



BTS GROUP HOLDINGS PUBLIC COMPANY LIMITED  
**Sustainability Report 2019/20**

GROWING  
*Sustainably*





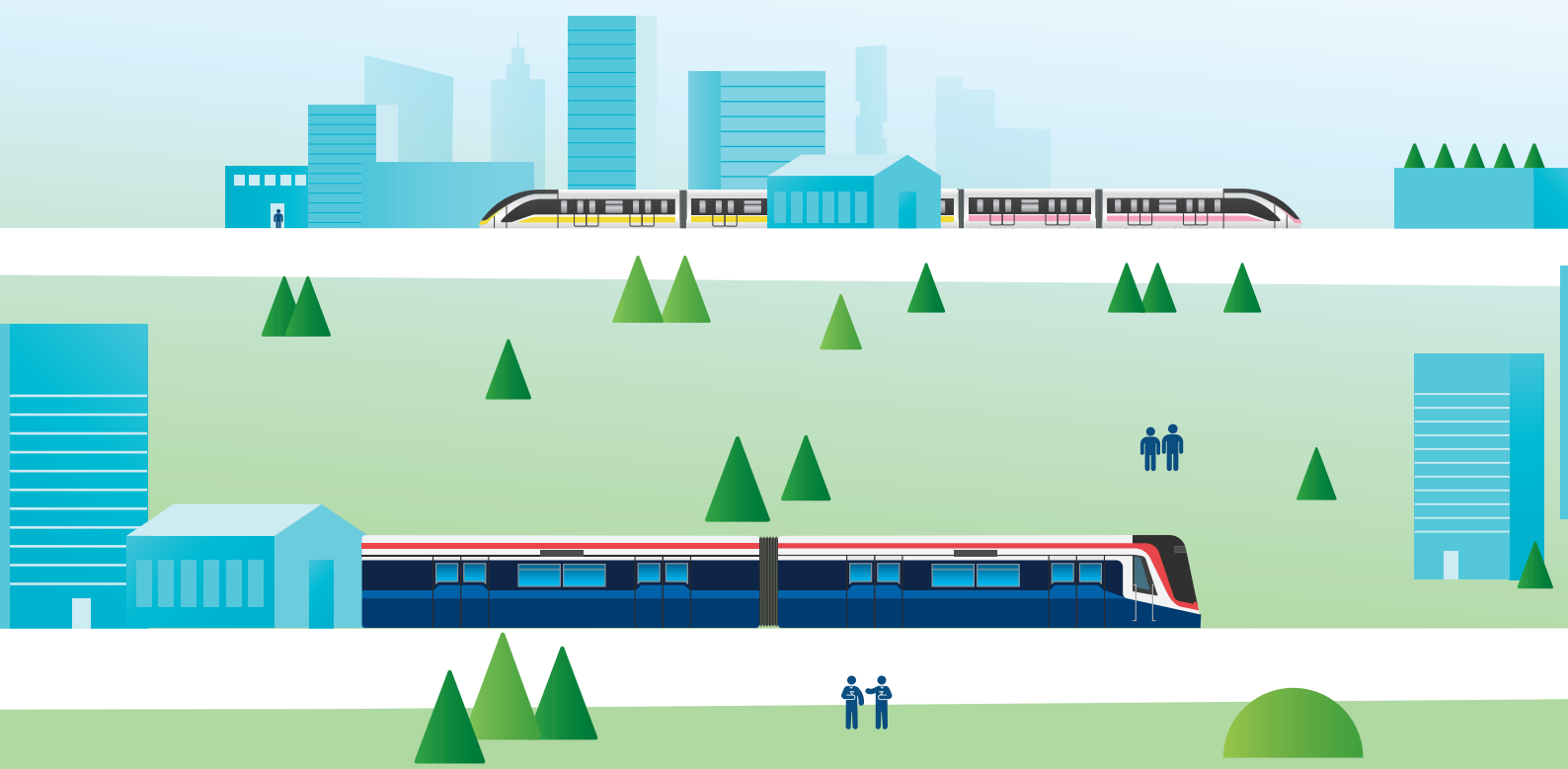


BTS GROUP HOLDINGS PUBLIC COMPANY LIMITED

# SUSTAINABILITY REPORT 2019/20

**BTS Group** is committed to protecting economic, environmental and social assets through sustainable business practices. The Company upholds environmental, social and governance (ESG) frameworks with integrity and has been recognised for its commitment to sustainability by numerous leading institutions around the world.

We would like to thank all our stakeholders for their collaboration and continued support in all our undertakings. We are steadfast in our commitment to grow a sustainable business, as well as to connect society with social and environmental responsibilities. This will generate not only long-term return on investment, but also contribute to the creation of a more sustainable society.





MEMBER OF  
**Dow Jones  
Sustainability Indices**  
In Collaboration with RobecoSAM



## BTS Group Holdings Public Company Limited

was recognised as member of

### The Dow Jones Sustainability Indices (DJSI)

in 2019 in Emerging Markets in the Transportation category for the  
BTS Group is the only Thai rail transportation investment company  
ranked amongst world class DJSI Indices members.

**2**<sup>nd</sup> consecutive  
year

BTS Group was also honoured with  
“The SAM Silver Class Distinction Sustainability Award”  
and was included in the Sustainability Yearbook 2020  
for its excellent sustainability performance.



**GROWING  
SUSTAINABLY**  
GROWING  
TOGETHER





# BTS GROUP GREEN BOND

received

## “The Best Green Bond Award”

in the category of Best Deal - Transport and Infrastructure,  
at **The Asset Triple A Sustainable Capital Markets Regional Awards 2019**

The 13 billion baht multi-tranche senior and unsecured green bond is the first Thai green bond offering to institutional and high-net-worth investors, and the largest and longest tenor green bond offered in Thailand.



The proceeds will be mainly used for debt repayment of Eligible Green Projects, which are the Pink (Khae Rai to Min Buri; 34.5km, 30 stations) and Yellow (Lad Prao to Sam Rong; 30.4km, 23 stations)

Mass Transit Lines currently under construction. These two electric train systems will provide a sustainable mode of public transportation to communities along their path, leading to reduced carbon emission and an improved quality of life for the people of Bangkok.







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# Message from Chairman

In 2019/20, it was another successful year of BTS Group, although the effect of the COVID-19 outbreak in the last quarter of the year. The success of BTS Group with business growth and expansion has been seen in mass transit business. The Green Line Extension Project, Mo Chit-Sapan Mai-Ku Kot Section, was officially opened for public service from Mo Chit station to Kasetsart University station. This project is scheduled to open all stations to Ku Kot station in December 2020. With this, BTS SkyTrain has a total service distance of 68.25 kilometers.

For media business, VGI became the market leader in Offline-to-Online (“O2O”) Solutions across Advertising, Payment and Logistics platforms and in 2019 VGI set yet another remarkable record as the only company within the Thai media industry to be listed in the Stock Exchange of Thailand SET50 Index. This entry is a reflection of investor confidence in our capacity and robust business foundation. As of May 2020, its market capitalisation stands at THB 68,458.8 million.

For property business, U City signed the contract with the Treasury Department, Ministry of Finance, to develop a state property known as “Rong Phasi Roi Chak Sam”. The project investment is THB 3 billion on developing more than 130-year-old Custom House, or Rong Phasi Roi Chak Sam, into a luxury riverside hotel on this historical landmark, with an aim to woo more upscale travelers while adding value for tourism in the local communities of Bang Rak District. This hotel is expected to open in 2025. Additionally, VERSO International School is full completion and the school's first semester is scheduled for August 2020.

In order to increment sustainable value, BTS Group is committed to embrace social and environmental issues harnessing Corporate Governance to balance business growth and strengthen the foundation for all stakeholders to prosper alongside BTS Group. In May 2019, BTS Group launched its Green Bond, offered to institutional and high-net-worth investors, which was considered as the first Thai Green Bond issued under the Thai SEC's Green Bond Notification. This Green Bond, offering Thai institutional and high-net-worth investors the first opportunity to contribute to the environment conservation by investing in the securities that finance the low carbon transport projects, is dramatically successful owing the demand of institutional and high-net-worth investors expressing their intention to invest in the Green Bond is 8 times as much as the original Bond value to issue of THB 5,000 million. With this, the Company has increased the offering amount of Bond to THB 13,000 million. The purpose of this bond issuance is for investment in Bangkok's Pink Monorail Line (Khae Rai-Min Buri section) and the Yellow Monorail Line (Lat Phrao-Samrong Section) that is under construction. The two lines are important projects to promote travel by public transportation with electric energy, reduce the use of private cars and greatly enhance emissions reduction in Bangkok. The BTS Group Green Bond received the Best Green Bond Award, in the category of Best Deal - Transport and Infrastructure, at The Asset Triple A Sustainable Capital Markets Regional Awards 2019.

The Company upholds environmental, social and governance (ESG) frameworks with integrity and has been recognised for its commitment to sustainability by numerous leading institutions around the world. BTS Group was selected by the Stock Exchange of Thailand (SET) to be a member of Thailand Sustainability Investment (THSI) 2019 list, in the category of listed companies with market capitalisation of more

than THB 100,000 million. The Company was ranked as one of the top 100 listed companies that have demonstrated outstanding environmental, social and governance (ESG) achievement in the year 2019. BTS Group was awarded Sustainability Disclosure Recognition 2019 by Thaipat Institute owing to the public disclosure of the Company's performances with transparency through its Sustainability Report.

For the international stage, BTS Group was recognised as member of The Dow Jones Sustainability Index (DJSI) in 2019 in Emerging Markets in the Transportation category for the 2nd consecutive year. BTS Group is the only Thai rail transportation investment Company ranked amongst world class DJSI Indices members. The Company was also honoured with “the SAM Silver Class distinction sustainability award” and was included in the Sustainability Yearbook 2020 for its excellent sustainability performance.

For the sustainability performances in the previous year, BTS Group has conducted business covering 3 aspects; social, environmental and economic aspects. In social aspect, BTSC improves its operational efficiency with an emphasis on safety, security, health, and environment as shown in serious injury rate of passengers was at zero continuously throughout the past two years.

In environmental aspect, BTSC is committed to maximizing in energy efficiency. The target is to control the electricity intensity used for traction power at not exceeding 2.8 kWh per distance car-km. BTSC was able to control the electricity intensity for Traction Power and energy at stations less than the set target of not exceeding 2.8 kWh per distance car-km. As shown in the energy efficiency performances throughout the past 5 years, it was found that the electricity intensity were in control level even though the increase of passengers and serviced route expansion.

In economic aspect, BTS Group focuses on business potential synergy among business units to develop “Rabbit” to be not only BTS Sky Train and BRT Pass but also supports both offline and online payments through the collaboration with other business partners, aiming to meet the consumer need to cover the city lifestyle and promote the government policy to bring Thailand to Cashless Society. Furthermore, customer satisfaction scores soared from the previous year and higher than target. 79.40 percent of passengers were very satisfied in services of BTS SkyTrain.

BTS Group would like to thank all our stakeholders for their collaboration and continued support in all our undertakings. We are steadfast in our commitment to grow a sustainable business, as well as to connect society with social and environmental responsibilities. This will generate not only long-term return on investment, but also contribute to the creation of a more sustainable society.

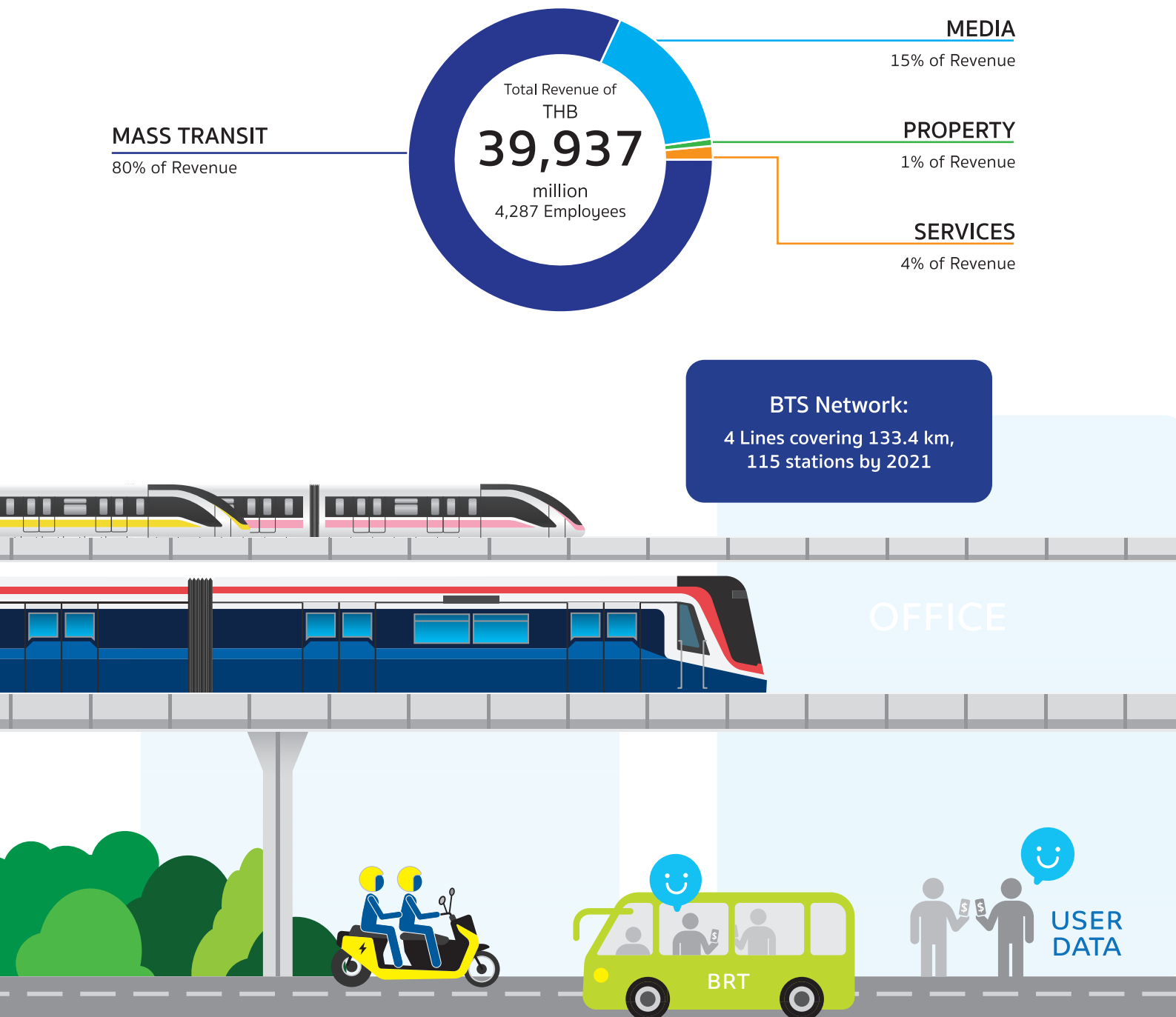
**Mr. Keeree Kanjanapas**  
Chairman

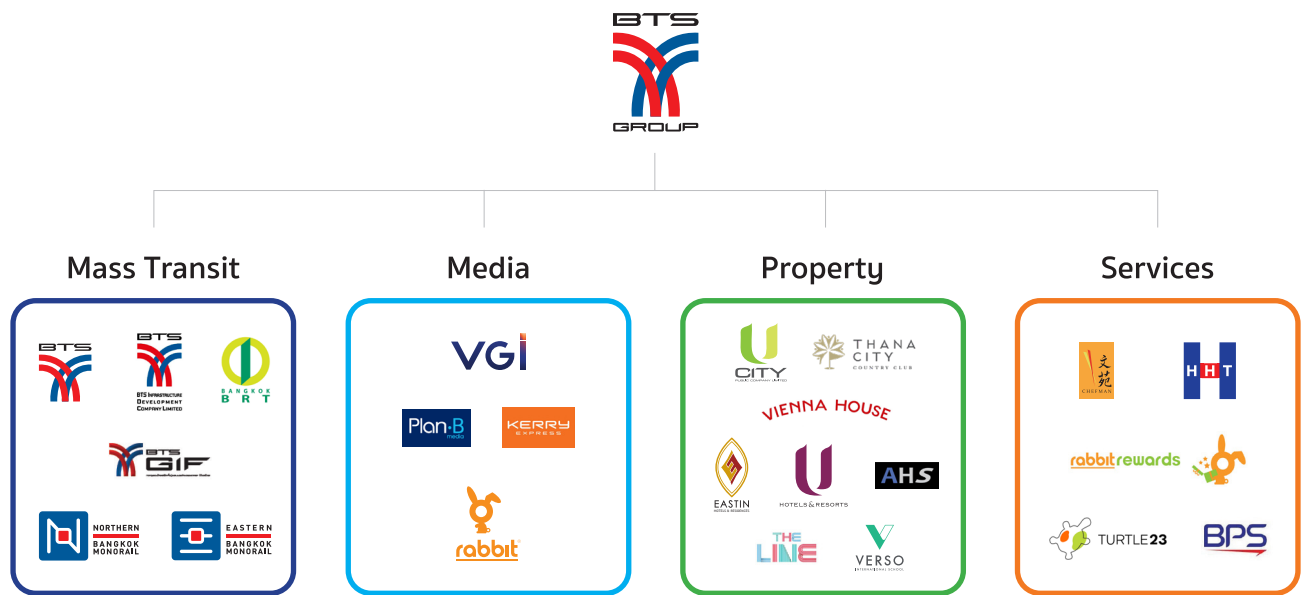


# Business Overview

BTS Group Holdings PCL has been conducted business by investing in 4 businesses namely Mass Transit, Media, Property and Services, through its subsidiaries and affiliates. Listed on the Stock Exchange of Thailand (SET), BTS Group is a constituent member of the SET50 “Bluechip” Index among the largest companies in Thailand. As of 31 March 2020, the Group has a market capitalisation of THB 119,704.1 million (or USD 3,655.1 million).

BTS Group has implemented its business in accordance with the sustainability strategy by synergizing the power and potentials across the 4 Business Units by mainly driven by Mass Transit Business, the Group's core business and significantly affects a wide range of stakeholders. The Synergy aims to create perfect-fit products and services providing the responsive city lifestyle in align with the “City Solutions” Concept.





### PROPERTY

Global Investment in diversified property and Land Trading Opportunity with benefit from the 'mass transit premium'

### MEDIA

The market leader in Offline-to-Online ("O2O") Solutions across Advertising, Payment and Logistics platforms

HOTEL

VGI • PLAN B • MACO  
MARKETING SOLUTIONS

SCHOOL

BTS STATION

### SERVICES

Strategic support to create potentials for business growth in long term

RESTAURANT

PAY

LOGISTICS

KERRY



# About this Report

This is the fifth consecutive year in which BTS Group Holdings Public Company Limited has produced a sustainability report, which is being published to the public in June 2018. BTS Group sustainability report for the fiscal year 2019/20 covers the BTS Group operations and the responses toward topics impacted to Economic, Social and Environmental aspects in accordance with the significant to both internal and external stakeholders, in order to show dedication to transparency in operations, as part of its commitment to stakeholders. The report disclosed the organisation's significant economic, social, and environmental performance over the past year, covering 4 business units, namely

Mass Transit, Media, Property and Services, from 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020. The total economic and social data coverage is 100% of total revenues, except data coverage for indicators of occupational health and safety is 80% of total revenues, meanwhile the total environmental data coverage is 80% of total revenues.

The disclosed information in this report has been prepared in accordance with GRI Sustainability Reporting Standards (GRI Standards), and in compliance with 'Core Option', including the international sustainability management framework, i.e. the Dow Jones Sustainability Indices (DJSI).

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## Report Assurance

The social and environmental performance indicators disclosed in this sustainability report has been verified by an independent third-party auditor, Lloyd's Register International (Thailand), to ensure its completeness, accuracy, and credibility.

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## Processes to define the materiality

BTS Group has been prepared this report in accordance with the Principles for Defining Report Content of GRI Standards, consisted of Sustainability Context, Materiality, Completeness and Stakeholder Inclusiveness. BTS Group prepared this report by considering both external and internal factors to identify material sustainability topics

based on the Principles for Defining Report Content of GRI Standards, consisted of Sustainability Context, Materiality, Completeness and Stakeholder Inclusiveness, as well as the Principles for Defining Report Quality, consisted of Accuracy, Balance, Clarity, Comparability, Reliability and Timeliness with the following processes.

### Step 1: Identification and Report Boundaries

BTS Group identified materiality topics by reviewing material topics disclosed in the Sustainability Report 2018/19, interviewing both internal and external stakeholders, and assessing corporate risks, business opportunities, global trends as well as sustainable development goals (SDGs).

### Step 2: Prioritisation

BTS Group assessed the identified material issues from step 1 by considering based on business trends and significant impact to business both in short and long term. The Group has also conducted interviews with internal and external stakeholders such as shareholders, investors, customers, employees and community, to understand their expectations, interests and impacts to them. Then BTS Group prioritised material issues for disclosing in this report and scoped reporting boundaries of each material issue based on impact to business operations and stakeholders.

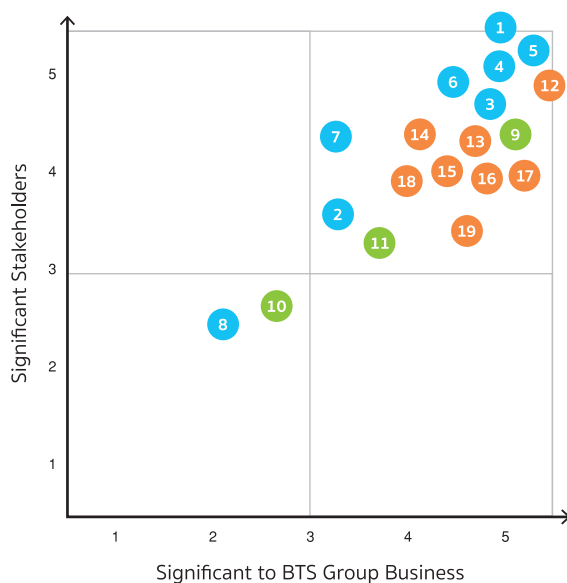
### Step 3: Verification

BTS Group had verified the accuracy of material issue prioritization and proposed to the Corporate Governance Committee for review and approval the selected material issues. Then the report was proposed to the Board of Directors for acknowledgement.

### Step 4: Continuous Improvement

BTS Group is focused on continuously developing the Sustainability Report and is open to suggestions and opinions from stakeholders through various channels for further improvement, including reviewing policies, objectives and goals of BTS Group.

## Materiality Assessment










Materiality	
Economic Performance	
Governance	1 Corporate Governance
	2 Risk Management
	3 Business Conduct/Ethics
	4 Anti-Corruption and Bribery
Customer Relationship Management	5 Service Reliability
	6 Customer Care & Product Development
	7 IT Security and Data Privacy
Supply Chain	8 Supply Chain Management
Environmental Performance	
Energy Efficiency	9 Energy & Climate Change
Environmental Footprint	10 Water and Waste
	11 Regulatory Compliance
Social Performance	
Safety	12 Accidents & Safety Management
	13 Occupational Health & Safety
People Development & Well-being	14 Working Conditions
	15 Labor Practice and Human Right
	16 Human Capital Development
	17 Talent Retention
Social & Community Development	18 Social & Community Development

## Stakeholder Engagement

BTS Group focuses on the importance and power of stakeholders, respects their rights, and conducts towards the stakeholder with fairness and transparency. Stakeholders include people who are affected by the Group, those who may impact the Group business, as well as those interested in our businesses. The BTS Group has defined, identified and analyzed stakeholders as 7 categories of people and










entities. BTS Group has formulated customized methods of participation, engagement channels, and disclosure of information, which meet particular needs to these different categories, in order to acknowledge, understand and suit their interests and expectations, as well as use feedback during decision making processes and in our operations.






Stakeholders	Engagement Channels	Key Stakeholder Interests	Performance in 2019/20
<b>Government Agencies</b> 	<ul style="list-style-type: none"> <li>Case-by-case meetings with government agencies</li> <li>Performance and operation reports submitted to relevant government agencies based on the agency's reporting schedule</li> <li>Communication with government officials for better understanding of their expectations</li> <li>Regular participation in government agency activities and projects</li> </ul>	<ul style="list-style-type: none"> <li>Operations are in compliance with laws and regulations</li> <li>Transparency of performance indicators</li> </ul>	<ul style="list-style-type: none"> <li>Strict compliance with law relating to business operation</li> <li>Communication with government officials for better understanding of their expectations</li> <li>26 engagements with government agencies and organizations through various activities</li> </ul>
<b>Communities</b> 	<ul style="list-style-type: none"> <li>Activities for the community and society</li> <li>Complaints via various BTS Group channels</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable coexistence</li> <li>Community and social development</li> </ul>	<ul style="list-style-type: none"> <li>Community engagement through 18 activities</li> <li>No complaints related to community and society</li> </ul>
<b>Shareholders Investors Creditors Business Partners</b> 	<ul style="list-style-type: none"> <li>Quarterly announcement of performance indicators as well as annual performance, disclosure of information on the BTS Group website</li> <li>Annual General Meeting</li> <li>Analyst meetings</li> <li>Shareholder and investor roadshows</li> <li>Quarterly journals</li> <li>Shareholder visits to the company</li> <li>Communication channels including the website, email, telephone, mail and other methods</li> </ul>	<ul style="list-style-type: none"> <li>Transparent and auditable operations</li> <li>Stable and sustainable operations</li> <li>Good corporate governance and financial strength that are efficient</li> <li>Disclosure of accurate and transparent information</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration and provision of accurate information to relevant stakeholders through a variety of engagement activities</li> <li>Organized shareholder and investor roadshows 15 times</li> <li>Issued 4 quarterly journals</li> </ul>
<b>Customers</b> 	<ul style="list-style-type: none"> <li>Annual customer satisfaction survey</li> <li>Customer relationship building activities such as sales promotions, marketing activities, etc.</li> <li>Providing information through social networks</li> <li>Complaints via various channels</li> </ul>	<ul style="list-style-type: none"> <li>Efficient service, timely, etc.</li> <li>Providing information through social networks</li> <li>The ability to solve problems correctly, appropriately and in a timely manner</li> <li>Disclosure of accurate information</li> <li>Customer Privacy and Data Security</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction score was at 79.40%</li> <li>Communication information of products and services through Facebook, Instagram, YouTube, LINE Application, and Twitter 149 times</li> <li>1,643 complaints on services were solved</li> <li>No complaint on customer data privacy</li> </ul>
<b>Suppliers Contractors</b> 	<ul style="list-style-type: none"> <li>Selection process and regular assessment carried out on a regular basis</li> <li>Risk assessment and evaluation of suppliers and contractors</li> <li>Annual suppliers meeting</li> </ul>	<ul style="list-style-type: none"> <li>Procurement and hiring that is transparent, fair and auditable</li> <li>Disclosure of accurate information and emphasis on safety during operation</li> </ul>	<ul style="list-style-type: none"> <li>100% of suppliers acknowledged on Supplier Code of Conduct and Anti-Corruption Measures</li> <li>100% of suppliers were trained on safety measures during working in the SkyTrain System</li> <li>100% of suppliers were conducted satisfaction assessment</li> </ul>
<b>Employees</b> 	<ul style="list-style-type: none"> <li>Chairman &amp; CEO Talk</li> <li>Annual performance evaluation.</li> <li>Annual employee satisfaction survey</li> <li>Complaints submitted via supervisor, and BTS Group complaint system</li> <li>Communications via various channels and internal methods</li> </ul>	<ul style="list-style-type: none"> <li>Rights and benefits</li> <li>Compensation</li> <li>Employee retention</li> <li>Employee development</li> <li>Gender Equality and Career advancement</li> </ul>	<ul style="list-style-type: none"> <li>Chairman &amp; CEO Talk in the corporate activities 3 times to communicate and share the Group business direction to employees.</li> <li>Organize 3 annual activities to enhance relationship among employees and management in the BTS Group</li> <li>Employee Engagement Score was at 79.66</li> <li>2 cases against the company's business ethics and anti-corruption. All 2 cases were solved.</li> <li>Communicate information to employees through e-mail, and Intranet 58 times</li> </ul>
<b>Civil Society Media Analysts/ Academia</b> 	<ul style="list-style-type: none"> <li>Communication platform and whistleblowing channels to gather suggestions, comments, complaints, etc.</li> <li>Quarterly analyst meeting</li> <li>Press Conference / Press Release</li> <li>Exclusive interview</li> <li>Media visit</li> <li>Open House and Company visits</li> </ul>	<ul style="list-style-type: none"> <li>Join members of the public/private sector</li> <li>Disclosure of accurate and transparent information</li> <li>Adequate up-to-date information is required regularly</li> </ul>	<ul style="list-style-type: none"> <li>Company visit by external agencies 27 times</li> <li>Press interview and press conference 34 times</li> <li>Press release related to the company information through e-mail, LINE application and the company website 102 times</li> <li>Occasional Press &amp; Media visit 10 times</li> </ul>

## Performance Overview related to Materiality in 2019/20













According to the BTS Group's Sustainability Framework, covering economic, social and environmental performances, which were revealed in accordance with the material issues, identified by the

stakeholder engagement process, BTS Group's performance overview related to material issues in 2019/20 are as follow;

Sustainability Topics	Sustainable Development Goals - SDGs	GRI Standards	Boundaries		Material to Business	Management Approach	Target of 2019/20	Performance in 2019/20
			Internal Stakeholders	External Stakeholders				
Corporate Governance and Risk Management		Governance (GRI 102-18, GRI 102-19, GRI 102-30)	●	●	Corporate governance principles with supervision policy and processes including proper risk management to mitigate negative impacts to business of the BTS Group to ensure sustainable returns in the long term as well as create confidence among its investors and various groups of stakeholders.	<ul style="list-style-type: none"> <li>The Board of Directors, on behalf of shareholders, has established various corporate governance policies and business ethics</li> <li>Govern and communicate to management and employees to acknowledge and comply with the policies.</li> <li>Promote a strong risk culture throughout the organization, and expects employees to be aware of the risks inherent in their day-to-day business activities and take responsibility for managing them properly</li> </ul>	<ul style="list-style-type: none"> <li>Excellent in Corporate Governance Level, measured by external agencies</li> </ul>	<ul style="list-style-type: none"> <li><b>Excellent Level in Corporate Governance Report</b> of Thai Listed Companies by Thai Institute of Directors (IOD)</li> <li>100 score of the Annual General Shareholders Meeting in 2019 granted by the Annual General Shareholders Meeting Quality Assessment Program, organized by the Thai Investor Association</li> </ul>
Business Conduct		Ethics and Integrity (GRI102-16) Anti-Corruption (GRI205)	●	●	Conducting business with integrity and transparency according to good corporate governance principles increases the company's trustworthiness in the eyes of investors, shareholders and all stakeholders.	<ul style="list-style-type: none"> <li>Communication and broadcasting the message on corporate governance and business ethics, in order to spread the understanding and knowledge to all stakeholders both inside and outside the organization</li> <li>Encourage the subsidiaries of the BTS Group to adopt and follow good corporate governance principles and standards and adopt anti-corruption measures</li> </ul>	<ul style="list-style-type: none"> <li>75% of total employees attending in the self-assessment survey on corporate governance and business ethics</li> <li>Average scores of employees having knowledge and understanding the company's policy and ethics at 80 from total 100 scores</li> </ul>	<ul style="list-style-type: none"> <li>77.28 of total employees attending in the self-assessment survey on corporate governance and business ethics</li> <li>Average scores of employees having knowledge and understanding the company's policy and ethics at 89.06</li> </ul>
Service Reliability	  	Product and Services (GRI 103)	●	●	Good practices reflect the organization's image of excellence in service and safety to the public, with the aim to be granted a license to operate and a significant opportunity to expand the business of the BTS Group.	<ul style="list-style-type: none"> <li>Regarding train management, Central Control System and Signaling Control System, responsible by Operation Department, helps efficient train operations both in terms of being on time and passenger safety.</li> <li>Proactive Maintenance Plan and follow up on maintenance, ensuring to provide service and reduces problems during operations.</li> </ul>	<ul style="list-style-type: none"> <li>Passenger Journey On-Time at 99.50%</li> <li>Train reliability at 35,000 car kilometers per fault</li> </ul>	<ul style="list-style-type: none"> <li>Passenger Journey On-Time at 99.77%</li> <li>Train reliability at 94,268 car kilometers per fault</li> </ul>
Customer Relationship Management	   	Product and Services (GRI 103) Customer Privacy (GRI 103, GRI 418)	●	●	With over 800,000 BTS SkyTrain customers per day, offering products and services with the highest level of customer satisfaction and truly understanding their needs are important factors for business operation.	<ul style="list-style-type: none"> <li>Develop and create products and services to truly meet the needs of customers and users of all groups.</li> <li>Integrate the potential of the Group's businesses by utilization of technologies to develop products and services that are appropriate, convenient rapid and responsive to customers' needs</li> <li>Regularly conduct customer satisfaction survey to help improve services</li> <li>Safety of information and customer data privacy</li> </ul>	<ul style="list-style-type: none"> <li>Customer Satisfaction Scores at 70 from total of 100 scores</li> <li>Less than 2 complaints per million trips-passengers</li> <li>No complaint related to customer data leakage</li> </ul>	<ul style="list-style-type: none"> <li>Customer Satisfaction Scores at 79.40</li> <li>1.12 com complaints per million trips-passengers</li> <li>No complaint related to customer data leakage</li> </ul>

Sustainability Topics	Sustainable Development Goals - SDGs	GRI Standards	Boundaries		Material to Business	Management Approach	Target of 2019/20	Performance in 2019/20
			Internal Stakeholders	External Stakeholders				
Supply Chain Management	 	Supply Chain (GRI 102-9) Environmental and Social Assessment to Suppliers (GRI 103, GRI 308, GRI 414)	●	●	Supply chain management based on corporate governance principles and recognition towards the environment and society helps prevent any risk that may directly and indirectly affect the BTS Group's image and operations via our supply chain. This will also increase new business opportunities via the BTS Group supply chain from upstream to downstream.	<ul style="list-style-type: none"> <li>Strategise for procurement strategy that focuses on product and service quality, setting risk management process that covers environmental, social, and governance (ESG) aspects in order to align management with risk level of suppliers</li> <li>Integrate the Supply Chain Sustainability Assurance Program into our business in order to create long-term value with suppliers by managing Environmental, Social, and Governance (ESG) impacts, throughout the lifecycles of goods and services.</li> <li>All suppliers and contractors or 100% who have to work in the BTS SkyTrain system have to be trained in term of safety standard in the BTS SkyTrain system.</li> </ul>	<ul style="list-style-type: none"> <li>No complaint on corruption of the procurement</li> <li>100% of suppliers from critical supplier Tier 1 were assessed on ESG Risk Criteria</li> <li>100% of suppliers, who have to work in the BTS SkyTrain system, were trained in term of safety standard in the BTS SkyTrain system.</li> </ul>	<ul style="list-style-type: none"> <li>No complaint on corruption of the procurement</li> <li>100% of suppliers from critical supplier Tier 1 were assessed on ESG Risk Criteria</li> <li>100% of suppliers, who have to work in the BTS SkyTrain system, were trained in term of safety standard in the BTS SkyTrain system.</li> </ul>
Energy Efficiency		Energy Emissions (GRI 103, GRI 302, GRI 305)	●	●	Electricity is the main energy in the business operations. Energy Efficiency helps reduction of environmental pollution and cost of business. It also alleviates the risk of future energy shortages.	<ul style="list-style-type: none"> <li>Establishing a working committee in 2014/15, responsible for determining energy conservation policy, evaluation of the ability to conserve energy, determine goals and conservation plans, audit and analyse operations to ensure goals and plans are met.</li> <li>Study and implement energy saving projects</li> </ul>	<ul style="list-style-type: none"> <li>Total Electricity consumption at not exceeding 2.8 kWh per distance car-km</li> <li>Total GHG Emission 92,573 Tonnes CO2e</li> </ul>	<ul style="list-style-type: none"> <li>Total Electricity consumption at 2.56 kWh per distance car-km</li> <li>Total GHG Emission 75,462 Tonnes CO2e</li> </ul>
Environmental Footprint		Water, Effluent and Waste Legal Compliance (GRI 303, GRI 306, GRI 307)	●	●	Limited availability of natural resources is a key determinant driving all sectors to be aware of access and acquisition of raw materials. Consequently to slow down the shortage of natural resources in the future as well as reduce the volume of waste generated from business operations	Strictly follows the laws, rules and regulations related to the environment and safety, following international standards; ISO 14001 Environmental management systems and ISO 45001:2018 Occupational health and safety management systems as well as best practices.	<ul style="list-style-type: none"> <li>No complaints on environmental impact from nearby communities or external agencies</li> </ul>	<ul style="list-style-type: none"> <li>No complaints on environmental impact from nearby communities or external agencies</li> </ul>
Accidents and Safety Management		Occupational Health and Safety, Illness, Fatalities (GRI 403)	●	●	The mass transit business supports almost 800,000 trips-passengers a day, including commuters on the streets and communities around the BTS sky train. Safety is the primary goal of the organization to build confidence in the government sector, which awards the concessions, and for all stakeholders.	<ul style="list-style-type: none"> <li>Realise the importance of Process Safety since the project construction, and Personal Safety covering passengers, employees and contractors through ISO 45001:2018 Occupational health and safety management systems.</li> <li>Create safety culture throughout the organization through training and communication.</li> </ul>	<ul style="list-style-type: none"> <li>Serious injury rate of passengers &lt;0.04 times per million trips</li> <li>Lost-time frequency injury rate (LTIFR) of employees at &lt;2.50 times per million working hours</li> </ul>	<ul style="list-style-type: none"> <li>Serious injury rate of passengers at 0</li> <li>Lost-time frequency injury rate (LTIFR) of employees at 1.1706 times per million working hours</li> </ul>



Sustainability Topics	Sustainable Development Goals - SDGs	GRI Standards	Boundaries		Material to Business	Management Approach	Target of 2019/20	Performance in 2019/20
			Internal Stakeholders	External Stakeholders				
People Development and Well-Being	    	Training and Education (GRI 404) Occupational Health and Safety (GRI 403) Employment (GRI 401) Labor/ Management Relations (GRI 402) Diversity and Equality Opportunity (GRI 405) Human Rights Assessment (GRI 412)	●		Employees are the key foundation to the company's success. Long-term success of the company depends on its ability to attract and retain high-potential employees. BTS Group strives to develop competencies and skills of our staffs and promote the quality of life and well-being of employees on a basis of human rights and labour rights, leading to commitment and pride in the organisation, resulting in continuity in operations.	<ul style="list-style-type: none"> <li>Continuously developing employees' potential development and talent retention on the basis of equality, human rights and labor rights. Also offering equal opportunities for career paths to enhance employee's sense of commitment and pride in the organisation.</li> <li>Promote the quality of life and well-being of employees on a basis of equality, fairness, and human rights,</li> <li>Enhance occupational health and safety in life, the working environment of the employees</li> </ul>	<ul style="list-style-type: none"> <li>85% of total employees cooperated in responding to the engagement surveys</li> <li>Employee Engagement Score at 75</li> </ul>	<ul style="list-style-type: none"> <li>93.49% of total employees cooperated in responding to the engagement surveys</li> <li>Employee Engagement Score at 79.66</li> </ul>
Social and Community Development	      	Economic Performance (GRI 201)	●	●	Good living conditions in the community and society play an important role supporting the success of the business. Recognition of the community and society enhances the business expansion and sustainable growth, as well as stimulate community economic growth.	<ul style="list-style-type: none"> <li>Improve the quality of life and well-being of the community on three areas: Public Health, Quality Education and Environmental and Ecosystem Protection, in order to respond to the needs of the community and society</li> <li>Provide opportunities for employees at all levels of BTS Group to participate and recognize the responsibility to the community and society through activities in order for all parties to grow together sustainably</li> </ul>		<ul style="list-style-type: none"> <li>Total Expense of Social and Community Development was at THB 139.76 million, consisted of</li> <li>Community Investment 4.67%</li> <li>Commercial Initiatives 93.97%</li> <li>Charitable Donations 1.36%</li> <li>Employee volunteering during paid working hours of 4,306 working hours, equivalent to THB 446,078.20</li> </ul>



## Communication Channels

BTS Group welcomes suggestions from all stakeholders in order to support sustainable operations. BTS Group can be contacted through the various channels below:



## Corporate Communications

BTS Group Holdings Public Company Limited

14th Floor, TST Tower, 21 Soi Choei Phuang, Vibhavadi-Rangsit Road Chom Phon, Chatuchak, Bangkok 10900

Tel: 0 2273 8511-5

Fax: 0 22738516

Email: corpcomm@btsgroup.co.th



# Sustainability at BTS Group

The BTS Group announced its corporate sustainability policy as a guideline for the 4 business units to comply and implement. The guideline, covering the economic, social and environmental issues, is an important factor in the decision-making process in the business operations, adhering to transparency in accordance with good

corporate governance practices, responsibility to the economy, society and environment, and stakeholder's expectations. This will generate not only long-term return on investment, but also contribute to the creation of a more sustainable society.

**“The City Solutions concept”** is a sustainable corporate strategy for the BTS Group, covering in economic, social and environmental aspects. It aims to synergize power and potential of all 4 business units to develop products and services that perfectly fit and respond to the lifestyle of the city. The BTS Group has adopted this concept as the foundation of corporate culture as a guideline for business operations.”

## Vision

To provide the community with a unique and comprehensive range of City Solutions, that significantly contributes to an improved way of life.

## Mission

We aim to provide a sustainable and leading set of City Solutions to urban communities across Asia, supporting critical needs in our four principal business areas; Mass Transit, Media, Property and Services.

## Value



### Delivering Customer Satisfaction:

Our success is dependent on our ability to develop long-lasting customer relationships. This will be achieved by listening, understanding, and anticipating our customers' needs and delivering products or services that satisfy those needs. We are easy to do business with and always strive to be responsive and professional.



### Creating Shareholder Value:

We strive to deliver accretion of shareholder value through earnings growth and improvement in operational effectiveness. Specifically, we aim to deliver long-term shareholder returns to our investors that outperform returns from investment alternatives with a similar risk profile.



### Supporting Sustainable Growth:

Our client base and shareholder value must be enhanced in a sustainable manner. We conduct our business upholding sustainable practices that reduce environmental impacts, compared to competing products and services.



### Developing Communities:

We are an integral part of the communities in which we operate. We provide City Solutions that enhance our customers' sense of community. We contribute revenues and resources to work with local communities, supporting education and children's welfare and we promote the health and well-being of BTS employees and their families.

## Sustainability Policy and Framework



### Growing Sustainable Business

#### Governance

- Good Corporate Governance and Business Ethics
- Long-term value-added and sustainable returns
- Integrating the power of business units to develop products and services that truly serve the needs of customers
- Delivering on-time and reliable goods and services
- Effective risk management

### Environmentally Friendly Business

#### Environment

- Efficient and effective energy management
- Conservation and reduction of natural resources, including waste management

### Improving Quality of Life

#### Social

- Accident and Safety Management
- Enhancing well-being and fair treatment of employees
- Human resources development in the organization
- Supporting the quality of life and well-being of the community and society

## BTS Group Sustainability Strategy aligned with the “City Solutions” Concept

Synergising the power and potentials across the 4 Business Units to encourage each one to enable business expansion and growth as appropriate to its expertise and resources by mainly driven by Mass Transit Business”



Mass Transit



Media



Property



Services

BTS Group has implemented its business in accordance with the sustainability strategy by synergizing the power and potentials across the 4 Business Units by mainly driven by Mass Transit Business, the Group's core business and significantly affects a wide range of stakeholders. The Synergy aims to create perfect-fit products and services providing the responsive city lifestyle in align with the “City Solutions” Concept.

Since commencing operations, the Bangkok Mass Transit System has proven itself by not only raising the international image of Bangkok, but also relieving traffic congestion and reducing transport energy consumption. Additionally with the principal role of Mass Transit, it supports in framing the direction of city expansion, as well as linking satellite suburban areas to the city center in a shorter-time transportation.

BTS Group has recognised the importance of participation at every level in the development of the city of the future, designed for living in balance and harmony. The city expansion helps facilitate more convenient urban lifestyles, which in turn forms part of the foundation for sustainable economic growth. Consequently, BTS Group has implemented and framed the Corporate Sustainability policies in a unified manner across the 4 core businesses of Mass Transit, Media, Property and Services, with all parties focused on achieving the same goals, as appropriate to their expertise and resources. All parties are required to conduct business with transparency and fair practice, giving importance to environmental management, living quality of employees, society and community, as well as providing a balance between the economy, society and the environment.







# Growing Sustainable Business

BTS Group aims to grow its sustainable business by excellent management to deliver the best service to customers based on ethical business practices throughout the operation. BTS Group believes that our efforts will bring credibility to our products and services as well as

customer satisfaction. It also aims to manage the supply chain to link the potential and competitiveness of the BTS Group and its partners with the goal of sustainable growth under the responsibility of society and environment.



Number of employees attending in the self-assessment survey on corporate governance and business ethics (Percentage of total employees)

Target of 2019/20

75

Performance in 2019/20

77.28



The average score of employees having ability to comply with the company's policy and ethics (Total 100 scores)

Target of 2019/20

80

Performance in 2019/20

89.06



Passenger Journey On-Time (Percentage)

Target of 2019/20

99.50

Performance in 2019/20

99.77



Train reliability (Car kilometers per fault)

Target of 2019/20

35,000

Performance in 2019/20

94,268



Customer Satisfaction Scores (Total 100 scores)

Target of 2019/20

76.00

Performance in 2019/20

79.40



Number of complaints about customer data leakage (Cases)

Target of 2019/20

0

Performance in 2019/20

0



Suppliers who were assessed on ESG risks (Percentage)

Target of 2019/20

100

Performance in 2019/20

100



### Sustainability Long-Term Target (2019/20-2023/24)

- Excellent in Corporate Governance Level (Measured by external agencies)

### Target 2019/20

- Excellent in Corporate Governance Level (Measured by external agencies)

### Performance 2019/20

- Excellent Level in Corporate Governance Report of Thai Listed Companies by Thai Institute of Directors (IOD)



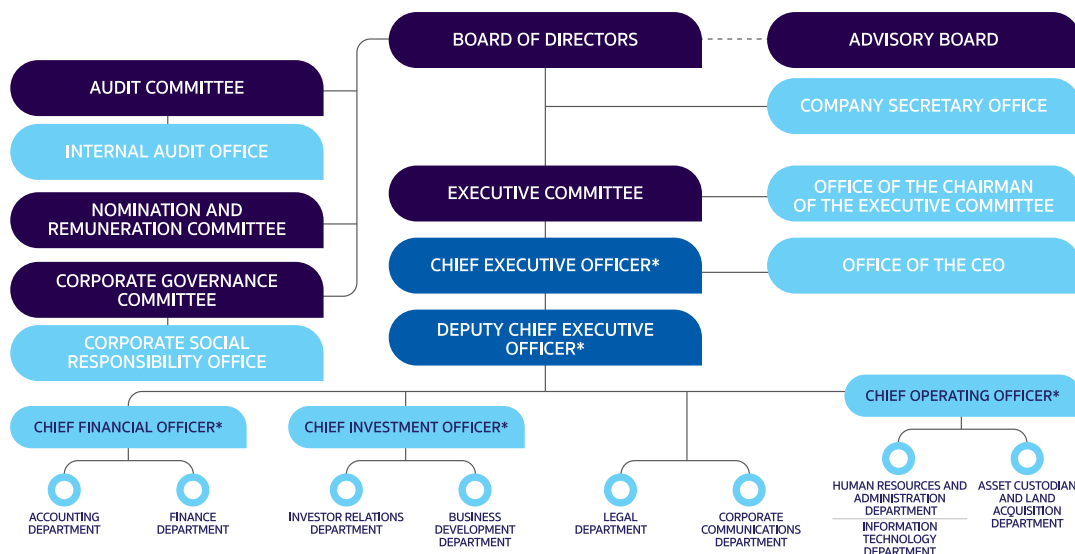
## Corporate Governance

BTS Group values good corporate governance, as it realizes and ardently believes that good corporate governance will enable the Group to add value and provide maximum returns to long-term shareholders of the BTS Group, as well as create confidence among its investors and various groups of stakeholders. Therefore, the Group gives priority to developing its organization in relation to the following 5 areas: Rights of Shareholders, Equitable Treatment of Shareholders, Roles of Stakeholders, Disclosure and Transparency, and Board Responsibilities through its good management system and good corporate governance system, which composes of having a visionary and accountable Board of Directors and executives. The Company's management governance system clearly defines the separation of power, duties and responsibilities of the key governing bodies in their roles of (1) governance, (2) management and (3) operation within the Company, as well as creating a checks and balances mechanism, in order to ensure transparency and verifiability. Details of the power, duties and responsibilities of each governing body are set out in the Charters and the Policy on Delegation of Authority.

The Board of Directors, on behalf of shareholders, has an important role to supervise and monitor the Management's performance, determine the vision, mission, values, strategy and long-term goals of the Company, as well as establishing various policies, especially the Corporate Governance Policy and Code of Business Conduct, that are aligned with the principles of good corporate governance of the Stock Exchange of Thailand, the recommendations from the Thai Institute of Directors Association and other relevant regulations, in accordance with the Vision and Mission of the BTS Group of City Solutions Concept.

The Board of Directors is responsible for the operations of the BTS Group in accordance with the economic and social conditions through the management of the Executive Committee and various sub-committee. Corporate Governance Committee is assigned to consider, determine, review and update the Corporate Governance Policy, Code of Business and Employees Conduct to be in line with the international standard and to propose to the Board of Directors for consideration and approval, and to monitor the implementation of such Corporate Governance Policy and Code of Business and Employees Conduct.

### Corporate Governance Structure



## Composition of the Board of Directors and the Subcommittees

The Board of Directors shall consist of members in the number that is suitable for the size and business strategy of the Company, but shall be no less than 5 members. At least one-third (1/3) of the members shall be independent directors and in any case the independent directors shall not be less than 3 members. The Board of Directors has appointed subcommittees to supervise and monitor the business operations in accordance with the principles of good corporate governance, i.e., the Audit Committee, the Nomination and Remuneration Committee, the Corporate Governance Committee, the Executive Committee and the Risk Management Committee.

The Audit Committee shall entirely consist of independent directors and shall not be less than 3 members whereas at least one member must be knowledgeable and experienced in reviewing the accountability of the financial statements. The Nomination and Remuneration

Committee shall consist of at least 3 members but shall not exceed 5 members where the majority of the members shall be independent directors. The Corporate Governance Committee shall consist of at least 4 members but shall not exceed 6 members. The Executive Committee shall consist of not more than 5 members where the members of the Executive Committee do not have to hold the position of director of the Company. The Risk Management Committee shall consist of at least one independent director who is a member of the Audit Committee, executives of the Company who include but not limited to the Chief Financial Officer and the Internal Audit Director, and senior executives from other business units of the Group. Moreover, the Board of Directors has appointed the Advisory Board as part of its organization chart to have the role to provide useful advice and suggestions for the businesses of the Company and its subsidiaries.

Additional details on corporate governance are in the 2019/20 Annual Report under "Corporate Governance" at the following link: <http://www.btsgroup.co.th>

## Risk Management

BTS Group recognizes the importance of risk management under uncertainties and considers risk management to be an important component of every business process linked among the 4 business units, namely (1) Mass Transit (2) Media (3) Property and (4) Services. BTS Group has defined a corporate risk management policy that all employees must follow and appointed Risk Management Working Group to be responsible for conducting a risk assessment of the Group, including supporting the implementation of risk management framework set up by the Board of Directors in order to ensure that the risk management guidelines are in accordance with the Group's objectives, goal and the strategic plan. Risk Management Working Group will assess the Group's risks by considering the changing circumstances both inside and outside, under constant analysis of the environment, such as political uncertainty, economic fluctuations, the diverse expectations of stakeholders, changed regulations, technology advances, and the impact on the environment as a result of doing business, as well as proposes suggestions, tracking guidelines and risk management outcomes to the Board of Directors in order to implement the maximum effectiveness.

On 1 June 2020, the Company established a Risk Management Committee in order to consider and determine the enterprise risk

management policy and framework, as well as supervising each business unit of the Group on the compliance with such enterprise risk management policy and framework. The Risk Management Committee will consider and review the enterprise risk management policy and framework outlined above and make any necessary amendments so as to be in line with the duties and responsibilities set out in the Risk Management Committee's Charter.

The BTS Group has established a systematic risk management policy to ensure that relevant persons understand the principles of risk management and apply it appropriately. Risk management consists of "top down" and "bottom up" approaches in accordance with the Enterprise Risk Management of Committee of Sponsoring Organizations of the Treadway Commission (COSO). It also assesses and monitors the risk parameters through the implementation of the Risk Management Working Group, consisting of representatives from all business units in the BTS Group, to be responsible for analyzing and monitoring the risks associated with business operations, covering the various risk factors which impact on business operations. The BTS Group has divided risk assessment and management into 5 categories, namely, strategic risk, operational risk, financial risk, risks of compliance with rules and regulations and emerging risks.

### Key Risks



## Risk Culture

Risk culture is a key element of the Company's risk management framework. The Company seeks to promote a strong risk culture throughout the organization, and expects employees to be aware of the risks inherent in their day-to-day business activities and take responsibility for managing them properly. Moreover, every employee is encouraged to have the right attitude and behavior towards risk management in order to create a sound risk culture, which is underpinned by the following practices:

- Communicating a distinct and consistent tone from the Board and senior management in respect of risk taking and avoidance.

- Incorporating risk assessments into business decisions by considering the balance of risk and reward.
- Encouraging employees at all levels to identify and report potential risks in order to assign risk owners and develop treatment plans that will help to minimize losses.
- Including risk management in the ongoing training curriculum for all executives in order to strengthen their knowledge and understanding.

Additional details on risk management are in the 2019/20 Annual Report at the following link: <http://www.btsgroup.co.th>

#### Long-Term Sustainability Target (2019/20-2023/24)

- 100% of total employees attending in the self-assessment survey on corporate governance and business ethics

#### Target 2019/20

- 75% of total employees attending in the self-assessment survey on corporate governance and business ethics
- Average scores of employees having ability to comply with the company's policy and ethics at 80 from total 100 scores

#### Performance 2019/20

- 77.28 % of total employees attending in the self-assessment survey on corporate governance and business ethics
- Average scores of employees having ability to comply with the company's policy and ethics at 89.06



## Business Conduct

BTS Group is committed to conducting business with integrity and transparency, in accordance with the Chairman's "Do it Right" motto, which reminds us that whenever we conduct business according to good corporate governance principles we increase the company's trustworthiness in the eyes of investors, shareholders and all stakeholders. This is an important key to sustainable growth in the organisation. BTS Group places emphasis on encouraging directors, executives and employees of the organisation to perform their duties responsibly and under good corporate governance.

## Management Approach

### Business Ethics

BTS group adheres to operating business under the principles of good corporate governance and business ethics, aiming to achieve business success and make sustainable profits for all stakeholders. In accordance with the guidelines set for good corporate governance by the Office of the Securities and Exchange Commission, Thai Institute of Directors Association, and international standards which directors, executives and employees of BTS group and its subsidiaries must strictly adhere to in applying corporate governance policy and business ethics.

BTS Group has a clear governance structure and a mechanism to monitor operations, in accordance with policies and regulations set by the internal audit committee, which is independent and reports directly to the audit committee. This provides the necessary support and supervision for the company to have an effective internal control system, also to undertake risk assessments at every operational step of a particular working unit, ensuring that operations are efficient and comply with the policy and plan of the BTS Group as well as the law and all relevant regulations. The internal audit process is responsible for monitoring operations and reporting recommendations to the audit committee, also to uncover any fraud or corruption during routine work, in accordance with plans approved by the audit committee.

BTS Group also focused on communication and broadcasting the message on corporate governance and business ethics, in order to spread the understanding and knowledge to all stakeholders both inside and outside the organization, such as the employee, business partners and subsidiaries of the BTS Group and so forth. The company has also promoted and encouraged the subsidiaries of the BTS Group to adopt and follow good corporate governance principles and standards and adopt anti-corruption measures. Since 2017/18 VGI Global Media Public Company Limited and United City Public Company Limited were certified as members of the Thai private sector anti-corruption initiative. Both now are on process of CAC re-certification for the second time in 2019/20.

### Anti-corruption

BTS Group is committed to fighting corruption by encouraging directors, executives, employees, and subsidiaries of the BTS Group not to engage in either direct or indirect corruption. The company is certified as a member of Thailand's Private Sector Collective Action Coalition Against Corruption: CAC and has organized appropriate training for employees, ensuring that they understand the anti-corruption policies of the company. At least once a year internal processes and procedures are reviewed to help improve and update the Corruption Risk Management handbook, policies, measures, guideline and anti-corruption measures. The Audit committee also examines the implementation of anti-corruption measures and policies in order to ensure that the system is effective.

The company also arranges for management and responsible staff to attend various training courses conducted by third-party expertise, in order to develop and improve the risk management and anti-corruption measures of the company to be more concise and effective.

## No Gift Policy



Since 2018, BTS Group announced “No Gift Policy”. BTS Group employees are not allowed to receive any gifts from all related parties in every occasion, to ensure that BTS Group employees perform duties with integrity, not request any presents or properties from business partners, as well as act in a fair and equitable manner with business partners. This policy has been acknowledged by internal and external relevant persons through various channels such as letters to business partners, announcement on the company website, etc. However, in case that refusal to accept gifts, souvenirs, or other benefits is not appropriate or cannot be returned to the giver, receiver must to submit the gifts to HR Department for collecting and donate them for charity.

## Certified Company of Thailand's Private Sector Collective Action Coalition Against Corruption by the Thailand's Private Sector Collective Action Coalition Against Corruption Council



On 5 November 2018, BTS Group was awarded with a renewal of certification of membership of Thailand's Private Sector Collective Action Coalition Against Corruption for the second consecutive year. This showcases the Company's explicit measures against fraud and corruption.

## Channels and the complaint investigation

The company allows employees and third parties to submit complaints or file a complaint. This may be due to non-compliance to corporate governance policy and ethics anti-corruption. The complainant does not need to reveal himself. In order to protect the rights of the complainant and other contributors, the company will conceal name, address, or information. This can be identified by the complainant or the data provider to keep complainant and the information provider confidential. Only those who are responsible for investigating complaints can access such information. In cases which the company can verify, offenders are subject to disciplinary action in accordance with the rules of the BTS Group. Complaints that are reported in good faith pertaining to violation of law or ethics or dishonesty, no matter whether the suspicion is true or not, will not be subjected to disciplinary action or be subjected to retaliation or other negative consequences. (non-retaliation)

## Corrections, channels, or complaints about corruption.



### Internal Organization Channel



**Nuduan**  
Email : DoltRight@btsgroup.co.th



**Direct Report**



**Human Resource**  
Tel. : +66 (0) 2273 8611-5  
Post : Addresses human resources and administration at the company's address.

### External Organization Channels (Performed by an independent complaints firm)



**Nuduan (Hotline)**  
Tel. : 1 800 292 777 and +66 (0) 2677 2800  
Post : Addresses human resources and administration at the company's address.



**Email** : tell@thailand-ethicsline.com



**Post** : 2712 Bangrak Post 10500



## Business Ethics

The BTS Group recognises the value of feedback from stakeholders to improve operational efficiency. BTS Group conducted two self-assessment survey of the company's executives and employees, in order to comply with corporate governance and business ethics. The first assessment is knowledge, understanding of employees related to the company's corporate governance policy, anti-corruption measures and business ethics; the second one is ability of employees to comply with the company's policy and ethics.

According to the survey this year, 3,313 employees from the total of 4,287 or 77.28% attending in the self-assessment survey on

corporate governance and business ethics, higher than the set target of 75%. The average score of executives and employees having ability to comply with the corporate governance policy, anti-corruption measures and business ethics was in the "excellent level" accounted for 89.06/100, increasing from 85.88 in the previous year and continuing higher than the target at 80 during the past four years. Regarding to the result, the company has developed a plan to improve its corporate governance policy and business ethics, by providing further training and communication in order to create better understanding among management and employees.



Number of employees attending  
in the self-assessment survey on  
corporate governance and business ethics

**77.28%**



The average score of employees having  
ability to comply with the company's policy  
and ethics

**89.06**

For complaints of wrong-doing in 2019/20, there was a total of 8 cases, 2 of which related to corruption and 6 revealing wrong doing in business ethics, not following company regulation. All 8 cases resulted in no significant value of damage. 35 employees involving in the corruption cases were fired meanwhile 6 employees concerned with disciplinary action were punished in accordance with the company's regulations.

The company has established measures to prevent appropriate corruption and continuous development, in order to avoid the recurrence. These include monitoring employees to strictly follow defined procedures, audit and loss prevention team performs inspection without prior notice, communication and awareness raising with employees.

## Business Ethics

Indicators	Performance			
	2016/17	2017/18	2018/19	2019/20
Number of corruptions of employees that have been verified as true (case)	0	27	2	2
Number of employees fired for corruption, (persons)	0	27	2	35
Number of corruption investigations that have been verified as true of the business partner (case)	0	0	0	0
Number of case suspension with business partner for corruption (case)	0	0	0	0
Other				
Number of violations of business ethics that have been verified as true (case)	16	11	3	6

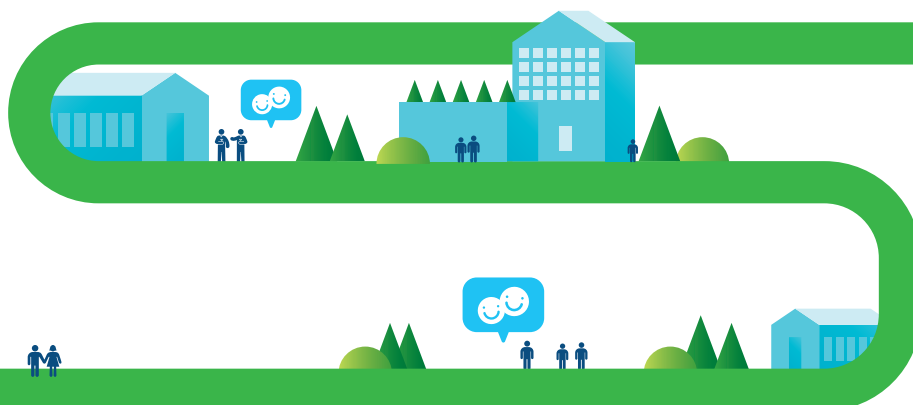


## Membership of Other Organisations

BTS Group entered into membership of various organisations established for economic and social benefits, and had adopted their policies for implementation amongst the BTS Group's business units. We have taken part in developing work systems with those

organisations, and have employed knowledge, experiences and lessons learnt shared with them to drive forward our own organisation. BTS Group provided neither direct nor indirect financial assistance nor donations to any political party.

Organisation	Type	Topic	Corporate Role		Contribution Amount			
					2016/17	2017/18	2018/19	2019/20
Thai Institute of Directors Association	Trade Association	Governance	Support	Adopt good governance policies for implementation in the organisation and develop our directors' professionalism	118,990	106,130	136,760	92,020
Thai Bond Market Association	Trade Association	GreenBond	Support	Take part in develop and enhance the issuance of Green Bond in Thailand as well as employ experiences and lessons learnt shared to other members and public	-	-	-	159,620
Thai Listed Companies Association	Trade Association	Governance	Support	Adopt policies for implementation	7,490	7,490	7,490	7,490
Thailand's Private Sector Collective Action Coalition Against Corruption	Other	Anti-corruption	Support	Support the implementation of effective anti-corruption policies in order to create a clean and transparent business community	-	-	-	8,000
Thailand Responsible Business Network	Other	Sustainable Development	Support	Adopt policies for implementation in the organisation and take part in develop and enhance work systems with other organisations, and employ knowledge, experiences and lessons learnt shared with them in order to generate positive impact at the national level, responding to SGDs	-	-	-	-
Thai Investors Association	Trade Association	Governance	Support	Support the activities in providing knowledge and understanding on securities analysis for general investors	100,000	100,000	100,000	-
Thailand Development Research Institute	Trade Association	Practice for Transportation	Support	Support the activities in technology research and development	500,000	500,000	500,000	-
Advertising & Sign Producing Association (ASPA)	Trade Association	Practice for Media	Support	Adopt policies, relevant and advantage information for implementation in the organisation and take part in develop work system and share knowledge to enhance media business	-	-	840,000	125,000
Media Agency Association of Thailand (MAAT)	Trade Association	Practice for Media	Support	Adopt policies, relevant and advantage information for implementation in the organisation and take part in develop work system and share knowledge to enhance media business	-	-	338,708	-
Total Contribution					726,480	713,620	1,922,958	392,130



**Long-Term Sustainability Target  
(2019/20-2023/24)**

- Passenger Journey On-Time at 97.50%
- Train reliability at 35,000 car kilometers per fault

**Target 2019/20**

- Passenger Journey On-Time at 99.50%
- Train reliability at 35,000 car kilometers per fault

**Performance 2019/20**

- Passenger Journey On-Time at 99.77%
- Train reliability at 94,268 car kilometers per fault



**Service Reliability**

With the goal to be leading and the best operator of mass transit system in Thailand, BTS SkyTrain focuses on the punctuality and train reliability which are key factors in driving the business operations to sustainability. As a result, the mass transit business is not only support a huge amount of commuters, but it also significantly affects the reputation and corporate image of the organization, as well as the confidence of the government sectors who award the concessionaire, including shareholders, investors and passengers. Consequently, good practices reflects the organization's image of excellence in service and safety to the public, with the aim to be granted license to operate and a significant opportunity to expand the business of the BTS Group.

**Management Approach**

Regarding train management, BTSC uses a Central Control System and Signaling Control System with an operations team responsible for implementation. This has resulted in efficient train operations both in terms of being on time and passenger safety.

**Proactive Maintenance Plan**

Preventive Maintenance	Train Overhaul	Follow up and Planning
Recording and collecting data on maintenance plans by using a computer program, as well as resource management and follow upon maintenance. This creates confidence in being able to provide a mass transit system that is ready to provide service and reduces problems during operations.	Focusing on the lower part of the train with the aim to ensure that the train service will not cause any interruption and the most safety during the service.	The Service Planning Department follows up the maintenance results on a monthly basis for the most effective planning in various aspects in accordance with the service, including the number of expected passengers or Line Load, the ability to provide services and equipment available to provide services, such as ticketing gates. Results are then submitted to senior management for further consideration and implementation.





## Train Service Plan and Measure during the COVID-19

BTSC fully and strictly supported and responded the Government measures to prevent the COVID-19 outbreak by implementing the adjusted train service plan and measures for full passenger service. It aims to facilitate and reduce passenger's density during the morning-evening rush hours as well as in the hours before the curfew, according to the social distancing measures. This is also preparation for Ministry of Transport policy to limit number of passengers in each train to maximum of 250 passengers or one quarter of the total passengers at approximately 1,000 passengers.



### Increase of serviced frequency

Sukhumvit Line at **2.40** minutes per train

Silom Line at **3.45** minutes per train



### Increase of serviced train

All **98** Trains

with **4** bogies, totaling **392** bogies

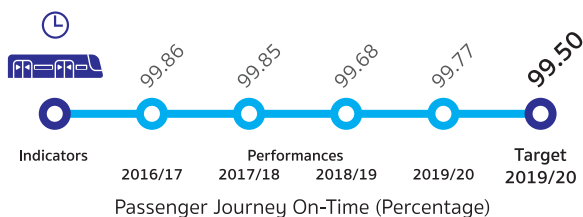
Regarding the results of the adjusted train service plan and measures, BTSC maintains its efficiency in passenger journey on-time and train reliability, according to the target.

## Performances

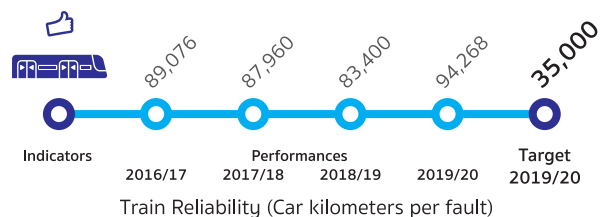
BTSC has determined key indicators regarding passenger journey on-time and train reliability for using in monitoring and evaluating operations regarding stability of these factors. These are also used to compare efficiency in providing services by other operators both domestic and abroad. In 2019/20, efficiency in terms of passenger

journey on-time and train reliability was higher than the target, with passenger journey on-time at 99.77% (target of 99.50%) and train reliability at 94,268 car kilometers per fault (target 35,000 car kilometers per fault). However, BTSC continues to strive for continuously improving its services.

### Performances on Passenger Journey On-Time



### Performances on Train Reliability





### Sustainability Long-Term Target (2019/20-2023/24)

- Customer Satisfaction Scores at 76

### Target 2019/20

- Customer Satisfaction Scores at 76

### Performance 2019/20

- Customer Satisfaction Scores at 79.40



## Customer Relationship Management

BTS Group adheres to initiate and offer products and services that fully meet all customer needs and lifestyles as well as services accessible to all customers in alignment with their needs based on fairness for the best customer satisfaction and better quality of people's life. In addition, BTS Group is well aware of all customers' feedback via various systematic management mechanisms, with regarding the most satisfying service experience for our customers.

## Customer Care and Satisfaction

### Management Approach

BTS Group takes care customer need by having monitoring systems to identify and follow up customer satisfaction regularly. The current performance will be advantage for setting goals for future operations, resulting in improvement and service development as well as becoming the best mass transit provider in Thailand.

Customer satisfaction is the duty of every employee to provide a service that fulfills all customer needs. BTSC has a staff training system for station staffs, security guards, and complaint officers who have to work with customers by requiring all employees who work with customers to receive training services, service standards and ethics. The staffs can provide services to their customers and efficiently manage their problems. They can provide appropriate advice to their customers.

Amid the digital era and customer behavior changes, BTS Group had focused on customer relationship management with the aim of providing convenient and swift services that are in tune with their daily lives. Digital and social media channels, for example, Facebook, LINE, Twitter and YouTube, serve as the center for us to interact with our customers, disseminate our news and activities, and providing knowledge related to our products and services. We also offer service via Applications namely BTS Application, to provide service information on a real-time basis.

BTSC also has a policy of encouraging all customers to access BTS Sky train service equally such as family groups, elderly groups, tourist groups, cyclist groups, or disabled people to ensure them by installing facilities to support the user groups for accessing to BTS Sky train service. Same as regular service at all stations. Including station staffs and security guards are trained to facilitate and assist the various users of the service.

To satisfy the users, BTSC organizes special events during various festivals by exempting fares for customers who qualify for activities such as children's day, children height up to 140 centimeters, free access to BTS Sky train. Normally children below 90 cm are only allowed. On CAR Free Day, cyclists are exempt from fare.



## Performances

In addition to measuring the performance of various aspects, BTSC conducts a survey on the satisfaction of BTS users every year by delegating to Suan Dusit Poll. It is a neutral and reliable educational institute conducted a survey of customer satisfaction in 43 BTS stations. In 2019/20, 3,130 survey sampling were conducted the customer satisfaction survey. The survey result was found that the customer satisfaction scores was 79.40, increasing from the previous year and higher than the set target at 76.

## Customer Satisfaction Performance



## Care Measures for Disabled Passengers

Service is at the heart of BTSC's operations. All service recipients should be able to use public transport equally. The elderly or disabled people especially the disabled, BTS is convenient. BTSC continues to provide ongoing care by equipping facilities to support people with disabilities to use the BTS as usual. To create a ramp for wheelchairs, different surfaces on the ground at the station, Braille keypad for the visually impaired, and the installation of automatic ticketing machines at altitude where wheelchair users can use the service including station staffs and security guards who are trained care and support of the disabled. This will provide facilities for people with disabilities to access the BTS.

Besides, the company has a policy to exempt fare for disabled passengers by showing ID card or passport issued by the office for the advancement and development of the quality of life of persons with disabilities, ministry of social development and human security under the condition that disabled persons who come to use the system must be supervised by the station staffs or security guards who are trained in basic care and support for the disabled to ensure safety and security throughout the journey. In 2019/20, there were a total of 1,061,214 disabled passengers travelling the BTS SkyTrain.



## Complaints Management

### Management Approach

With regard to complaint management, BTS Group attempts to arrive at solutions swiftly with priority placed on responding to customer needs. A mechanism has been installed to immediately address complaints via systematic management mechanisms.

BTS Group will contact the customer every time to report the progress. The channel to listen to the comments provided a variety of channels to facilitate the customers such as the hotline, BTS station reviews, social media, mail and website.



BTS Hotline  
02-617-6000



Rabbit Hotline  
02-617-8383



Rabbit Rewards  
02-618-3777



Rabbit LINE Pay  
Call Center  
02-026-3779



Suggestion Box  
at BTS Stations



E-mail  
nuduan@bts.co.th



• BTS Official  
• @rlpcs



• รถไฟฟ้าบีทีเอส  
• RabbitCard  
• RabbitReward  
• RabbitLINEPay



Application:  
• BTS SkyTrain  
• Rabbit Reward  
• RabbitLINEPay

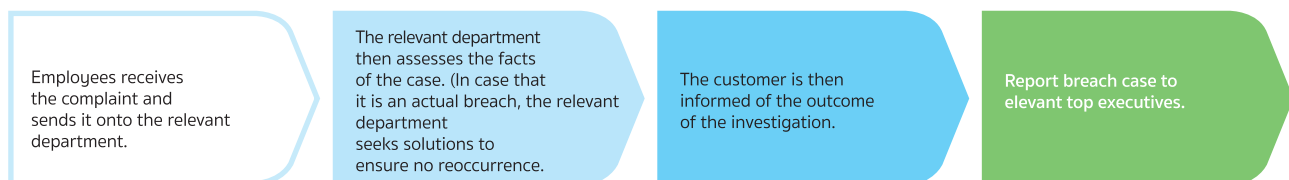


BTS SkyTrain



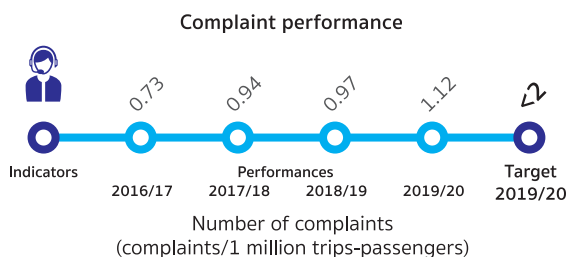
www.bts.co.th  
www.rabbit.co.th  
www.rewards.rabbit.co.th

### Complaints Management



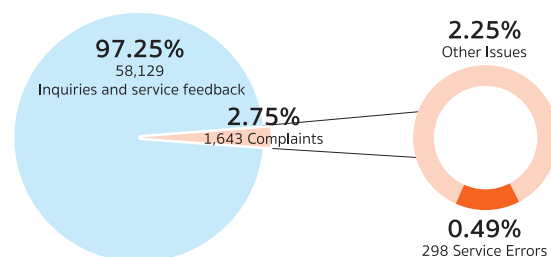
### Performance

BTSC set a target of less than two complaints per million trips-passengers. In 2019/20, there were 1.12 complaints per million trips-passengers. 100% of total complaints were resolved and reported to the Complainant.



### Comments and suggestions through provided channels

In 2019/20, there were 59,772 comments and suggestions through provided channels, divided into 58,129 inquiries and service feedback, accounted for 97.25% and 1,643 complaints, accounted for 2.75%. Among the total complaints, there were 298 cases of service errors, accounted for 0.49% from the total comments and suggestions.





## Products and Services Development

### Management Approach

In addition to the facilities which provided by BTS Sky Train, BTS Group also aims to develop the ticketing system to meet the consumer need to cover the lifestyle of the city and to improve the quality of life and convenience in providing network services of Thailand's mass transit system to international standards.



Nowadays, living habits and financial services are changing rapidly and continuously. The Bank of Thailand aims to make Thailand a cashless society in the future. This is in line with the BTS Group's strategy and long-term goals. For the service business to bring Bangkok to Cashless Society through Micro Payment service in electronic commerce. BTS Group has developed "Rabbit" to be more than BTS Sky Train and BRT Pass. It also supports both offline and online payments.

### Performance

#### Ticketing System Development

To facilitate the users of the BTS SkyTrain System, the BTS Group has developed an electronic payment system through a Rabbit card through a variety of service channels, namely linking Rabbit Card to Rabbit LINE Pay Application, providing users to top-up and purchase BTS trip through electronic money payment or E-Wallet, check the remaining balance and travel history. Moreover, user who want to purchase single trip, QR Code Payment is also available.

In 2019/20, 13 million Rabbit cards were issued and 7.3 million user accounts registered Rabbit cards through Rabbit LINE Pay Application, increasing from the previous at 10.3 million Rabbit cards and 5.1 million user accounts, respectively.

Offline Payment : Rabbit card	Online Payment : Rabbit Line Pay
<p>E-Money service is available for both BTS Sky Train, BRT Bus, and also pay for goods and services with many leading stores. 13 million rabbit card holders as of 31 March 2019 &gt;300 Brands of goods and services &gt;12,000 Rabbit readers</p> 	<p>Mobile wallet included in the leading messaging application to support for online payment services through QR code, cash in mobile wallet including bank account and credit card. 7.3 million users &gt;1,000 online shops</p> 

Rabbit card connects 10 travel links, covering 6 provinces



- BTS SkyTrain
- BRT
- Microbus Y70E Salaya – Mo Chit
- RTC City Bus Nonthaburi
- RTC City Bus Chiang Mai
- Public Bus No 150 Pakkret – Bangkapi
- Public Bus No 104 Pakkret – Mo Chit 2
- Phuket Smart Bus
- The ferry boat across Tha Prachan and Tha Maharaj to Tha Wang Lang
- Khlong Phasi Charoen Boat

Supporting both offline and online payments of more than 300 brands in over 12,000 Rabbit readers.



**Rabbit Rewards:** Earning Rabbit Rewards points for every spending with Rabbit. Points can be redeemed for discounts on products and services.

## Data Usage and Privacy Protection of Customers

Rabbit is focused on collecting customer information to develop a variety of products and meet customer need including analysis of data usage to improve service quality and appropriate to the behavior of each customer. It also cares about usage of customer information carefully. The user privacy policy published on

Rabbit Website : <https://card.rabbit.co.th/>

Rabbit Rewards : <https://rewards.rabbit.co.th/rr/privacy>

Rabbit Line Pay : [https://terms2.line.me/linepay\\_pp\\_pp\\_rabbit?lang=th](https://terms2.line.me/linepay_pp_pp_rabbit?lang=th)

In addition, Rabbit has set measures and guidelines to protect the information security, technology systems and maintain the confidentiality of their personal information to prevent the risk of data leakage by

- Define employees' rights to access personal information of customers in accordance with their responsibilities. Only responsible employees can verify the personal information of customers.

- Prevent connection from public network. Only authorized people can access the system through the internal network to prevent data leakage and the risk of abuse and improper use of personal information.

- Encrypt personal information of customers received from various channels and delivered in a safe way according to international standards to record in CRM Data Warehouse.

- Train new employees to understand the customer's privacy policy. All employees are encouraged to be aware of such policies.

- Surveillance to detect malfunctions, correct problems, and follow up regularly to monitor the tightness and efficiency of information technology systems.

From above operation, Rabbit has no complaints about customer data leakage or abuse and misuse of customer information.



### Sustainability Long-Term Target (2019/20-2023/24)

- 100% of suppliers have acknowledged the Supplier Code of Conduct, which integrated the governance, social and environment

### Target 2019/20

- 100% of suppliers from critical supplier Tier 1 were assessed on ESG Risk Criteria
- 100% of suppliers, who have to work in the BTS SkyTrain system, were trained in term of safety standard in the BTS SkyTrain system.

### Performance 2019/20

- 100% of suppliers from critical supplier Tier 1 were assessed on ESG Risk Criteria
- 100% of suppliers, who have to work in the BTS SkyTrain system, were trained in term of safety standard in the BTS SkyTrain system.



## Supply Chain Management

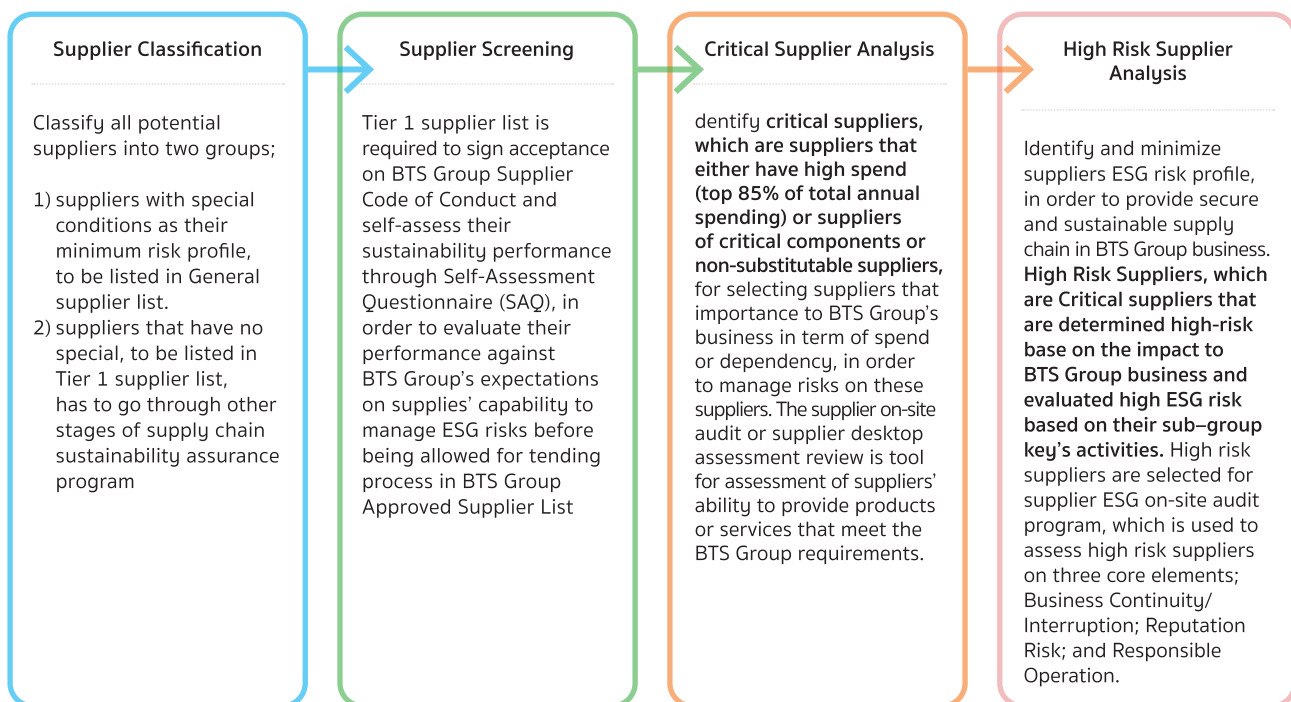
BTS Group has attached great importance on supplier chain management in the same manner as business operation by ensuring sustainability in all respects. BTS Group aims to manage supply chain based on corporate governance principles and recognition towards the environment and society to prevent any risk that may directly and indirectly affect the BTS Group's image and operations via our supply chain. At the same time, sustainable supply chain management will also increase new business opportunities via the BTS Group supply chain from upstream to downstream.

### Management Approach

BTS Group is highly committed on strategising for procurement strategy that focuses on product and service quality, setting risk management process that covers environmental, social, and governance (ESG) aspects in order to align management with risk level with consideration of quality, quantity, delivery of products and services as well as compliance to labor law, environmental law, and other quality management systems to protect and mitigate risks that may impact quality, quantity, delivery of products and services, and trust of stakeholders to operations of the BTS Group. BTS group prepared Supplier Code of Business Conduct defining the basic commitments required from BTS Group's suppliers concerning their Environmental, Social and Governance (ESG) responsibilities. Furthermore BTS Group has initiated and integrated the Supply Chain Sustainability Assurance Program into our business in order to create long-term value with suppliers by managing Environmental, Social, and Governance (ESG) impacts, throughout the lifecycles of goods and services. BTS Group's Supply Chain Sustainability Manual outlines process of supply chain sustainability assurance program for determining relationship and management approach with our suppliers to ensure that ESG risks associated with the group's supply chain are properly managed.

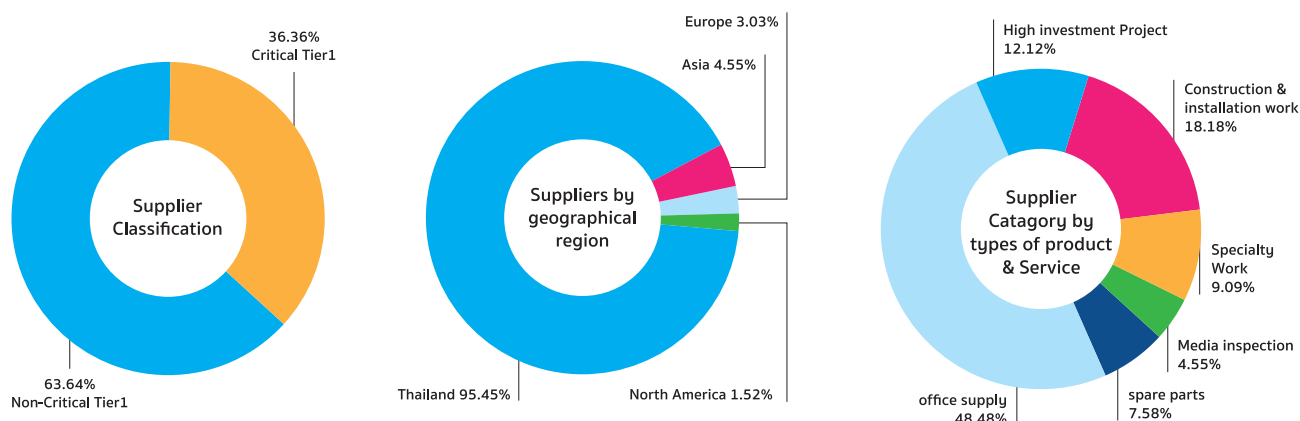
BTS Group has designed BTS Group's supply chain sustainability assurance program that can be integrated at every stage of company's procurement process. Starting from screening new suppliers to collaboration with suppliers. The program consists of 4 stages; **Supplier Classification**; **Supplier Screening**; **Critical Supplier Analysis**; and **High Risk Supplier Analysis**. The program applies to both new and existing suppliers in which BTS Group can then identify and prioritize sustainability risks that lie in company's supply chain.

### Process Flow of BTS Group's Supply Chain Sustainability Assurance Program



## Performances

In 2019/20, BTS Group had a total of 66 Tier 1 suppliers, accounted for total procurement spending of THB 5,220 million, listed in the approved supplier list. Of all suppliers, there were 24 Critical Tier1 Suppliers or 36.36% of total suppliers, with the total procurement spending of THB 5,167 million, and 42 Non-Critical Tier 1 Suppliers or 63.64% of total suppliers with the total procurement spending of THB 53 million.



Of all Critical Tier 1 suppliers, 100 percent acknowledged and understood the scopes and guidelines of our business practices pursuant to relevant environmental, social and governance guidelines set forth in the BTS Group Supplier Code of Conduct. All suppliers of BTS Group must not violate human rights, use child labor and employ illegal labor. In addition, they must adopt environmentally friendly management practices, good occupational health and safety, as well as going through other stages of supply chain sustainability assurance program, in order to evaluate their ability to provide products or services that meet the BTS Group requirements and their capability to manage ESG risks.

According to the results of High Risk Supplier Analysis, it was found that of all 24 Critical Tier 1 suppliers, there were 15 High-risk suppliers; 6, located in other countries, were assessed by supplier desktop assessment review meanwhile 9, located in Thailand, were assessed by Supplier ESG on-site audit program. Supplier ESG on-site audit result shall be reported by using level of supplier's ESG practices which is separated into 4 (four) levels as follows:

- Excellent Level (4.00-3.26): Sustainability practices have implemented at the excellent level. Monitoring on ESG risks is not required.
- Good Level (3.25-2.51): Sustainability practices have been implemented at the good level. Improvement can be achieved in some areas but monitoring on ESG risks is not required
- Fair Level (2.50-1.00): Sustainability practices have been implemented at the fair level. Suppliers must propose plan and timeline to improve performance in environmental, social, and governance area (ESG Corrective Action Plan), which has to be completed within the timeframe.
- Poor Level (Below 1.00): Implementation of sustainability is at the poor level. Supplier must propose a plan and timeline to improve performance in environmental, social, and governance area (ESG Corrective Action Plan) before any bidding can take place.

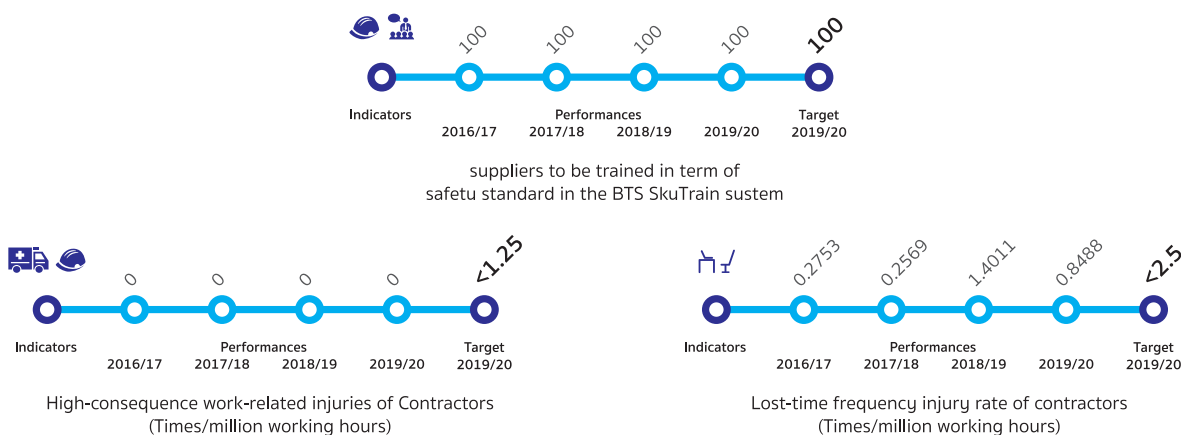
According to the assessment, it found that no suppliers were evaluated in Fair and Poor Level and no suppliers found to have a tendency to create adverse effects to the society, whereby BTS Group issued a warning them to improve or decided to terminate their procurement contract.

## Enhanced Safety

As the operator of BTS SkyTrain and the management of media and commercial area in mass transit system, Safety is the primary goal of BTS Group. Moreover supplier's occupational safety poses a significant risk, reduction of work-related accident, injury and fatality rates among suppliers therefore is a target for which BTS Group must work towards effectively.

For the installation works of suppliers and contractors in the BTS SkyTrain system, BTSC requires suppliers and contractors, covering VGI and its suppliers at the supervisor level, to be trained in term of safety standard in the BTS SkyTrain system. All trainees are required to pass a pre-test and post understanding test before and after the training to evaluate and assess ability to work in term of safety. Training results, certificates and training hours of suppliers is recorded in the Operation License System, as a database for implementing organisation regulations and domestic laws. BTSC supports, shares knowledge and advises suppliers and contractors to ensure that safety is always present. In 2019/20, all suppliers and contractors or 100% who have to work in the BTS SkyTrain system were trained in term of safety standard in the BTS SkyTrain system.

### Performance on Safety of Contractors





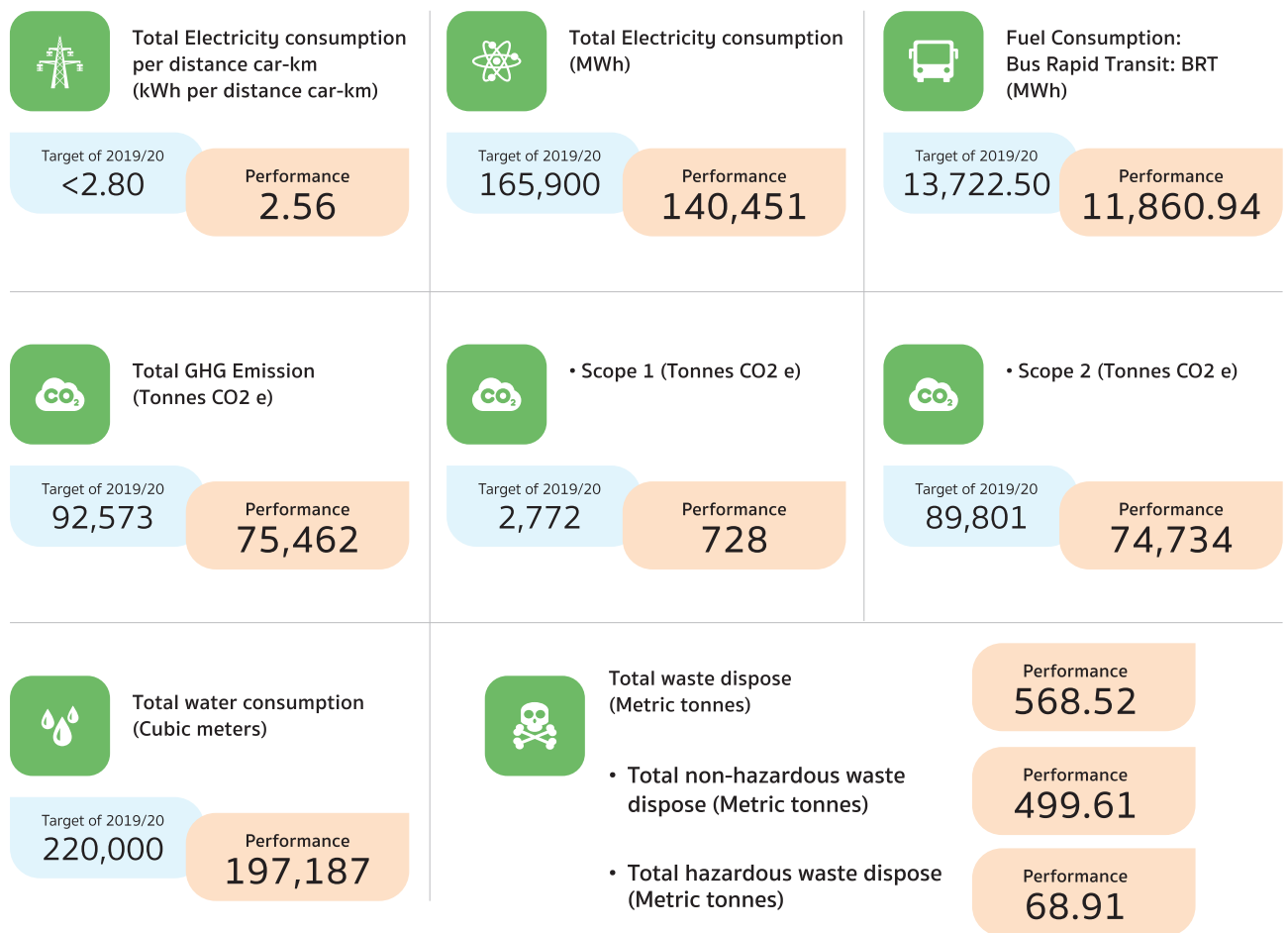




# Environmentally Friendly Business

BTSC recognises the opportunity to promote environmental conservation, especially the reduction of greenhouse gas emissions. With its core business in mass transit, a low-carbon transport system, which not only caters to the hastiness of the society but also reduces pollution caused by transportation in the same way.

BTSC is committed to continuously improving its energy efficiency together with the environmentally friendly business management throughout the value chain for the sustainability of business, society and environment of the country.



### Long-Term Sustainability Target (2019/20-2023/24)

- Total Electricity consumption at not exceeding 3 kWh per distance car-km

### Target 2019/20

- Total Electricity consumption at not exceeding 2.8 kWh per distance car-km

### Performance 2019/20

- Total Electricity consumption at 2.56 kWh per distance car-km



## Energy Efficiency

As a mass transit operator which consumes electricity as its main energy in the business operations, BTSC is fully aware of the need for efficient energy use and reducing environmental impacts. BTSC focuses on developing and improving operations in order to conserve energy as well as study the feasibility of providing renewable energy sources including more efficient energy consumption.

### Management Approach

Regarding the continuous increase in BTS SkyTrain passengers and extension routes serviced, the trend of electricity consumption in business has increased significantly. BTSC is committed to maximizing in energy efficiency. The long-term target until 2023/24 is to control the electricity intensity used for traction power at not exceeding 3 kWh per distance car-km meanwhile the short-term target by 2019/20 is to control the electricity intensity used for traction power at not exceeding 2.8 kWh per distance car-km.

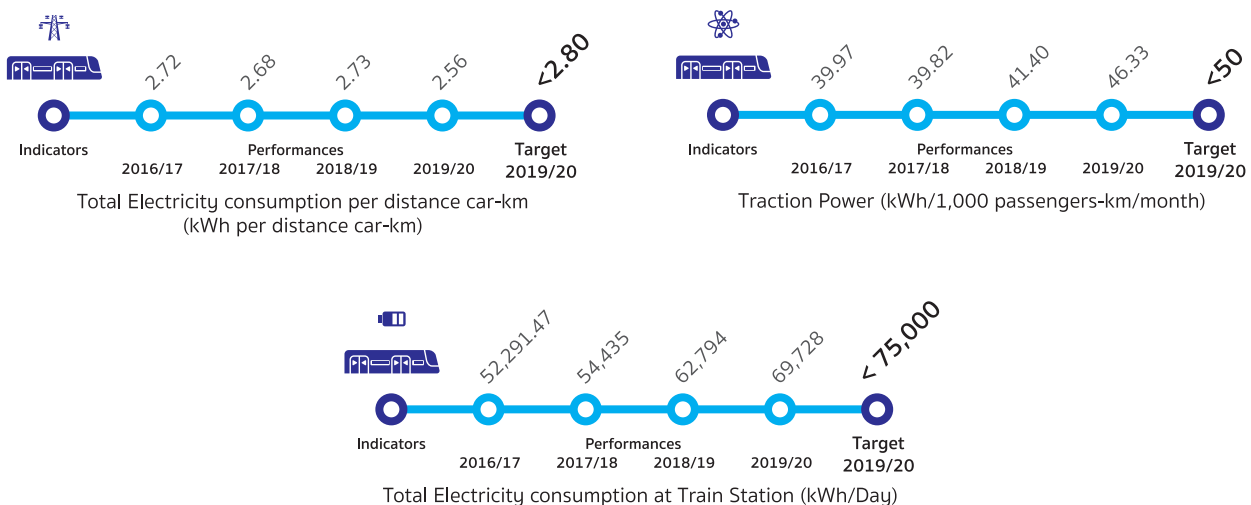
To achieve energy conservation of not exceeding the set target, since 2014/15 BTSC established a working committee to focus on energy related issues, responsible for determining energy conservation policy, evaluation of the ability to conserve energy, determine goals and conservation plans, audit and analyse operations to ensure goals and plans are met. The committee is also responsible for the review, analysis and addressing of inaccuracies related to energy management with the Chief Executive Officer (CEO) serving as head of the committee. Internal meetings are held every three months, with an external third party carrying out an audit and certifying the results for submission to the Department of Alternative Energy Development and Efficiency, in March of each year.

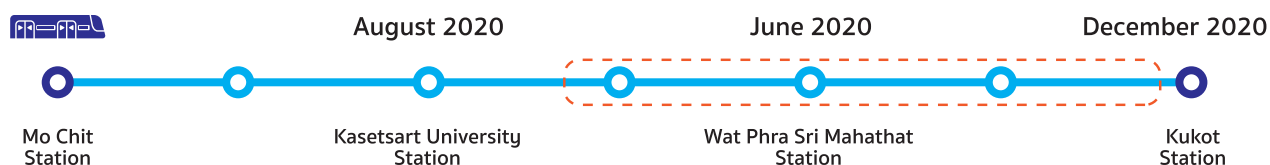
At the same time, in order to evaluate management of energy efficiency, BTSC has monitored operations based on Traction Power energy consumption indicators and electrical consumption indicators in buildings, as well as using a process to collect data and analyse irregularities in energy consumption and report findings to the Operation Performance Committee Meeting on a monthly basis.

### Performances

In terms of performance, BTSC was able to control the electricity intensity for Traction Power and energy at stations less than the set target of not exceeding 2.8 kWh per distance car-km. As shown in the energy efficiency performances throughout the past 4 years, it was found that the electricity intensity were in control level even though the increase of passengers and serviced route expansion.

### Electricity Intensity





Furthermore, in 2019/20 BTSC use more Traction Power and energy at stations than last year. It was found that Traction Power was equal to 46.33 kWh per 1,000 passengers-km per month, meanwhile energy used at BTS SkyTrain stations was 69,728 kWh per day, which was aligned with the set target.

The increase electricity consumption came from 2 factors; the serviced route expansion of the Green Line Extension, Mo Chit-Sapa Mmai-Ku Kot section, adding 5 stations for fully services in 2019, running

from Mo-Chit station to Kasetsart University station; and test runs to test the efficiency of the track management system for the 11 additional stations, for preparation to open all stations of the Green Line Extension, Mo Chit - Saphan Mai - Ku Kot section in 2020. The test run was consisted of 4 stations from Kasetsart University station to Wat Phra Sri Mahathat station, to open in June 2020; and 7 stations from Wat Phra Sri Mahathat station to Ku Kot station, to open in December 2020.

### Energy Consumption

Indicators	Performances				Target 2019/20
	2016/17	2017/18	2018/19	2019/20	
Total Electricity consumption (MWh)	102,685	106,079	117,139	140,451	165,900
• Electricity Consumption: Traction (MWh)	68,988	71,118.05	75,263	91,321	107,835
• Electricity Consumption: Non Traction (MWh)	33,707	34,960.95	41,876	49,130	58,065
Fuel consumption for building services (MWh)	448.98	511.63	585.36	707.26	770
Fuel consumption for company cars (MWh)	N/A	N/A	549.46	448.09	660
Fuel Consumption for Bus Rapid Transit: BRT (MWh)	17,092.76	12,685.99	12,638.24	11,860.94	13,722.50
Refrigerant consumption (kg)	76	135	531	257	400
Total costs of energy consumption (Baht)	373,985,474.70	382,459,474.70	443,748,873.50	528,932,448.99	
Data Coverage (Percentage of Total revenues)	49	65	86	80	

### Green House Gas Emission

Indicators	Performances				Target 2019/20
	2016/17	2017/18	2018/19	2019/20	
Total GHG Emission (Tonnes CO2 e)	54,885	56,813	63,978	75,462	92,573
Scope 1 (Tonnes CO2 e)	241	368	1226	728	2,772
Scope 2 (Tonnes CO2 e)	54,644	56,445	62,752	74,734	89,801

#### Remark:

1. Energy Consumption and Green House Gas Emission in the above tables is the data for The BTS Green Line project only, which were verified by Lloyd's Register against GRI standards, GRI 302-1, GRI-305-1 and GRI 305-2.
2. The data used to calculate the carbon dioxide emissions for electricity consumption is 0.5321 tons of carbon dioxide per MW - hours (tCO2 / Mwh)
3. The data used to calculate Direct Green House Gas Emission (Scope 1) covers the fuel consumption BTS buildings and cars; the refrigerant for the air conditioners in the building and trains, not including the fuel Consumption for Bus Rapid Transit: BRT. The emission factor is reference from Journal of Thailand Greenhouse Gas Management Organization (Public Organization) published in February 2020.
4. The fuel consumption for the company cars have been recorded since 2018.
5. The data of total costs of energy consumption covers the BTS Green Line project and the Bus Rapid Transit: BRT.



### The change of split-type air conditioners

BTSC has continued changing of split-type air conditioners for the BTS stations, office building and the depot, to replace the old existing ones. This year BTSC changed a total of 36 split-type air conditioners, resulting a decrease in energy consumption of 136,312 kilowatt-hours per year or cost saving of more than 500,000 baht per year.



### Engine Replacement for BRT

For the Bus Rapid Transit Project (BRT), BTSC replaced engine of a total of 25 BRT. The new engines with high efficiency will be replaced the original ones that started breaking down and overhaul transmission gear box. The new engines would help NGV reduction and more increase of energy efficiency. It has commenced since 2018 and 21 BRT were completely replaced the new engines and the remaining 4 will be finished by July 2020.



### Return on Environmental Investments

Currency Unit: THB	2016/17	2017/18	2018/19	2019/20
Capital Investments for Energy Saving Projects	8,434,000.00	1,088,800.00	1,335,000.00	550,000.00
Operating Expenses	3,875,018.67	3,066,832.99	1,245,602.01	44,372.56
Total Expenses (= Capital Investment + Operating Expenses)	12,309,018.67	4,155,632.99	2,580,602.01	594,372.56
Savings, cost avoidance, income, tax incentives, etc.	1,956,428.69	1,553,056.63	620,587.18	25,757.61
Percentage of operations covered total revenues	49	65	86	80



The Bangkok's Pink Monorail Line (Khae Rai-Min Buri section)  
and the Yellow Monorail Line (Lat Phrao-Samrong Section)

## Green Bond

BTS Group commits to operate businesses that embrace the social and environmental sustainability while earning Long-term value-added and sustainable returns to all stakeholders. In 2019, BTS Group raised funds through the issuance and offering of THB 13,000 million green bonds, unsubordinated, unsecured types and with debenture holders' representatives, offered to institutional and high-net-worth investors. Bangkok Bank PCL and Siam Commercial Bank PCL were appointed as the joint lead arrangers of this Green Bond transaction. This bond was opened for subscription from 21-23 May 2019.

BTS Group Green Bond was the first Thai Green Bond issued under the new Thai SEC's Green Bond Notification. The Bond also complies with the International Capital Market Association (ICMA)'s Green Bond Principles (ICMA's GBP), as well as the ASEAN Green Bond Standards (AGBS). Sustainalytics, a leading independent research facility of ESG and corporate governance, has verified and issued the second party opinion (SPO) which concluded that the BTSG Green Bond is in compliance with both the ICMA's GBP and the AGBS. Climate Bonds Initiative (CBI) has also certified that the BTSG Green Bond complies with the Climate Bonds Standard, the low carbon transport criteria.

The Bond proceeds will be mainly used for debt repayment of Eligible Green Projects, which are the Pink (Khae Rai to Min Buri; 34.5km, 30 stations) and Yellow (Lad Prao to Sam Rong; 30.4km, 23 stations) Mass Transit Lines currently under construction. These two electric train systems will provide a sustainable mode of public transportation to communities along their path, leading to reduced carbon emission in Bangkok.

BTS Group Green Bond offered Thai institutional and high-net-worth investors the first opportunity to contribute to the environment conservation by investing in the securities that finance the low carbon transport projects. In addition, this landmark transaction will be an important step of Thai debt capital market to move towards sustainable financing.

With the commitment to take part in develop and enhance the issuance of Green Bond in Thailand as well as employ experiences and lessons learnt shared to other organisations, BTS Group Green Bond received "The Best Green Bond Award", in the category of Best Deal -Transport and Infrastructure, at The Asset Triple A Sustainable Capital Markets Regional Awards 2019.



**BTS GROUP GREEN BOND**  
The total value of not more than

**THB 13,000 million**

The Bond complies with the  
International Capital Market Association  
(ICMA)'s Green Bond Principles (ICMA's GBP),  
the ASEAN Green Bond Standards (AGBS)  
as well as the Climate Bond Standard



## Environmental Footprint

BTSC strictly follows the laws, rules and regulations related to the environment and safety, following international standards; ISO 14001 Environmental management systems and ISO 45001:2018 Occupational health and safety management systems, including environmental laws and regulations, in order to slow down the shortage of natural resources in the future as well as reduce the volume of waste generated from business operations.

Environmental Management System of BTSC covers comprehensive management of business risk issues that may have an impact on the environment. The focus is on water management and waste management from business operations in order to control the environmental impact and seek opportunities to improve and develop continuously.

## Water Management

### Management Approach

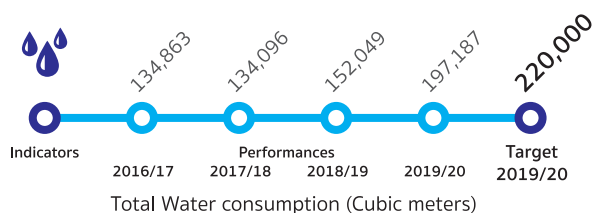
Water resources used in operations of BTSC are mainly from tap water supply. One part is used in the maintenance phase, maintenance of equipment in the Depot and the other for general use in the office building, sub-office on the BTS stations including commercial shops in the BTS SkyTrain system. For the wastewater from the operations, BTSC controls wastewater from office buildings in compliance with the standard of sewerage control under the ISO 14001 Environmental management systems and ISO 45001:2018 Occupational health and safety management systems, including relevant environmental and safety regulations and laws. Operations and measuring environmental quality and other safety issues are systematically maintained and are followed up on by the Safety Department and Quality Department on a regular basis. BTSC submits the various results to related government agencies according to timelines determined by laws and regulations.

BTSC measures water management by improving the quality of water before returning to the outside and monitoring the system on a regular basis to keep the system running efficiently as well as measuring water quality before returning to the system every year. The water management standard in accordance with the announcement of Ministry of Natural Resources and Environment, in order to effectively treat wastewater before releasing into the sewer. Furthermore, BTSC has improved wastewater treatment system of the commercial area in the BTS stations to be in line with the waste water treatment control standards announced by the Ministry of Science Technology and Environment. From randomizing and analyzing organic carbon of treated water at Mo Chit station, it was founded that BOD (Biochemical Oxygen Demand) is equaled to 19.6 mg/L, which was lower than standard at 20 mg/L as set out in National Environmental Quality Act B.E. 2535 for typed Kor. Building.

Moreover, BTSC organised a course called "Environmental Education" to educate employees so that they have a better understanding of the ISO 14001 Certified Environmental Management System and conducting business under the environmental standard, as well as educating them on the rules and procedure for the environment.

### Performances

In term of performances in 2019/20, BTSC consumed more water regarding the 5 increasing number of BTS stations and commercial shops in the system from the service commence of the Green Line Extension, Mo Chit-Sapan Mai-Ku Kot section. Consequently, total water consumption of BTSC in 2019/20 was at 196,541 cubic meters. However, this was still lower than the set target.



## Water Consumption



Water consumption for BTS Green Line (Cubic meters)



Water consumption for BRT (Cubic meters)

#### Remark:

1. Data Verification (GRI 303-1) by Lloyd's Register verifier for water withdrawal by source only for BTS Mass Transit System (Green Line) only, not including Bus Rapid Transit (BRT).
2. BTS provide services for BTS Green Line Extension, Samrong - Samut Prakan section (E15 - E23) in December 2018, Mo Chit - Saphan Mai - Khu Khot section, partial opening for Mo Chit - Ha Yaek Lat Phrao (N8-N9) in August 2019 and Ha Yaek Lat Phrao - Kasetsart University (N9 - N13) in December 2019, resulting the increased target of water consumption in 2019/2020.

## Waste Management

### Management Approach

Waste management of BTS Group is divided into 2 parts; 1) Non-hazardous waste generated from daily operations and consumption within the office building and in the BTS Skytrain system 2) Hazardous wastes from the maintenance of machinery under the operation of BTSC.

For non-hazardous waste caused by daily living and consumption, BTSC has a policy to encourage employees, passengers and tenants in the BTS skytrain system to sort the waste before disposing of it in the place provided before sending to the agency of Bangkok Metropolitan.

In terms of hazardous waste which mainly comes from maintenance of engines under the supervision of BTSC, the waste is collected according to type, with amount and type recorded before being handled appropriately. BTSC have hired a hazardous waste management company registered with the Department of Industrial Works (DIW), in order to ensure that the waste is taken care of according to the ISO 14001 Environmental management systems and ISO 45001:2018 Occupational health and safety management systems, and laws and regulations of the country. At the same time, a manifest regarding transport of hazardous waste is maintained for reference or auditing.

### Performances

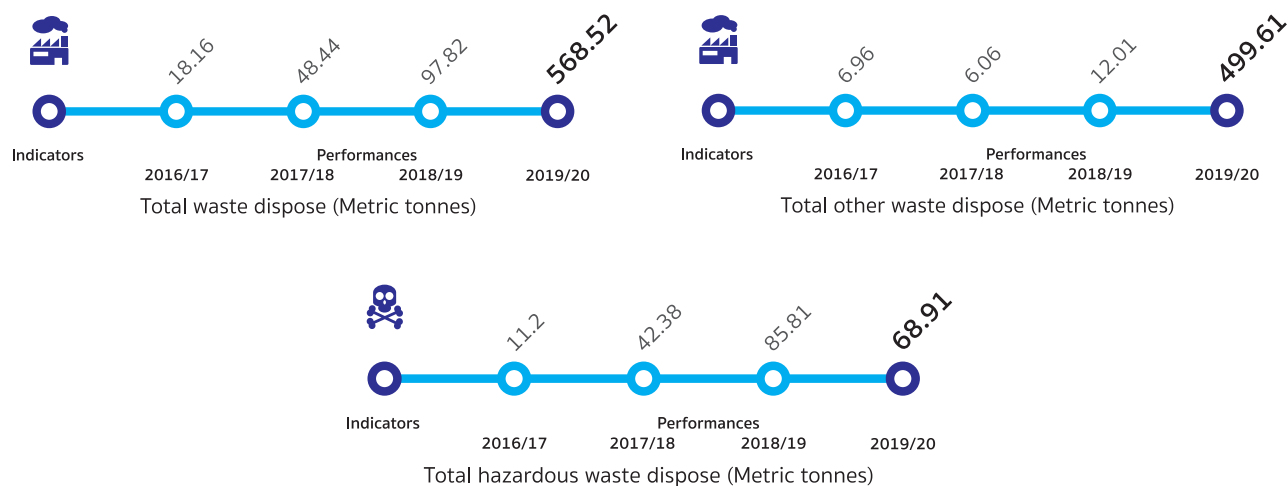
BTSC is committed to the maintenance of machinery and equipment used in the BTS Skytrain system, aiming to extend the lifetime of the device and help the reduction of hazardous waste, in order to enhance environmental and safety performance. Regarding the concern of managing general waste, BTSC also promotes an awareness and consciousness of waste separation and plastic reduction amongst employees to address the issue of waste creation at its origin.

In 2019/20, BTSC has improved the method of data collection in accordance with the GRI 306-2 Waste by type and disposal method, Version 2016. The disclosed performance indicators have been verified by an independent third-party auditor, Lloyd's Register International (Thailand), to ensure its completeness, accuracy, and credibility, aligned with international standards. According to the collected data in 2019/20, total waste dispose was at 568.52 metric tonnes, divided into 499.61 metric tonnes of non-hazardous waste and 68.91 metric tonnes of hazardous waste. The waste is taken care of according to the ISO 14001 Environmental management systems and ISO 45001:2018 Occupational health and safety management systems, and laws and regulations of the country.

BTSC provides channels for complaints from the community and passengers, in case anyone is impacted by our operations. In the past year, BTSC did not receive any complaints regarding safety and the environment.



## Waste Dispose

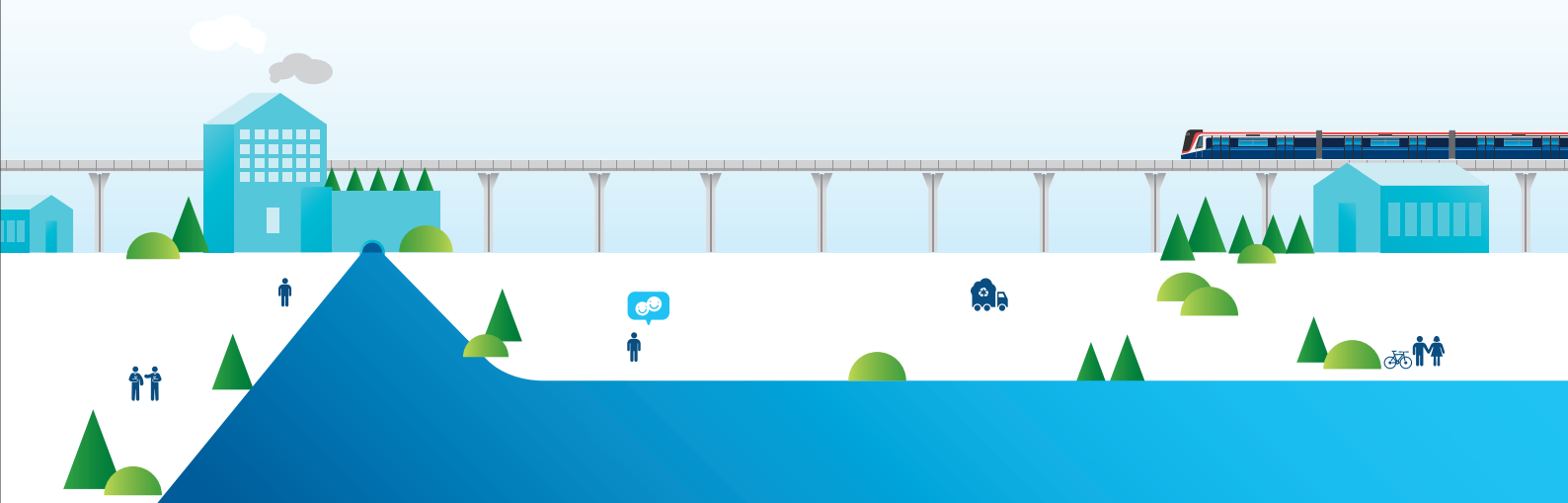


## Details of Waste Category collected in 2019/20

Waste Category			Disposal Method	Weight (Metric tonnes)
Non-Hazardous Waste	Solid waste	General waste / Rubbish	Sanitary Landfill	449.977
	Recyclable waste	Plastic bottle	Sorting, pelletizing and recycle for other use	30.660
		Metal can	Fusion and recycle for other use	2.915
		Paper	Collection, sorting, pulping, de-inking and new paper making	10.782
		Wood crate	Collection, sorting and recycle for other use	1.750
	Reuse	Metal scrap	Fusion and recycle	3.522
	Total Non-hazardous Waste			499.606
Hazardous Waste	Contaminated waste/ Infectious waste		Burn for destruction in hazardous waste incinerator	0.021
	Battery		Storage, collection, fusion and recycle	5.525
	Used lubricant		Fuel blending	3.600
	Used oil filter (from generator)		Fuel blending	0.500
	Rubber crumb		Secure landfill	0.920
	Light bulb		Secure landfill after Stabilized or solidified	1.180
	Oil contaminated material		Secure landfill after Stabilized or solidified	1.000
	Fiber glass cement		Secure landfill after Stabilized or solidified	53.180
	Rubble, tiles		Secure landfill	3.000
	Total Hazardous Waste			68.905

## Remark:

1. Data Verification (GRI 306-2) by Lloyd's Register verifier for hazardous and non-hazardous waste only for BTS Mass Transit System (Green Line) only, not including Bus Rapid Transit (BRT).
2. BTS provide services for Sukhumvit Extension Line, E15-E23 in December 2018, N9 in August 2019 and N10-N13 in December 2019, resulting the increased target of waste in 2019/2020.
3. The waste for 2016/2017, 2017/2018 and 2018/2019 is reported for only occurred in Stabling area and maintenance workshop in Depots. The waste for 2019/2020 is reported for BTS Administration building, Stations, Depots. But for the stations, Solid waste has been counted since August 2019 and Hazardous waste has been counted since December 2019.









# Improving Quality of Life

BTS Group adheres to promote the quality of life, well-being of employees and their competency development on a basis of equality, fairness, and human rights, in parallel with promoting healthy and safe working environment. We also strive to promote safe and

security for all passengers as well as the foundation of good quality of life in community for driving business growth along with the sustainable community and society.



Serious injury rate of passengers  
(Times/million working hours)

Target 2019/20  
**<0.04**

Performances  
**0**



Lost-time frequency injury rate of employees  
(Times/million working hours)

Target 2019/20  
**<2.5**

Performances  
**1.1706**



Lost-time frequency injury rate of contractors  
(Times/million working hours)

Target 2019/20  
**<2.5**

Performances  
**0.8488**



Employee Engagement  
(Percentage of Employees were very satisfied)

Target 2019/20  
**75**

Performances  
**79.66**



Percentage of employees cooperated in responding to the engagement surveys

Target 2019/20  
**85**

Performances  
**93.49**



### Sustainability Long-Term Target (2019/20-2023/24)

- Serious injury rate of passengers at <0.04 times per million trips
- Lost-time frequency injury rate (LTIFR) of employees at <2.0 times per million working hours

### Target 2019/20

- Serious injury rate of passengers at <0.04 times per million trips
- Lost-time frequency injury rate (LTIFR) of employees at <2.5 times per million working hours

### Performances 2019/20

- Serious injury rate of passengers at 0
- Lost-time frequency injury rate (LTIFR) of employees at 1,1706 times per million working hours



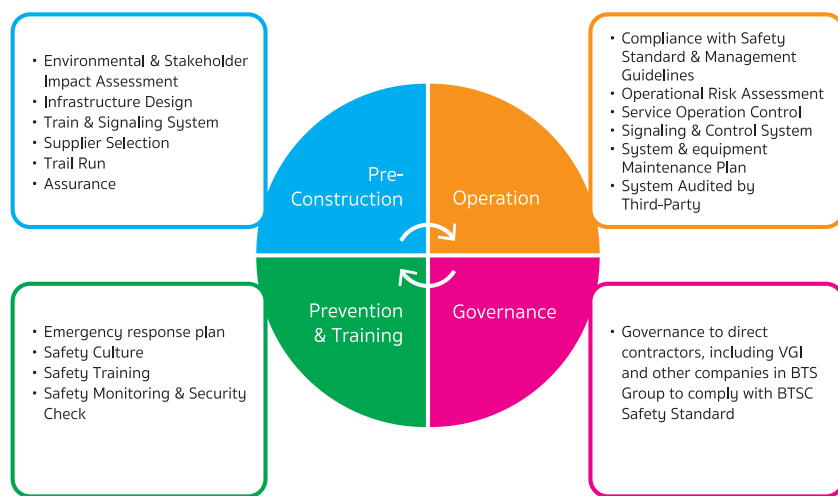
## Accidents and Safety Management

As the mass transit system operator, safety is the main focus for BTSC and a key success indicator, building the reputation and branding of the organisation. Maintaining efficient safety management creates confidence of government agencies, the concessionaire, shareholders, investors, passengers, contractors, employees and community. BTSC strictly follows safety and security policies, in order to provide the safest service to over 800,000 passengers a day, including people on road and community along the BTS SkyTrain routes.

### Management Approach

BTSC is committed to safety of both the Process Safety and Personal Safety, covering passengers, employees and contractors. BTSC strives to enhance safety from pre-construction to throughout service.

### Safety Management Process



**Pre-Construction Period:** BTSC takes into consideration all safety aspects, beginning with planning before project implementation, through the establishment of safety measures stated in the employer's Terms of Reference (TOR) for use in selection and management of contractors in terms of design, installation, inspection and testing of the system in compliance with international standards, such as the European Railway Standard (EN-50126, EN-50128 and EN-50129) and the NFPA 130: Standard for Fixed Guideway Transit and Passenger Rail Systems. In this respect, we have received 'Proof of Safety' Certification from various recognised independent agencies.

**Operational Period:** BTSC operations are overseen by the Project Department, Operations Department, Maintenance Department and Safety and Security Department, in compliance with the various standards to which the organisation has been granted certification, such as the ISO 45001:2018 Occupational health and safety management systems, Safety Management System (SMS) and the Best Practice Model (BPM) following Ricardo Rail and engineering standards, determined by the Engineering Institute of Thailand. Maintenance of machinery, equipment and basic infrastructure, follows the established Maintenance Activity Plans. In order to ensure safety in operating the rail system, BTSC has installed Fail Safe System which automatically controls the train to safe mode during faults. This process is regularly audited every year by Ricardo Rail.

**Prevention and Training:** In addition to safety of transportation services, BTSC prepared annual drills following the emergency response plan in cooperated with external agencies such as Disaster Prevention and Mitigation, Emergency Medical Services and local police stations on a regular basis of twice a year, in term of handling unforeseen situations, emergencies, which might affect to the safety of BTS SkyTrain, such as fire drills, chemical spills in the Depot, and criminal or sabotage. Moreover, BTSC supports and encourages safety awareness in its organisation culture, covering passengers, employees and contractors, through safety training and communication channels to ensure all stakeholders be aware of safety during using the BTS SkyTrain.

**Governance:** BTSC measures to strictly supervise the contractors covering VGI, as the concessionaire from BTSC to manage advertising and commercial space in the BTS SkyTrain system, and other companies of BTS Group, which have to access in the BTS SkyTrain system, aiming to all relevant operations in according to the safety standard of BTSC.

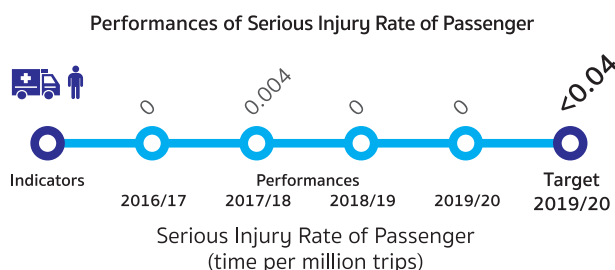
## Passenger Safety

Regarding the continuous increasing number of passengers and tenants in the BTS SkyTrain system, BTSC has increased safety measures, such as the installation of Platform Screen Door, increased communication channels to promote safety among passengers, brochures, stickers, and advertisements on LCD monitors at stations, as well as dissemination of information on social media, i.e. Website, Facebook, Twitter, LINE, and BTS Application. In conclusion, to reinforce awareness and understanding of how to use BTS system safely, BTSC provides safety information to all passengers once they enter the BTS system, such as on the correct use of Automatic Gates, when using escalators, queuing up at platforms and allowing passengers to exit the train first, holding strap or handrail while standing in the train, giving assistance to children, pregnant or elderly passengers. This helps develop an understanding of the system and establishes the good practices necessary for a more sustainable safety culture.

In addition, for general passengers, BTSC has organised 24-hour well-trained security personnel, who are at stations, and has also increased the number of female security personnel, in order to provide assistance to female passengers in case of illness or emergency situations. BTSC provides first aid and patient transportation following BTSC procedures. All stations are fully equipped with first aid kits allowing for efficiency and speed in taking care of injured or sick passengers. For handicapped passengers, BTSC has improved the measures to be taken in assisting handicapped passengers and provided training to station security personnel, based on the procedures which were jointly reviewed and amended with the Association of the Physically Handicapped of Thailand.

## Performances

BTSC tracks the 'Serious Injury Rate of Passengers', a key performance indicator reflecting efficiency of transport safety. 2019/20 shows that the Serious Injury Rate of Passenger was at 0 time per million trips. There have been no passenger fatalities.



### Definition:

- Serious passenger injuries refer to those which require admission to hospital for observation or treatment immediately after an accident, include injuries due to trespassing onto the track injury involving unsafe condition of BTSC equipment / operation, but exclude suicide, attempted suicide, brawls between passengers or injuries due to passenger's own medical conditions.
- Serious Injury Rate of Passenger =  $\frac{\text{numbers of injury cases in 12 months} \times 1,000,000}{\text{numbers of passengers in 12 months}}$



# "New Normal"

on Safety Measures at BTS SkyTrain

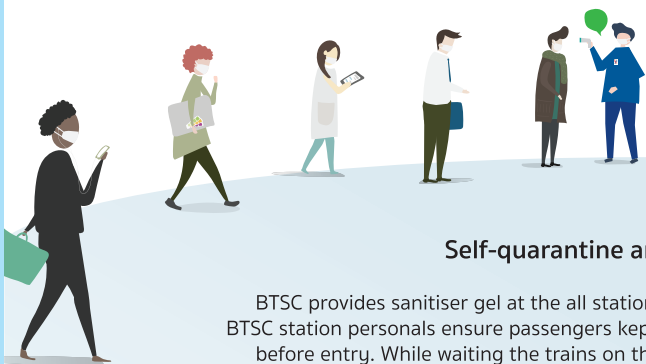
## BTSC implements strict measures to reduce risk of COVID-19

BTSC continued to be strict in enforcing public health measures, by increasing the frequency of sanitisation twice a day inside the trains, the stations and daily in depots to prevent the spread of COVID-19. Additionally, BTSC has joined hands with Bangkok Metropolitan Administration (BMA) officials to help ensure that passengers at 17 main stations keep a safe distance during rush hours.



## Temperature Screening

Passengers with body temperatures of more than 37.5C are not allowed to access to the BTS SkyTrain System. Passengers are strictly required to wear a face mask while travelling on a train or waiting at a station.



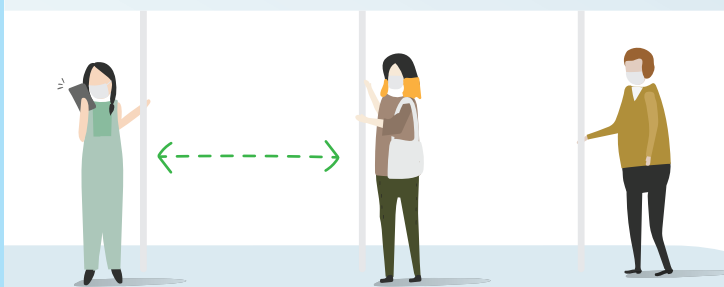
## Self-quarantine and keep passengers distancing

BTSC provides sanitiser gel at the all station gates for passengers self-quarantine. BTSC station personals ensure passengers kept some distance apart from each other before entry. While waiting the trains on the platform, passengers are required to leave sufficient space between each other. While travelling on train, passengers are strictly required to wear a face mask and leave sufficient space between each other.



## Strict sanitary procedures

BTSC increases the frequency of sanitisation inside the trains and the stations twice a day.





## Safety, Health and Occupational Health of Employees and Contractors

### Management Approach

Regarding the commitment to build safety culture, BTS Group supports and encourages safety awareness of employees and contractors, through safety training according to activity or type of work. For employees, training results, certificates and training hours of each employee are recorded in the Operation License System, as a database for implementing organisation regulations and domestic laws.

For contractors, covering VGI and relevant persons, BTSC arranges for safety training to be provided to all contractors at the supervisor level, as well as testing understanding before and after the training, in order to assess ability to work safely. Contracting companies which pass the tests are recorded in the Operation License System, in order to maintain records in the database.

All safety training courses are in compliance with the safety standard system which BTSC was certified, i.e. the ISO 45001:2018 Occupational health and safety management systems, Safety Management System (SMS) and the Best Practice Model (BPM) following Ricardo Rail and engineering standards.

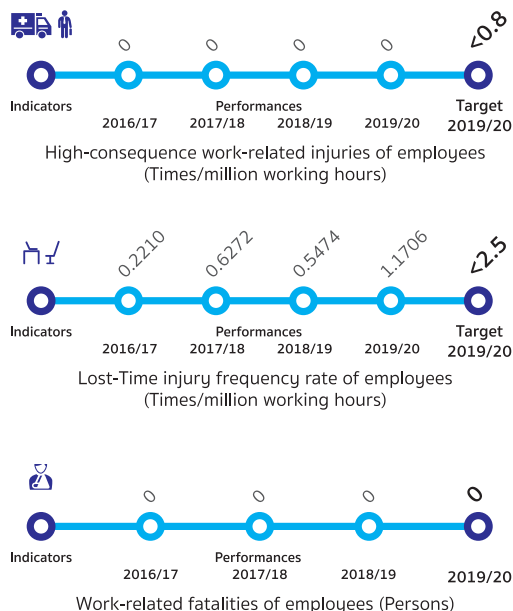
BTSC has arranged regularly monitors the Total Recordable Occupational Illness Rate (TROIR) of our employees with the aim of preventing occupational illnesses and tracking our performance on occupational health. BTSC also conducted Health Risk Assessments (HRAs), in which the results will be used to further plan medical checkup programs. Contractors are required to submit health check results of all employees to BTSC, in order to be recorded in the database.

For high risk employee groups, such as Train Controller, with a focus on particular health parameters such as weight, blood sugar level, etc. which if they do not meet certain standards may have an impact on safe operations. Employees, who fall outside the safe range, are required to manage and take care of their health, in order to be within standard parameters as soon as possible. Supervisors are required to closely monitor progress. If these employees are unable to bring their health indicators to acceptable standards within the determined time limit, employees will face penalties ranging from temporary time off, to more serious penalties.

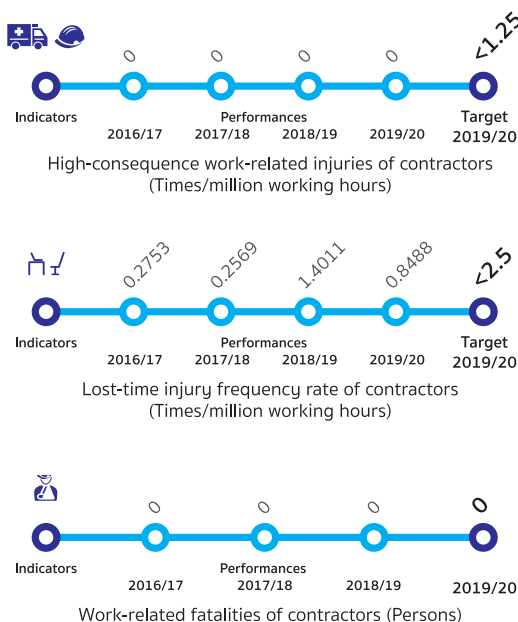
### Performances on Safety, Health and Occupational Health of Employees and Contractors

In 2019/20, BTSC has improved the method of data collection in accordance with the GRI 403-2 Work-related injuries (Lost-Time injury Frequency Rate (LTIFR) of Employee and Contractor), Version 2016. The disclosed performance indicators have been verified by an independent third-party auditor, Lloyd's Register International (Thailand), to ensure its completeness, accuracy, and credibility, aligned with international standards. For performance on safety of employees and contractors in 2019/20, it was found that High-consequence work-related injuries of employees and contractors was zero and met the set targets, which were at not more than 0.8 and 2.5 times per million working hours respectively (compared to the standard of SMRT of 3.3 times per million working hours). Meanwhile Lost-time injury frequency rate of employees and contractors was at 1.1706 and 0.8488 times per million working hours, also meeting the targets of not more than 2.5 times per million working hours.

#### Performance on Safety of Employees



#### Performance on Safety of Contractors



#### Remark:

Total Recordable Occupational Illness Rate of employees and contractors was not disclosed in 2019/20, due to insufficient data, as a result of improving the method of data collection in accordance with the GRI 403-2 Work-related injuries (Lost-Time injury Frequency Rate (LTIFR) of Employee and Contractor), Version 2016.

#### Definition:

- High-consequence work-related injuries refer to Serious Staff and Contractor injuries refer to those which require admission to hospital for observation or treatment immediately after an accident and resulting in the staff's absence from duty 1 days or more.
- Lost-time frequency injury rate refers to Record work-related injuries that result in one of the following:
  - Work-related fatality, one or more days away from work following the date of the incident, restricted work or transfer to another job, medical treatment beyond first aid, loss of consciousness, or diagnosis of a significant injury/illness.
  - Record needle stick injuries and cuts from sharp objects that are contaminated with another person's blood or other potentially infectious materials. Potentially infectious materials include human bodily fluids, tissues and organs, and materials infected with the HIV or hepatitis B virus.
  - Record the required removal of an employee for medical surveillance due to an OSHA standard
- Disease-related illness rate refers record work-related ill health that result in one of the following:
  - Adverse effect on the physical, mental or cognitive condition of a person (These adverse effects include occupational disease, illness and death or implies the presence of injury or ill health, either on their own or in combination.)
  - Certain hearing loss cases must be recorded. Specific guidelines regarding hearing loss cases may be found online @ [www.osha.gov/recordkeeping](http://www.osha.gov/recordkeeping)
  - Record any serious or significant work-related disorder that is diagnosed by a physician or other licensed health care provider or identified by a positive medical test. These include work-related cases involving cancer, chronic irreversible disease, a fractured or cracked bone, or a punctured eardrum.
  - Record the required removal of an employee for medical surveillance due to an OSHA standard

## Enhance Safety Activities in 2019/20

### Annual drills on risk management

BTSC organised annual drills on risk management and response plan for railway public transportation on 13 March 2020 entitled “Train Failure before arriving at the Ha Yak Lad Prao station (N9)”. The annual drills aims to increase the ability to communicate, publicize, coordinate, correct, and mitigate incidents and situations quickly and efficiently. This activity was held in accordance with the Memorandum of Collaboration among the Ministry of Transport and 12 public and private agencies, to manage risk-response and contingency plan of the railway public transit system in Bangkok and its vicinity.



### Virtual Trial Run Plan to ensure safety for the operation of Green Line Extension Project, Mo Chit - Saphan Mai - Ku Kot Section

According to the operation plan of the Green Line Extension Project, Mo Chit - Saphan Mai - Ku Kot Section, scheduled to open all stations in December 2020, BTSC has conducted to test and prepare the train system and staff services. This also was a demonstration for government agencies in the area and related external agencies to understand internal procedures of BTSC once the event of an emergency occurring in the BTS SkyTrain system. The aforementioned operation is in accordance with the standard of occupational health and safety management system ISO 45001: 2018 and has received safety certification from safety consultants.



The virtual trial run at Ha Yak Lad Prao station (N9) on 4 August 2019

The virtual trial run at Kasetsart University station (N13) on 23 November 2019







### Sustainability Long-Term Target (2019/20-2023/24)

- 100% of total employees cooperated in responding to the engagement survey

### Target 2018/19

- 85% of total employees cooperated in responding to the engagement surveys
- Employee Engagement Score at 75

### Performance 2018/19

- 93.49% of total employees cooperated in responding to the engagement surveys
- Employee Engagement Score at 79.66



## Human Capital Development and Well-Being

BTS Group strives to develop competencies and skills of our staffs appropriate to individual responsibilities, in order to produce the human resources needed to support business needs. We are committed to promote the quality of life and well-being of employees on a basis of human rights and labour rights. In addition, we supports and provides the opportunity for equal advancement, leading to commitment and pride in the organisation, resulting in continuity in operations.

### Human Capital Development

#### Management Approach

BTS Group implements the Competency Management Strategy and Performance Development Appraisal System throughout our operations to evaluate and improve employee competency to support business growth.

BTS Group's continuous improvement of employee competency development system and process utilises the Individual Competency Development Plan (ICDP) model based on the 80/20: On-the-Job Training/ Coaching approach. BTS Group believes that employee development is the most effective when combining hands-on experience with coaching and mentoring from more experienced employees including mentors, supervisors, and specialists as well as the attendance of formal training and self-study, building a strong human resource which will drive the organisation toward set goals, efficiently and sustainably.

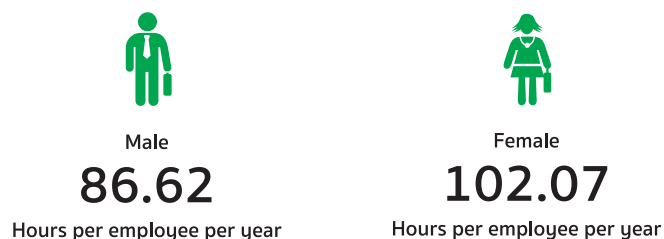
BTS Group provides a variety of training and development programs for executives and employees at all levels and also encourages and supports experienced employees to be speakers for internal training in order to provide knowledge sharing and transfer successful practices to other employees. This creates value for the employees who have been selected as the speakers of self-esteem, helping motivate the development of knowledge, ability and potential of employees.

In terms of the human resources development process, this begins with a Training Needs Survey conducted in each department, in order to create the Annual Training Needs Matrix based on priority. At the same time, BTSC has adopted the Training Management System for use in maintaining employee information for easy access. Evaluation surveys are used following training for analysis and review of effectiveness and efficiency of the training process. Another survey is used following actual implementation by employees, to ensure that employees know more and are more skilled following the training.

### Performances

In 2019/20 BTS Group has set a goal of 6.59 training hours per employee per year. It was found that on average, employees had 94.35 hours of training per employee per year, higher than the target. Furthermore, in 2019/20, there were 11,668 training courses covered 4 business units with total budget of 14.98 million baht. All employees responded to the post training surveys, revealing a satisfaction in training at 94.20%.

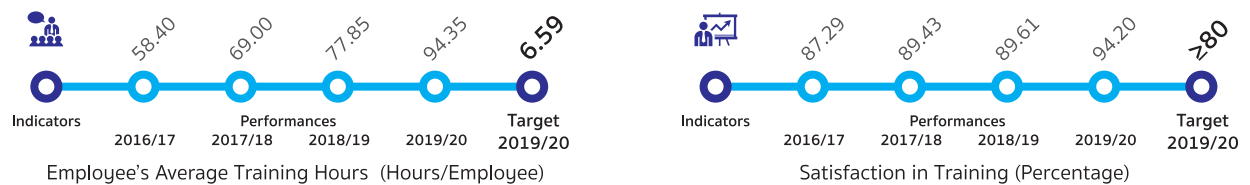
### Employee's Average Training Hours per year (by gender)



### Employee's Average Training Hours per year (by position levels)



### Performances on Human Capital Development



## Employee Training Courses

### Risk Assessment for System Assurance Process Course for design and maintenance engineers relevant to safety

The course outlines cover System Assurance Management in Railway through the Project Life Cycle, consisting of Hazard Identification; Failure Mode Effects and Criticality Analysis; Bowtie Analysis; Quantitative Risk Analysis; and Internal Expert Development.

**Training Period:** 9 hours

**Training Participants:** 23 employees

**Business Benefits:** Trainees can implement and integrate the knowledge from the training to their maintenance works for the BTS SkyTrain system. This course helps trainees to identify and analyse risks which might impact to business and how to prevent and protect risks by maintenance works and designed system structures. After the training, BTSC has no serious and dangerous incidents with passengers, which came from the train system and equipment maintenance failures. With this, BTSC didn't need to hire railway expertise to provide consulting services for failures, resulting in BTSC saving railway consulting costs of approximately THB 500,000 per time.

**Remark:** In case there are any serious and dangerous incidents with passengers, which come from the train system and equipment maintenance failures, BTSC has to compensate to the claimant on average of THB 8mn per case. In case of saloon door failures, BTSC has to compensate to the claimant approximately THB 25,000 per case.

### Communication Channel Management (CCM) for media planning employees

The course outlines cover communication channel management in the advertising industry, helping trainees to analyse consumer behavior that changes with the modern technology for the most efficient media planning through various advertising tools and channels aiming to reach the target effectively, including ability to assess the potential of the used media compared to the plan.

**Training Period:** 33 hours

**Training Participants:** 28 employees

**Business Benefits:** Trainees can implement and integrate the knowledge from the training to their media planning works for the most efficient media planning for clients. After training, VGI can make net profit of THB 1.3mn per year.

## Talent Attraction and Retention

BTS Group knowing that long-term success of the company depends on its ability to attract and retain high-potential employees. This is why BTS Group continues to improve the effectiveness of our recruitment process. BTS Group not only searches the employee pool in the labor market but also promotes our employees to fill vacant positions both in junior and management level. Existing employees can apply for a vacant position through an internal recruitment process in the same way as external candidates.

In 2019/20, there were a total of 507 positions opened, of which 465 positions or 91.71% of the positions were opened for existing employees to apply. 203 positions of 43.65 % of total positions opened were filled internally.

## Working Condition and Well-Being

### Remuneration Management

BTS Group has cautiously and thoroughly revised remuneration management to prevent any risk of inclination, discrimination or unequal treatment in the processes of performance assessment and remuneration payment. Emphasis has been placed on fairness and balance with regard to remuneration for male and female employees based on their performances and work values. The annual salary raises and bonus payment, in line with employee proficiencies, are considered for retention of capable personnel. Therefore staff success can be achieved through their career paths, along BTS Group expansion.

### Equal Remuneration

Employee Level	Ratio (=Average Female Salary / Average Male Salary)
Base salary of Executive Level	0.658532553
Base salary of Management level	0.869126598
Base salary plus other cash incentives of Management level	0.776730347
Non-management level	0.892986131

In addition, BTS Group continues improving the quality of life of employees. Employee compensation is based on equality, human rights and labor rights. BTS Group also improves welfare to cover

economic, social and working environment aspects to promote the well-being of employees and families.

### The Nuduan Chuan Kayan project



With the purpose of encouraging employees to develop themselves to their full potential, honest and loyal to the organisation, disciplined and proud to be an employee of BTS Group, The project serves as a reward for dedication, discipline, focus, thoughtfulness, creativity, love and loyalty to the organisation, as well as being dedicated to society.

Employees are able to collect points and exchange their points for cash, according to the set guidelines. The scores employees receive in some cases will be used when considering salary and bonus. Employees can use their accumulated points to join gyms, or use as tuition assistance for their children. Employees who have children enrolled in kindergarten to undergraduate level can request for tuition assistance for three children per employee. During 2008-2019, BTS Group provided 5,836 scholarships for tuition, totaling THB 60,373,000 and 85 recipients have graduated with undergraduate degrees.



## Human Rights and Labor Practices

### Management Approach

BTS Group respects human rights and equal employment practices. BTS Group announced its Human Rights Policy, which is fully conforming to The UN Guiding Principles on Business and Human Rights, The International Bill of Human Rights, The Universal Declaration of Human Rights (UDHR), The International Covenant on Civil and Political Rights (ICCPR), The International Covenant on Economic, Social and Cultural Rights (ICESCR) and The ILO Declaration on Fundamental Principles and Rights at Work. Given this, BTS Group aims to manage diversity in the workplace with equality and fairness regarding gender, age, education, nationality, race, color, religion, citizenship as indicated in the Business Code of Conduct.

Human Rights Risk Assessment and Due Diligence Process is also in place to ensure that the way BTS Group does business abides by the principles of human rights protection. Moreover, communication channels to receive information and complaints related to human rights issues are provided to come up with proper preventive and problem-solving guidelines.

### Performance

BTS Group adheres to the human rights policy which respects human rights and equal employment practices, resulting in a balanced pool of employees in terms of gender both at the management and operational levels. In 2019/20, female employees accounted for 50.03% of total employees. Female employees also made up to 45.43% of total management levels, consisted of 50.62% of junior management level and 33.09% of top management level. Meanwhile, female employees accounted for 36.84% in management positions in revenue-generating functions e.g. sales and marketing, compared to total employees in this management position. In terms of recruitment in 2019/20, 52.80% of new hiring employees were women.



BTS Group strictly complies with labor laws and regulations of the countries. BTS Group has a Welfare Committee which comprises of 37 employee representatives from each business units. The Committee,

representing 100% of employees, provided an opportunity for the employer and employees to discuss issues on remuneration, welfare, and labor rights every 3 months.

## Working conditions

BTS Group has created an environment conducive to working, especially for station personals who have to work with many BTS SkyTrain passengers each day. To make employees feel comfort and ready to effectively handle any situations.

BTS Group had measures to manage occupational health, safety and working environment under the operation of the Security Department. The results are required to report to the Occupational Health and Safety Management Committee on a monthly basis. The working environment check covers heat, light, sound, which is conducted every year, water quality check every 2 months, building safety inspection every 6 months and electrical safety inspection every year.

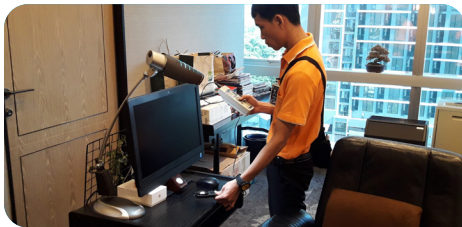
### Light Check



### Sound Check



### Heat Check



## Work from Home Measure

As the COVID-19 situation escalated during February-May 2022, Thai governments was imposing travel restrictions, mandatory quarantine procedures, curfews and lockdowns in an attempt to slow the transmission of the virus. With regard to safety in the health and quality of life of employees, BTS Group consequently announced Work from Home Measure, allowing employees of the Group to change to their working practices by working from home since 26 March – 7 May 2020. All companies in BTS Group have made adjustments to their business operations and work procedures in relevant to the situation.

## Indoor Sports and Fitness Center

Indoor Sports and Fitness Center with 800 sq.m. utility space offers integrated health and wellness service to BTS Group employees. The two-floor center consisted of multifunction space, basketball court, futsal court and table tennis at the first floor meanwhile the second floor is fitness center with full-range fitness facilities and activities such as Zumba fitness, yoga classes by professional trainers. The Indoor Sports and Fitness Center is opened Monday-Friday 06:30-21.00 hrs, on Saturday and Public Holidays open 08.00-20.00 hrs. Since opening, the Indoor Sports and Fitness Center attracts up to 90 users per day, especially in the evening after work hours.



## Canteen

Canteen, located at the fourth floor of BTSC building, providing a variety of quality and nutritional food and beverage.



## BTS Child Care Center

BTS Child Care Center has been set up for taking care of its employees' children during their working hour period. Children who are eligible for the BTS Child Care Center must be between 3-11 years old. The Center is open Monday – Friday from 14:30-17:30 hrs. At the Center, children are taken care by staff who create activities to enhance their learning skills in various fields, including skill sharing with others.



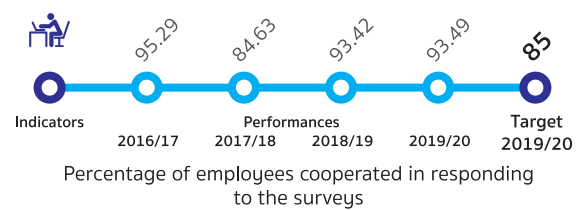
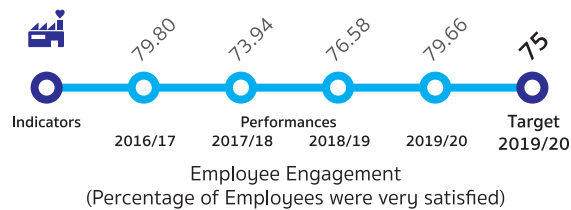
## Performances of Human Capital Development and Well-Being

BTS Group believes that the participation of its employees is an important factor in creating employee engagement to the organisation. Therefore, employees are given the opportunity to participate in sharing opinions, problems and suggestions. BTS Group conducts employee engagement survey on an annual basis, in order to ensure that employees stay with the Group for the long-term and grow with the business. Issues covered in the surveys include work environment, type of work, quality of life and stability, advancement, supervisor and colleagues, and internal communications, etc.

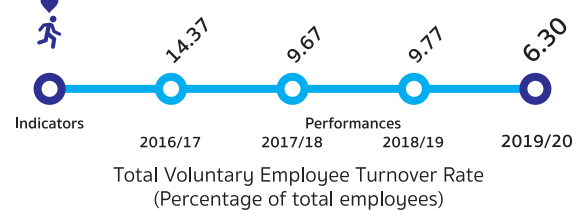
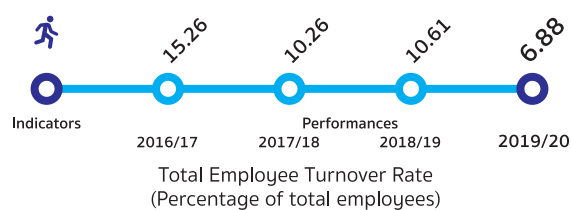
In 2019/20, 93.49% of total employees cooperated in responding to the engagement surveys through the online questionnaires, showing the responsibility the employees have in participating in the development of the organisation. From the survey, it was found that 79.66% of total employees were actively engaged, divided into 81.00% of male employees were actively engaged meanwhile 78.25% of female employees were actively engaged. This result increased from 2018/19 and higher than the target of 75%, which is a result of the efforts and dedication in retaining all employees. Moreover, in 2019/20, turnover rate of employees was at 6.88%, lower than the previous year of 10.61% and tend to be lower continuously.



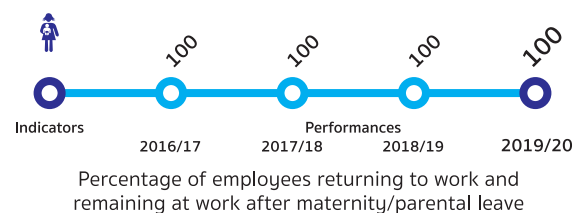
### Performances on Employee Engagement



### Employee Turnover Rate



### Performances on Working Condition and Well-Being







Total Expense of Social and  
Community Development  
**THB 139.76 million**

#### Performances

Community Investment  
**4.67**

Commercial Initiatives  
**93.97**

Charitable Donations  
**1.36**



## Social and Community Development

BTS Group recognizes the role and responsibility of contribution to the community and society because good living conditions in the society play an important role supporting the success of the business. BTS Group aims to improve the quality of life and well-being of the community on three areas: **Public Health, Quality Education and Environmental and Ecosystem Protection**. This does not only respond to the needs of the community and society, but also the expectations of stakeholders. It also provides opportunities for employees at all levels of BTS Group to participate and recognize the responsibility to the community and society through activities in order for all parties to grow together sustainably.

### Management Approach





BTS Group implements the community and social development projects and activities in align with the Corporate Social Responsibility (CSR) policy, which has been framed by Corporate Governance Committee, consisted of Chairman and directors, who are responsible for monitoring the implementation of corporate social responsibility policy and plans aiming to improve the quality of life and well-being of the community and society. The Corporate Social Responsibility Office serves to survey the needs of the community in the target area and organise projects and activities.

Time: employee  
volunteering during  
paid working hours  
**4,306 working hours,  
equivalent to THB  
446,078.20**

Cash contribution  
**THB 6.52 million**

In-kind giving:  
product  
or services donations  
**492,600 บาท**

Management  
overheads  
**THB 5.46 million**

Priorities	Public Health	Quality Education and Knowledge Sharing	Environment and Ecosystem
SDG			 
Targets	<ul style="list-style-type: none"> <li>• Increase accessibility of community to medical services for better quality of life</li> <li>• Fund the development of the potential and capabilities of Thai youth athletes to international sporting events, as well as support them to be ranked 1-10 in the world rankings</li> </ul>	<ul style="list-style-type: none"> <li>• Support the budget for infrastructure construction and utilities to the school and community nearby</li> <li>• Provide learning opportunities for rural students and promote public transport knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>• Support the budget and organize activities for the development of environmental and ecosystem</li> </ul>
Projects and Activities	<ul style="list-style-type: none"> <li>• Sky Clinic</li> <li>• Vegetarian Food Festival with Nuduan</li> <li>• Support Thai youth Badminton athletes from MCP Badminton Club</li> </ul>	<ul style="list-style-type: none"> <li>• Next Station 'Happiness' by BTS Group Project</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Management Project</li> <li>• Planting activity</li> </ul>
Social KPIs	<ul style="list-style-type: none"> <li>• Improve health and well-being of community and society</li> <li>• Increase sporting activity</li> </ul>	<ul style="list-style-type: none"> <li>• Increase attendance at school with better educational infrastructure and facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease waste and increase recycling rate</li> <li>• Increase green space to reduce impact from climate change</li> </ul>
Business Benefits KPIs	<ul style="list-style-type: none"> <li>• Increase employees' sense of participation and volunteering for better job satisfaction</li> <li>• Improve retention of employees</li> <li>• Better customer relations</li> </ul>		

## Highlight Actions in 2019/20



### Public Health Project

#### Public Health Project

The SkyClinic has been organized Sky Clinic Project, provided free health check-up to people who live near the BTS SkyTrain, with the aim to support accessibility to medical services, helping reduce the cost of public health services to the public. The SkyClinic venue has been changed to various stations, for expanding the help to the community along the BTS SkyTrain routes.

The SkyClinic has been held since 2000 until present. Throughout 17 years, there are a total accumulated numbers of 34,000 people participating in the SkyClinic and 15 medical specialized medical partners in the collaborative network.

The 17th SkyClinic in 2019/20 was held on 5-8 June 2019 at BTS Pak Nam Station in cooperation with 11 leading hospitals. The activity provided free health check-up such as Diabetes, Heart Disease, Cancer, Eyes Disease, Bone and Joint, Liver Disease, Dentistry, and Thai Traditional Medicine. During the 4-day activity, there were over 2,000 people receiving their health check. This helps reduce cost of public health services equivalent to 16,000,000 baht (based on average price of health check-up program at THB 8,000 per person)



### Vegetarian Food Festival with Nuduan

Vegetarian Food Festival with Nuduan, regularly held in October, aim to encourage people to abstain from eating meat and adopt a healthier lifestyle.

BTS Group, in cooperation with the Bangkok Metropolitan Administration, MBK, Siampiwat, One Siam and Sahapat, organized 'The 12th Vegetarian Food Festival with Nuduan' at the walkway of the BTS National Stadium Station and at the walkway of the BTS Chong Nonsi Station on 30 September – 2 October 2019. The event featured with many kinds of healthy vegetarian food offered BTS passengers and public for free of charge, served to 6,000 persons throughout the three-day event. This help save lunch expense of participants up to 600,000 baht\*. (\*based on average price of lunch at 100 baht per person)

Apart from the people's health, environmental issue was in a concern for organizing the Vegetarian Food Festival with Nuduan. All kinds of vegetarian food in the event were served in biodegradable food containers made of natural materials, namely banana leaves, bagasse, for replacement food containers made of foam and plastic.





## BTS Group supports Thai young athletes to world rankings

BTS Group has supported youth sports activities to promote Thai young athletes to world rankings by annual sponsorship since August 2018 to MCP Badminton Club, a member of Badminton Association of Thailand under the Royal Patronage, currently changed to Kasemsak Badminton Academy. The sponsorship aims to fund the development of the potential and capabilities of Thai youth athletes to international sporting events, as well as support them to be ranked 1-10 in the world rankings.

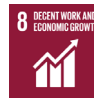
There are currently 3 Thai youth Badminton athletes from Kasemsak Badminton Academy, under the support of BTS Group, achieving the outstanding performances in the international competitions.

### Highlight Performances in 2019

- Champion, U-15 Girl's Singles, Jaya Raya Junior Grand Prix 2019
- Champion, World Badminton U15 SHONAI Invitation 2019
- Champion, Badminton Asia Junior Championships 2019
- Champion, Girl's Singles, India Junior International 2019
- Champion, U-19 Girl's Singles, Mongolia junior international series 2019
- Runner-up, Girl's Singles, Syed Modi International Badminton Championships 2019



## Quality Education and Knowledge Sharing



## The 'Next Station-Happiness by BTS Group' Children's Camp

The 'Next Station-Happiness by BTS Group' Children's Camp has been organized to bring students from schools which are members of the Next Station-Happiness by BTS Group project travelling to Bangkok to experience a creative learning outside the school. Apart from learning the saving-energy transportation and taking trip the BTS SkyTrain, this year camp, students also visited the Bangkok Planetarium, the SEA LIFE Bangkok Ocean World, as well as enjoyed the movies and other entertaining activities.

The 'Next Station-Happiness by BTS Group' Children's Camp has been organized for four consecutive years. Over 3,000 teachers and students from 20 schools nationwide attended in a three-day familiarization trip to Bangkok, including a two-night stay at the Eastin Hotel Makkasan.

In February 2020, BTS Group expanded this opportunity to blind students from Makutkiriwan (Kao Yai) School for The Blind to participate in the Camp activity on 21-22 February 2020. Regarding the 10 blind students having music skills and assembling to be a music band called V-Hope, BTS Group gave them a chance to perform a mini-concert on stage with a real artist, Mr. Polaphon Polkongseeng, at the BTS Group Staff Party, which was organized on 21 February 2020 at IMPACT Maungthong Thani, attended by over 3,000 BTS Group's employees. In the next day, the children were taken to experience a creative learning outside the school, by travelling the BTS SkyTrain from Phayathai Station to Kasetsart University Station, then visit Dream World Theme Park.







## Environment and Ecosystem Conservation project

### Waste Management Project

BTS Group has considered the issue of managing the country's general waste. As a result, the Company implemented the Project "Save Earth...Save Us", aiming to promote an awareness and consciousness of waste separation and plastic reduction amongst employees to address the issue of waste creation at its origin. In this regard, BTS Group has organised workshops, manual and Training VDO for regularly communicated information on waste separation, reuse, and recycle.

The Project performances since January – March 2020, BTS Group has a total of accumulated recycle rate at 19.54% or 941.88 kilograms from total general waste weight of 4,821.45 kilograms.



### BTS Group organises vetiver grass planting activity

BTS Group led volunteer staff to organise the 50,000 vetiver grass planting activity around pond inside Sri Nakhon Khuean Khan Park and Botanical Garden, Bang Kachao, aiming to improve the scenery inside the park as well as prevent erosion of topsoil at the area of Sri Nakhon Khuean Khan Park, Bang Krachao, Samut Prakarn Province on 3 September 2019.



# BTS Group Sustainability Performances FY 2019/20

## Economic Performances

Indicators	Unit	Performances			
		2016/17	2017/18	2018/19	2019/20
Operating Revenues	Million Baht	8,606	14,102	47,923	42,203
Net Profit	Million Baht	2,003	4,416	2,873	8,162
Dividend Payment	Million Baht	4,026	4,876	5,306	6,513
Tax Expense	Million Baht	646	776	866	966

## Environmental Performances

Indicators	Unit	Performances			
		2016/17	2017/18	2018/19	2019/20
Total Electricity consumption per distance car-km	kWh per distance car-km	2.72	2.68	2.73	2.56
Traction Power	kWh/1,000 passengers-km/month	39.97	39.82	41.40	46.33
Total Electricity consumption at Train Station	kWh/Day	52,291.47	54,435	62,794	69,728
Total Electricity consumption	MWh	102,685	106,079	117,139	140,451
• Electricity Consumption: Traction	MWh	68,988	71,118.05	75,263	91,321
• Electricity Consumption: Non Traction	MWh	33,707	34,960.95	41,876	49,130
Fuel consumption for building services	MWh	448.98	511.63	585.36	707.26
Fuel consumption for company cars	MWh	-	-	549.46	448.09
Fuel Consumption: Bus Rapid Transit: BRT	MWh	17,092.76	12,685.99	12,638.24	11,860.94
Refrigerant consumption	kg	76	135	531	257
Total GHG Emission	Tonnes CO2 e	54,885	56,813	63,979	75,463
• Scope 1	Tonnes CO2 e	241	368	1,227	729
• Scope 2	Tonnes CO2 e	54,644	56,445	62,752	74,734
Total water consumption	Cubic meters	134,863	134,096	152,049	197,187
• Water consumption for the BTS Green Line Project	Cubic meters	120,688	121,855	140,859	186,770
• Water consumption for BRT	Cubic meters	14,175	12,238	11,190	10,417
Total waste dispose	Metric tonnes	18.16	48.44	97.82	568.52
• Hazardous waste	Metric tonnes	11.2	42.38	85.81	68.91
• Non-hazardous waste	Metric tonnes	6.96	6.06	12.01	499.61

## Social Performances

Indicators	Unit				
		2016/17	2017/18	2018/19	2019/20
Total number of Employees	Persons	2,876	3,055	4,041	4,287
Male		1,510	1,574	2,161	2,142
Female		1,366	1,481	1,880	2,145
By type of hiring					
Permanent Employees (Total)	Persons	2,866	3,037	3,992	4,218
Male		1,509	1,564	2,128	2,093
Female		1,359	1,473	1,864	2,125
Temporary Employees (Total)	Persons	10	18	49	69
Male		3	10	33	49
Female		7	8	16	20
By period of working					
Full time Employees (Total)	Persons	2,874	3,055	4,003	4,287
Male		1,508	1,574	2,123	2,142
Female		1,368	1,481	1,880	2,145
Part time Employees (Total)	Persons	0	0	34	0
Male		0	0	34	0
Female		0	0	0	0
By position level					
Top Management Level (Total)	Persons	87	87	152	136
Male		63	64	95	91
Female		24	23	57	45
Junior Management Level (Total)	Persons	187	209	347	324
Male		107	117	194	160
Female		80	92	153	164
Staff	Persons	2,622	2,757	3,508	3,827
Male		1,336	1,399	1,817	1,891
Female		1,286	1,358	1,691	1,936
By age					
Lower than 30 years (Total)	Persons	720	936	1,396	1,605
Male		286	376	612	674
Female		434	560	784	931
30-50 years (Total)	Persons	1,983	1,941	2,359	2,276
Male		1,095	1,082	1,321	1,246
Female		885	859	1,038	1,030
More than 50 years (Total)	Persons	178	170	228	406
Male		124	117	158	222
Female		54	53	71	184
By Nationality					
Thai (Total)	Persons	2,876	3,055	4,011	2,149
Male		1,510	1,574	2,136	2,110
Female		1,366	1,481	1,875	2,139
Foreigner (Total)	Persons	0	0	30	38
Male		0	0	25	32
Female		0	0	5	6



Indicators	Unit				
		2016/17	2017/18	2018/19	2019/20
Total number of new hiring employees	Persons	346	414	742	733
Male		156	171	339	346
Female		190	243	403	387
Percentage of new hiring employees	Percentage	22.91	17.50	17.94	17.10
Male		10.08	6.97	8.19	8.07
Female		12.83	10.53	9.74	9.03
Total number of employees resigned	Persons	236	159	439	295
Male		103	69	266	138
Female		133	90	173	157
Percentage of employees resigned	Percentage	15.02	10.79	10.61	6.88
Male		6.60	5.56	6.43	3.22
Female		8.42	5.23	4.18	3.66
Total number of employees having the right of maternity/parental leave	Persons	1,359	1,473	1,864	2,145
Male		0	0	48	0
Female		1,359	1,473	1,655	2,145
Total number of employees using the right of maternity/parental leave	Persons	54	49	64	53
Male		0	0	6	0
Female		54	49	58	53
Total number of employees returning to work after maternity/parental leave	Persons	54	49	64	53
Male		0	0	6	0
Female		54	49	64	53
Percentage of employees returning to work and remaining at work after maternity/parental leave	Percentage	100	100	100	100
Male		0	0	100	0
Female		100	100	100	100
Employee's Average Training Hours (Total)	Hours/ Employee	58.40	69.00	77.85	94.35
By gender					
Male	Hours/ Employee	59.64	44.09	65.14	86.62
Female		57.25	53.57	92.21	102.07
By position level					
Top management level	Hours/ Employee	16.61	15.16	34.63	28.63
Junior management level		45.02	22.79	24.41	18.54
Staff		59.22	52.47	84.91	107.57
Training Budget	Million Baht	10.22	12.91	16.84	14.98

### Employee Engagement

Indicators	Unit	Performances			
		2016/17	2017/18	2018/19	2019/20
Employee Engagement Score	Percentage of employees who were very engaged	79.80	73.94	76.58	79.66
Engagement score for male		80.20	67.00	80.00	81.00
Engagement score for female		78.60	66.00	77.00	78.25
Employees cooperated in responding to the engagement survey	Percentage of total employees	95.29	84.63	93.45	93.49

### Occupational Health and Safety of Employees

Indicators	Unit	Performances			
		2016/17	2017/18	2018/19	2019/20
Serious injury rate of employees	Times/million working hours	0	0	0	0
Lost-time frequency injury rate of employees	Times/million working hours	0.2210	0.6272	0.5474	1.1706
Fatalities rate of employees	Persons	0	0	0	0

### Occupational Health and Safety of Contractors

Indicators	Unit	Performances			
		2016/17	2017/18	2018/19	2019/20
Serious injury rate of contractors	Times/million working hours	0	0	0	0
Lost-time frequency rate of contractors	Times/million working hours	0.2753	0.2569	1.4011	0.8488
Fatalities rate of contractors	Persons	0	0	0	0

# GRI Content Index

GRI Standards	Disclosure	Page number(s)/ URL(s)/Comment
<b>General Disclosures</b>		
<b>GRI 102: General Disclosures 2016</b>		
<b>Organizational Profile</b>		
102-1	Name of the organization	Page 10
102-2	Activities, brands, products, and services	Page 10-11
102-3	Location of headquarters	Annual Report Fy2019/20 Page 58
102-4	Location of operations	Annual Report Fy2019/20 Page 64-70 <ul style="list-style-type: none"> <li>• Mass Transit - All operations are in Thailand.</li> <li>• Media – Operations in Thailand, Malaysia, Singapore</li> <li>• Property – Operations in Thailand and has shares in property projects overseas (presence in 10 European countries, 6 Asia and the Middle East countries) through U City PCL which the Group holds 38% of shares</li> <li>• Services – All operations are in Thailand.</li> </ul>
102-5	Ownership and legal form	Page 10-11
102-6	Markets served	Refer to GRI Standards 102-4
102-7	Scale of the organization	Page 10
102-8	Information on employees and other workers	Page 63-64
102-9	Supply chain	Page 34-35
102-10	Significant changes to the organization and its supply chain	Annual Report FY2019/20 Page 34-35
102-11	Precautionary Principle or approach	Page 22-23
102-12	External initiatives	Page 15-17
102-13	Membership of associations	Page 27
<b>Strategy</b>		
102-14	Statement from senior decision-maker	Page 9
102-15	Key impacts, risks, and opportunities	Annual Report FY2019/20 Page 96-101
<b>Ethics and integrity</b>		
102-16	Values, principles, standards, and norms of behavior	Page 18
102-17	Mechanisms for advice and concerns about ethics	Page 25
<b>Governance</b>		
102-18	Governance structure	Page 22
<b>Stakeholder Engagement</b>		
102-40	List of stakeholder groups	Page 14
102-41	Collective bargaining agreements	Page 55 All employees have the rights to participate in collective bargaining agreement.
102-42	Identifying and selecting stakeholders	Page 14
102-43	Approach to stakeholder engagement	Page 14
102-44	Key topics and concerns raised	Page 14
<b>Reporting Practice</b>		
102-45	Entities included in the consolidated financial statements	Page 10-11
102-46	Defining report content and topic Boundaries	Page 13
102-47	List of material topics	Page 13
102-48	Restatements of information	There was no restatement of information in this report.
102-49	Changes in reporting	The social and environmental performance indicators disclosed in this sustainability report has been first-time verified by an independent third-party auditor, Lloyd's Register International (Thailand), to ensure its completeness, accuracy, and credibility.
102-50	Reporting period	Page 12
102-51	Date of most recent report	Page 12
102-52	Reporting cycle	Page 12
102-53	Contact point for questions regarding the report	Page 17
102-54	Claims of reporting in accordance with the GRI Standards	Page 12
102-55	GRI content index	Page 66-68
102-56	External assurance	The social and environmental performance indicators disclosed in this sustainability report has been first-time verified by an independent third-party auditor, Lloyd's Register International (Thailand), to ensure its completeness, accuracy, and credibility.



<b>Material topics</b>		
<b>Business Conduct</b>		
<b>GRI 103: Management Approach 2016</b>		
103-1	Explanation of the material topic and its Boundary	Page 24
103-2	The management approach and its components	Page 24-25
103-3	Evaluation of the management approach	Page 26
<b>GRI 205: Anti-corruption 2016</b>		
205-2	Communication and training about anti-corruption policies and procedures	Page 26
205-3	Confirmed incidents of corruption and actions taken	Page 26
<b>GRI 415: Public Policy 2016</b>		
415-1	Political contributions	Page 27
<b>Service Reliability</b>		
<b>GRI 103: Management Approach 2016</b>		
103-1	Explanation of the material topic and its Boundary.	Page 28
103-2	The management approach and its components	Page 28-29
103-3	Evaluation of the management approach	Page 29
<b>Customer Relationship Management</b>		
<b>GRI 103: Management Approach 2016</b>		
103-1	Explanation of the material topic and its Boundary	Page 30
103-2	The management approach and its components	Page 30-33
103-3	Evaluation of the management approach	Page 30-33
<b>GRI 418: Customer Privacy 2016</b>		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 33
<b>Supply Chain Management</b>		
<b>GRI 103: Management Approach 2016</b>		
103-1	Explanation of the material topic and its Boundary	Page 34
103-2	The management approach and its components	Page 34-35
103-3	Evaluation of the management approach	Page 35
<b>GRI 414: Supplier Social Assessment 2016</b>		
414-2	Negative social impacts in the supply chain and actions taken	Page 35
<b>Energy Efficiency</b>		
<b>GRI 103: Management Approach 2016</b>		
103-1	Explanation of the material topic and its Boundary	Page 38
103-2	The management approach and its components	Page 38-40
103-3	Evaluation of the management approach	Page 38-40
<b>GRI 302: Energy 2016</b>		
302-1	Energy consumption within the organization	Page 39
302-2	Energy consumption outside of the organization	Page 39
302-3	Energy intensity	Page 38
302-4	Reduction of energy consumption	Page 40
<b>GRI 305: Emissions 2016</b>		
305-1	Direct (Scope 1) GHG emissions	Page 39
305-2	Energy indirect (Scope 2) GHG emissions	Page 39
<b>Environmental Footprint</b>		
<b>GRI 103: Management Approach 2016</b>		
103-1	Explanation of the material topic and its Boundary	Page 42
103-2	The management approach and its components	Page 42-43
103-3	Evaluation of the management approach	Page 42-43

<b>GRI 303: Water 2016</b>		
303-1	Water withdrawal by source	Page 42 Water withdrawal is primarily from municipal water.
<b>GRI 306: Effluents and Waste</b>		
306-2	Waste by type and disposal method	Page 43
<b>Accidents &amp; Safety Management</b>		
<b>GRI 103: Management Approach 2016</b>		
103-1	Explanation of the material topic and its Boundary	Page 46
103-2	The management approach and its components	Page 46-50
103-3	Evaluation of the management approach	Page 47-50
<b>GRI 403: Occupational Health and Safety 2016</b>		
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Page 49
<b>People Development &amp; Well-being</b>		
<b>GRI 103: Management Approach 2016</b>		
103-1	Explanation of the material topic and its Boundary	Page 52
103-2	The management approach and its components	Page 52, 54-55
103-3	Evaluation of the management approach	Page 52-57
<b>GRI 401: Employment 2016</b>		
401-1	New employee hires and employee turnover	Page 55, 57
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 54, 56
401-3	Parental leave	Page 57
<b>GRI 404: Training and Education 2016</b>		
404-1	Average hours of training per year per employee	Page 52-53
404-2	Programs for upgrading employee skills and transition assistance programs	Page 53
<b>GRI 405: Diversity and Equal Opportunity 2016</b>		
405-1	Diversity of governance bodies and employees	Page 55
405-2	Ratio of basic salary and remuneration of women to men	Page 54
<b>Social &amp; Community Development</b>		
<b>GRI 103: Management Approach 2016</b>		
103-1	Explanation of the material topic and its Boundary	Page 58
103-2	The management approach and its components	Page 58
103-3	Evaluation of the management approach	Page 58-61

# LR Independent Assurance Statement

## Relating to BTS Group Holdings Public Company Limited Sustainability Report FY 2019/20

This Assurance Statement has been prepared for BTS Group Holdings Public Company Limited in accordance with our contract but is intended for the readers of this Report.

### Terms of engagement

Lloyd's Register Quality Assurance Limited (LR) was commissioned by BTS Group Holdings Public Company Limited (BTS Group) to provide independent assurance on its Sustainability Report FY 2019/20 ("the report") against the assurance criteria below to a limited level of assurance and at the materiality of the professional judgement of the verifier using LR's verification procedure. LR's verification procedure is based on current best practice, is in accordance with ISAE 3000<sup>1</sup> and uses the following principles of - inclusivity, materiality, responsiveness and reliability of performance data.

Our assurance engagement covered operations and activities of Bangkok Mass Transit System Public Company Limited (BTSC) in Thailand only and specifically the following requirements:

- Confirming whether the selected environmental and social indicators below were compiled according to GRI's Standard 2016.
- Evaluating the reliability of data and information for only the selected environmental and social indicators listed below:

#### *Environmental*

- Energy Consumption (GRI 302-1)
- Water withdrawal (GRI 303-1)
- GHG Emissions Scope 1 (GRI 305-1)
- GHG Emissions Scope 2 (GRI 305-2)
- Waste by type and disposal method (GRI 306-2) and

#### *Social*

- Work related injuries included Lost Time Injury Frequency Rate (LTIFR) of Employee and Contractor (GRI 403-9)

Our assurance engagement excluded the data and information of BTSC's BRT operations, suppliers, contractors and any third-parties mentioned in the report.

LR's responsibility is only to BTS Group. LR disclaims any liability or responsibility to others as explained in the end footnote. BTS Group's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of BTS Group.

### LR's Opinion

Based on LR's approach nothing has come to our attention that would cause us to believe that BTSC has not, in all material respects:

- Met the requirements above
- Disclosed reliable performance data and information as no errors or omissions were detected
- Covered all the issues that are important to the stakeholders and readers of this report.

The opinion expressed is formed on the basis of a limited level of assurance and at the materiality of the professional judgement of the verifier.

<sup>1</sup> GHG quantification is subject to inherent uncertainty.



**Note:** The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

### **LR's approach**

LR's assurance engagements are carried out in accordance with our verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Auditing BTSC's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification. We also spoke with those key people responsible for compiling the data and drafting the report.
- Sampling the consolidated data and information at BTSC head office and Maintenance centre in Bangkok

### **Observations**

Further observations and findings, made during the assurance engagement, are:

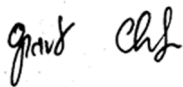
- Reliability:
  - Future reports should disclose occupational disease in order to be aligned completely with GRI's standards.
  - Further establish and implement of internal verification for data and information gathering which helps for improve the reliability and accuracy.

### **LR's standards, competence and independence**

LR ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only work undertaken by LR for BTS Group and as such does not compromise our independence or impartiality.

Dated: 10 June 2020



Opart Charuratana  
LR Lead Verifier

On behalf of Lloyd's Register Quality Assurance Ltd  
Lloyd's Register International (Thailand) Limited  
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LR reference: BGK00000514

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**Survey of Reader's Opinion**  
**Your views and suggestions toward the Sustainability Report**  
**will be incorporated to improve our business performance and future reporting.**

**BTS Group appreciates your valuable feedbacks.**

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Please mark X in the box ☐ and provide your views in the space provided.

**1 Please specify your personal information**

- Gender ☐ Female ☐ Male
- Age ☐ Lower than 30 years ☐ 30-45 years ☐ More than 45 years
- Your relationship with BTS Group ☐ Shareholder/ Investor ☐ Customer ☐ Employee ☐ Government Agency
- ☐ Communities around BTS Group's operation ☐ Supplier ☐ Academy
- ☐ Student ☐ Media ☐ Others (please specify.....)

**2 How did you receive the report?**

- ☐ Annual General Meeting ☐ Seminar/ Lecture / Exhibition ☐ BTS Group's employees
- ☐ Directly request Booklet from BTS Group ☐ BTS Group website: www.btsgroup.co.th ☐ Others (please specify.....)

**3 What is the reason for your interest in BTS Group's Sustainability Report?**

- ☐ To gain information form BTS Group ☐ To obtain investment information ☐ To prepare your own Sustainability Report
- ☐ In purpose of research and education ☐ Others (please specify.....)

**4 Please rate your satisfaction of the presentation of Sustainability Report.**

- |  |                               |                                 |                              |                                      |
|--|-------------------------------|---------------------------------|------------------------------|--------------------------------------|
| • Language                               | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Improvement |
| • Supporting graphics, graphs and tables | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Improvement |
| • Content                                | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Improvement |
| • Report design                          | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Improvement |
| • Overall satisfaction with the report   | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Improvement |

**5 Please rate your interest of each chapter.**

- |  |                               |                                 |                              |                                       |
|--|-------------------------------|---------------------------------|------------------------------|---------------------------------------|
| • Business Overview                              | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Sustainability Strategy of BTS Group           | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Service Reliability                            | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Customer Relationship Management               | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Products and Services Development              | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Business Conduct                               | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Supply Chain Management                        | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Energy Efficiency                              | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Environmental Footprint                        | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Accidents and Safety Management                | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Working Condition and Well-Being               | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Human Capital Development and Talent Retention | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Social and Community Development               | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |
| • Materiality Assessment and Stakeholders        | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Uninterested |

**6 Please rate your satisfaction in the completeness and reliability of information in the Sustainability Report.**

- |   |                               |                                 |                              |                                      |
|---|-------------------------------|---------------------------------|------------------------------|--------------------------------------|
| • Understanding of BTS Group's material aspects                           | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Improvement |
| • Relevance of performance results to BTS Group's sustainability strategy | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Improvement |
| • Completeness and reliability of contents                                | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Improvement |
| • Content in line with your expectations                                  | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Improvement |

**7 Does this report include all BTS Group's sustainability material topics?**

- ☐ Yes, it does. ☐ No, it does not.

If not, please specify which topics should be added to the future Sustainability Report.

**8 Please provide other comments and suggestions for the improvement of the Sustainability Report.**

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**Please mail this survey to:**

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