until May 2020, dtac's standards and practices in customers' personal data protection already reflects the requirements of the law. In fact, since the law outlines several principles, rights and duties much like those in the GDPR, dtac's personal data protection standards, which were improved in 2018, already align with it.

The law stipulates that dtac may only disclose customers' data in cases where it is done to protect dtac customers or other individuals from damages or harm, or when dtac is asked to cooperate by court warrants, court orders, regulations, or other legislations to disclose customers' personal data to law enforcement officers, courts or other authorities.

### Being Upfront with Customers

dtac issued the dtac Policy - Privacy to ensure protection of customers' personal data and maintain compliance to laws and standards. The 'Customers' Personal Data Protection Unit' is established to enforce the policy, educate employees, monitor risks and assess impacts as well as improve customers' personal data protection processes to always stay relevant to the current situation and emerging risks.



### Establishing Work Standards and Educating People

dtac has taken steps to equip our employees with knowledge and skills of the personal data protection policies and practices. Because our employees have the most likelihood to access customers' personal data, every employee is required to sign a customer data protection agreement, as dictated by dtac's governance policy. We also group employees who have access to customers' personal data and provide special training on skills and awareness.



dtac held customers' personal data protection workshops for more than **1,000 employees** who might have an access to personal data of customers

To ramp up our capacity to take care of customers in 2019, dtac held customers' personal data protection workshops for more than 1,000 employees. In 2019, there were four inquiries from customers to dtac regarding risks of personal data misuse. There were no substantiated inquiries or complaints from suppliers and regulators. <sup>[103-3, 418-1]</sup>

### dtac Code of Customers' Personal Data Protection, September 2019

- Customers' charging data records, and voice and data usage records, are digitized and encrypted as a protective measure.
- The storage room for paper documents is designated as restricted area in which only accessible to relevant officers, to ensure that all documents are safe and secure.
- Only two operation officers are given a passcode required to access confidential data.
- dtac employs a personal data protection officer whose job is to ensure that data processing that involves customers' data complies with the Privacy Policy and relevant laws and regulations.
- dtac has prepared suitable technical and corporate security measures to protect customers' personal data from unauthorized access, storage, usage, disclosure, repetition, change and destruction. A team of security specialists will regularly check the security systems and practices. For example, the data protection measures forbid call center staff to bring flash drives or mobile phones into the operating room.
- dtac may use customers' personal data to improve its services to better suit the needs of different groups of customers, in order to offer richer experiences or create new services to support targeted groups.
- dtac may share and disclose customers' personal data to the subsidiary companies to process when necessary, in order to allow other service providers to support or extend their service areas, which will allow dtac to serve the customers better - but will do so only after customers have given consent for sharing their personal data.





# Suppliers [103-1, 103-2]

dtac implements a strong sustainable supply chain management practice to ensure that all suppliers provide best products and services while maintaining a high work standard and responsible business in their own operations.

Telecommunication is an industry that entails a highly comprehensive supply chain. Every part of the chain from the beginning to the end contributes to the mobile users' satisfaction. All suppliers, regardless of their sizes and types of businesses, have a significant role in strengthening dtac's business operations to bring best services to customers as well as to help dtac achieve the 'Empower Societies' vision.



Any suppliers' circumstance or activity that is vulnerable to violations of social and environmental compliance may put their business at risks, affecting dtac's business operations negatively. dtac therefore believes that it is our commitment to the suppliers to go beyond regular business transactions and raise working standards together to establish a firm foundation of good working conditions, human rights and environmental practice in the telecommunication industry.

dtac believes that sustainable supply chain management practice does not only bring growth to business and the society as a whole, but also raises standards and competitiveness of the suppliers themselves.

In 2019, dtac had **893 suppliers** which made the total billing value of **THB 26.8 billion**, creating more than **74,000 jobs**.





### How working with dtac has raised Ericsson's work standards?

Sustainability and corporate responsibility are integrated into Ericsson's business and the company's commitment to the triple bottom line of responsible environmental performance and social and economic development.

Conducting business responsibly is a cornerstone of the Company's strategy and culture. The Company's declared vision and purpose, 'Empowering an intelligent, sustainable and connected world', embodies the breadth of what Ericsson aims to do and how to contribute to the sustainable development agenda outlined in the UN's Sustainable Development Goals (SDGs).

As such, we work closely with dtac to ensure we are aligned with their Supplier Conduct Principles, and we continue to collaborate with them in the area of Sustainability and Corporate Responsibility. In particular, we work closely together on the responsible management of our Supply Chain and share the same belief that the sustainable management of supply chains is of growing importance to our stakeholders, including customers and investors.

Respect for human rights, fair and safe working conditions, and ethically and environmentally sound business practices are core to our business. This is likewise mirrored in dtac's Agreement of Responsible Business Conduct (ABC), which makes sure that suppliers' business operations meet their standards, especially in the areas of human rights, anti-corruption efforts, and the environment.

Nadine Allen

Country Manager, Ericsson (Thailand) Ltd.

### The main goal is 'Zero Incident' in the supply chain.

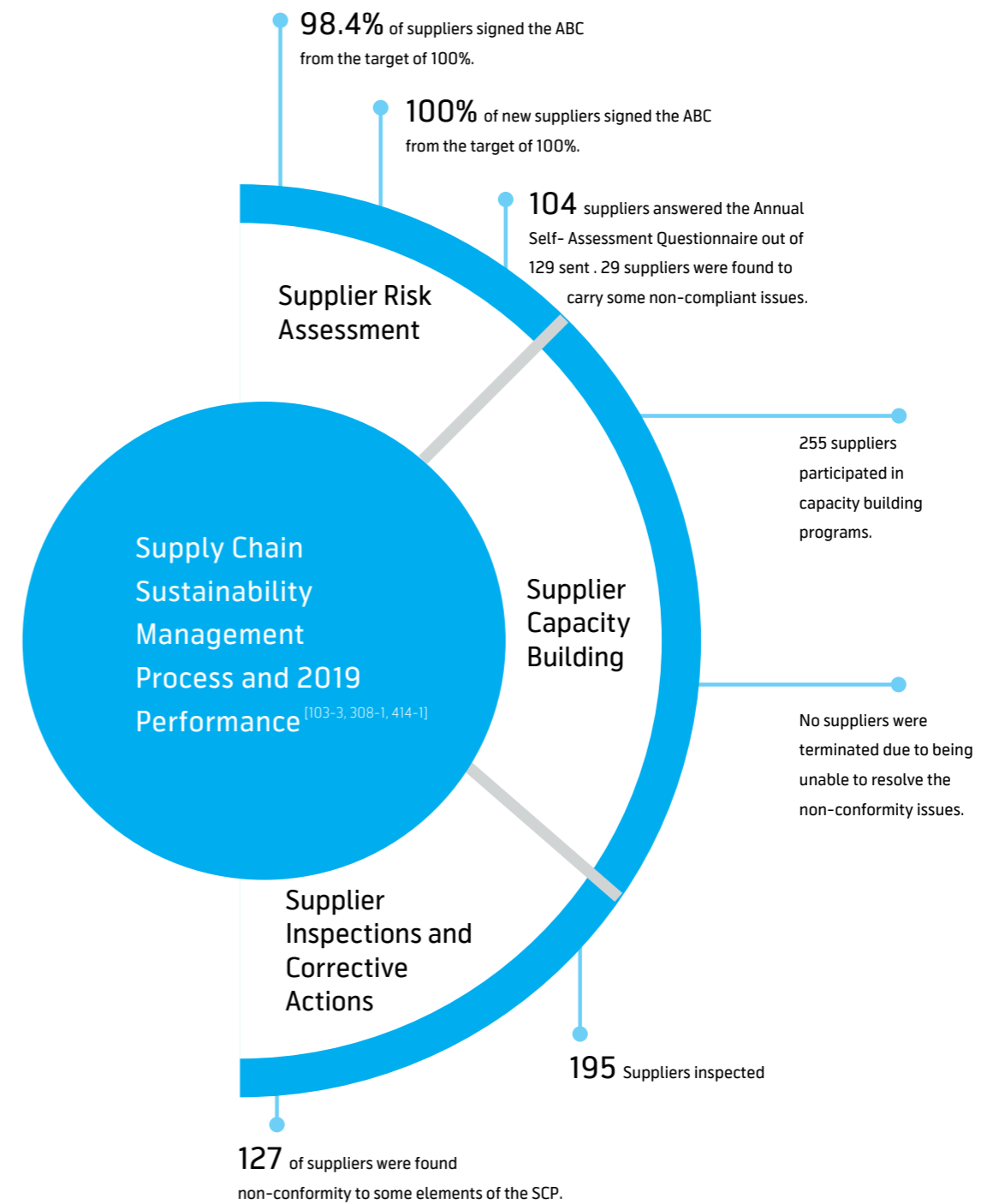
dtac has a supply chain sustainability manual, under the dtac policy – sustainability, which provides working guidelines to achieve the 'zero incident' goal. dtac has set expectations to achieve no violations or non-compliance with applicable local and international laws and work standards in the supply chain. The manual ensures the following practice in the supply chain management operations.

- Fair treatment to all suppliers.
- Effective inspections on suppliers' practice in social and environmental compliance on a regular basis.
- Raising social and environmental standards and practice to suppliers' business operations.



dtac has an in-house 'Supply Chain Sustainability Management Team' to ensure that the suppliers comply with the 'Supplier Conduct Principles (SCP)', since 2008. The SCP follows global standards and is updated to ensure that it stays relevant to local and international concerns about human rights, environmental conservation and responsible business practices.

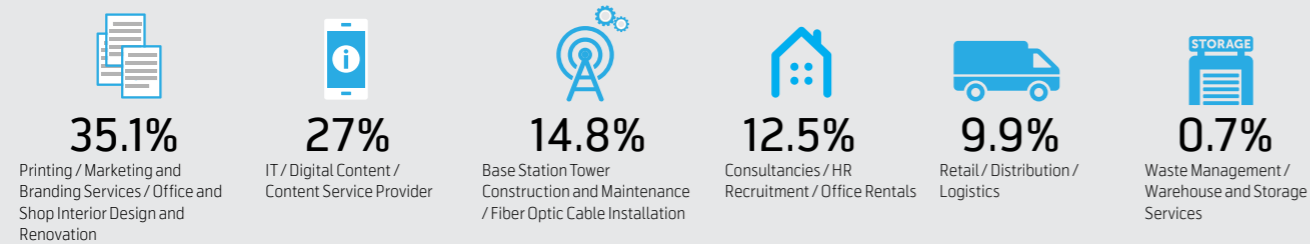
dtac's supply chain sustainability management includes risk assessment at the supplier selection process to the SCP enforcement and Corrective Action Request (CAR) issuance till effective closure when non-conformity issues are found.





## Supplier Risk Assessment <sup>[414-2]</sup>

dtac assesses suppliers' risks that are relevant to social and environmental compliance in the supply chain by categorizing the suppliers into six groups based on their service types. The most significant group is 'Base Station Construction and Maintenance / Fiber Optic Cable Installation' service providers, accounting for 80 percent of the total billing value in 2019, due to its highest tendency of risk exposures.



Suppliers by Service Types	Social Risks							Environmental Risks		
	Applicable laws construction laws compliance	Applicable labor laws compliance	Human rights	Work conditions	Applicable industrial factory laws compliance	Health and safety	Data privacy and confidentiality	Waste management	General and hazardous waste management	Environmental impact assessment
Base Station Tower Construction and Maintenance / Fiber Optic Cable Installation	●	●	●	●		●		●		
Printing / Marketing and Branding Services / Office and Shop Interior Design and Renovation	●	●		●	●	●	●		●	●
Retail / Distribution / Logistics		●				●				●
IT / Digital Content / Content Service Provider		●					●			
Consultancies / HR Recruitment / Office Rentals		●				●				
Waste Management / Warehouse and Storage Services		●				●		●		●

Prior to becoming a supplier at dtac, the supplier will be assessed on their governance, social and environmental risks using a risk assessment template called Business Partner Compliance Risk Management. Once approved, the supplier will sign the Agreement of Responsible Business Conduct (ABC) to confirm their compliance to the SCP.

For current suppliers, dtac administrates a self-assessment tool, Self-Assessment Questionnaire (SAQ), in the first quarter of every year to identify social and environmental risks that the suppliers may be vulnerable to, and to group them based on their chances of risk exposures.



### SCP Training Program

Arranged for suppliers who wish to enhance and update their knowledge and skills in implementing the SCP as well as to provide feedback and suggestions for dtac to improve supplier engagements.



### On-Site Safety Briefings and Post-Assessment

A post-inspection training that provides specific information and skills related to the business or activity types. For example, an on-site training after an inspection at a base station towers focuses on Personal Protective Equipment (PPE).

### Capacity Building Program

The purpose of the Capacity Building Program is to provide awareness, training and resource support to suppliers to help them raise standards locally in accordance to international best practice as required by the SCP. The program includes a wide range of activities such as:



### Quarterly Sharing with Suppliers in the 'BTS Construction and Maintenance' Group

To review and update safety procedures and issues in enforcing the use of PPE among suppliers' employees and contractors as well as to share suggestions to enhance cooperation between dtac and suppliers.

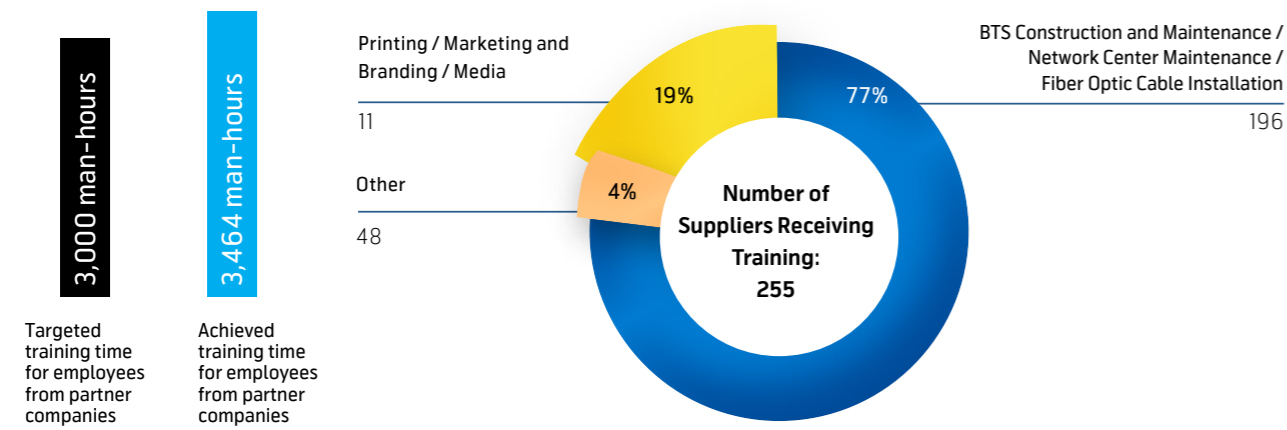


### 'People First' Online Course

A global online course that is designed for suppliers to cascade to their employees and their subcontractors to learn about health, safety and environment at work.



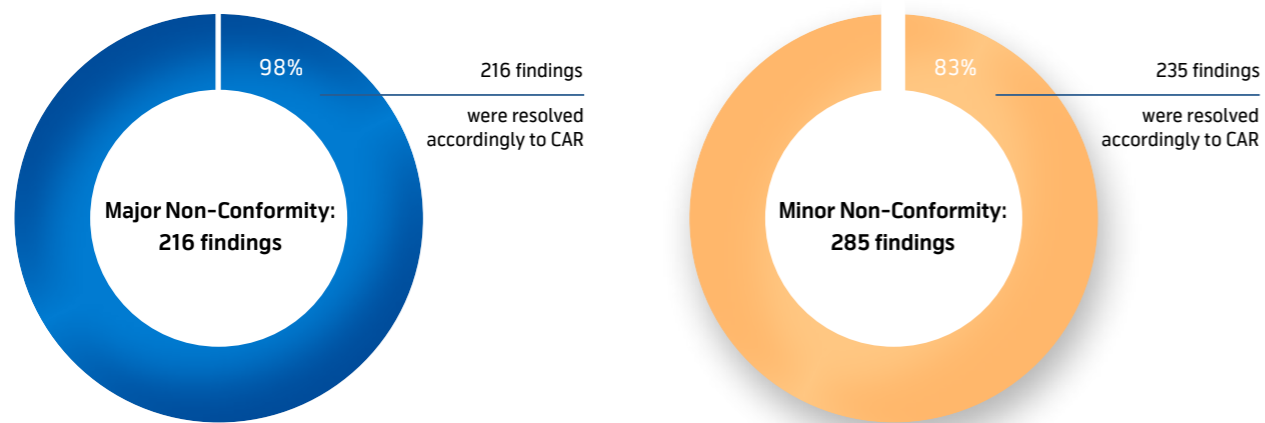
In 2019, dtac provided a capacity building to suppliers of 3,464 man-hours, exceeding the target of 3,000 man-hours.



### Suppliers Inspection and Corrective Actions

dtac selects suppliers for inspections based on risk assessments and past records or pending issues of non-compliance to the SCP. If any non-conformity findings are found a Corrective Action Request (CAR) is issued to the suppliers and followed up systematically until effective closure.

In 2019, dtac set a target to conduct 850 supplier inspections. We completed 882 inspections, where 784 inspection visits were unannounced. The findings of non-conformity and progress are below.



- 216 findings in:
- 1) Base Station Tower Construction and Maintenance / Fiber Optic Cable Installation
  - 2) Printing / Marketing and Branding / Office Interior Design and Renovation







## dtac People

**At dtac, employees are the most important component in driving the organization towards sustainable growth.**

In the digital transformation era, dtac emphasizes on building workforce to cope with the technology disruption and to promote innovations that matter to customers and society.

In 2019, dtac ran several capacity building programs ranging from leadership training to advanced digital technology classes. In addition, dtac strengthened employees' core values and tried out new ways of working to be more agile and customer-centric.

At the baseline, dtac adheres to applicable international and local laws and standards in labor and human rights while promoting a diverse and equal culture at work. At the same time, dtac ensures high-quality measures and initiatives in occupational health, safety, security and workplace environment to promote work productivity.





### Changes make us better

Over the past year, dtac has changed the way we think about work, reinforcing the focus on customers' satisfaction. This has affected our customer-front service approach. The service I'm responsible for has adopted a one-stop service approach. Previously, we were divided into sales and customer service teams, and our jobs were separated to an extent. But after the change, everyone has to be able to do everything, the same as everyone else. Many might feel like that's nothing special, but in fact it was a major change. Everyone had to relearn and upskill. Someone who used to only take care of customers and know nothing about sales now has to

adopt the skills. But the results are worth it. When customers visit and one employee can handle everything from start to finish, they're happy. As someone who has been working on the customer-front role all this time, I see this as something very beneficial to my professional growth.

The changes over the past year have made us better. The Company is to be thanked for this, as they have kept us updated on the new directions and strategies all along and have consistently prepared us the transition with training and such. More importantly, I just had the fifth anniversary at dtac, and I'm now seeing the bigger picture of my career path and movements, unlike before when I only focused on my individual sales targets. Now I work with my team members and make sure that we, as a team, are a strong part of the Company's journey to reach corporate targets. That's a new way of working. All this helps me to improve myself to be better from before. It gets me out of my comfort zone, giving me opportunities to learn from other and try something different.

### Opportunities, self-improvement, and career advancements

I'm 27 years old, I can't yet say that I'm successful in life. But if comparing my age with my career ambition, I'd say I'm professionally successful.

One good thing about this Company is that it motivates us to improve ourselves consistently. Most recently, there's the PromptGROW platform where we can design our career growth and learning plan by ourselves. I think this is exactly just what we need.

I've been working here for five years, and there are always opportunities in sight. My manager is always supportive and encouraging me to pursue career opportunities that come across my way. And when there are opportunities and advancements available, the company will constantly alert me that there are vacancies I can fill if I'm interested.

To be honest, everyone in our generation cannot stop learning new things. Even if I didn't work at dtac or work in the telecommunication industry today, I'd still need to be learning new things. The truth is you need to keep up with the changing world. And, it's always helpful to work in an organization that prepares us for the changes.

Watchanun Chootheun

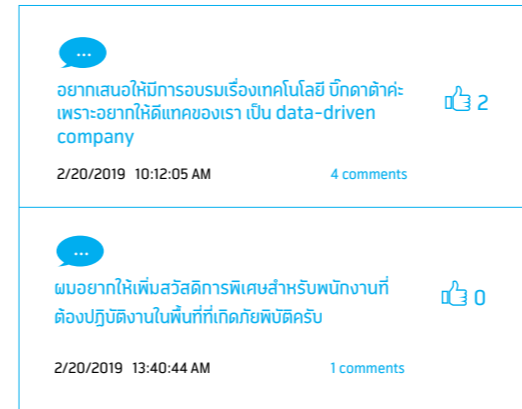
Supervisor at dtac hall, Central Rama 3 Branch



While keeping employees well-informed about work-related issues, business trends, benefits, welfare, health and safety, etc. to ensure productivity and good work-life balance is a baseline objective for employee engagement, dtac also administers other communication channels to capture their concerns and expectations. And, we need to do this with a strong respect in diversity and equality as specified in the dtac Policy – People and dtac Code of Conduct.

### Open Talk

OpenTalk is one of the communication channels designed to promote participation and open communication between employees and dtac as the employer.



OpenTalk Launched in late 2018, it is an internal online platform for dtac employees to communicate directly to executives anonymously. It has become the most used channel by employees to communicate directly to executives and policy owners. In 2019, there were more than **1,000 inquiries** and comments posted by employees.



Open Talk has reflected number of employees' interests, concerns and expectations. dtac has learned that dtac people long for a non-discriminatory work environment where they are equally treated – receiving and enjoying support resources, welfare and benefits they are eligible for and having an equal access to career advancement opportunities. In 2019, dtac therefore developed PromptGROW and strengthened capacity building programs to cater the equal-opportunity and open work climate to dtac people.

### PromptGROW

PromptGROW is an online platform designed as a starting point for employees to perform self-check and design a career plan with a wide range of tools, supports and information useful to make the career growth journey robust and achievable.

- Know Yourself

A guide to perform self-reflection to understand strengths and weaknesses with world-class self-assessment tools like StrengthFinder, PsyTech and MBIT.

- Find Destination

A guide to explore ambition in career advancement, learn about a job matrix and identify skills gaps where employees can seek supports from HR Partners to design a career plan.

- Develop Yourself

Provide a tool to help employees understand their competencies required to achieve their career goals and choose capacity building program options from the database that best fit with their schedule and interests. Work and life coaching services are also available to help employees go through the journey.

- Find Opportunities

A large internal database of job vacancies and guidelines on internal recruitment, inter-department movements and non-discriminatory practice.



Since launched in September 2019, 'Browse Jobs' was the most visited feature. There were about 30 Work Coach service sessions booked by employees.



## 40-Hr Challenge

dtac kicked off the 40-Hr Challenge program in 2018 aiming at upskilling employees to compete in the fast-paced changing telecommunication and digital technology industry. Employees can do the learning through 'PLearn', a mobile application developed to provide useful information about work and capacity building resources to employees internally. In 2019, dtac set a target for each employee to complete the learning for 40 hours at the minimum. Employees could choose online course that were beneficial to their career goals from dtac LMS, Telenor Campus, Coursera, LinkedIn Learning and SkillLane.

### 40-Hr Challenge :

**3,948**

Number of employees participating the 40-Hr Challenge

**243,394 hours**

Number of total learning hours by employees

**61 hours  
39 minutes**

Average number of learning hours per an employee



## Performance Evaluation

An effective, non-discriminatory employee performance evaluation is one of the practices under dtac People Policy. Every year dtac targets 100 percent of eligible employees (those who are recruited prior 2 October) to receive a performance evaluation and career advancement review with their line managers.

dtac has shifted the process from using traditional revenue-relating KPIs to Strength-Based performance evaluation. We believe that this approach allows more rooms for employees to design their career advancement plan that truly meets with their goals and personal interests. It focuses on increasing engagement and self-motivation among employees, who are more inclined to work in collaborative projects and cross-functional nature. The new approach creates flexibility in the evaluation format, evaluators, and the time period during which the evaluation takes place. Each employee will receive evaluations and feedback both from their manager and their colleagues across other departments all year long, not twice a year like previously.

Most importantly, the way it values individual strengths and goals that are different in each employee reflects fair and non-discriminatory practice in the evaluation for career advancement and reward management.

### Strengths-Based Performance Evaluation to Increase Potential:

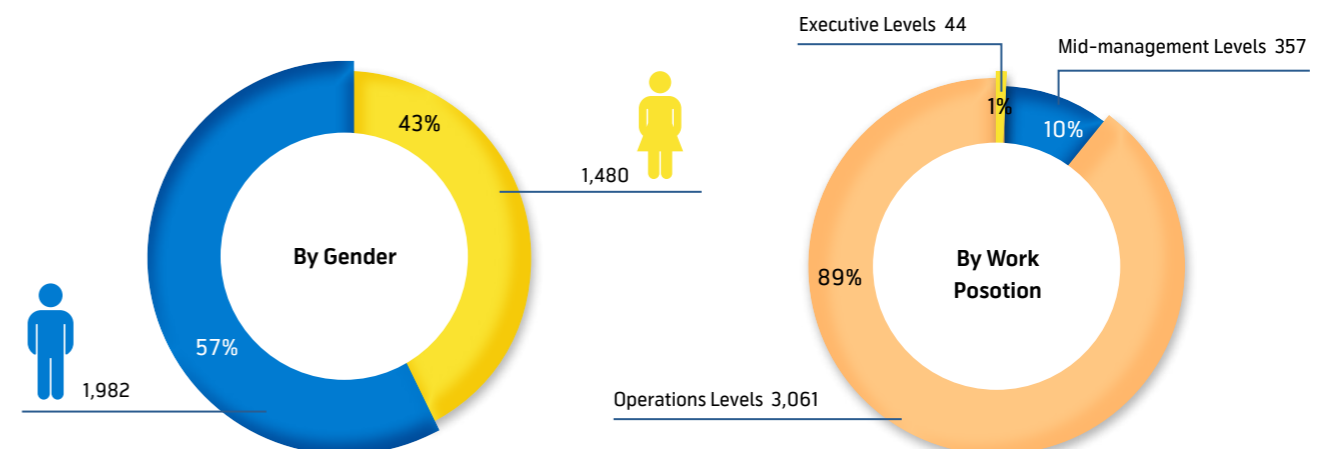
Focus on employees' abilities, rather than ranking them

Encourage prompt and regular discussions and coaching between line managers and team members

Receive 360-degree feedback from everyone, not just from the line managers

Prioritize employees' career advancement goals rather than the past performance

Number of employees receiving performance evaluations and career advancement reviews in 2019:





## Employee Engagement Survey



dtac relies on the Employee Engagement Survey (EES) as a tool to measure effectiveness of the initiatives and efforts to improve employee engagements. The EES is a voluntary and anonymous online survey that is conducted on a yearly basis. The results and feedback collected from the survey will be analyzed and translated into initiatives and plans to increase growth to dtac people and the Company.

To maintain participation and engagement with employees, dtac will circulate the results to every employee via appropriate channels. Line managers will be empowered to provide results to employees and create a dialogue on engagement and enablement improvement at the operations levels. Feedbacks from the dialogues will be escalated to the executive level and will be used to strengthen corporate plans and actions.

The survey scores are analyzed to create the 'Employee Effectiveness Profile' which illustrates employees' engagement and enablement into four categories.

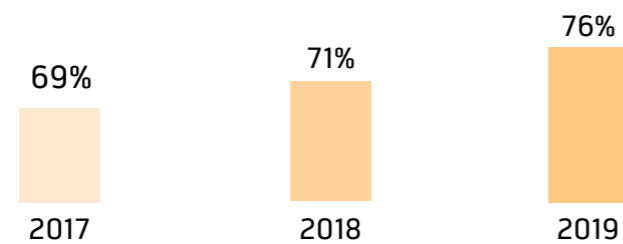
**Most Effective** Employees with high commitment to the Company and high capability to create productivity

**Detached Employees** with high capability to create productivity but low commitment to the Company

**Frustrated Employees** with high commitment to the Company but low capability to create productivity

**Least Effective Employees** with low commitment to the Company and low capability to create productivity

### 2017-2019 Effectiveness Index: Most Effective Category



## dtac Policy – People

dtac has developed People Policy by applying the International Labour Organization's Eight Fundamental Conventions on the following practices:



dtac shall not employ or contract child labor neither in permanent nor fixed-term positions.



dtac opposes the use of forced or compulsory labor including, but not limited to, exchange of labor for payment of debt. Any employee shall be free to leave employment after giving reasonable notice.



dtac shall not discriminate against employee representatives in the dtac People Council that is established in accordance with national law and regulations.



dtac shall make sure that working hours are not excessive and that the employee gets adequate time for recovery. Working hours shall be compliant with applicable local laws and regulations.



dtac respects the right to freedom of association and the right collective bargaining. dtac allows its employees to freely elect representatives to advocate employee matters and carry out their functions.





## Regulators and Government Agencies

dtac works proactively with regulators in promoting governance and fair competition within the telecommunication industry. In addition, the Company also has co-projects in bridging the digital divide and promoting Thailand 4.0 vision in hopes of gaining optimal benefit from the industry.

Regulators and government agencies play an integral role in making policies, issuing rules and regulations and providing a business guidance in order to promote accountability, transparency, fairness, leading to optimal benefit to customers, professionals, industry and society as a whole.

Apart from strict regulatory compliance, dtac also participates in governmental decision-making through public hearing forums and being a member of specialist committees. dtac is widely recognized for its prominence in adherence of international best practice in various issues related to the development of telecommunication industry in the international stage, such as spectrum roadmap, spectrum auction rules and behavioral economic policies.

### Concerns and Expectations from Regulators and Government Agencies

dtac believes that the professional cooperation with the regulators and government agencies will bring growth and value to the economy, consumers and the industry itself in terms of investment planning, review and evaluation for the past year. In 2019, dtac proactively engaged with regulators and government agencies, covering a number of important issues, such as:



5G development



digital inclusion



good governance for transparency and anti-corruption



## Development for Sustainable 5G

dtac adopts a proactive approach in cooperation with the regulator in order to drive transparency and fairness to take place in telecommunication industry, including developing the ecosystem for sustainable 5G.

5G technology is the key to fostering Thailand's economic competence and create innovation for the future, such as driverless vehicles, smart factory, smart healthcare. Therefore, public sector around the world expects that 5G technology to take place in their countries in a fast pace. However, 5G development is complicated and highly uncertain as 5G technology itself requires public and private partnership in creating ecosystem of 5G technology.

For Thailand, the government sets a clear vision, aiming to make 5G happen in the first group of ASEAN members. Spectrum allocation for 5G will be done by 2020, which draws a lot of attention from private sector, academics and civil society domestically and internationally.



5G technology has a huge potential to develop country in a better place. The rest of the world is excited about the emergence of advanced technology. However, no one has any experience with 5G technology before. Policymaking is the foundation to outline how country can reap the benefits and strengthen the country's stability in technological space.

On the one hand, the government must work collaboratively with private sector, designing policies and creating the business environment that encourage their investment and make financial sense. On the other hand, private sector, especially mobile operators, have made their clear stances, calling on a slight reduction of reserve prices of spectrum. Minimizing barrier to investment does make sense.

The heart of designing 5G ecosystem is how to make innovation truly happen and connect the dots among those young bloods who have a great idea about 5G. In addition, public choice is also another point to be considered, enabling operators to invest precisely. Academics, research institutes even startups should bravely jump on the bandwagon, exploring to do something new. I think this is what the government and the NBTC as a regulator should highlight.

**Supot Tiarawut**

Chief Transformation Officer of the CU Transformation Project and Technology and Telecommunication Expert

*Credit : www.the101.world*

## dtac's 5G Vision: Fair Competition and Ecosystem for Sustainable 5G

dtac puts massive efforts in 5G technology development. The partnership with Telenor Group is also formed, bringing the global know-how and expertise to apply in Thailand. dtac believes that the proposal and guidance on 5G development will accelerate 5G use cases in Thailand rapidly and sustainably.

dtac strongly believe that transparency and fair competition will enhance the industry as a whole and customers will get optimal benefits.

## Digital Divide and Thailand 4.0 Vision

dtac is committed to never stop empowering societies through the NetArsa project aimed at promoting the internet access across the nation and unlocking a full potential of internet. This is to ensure that technology can reduce social inequalities, a key to achieve the Thailand 4.0 vision.

Amid the increasing economic and social inequality that spreads across the globe, digital technology is a hope to combat the rising inequality problems. However, the complexity and advancement of technology itself may worsen circumstances, particularly the equal access to technology for all as a basic right of citizen.

Previously, the concerns related to digital divide focused on the gap between the connected and the unconnected. But the context of the digital divide has now shifted to the ability of citizens to tap the untapped potential of internet or digital literacy, a set of basic skills required for working with digital media, information processing and retrieval.



A major problem of the digital world and internet is not the access to technology, but the effective and appropriate use of technology.

**Akkanat Wantanasombat**  
 Researcher at Mekong Studies Center The Institute of Asian Studies Chulalongkorn University

*Credit : www.thailand.fnst.org*



## dtac NetArsa: Bridging the Digital Divide

The NetArsa project was established in 2014 with the first intention to introduce digital literacy to the public, reaping the full benefit from digital technology, which will ultimately result in the reduction of digital divide.

The project aims to provide basic digital literacy to people in grassroots communities across the nation on and utilize the skills to generate incomes and increase quality of life. NetArsa team travels and teaches them from basic digital knowledge to the introduction to digital sales channel, photo editing program, content marketing and business plan for their local products.



In 2019, NetArsa project reached to more than **340,000** individuals in local communities,

and they could generate about **THB 10,000** monthly earnings for their households.



## Good Governance <sup>[103-1, 103-2]</sup>

dtac adheres the principle of corporate governance for listed companies established by the Securities and Exchange Commission of Thailand and the Stock Exchange of Thailand, which has been reviewed and amended in compliance with the ASEAN Scorecard.

dtac has issued and enforced policies, strategies and principles of corporate governance through the organization's management committee structure which consists Board of Directors, Subcommittees, Internal and management audits. Chief Executive Officer is appointed as a leader to evaluate the process on policy implementation and regulatory documents in all levels. CEO is required to report to the Board of Directors at least once a year.

### dtac Code of Conduct

dtac publishes a 'dtac Code of Conduct' since 2006 as a principle and guidelines for the Board of Directors, executive management, employees and those entities operating under dtac name. The code has been reviewed and revised in line with current situations, concerns and stakeholder's expectation. This is to prevent new risks in business operations may happen at any time, which involve zero-tolerance to corruption, human rights, fair competition, data protection and security, employee rights, health, safety and people security, employee welfare as well as financial integrity and frauds. In 2019, dtac updates its Anti-Corruption Policy and steps up its work related to Business Partner Compliance Management.



The current edition of the code came into full enforcement on 31 October 2018. It outlines four core principles that demonstrate dtac's responsible business practice between dtac and its stakeholders, which are



We play by the rules



We are accountable for our clients



We are transparent and honest



We speak up

To follow and implement the code, dtac provides instructions and reporting procedure, so that suitable measures may be taken in a timely manner as follows.

#### Compliance Function



dtac established the 'Ethics and Compliance Department,' an internal independent unit responsible for training and educating employees as well as managing day-to-day operations in compliance with the code on all aspects.

#### Internal Audits



If the reported issues are substantiated, they will go to the Investigation Team, an internal independent unit responsible for investigation on cases of dtac Code of Conduct violations.

#### Communication Channel



dtac provides communication channels to seek advices and report an issue that is likely to violate the dtac Code of Conduct.

1. Line managers and the Ethics and Compliance Department
2. Via <http://dtac.ethicspoint.com>, an online platform run by the EU based third party developer NAVEX Global, Inc. the online channel is available to all employees, customers and suppliers.

All reported concerns will go to the Ethics and Compliance Department and are kept confidential. Whistleblowers can choose to report the case anonymously. There is no any record in the reporting process, including IP Address and phone number. <sup>[102-17]</sup>

As whistleblowers may expose a potential risk from their actions, dtac does not tolerate retaliation of any kind against those who speak up in good faith. If found, the Company may take disciplinary action up to and including termination of employment.

- Violate or ask others to violate the code
- Ignore to report the suspected activities that may violate the code
- Do not give coordination with investigative process
- Retaliation against those who speak up



<sup>[102-1]</sup>Total Access Communication Public Company Limited, or dtac, publishes the Sustainability Report for the fourth consecutive year. The purpose of this report is to disclose dtac's sustainability performance and significant results in sustainability efforts as well as to communicate how dtac responds to stakeholders' concerns and expectations. Information and data in this report covers dtac's business operations principles, initiatives and results that are material to the Company's sustainability view, from 1 January 2019 to 31 December 2019. This report has been prepared in accordance with the GRI Standards: Core Option.<sup>[102-54]</sup>

<sup>[102-53]</sup>For information and inquiries about dtac's sustainability, please contact: Sustainability Department, Total Access Communication PCL.<sup>[102-3]</sup>

Address: 319, 41<sup>st</sup> Floor, Chamchuri Square Building, Payathai Road Pathumwan, Bangkok 10330, Thailand

Tel: (66 2) 2028000

Fax: (66 2) 2028296

e-mail: sustainabilitydept@dtac.co.th

### Defining Report Content with the Reporting Principles<sup>[102-46]</sup>

dtac's Sustainability Report includes material topics that are in line with stakeholders' expectations and dtac's significant impacts with the following the reporting principles for defining report content as below;

#### Stakeholder Inclusiveness

dtac has engaged with key stakeholders to understand and capture their concerns and expectations in the area of sustainability. dtac ensures to implement various communication channels that fit with different groups of stakeholders, such as forums, meetings, focus groups, surveys, online channels and dtac's owned channels such as dtac call center 1678 and dtac halls.

#### Completeness

The content of the report has been reviewed by stakeholders in the organization and related agencies and their inputs were applied to the production of the report. The Board of Directors has reviewed and approved the overall content to ensure that it captures key sustainability topics that are highly impacts in dtac's efforts to promote economic and social growth as well as environmental conservation.

#### Sustainability Context

Sustainability at dtac is framed by the vision 'Empower Societies' with digital technology and 'Reduce Inequalities' as stated in the United Nations Sustainable Development Goal no. 10 'Reduced inequality within and among countries.' This is in conjunction with dtac's Sustainability Policy and initiatives that are developed from insights, concerns and expectations of stakeholders in the issues relevant to telecommunication and digital technology to create a shared value to bring economic and social growth to the country.

#### Materiality

dtac organized workshops with business functions that represent each group of stakeholders to select major issues on the foundation of:

1. Importance of social causes to stakeholders
2. Relevance to dtac's long-term business operations

The results from the workshops revealed following material topics:

- Governance
- Anti-corruption
- Customers' personal data privacy
- Supply chain risks
- Safe and responsible internet use in children
- Employee equality

## About This Report<sup>[102-50, 102-51, 102-52]</sup>



**Assessment Results of Significant Sustainability Topics and Boundaries.** <sup>[102-47]</sup>

GRI Topic-Specific Standards	Scope of Impacts						
	Internal	External					
	Employees	Shareholders and Investors	Communities	Suppliers	Customers	Government Agencies	Regulators
Governance	/	/		/		/	/
Anti-corruption	/	/				/	/
Customers' personal data privacy					/		/
Supply chain risks				/			
Safe and responsible internet use in children			/		/		
Employee equality	/						

**GRI Content Index** <sup>[102-55]</sup>

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omission			Relevance to SDGs
			Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	
<b>GRI 101: Foundation 2016</b>						
<b>General Disclosures</b>						
GRI 102: General Disclosures 2016	102-1 Name of the organization	63				
	102-2 Activities, brands, products, and services	dtac 2019 Form 56-1, Section 1, page 8-9				
	102-3 Location of headquarters	63				
	102-4 Location of operations	6				
	102-5 Ownership and legal form	dtac Annual Report 2019, page 124-125				
	102-6 Markets served	6-7				

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omission			Relevance to SDGs
			Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	
GRI 102: General Disclosures 2016	102-7 Scale of the organization	6-7				
	102-8 Information on employees and other workers	<a href="https://www.dtac.co.th/sustainability/en/policy/employees">https://www.dtac.co.th/sustainability/en/policy/employees</a>				
	102-9 Supply chain	12				
	102-10 Significant changes to the organization and its supply chain	No significant change				
	102-11 Precautionary Principle or approach	31				
	102-12 External initiatives	15				
	102-13 Membership of associations	<a href="https://www.dtac.co.th/sustainability/en/policy/governance">https://www.dtac.co.th/sustainability/en/policy/governance</a>				
	102-14 Statement from senior decision-maker	2-3				
	102-16 Values, principles, standards, and norms of behaviors	8-9				
	102-17 Mechanisms for advice and concerns about ethics	61				
	102-18 Governance structure	dtac Annual Report 2019, page 46				
	102-40 List of stakeholder groups	<a href="https://www.dtac.co.th/sustainability/en/policy/stakeholders">https://www.dtac.co.th/sustainability/en/policy/stakeholders</a>				
	102-41 Collective bargaining agreements	<a href="https://www.dtac.co.th/sustainability/en/policy/employees">https://www.dtac.co.th/sustainability/en/policy/employees</a>				
	102-42 Identifying and selecting stakeholders	<a href="https://www.dtac.co.th/sustainability/en/policy/stakeholders">https://www.dtac.co.th/sustainability/en/policy/stakeholders</a>				
	102-43 Approach to stakeholder engagement	<a href="https://www.dtac.co.th/sustainability/en/policy/stakeholders">https://www.dtac.co.th/sustainability/en/policy/stakeholders</a>				
	102-44 Key topics and concerns raised	<a href="https://www.dtac.co.th/sustainability/en/policy/stakeholders">https://www.dtac.co.th/sustainability/en/policy/stakeholders</a>				
102-45 Entities included in the consolidated financial statements	dtac Annual Report 2019, page 47-49					

GRI Standard	Disclosure	Page Number(s) and/or URL(s) Page Number(s) and/or URL(s)	Omission			Relevance to SDGs
			Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	
	102-46 Defining report content and topic Boundaries	13, 63				
	102-47 List of material topics	64				
	102-48 Restatements of information	No any restatements				
	102-49 Changes in reporting	No significant change				
	102-50 Reporting period	62-63				
	102-51 Date of most recent report	62-63				
	102-52 Reporting cycle	62-63				
	102-53 Contact point for questions regarding the report	63				
	102-54 Claims of reporting in accordance with the GRI Standards	63				
	102-55 GRI content index	64-68				
	102-56 External assurance	No external assurance				
<b>Material Topics</b>						
<b>Anti-Corruption</b>						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	60				
	103-2 The management approach and its components	60				
	103-3 Evaluation of the management approach	<a href="https://www.dtac.co.th/sustainability/en/policy/governance">https://www.dtac.co.th/sustainability/en/policy/governance</a>				
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	<a href="https://www.dtac.co.th/sustainability/en/policy/governance">https://www.dtac.co.th/sustainability/en/policy/governance</a>				SDG 16
	205-3 Confirmed incidents of corruption and actions taken	<a href="https://www.dtac.co.th/sustainability/en/policy/governance">https://www.dtac.co.th/sustainability/en/policy/governance</a>				SDG 16

GRI Standard	Disclosure	Page Number(s) and/or URL(s) Page Number(s) and/or URL(s)	Omission			Relevance to SDGs
			Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	
<b>Supplier Environmental Assessment</b>						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	40-42				
	103-2 The management approach and its components	31, 40-46				
	103-3 Evaluation of the management approach	43				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	43				
<b>Supplier Social Assessment</b>						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	40-42				
	103-2 The management approach and its components	40-46				
	103-3 Evaluation of the management approach	43				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	43				SDG 8, 16
	414-2 Negative social impacts in the supply chain and actions taken	44-46				SDG 8, 16
<b>Diversity and Equal Opportunity</b>						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	<a href="https://www.dtac.co.th/sustainability/en/policy/employees">https://www.dtac.co.th/sustainability/en/policy/employees</a>				
	103-2 The management approach and its components	Not available		The management approach development is on process. This will be available in 2020.		
	103-3 Evaluation of the management approach	Not available		The management approach development is on process. This will be available in 2020.		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	<a href="https://www.dtac.co.th/sustainability/en/policy/employees">https://www.dtac.co.th/sustainability/en/policy/employees</a>				SDG 5, 8, 10



GRI Standard	Disclosure	Page Number(s) and/or URL(s) Page Number(s) and/or URL(s)	Omission			Relevance to SDGs
			Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	
<b>Customer Privacy</b>						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	38				
	103-2 The management approach and its components	38-39				
	103-3 Evaluation of the management approach	39				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	39				SDG 16
<b>Safe and Responsible Internet Use in Children</b>						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	18				
	103-2 The management approach and its components	21-23				
	103-3 Evaluation of the management approach	21-23				



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