EXAT

EXPRESSWAY AUTHORITY OF THAILAND

Sustainability Report 2020

Expressway Authority of Thailand



Commitment to Advance Expressway Development to Sustainably Provide Excellent Services that are Worthwhile, Convenient, Prompt, and Safe


Have
a safe
journey!

Contents

2 Message from the Governor of the Expressway Authority of Thailand

4 About Us

13 Supply Chain

14 About This Report

16 Materiality Issues

19 EXAT Risk Management

30 EXAT's Stakeholders

37 EXAT's Good Governance Principles

41 EXAT's Sustainability Management

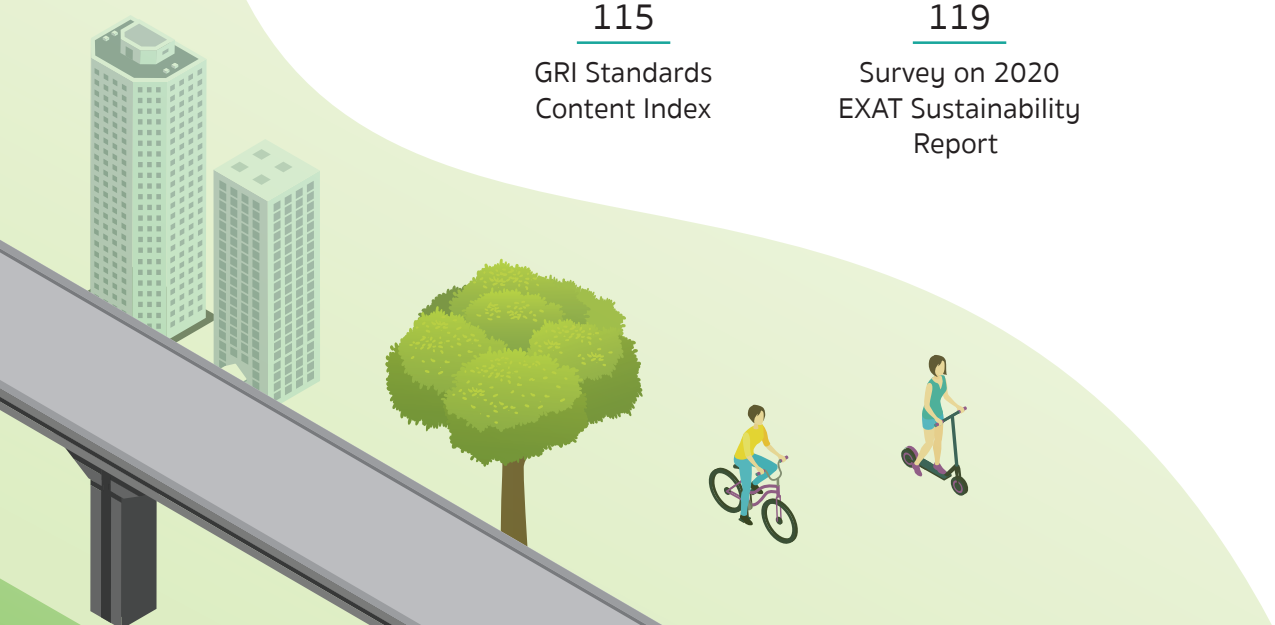
43 Economic Dimension

59 Social Dimension

105 Environmental Dimension

115 GRI Standards Content Index

119 Survey on 2020 EXAT Sustainability Report



Message from the Governor of the Expressway Authority of Thailand(102-14)



EXAT adheres to strategic operation guidelines for the construction of transport routes that connect to neighboring countries with the aim of developing expressway services to support Thailand as the transportation hub of the region

The Expressway Authority of Thailand (EXAT) is a state enterprise under the Ministry of Transport which has a policy to develop infrastructure according to medium-term and long-term master plan in order to support the transportation in Bangkok and its vicinities and also the expansion of service to cover throughout the various regions of Thailand. In addition, EXAT adheres to strategic guidelines for the construction of transport routes that will connect to neighboring countries with the aim of developing expressway services to support Thailand's role as the transportation hub of the region with the organization management and transportation operation according to the principles of social responsibilities to lead the organization towards sustainable development and consistent with the vision "Commitment to advance expressway development to sustainably provide excellent services that are worthwhile, convenient, prompt, and safe".

We have held true to our vision of sustainability and excellent services, even in the midst of the challenging circumstances of the COVID-19 pandemic, which has caused widespread economic slow down and affected the overall social and economic systems of the country. We are aware of this change, therefore, the organization's management style is adjusted in accordance with the social responsibility with regard to "CSR in Process" and "CSR after Process" by focusing on working and providing services via online channels to facilitate and to ensure safety from the spread of COVID-19 in order to fit the "new normal" of today. For example, EXAT has campaigned for the use of an automatic toll collection system with increased use of the Easy Pass. This involves offering a variety of services to Easy Pass users via online channels and, in the near future, will include the development of the Multi-Lane Free Flow (M-Flow), automatic toll collection system in service. In addition, EXAT also supports government agencies in providing services to the public, including to communities surrounding expressway areas, particularly during the COVID-19 pandemic. Furthermore, we strive to meet the needs and expectations of EXAT's stakeholders and to enable the organization to operate our business according to Environmental, Social, and Governance (ESG) criteria, thus driving the country's economy forward and leading all sectors of Thai society towards true sustainable development.



(Mr. Surachet Laophulsuk)
The Governor of Expressway Authority of Thailand

About Us (102-1)

The Expressway Authority of Thailand (EXAT), a state enterprise under the Ministry of Transport, was established in 1972 by the Announcement of the National Executive Council No. 290 B.E. 2515, dated 27 November 1972, later revised by the Expressway Authority of Thailand Act B.E. 2550 (2007) which came into force on 9 January 2008. (102-5) EXAT is mandated with the following objectives:

1. To construct or procure expressways by any means as well as to maintain them;
2. To conduct the expressway business and businesses related to expressways or the benefits of EXAT.

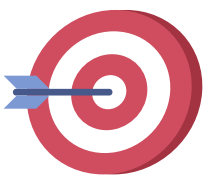
"Expressway" is legally defined as a special route or road constructed, acquired or transferred either on, over or under ground level or water level with the specific purpose of facilitating traffic flow. It also includes bridges, tunnels, ferries, ferry ports, footpaths, parking lots, right-of-way, road shoulders, embankments, conduits-drains, retaining walls, boundary fences, traffic stakes, traffic signals, traffic signs, buildings or other articles provided in the right-of-way to facilitate or provide safety related to expressway activities.





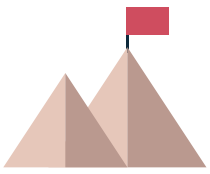
ADDRESS (102-3, 102-4)

EXAT Expressway Administration Center
111 Rim Khlong Bang Kapi Rd., Bang Kapi,
Huai Khwang, Bangkok 10310
Tel. 0 2558 9800
Fax. 0 2558 9788, 0 2558 9789



Vision

"Commitment to advance expressway development to sustainably provide excellent services that are worthwhile, convenient, prompt, and safe."



Mission

1. To provide, develop and improve the expressway towards compliance of standards and safety.
2. To provide innovative and value-added services.
3. To manage its assets efficiently to enhance the competitiveness in expressway business and social benefits.
4. To develop administrative management and investment for a value-added organization.

Strategic Operating

- **First strategy** — Expand the expressway network and provide sustainable services.
- **Second strategy** — Manage and utilize EXAT's assets efficiently.
- **Third strategy** — Build sustainability to society community and environment.
- **Fourth strategy** — Advance EXAT to become an organization of the future.

Core Values

Excellent service, visionary innovations and transparently accountable.

Management System Standards

Chalerm Maha Nakorn Expressway and Kanchanaphisek Expressway (Bang Phli-Suksawat)
QUALITY MANAGEMENT SYSTEM ISO 9001:2015
Standard quick, correct, impressive and standard service

Chalong Rat, Bang Na-At Narong and Burapha Withi Expressway
CERTIFIED ISO 14001:2015
Use saving resource, comply with rules, reduce accidents and care environment

The Expressway Authority of Thailand
CERTIFIED ISO/IEC 27001:2013
Information security management system applied to data center (back office site) including physical and environmental control systems, network infrastructure systems and security infrastructure systems of Expressway Authority of Thailand (EXAT)

Expressway services [102-2, 102-6, 102-7]

EXAT, as a state enterprise under the Ministry of Transport, has the duty to construct, procure and maintain expressways as well as to manage other relevant operations [102-2] not limited to Bangkok and its vicinities. With the vision of "Commitment to advance expressway development to sustainably provide excellent services that are worthwhile, convenient, prompt, and safe", EXAT focuses on the development and enhancement of expressway in line with safety standards, with the mission to provide efficient expressway services to alleviate traffic congestions in Bangkok and its vicinities, based on the management approach to enhance expressway business potentials. At present, EXAT operates eight expressways and four expressway links with a total length of 224.60 kilometers in Bangkok and its vicinities and neighboring provinces. [102-6, 102-7] These are:







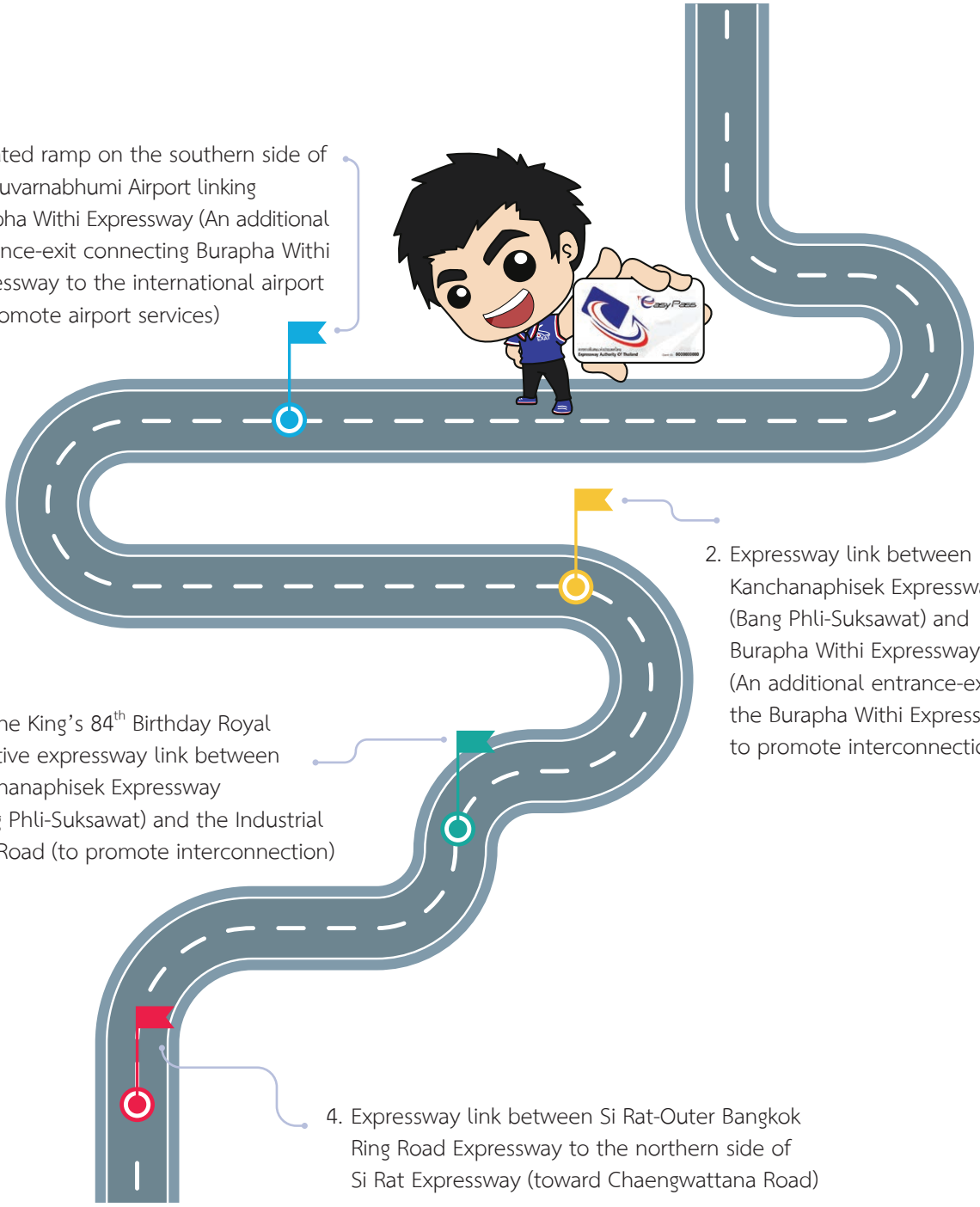




Expressways

1. Chalerm Maha Nakorn Expressway (27.1 kilometers)
2. Si Rat Expressway (38.4 kilometers)
3. Chalong Rat Expressway, consisting Ram Inthra-At Narong Expressway (18.7 kilometers) and Ram Inthra-Outer Bangkok Ring Road Expressway (9.5 kilometers)
4. Udon Ratthaya Expressway (32.0 kilometers)
5. Burapha Withi Expressway (55.0 kilometers)
6. Bang Na-At Narong Expressway (4.7 kilometers)
7. Kanchanaphisek Expressway (Bang Phli-Suksawat) (22.5 kilometers)
8. Si Rat-Outer Bangkok Ring Road Expressway (16.7 kilometers)

Expressway Links



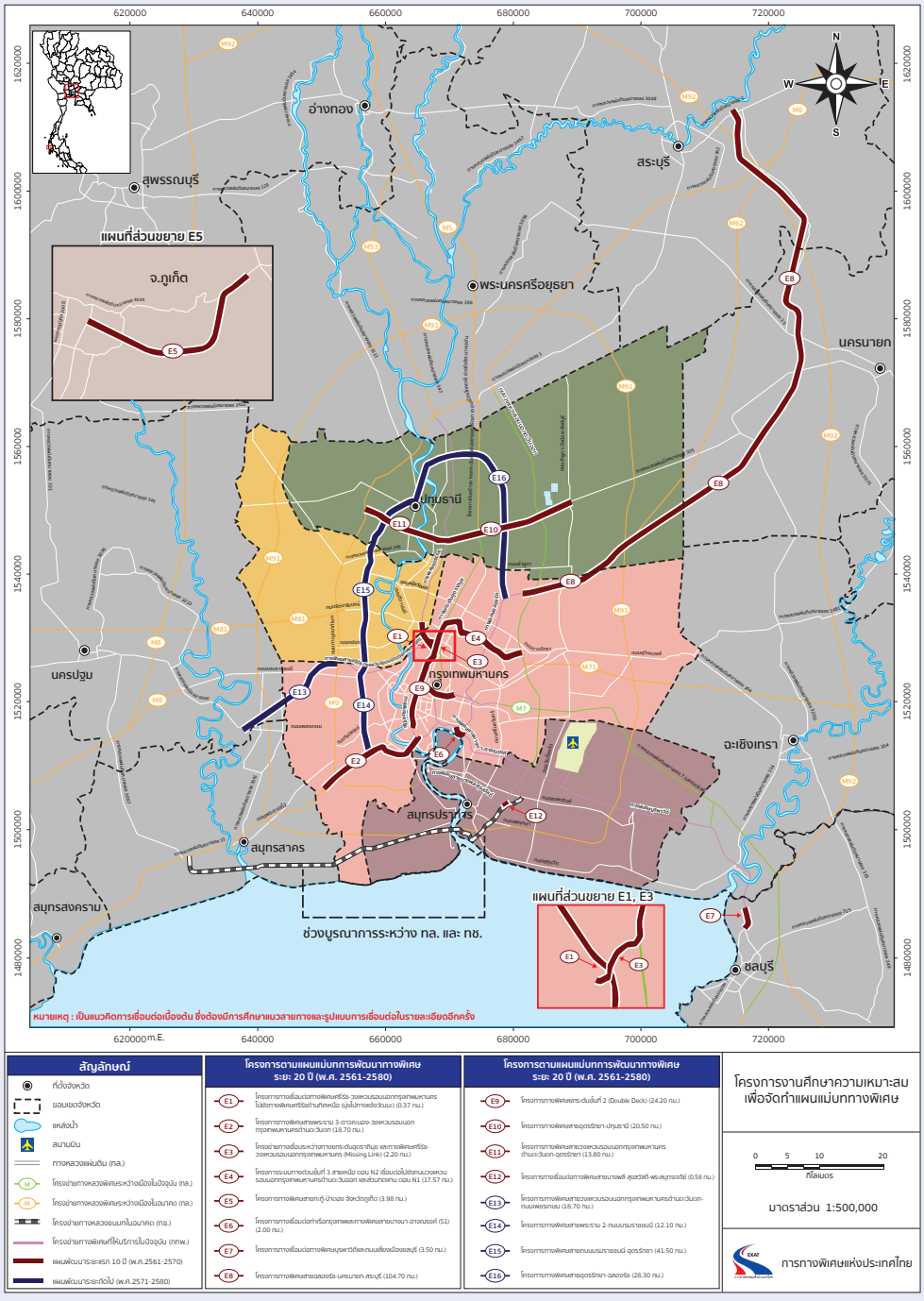
Expressway under construction (203-1, 203-2)

Rama III-Dao Khanong-Western Bangkok Outer Ring Road expressway Project (18.7 km).

Future and other services in the expressway network (203-1, 203-2)

EXAT has developed the Expressway Master Plan to identify priority areas and guide its operations to ensure cost-effectiveness, efficiency and overall effectiveness. EXAT has plans for future expressway projects in Bangkok and its vicinities and neighboring provinces and other areas with high potentials, in line with the country's development direction, public transport strategic plan and overall transport programs to address current and future traffic congestion as well as facilitate the efficiency and ease of travel. (103-1, 103-2)

Expressway Network according to the 20-year Expressway Development Master Plan (2018-2037)



Toll collection system

In addition to cash-based toll collection, EXAT has installed electronic toll collection system (ETCS) to provide a convenient alternative and reduce traffic congestion at in front of the expressway. Compatible with the Department of Highways' M-Pass, motorists can use EXAT Easy Pass on highways No. 9 (Bang Pa-in - Bang Phli) And 7 (Bangkok - Chonburi). Approximately 2 million Easy Pass are currently in use (as of 30 September 2020).

Easy Pass can be obtained through the following channels:

- All toll collection offices (except Si Rat-Outer Bangkok Ring Road Expressway)
- One Stop Service Center (EXAT Headquarters, Chatuchak District)
- Two Easy Pass Fast Service Centers at:
  - Easy Pass Fast Service Centers at PTT Rest Area Bangna (outbound)
  - Chalong Rat Control Center (CCB3) on Pradit Manutham Rd.
- Bangkok Expressway and Metro PCL Customer Service Center

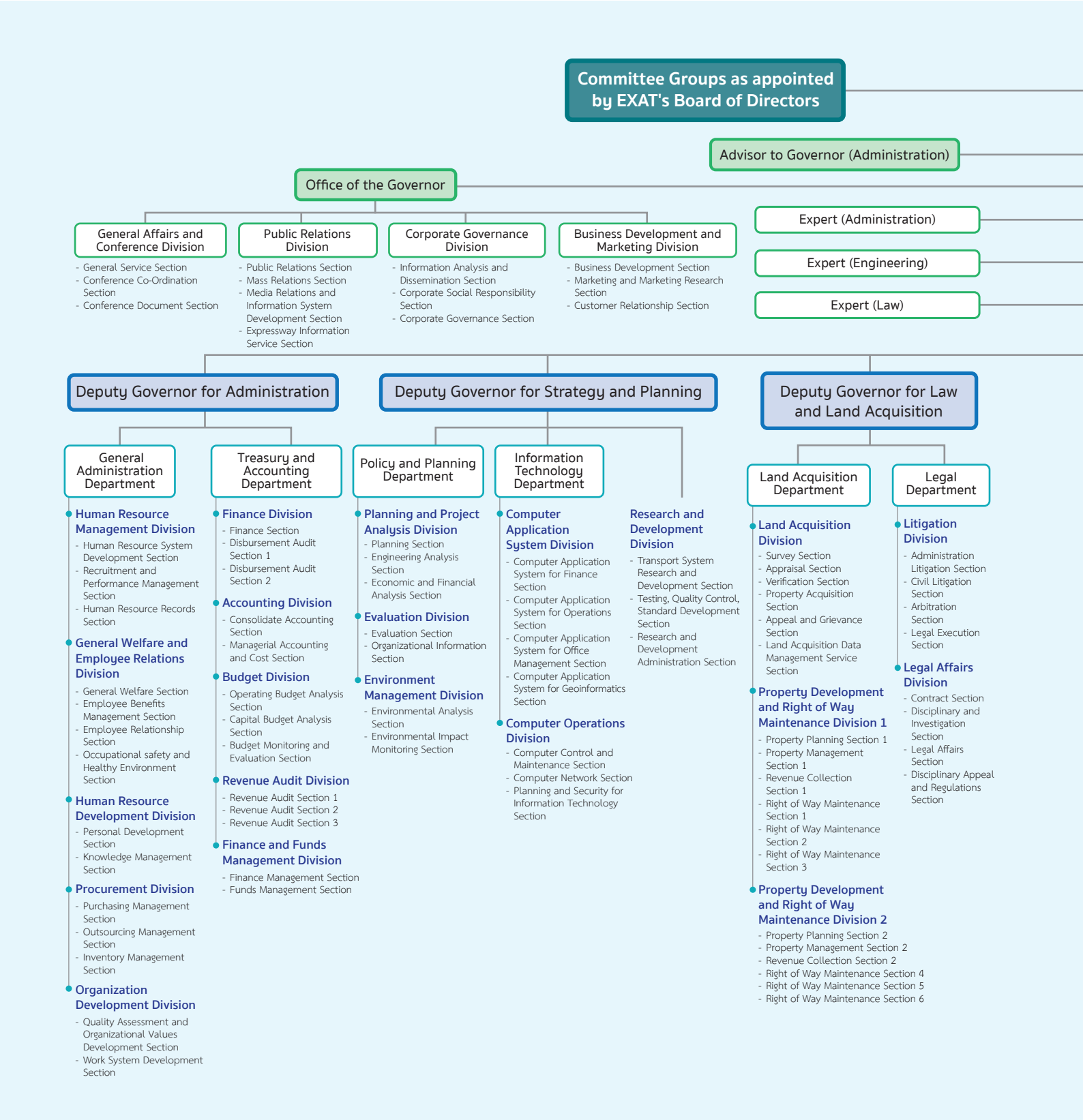
At the One-Stop Service Center, Easy Pass Fast Service Centers at Bangna PTT gas station and Chalong Rat Control Center (CCB3) on Pradit Manutham Rd., customers can also top up their Easy Pass with credit cards or by scanning QR code.

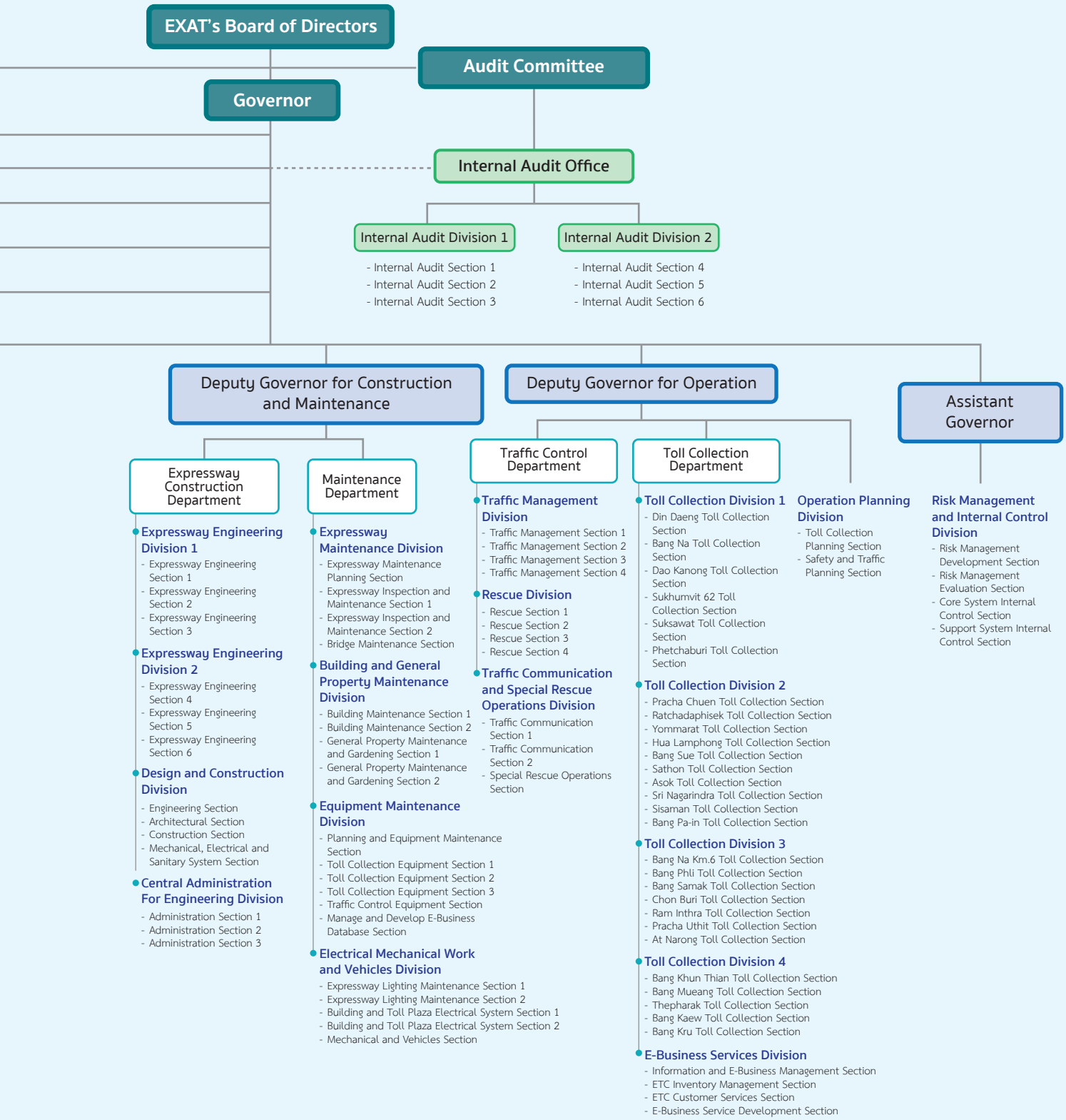
In addition, expressway users can use Ture Money Wallet application to apply for delivery of services and equipment. Once registered, the equipment will be delivered within 2-5 working days. Starting from 16 June 2020, EXAT has reduced the application fees for Easy Pass and the minimum reserve amount from 500 baht to 300 baht. Easy Pass holders can top up through the following channels:

Krung Thai Bank Public Company Limited
KASIKORNBANK Public Company Limited
TMBThanachart Bank Public Company Limited
United Overseas Bank (Thai) Public Company Limited
7-Eleven
Big C Supercenter
2C2P
CenPay (Central Group)
Siam Commercial Bank Public Company Limited
Bangkok Bank Public Company Limited
Bank of Ayudhya Public Company Limited
Government Savings Bank
Tesco Lotus
True Money Co. Ltd.
AirPay (Thailand) Company Limited
Application mPay, Application myAIS and Rabbit LINE Pay

Structure and the division of work

The chart below shows EXAT organization structure which ensures effective operations through the chain of command.




EXAT's Board of Directors
Audit Committee
Governor
Internal Audit Office
Internal Audit Division 1
- Internal Audit Section 1
- Internal Audit Section 2
- Internal Audit Section 3
Internal Audit Division 2
- Internal Audit Section 4
- Internal Audit Section 5
- Internal Audit Section 6
Deputy Governor for Construction and Maintenance
Deputy Governor for Operation
Assistant Governor
Expressway Construction Department
Expressway Engineering Division 1
- Expressway Engineering Section 1
- Expressway Engineering Section 2
- Expressway Engineering Section 3
Expressway Engineering Division 2
- Expressway Engineering Section 4
- Expressway Engineering Section 5
- Expressway Engineering Section 6
Design and Construction Division
- Engineering Section
- Architectural Section
- Construction Section
- Mechanical, Electrical and Sanitary System Section
Central Administration For Engineering Division
- Administration Section 1
- Administration Section 2
- Administration Section 3
Maintenance Department
Expressway Maintenance Division
- Expressway Maintenance Planning Section
- Expressway Inspection and Maintenance Section 1
- Expressway Inspection and Maintenance Section 2
- Bridge Maintenance Section
Building and General Property Maintenance Division
- Building Maintenance Section 1
- Building Maintenance Section 2
- General Property Maintenance and Gardening Section 1
- General Property Maintenance and Gardening Section 2
Equipment Maintenance Division
- Planning and Equipment Maintenance Section
- Toll Collection Equipment Section 1
- Toll Collection Equipment Section 2
- Toll Collection Equipment Section 3
- Traffic Control Equipment Section
- Manage and Develop E-Business Database Section
Electrical Mechanical Work and Vehicles Division
- Expressway Lighting Maintenance Section 1
- Expressway Lighting Maintenance Section 2
- Building and Toll Plaza Electrical System Section 1
- Building and Toll Plaza Electrical System Section 2
- Mechanical and Vehicles Section
Traffic Control Department
Traffic Management Division
- Traffic Management Section 1
- Traffic Management Section 2
- Traffic Management Section 3
- Traffic Management Section 4
Rescue Division
- Rescue Section 1
- Rescue Section 2
- Rescue Section 3
- Rescue Section 4
Traffic Communication and Special Rescue Operations Division
- Traffic Communication Section 1
- Traffic Communication Section 2
- Special Rescue Operations Section
Toll Collection Department
Toll Collection Division 1
- Din Daeng Toll Collection Section
- Bang Na Toll Collection Section
- Dao Kanong Toll Collection Section
- Sukhumvit 62 Toll Collection Section
- Suksawat Toll Collection Section
- Phetchaburi Toll Collection Section
Toll Collection Division 2
- Pracha Chuen Toll Collection Section
- Ratchadaphisek Toll Collection Section
- Yommarat Toll Collection Section
- Hua Lamphong Toll Collection Section
- Bang Sue Toll Collection Section
- Sathon Toll Collection Section
- Asok Toll Collection Section
- Sri Nagarindra Toll Collection Section
- Sisaman Toll Collection Section
- Bang Pa-in Toll Collection Section
Toll Collection Division 3
- Bang Na Km.6 Toll Collection Section
- Bang Phli Toll Collection Section
- Bang Samak Toll Collection Section
- Chon Buri Toll Collection Section
- Ram Inthra Toll Collection Section
- Pracha Uthit Toll Collection Section
- At Narong Toll Collection Section
Toll Collection Division 4
- Bang Khun Thian Toll Collection Section
- Bang Mueang Toll Collection Section
- Thepharak Toll Collection Section
- Bang Kaew Toll Collection Section
- Bang Kru Toll Collection Section
E-Business Services Division
- Information and E-Business Management Section
- ETC Inventory Management Section
- ETC Customer Services Section
- E-Business Service Development Section
Operation Planning Division
- Toll Collection Planning Section
- Safety and Traffic Planning Section
Risk Management and Internal Control Division
- Risk Management Development Section
- Risk Management Evaluation Section
- Core System Internal Control Section
- Support System Internal Control Section

EXAT workforce (102-7, 102-8)



Governor
1 Person



Deputy Governor
5 Persons



Advisor to Governor
1 Person



Assistant Governor
1 Person



Expert
3 Persons

Departments
12
Departments

Divisions
45
Divisions

Sections
170
Subdivisions

To ensure efficient services and operations as well as seamless coordination, the number of employees was 4,859 employees and 580 contract workers at the end of Fiscal Year 2020 - a substantial growth comparing to the number of staff over the past three years.

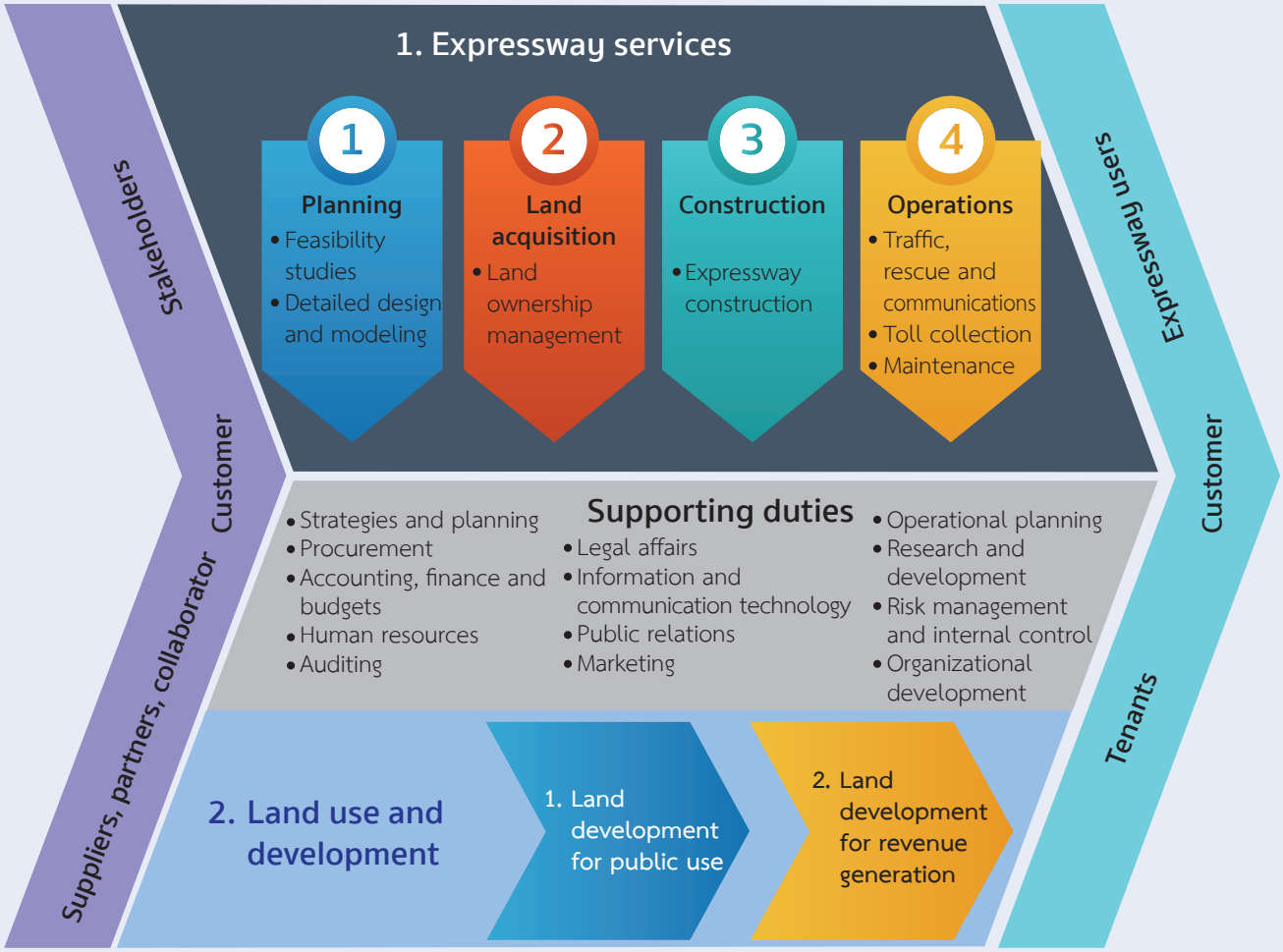
Number of staff at the end of Fiscal Year 2020, Number of staff over the past three years

Category	Number of staff			
	2020	2019	2018	2017
Employees	4,859	4,795	4,768	4,787
Contract workers	580	613	624	613

Supply Chain (102-9, 102-10)

EXAT is committed supply chain management to ensure effectiveness in service and project implementation, strong financial returns and long-term business sustainability with regards to all stakeholders.

EXAT supply chain



Source: EXAT's work system and work processes.

About This Report (102-46, 102-48, 102-49, 102-50, 102-51, 102-52, 102-54)

Since 2012, EXAT has issued the sustainability report to inform stakeholders on EXAT's social responsibility achievements focusing on economic, social and environmental aspects as good governance. This report has been prepared in accordance with the GRI Standards : Core option which based on information from the 2020 fiscal year from 1 October 2019 to 30 September 2020 as a continuation of the Sustainable Development Report 2019, the previous year. This sustainability reporting standards consider on the four reporting principles of

- Sustainability Context
- Stakeholder Inclusiveness
- Materiality
- Completeness

Reporting content and scope

Complying with GRI sustainability reporting standards, EXAT has implemented the following steps:



The details are as follow:

1. Reviewing guidelines and processes to increase sustainability reporting efficiency by examining past year's data and incorporating recommendations to enhance the reporting quality, time frame and procedure.
2. Gathering inputs from stakeholders on their needs, expectations and concerns as well as stakeholders' comments on EXAT corporate social responsibility survey to inform the analysis of materiality and other risk factors in line with GRI standards.
3. Discussing with EXAT executives to prioritize materiality issues and use materiality test process to develop the content of the first draft in accordance with GRI standards.
4. Summarising data requirements for a sustainability report in accordance with the GRI Standards, monitoring and collecting data and results against indicators required for disclosure.
5. Prepare a sustainability report in accordance with the GRI Standards.



Contact (102-53)

Corporate Social Responsibility Section
Corporate Governance Division
Office of the Governor
EXAT Governor's Office
EXAT Expressway Administration Center
111 Rim Klong Bangkapi Road,
Huai Khwang, Bangkok 10310
Tel: 0 2558 9800
Fax: 0 2940 1210

Materiality Topics (102-47)

By analyzing the results of the stakeholders' social responsibility expectation survey, EXAT has identified 26 materiality topics, of which 15 are of high priority and 11 of medium priority. They are as follows:

EXAT Materiality Topics

EXAT	Materiality	SDGs
Economic	1. User satisfaction	
	2. Service and route development	
	3. Links/reduction of traffic congestion	
	4. Prompt management of accidents/emergencies	
	5. Promotion and discounts	
	6. Grievance Management	
	7. Internal management	
	8. Organizational excellence	
	9. Product and service innovations	
	10. Financial performance	
Social	11. Good governance and transparency	
	12. Public participation in supervision	
	13. Employee engagement (Welfare, Remuneration, Evaluation, Professional Development)	
	14. Occupational Health and safety	
	15. Employee capacity building	
	16. Participation and development of surrounding communities	
	17. Partnership with surrounding communities	
	18. Fair compensation for expropriation	

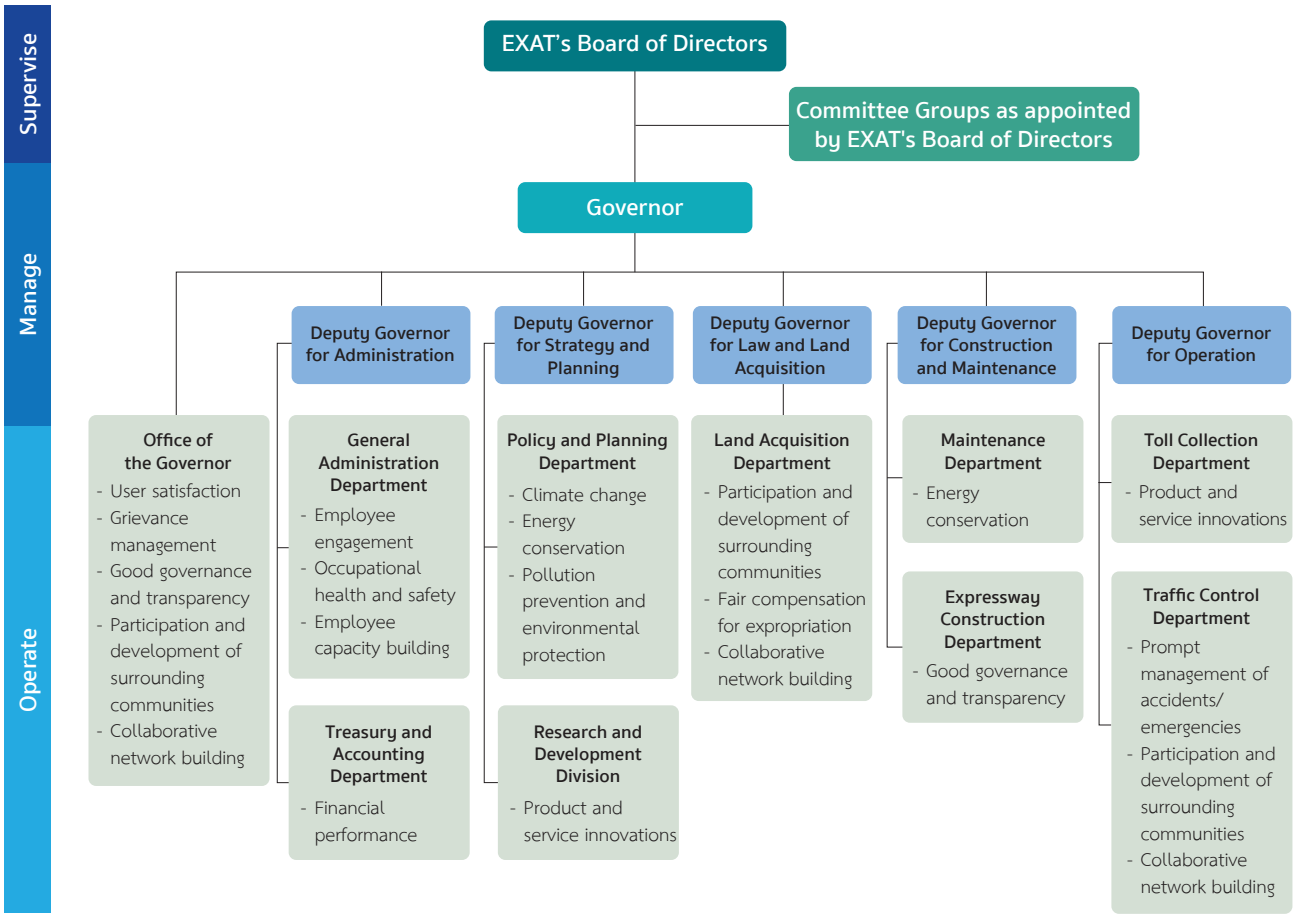
EXAT	Materiality	SDGs
	19. Quality of life improvement for impacted populations	
	20. Public relations on project development/operations	
	21. Public benefits	
	22. Dialogue, learning and collaboration with communities	
	23. Collaborative network building	
Environmental	24. Climate change	7 AFFORDABLE AND CLEAN ENERGY, 13 CLIMATE ACTION
	25. Energy conservation	
	26. Pollution prevention and environmental protection	

Materiality Issues Topics



Materiality High priority	Materiality Medium priority
1. User satisfaction	2. Service and route development
4. Prompt management of accidents/emergencies	3. Links/reduction of traffic congestion
6. Grievance Management	5. Promotion and discounts
9. Product and service innovations	7. Internal management
10. Financial performance	8. Organizational excellence
11. Good governance and transparency	12. Public participation in supervision
13. Employee engagement	17. Partnership with surrounding communities
14. Occupational health and safety	19. Quality of life improvement for impacted populations
15. Employee capacity building	20. Public relations on project development/operations
16. Participation and development of surrounding communities	21. Public benefits
18. Fair compensation for expropriation	22. Dialogue, learning and collaboration with communities
23. Collaborative network building	
24. Climate change	
25. Energy conservation	
26. Pollution prevention and environmental protection	

All materiality topics fall under different branches of the EXAT organization structure as shown in the following chart:



EXAT Risk Management (102-15)

In line with value-based enterprise risk management (VBRM) and COSO Enterprise Risk Management - Integrating with Strategy and Performance (2017), EXAT has implemented risk management strategies and developed risk management manuals/plans, internal control manuals/ plans as well as business continuity plan to address risk management framework applicable to organizational and department levels in both normal and extraordinary situations to ensure the fulfillment of organizational goals and strategic goals in accordance with the business plan at an acceptable risk level.

Building on the 2019 plan, the 2020 EXAT risk management manuals and plans consist of three risks and six causes.

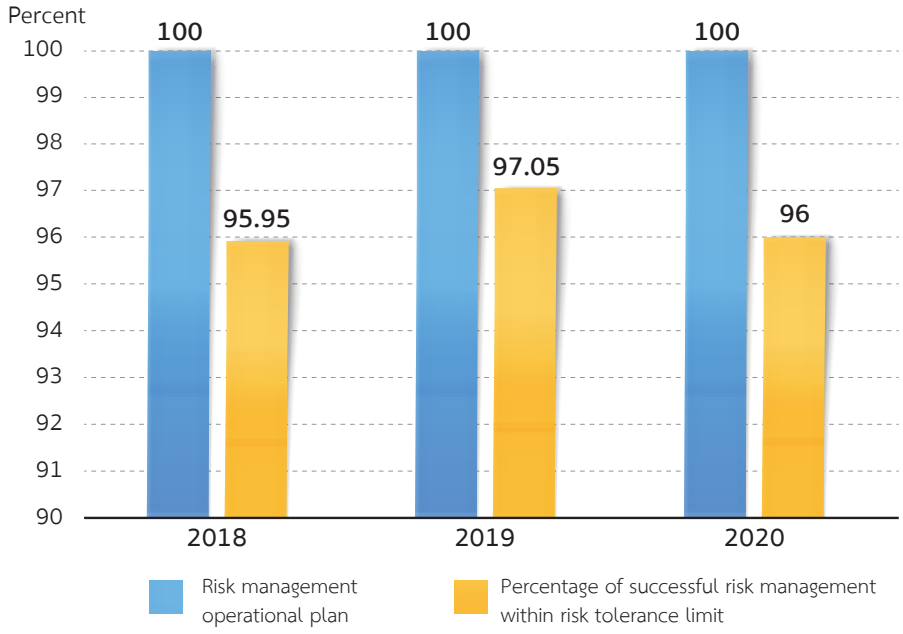
2020 EXAT Risk Management Outcomes

Risks	Cause	Plan	Intensity level As of the 4th quarter	Measures
1. Expressway Security	1.1 Highway Capacity Management (HCM)	Expressway Management Plan	Low	Target met but requires monitoring and increased monthly internal control for surveillance and warnings in the following year.
	1.2 Highway Safety Management (HSM)		Low	Target met but requires monitoring and increased monthly internal control for surveillance and warnings in the following year.
2. Organizational Development	2.1 Human Resources Management	EXAT Administration Plan	Low	Target met but requires monitoring and increased monthly internal control for surveillance and warnings in the following year.

Risks	Cause	Plan	Intensity level As of the 4th quarter	Measures
	2.2 Digital Transformation		Low	Target met but requires monitoring and increased monthly internal control for surveillance and warnings in the following year.
3. Performance	3.1 Revenue Management	EXAT Value Management Plan	Medium	Risk requiring monitoring and constant management with monthly risk management in the following year.
	3.2 Cost Management		Low	Target met but requires monitoring and increased monthly internal control for surveillance and warnings in the following year.

It was found that the majority of risk management results are within the risk tolerance limit of 96 Percent as shown in the picture below.

Percentage of successful risk management within risk tolerance limit



In order to increase understanding of risks and promote the culture and environment of risk management, EXAT has also incorporated risk management trainings for EXAT executives and relevant employees into the 2020 human resources development plan including a curriculum on EXAT strategy for excellence, workshops on the evaluation system of risk management and internal control performance, a curriculum on risk management and building risk management culture. Measures were also implemented to promote risk management culture with all the four components affecting the organization's capability to achieve its goals, namely, tone at the top, decision-making, governance, and competency.

Business continuity

With the aim to prepare the organization for crises which may disrupt operations or impact on EXAT's reputation, EXAT has a Business Continuity Management System in place in line with internationally accepted standards such as the Thai Industrial Standard 22301 and ISO 22301. The system has been constantly implemented in order to ensure stakeholders' confidence and sustained quality services and operations without disruption. Through the process of identifying critical situations under 5 significant principles, EXAT has developed the business continuity plan into 5 scenarios and 12 incidents in order to set procedures for the business continuity plan. In 2020, a drill was conducted on critical situation no. 5 (Back-office disruption) to prepare employees for a potential critical situation as well as to test the computer system and equipment on the contingency site (DR Site). In addition, EXAT has revised the current plan to include business continuity plan for mitigation of disruption impacts from current and future emerging/re-emerging diseases. A drill was conducted on critical situation No. 6 complete disruption to expressway and office operations. EXAT Business Continuity plan can be summarized as shown in the table below.

Critical situation 1: Traffic disruptions on expressway	Recovery Time Objective (RTO)	
1.1 Incident : Expressway disruption due to a serious accident	Emergency Plan : Clearing accident site and opening at least one lane to traffic within 1.5 hours of incident report.	Business Continuity Plan : Initial damage survey conducted within 3 hours after reported removal of the cause of accident.
1.2 Incident : Structural damage due to a natural disaster (earthquake) or a sabotage	Emergency Plan : All expressway users diverted to other routes within 30 minutes of incident report.	Business Continuity Plan : Initial damage survey conducted within 3 hours after reported removal of cause and return to safe conditions.
1.3 Incident : Structural damage due to a serious fire on expressway	Emergency Plan : Fire extinguished within 1 hour of incident report.	Business Continuity Plan : All expressway users diverted to other routes within 30 minutes of reported fire extinction.

Critical situation 2: Severe traffic congestion at expressway entrance	Recovery Time Objective (RTO)	
2.1 Incident : Toll collection system disruption due to fire at expressway toll plaza	Emergency Plan : Fire contained within 30 minutes of incident report.	Business Continuity Plan : Period to resume the suspended operation of the toll collection system should be within two hours after the fire containment.
2.2 Incident : Toll collection system disruption due to flood at expressway toll plaza	Emergency Plan : Employees and key assets moved to a temporary site within 24 hours after a rising flood level of more than 30 cm above ground road surface, including the potential of the continued rise in flood level, preventing employees from duty.	Business Continuity Plan : Toll collection resumes (in case of toll collection malfunction) and employees return to work within 2 hours after receding flood level is less than 20 cm above ground road surface.
2.3 Incident : Disruption to central/ headquarter computer system due to a natural disaster/sabotage/ breach/crash/fire damage to the main computer system/ electronic and cash-based toll collection system	Emergency Plan : In case of malfunction, toll collection method changed within 5 minutes and operations immediately shifted to the reserve computer system (within 4 hours) of incident report.	Business Continuity Plan : Main central computer system returns to normal operations within 7 days of incident report.
2.4 Incident : Disruption to toll collection due to a protest at expressway toll plaza	Emergency Plan : Protesters are contained within an unobstructive area within one hour of incident report.	Business Continuity Plan : Initial damage survey conducted within 3 hours after negotiation is concluded.

Critical situation 3: Construction delays	Recovery Time Objective (RTO)	
Incident : Disruption to construction due to a major accident	**Emergency Plan :** Initial removal of cause of accident, return to safety and at least one lane opened to traffic within one hour of incident report.	**Business Continuity Plan :** Complete clearance of obstruction and all lanes open to traffic within 3 days (regardless of the conditions of the construction site). Construction site inspected and solution identified within 7 days after clearance and return to normal operations.
Critical situation 4: Disruption to headquarter/ control centers	**Recovery Time Objective (RTO)**	
4.1 Incident : headquarter/control center due to fire	**Emergency Plan :** Fire contained within 30 minutes of incident report.	**Business Continuity Plan :** Temporary site secured for affected units to resume operation within 24 hours after fire extinction.
4.2 Incident : headquarter/control center due to flood	**Emergency Plan :** Employees and key assets moved to a temporary site within 24 hours after a rising flood level of more than 30 cm above ground road surface preventing employees from duty.	**Business Continuity Plan :** Initial damage survey conducted within 24 hours after receding flood level is less than 20 cm above ground road surface.
4.3 Incident : Disruption to headquarter/control center due to employee protest	**Emergency Plan :** Negotiation ends with an initial agreement within 12 hours of incident report.	**Business Continuity Plan :** Initial damage survey conducted within 3 hours after negotiation is concluded.

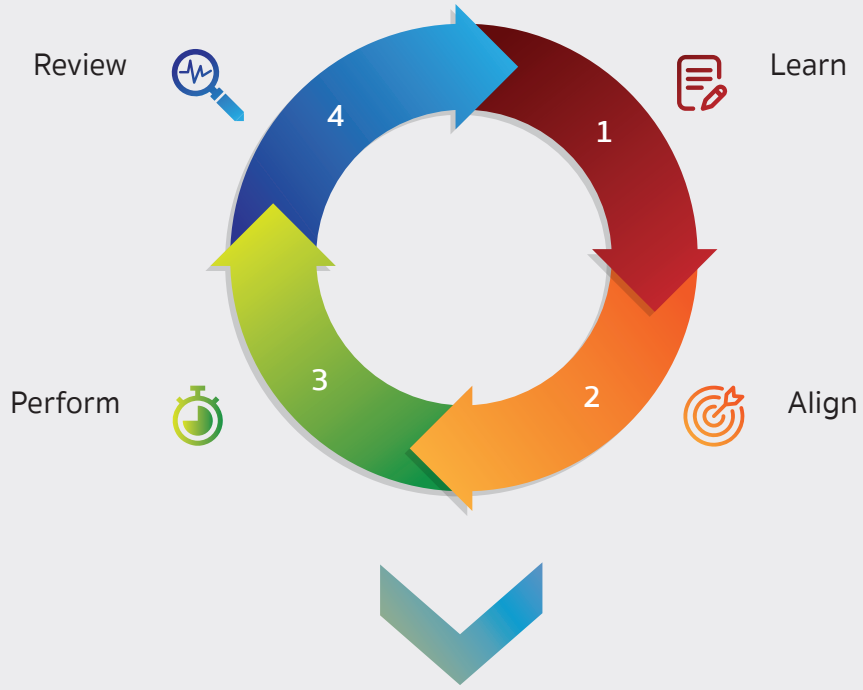
Critical situation 5: Back-office disruptions	Recovery Time Objective (RTO)	
Incident : Disruption to back-office operations due to fire damage at data center	Emergency Plan : - Fire contained within 30 minutes of incident report. - Back-office operations shifted to reserve computer center within 4 hours of incident report.	Business Continuity Plan : Back-office operations shifted to reserve computer center within 24 hours of incident report.
Critical Situation 6: Disruption to expressway and office operations	**Recovery Time Objective (RTO)**	
Incident : Workforce disruption due to emerging disease.	Emergency Plan : - Relevant unit/superior reports staff infections to Department of Disease Control through Hotline 1422 within 3 hours. - Shut down the office/toll collection building temporarily. Shift to ETC system to minimize MTC services. - Quarantine staff returning from risk areas or exposed to infected persons within 24 hours in accordance with Department of Disease Control guidelines.	Business Continuity Plan : - If infections are found in the office building/ control centers/ toll collection building, shut down the building partially or entirely. Issue a work from home order with in 24 hours. - Disinfect the building where 3 days. - Staff returning from risk areas or exposed to infected persons must stay in quarantine for 14 days. ** The length of quarantine/ shutdown period follows the current Department of Disease Control guidelines.

EXAT conducts business continuity drills once a year. In 2020, virtual drills were conducted for three incidents and tabletop exercises were conducted for six incidents, while drills for four incidents were cancelled due to the COVID-19 pandemic.

Governance Risk and Compliance : GRC

EXAT places great importance on integrating good governance, risk and compliance and has incorporated the GRC operations according to the Open Compliance and Ethics Group (OCEG) guidelines and framework.

GRC integration according to OCEG



GRC components



EXAT implemented concrete GRC integration by reviewing current policies and practices and developing a GRC integration manuals that all units can use as a guide to update their operational manuals.

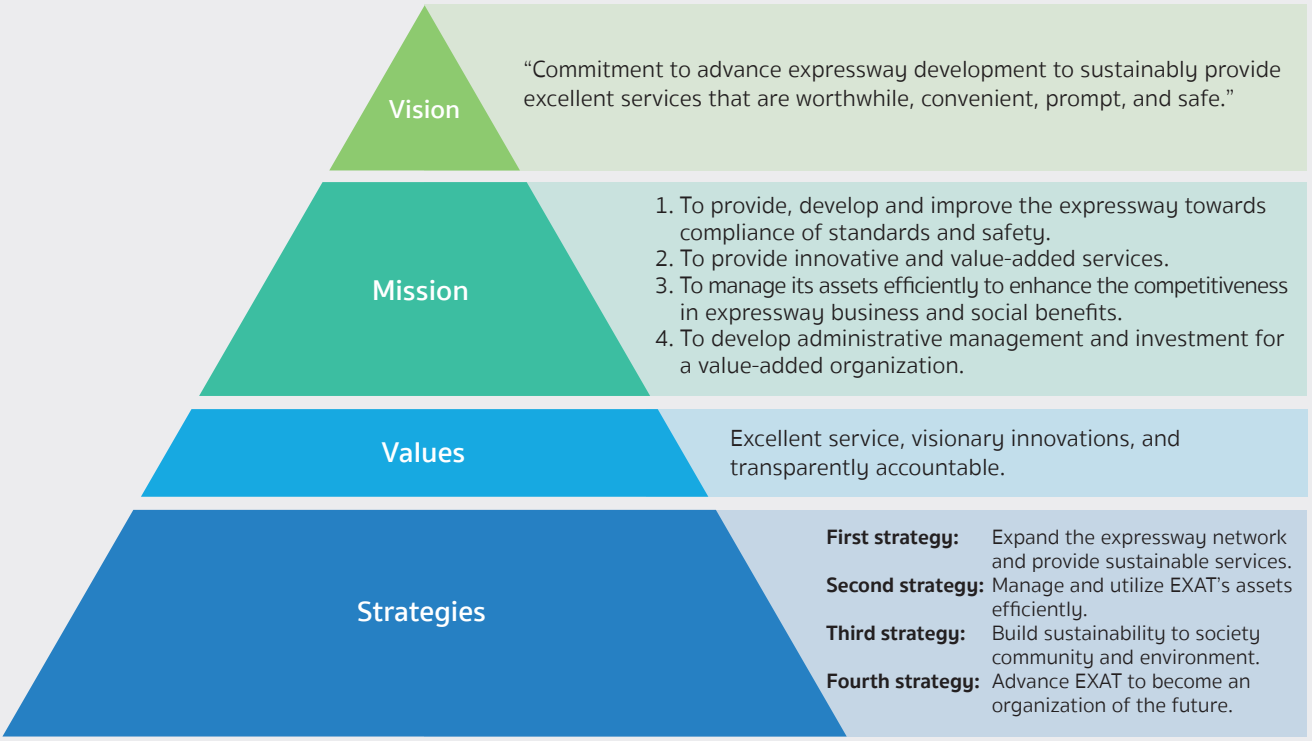
To support proactive integrated management and fully employ available opportunities and resources based on people, process and technology, EXAT has issued the following GRC policies:

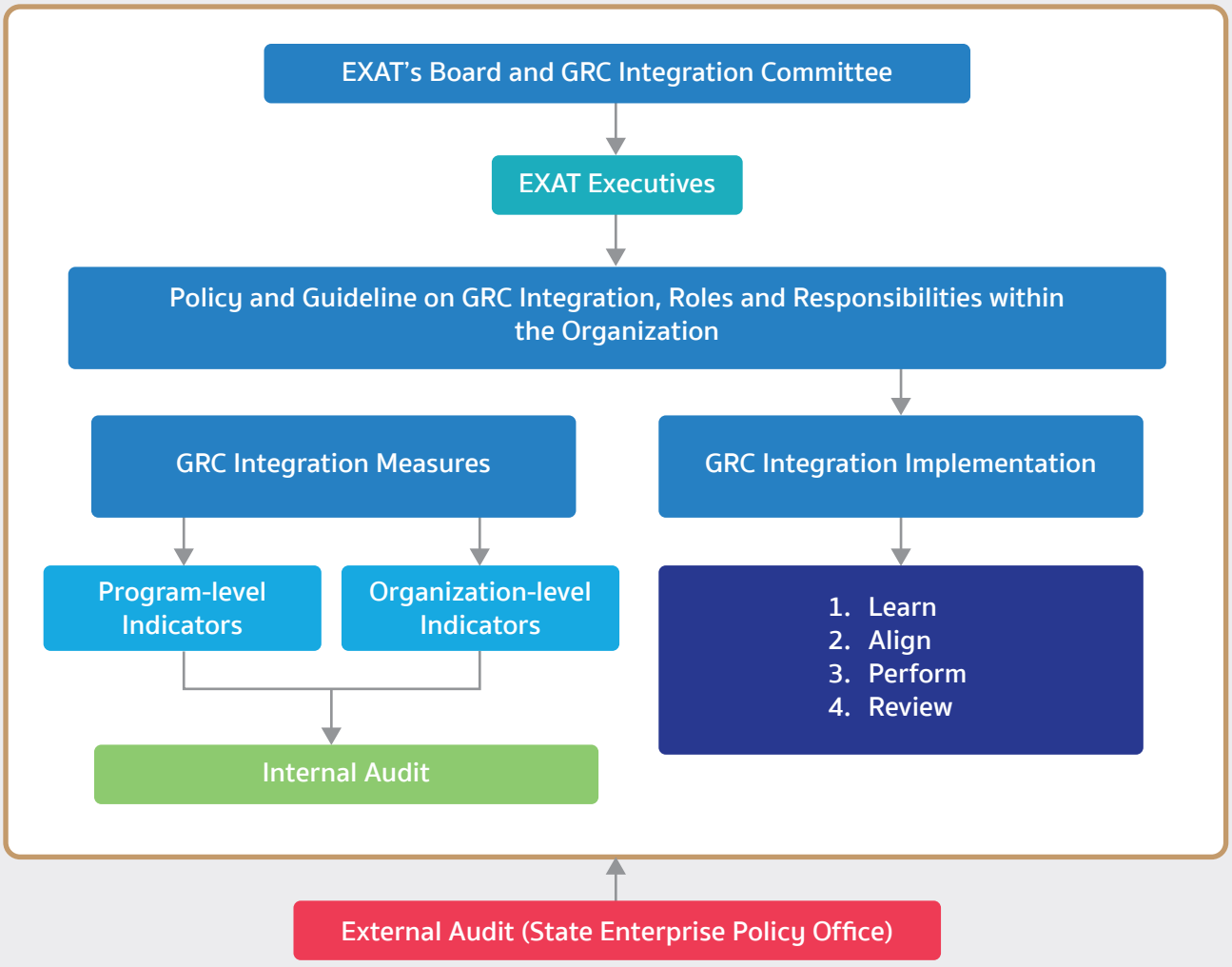
GRC integration policy

1. Appropriately assignment of powers, duties and responsibilities between the EXAT's board and executives to evaluate the organizational context and design organizational structure and plans which result in appropriate culture support the direction, management and decision-making within all departments to increase efficiency in governance, risk management, compliance and responsiveness to stakeholders.
2. Establishment of organizational value building objectives and strategies based on an analysis of opportunities, limitations and risks as well as relevant rules and regulations to ensure effective establishment of practice guidelines.
3. Use of technology to support operations in governance, risk assessments, monitoring and warning as well as information dissemination with the aim to promote knowledge sharing, collaborative operations, work process improvement and innovation management throughout the organization.
4. Provision of incentives to build positive attitudes towards GRC which will boost capacity in managing business opportunity to increase added values and creative values to the organization.
5. Integration across all units in regularly tracking progress, auditing and inspecting work processes to increase efficiency and ensure sustainable development.

To ensure effective GRC integration, EXAT has established an implementation structure at multiple levels. While the EXAT's Board operations in accordance with organizational strategies, vision, policies goals and missions, the GRC integration committee is in charge of establishing policies and practices and oversees GRC implementation throughout the organization as well as promoting GRC culture among employees.

GRC Integration Framework





The Evaluation Results of Good Governance, Risk Management and Compliance to Laws, Policy and Procedures of related standards (GRC) for the Fiscal Year 2020.

Component	Indicator	Measurement	Performance
1. Governance & Strategy	1.1 Net profit (greater than)	4,707.2 million baht	
	1.2 Percentage of expressway users' overall satisfaction (no less than)	92%	
	1.3 Number of accidents on expressways (fewer than)	854 times	
	1.4 Percentage of increase of average daily traffic volume passing through electronic toll collection system for all routes over the past year (no less than)	4.61%	
	1.5 Revenue from use of area in the expressway property (no less than)	197 million baht	
	1.6 Number of research/academic studies or standards which concretely enhance EXAT operations (no less than)	3 subjects	
	1.7 EXAT Corporate social responsibility score	good level	
	1.8 Percentage of achievement of goals under good governance plan	85%	
2. Risk management	2.1 Achievement of risk management at acceptable levels	100%	
	2.2 Achievement of internal control at acceptable levels	100%	
3. Internal audit	3.1 Percentage of satisfaction of auditee unit	80%	
	3.2 Percentage of complaints reviewed by the Committee when there are complaints of internal control and ethical violations and significant financial wrong doings against EXAT	100%	

Component	Indicator	Measurement	Performance
4. Compliance management	4.1 Number of trainings on relevant laws, regulations and EXAT standard procedures (no less than)	2 times	
	4.2 Percentage of achievement in management of disputes and lawsuit	100%	
	4.3 Number of employees in this disciplinary process for corruption	100%	
	4.4 Number of employees disciplined for corruption	100%	
5. Ethics & Culture	5.1 Number of training on ethics and moral values (no less than)	3 times	
	5.2 Number of employees under disciplinary process for non-corruption violations	100%	
	5.3 Number of employees disciplined for non-corruption violations	100%	
6. IT & Security	6.1 Percentage of achievement in the implementation of digital transformation plan during the fiscal year measured against the digital transformation plan for EXAT's IT system	90%	

Note

 Overperformance

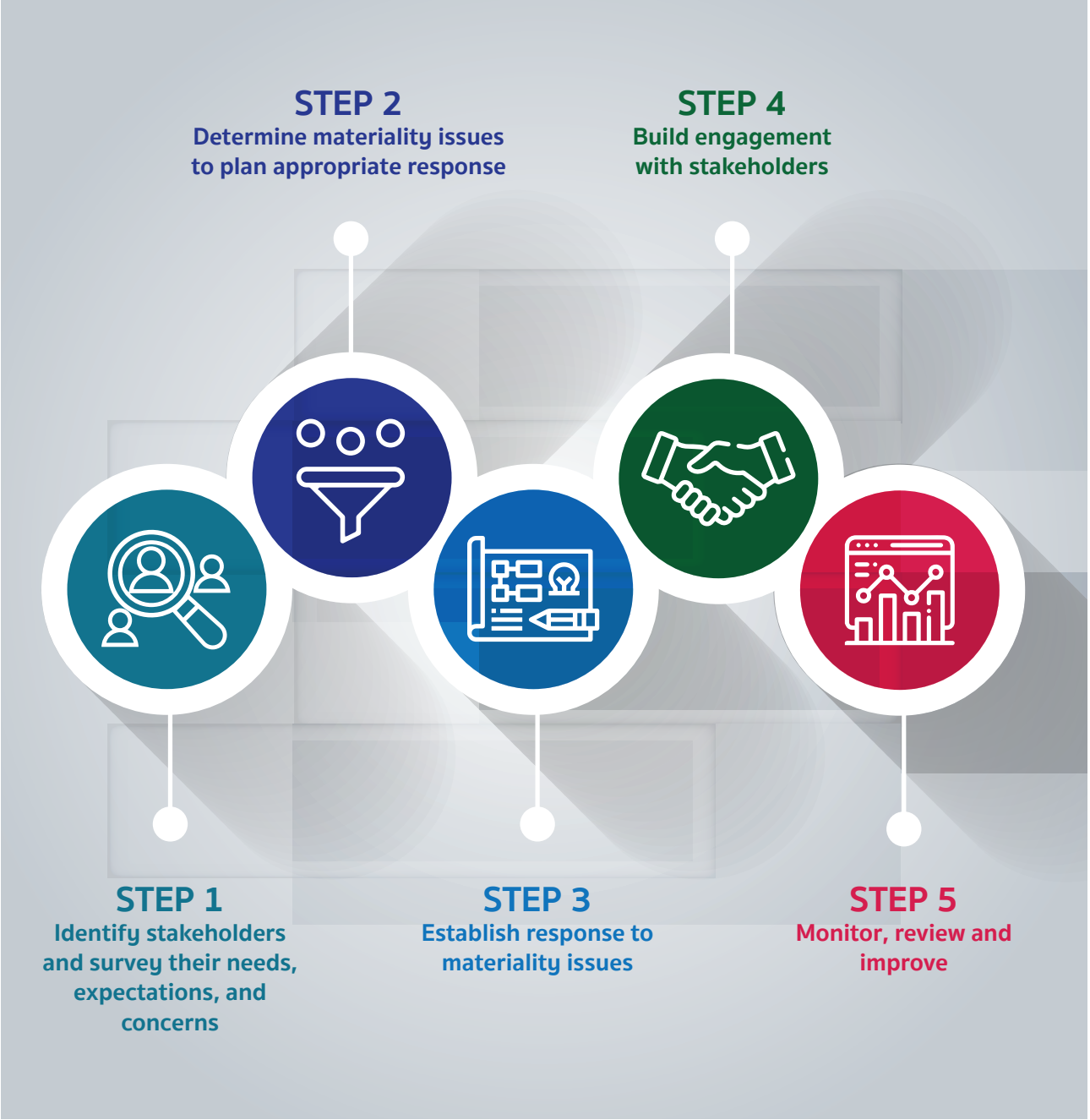
 On-target performance

 Underperformance

EXAT's Stakeholders (102-40, 102-42, 102-43, 102-44)

EXAT recognizes the importance of all groups of stakeholders in social responsibility implementation and is committed to listen and response to stakeholders' opinions and recommendations and integrate them into the planning process to enhance EXAT operations and promote stakeholders' participation in sustainability.

EXAT applies the AA1000 Stakeholder Engagement Standard (AA1000 SES) in analyzing and establishing stakeholder participation through the following steps: (102-42)



EXAT categorizes stakeholders into seven groups, namely, the government (as owner), employees, commercial partners, expressway users, people affected by expropriation, surrounding communities and the general public. In 2020, EXAT engaged with all stakeholder groups to build rapport and respond to their needs and expectations. (102-40)



Stakeholders	Expectations (102-44)	Engagements (102-43)	Responses to stakeholders (102-44)
Government (as owner)	• Collect revenues and deliver revenues efficiently and maintain solid financial status • Reduce traffic congestion • Strengthen surrounding communities • Improve service efficiency (for example, by adopting electronic toll collection system with Easy Pass, providing channels for user comments and recommendations, and preventing accidents, etc.)	Coordinate with relevant agencies	• Operate with integrity, transparency and consideration of the best interests of the public and the government • Comply with organizational policies and strive to achieve set goals

Stakeholders	Expectations (102-44)	Engagements (102-43)	Responses to stakeholders (102-44)
	• Improve knowledge management and become a learning organization which promote professional development in line with EXAT's needs • Apply stakeholders' inputs and complaints to improve operations as well as communicate with contractors, partners and collaborators to improve work processes • Comply with government policies • Use land to increase public benefits		
 **EXAT employees**	• Promote employees' career advancement by establishing clear career paths for each line of work and develop fair criteria for successor selections • Use due consideration in assigning duties to employees • Promote employees' pride in their works • Build positive working environment and rapport among employees of all levels and age groups to prevents generational gaps • Ensure continuous knowledge transfer to promote exchange with superiors or colleagues in the same unit or across units • Provide appropriate benefits, welfare and remuneration in line with the current economic conditions • Create activities to support shared values and develop EXAT identity • Promote employees responsibility by allowing them freedom to establish steps and schedules from start to finish	• EXAT Sound • Internal communication materials • Online communication materials • Seminars and training • Relationship survey • Bonding activities such as Sports Day, Thai new year activities, etc. • Social media communications through Facebook, EXAT PR official LINE account • EXAT Intranet (http://intranet.exat.co.th) • EXAT digital boards	• Review succession plans and develop rotation criteria to build capacity • Organize activities to build rapport within the organization • Organize activities to promote collaboration • Implement projects to transition into a state enterprise with self-determined salary structure • Enhance work environments • Review and increase employees benefits and welfare • Extend employees knowledge and capacity

Stakeholders	Expectations (102-44)	Engagements (102-43)	Responses to stakeholders (102-44)
Commercial partners	• Improve procurement process to increase efficiency and agility • Provide effective communications on contracts and terms to ensure accurate understanding • Communicate basic information in procurement process or other important information that will allow partners to plan and work efficiently	• Coordinate among procuring units • Organize follow-up meetings • Coordinate through the internet/phone • Provide procurement notifications on website	• Conduct business and treat partners fairly • Respect and adhere to contract terms
Expressway users	• Provide uninterrupted travels with convenience and speed • Facilitate traffic flow during rush hours • Provide free lanes to increase convenience • Add new routes to facilitate ease of travel (to other provinces, for example.) • Add new platforms for ETCS payments by using Easy Pass • Provide convenient and fast services • Provide toll discounts and waivers • Install clear signage with adequate information for making decisions • Maintain the expressway system and its surroundings to ensure safety • Add communication channels to reach more expressway users • Decrease response time for rescues	• Toll Plaza • EXAT Call Center (1543) • EXAT Portal Mobile Application • EXAT Traffic Application • EXAT SIMAP Plus Application • EXAT website (www.exat.co.th) • website www.thaieasypass.com • Email : webmasters@exat.co.th • Email : off_infor@exat.co.th • Email: crm.ebiz.exat@gmail.com • www.facebook.com/exatsociety • www.facebook.com/etceasypass • EXAT Society LINE Official Account • EXAT information Center	• Improve traffic flow by installing smart traffic signs with traffic information to help expressway uses plan their journeys • Increase Easy Pass efficiency and expand usage to include payments for other modes of transportation and at convenience stores • Reduce Easy Pass application fees and minimum reserve amount from 500 baht to 300 baht • Offer toll waivers during long holidays • Develop mobile applications such as EXAT Traffic for the convenience of expressway users

Stakeholders	Expectations (102-44)	Engagements (102-43)	Responses to stakeholders (102-44)
		• One Stop Service Center • Services at Land Acquisition Department • EXAT Traffic application to help expressway users plan their journeys • Satisfaction survey for expressway users • Customer relationship activities • Print materials, radio, television • Signage and information boards • Enhancing brand image and listen to voice of customer • Project to increase convenience and safety during the busy New Year and Thai New Year travel periods	• Study the application of EMV (Euro/Master Card and Visa) payments as a touch-and-go alternative to cash payments for EXAT services to reduce congestion at Toll Plaza front. • Studies to further improve road safety as well as physical improvement and maintenance • Use satisfaction survey results to improve operations
Tenants	• Increase rent payment channels including cost-free online and mobile payments • Reduce application paperwork and increase service efficiency and speed • Install sufficient lighting under expressways to prevent crime	• Website www.exat.co.th • One Stop Service Center • Building of Land Acquisition Department Property Development and Right of Way Maintenance Division 1, 2	• Establish monthly/ quarterly operational plans for rental areas • Reduce steps and timeframe to reduce duration in applying to rent. Contract extension should also be faster than making a new contract

Stakeholders	Expectations (102-44)	Engagements (102-43)	Responses to stakeholders (102-44)
	• Conduct accurate land surveys to ensure consistency between old and new contracts • Provide effective prevention against encroachment • Improve the surrounding of rental areas (with beautification and green areas, for example) and upgrade new areas for rent • Prepare sufficient manpower to maintain the safety and orderliness of rental areas and expressways and promptly arrive at a site upon a complaint	• Satisfaction survey for tenants • Brand equity and voice of customers	
People affected by expropriation	• Provide appropriate remedy for expropriation including as relocation to a new area and more satisfactory compensation • Revise/improve regulations on price determination to allow fairer assessment for both land owners and EXAT, as well as identify a nearby relocation site if desired • Provide solutions and proactive communications to affected people to ensure mutual understanding and reduce conflict	• Letters • CSR Perception survey • Outreach activities to hear from affected people and gain understanding and knowledge	• Treat people affected by construction of new expressways fairly by paying attention to the impacts on their lives and identify appropriate ways to remedy or address/ minimize the impacts.
Surrounding communities	• Use remaining land for public benefits in a fair manner • Prevent and reduce the environmental impact from EXAT operations • Communicate proactively with surrounding communities to build understanding and establish rules for the use of allocated area	• CSR activities • Print materials, radio, television, EXAT websites www.exat.co.th • Formal and informal outreach activities to exchange and coordinate with community leaders regularly	• Treat surrounding communities with attentiveness and due consideration of potential impacts • Be responsible to surrounding communities and address impacts in a prompt and equitably manner

Stakeholders	Expectations (102-44)	Engagements (102-43)	Responses to stakeholders (102-44)
			• Participate in development of quality of life and safety of the surrounding communities • Ensure participation of surrounding communities • Organize relationship building activities with surrounding communities such as "Friendly community network building for, fire drills, EXAT Youth Program, children day activities
General Public	• Improve quality of life and increase support for social responsibility activities • Support community sustainability and self-reliance • Communicate clearly to ensure understanding of upcoming EXAT operations	• CSR activities • Print materials, radio, television, EXAT websites (www.exat.co.th)	• Treat social partners with importance and attentiveness • Be responsible for and promptly respond to impacts. Pay attention to public opinions and constructively engage in social sustainability

EXAT's Good Governance Principles (102-18)

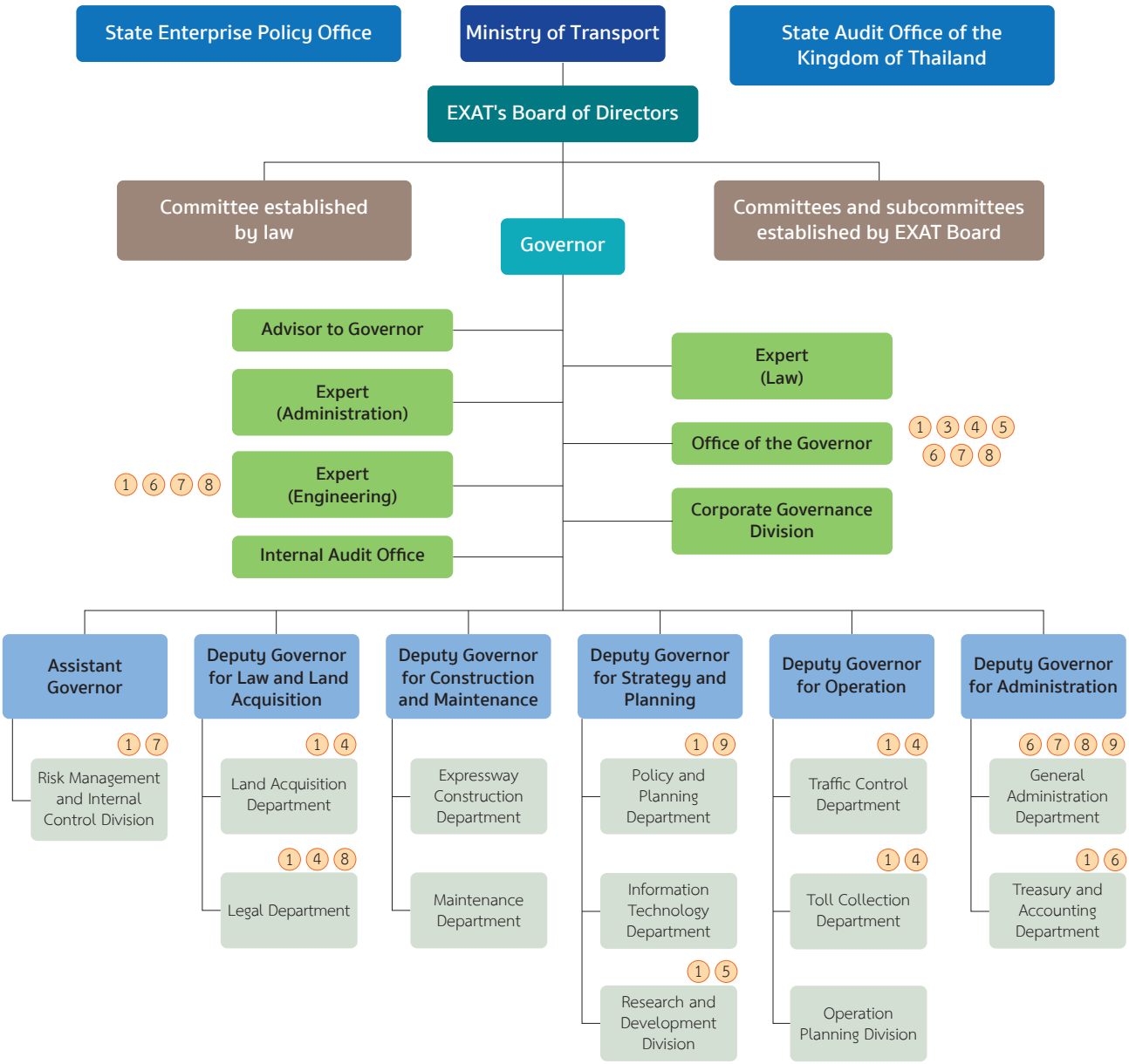
In addition to organizational excellence in efficiency, transparency, fairness, and integrity, EXAT is committed to good governance based on the 2019 Thailand State Enterprise Good Governance Principles and Guidelines announced by the State Enterprise Policy Office under the Ministry of Finance. With the aim to build confidence and trust from the government and all groups of stakeholders, EXAT has integrated good governance principles into the organization's vision, guidelines, and all operations in driving forward its mission, and published Good Governance Manuals to be adhered to by all levels of executives and employees.



EXAT's Good Governance Structure

EXAT has established good governance structure to ensure efficient, transparent and accountable operations and management. EXAT Board is responsible for overseeing the implementation of good governance principles and ensure compliance with relevant laws and regulations as well as the organization's policies and goals as shown in the chart below. (102-19)

EXAT's Organizational Structure and Good Corporate Governance System

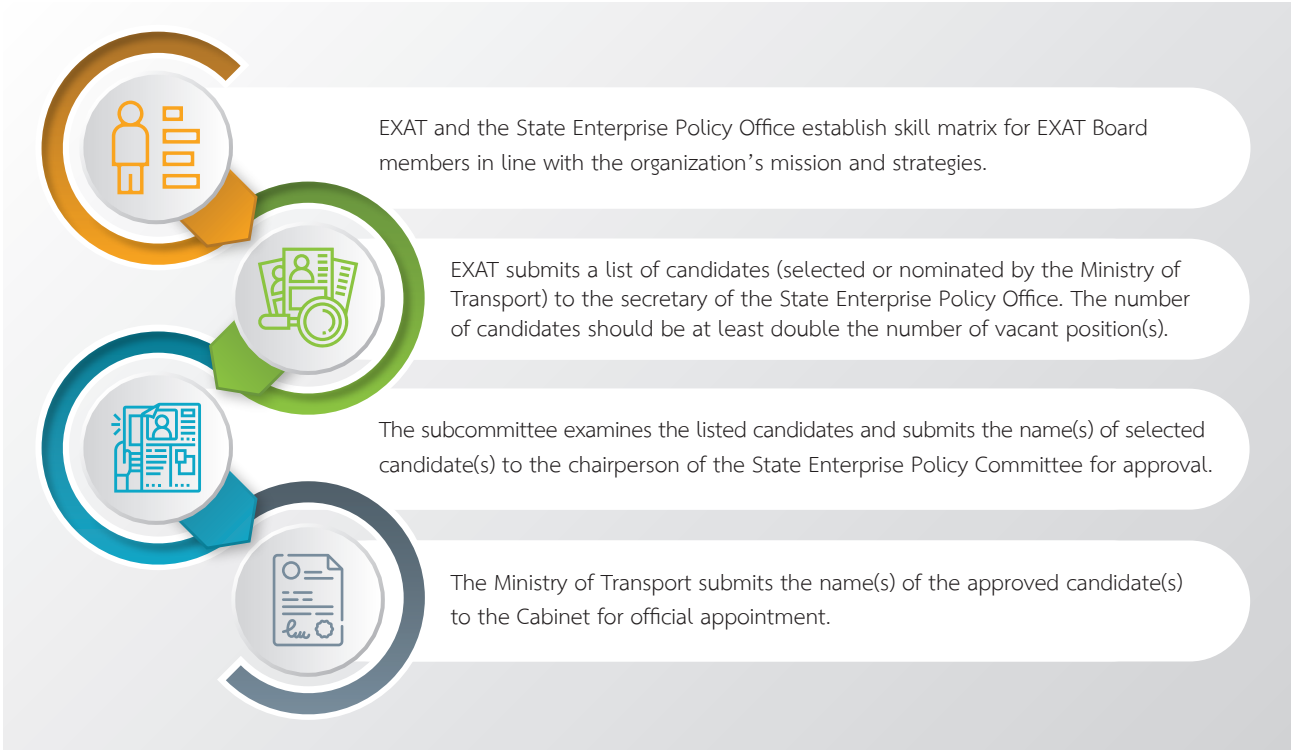


Note: EXAT has compiled Good Governance Guidelines for implementation in nine categories as follow:

1. Roles of the public sector
2. Rights and equity of shareholders
3. Committees
4. Roles of stakeholders
5. Sustainability and innovation
6. Information disclosure
7. Risk management and internal control
8. Ethics
9. Monitoring and evaluation

With diverse backgrounds from both the public and private sectors, the 11-member EXAT Board consists of a chairperson, four expert members, five members by representation, and EXAT-representing member/secretary. Each member has relevant knowledge and expertise and diverse in term of professional backgrounds, experience, gender and age. (405-1) All of these qualifications support EXAT operations in line with the organization's strategy as well as ensure appropriate supervision in all areas.

Board member selection procedure (102-24)



Overview of the EXAT Board of Directors

EXAT's Board of Directors (102-22, 102-23) **11 Persons**

Chairperson 1 Person
Expert members 4 Persons
Members by representation 5 Persons
Member and Secretary 1 Person

Male 9 persons 82%

Female 2 persons 18%

Term of office 3 years

Age
48-65 years

Background

Public sector 10 persons

Private sector 1 person

Professional diversity (102-27)

Accounting	Business management	Law	Political science	Engineering	Art	Economics
2	3	2	5	7	2	3

EXAT's Corporate Good Governance Policy

The goal of EXAT's operations is primarily to relieve traffic congestion in Bangkok and its vicinities and reduce economic losses, as well as to establish financial security and sustainable growth. As a result, efficient management and good governance is indispensable to EXAT's operations.

The EXAT Board aims to support EXAT as an organization par excellence in business operations and good governance as well as transparency and accountability, with a focus on providing expressways services with convenience, speed and safety. With this in mind, all EXAT executives and employees embrace the international standards of good governance namely.

1. **Accountability**
   Be accountable to the outcome of their duty performance.
2. **Responsibility**
   Be aware of duty to provide good service to expressway users or stakeholders through capability and adequate efficiency.
3. **Equity/ Equitable Treatment**
   Give stakeholders equitable treatment.
4. **Transparency**
   Perform their tasks transparently, disclose information and be accountable.
5. **Value Creation**
   Increase operating capability in all dimensions to enhance competitive advantage and add value to business in both short and long terms.
6. **Ethics**
   Follow EXAT's code of morality and ethics.
7. **Participation**
   Allow public participation to express public opinion regarding any operation which may affect the environment, health, quality of life and livelihood of community or locality.

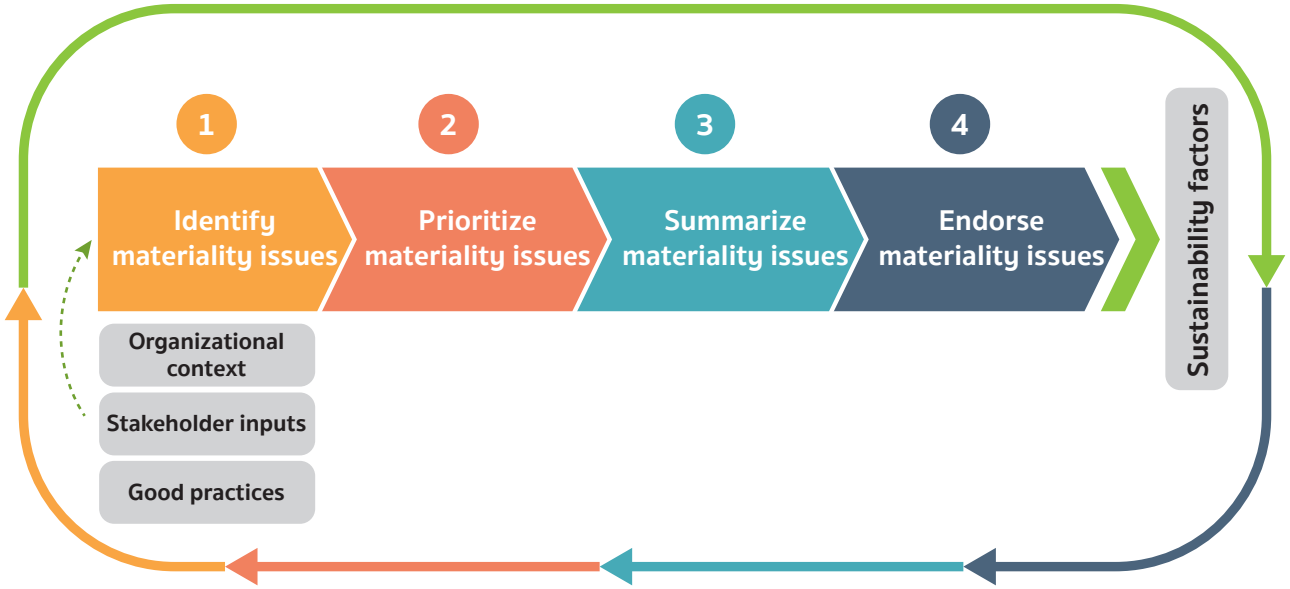
With Order no. 5/2561 on the Charter of the Good Corporate Governance Subcommittee dated 23 May 2020, the EXAT Board appointed the Good Corporate Governance Subcommittee in charge of establishing policies, strategies, goals and implementation plan on good corporate governance and social responsibility, as well as continuously supervise, monitor and evaluate the implementation. The subcommittee also is tasked with publicly disseminating information on EXAT's good corporate governance and social responsibility to the general public and taking any appropriate actions in relation to good corporate governance and social responsibility. [102-26] The Good Corporate Governance Subcommittee is composed of

(1) A member of EXAT Board as chairperson of the subcommitee
(2) No more than two members of the EXAT Board
(3) No more than three experts appointed by the EXAT Board
(4) EXAT Governor
(5) EXAT Deputy Governor for Administration
(6) Director of the Office of the Governor
(7) Director of the Corporate Governance Division, Office of the Governor as secretary
(8) Head of the Corporate Governance Section, Corporate Governance Division, Office of the Governor as assistant secretary
(9) Head of the Corporate Social Responsibility Section, Corporate Governance Division, Office of the Governor as assistant secretary

EXAT's Sustainability Management (103-1, 103-2)

With sustainability management in mind, EXAT collects stakeholders' inputs and viewpoints and prioritize materiality issues to be appropriately addressed along the line of business and service types according to the GRI reporting standard. (103-1)

Steps in Materiality Assessment



1. Identification of relevant materiality issues

EXAT has compiled the results of the survey on stakeholder expectation of EXAT social responsibility and identified materiality issues through the following steps:

- Identify materiality issues based on the perspectives of stakeholders in the value chain as well as inputs from same-sector businesses and organisations with good practices.
- Identify materiality issues related to impacts on EXAT and stakeholders.

2. Prioritize materiality issues

- Analyze viewpoints of stakeholders and EXAT to assess the importance of relevant issues
- Analyze materiality issues from stakeholder groups.
- Establish materiality matrix with consideration of impacts to business operation based on the viewpoint of stakeholders and EXAT.

3. **Summarize materiality issues** from the matrix by highlighting issues with significant impacts.

4. **Submit results to EXAT executives** for review and prioritization for the organization taking into consideration the organization's capacity to address the issues.

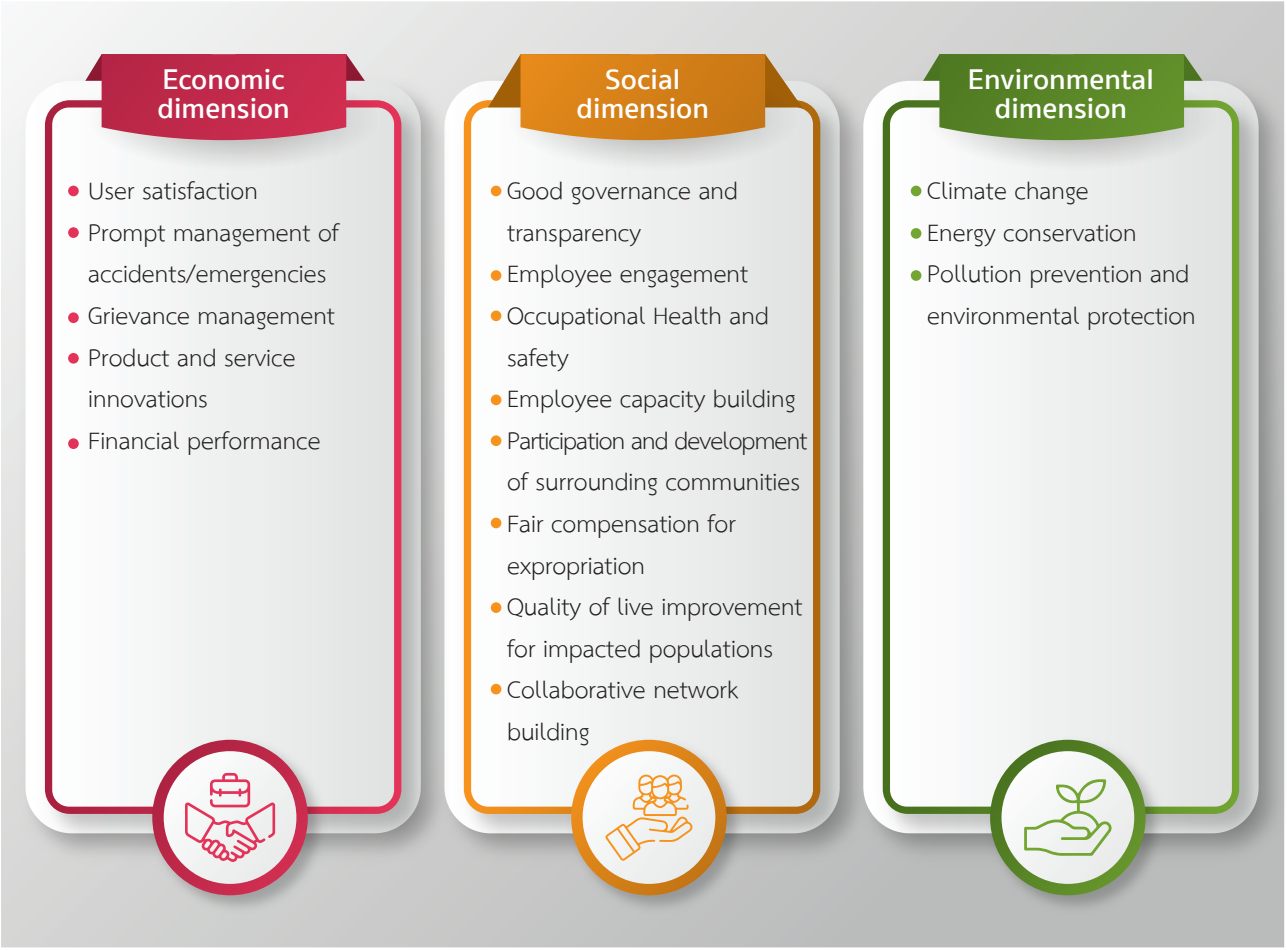
5. **Endorse materiality issues** by identifying approaches to address the issues.

For 2020, 15 materiality issues in economic, social, and environmental dimensions have been identified to be addressed for sustainability. (103-2)

Remark : EXAT has submitted materiality disclosure to GRI for review and monitoring of the implementation on matriality issues for sustainability. (103-3)

Implementation of materiality issues for sustainability

Committed to sustainability, EXAT continues to raise awareness and encourage CSR participation across the organization as well as organize CSR activities to engage with stakeholders in monitoring and control of the environment of the expressways to prevent negative impacts on surrounding communities. The materiality issues for sustainability for the year 2020 include the following:



Economic Dimension



Economic Dimension

Expressway users' satisfaction

EXAT highly values customer satisfaction and actively applies expressway users' suggestions to identify service innovations abreast with current situation and provide segment-appropriate services. In addition, EXAT continues to evaluate and improve internal operations through five customer and marketing strategies, namely, 1. Customer and marketing strategy, 2. Customer segmentation, 3. Customer voice, 4. Product/service development and innovation, and 5. Customer relationship management. EXAT's service development strategy is connected with the KYC customer and marketing strategies to offer customers with more convenience and even better experience through new innovations. (103-1)



EXAT's main products and services are expressway services, while secondary services are rental commercial spaces along the expressways.

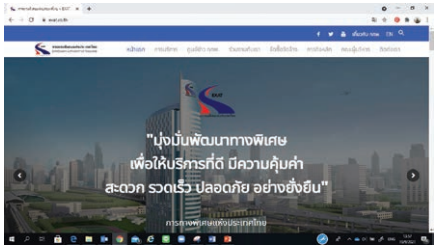
Based on EXAT's Customer and Marketing strategies (2020-2022), EXAT has formulated the Customer Service Charter and Service Standard to demonstrate EXAT's commitment to excellence in providing customers with segment-appropriate convenient services which exceed expectations all touch points. The Service Charter and Standards aim to ensure concrete implementation by EXAT employees in providing excellent customer experience according to EXAT vision and mission statement in all areas of services including IT support, transactions, applications and information services. (103-2)

The following touch points are EXAT's channels to listen to the needs and expectations of customers:

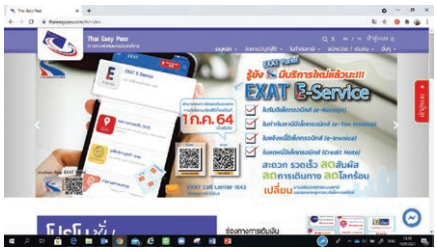
1. Toll Plaza
2. EXAT Call Center (1543)
3. Websites
   - www.exat.co.th
   - www.thaieasypass.com
4. Easy Pass Fast Service at the One-Stop Service Center
5. EXAT mobile applications
   - EXAT Portal
   - EXAT Traffic
6. Land Acquisition Department (for rental areas)
7. LINE OA @ EXAT Society



















EXAT attentively listen to feedbacks from past, present and future customers through these channels and use the information to improve operations and meet the needs, expectations and satisfaction of all customers.

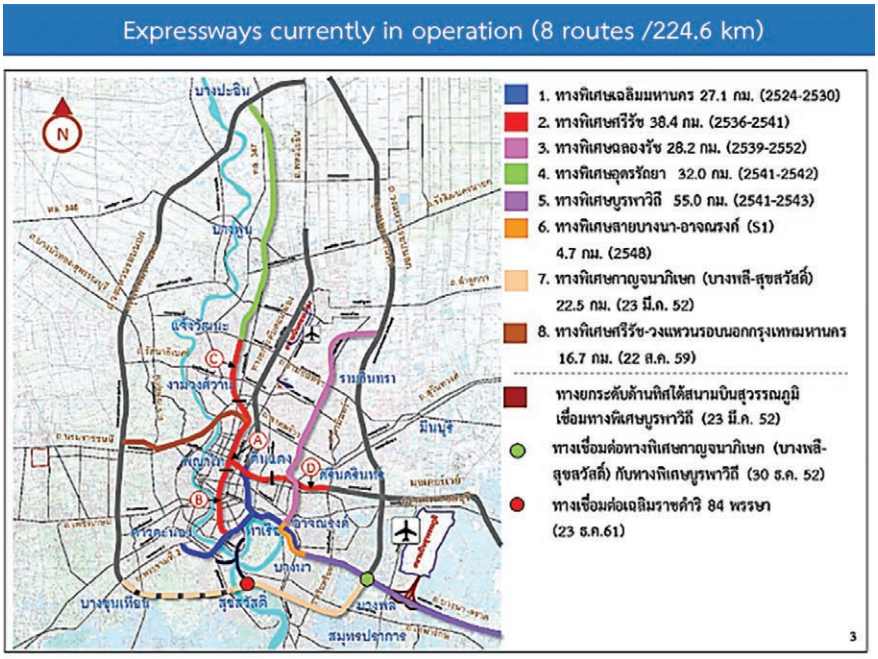
EXAT Service Standard

To meet customers' needs and raise customer service standard, EXAT has developed the Customer Service Charter and Service Standard a written manual for customer service employees at all touchpoints as well as a Service Level Agreement (SLA) to ensure good customer experience and confidence in case any issues arise. EXAT has a complaint mechanism to forward complaints to relevant units to request for more information and process to address the issues as well as to respond to enquiries and questions.

Customer satisfaction survey for expressway users

In 2020, EXAT conducted a survey on customer satisfaction and behavior as well as their perception about EXAT services on eight expressway routes, namely.

1) Chalerm Maha Nakorn Expressway (Stage 1 Expressway)
2) Si Rat Expressway (Stage 2 Expressway)
3) Chalong Rat Expressway (Ram Inthra-At Narong and the Ram Inthra-Outer Bangkok Ring Road Expressways)
4) Burapha Withi Expressway (Bangna-Chonburi)
5) Udon Ratthaya Expressway (Bang Pa-in - Pakkret)
6) Bang Na-At Narong Expressway (Stage 3 Expressway, Southbound Section S1)
7) Kanchanaphisek Expressway (Bang Phli-Suksawat)
8) Si Rat-Outer Bangkok Ring Road Expressway



The overall satisfaction level was 93.48% as shown in detail in the table below:

Services	2020** Average satisfaction scores (90% target)	2019* Average satisfaction scores (90% target)
1. Expressway physical conditions	93.15	95.20
2. Traffic flow on the expressway	93.30	94.40
3. Safety on the expressway	93.24	94.30
4. Signage and information boards	93.24	94.60
5. Rescue service on Expressway	93.53	94.60
6. Cash-based toll collection	93.80	95.10
7. Electronic toll collection system (ETCS) with Easy Pass	94.12	94.90

** The number of respondents in 2020 was 9,653.

* The number of respondents in 2019 was 7,000.

Customer Relationship Management (CRM)

In 2020, EXAT organized the following customer relationship activities:

1. Project to increase convenience and safety during the New Year and Thai New Year travel periods
2. Exhibitions
3. EXAT road shows
4. "Expressways across Bangkok sky" activity in collaboration with FM 91 and JS 100 radio stations.
5. Customer relationship activities on special occasions including Mother's Day
6. Marketing activities to promote Easy Pass adoption at outside locations with special gifts for top ups



7. Gifts for followers of EXAT's Facebook fan page at www.facebook.com/exatsociety.
8. Special 5 baht per trip discounts for Easy Pass/M-Pass cardholders at Asoke 4 expressway entrance .
9. Special 5 baht per trip discounts for Easy Pass/M-Pass cardholders at Bang Khunthian 1 (inbound) and Bang Khunthian 2 (outbound) expressway entrances.

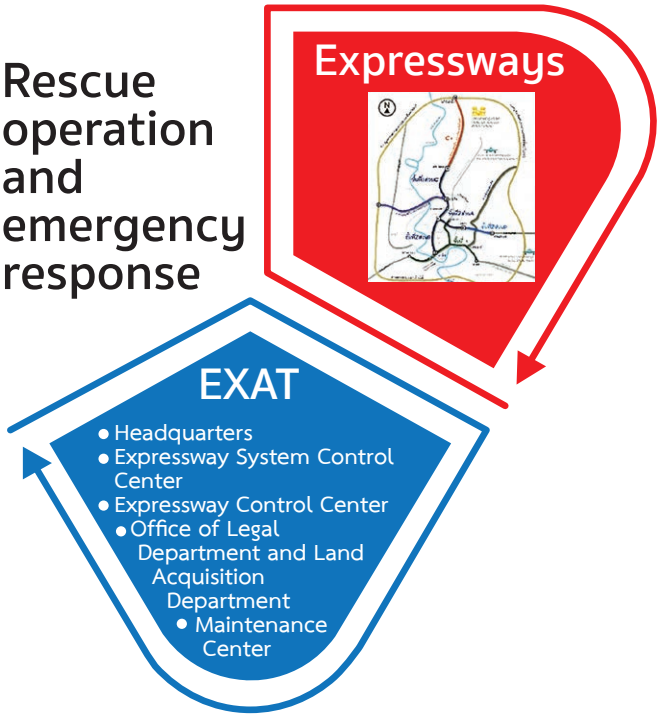
Rescue operations and emergency response (416-1, 416-2)

The safety of expressway users and reducing accident/emergency-related traffic congestion are of utmost importance to EXAT. As a result, EXAT has establish a clear guideline to build employee preparedness for a quick and efficient emergency response to save expressway users' lives and property and build stakeholders' confidence towards EXAT's sustainable operations. (103-1)



Implementation (103-2)

EXAT has establish guidelines for emergency response covering all EXAT areas including the expressway networks with the aim to prepare for potential emergencies, allow EXAT to continue operations without disruption and effectively ensure the safety of expressway users, EXAT employees and stakeholders. The guidelines for emergencies response are as follows:



- Rescue operations and response to emergencies as well as critical situations due to serious accidents on the expressway are under the responsibility of the Expressway Control Center, Ad Hoc Command Center in collaboration with Traffic Control Department (Traffic Management Division, Rescue Division, Traffic Communication and Special Rescue Operations Division unit) and the police to conduct rescues, manage traffic flow and provide services at the emergency site according to the EXAT SOP to secure the safety of expressway users and prevent re-occurrence as well as manage the situations effectively within the given timeframe (within 10 minutes for urban sections and within 20 minutes for suburban sections).

Potential incidents on the expressway

- Vehicle breakdowns
- Motor accidents on the expressways
- Massive accidents or serious incidents on the expressway
- Fire
- Objects, humans or animals on the traffic surface



Rescue and emergency response by type

- Accidents causing no damage to EXAT property where the parties reach an agreement
- Accidents causing no damage to EXAT property where the parties cannot reach an agreement
- Accidents causing damage to EXAT property
- Accidents causing injuries
- Accidents causing deaths
- Accidents leaving many objects on the traffic surface
- Conflagration of vehicles
- Accidents involving large vehicles such as trucks, buses, trailers towing containers, etc.
- Accident involving a spill or leak of hazardous materials which require external support
- Accidents involving a leak of gas or oil containers which require external support



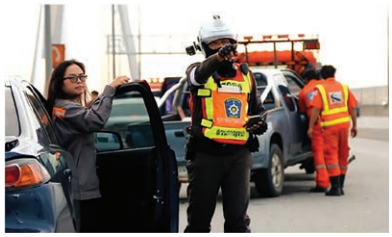
















- For emergency response in other areas such as construction site, offices, control centers, EXAT has developed emergency plan to address such emergencies including fire, flood, protests, accidents, sabotage and other incidents to ensure effective response within the given timeframe and continue service without an unacceptable level of disruption.

EXAT has established response guidelines for each type of accidents/emergencies and secured sufficient equipment and tools. In addition, drills are annually conducted to prepare for serious accidents on the expressway as well as emergency drills and business continuity plans to ensure EXAT's ability to operate and deliver services without disruption.



Outcome

Based on EXAT's SOP (Standard Operating Procedure) for emergency response, the following drills/ trainings were conducted in 2020:

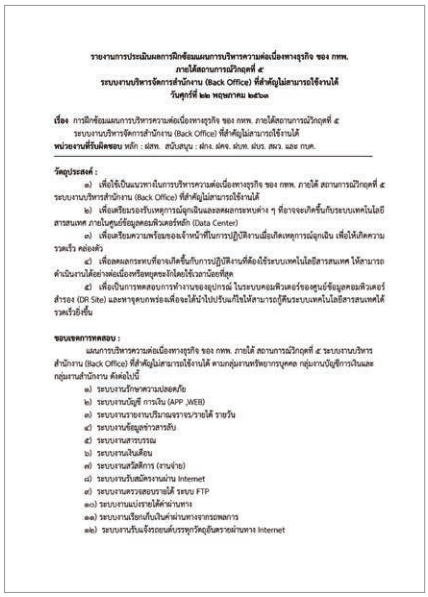
- Accident response on expressways.
- Fire evacuation procedure.
- Rescue and support in the case of serious accidents due to hazardous materials.
- Exercise of EXAT Business Continuity Plan.

The 2020 results are as follows:

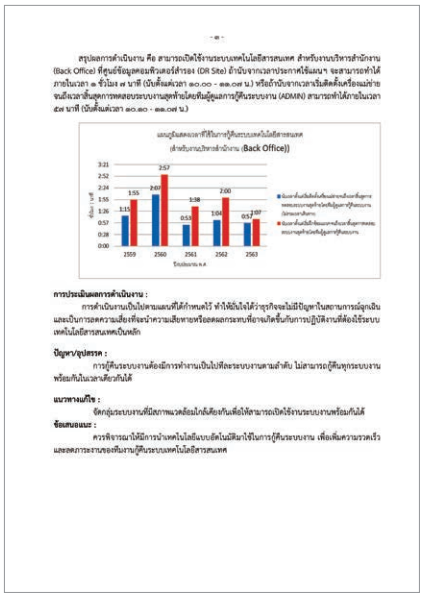
Indicators	Fiscal Year 2020	
	Target	Results
Number of accidents on expressways	Fewer than 854	809
Time taken to clear accident sites and open to traffic (minutes)	Less than 20	19.10
Time taken to address vehicle breakdowns on expressways (minutes)	Less than 17	16.91

Fire drills and procedure trainings		
Indicators	**Target**	**Results**
Train EXAT staff and other individuals on fire evacuation procedure at least twice a year.	Trainings of staff and other individuals on fire evacuation procedure have been conducted.	1. Trainings of EXAT staff on fire extinguishing and evacuation in 2020 • On 9-23 January 2020 at the Toll Collection Buildings of Si Rat Expressway in Phayathai District and Udon Ratthaya Expressway in Pakkret District • On 4-25 February 2020 at the Toll Collection Building of Chalong Rat Expressway in Huay Khwang District 2. Training and fire drills for communities living under the Si Rat Expressway near Wat Mahaphruttaram community on 29 January 2020. 3. Fire drills • For the Land Acquisition Department building on 26 July 2020 (120 participants) • For the Kanchanaphisek Expressway Control Center (CCB6) at Ladluang community in Phrapadaeng District on 21 August 2020 (63 participants) • For the Burapha Withi Expressway Control Center (CCB4) at Soi Bangna-Trat on 13 September 2020 (14 participants) • For the Chalerm Maha Nakorn Expressway Control Center (CCB1) at Kasemrat Road on 18 September 2020 (50 participants) 3. Fire drills with communities under the Kanchanaphisek Expressway at Mitmaitree community on 6 August 2020 (150 participants) 4. Training of new EXAT employees on basic fire extinguishing at the Rescue Training Centre (CCB 3) Praditmanutham Road on 6-8 September 2020 (100 participants)

Drills in rescue and emergency response for hazardous materials have been conducted		
Indicators	**Target**	**Outcome**
Drills in rescue and emergency response for hazardous materials have been conducted according to plan.	Conduct drills in rescue and emergency response for hazardous materials at least once a year.	The Traffic Control Department conducted as the drills in rescue and emergency response for hazardous materials for 2020 as a table-top exercise in collaboration with the National Institute for Emergency Medicine and Bangkok Expressway and Metro (BEM) on 29 September 2020 between 1-4 pm at the Rescue Training Centre, Chalong Rat Expressway Control Center.





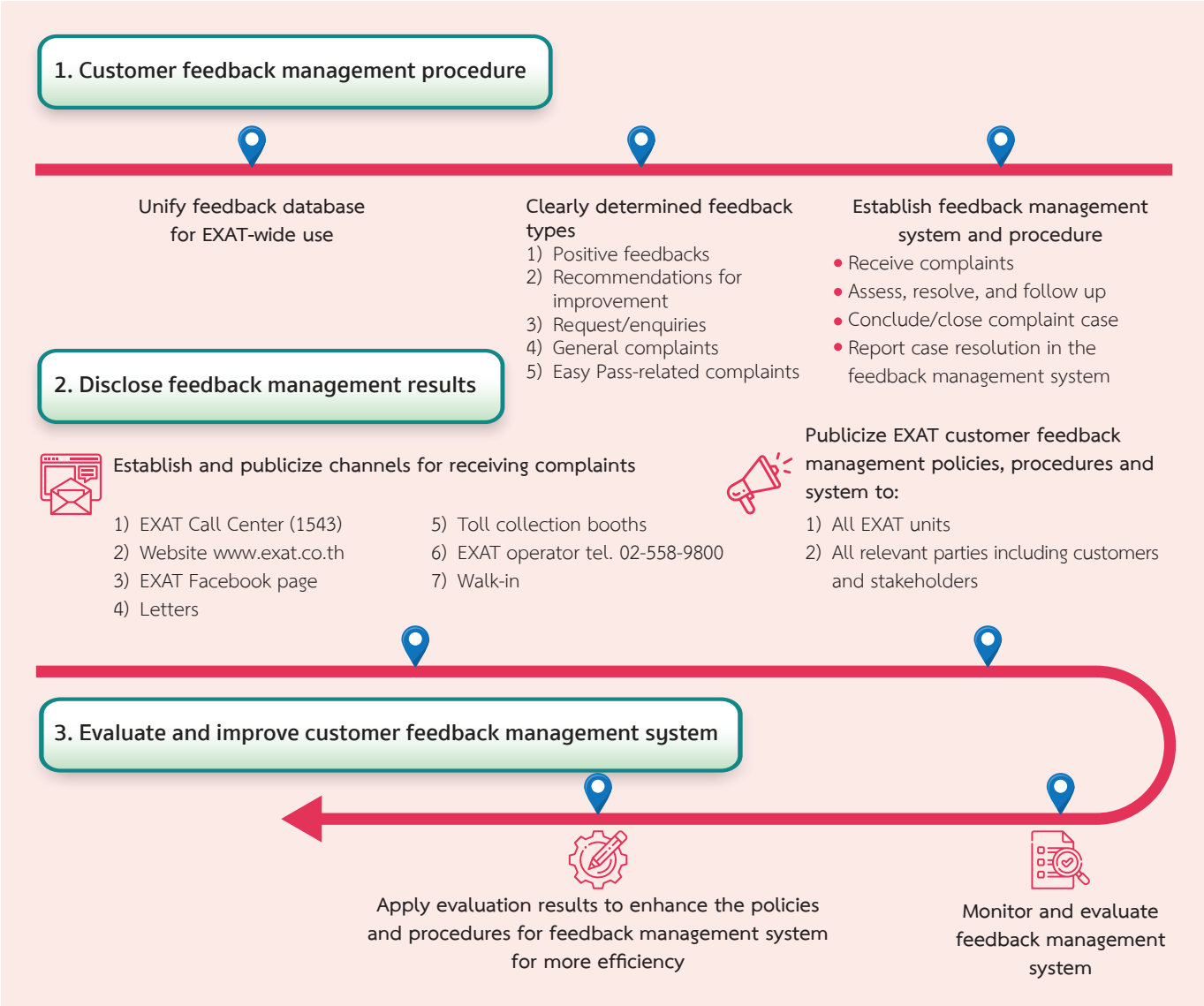


Complaint Management

Customer feedbacks are indispensable for the improvement of EXAT operations to meet the needs of customers effectively. The following communication channels are made available to receive customer feedbacks. (103-1)

1. EXAT Call Center (1543)
2. EXAT website www.exat.co.th
3. EXAT Facebook page
4. Letters through postal service
5. Toll collection booths
6. EXAT operator tel. 02 558 9800

Complaints are classified into five categories, namely, 1. EXAT employees conduct, 2. Impact from expressway construction, 3. Land-related issues, 4. Inconvenience or problems from using the expressways, 5. Miscellaneous. EXAT responds to complains in accordance with the service quality standards ISO9001:2015 within 1-3 working days. (103-2)

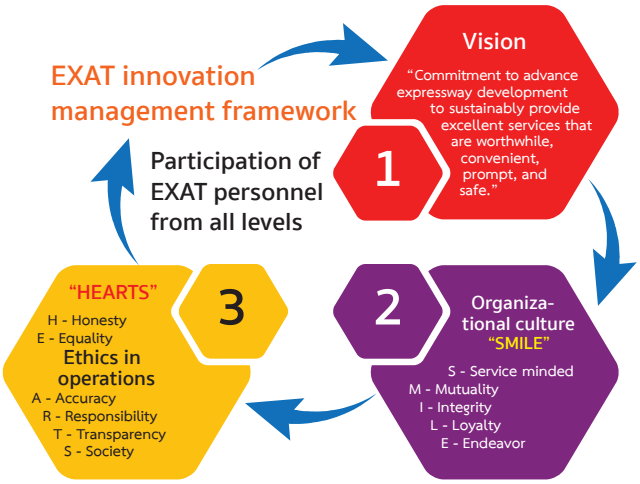


Outcome

In 2020, EXAT received 158 feedbacks through various channels which included 90 complaints in the five categories. Furthermore, 53 positive feedbacks were received accounting for 33.54% of all feedbacks.

Product and service innovations

With the mission to offer innovative value-added services, EXAT has been transitioning into a learning innovative organization which continuously applies knowledge to innovate. EXAT has issued the innovation management guidelines to ensure that all levels of personnel participate in the development and quality enhancement of products and services consistent with the organization's vision, mission, obligations and strategies as well as the government's Thailand 4.0 policy to apply technology and innovation in the development of the country's transport systems. (103-1)



Vision for innovation management

"A learning innovative organization focusing on enhancing expressway service quality and keeping abreast with current developments."

Implementation (103-2)

EXAT has issued a systematic guideline on innovation management and set coherent vision, mission and strategies as well as knowledge and innovation management policies which will drive.

- EXAT to innovate and sustainably meet the needs of customers and stakeholders. In 2020, EXAT has developed the following research and knowledge-based products and services:
  - ICT research and development on electronic toll collection technology for EXAT vehicles in operation which was applied to improve work processes.
  - Product and service innovation plan and process to meet the needs of customers and stakeholders.

- Moreover, EXAT also initiated a process for customers and market to participate in the development and testing of innovative products and services by reviewing the product/service innovation and development database.

These efforts will support EXAT's transition into a learning innovative organization that can effectively apply knowledge to innovate and enhance expressway service quality and work process to ensure efficiency, continuity and sustainability.

Outcome

With the aim to become a learning innovative organization, EXAT has developed knowledge-based products and services through:

- Research and development whose results and standards are used to concretely enhance EXAT operations and disseminated through EXAT Intranet system to all EXAT personnel to raise awareness and constant learning.

Indicators	Implementation	2017	2018	2019	2020
Number of researches or academic studies/standards which concretely enhance EXAT operations (Not fewer than)	Target	2	2	2	3
	Performance	3	2	2	3



In 2020, EXAT has completed the following seven studies and disseminated results through the Intranet to EXAT employees for awareness and constant learning:

1. Comparative study of the application of mobile probes and fixed sensors to report traffic conditions on expressways (Kanchanaphisek or Bang Phli-Suksawat Expressway case study)
2. Evaluation of measures to increase expressway toll collection efficiency (Asoke 3 and Asoke 4 case study)
3. Automatic warning system for stopped vehicles and irregularities on expressways
4. ICT system development for automatic entry of EXAT vehicles in operation on expressways
5. Efficiency evaluation of vinyl-based sound barrier prototypes
6. Design and performance evaluation of fixture prototypes for toll collection booths
7. Study to select appropriate asphalt materials for mending expressway surface

In 2020, the researches /studies used to enhance EXAT operations were

1. Evaluation of measures to increase expressway toll collection efficiency
2. Efficiency evaluation of vinyl-based sound barrier prototypes
3. Internal control ICT system



- Congestion index indication system: EXAT has developed a congestion index indication system to report locations and levels of expressway congestion to facilitate traffic flow and reduce accidents on the expressways.

- EXAT Traffic: EXAT's mobile application which reports real-time traffic conditions from CCTV streaming projected onto a color-coded traffic map with a newly designed display. The application also notifies drivers of an expressway entrance (within a radius of 2 km) and exit (within a radius of 5 km).



In addition, EXAT has initiated a detailed study to develop **Multi - Lane Free Flow (M-Flow)** in 2020, which was piloted on No. 9 Intercity Highway for three types of vehicles (4- wheel vehicles, 6-wheel trucks, and trucks of over six wheels.) Allowing vehicles to pass expressway entrances/exits with a maximum speed of 100 kms/hour, the M-Flow system helps reduce congestion at the entrance/exit areas and will increase service quality, safety and satisfaction for expressway users.

The implementation of the M-Flow system is divided into three phases as follows:

- **Phase 1:** 3 entrances/exits (Chatuchot, Sukhaphiban 51 and Sukhaphiban 52) on Chalong Rat Expressway
- **Phase 2:** 78 entrances/exits (on Burapha Withi Expressway, Kanchanaphisek or Bang Phli-Suksawat Expressway and remaining entrances/exits on Chalong Rat Expressway)
- **Phase 3:** Chalerm Maha Nakorn Expressway and expressways under concession (Si Rat Expressway, Udon Ratthaya Expressway) and upcoming expressways

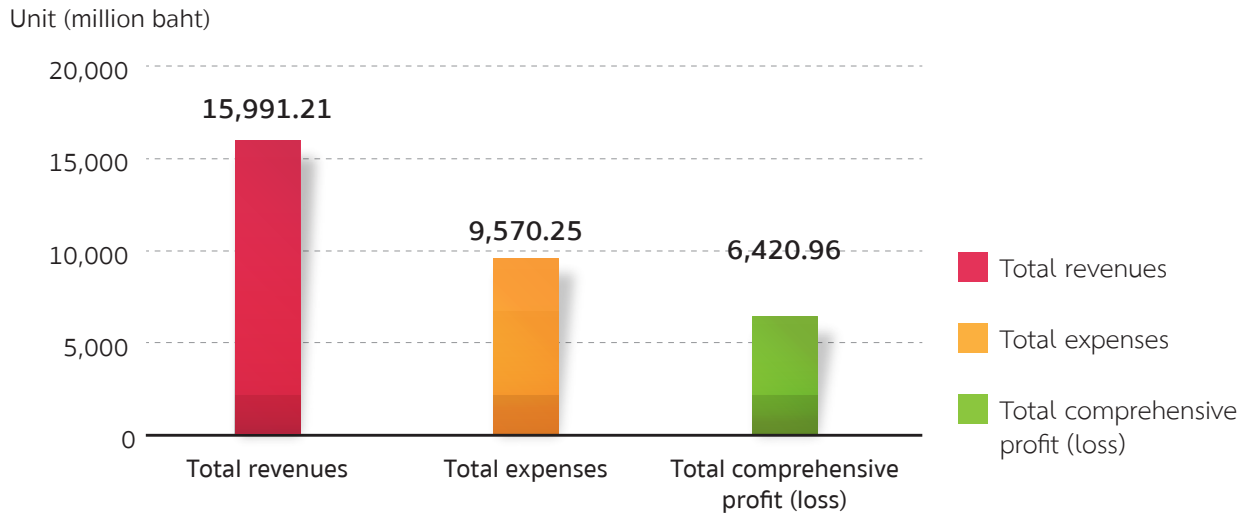


Financial performance (201-1)

As of 30 September 2020, EXAT has total assets of 240,499.98 million baht - a decrease of 4,420.42 million baht (1.80%) from 2019 as a result of a drop in current assets after paying back loans due to repay; total liabilities of 112,118.98 million baht - a decrease of 7,841.38 million baht (6.54%) from 2019 as a result of paying back Government's loan; and an equity of 128,381.00 million baht - an increase of 3,420.96 million baht (2.75%) over 2019.

For Fiscal Year 2020 (October 2019-September 2020), EXAT had a total revenue of 1,5991.21 million baht, a total expenses of 9507.25 million baht, with a total comprehensive profit of 6,420.96 million baht - a decrease of 281,10 million baht (4.19%) due to the impact of the coronavirus pandemic which results in lower operating results.

Financial Performance in 2020



Financial overview (102-45)

Item	2020 (Million Baht)	2019 (Million Baht)	Change Increase (Decrease)	
			Amount (Million Baht)	Percentage
Operating results (For the year ending on 30 September)				
Total income	15,991.21	18,620.15	(2,628.94)	(14.12)
Total expenditure	9,570.25	11,918.09	(2,347.84)	(19.70)
Comprehensive income	6,420.96	6,702.06	(281.10)	(4.19)
Financial status (As of 30 September)				
Total assets	240,499.98	244,920.40	(4,420.42)	(1.80)
Total liabilities	112,118.98	119,960.36	(7,841.38)	(6.54)
Equity	128,381.00	124,960.04	(3,420.96)	2.74

Source : Accounting Division, Treasury and Accounting Department as of 30 September 2020.

Social Dimension



Social Dimension

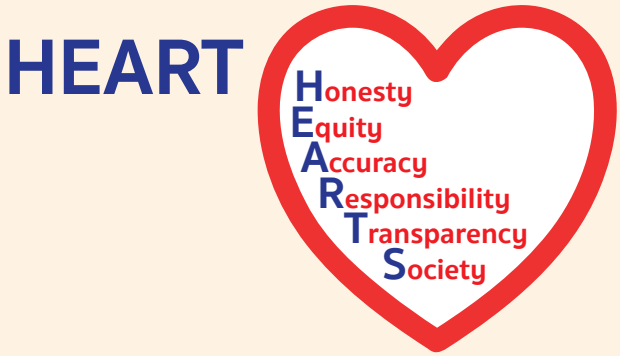
Good governance and transparency (102-16, 102-17)

EXAT promotes good governance across the organization with emphasis on integrity and ethics in operation including the implementation of the Ministry of Transport's Anti-corruption and Integrity Promotion Plan to ensure stakeholders' continued confidence in the integrity, transparency, accountability and efficient management EXAT's operations.

Ethics conduct in operations

To ensure ethical conduct in operations, EXAT has issued the Ethical Manual for Operation with good governance guidelines and disseminate knowledge to all EXAT employees on the Ethical Codes to be used in their operations to avoid ethical misconduct and promote ethical conduct within the organization as well as EXAT's positive image to society in general.

EXAT has developed a new ethical standard as core values, encoded in the word "HEARTS". While referring to EXAT employees' dedication to performing their duties with hearts, the word also demonstrates EXAT employees' commitment to ethical conduct and compliance with the organization's guidelines at all times. HEARTS is short for:



H Honesty
E Equity/Equitable Treatment
A Accuracy
R Responsibility
T Transparency
S Society

"Integrity, honesty, equitable treatment, accountability, transparency and social responsibility"

In 2020, EXAT organized the following activities to raise awareness on ethics, promote integrity and combat ethical misconduct and corruption:

1) Publication and dissemination of an article on employee ethics entitled "HEARTS" in EXAT newsletters and on EXAT Sound system 19 times.
2) Dissemination of information on HEARTS to the public through roll-up displays at the Expressway Control Center.
3) Review of the Good Governance Manual for Fiscal Year 2020.
4) "Hearts to Heart" mobile OJT activity to raise awareness on EXAT operational ethics between November 2019-August 2020 at 14 locations.
5) Trainings on integrity, ethics and anti-corruption including:
   - **"Corruption surveillance"** training which aims to share knowledge and guidelines on corruption risk management which can be applied in day-to-day work and help participants distinguish different types of corruption and identify appropriate ways to prevent and address corruption.
   - **"Ethics for sustainable success"** training which aims to share knowledge on ethical conduct while performing duties.
   - **"Promotion of integrity and anti-corruption"** training which aims to raise awareness among all EXAT executives and employees on the consequences of corruption, prevention of conflict of interest in public organization, and reform guidelines to prevent and suppress corruption in line with good governance guidelines.
   - **"Integrity and ethics promotion"** training with the aim to
     1) Enhance mental capacity among employees and promote integrity and ethics within the organization.
     2) Build immunity against corruption among employees through mental development resulting in constructive behavior and social order.
     3) Impart knowledge on Buddhist way of life to support self-improvement and compassionate society as well as effective problem-solving in performing duties.
     4) Increase professional capacity and personal happiness and promote morality alongside knowledge.
     5) Promote appropriate operational paradigm, culture and values to increase productivity.
     6) Help employees to live mindfully and stay happy and in control in professional and private lives.
     7) Promote role models for integrity, ethics and good governance.





“Hearts to Heart” mobile OJT

“Hearts to Heart” mobile OJT activity under the Good Corporate Governance program with the aim to promote employees’ strict compliance with good corporate governance principles and ethical standards, as well as raise awareness and understanding of the good governance principles to ensure organizational transparency and accountability and prevent potential corruption.





Anti-corruption initiatives (205-1, 205-2)

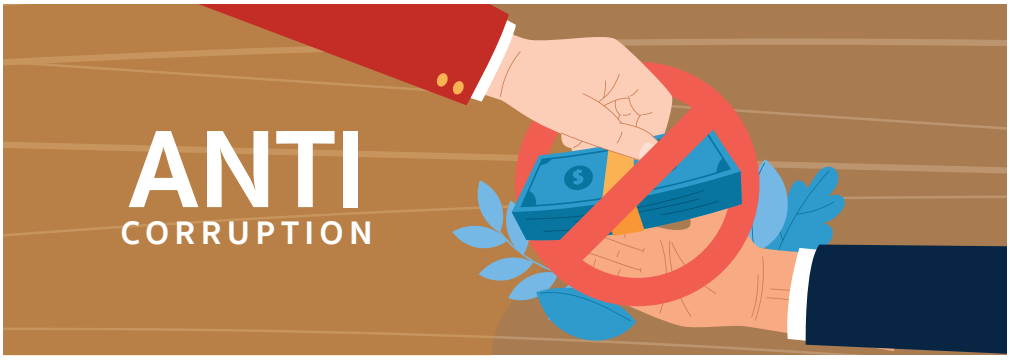
Committed to be a transparent and accountable organization, EXAT has signed a memorandum of understanding with the National Anti-Corruption Commission, the State Enterprise Policy office and 54 other State Enterprises on the National Anti-corruption Strategies (Phase 3). EXAT has also undertaken projects under the Anti-Corruption in the Public Sector Action Plan to raise awareness on the prevention and suppression of corruption and promote integrity and ethics among EXAT executives and employees. These initiatives reaffirm EXAT’s position as a trustworthy and transparent organization and build confidence and trust among all stakeholder groups towards EXAT’s operations. (103-1)

In addition, EXAT has also implemented measures under the Announcement of the Anti-Corruption Collaboration Committee on anti-corruption guidelines and methods in public Including integrity pact, observer selection, and reporting under Articles 17 and 18 of the 2017 Public Procurement Act. Section 3 requires Integrity Pact for procurements identified by the committee according to the following criteria: 1. Procurement with a budget of over 1 billion baht, 2. Procurement of public interest including in infrastructure projects and 3. Other procurement identified by the committee. (103-2)

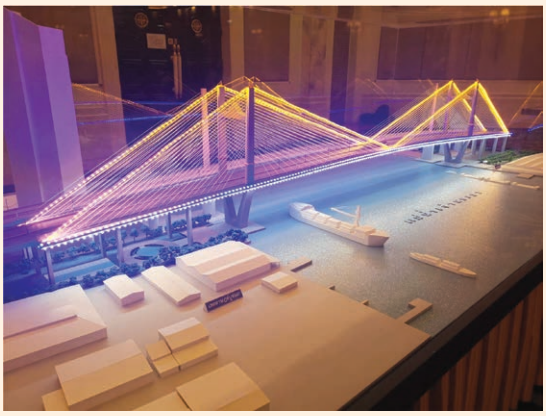
In 2020, EXAT developed an anti-corruption risk management plan for the Rama III-Dao Khanong-Western Bangkok Outer Ring Road expressway consisting of the following risk management measures and activities:

1) Anti-Corruption in procurement
   - Signed integrity pact between the relevant public agencies and private enterprises.
   - Developed a Terms of Reference with comprehensive details.
   - Established comprehensive selection criteria.
   - Detailed handover inspection to ensure compliance with contract terms.
   - Published procurement TORs on The Comptroller General's Department and EXAT's websites.

2) Anti-Corruption in construction supervision
   - Monitored the operation of concessioners/contractors.
   - Issued addendum to contract with consideration of the duration in the main contract.
   - Established anti-accident measures.
   - Established guidelines on addressing construction-related complaints.
   - Monitored compliance with contracts and other terms and requirements.
   - Disbursed payments in accordance with the 2017 Public Procurement Act and the contract.







Contract and Integrity Pact signing with CTB for the Rama III-Dao Khanong-Western Bangkok Outer Ring Road expressway construction project (Western section)

Second contract (civil engineering works) and Integrity Pact signing on 29 January 2020 by EXAT Governor Mr. Surachet Laophulsuk, Mr. Shuuai Lihua from China Harbour Engineering Co., Ltd., Mr. Kitcha Horraksa, CEO of Thipakorn Co. Ltd., and Mr. Wichai Nopsuwanwong CEO of Buriram Thongchai Construction Co., Ltd. at the Grand Ballroom, Rama Gardens Bangkok Hotel.

In response to the National Anti-corruption Strategies (Phase 3) 2017-2021, EXAT executives, with commitment to integrity, transparency and anti-corruption, have announced the 2020 Annual Commitment to Transparent Management as well as established measures along with regulations and rules to be adhered by EXAT personnel, to ensure public confidence in the integrity and transparency in the organization's management.

In addition, in order to prevent direct and indirect conflicts between private and EXAT interests, the Conflict of Interests Principles and Guidelines requires all EXAT executives and employees to disclose information every year, upon assuming a new position, and upon occurrence of conflict of interest. EXAT Governor also issued a no-gift policy, requesting all executives, employees and contract workers to refrain from accepting New Year gifts from stakeholders to prevent corruption and promote positive image of EXAT an organization with integrity. (102-25)



ประกาศการทางพิเศษแห่งประเทศไทย
เรื่อง เจตจำนงการบริหารงานด้วยความซื่อสัตย์สุจริต
อย่างมีคุณธรรมและโปร่งใส

ตามเจตนารมณ์ของรัฐธรรมนูญแห่งราชอาณาจักรไทย พ.ศ. ๒๕๖๐ พระราชบัญญัติข้อมูลข่าวสารของราชการ พ.ศ. ๒๕๔๐ พระราชกฤษฎีกาว่าด้วยหลักเกณฑ์และวิธีการบริหารจัดการบ้านเมืองที่ดี พ.ศ. ๒๕๔๖ ยุทธศาสตร์ชาติว่าด้วยการป้องกันและปราบปรามการทุจริตระยะที่ ๓ (พ.ศ. ๒๕๖๐ – ๒๕๖๔) กำหนดให้หลักธรรมาภิบาล และการป้องกันและปราบปรามการทุจริตและประพฤติมิชอบในภาครัฐ เป็นหนึ่งในนโยบายสำคัญของประเทศและถูกบรรจุอยู่ในยุทธศาสตร์ชาติระยะยาว ๒๐ ปี ซึ่งการทางพิเศษแห่งประเทศไทยได้ตระหนักและให้ความสำคัญในเรื่องการบริหารงานด้วยความซื่อสัตย์สุจริต มีคุณธรรม มีความโปร่งใส และมีการปลูกฝังค่านิยมองค์กร คุณธรรม จริยธรรม และจิตสำนึกในการรักษาศักดิ์ศรีความเป็นเจ้าหน้าที่ของรัฐ รวมทั้งร่วมมือกับทุกภาคส่วนในการป้องกันและปราบปรามการทุจริตและประพฤติมิชอบ พร้อมอำนวยความสะดวกแก่ประชาชน เพื่อสร้างความเชื่อมั่นในการบริหารงานและพัฒนาหน่วยงานให้มีคุณธรรมและความโปร่งใสต่อสาธารณชนและบุคลากรภายในองค์กร จึงกำหนดมาตรฐานแนวทางปฏิบัติให้บุคลากรในองค์กรยึดถือและปฏิบัติควบคู่กับกฎ ระเบียบ และข้อบังคับอื่น ๆ โดยให้ยึดถือและดำเนินการตามเจตจำนงการบริหารงานด้วยความซื่อสัตย์สุจริตอย่างมีคุณธรรมและโปร่งใส ดังนี้

๑. ด้านความโปร่งใส ประกอบด้วย

๑.๑ การให้ เปิดเผย และเข้าถึงข้อมูล เกี่ยวกับการจัดซื้อจัดจ้าง รวมถึงข้อมูลการดำเนินงานตามบทบาทภารกิจต่าง ๆ ของหน่วยงาน โดยประชาชนทั่วไปสามารถเข้าถึงข้อมูลของหน่วยงานได้สะดวก รวดเร็ว ถูกต้อง เสมอภาค โปร่งใส เป็นธรรม และตรวจสอบได้

๑.๒ เปิดโอกาสให้ผู้มีส่วนได้ส่วนเสียเข้ามามีส่วนร่วมในการดำเนินงานของหน่วยงาน รวมถึงการร่วมตรวจสอบในการปฏิบัติงานของเจ้าหน้าที่ และกระบวนการแก้ไขปัญหาข้อร้องเรียนของผู้มีส่วนได้ส่วนเสีย

๒. ด้านความพร้อมรับผิด ประกอบด้วย

๒.๑ ผู้บริหารและพนักงานทุกคน มีความมุ่งมั่นในการปฏิบัติงานอย่างเต็มประสิทธิภาพเพื่อให้ผู้ใช้บริการทางพิเศษประทับใจในบริการที่เป็นเลิศ

๒.๒ ผู้บริหารและพนักงานทุกคน มีเจตจำนงสุจริตในการบริหารงานและพร้อมที่จะรับผิดชอบ หากเกิดผลกระทบและเกิดความเสียหายต่อสังคมโดยรวม

๓. ด้านความปลอดจากการทุจริตในการปฏิบัติงาน ประกอบด้วย

๓.๑ ผู้บริหารและพนักงานทุกคน ต้องประพฤติปฏิบัติตนตามกฎ ระเบียบ และข้อบังคับไม่เรียกรับสินบนหรือกระทำการใด ๆ ที่เป็นการทุจริตต่อหน้าที่หรือทุจริตเชิงนโยบาย รวมทั้งไม่ใช้ตำแหน่งหน้าที่เอื้อประโยชน์ต่อตนเองและพวกพ้อง ไม่ว่าจะโดยทางตรงหรือทางอ้อมโดยเด็ดขาด

๓.๒ กรณีพบว่ามีการทุจริตให้แจ้งข้อมูลต่อผู้บังคับบัญชาหรือหน่วยงานที่เกี่ยวข้อง และให้ดำเนินการพิจารณาลงโทษผู้กระทำการทุจริตขั้นสูงสุด

๔. ด้านวัฒนธรรม...

คำสั่งการทางพิเศษแห่งประเทศไทย
ที่ ๑๗๐/๒๕๖๒
เรื่อง ความขัดแย้งทางผลประโยชน์

ตามที่การทางพิเศษแห่งประเทศไทยได้มีคำสั่งที่ ๔๓๑/๒๕๕๖ เรื่อง ความขัดแย้งทางผลประโยชน์ ลงวันที่ ๒๕ ธันวาคม พ.ศ. ๒๕๕๖ กำหนดหลักเกณฑ์และแนวทางปฏิบัติเกี่ยวกับความขัดแย้งทางผลประโยชน์ นั้น

เพื่อให้หลักเกณฑ์และแนวทางปฏิบัติเกี่ยวกับความขัดแย้งทางผลประโยชน์ สามารถนำมาปฏิบัติได้อย่างมีประสิทธิภาพยิ่งขึ้น อาศัยอำนาจตามความในมาตรา ๒๕ แห่งพระราชบัญญัติการทางพิเศษแห่งประเทศไทย พุทธศักราช ๒๕๕๐ จึงยกเลิกคำสั่งการทางพิเศษแห่งประเทศไทยที่ ๔๓๑/๒๕๕๖ เรื่องความขัดแย้งทางผลประโยชน์ ลงวันที่ ๒๕ ธันวาคม พ.ศ. ๒๕๕๖ และออกคำสั่งเรื่องความขัดแย้งทางผลประโยชนใหม่ ดังต่อไปนี้

ข้อ ๑ คำนิยาม

"ผู้ว่าการ" หมายความว่า ผู้ว่าการการทางพิเศษแห่งประเทศไทย

"เจ้าหน้าที่การทางพิเศษแห่งประเทศไทย" หมายความว่า พนักงานและลูกจ้างของการทางพิเศษแห่งประเทศไทย

"ความขัดแย้งทางผลประโยชน์" หมายความว่า การขัดกันแห่งผลประโยชน์ส่วนตนกับผลประโยชน์ของการทางพิเศษแห่งประเทศไทยไม่ว่าทางตรงหรือทางอ้อม

"บุคคลในครอบครัว" หมายความว่า คู่สมรส บุตร บิดา มารดา พี่น้องร่วมบิดา มารดา หรือร่วมบิดาหรือมารดาเดียวกัน

"ญาติ" หมายความว่า บุพการี ผู้สืบสันดาน พี่น้องร่วมบิดามารดา หรือร่วมบิดา หรือมารดาเดียวกัน ลุง ป้า น้า อา คู่สมรส บุพการีหรือผู้สืบสันดานของคู่สมรส บุตรบุญธรรม หรือผู้รับบุตรบุญธรรม

"พวกพ้อง" หมายความว่า ญาติ มิตรสหาย

"ของขวัญ" หมายความว่า เงิน ทรัพย์สิน หรือประโยชน์อื่นใดที่ให้แก่กัน เพื่ออัธยาศัยไมตรีและให้หมายความรวมถึง เงิน ทรัพย์สินหรือประโยชน์อื่นใด ที่ให้เป็นรางวัลหรือให้โดยเสน่หาหรือเพื่อการสงเคราะห์หรือให้เป็นสินน้ำใจ การให้สิทธิพิเศษ ซึ่งมีไว้เป็นสิทธิที่จัดไว้สำหรับบุคคลทั่วไปในการได้รับการลดราคาทรัพย์สิน หรือการให้สิทธิพิเศษในการได้รับบริการหรือความบันเทิง ตลอดจนการออกค่าใช้จ่ายในการเดินทางหรือท่องเที่ยว ค่าที่พัก ค่าอาหารหรือสิ่งอื่นใดในลักษณะเดียวกันไม่ว่าจะให้เป็นบัตร ตั๋ว หรือหลักฐานอื่นใด การชำระเงินให้ล่วงหน้าหรือการคืนเงินให้ในภายหลัง

"ประโยชน์อื่นใด" หมายความว่า สิ่งที่มีมูลค่า เช่น การลดราคา การรับความบันเทิง การรับบริการ การรับการฝึกอบรม หรือสิ่งอื่นใดในลักษณะเดียวกัน

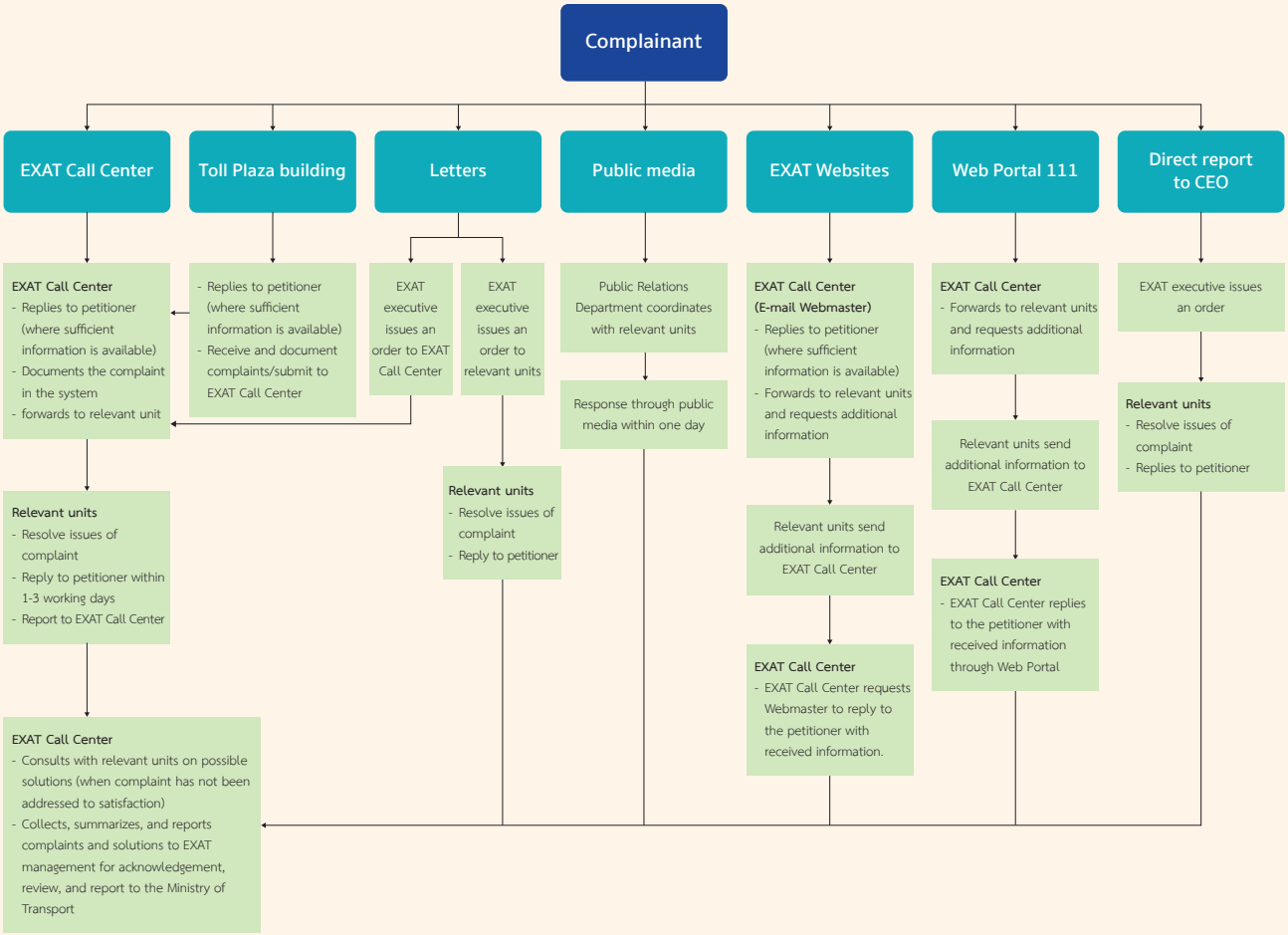
"ปกติประเพณีนิยม" หมายความว่า เทศกาลหรือวันสำคัญ ซึ่งอาจมีการให้ของขวัญกันและให้หมายความรวมถึงโอกาสในการแสดงความยินดี การแสดงความขอบคุณ การต้อนรับ การแสดงความเสียใจหรือการให้ความช่วยเหลือตามมารยาทที่ถือปฏิบัติกันในสังคมด้วย

"การได้รับ...



Complaint Mechanism for corruption and unethical conduct

EXAT has established a mechanism to receive Complaint on corruption or unethical conduct through the following channels.

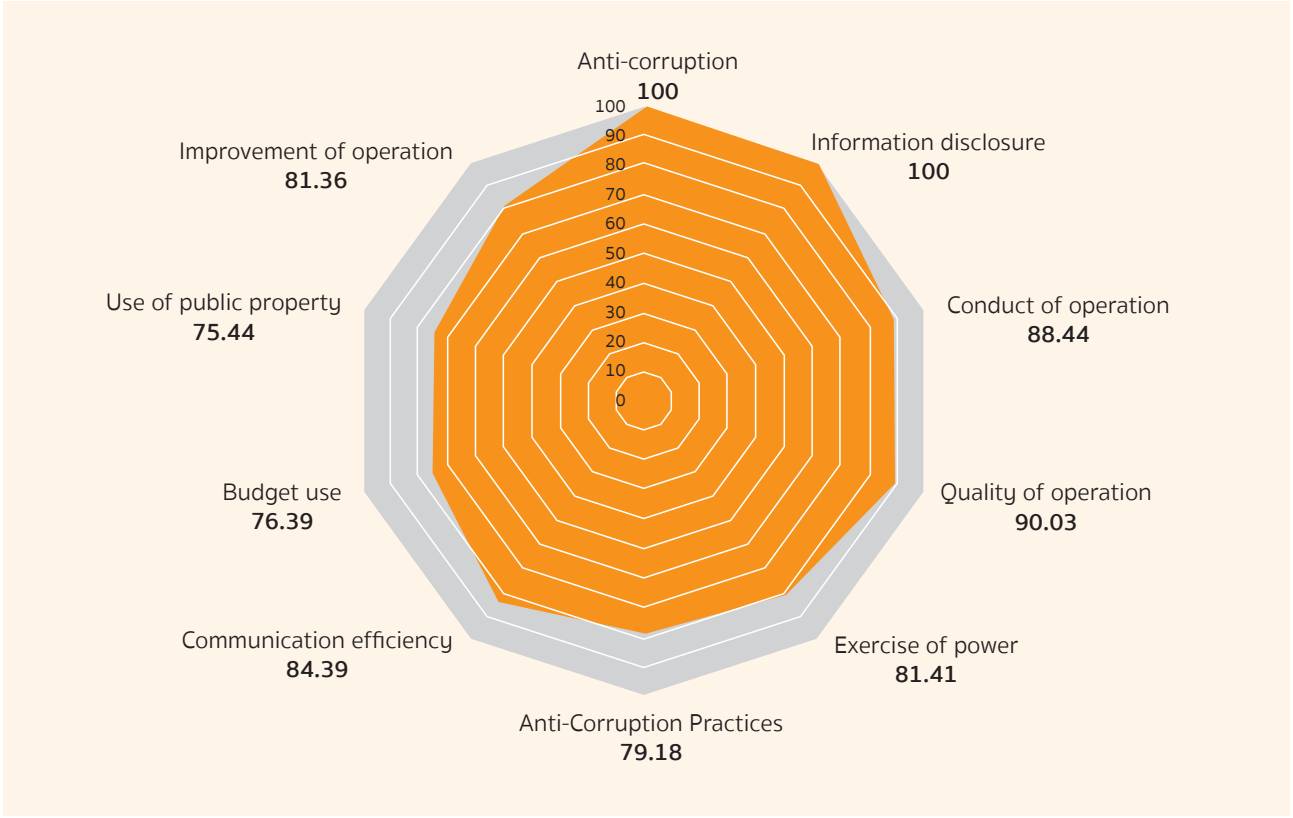


Outcome

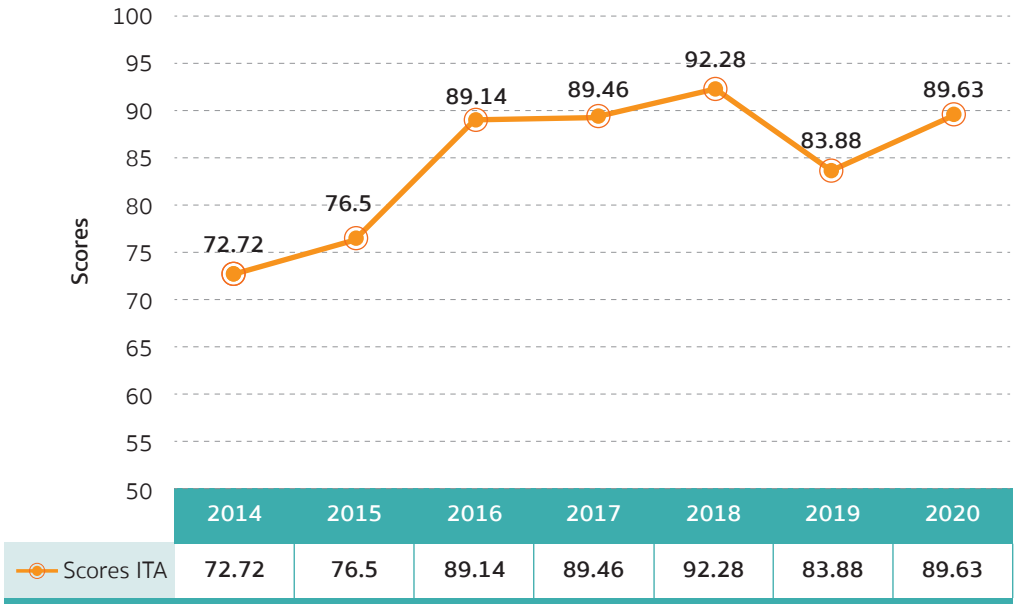
Integrity and Transparency Assessment (ITA)

EXAT has received for integrity and Transparency Assessment (ITA) from the National Anti-Corruption Commission with the aim to increase integrity and transparency in the public sector, which will lead to more integrity and transparency in the country's administration and overall decrease in corruption.

For 2020, EXAT received an "A" ranking from the ITA with an overall score of 89.63 out of 100 points which is above the state enterprise average of 84.60 and higher than EXAT's 2019 score of 83.88. The details are as follow:



Integrity and Transparency Assessment : ITA



	2014	2015	2016	2017	2018	2019	2020
Scores ITA	72.72	76.5	89.14	89.46	92.28	83.88	89.63

Moreover, no conflict of interest was found in 2020, and there was no complaint for corruption and misconduct against EXAT employees in the statistics of the Ministry of Transport Anti-Corruption Operational Center for Fiscal Year 2020. (205-3)

EXAT good corporate governance and ethical awareness

As a result of awareness raising, the awareness level on Good Corporate Governance and ethics in EXAT operation is as follows:

Awareness	Target (%)	Percentage	
		Fiscal Year 2020	Fiscal Year 2019
On ethics in EXAT operation (HEARTS)	75	86.59	85.30
On good corporate governance and ethical code	75	82.25	80.93
On good corporate governance and ethics	75	82.41	80.52
On conflict of interest	75	84.84	83.00

It was found that the awareness level of good corparate governance and ethics in EXAT operation in 2020 is higher than in 2019 and higher than targets in all areas, as a result of new technology which allows EXAT executives and employees to access information in a timely and comprehensive manner. Regardless of improvement and overperformance, EXAT will continue to disseminate information on these issues to increase awareness to executives and employees levels.

Employee engagement



With the recognition that employees are the most vital resources that drive the organization toward success, EXAT places importance on the promotion of employees' quality of life and well-being based on the principles of equity and fairness. EXAT provides employees with appropriate remuneration and welfare/benefit packages including healthcare and suitable work environments according to occupational safety and health principles, as well as promote positive work culture and environment, teamwork and family-like sense of belonging which encourage employees to share in EXAT goals and successes.

EXAT's personnel management and development focuses on building employee engagement to increase employee capacity and commitment to perform duties with responsibility and quality as well as readiness to grow and support the organization's progress towards sustainability. (103-1)

Personnel overview

At the end of the Fiscal Year 2020, EXAT has a total of 4,859 full-time employees, 580 permanent and temporary contract workers and other non-staff personnel. Placing great importance on attracting and retaining talents to support long-term business growth, EXAT has improved its selection process as well as allows employees opportunities to transfer to other positions according to attitudes and interest. The selection process also allows existing employees to be nominated for positions both at operational and executives levels. The personnel overview for 2020 is summarized in the table below. (405-1)

Total staff number

Fiscal Year 2020

4,859 Persons

Fiscal Year 2019

4,795 Persons

Genders

3,016 Persons

1,843 Persons

Duties

Main duties

3,673 Persons

Supporting duties

1,186 Persons

Age groups

51 Years and older

1,074 Persons

41-50 years

1,794 Persons

31-40 years

1,603 Persons

Under 30 years

388 Persons

Generations

Baby Boomers
461 Persons

Gen X
2,434 Persons

Gen Y
1,963 Persons

Gen Z
1 Person

Average age
43 year



Professional levels

Levels 10-11
Top-level executives
5
Persons

Levels 8-9
Mid-level executives
53
Persons

Levels 7
Entry-level executives
172
Persons

Levels 1-6
Operational-level staff
4,629
Persons

Eeducational levels

Doctoral degrees
7 Persons

Bachelor degrees
2,016 Persons

Master degrees
401 Persons

Lower than
bachelor degrees
2,426 Persons

Post-graduate
degrees
9 Persons



Implementation (103-2)

EXAT has establish human resources strategies to ensure success and fulfilment of the organization's vision, mission, targets and goals consistent with relevant government policies and strategies.

Strategy 1. Increase efficiency of human resource management system

Strategy 2. Build capacity and preparedness for change

Strategy 3. Build engagement and increase quality of life at work

To ensured competency and workforce preparedness for the fast-changing business environment as well as efficient operations and excellent services, EXAT has translated these strategies into the Annual Human Resources Action Plan for all relevant units to use as guideline in human resources management. In 2020, 34 programs/projects were implemented under these strategies as follows:

1. Review and revision of organizational structure
2. Long-term workforce management plan
3. Annual workforce plan
4. Job rotation criteria for capacity building
5. Revision of employee appointment/selection process
6. Personal data dashboard
7. Backup of employees and contract workers personal data into document management system
8. Self-service leave request system
9. Organizational culture promotion plan
10. Promotion of organization culture and core values
11. Competency based training
12. Review and revision of performance evaluation system
13. Audit of performance evaluation process
14. Preparedness for change training under the Annual Human Resource Development Plan
15. Leading and change project
16. Development of expressway service standards and innovations
17. Review and revision of professional advancement plans
18. Review of succession planning
19. Leadership pool preparation
20. Talent management
21. Knowledge management plan
22. E-learning platform
23. Transitioning into state enterprise with self-determined salary structure
24. Revision of entry-level salaries and wages commensurate with educational qualifications
25. Procurement and improvement of uniform for employees in Maintenance Division
26. Provision of commuting buses for Expressway Administration Center Building
27. Issuing of certificates for outpatient healthcare benefits
28. Employee engagement and satisfaction survey
29. Engagement and satisfaction building activities
30. Employee relations activities
31. Complaint mechanism to promote good governance in human resources development
32. Development of Safety at work manual
33. Occupational health and work environment management
34. OFIs roadmap

In 2020, EXAT implemented 5 programs/projects to promote employee engagement and satisfaction focusing on reviewing remuneration, welfare and benefits as follows:

- Transitioning into state enterprise with self-determined salary structure.
- Increasing salary rates for entry-level employees commiserate with educational qualifications.
- Procurement and improvement of uniform for employees in Maintenance Department.
- Provision of commuting buses for Expressway Administration Center Building.
- Issuing of certificates for outpatient healthcare benefits.

Committed to improve personnel capacity and well-being, EXAT allows employees to freely express opinions and make recommendations in the annual employee engagement survey which are used to improve engagement activities in the following year. In 2020, EXAT organized the following 13 programs to enhance employee satisfaction and engagement:

1) "Relationship building and empathic communication for organizational success" training
2) Employee relations activities
3) Organizational culture awareness raising activities
4) EXAT brand ambassador activity
5) Review of succession plans
6) Job rotation criteria for capacity building
7) Transitioning into state enterprise with self-determined salary structure
8) Work environment improvement
9) Departure orientation for retiring employees
10) Improvement of employment conditions
11) Procurement and improvement of uniform for head mechanics, assistant mechanics and drivers in Maintenance Department
12) Development and improvement of management guidelines for occupational hazards
13) Meet the executives program

Moreover, in order to boost morale and incentivize employees to increase capacity, EXAT has revised the performance evaluation system with clear criteria where evaluation results are linked with remuneration.

For welfare and benefits, EXAT has improved reviewed and revised welfare to meet the diverse needs of employees by providing the following: [401-2]

Welfare and benefits	Personnel type		Note
	Employees	Contract workers	
Compulsory benefits			
Salary	✓	✓	
Wage	✓	✓	
Supplements	✓	✓	
Healthcare benefits	✓	✓	(Including spouses, and children - excluding parents)
Educational benefits	✓	✓	
Child support	✓	✓	
Maternity support	✓	✓	
Retirement benefits	✓	✓	
Cremation/funeral support	✓	✓	
Occupational hazard compensation	✓	✓	
Individual insurance policy for dangerous positions	✓	✓	
Uniforms	✓	✓	
Annual health checkup	✓	✓	
Natural disaster support	✓	✓	
Welfare fund contribution	✓		
Provident fund contribution	✓		
Funeral contributions	✓	✓	Amount depends on length of membership

Welfare and benefits	Personnel type		Note
	Employees	Contract workers	
Other welfare and benefits (voluntary)			
Insurance (accidents/vehicles/fire)	✓	✓	
Retirement group savings and retirement fund	✓	✓	
Housing loans	✓		Annual contracts
Government Savings Bank loans	✓		
Krung Thai Bank loans	✓		

Outcome

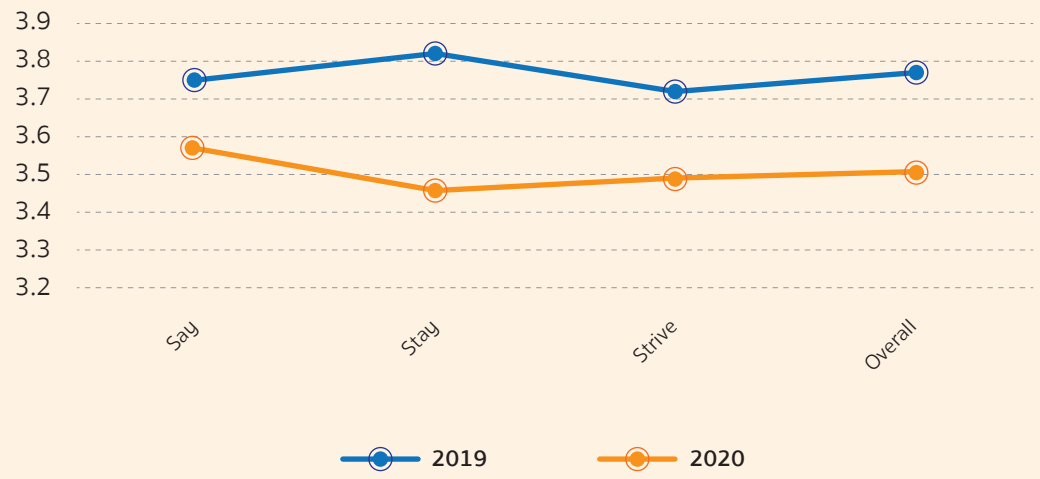
Employee Engagement level

In 2020, EXAT conducted an Employee Engagement Survey. Among the 2,422 respondents. 59.5% were male and 40.46% were female. Almost half of the respondents (48.6%) were 40-54 years old (Gen X), 42.90% were 23-39 years old (Gen Y), 7.89% were 50 years old and over (Baby boomers) and 0.62% were 22 years old and under (Gen Z).

According to the 2020 survey results, the factor that most significantly influences employee engagement was relationships with colleagues and superior (87.5%), followed by welfare and benefits (85.5%), nature of work (84.75%), work environment (84.25%), professional advancement, work security and remuneration (79.75%). All seven factors combined explain approximately 84% in the change of overall employee engagement.

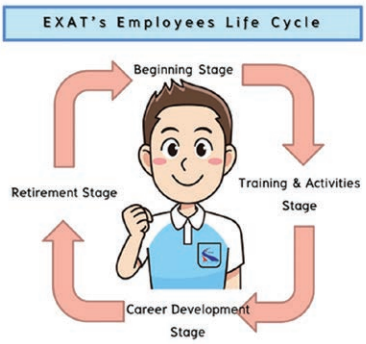
The employee engagement survey applied Aon Hewitt engagement model with three sub-facets of engagement expression, namely, “say”, “stay” and “strive”. The 2020 survey found that EXAT employees have 87.75% overall engagement with the organization (average score 3.51). For each sub-facet, EXAT employees ranked highest in “say” sub-facet (employees speak positively about the organization) at 3.57, followed by “strive” (employees are motivated and exert effort toward success in their job and for the company) at 3.49 and “stay” (employees have an intense sense of belonging and desire to be part of the organization) at 3.46.

Employee engagement 2019-2020



Comparing the results between 2019 and 2020, it was found that EXAT's overall employee engagement score dropped from 3.77 in 2019 to 3.51 in 2020. By sub-facets, "stay" score dropped from 3.83 to 3.46; "strive" score dropped from 3.72 to 3.49; and "say" score dropped from 3.75 to 3.57 over the same period.

Nevertheless, EXAT is committed to enhance employee experience throughout the EXAT employees' life cycle where employees have a happy work-life balance while working for EXAT.



Safety and occupational health (403-1)

EXAT recognizes the importance of the health and safety of all levels of personnel (whether full-time employees, contract workers or personnel of contractors) as well as expressway users. Therefore, EXAT has established guidelines in maintaining appropriate work environment to ensure the safety to the lives and property and compliance with relevant laws and regulations on safety and occupational health. EXAT actively supports employee participation in safety at work in order to prevent harms and illness effectively. (103-1)

Implementation (103-2)

EXAT has established guidelines for managing safety, occupational health and work environment which are divided into two parts as follows:

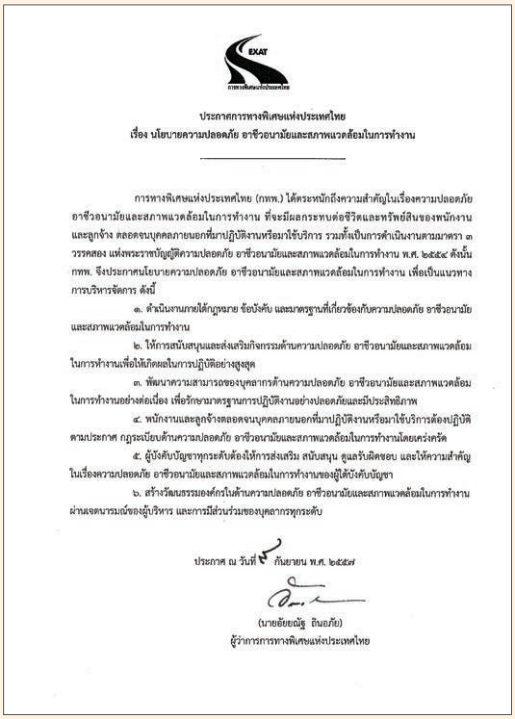
- The integrated implementation of Safety at Work is a shared responsibility between the Occupational safety and Healthy Environment Section and other EXAT units to establish unit guidelines consistent with the strategies and Annual EXAT Business Plan. EXAT management framework for safety and occupational health complies with relevant laws as follow: (403-2, 403-4)

1 Set management scope for safety, occupational health and work environment
Covering the Headquarters, Administration Center, Expressway Control Center, Toll Plaza, areas under and on the expressway

2 Establish management structure for safety, occupational health and work environment
- Set up a safety, occupational health and work environment committee
- Set up safety units
- Appoint safety officers for all work levels

3
- Establish and announce safety, occupational health and work environment policy
- Issue management guidelines consistent with the policy

4 Raise awareness to ensure compliance, supervise and monitor the implementation, and investigate incidents to inform future improvement



ประกาศการทางพิเศษแห่งประเทศไทย
เรื่อง นโยบายความปลอดภัย อาชีวอนามัยและสภาพแวดล้อมในการทำงาน

การทางพิเศษแห่งประเทศไทย (กทพ.) ได้ตระหนักถึงความสำคัญในเรื่องความปลอดภัย อาชีวอนามัยและสภาพแวดล้อมในการทำงาน ที่จะมีผลกระทบต่อชีวิตและทรัพย์สินของพนักงาน และลูกจ้าง ตลอดจนบุคคลภายนอกที่มาปฏิบัติงานหรือมาใช้บริการ รวมทั้งเป็นการดำเนินการตามมาตรา ๓ วรรคสอง แห่งพระราชบัญญัติความปลอดภัย อาชีวอนามัยและสภาพแวดล้อมในการทำงาน พ.ศ. ๒๕๕๔ ดังนั้น กทพ. จึงประกาศนโยบายความปลอดภัย อาชีวอนามัยและสภาพแวดล้อมในการทำงาน เพื่อเป็นแนวทางการบริหารจัดการ ดังนี้

๑. ดำเนินงานภายใต้กฎหมาย ข้อบังคับ และมาตรฐานที่เกี่ยวข้องกับความปลอดภัย อาชีวอนามัย และสภาพแวดล้อมในการทำงาน

๒. ให้การสนับสนุนและส่งเสริมกิจกรรมด้านความปลอดภัย อาชีวอนามัยและสภาพแวดล้อม ในการทำงานเพื่อให้เกิดผลในการปฏิบัติอย่างสูงสุด

๓. พัฒนาความสามารถของบุคลากรด้านความปลอดภัย อาชีวอนามัยและสภาพแวดล้อม ในการทำงานอย่างต่อเนื่อง เพื่อรักษามาตรฐานการปฏิบัติงานอย่างปลอดภัยและมีประสิทธิภาพ

๔. พนักงานและลูกจ้างตลอดจนบุคคลภายนอกที่มาปฏิบัติงานหรือมาใช้บริการต้องปฏิบัติ ตามประกาศ กฎระเบียบด้านความปลอดภัย อาชีวอนามัยและสภาพแวดล้อมในการทำงานโดยเคร่งครัด

๕. ผู้บังคับบัญชาทุกระดับต้องให้การส่งเสริม สนับสนุน ดูแลรับผิดชอบ และให้ความสำคัญ ในเรื่องความปลอดภัย อาชีวอนามัยและสภาพแวดล้อมในการทำงานของผู้ใต้บังคับบัญชา

๖. สร้างวัฒนธรรมองค์กรในด้านความปลอดภัย อาชีวอนามัยและสภาพแวดล้อมในการทำงาน ผ่านจดหมายเวียนของผู้บริหาร และการมีส่วนร่วมของบุคลากรทุกระดับ

ประกาศ ณ วันที่ ๕ กันยายน พ.ศ. ๒๕๕๗

(นายอัยยณัฐ สินอภัย)
ผู้ว่าการการทางพิเศษแห่งประเทศไทย

To ensure consistency in safety and standard, EXAT continuously raises awareness on safety at work among employees and identifies threats which may impact on operations. During the COVID-19 pandemic, EXAT conducted a risk assessment, prescribed preventive measures, and distributed appropriate equipment, tools and personal protective equipment to employees, contract workers, cleaners and security guards to ensure their health and safety. Annual health checkups are also freely available to EXAT employees and contract workers, while the work environment is regularly evaluated. (403-3, 403-5, 403-7, 403-8)



- For expressway users, EXAT continues to systematically manage traffic flow, rescue operations and expressway maintenance with clear guidelines and adequate tools and equipment, as well as coordination with external agencies to ensure safe journeys.

Formed under the State Enterprise Labor Relations Act B.E. 2000, the 3,089-member EXAT labor union is engaged in the supervision of occupational health and safety and work environment to safeguard employees' benefits according to the employment agreements, increase work efficiency, and ensure a balance between the interest of employees/contract workers and those of the organization.

Outcome

The outcome of EXAT's safety, occupational health and work environment operations are:

- EXAT set up a management structure and dedicated committee for safety, occupational health and work environment as well as appointed safety officers for all levels of work to effectively ensure the safety at work of all EXAT workers, contact workers and other personnel.

Appointment of Safety at Work committee and officers

The committee consists of 95 safety officers distributed across seven buildings as follow:

1. Headquarters (15 officers)
2. Land Acquisition Department Building (9 officers)
3. Chalerm Maha Nakorn Expressway Control Center (9 officers)
4. Chalong Rat Expressway Control Center (15 officers)
5. Burapha Withi Expressway Control Center (9 officers)
6. Kanchanaphisek (Bang Phli-Suksawat) Expressway Control Center (11 officers)
7. Toll Plaza Building (27 officers)



Number of Safety at Work officers

- 182 chief-level officers
- 223 administrative-level officers
- 3 advanced technical-level officers
- 12 professional-level officers

- EXAT regularly disseminates safety-at-work knowledge and information to employees, contract workers as well as contractors through 12 training courses with participants from all units. In addition, multiple channels including LINE and Facebook are used to disseminate information on safety at work.

Course	Number of participants	Location
Workshop and study visit (for the Safety at Work Committee)	97	Airports of Thailand Public Company Limited, Asia hotel, Pattaya
Special lecture on COVID-19 surveillance and prevention	180	Meeting Room 2301, 3rd floor, EXAT Headquarters
Training for chief-level Safety at Work officers - Traffic Control Department	46	Rescue Training Centre, Chalong Rat Expressway Control Center

Course	Number of participants	Location
Training for chief-level Safety at Work officers - Land Acquisition Department	46	Rescue Training Centre, Chalong Rat Expressway Control Center
Safety in traffic control operations and KYT (for traffic control and rescue officers)	400 (in five batches)	Rescue Training Centre, Chalong Rat Expressway Control Center
Safety occupational health and work environment (for all new employees)	131	Meeting Room 2301, 3rd floor, EXAT Headquarters
Training for trainers on safety, occupational health and work environment in accordance with the Occupational Health, Safety and Environment Act B.E. 2554 (2011)	1	Safety and Health at Work Promotion Association
Training for professional-level Safety at Work officer	1	Safety and Health at Work Promotion Association
OJT on compliance according to the Safety at Work rules and manual (for EXAT contractors)	55	Rescue Training Centre, Chalong Rat Expressway Control Center
OJT on prevention of health threats for safety at work in toll collection operations based on environmental quality measurement at expressway entrances/exits	25	Riverside and /Rama 4–1 Entrancess/Exits
OJT on development of safety manual for safety in expressway construction (for chief-level Safety at Work officers and experts in Expressway Construction Department)	8	EXAT Headquarters
Special lecture on occupational safety and health survey for toll collection officers at Toll Collection Department Building (for Toll Collection Department executives and employees)	74	Rescue Training Centre, Chalong Rat Expressway Control Center



▲ Workshop and study visit for the Safety at Work Committee (28-29 January 2020)



▲ Special lecture on COVID-19 surveillance and prevention



▲ Training on safety monitoring and reporting for EXAT contractors



▲ Study visit at the Safety at Work Knowledge Development Center at the Smart Job Center, Ministry of Labor







▲ Basic first aid/CPR training



▲ Training on safety, occupational health and work environment for new employee during new employee orientation (5 August 2020)



▲ Safety training for Traffic Control Department





◀ Fire drills and evacuation







Dissemination of safety information

Dissemination of EXAT announcements and safety information on EXAT Internet (General Administration Department/General Welfare and Employee Relations Division/Occupational safety and Healthy Environment Section)

Dissemination of information on Facebook page of Occupational safety and Healthy Environment Section (1,799 followers)

LINE groups: Safety committee for Expressway Control Center/ Safety committee for Toll Collection Building

- EXAT continuously monitor and evaluate safety situations of employees, contract workers as well as contractors according to established guideline, and use the results to improve safety operations.









▲ Contractor safety survey.





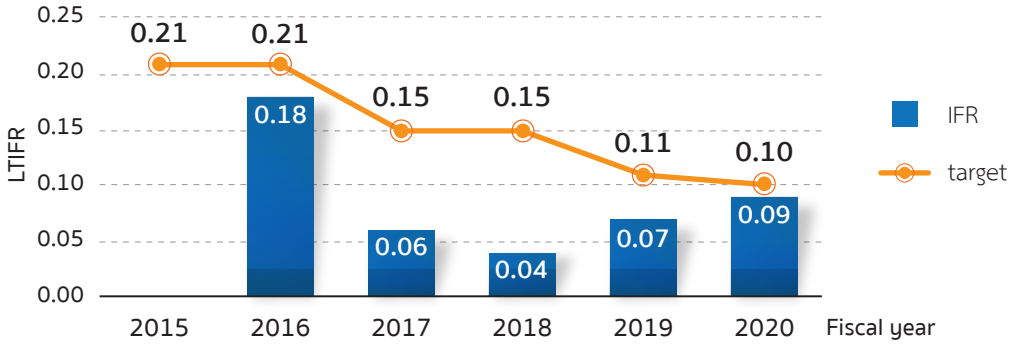
▲ Measures to monitor and prevent Covid-19 infections.



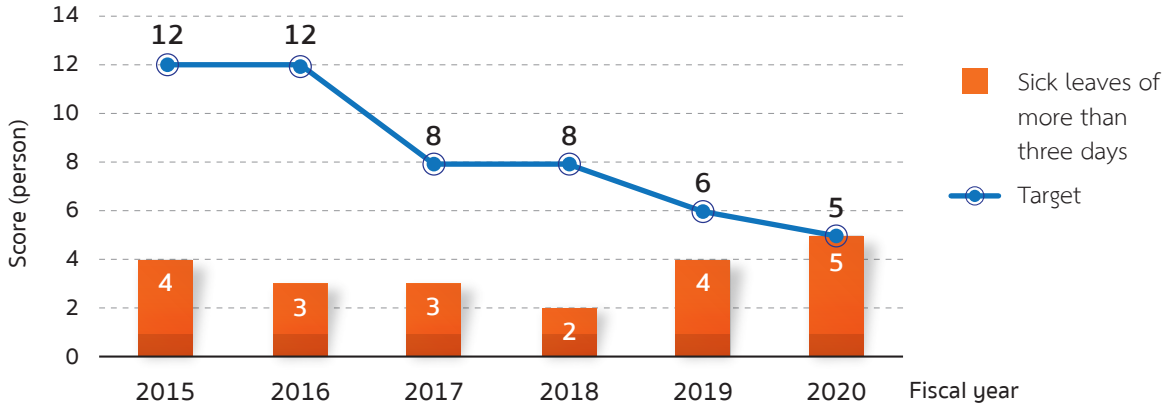
The results of EXAT operation on safety, occupational health and work environments are as follow: (403-9, 403-10)

Indicators	Fiscal Year 2020	
	Targets	Results
Injury Frequency Rate (IFR) of employees and contract workers (Counts/200,000 work hours)	Less than 0.10	0.09
Number of persons who experience harm/illness from work (Persons)	5	5
Number of safety manuals in expressway construction	No fewer than 1	1
Achievement according to Annual Action Plan on safety, occupational health and work environment (%)	No less than 100	100
Number of employees and contract workers who suffer from occupational or environmental disease (persons)	0	0
Number of employees and contract workers who suffer injuries from robbery in EXAT operational area (persons)	0	0
Employee satisfaction level for work environment (%)	84	84.25

Injury frequency rate (IFR) of serious injuries (requiring sick leaves) among EXAT employees and contract workers



Number of persons who experience harm/illness from work



Employee capacity building (404-1, 404-2)

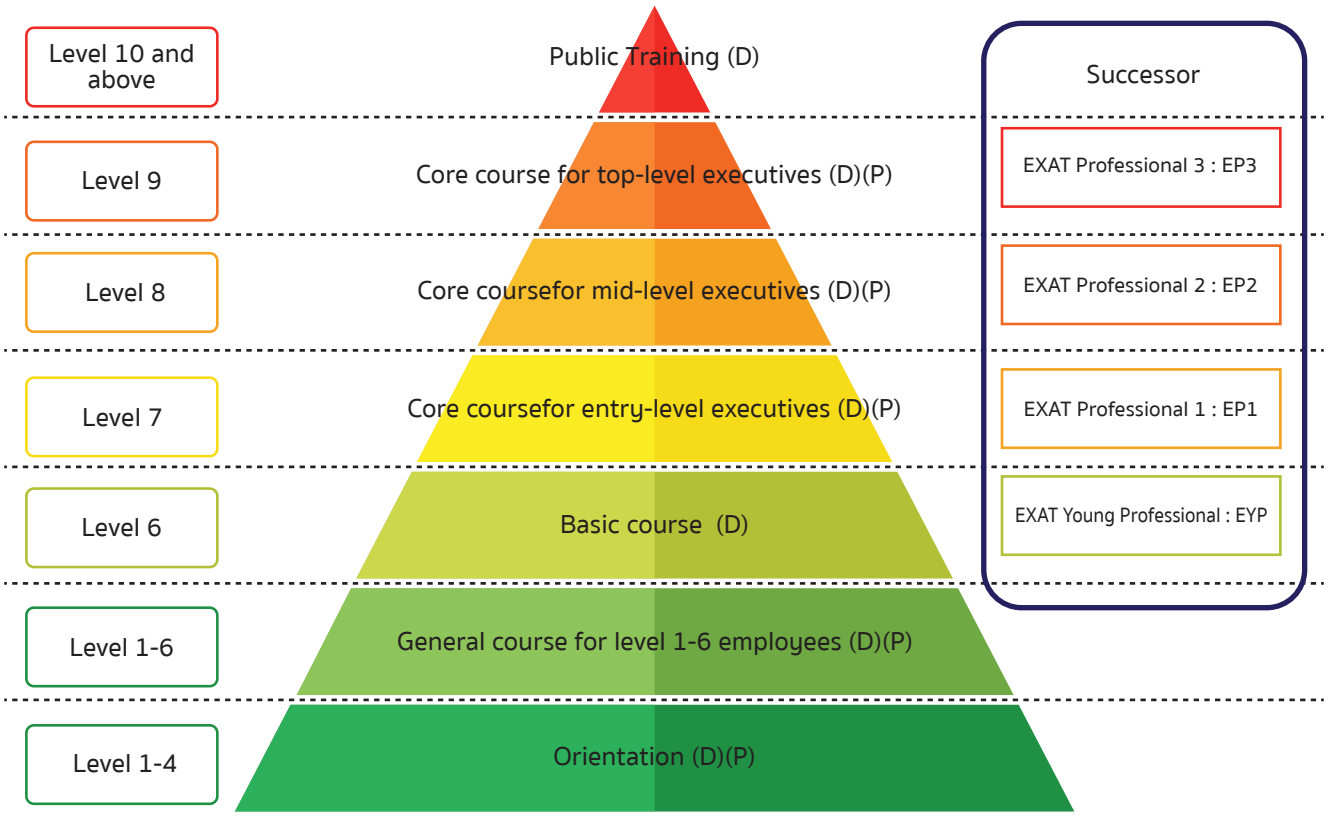
EXAT regularly evaluates and analyzes employee competency for the purpose of developing employee knowledge and skills building plans to enhance employee and organizational capacity. The evaluation is conducted in three areas, namely, core competency, managerial competency and functional competency. (103-1)



In 2020, EXAT reviewed and revised core competency, managerial competency, and functional competency evaluation in response to changing technology to promote employee creativity and adaptability to changes.

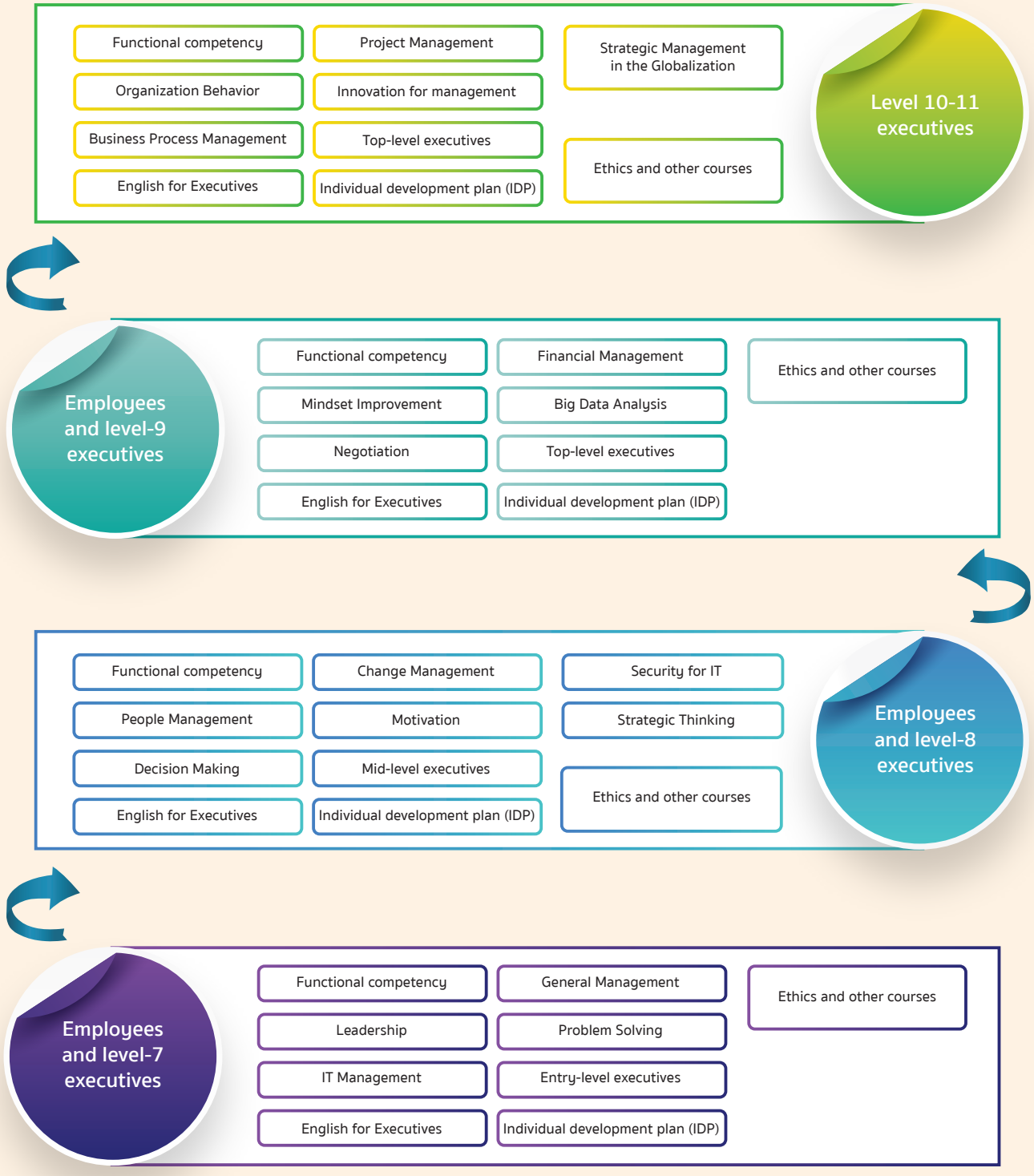
EXAT has in place a personnel development plan which aims to provide effective support for the organization's growth and strengthen personnel and leadership development system. Under the plan, a development roadmap was established as a framework for training and development for each position, clearly indicating required competencies. The roadmap also allows employees to see a clear career path that can be used to plan individual development in order to achieve desired growth. Moreover, successor and talent development plans were also formulated in line with the short-term and long-term needs of the organization, units and individuals. The Personnel Strategic Action Plan is linked with EXAT's Business Plan 2017-2023 and the Personnel Development Strategic Plan 2020-2022 which are reviewed every year to improve work process efficiency and appropriately respond to changing situations.

Overview of EXAT development roadmap for each employee level



EXAT has established long-term personal development plan for all executives and employee levels from both as well as courses for successors and talents as follow: [103-2]

Long-term personnel development plan for executives (Development Roadmap)



Long-term personnel development plan for level 1-6 employees (Development Roadmap)

Level-6 employees

- EXAT Young Professional : EYP

(Basic course for prepare entry-level executives)

Subjects

1. Leadership skills
2. Management Tools
3. Regulatory Framework for Business Public Organizations
4. International political and economic trends
5. Digital Business Management
6. Functional Competency

Level 4-6 employees (all career paths)

1-5 years

1. New employee orientation
2. Basic fire drills
3. Safety, occupational health and work environment
4. Basic English language skills and communication
5. Official letter and minute writing
6. Core Competency
7. Functional Competency
8. Development based on competency gap and IDP

Rescue officers, Traffic management officers, Mechanics and drivers

1-5 years

1. New employee orientation
2. Basic fire drills
3. Safety, occupational health and work environment
4. Basic English language skills and communication
5. First aid
6. Core Competency
7. Functional Competency
8. Development based on competency gap and IDP

Toll collection officers

1-5 years

1. New employee orientation
2. Basic fire drills
3. Safety, occupational health and work environment
4. Basic English language skills and communication
5. Banknote verification
6. Core Competency
7. Functional Competency
8. Development based on competency gap and IDP

Administrative officer

1-5 years

1. New employee orientation
2. Basic fire drills
3. Safety, occupational health and work environment
4. Basic English language skills and communication
5. Clerical duties
6. Core Competency
7. Functional Competency
8. Development based on competency gap and IDP

Service officers, janitors and other workers, Chiefs of workers

1-5 years

1. New employee orientation
2. Basic fire drills
3. Safety, occupational health and work environment
4. Core Competency
5. Functional Competency
6. Development based on competency gap and IDP

Successor development

EXAT recognizes the importance of succession plans as a human resources management tool which strengthens the organization, establishes employee knowledge, skills, work behaviors and professional development as well as avoid shortages in key leadership/management positions. Those selected as successors must have appropriate sets of competencies and potentials to be able to lead the organization efficiently and effectively towards its goals.

EXAT has developed three courses to prepare selected person for assuming higher positions consisting of:

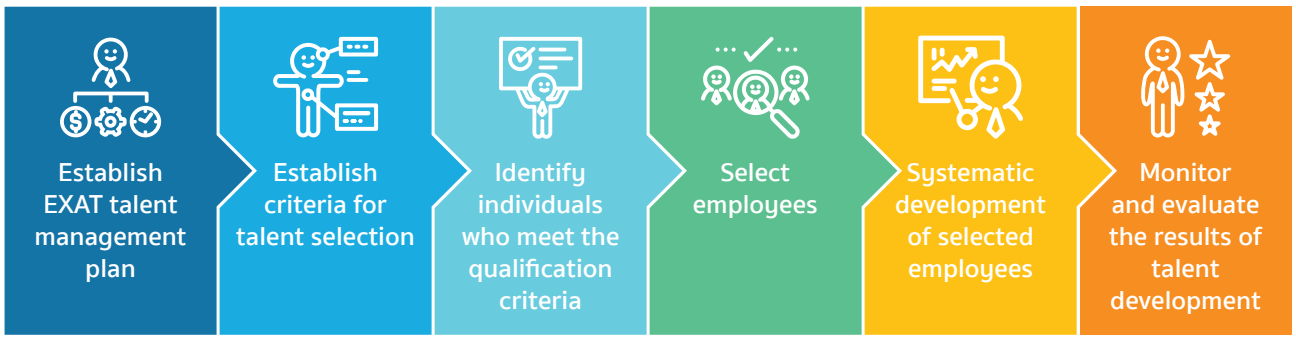
1. Basic course for entry-level executives (Level-6 employees)
2. Leadership and management course (Level-7 employees)
3. Smart leadership course (Level 8/9 employees)

Attracting and retaining talent

EXAT places importance on attracting and retaining talent and, to support long-term business growth, has formulated a talent development plan to allow high-potential individuals who play important roles in driving the organization forward to take responsibility of increasingly challenging tasks, boosting their morale and allow them to envision future advancement within the organization.

Talent development

EXAT has formulated talent management plan to systematically build capacity and prepare employees for change, as well as attract and retain talent within the organization with a focus on individuals with high potentials to increase EXAT competitiveness. The steps are as follow



In 2020, EXAT talent development activities allowed selected employees to participatein a field trip and workshops to develop service innovation through “learning by doing” methodology. As a result, four innovations (as shown in the photos below) were developed: 1) staple remover for moneybags, 2) verification of irregular vehicles before entering the expressway, 3) Magic Flag, 4) skate wheels for moving vehicles.

Talent workshops





Innovations from the 2020 Talent Workshops

Traffic Control Department (15 talents)

- Magic Flag
- Skate wheels for moving vehicles

Toll Collection Department (16 talents)

- Staple remover for money bags
- Verification of irregular vehicles before entering the expressway

Personnel development curriculum

The human resources development strategic plan 2020-2022 consists of nine approaches which guided the formulation of the 2020 personnel development plan with 47 courses of 70:20:10 ratio (Experiential learning 12 courses, coaching and monitoring 2 courses and formal learning 33 courses).

Photos from training sessions




	Strategies	Approaches
	1 Executives and personnel development in professionalism and adjustment to change	1) Prepare all levels of executives and personnel with necessary knowledge and competency according to established criteria. 2) Prepare all levels of executives and personnel to perform duties with professionalism.
	2 Integrity,ethics, and good governance development	3) Prepare all levels of executives and personnelwith integrity, ethics and good governance in management and operations.
	3 Promotion of learning and organizational culture	4) Promote personnel development through diverse learning methods with 70:20:10 ratio. 5) Promote the organization culture among personnel with concrete results.
	4 Knowledge and innovation management	6) Promote knowledge and innovation management systematically to increase operational efficiency.
	5 ICT-supported human development and learning system	7) Develop competency evaluation system with DRM10 and IDP. 8) Increase digital literacy and skills for personnel with digital-related duties and others.
	6 Personnel development for quality of life at work	9) Promote good quality of life at work.

70 Experiential Learning



Experiential learning

- Learning and development through daily duties
- Learning and development through superior-assigned challenging duties/ special projects
- Learning and development through observation and application
- Learning through field trips both within and outside the organization
- Learning through on-the-job training

12 courses

20 Coaching Mentoring



Coaching and monitoring

- Learning and development through coaching by superiors or experts
- Learning and development in group coaching and experience exchange
- Learning with mentors or buddies
- Learning through expert consultation and advice
- Brainstorm meetings

2 courses

10 Formal Learning



Learning through trainings/seminars

- Learning and development through trainings/seminars
- E-learning
- Learning and development through exchange of ideas durin workshops
- Learning through expert advice
- Brainstorm meetings

33 courses

2020 Personnel Development Plan

For 2020, EXAT planned 47 personnel development courses as shown in the picture below

Human Resources Development Strategic Plan 2020 (6 strategies, 47 courses)

Strategy 1
Executives and personnel development in professionalism and adjustment to change

- Planning of sustainable expressway network development
- Complete first aid
- Capacity building in fire extinguishing and managing serious incidents due to hazardous chemicals
- Command and control center management in emergency situations
- Evaluation and development of work systems
- Implementation of EXAT strategic plan for sustainable excellence
- Strategic planning and putting plans into practice
- Counselling development strategies
- Risk management in the age of Thailand 4.0
- Building a risk management culture
- Supplementary knowledge in accounting and finance
- Public procurement, contract management, and material management in accordance with the Public Procurement Act B.E. 2560
- English skills development
- Official letter and minute writing
- Putting into practice policies and goals for Expressway Construction Department
- Change and transformation management
- HR transformation
- Maintenance system development and improvement
- Increasing efficiency in work process management and in-department coordination
- Management for excellence
- Capacity building and service development for 2019 Traffic Control Department and toll collection model employees
- Leadership development for organizational excellence
- Entry-level executives

Strategy 2
Integrity, ethics and good governance development

- Anticorruption monitoring
- Work ethics for sustainable success
- Integrity for anticorruption
- Promotion of integrity, ethics and good governance
- The Monarchy and Thailand

Strategy 3
Promotion of learning and organizational culture

- Relationship building and empathic communication for organizational success
- Operational knowledge review for toll collection units
- Operational knowledge review for other units

Strategy 4
Knowledge and innovation management

- Knowledge management workshop
- Creativity for innovation
- Service standard and innovations for expressway services
- Service Innovation: the Future of Values Creation

Strategy 5
ICT-supported human development and learning system

- E-learning platform
- ICT knowledge, skills and awareness for ICT personnel
- ICT knowledge, skills and awareness for general employees

Strategy 6
Personnel development for quality of life at work

- Environmental management standards ISO 14001: 2015
- Energy conservation
- Safety, Occupational Health and Work Environment Committee workshop
- Safety At Work officer (Chief level)
- Safety in traffic control
- Departure orientation for retiring employees
- New employee orientation
- Preparedness training for retiring employees in 2021

Reskilling and upskilling for change and reassignments

- Study trips and trainings for EXAT Board members, executives and employees
- Development of educational personnel
- National-level trainings, seminars, meetings, study trips and lectures

Due to the advances in digital technology and the COVID-19 pandemic, EXAT has embraced digital technology in human resources operations including in personnel development by using the EXAT Portal application in training, for example.

Application EXAT Portal (for staff training)



Outcome

Outcome of trainings/seminars in 2020

1) All levels of employees have appropriate knowledge, understanding and awareness of the importance of collaborative development and improvement of work processes to increase efficiency.
2) Employees received appropriate development and training to increase knowledge and skills in core competency, functional competency and managerial competency in line with the organization's expectations.
3) Customer service employees are able to provide heartfelt services according to the EXAT service standard and help EXAT to become an organization which provides excellent services and good impressions.
4) EXAT has effective learning management and becomes a learning innovative organization with knowledge sharing from retirees and experts in each field.
5) Employees have appropriate knowledge and skills in line with the ICT and communications master plan, turning EXAT into an organization with appropriate ICT and communications for excellence in expressway business and management.
6) Employees have a sense of duty and responsibility to the organization and society according to the Corporate Good Governance principles and guidelines for state enterprise.
7) Employees morale and well-being increased. Employees are happy and engaged with the organizations.

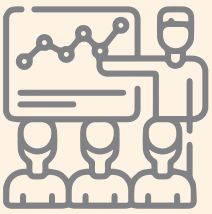
The 2020 Competency Assessment Survey in 2020 of 4,846 employees found only 54 employees (1.11%) with competency gaps, comparing to 293 out of 4,792 employees (6.11%) in 2019. After additional development activities provided by EXAT, employees with competency gaps in 2019 were able to fill the gaps as a result.

Competency assessment results		
Description	2019	2020
Total number of employees	4,792 Persons	4,846 Persons
Employees with competency gaps	293 Persons	54 Persons
Percent	6.11	1.11

Outcome summary of the 2020 Personnel Development Plan



Training duration (404-1)



Average
18.86 hours/employee

Note: Total number of employees 4,859
(3,016 males : 1,843 female)

Average training duration by gender



21.80 hours



17.07 hours

Average training duration by level



Level 1-6
16.70 hours



Level 7-8
60.83 hours



Level 9 and above
77.46 hours

Participation and development of surrounding communities (102-12, 413-1, 413-2)

EXAT recognizes that good relationships with the surrounding communities expressway is the key to successful operation and contribute to the organization's sustainability. (103-1)

Implementation (103-2)

EXAT has conducted activities to engage and develop surrounding communities in line with the 5-years Strategic Master Plan (2016-2020) on social responsibility whose Strategy 2 is to concretely promote acceptance by communities and society. Strategy 2.2 on building sustainable participation and development of surrounding communities and society focuses on efficiently mitigating impacts on surrounding communities and organizing participatory CSR activities to listen and appropriately respond to society's expectation through the organization's core competency as well as synergy with partner organizations' capabilities. EXAT has accordingly selected key communities for relationship building and improvement of quality of life for community inhabitants.

In 2020, EXAT conducted the following activities

Expressways for Youth

The 2020 Expressways for Youth activity aimed to unburden parents at the beginning of the semester during the Covid-19 Pandemic by granting scholarships to students in communities and schools near the expressways. 44 communities and 16 schools near Chalerm Maha Nakorn Expressway, Si Rat Expressway, Chalong Rat Expressway, Udon Ratthaya Expressway and Kanchanaphisek Expressway received a donation of 10,000 baht each (600,000 baht in total) which were given as 1,000-baht scholarships to 600 students.



"Expressways Sharing Smiles with Children" activity on Children's Day

On 10 January 2020 at Maetta Vittaya School under the Orphanage Foundation of Thailand on Suksawat Soi 52 in Bangkok's Chaeng Wattana District, EXAT organized the "Expressways Sharing Smiles with Children" activity and donated 370,000 baht to support health promotion, classroom environment, student scholarships and expenses for school activities.





Fair compensation for expropriation

EXAT places great importance on fair compensation for expropriated assets in accordance with the Immovable Property Expropriation Act B.E. 2530 (1987) and the Expropriation and Acquisition of Immovable Property Act B.E. 2562 (2019).

Land Acquisition



Guidelines on fair compensation for expropriated property

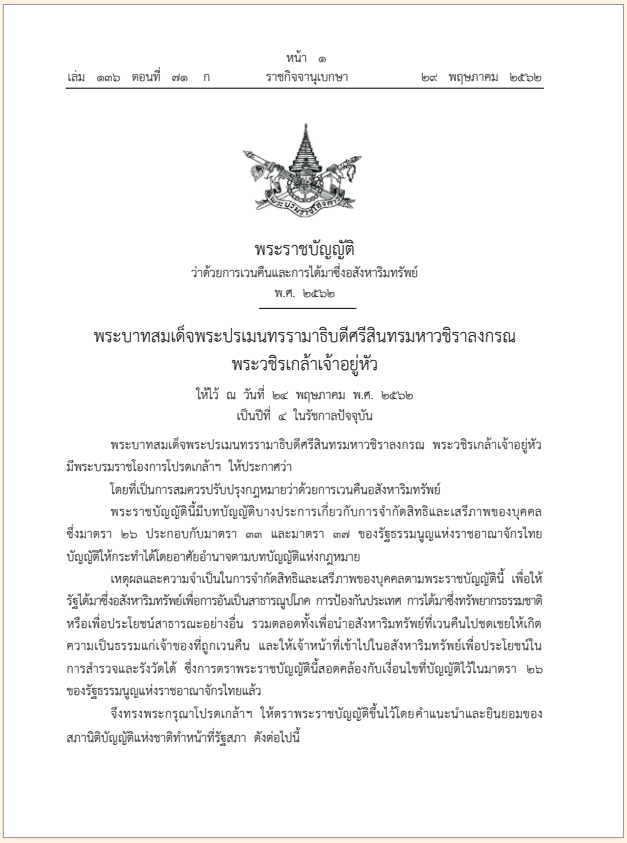
"Immovable property" means land, a building, a structure, a perennial plant or any other thing which is permanently fixed to the land or forms the body of such land.

Fixing preliminary prices for immovable property

- Normal market price of the land on the date of the applicability of the Royal Decree setting the boundary of the land to be expropriated.
- Assessed price of land officially fixed for the purpose of the collection of land and building tax.
- Assessed value of property for the purpose of the collection of fees for registration of rights and juristic acts under the Land Code.
- Conditions and location of such land grounds
- Purposes of the expropriation.

Persons entitled to compensation

- Owner of the expropriated land.
- Owner of a building, structure or other immovable property as in existence on the land to be expropriated on the date on which the Act expropriating immovable property or the Royal Decree comes into force or as subsequently constructed with the Official's permission.
- Owner of perennial plants grown on the land on the date on which the Act expropriating immovable property or the Royal Decree comes into force.
- Lessee or sub-lessee of the land, a building or any other structure on the land to be expropriated.
- Person deprived of the right of way or the right to lay water pipes, drainage pipes, electric wires or the like through the land to be expropriated under section 1349 or section 1352 of the Civil and Commercial Code.
- Owner or any person residing in, or engaging in lawful trade or business in, the immovable property to be expropriated and aggrieved on account of leaving such immovable property.



หน้า ๑
เล่ม ๑๓๖ ตอนที่ ๗๑ ก ราชกิจจานุเบกษา ๒๙ พฤษภาคม ๒๕๖๒

พระราชบัญญัติ
ว่าด้วยการเวนคืนและการได้มาซึ่งอสังหาริมทรัพย์
พ.ศ. ๒๕๖๒

พระบาทสมเด็จพระปรเมนทรรามาธิบดีศรีสินทรมหาวชิราลงกรณ
พระวชิรเกล้าเจ้าอยู่หัว

ให้ไว้ ณ วันที่ ๒๔ พฤษภาคม พ.ศ. ๒๕๖๒
เป็นปีที่ ๔ ในรัชกาลปัจจุบัน

พระบาทสมเด็จพระปรเมนทรรามาธิบดีศรีสินทรมหาวชิราลงกรณ พระวชิรเกล้าเจ้าอยู่หัว มีพระบรมราชโองการโปรดเกล้าฯ ให้ประกาศว่า

โดยที่เป็นการสมควรปรับปรุงกฎหมายว่าด้วยการเวนคืนอสังหาริมทรัพย์

พระราชบัญญัตินี้มีบทบัญญัติบางประการเกี่ยวกับการจำกัดสิทธิและเสรีภาพของบุคคล ซึ่งมาตรา ๒๖ ประกอบกับมาตรา ๓๓ และมาตรา ๓๗ ของรัฐธรรมนูญแห่งราชอาณาจักรไทย บัญญัติให้กระทำได้โดยอาศัยอำนาจตามบทบัญญัติแห่งกฎหมาย

เหตุผลและความจำเป็นในการจำกัดสิทธิและเสรีภาพของบุคคลตามพระราชบัญญัตินี้ เพื่อให้รัฐได้มาซึ่งอสังหาริมทรัพย์เพื่อการอันเป็นสาธารณูปโภค การป้องกันประเทศ การได้มาซึ่งทรัพยากรธรรมชาติ หรือเพื่อประโยชน์สาธารณะอย่างอื่น รวมตลอดทั้งเพื่อนำอสังหาริมทรัพย์ที่เวนคืนไปชดเชยให้เกิดความเป็นธรรมแก่เจ้าของที่ถูกเวนคืน และให้เจ้าหน้าที่เข้าไปในอสังหาริมทรัพย์เพื่อประโยชน์ในการสำรวจและรังวัดได้ ซึ่งการตราพระราชบัญญัตินี้สอดคล้องกับเงื่อนไขที่บัญญัติไว้ในมาตรา ๒๖ ของรัฐธรรมนูญแห่งราชอาณาจักรไทยแล้ว

จึงทรงพระกรุณาโปรดเกล้าฯ ให้ตราพระราชบัญญัติขึ้นไว้โดยคำแนะนำและยินยอมของสภานิติบัญญัติแห่งชาติทำหน้าที่รัฐสภา ดังต่อไปนี้

Compensation-related appeal to the Minister and filing a case before the court

- Any person who is not satisfied with the price of the immovable property or the compensation amount fixed by the Committee may appeal to the Minister within 60 days as from the date of receiving the compensation notification from the Official or assigned person.
- Any person who is not satisfied with the appeal decision of the Minister or the Minister fails to make a decision within 60 days of receiving the appeal may file a case before the court.

Outcome

For the construction of Rama III-Dao Khanong-Western Bangkok Outer Ring Road expressway project, EXAT acquired land under the Royal Decree setting boundary of land to be appropriated B.E. 2561 (2018), the Immovable Property Expropriation Act B.E. 2530 (1987) and the Expropriation and Acquisition of Immovable Property Act B.E. 2562 (2019).

The boundary covered 67 plot of land and 94 buildings. The compensation payment was expedited in 2019 and completed in 2020. The details are as follows:

Rama III-Dao Khanong-Western Bangkok Outer Ring Road expressway project



- Length: 18.7 km.
- Expropriated land: 67 parcels
- Structures: 94 structures
- Acquisition budget: 807 million baht
- Timeframe: July 2018 - January 2020

EXAT has

- Widely disseminated easy-to-understand information materials on the project and associated expropriation.
- Paid compensation for expropriated immovable property at fair market prices.
- Assisted former owners of expropriated property in relocation, secure occupation and quality of life.

2020	Compensation for		Percent of land acquisition success	Number of expropriation-associated lawsuits/ disputes
	Land	Structures		
Rama III-Dao Khanong-Western Bangkok Outer Ring Road expressway project	7 plots	5	100	0

Collaborative network building (102-12, 413-1, 413-2)

EXAT recognizes the importance of building good relationships with surrounding communities. Through synergy with development partners, EXAT's efforts are enhanced and the resulted collaborative network will continue to improve the quality of life in the communities. (103-1)

Volunteer projects (103-2)

EXAT organized volunteer projects with network partners to improve the quality of life in the communities. These activities also boost voluntarism among EXAT employees to participate in community developments. Below are some select examples:

"Volunteering for the nation, religion and monarchy" activity on 15 - 17 July 2020

To honor His Majesty the King Rama 10 on His Birthday in the year 2020, EXAT organized the "Volunteering for the nation, religion and monarchy" activity on 15-17 July 2020 at Rama 9 Community Sports Field Bangkok. EXAT employees and contract workers, Huay Khwang District office, Department of Drainage and Sewerage, the Crown Property Bureau, Wang Thonglang Police station, Volunteer Clinics and Rama 9 community conduct a collaborative cleanup to improve the scenery around Rama 9 lake. In addition, EXAT donated cloth face masks to the Volunteer Clinic, as well as computer equipment, LED screen and consumables to Rama 9 community.









“Expressways for positive actions and Hearts volunteer project”, 10 September 2020

EXAT organized the “Expressways for positive actions and Hearts volunteer project” at the Bang Muang 1 entrance area of Kanchanaphisek Expressway on 10 September 2020. Around 100 participants (including Bang Muang Municipality executives, Heads of Sub-district and villages, inhabitants of Naruemonsiri Community, Rajasupanimit 1 Community and Mitr Mitri 2 Community, EXAT Governor, employee and contract works and EXAT volunteers together clear and beautify an abandoned plot of land to make a safe park.









“Friendly Community Network” activities and Fire Drills

EXAT regularly organizes “Friendly Community Network” activities and fire drills to benefit the communities residing under and around the expressways, as well as build a good relationship and collaboration in fire prevention and extinction in and around EXAT areas to protect private and public properties. Below are the details of five such activities organized in 2020, in the areas of Kanchanaphisek Expressway, Chalong Rat Expressway, Chalerm Maha Nakorn Expressway, Si Rat Expressway, and Udon Ratthaya Expressway:

Friendly Community Network activities and Fire Drills for Si Rat (Bang Klo-Chaeng Wattana Section B) Expressway on 29 January 2020

EXAT conducted fire drills and community improvement activities in Si Rat Expressway areas near Wat Maha Pruttaram Entrance with collaboration and participation from Bangrak District Office, Wat Maha Pruttaram School, Wat Maha Pruttaram community, Wat Kaew Chaem Fa community, Bang Rak Police Station, Bangrak Fire Station, and surrounding communities. EXAT also donated one set of exercise equipment for the elderly to the Wat Maha Pruttaram community, 10 collapsible tables to Wat Kaew Chaem Fa community and a ball house to Wat Maha Pruttaram School.









Friendly Community Network activities and Fire Drills for Udon Ratthaya Expressway

EXAT conducted fire drills and community improvement activities for Udon Ratthaya Expressway near Ban Mai Wattana School on 30 July 2020 with collaboration and participation from Ban Mai Municipality, Pak Klong Rangsit Police Station, Banmai Wattana School and surrounding communities. For the prevention of fire and COVID-19, EXAT also donated 15 fire extinguishers, 10,000 sets of face masks and alcohol gel to six communities, Ban Mai Municipality, Pak Klong Rangsit Police Station, Banmai Wattana School.









Friendly Community Network activities and Fire Drills for Chalong Rat Expressway

On 14 August 2020, EXAT conducted fire drills and community improvement activities for Chalong Rat Expressway near At Narong Toll Plaza-3. EXAT also donated 20 fire extinguishers and a set of exercise equipment for the elderly to Suan Oi community. The Customs Department also donated 100 bags of consumables to the community.









Friendly Community Network activities and Fire Drills for Chalerm Maha Nakorn Expressway

EXAT conducted fire drills and community improvement activities for Chalerm Maha Nakorn Expressway near Nongmai community in Klong Toei District on 21 August 2020. EXAT also donated twenty fire extinguishers to Nongmai community, five fire extinguishers to Hua Khong community and five fire extinguishers to Rom Klao community, as well as souvenirs to participating members of the communities and external organizations.









Friendly Community Network activities and Fire Drills for Kanchanaphisek Expressway

On 26 August 2020, EXAT conducted fire drills and community improvement activities in Kanchanaphisek Expressway areas near Bang Ya Praek Sports Field in Phra Pradaeng District, Samut Prakan Province. EXAT also donated 10 fire extinguishers each to Ruam Pattana Moo 17, Sit Thammakhun Moo 18, Yu Charoen Moo 19, and Pracha Ruamchai Moo 20 communities to promote inter-community support and relationships.





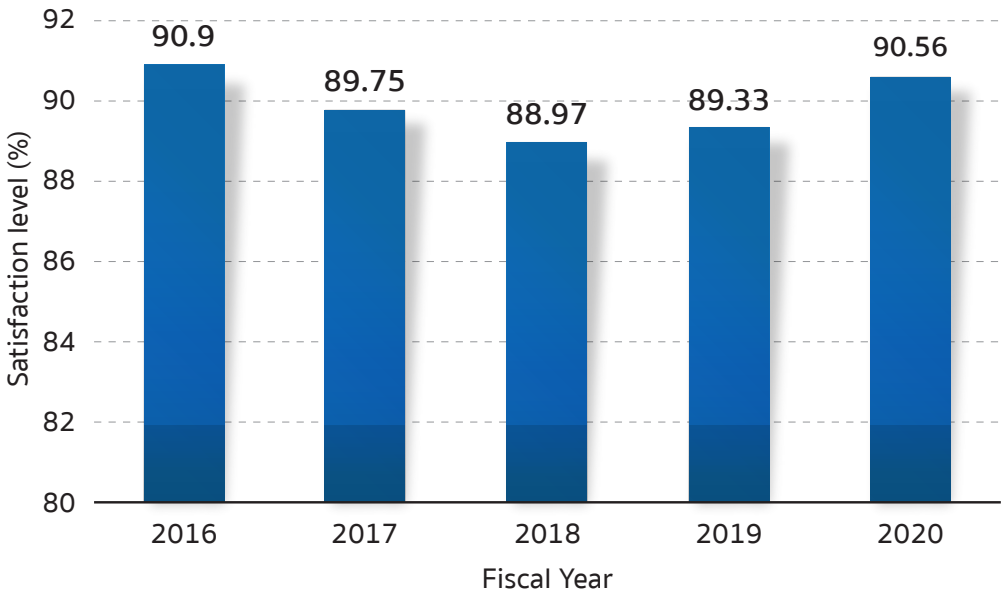




Outcome

In 2020, the community satisfaction level to EXAT's social responsibility was 90.56% -- an increase of 1.45% over 2019 level of 89.11% as shown below.

Community satisfaction level to social responsibility activities

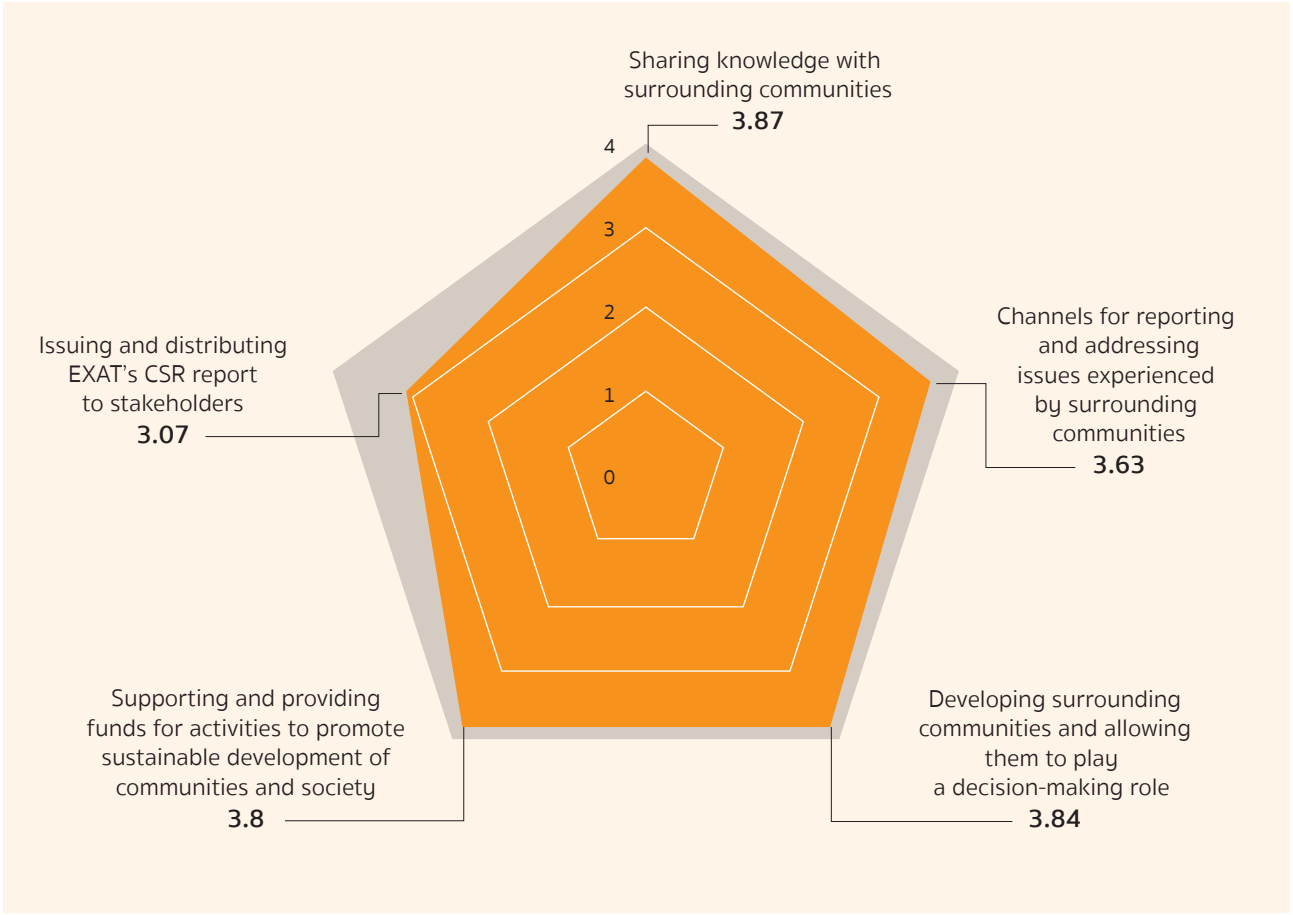


Based on participant feedbacks, the satisfaction levels by activity are as follows

Activity	Satisfaction level
"Expressways for Youth" activity	95.60
"Expressways Sharing Smiles with Children" activity	93.39
"Friendly Community Network" activities and Fire Drills	
• Si Rat (Bang Klo-Chaeng Wattana Section B) Expressway	82.91
• Udon Ratthaya Expressway	84.86
• Chalong Rat Expressway	90.84
• Chalerm Maha Nakorn Expressway	93.89
• Kanchanaphisek Expressway	93.14

According to the 2020 report on surrounding communities' perception of EXAT social responsibility, the perception on sustainable society was 3.65 (Good). The perception for each area, namely, sharing knowledge with surrounding communities, channels for reporting and addressing issues experienced by surrounding communities, developing surrounding communities and allowing them to play a decision-making role, and supporting and providing funds for activities to promote sustainable development of communities and society were at 3.87, 3.63, 3.84 and 3.8 respectively (good level) However, the perception for issuing and dissemination of social responsibility report to stakeholders was at 3.07 (moderate).

Surrounding communities' perception of EXAT social responsibility in community acceptance and sustainable society



Environmental Dimension



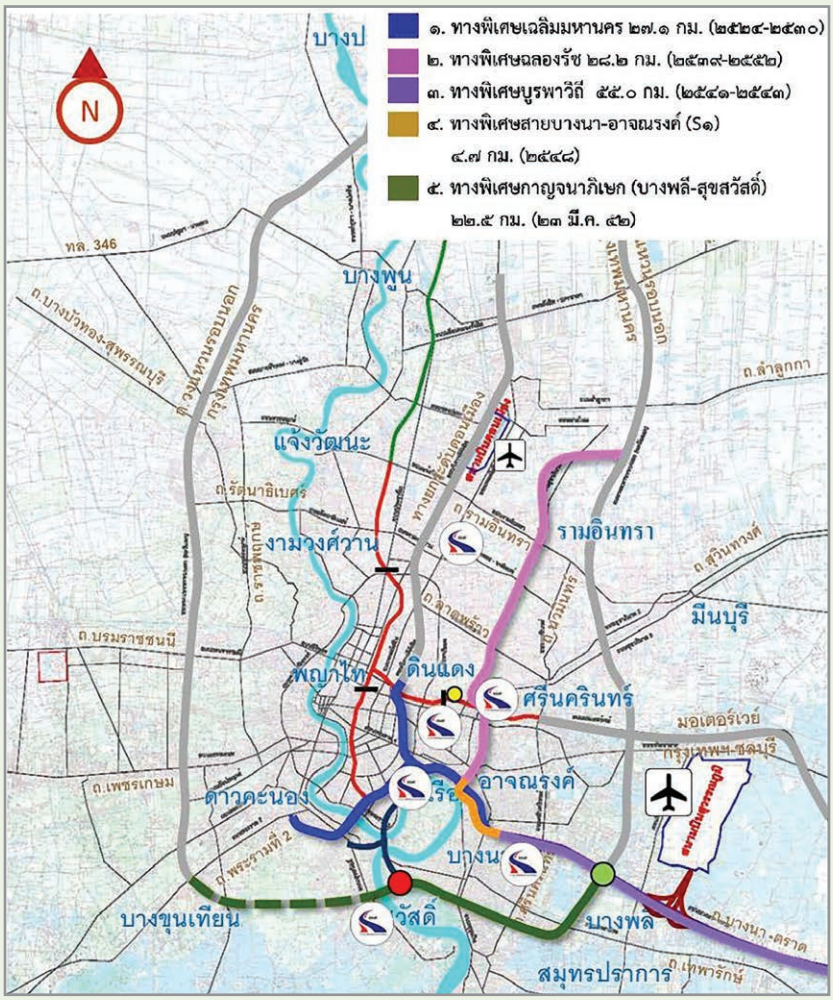
Environmental Dimension

Climate change (305-4, 305-5)

Climate change and its significant environmental impacts is one of EXAT's serious concerns. During the Fiscal Year 2020-2021, EXAT has conducted a study on eco-efficiency (EE) measurement and evaluation in accordance with ISO 14045:2012 (Environmental management - eco-efficiency assessment of product systems - Principles, requirements and guidelines) as well as Life-cycle assessment (LCA) to assess the environmental impacts of EXAT's operations quantitatively, taking into consideration the use of resources, energy consumption and release of pollutants. (103-1)

EXAT has adopted the eco-efficiency assessment as a tool to increase the organizations competitiveness and take responsibility toward natural resources and environments in the EXAT-operated 4+1 Expressways as shown in the picture below.

EXAT-operated 4+1 Expressways



To study the adoption of eco-efficiency within the organization, EXAT has set up an eco-efficiency working group to conduct eco-efficiency measurement and assessment, collect and analyze relevant data as well as apply results to enhance compliance and sustainability.

Eco-efficiency assessment consists of the following steps

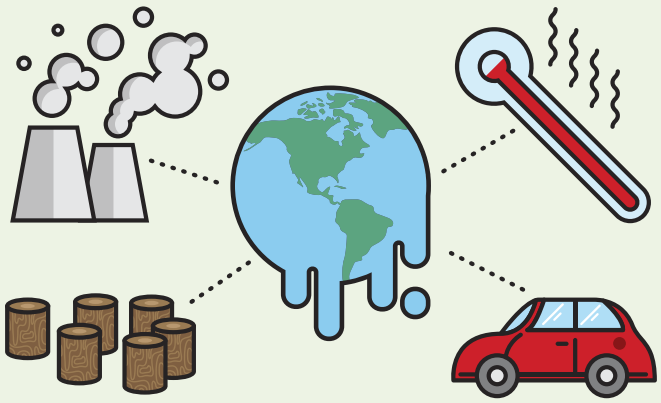


For project implementation, EXAT has conducted a training on basic eco-efficiency knowledge and preparation to eco-efficiency data according to the scope shown below.



Implementation (103-2)

The Eco-efficiency Working Group together with advisors have developed a data-collection form for eco-efficiency assessments to study the impacts of EXAT's operations on the environment including global warming, acid rain, resource depletion, land use and human health within the given scope. The data was used to determine the environmental impacts on global warming by calculating the amount of greenhouse gas emission from each activity in carbon dioxide equivalence and report the results with the aim to reduce climate change impacts in the future. Most impacts were found to derive from the use of electricity, lead, tap water and fossil fuel respectively.



Outcome

EXAT has completed data collection and reported 100% of the Phase 1 eco-efficiency measurement for Year 1. The eco-efficiency assessment results of EXAT overall services and by route are as follow:

	Chaloem Maha Nakhon Expressway	Chalong Rat Expressway	Burapha Withi Expressway	Kanchanaphisek Expressway	Total
Environmental impacts on Climate Change (tons of CO_2 equivalent)	10,626.68	9.065.5	10,853.11	13,836.02	44,381.31
Revenues	3,694.39	2,970.70	2,08.19	2,845.36	11,592.14
Eco-efficiency (Million baht)	347.7	327.7	191.8	205.6	Overall EE 261.2

It was found that the overall eco-efficiency of EXAT services is 261.2 baht/kg of carbon dioxide equivalent. EXAT will use this value as baseline for further assessment and implementation of initiatives to enhance eco-efficiency and reduce environmental impacts on climate change which include:

- Electricity Conservation project
- Fossil Fuel Reduction project
- Green Purchasing project
- Reuse of traffic signs



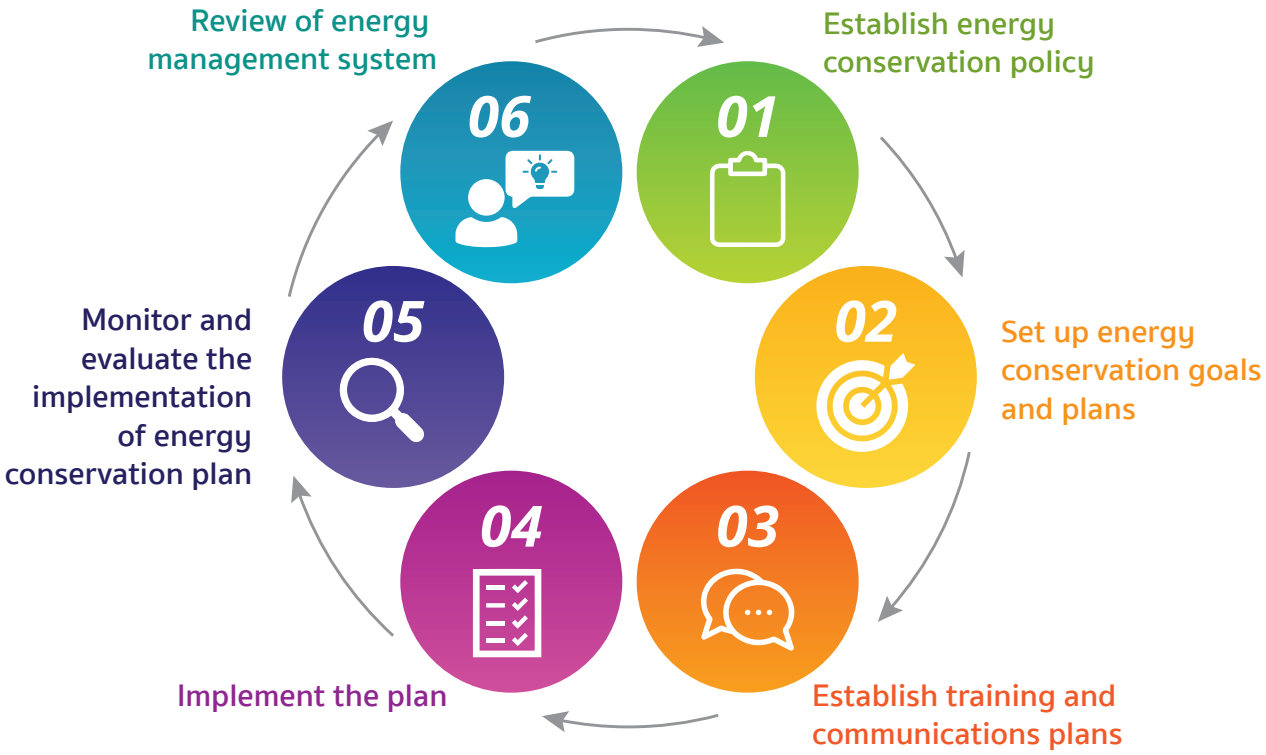
Energy conservation (302-1, 302-3, 302-4)

In addition to reduction of pollution and other environmental impacts, EXAT recognizes the importance of sustainable use of resources. Therefore, EXAT has implemented energy conservation measures and raised awareness on energy conservation among EXAT personnel. In addition, EXAT considers the use of alternative energy such as solar energy to replace non-renewable energy in the future. (103-1)

EXAT has established an energy management working group as well as issued and disseminated energy conservation policies to EXAT personnel and stakeholders. EXAT's energy conservation capability has also been assessed to determine significance of energy use and set up goals and energy conservation plan. In addition, trainings and awareness raising have been conducted throughout the organization. The implementation of the energy conservation plan is being monitored and evaluated to inform the review of energy management for improvement in the following years.



Steps in energy conservation



Goals

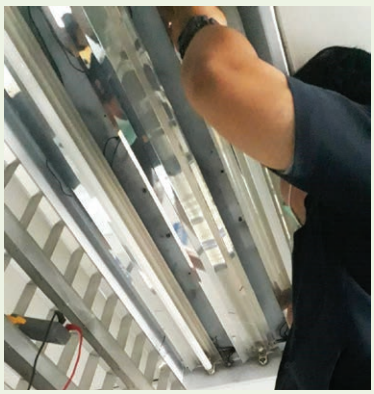
- Reduce electricity use in 2020 by 0.19%.
- Train at least 200 employees on “Easy energy conservation tactics”.
- Organize “Easy energy conservation tactics” quiz with at least 200 participants.

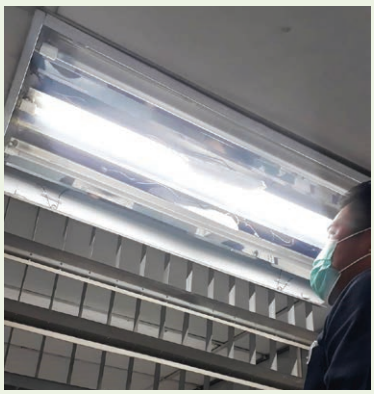
Implementation (103-2)

The Energy Management Working Group collected energy use data at the EXAT Headquarters building and calculate the specific energy use of the facility areas and established the energy conservation guideline as follows:

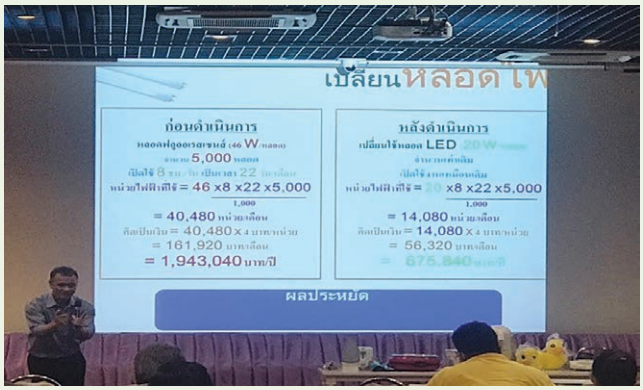
- Replace T18 fluorescent light bulbs with LED bulbs to reduce electricity consumption.
- Conduct employee training on “Easy energy conservation tactics”.
- Organize “Easy energy conservation tactics” quiz for employees.

Replacing T8 fluorescent lightbulbs with LED bulbs



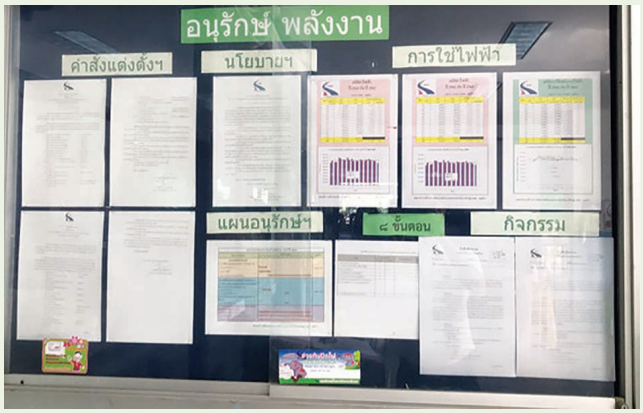


Energy management training





Communications activity on energy management



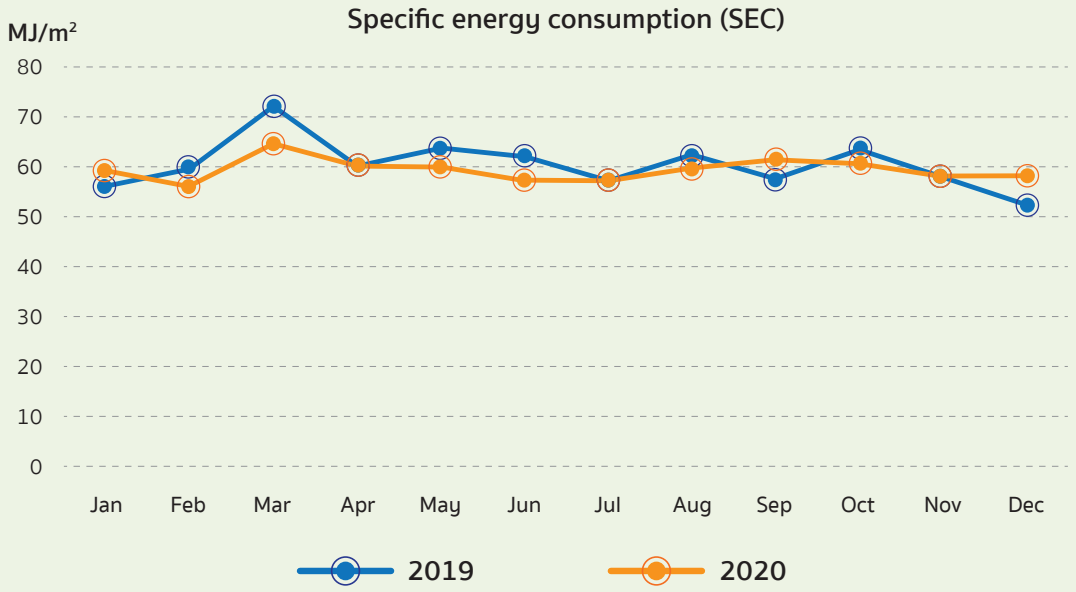


Outcome

The outcome of the 2020 energy conservation plans is:

- One hundred T8 fluorescent lightbulbs were replaced with LED bulbs, reducing actual electricity use by 0.085%.
- Training on “Easy energy conservation tactics” was conducted with 224 employees.
- “Easy energy conservation tactics” quiz was organized and participated by 224 participants.

Comparative specific energy consumption (SEC) graph between 2019 and 2020



Moreover, since 2012 EXAT has adopted renewable energy by installing solar cells to power expressway emergency telephones which are regularly checked every four months and batteries changed every 3-5 years. For 2021, EXAT plans to install solar cell for more expressway emergency telephones to increase the use of renewable energies.

Pollution prevention and environmental protection (307-1)

EXAT is committed to the prevention of pollution and environmental impacts from EXAT's activities with continuous improvement of the organization's environmental management system for both EXAT-operated and contracted operations to improve the economic and environmental efficiency in operations. (103-1)

Implementation (103-2)

EXAT has implemented and continuously revised the environmental management system for improvement in accordance with the ISO14001:2015 standard and accreditations from reliable external parties. In addition, EXAT has implemented a project to measure air quality, sewage conditions and noise level at expressway entrances/exits and EXAT office buildings to monitor environmental impacts and inform the environmental prevention, improvement and enhancement as follows:

- Maintain and improve environmental management system according to ISO14001:2015 standard.
- Monitor and measure environmental impacts.

Maintenance and improvement of environmental management system according to ISO 14001:2015 standard

Issue	Implementation
Sewage management	Improvement of the rooftop area of the Burapha Withi Expressway Control Center building to prevent water leakages to the Operation Room. Wastewater assessment is conducted according to the plan.
Garbage and waste management	Providing water-irrigated ashtrays at the Burapha Withi and Chalong Rat Toll Plaza. Appropriate waste management by types of waste according to guideline.
Air pollution management	Air quality measurements are taken at certain locations including measurements of: - PM2.5 particulate matters - PM10 particulate matters - Total Suspended Particulate Matter - Carbon monoxide (CO) - Nitrogen dioxide (NO_2) - Ozone (O_3)
Control of environmental impacts from contractors	Environmental impact monitoring is monthly conducted for the construction of Rama III-Dao Khanong-Western Bangkok Outer Ring Road expressway Project (Western section, Contract No. 4) to ensure compliance with set standards by EXAT, consultants and examiners.
Accreditations from external parties	EXAT has an ISO 14001 working group to conduct regular review of environmental management and use the evaluation on risks, opportunities and environmental impacts to inform the establishment of environment-related objectives and projects as well as the review of environmental management.

Monitoring and measurement of environmental impacts (102-11)

EXAT conducts activities to control the environmental impacts by regularly reviewing environmental issues and use the evaluation on risks, opportunities and significant environmental impact to develop the objectives for environmental projects including:

- Measurement of average noise level at 25 locations at the expressway entrances and at EXAT buildings to compare with set standards.

Noise level measurement




- Install online monitoring system for environmental quality at the expressway entrances/exits to inform employees and expressway users.

Air quality measurement




Implementation

- Inspection of sewage quality of drainage according to environmental management plan and relevant laws.
- Management of each type of waste and garage according to relevant laws.
- Establishment of measures to prevent and address environmental impacts caused by contractors during construction to safeguard the environment according to set standard.
- Continuous improvement of the environmental management system, and successful evaluation and accreditations according to international standards.
- Most of noise level measurements at 25 locations fall within standards. Only Bang Muang 4 Entrance/ Exit requires continued monitoring.
- Installation of the online monitoring system for environmental quality measurements with real-time data display at Toll Collection Building and on EXAT Portal application. It was found that air quality, noise levels and vibrations are within standard.

MATERIALITY DISCLOSURES SERVICE 2021

GRI Standards Content Index (102-55)

For the Materiality Disclosures Services, GRI Services reviewed that the GRI content index is clearly presented and references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

GRI Standard	Disclosures		SDGs	Pages	Omissions	Direct Answer
GRI 101: Foundation 2016						
General Disclosures						
GRI 102: General Disclosures 2016	**Organizational Profile**					
	102-1	Name of the organization		4		
	102-2	Activities, brands, products and services		6		
	102-3	Location of headquarters		4		
	102-4	Location of operations		4, 6-7		
	102-5	Ownership and legal form		4		
	102-6	Markets served		6		
	102-7	Scale of the organization		6, 12		
	102-8	Information on employees and other workers		12		
	102-9	Supply chain		13		
	102-10	Significant changes to the organization and its supply chain		13		
	102-11	Precautionary Principle or approach		113		
	102-12	External Initiatives		93, 98-102		
	102-13	Membership of associations		-		No significant change
	Strategy					
	102-14	Statement from senior decision-maker		2		
	102-15	Key impacts, risks and opportunities		19		
	Ethics and Integrity					
	102-16	Values, principles, standards and norms of behavior		60		
	102-17	Mechanisms for advice and concerns about ethics		60-62		
	Governance					
	102-18	Governance structure		37-38		
	102-19	Delegating authority		38		
	102-22	Composition of the highest governance body and its committees		39		
	102-23	Chair of the highest governance body		39		
	102-24	Nominating and selecting the highest governance body		39		
	102-25	Conflicts of interest		64-65		
	102-26	Role of highest governance body in setting purpose, values and strategy		40		
	102-27	Collective knowledge of highest governance body		39		
	102-28	Evaluating the highest governance body's performance		-	Confidentiality constraints by internal regulations	
	102-29	Identifying and managing economic, environmental and social impacts		-	Confidentiality constraints by internal regulations	
	102-30	Effectiveness of risk management processes		-	Confidentiality constraints by internal regulations	
	102-31	Review of economic, environmental, and social topics		-	Confidentiality constraints by internal regulations	
	102-32	Highest governance body's role in sustainability reporting		-	Confidentiality constraints by internal regulations	

GRI Standard	Disclosures		SDGs	Pages	Omissions	Direct Answer
	102-33	Communicating critical concerns		-	Confidentiality constraints by internal regulations	
	102-34	Nature and total number of critical concerns		-	Confidentiality constraints by internal regulations	
	102-35	Renumeration policies		-	Confidentiality constraints by internal regulations	
	102-36	Process for determining renumeration		-	Confidentiality constraints by internal regulations	
	102-37	Stakeholder's involvement in renumeration		-	Confidentiality constraints by internal regulations	
	102-38	Annual total compensation ratio		-	Confidentiality constraints by internal regulations	
	102-39	Percentage increase in annual total compensation ratio		-	Confidentiality constraints by internal regulations	
	Stakeholder Engagement					
	102-40	List of stakeholder groups		30-31		
	102-41	Collective bargaining agreements		77		
	102-42	Identifying and selecting stakeholders		30		
	102-43	Approach to stakeholder engagement		30-36		
	102-44	Key topics and concerns raised		30-36		
	Reporting Practice					
	102-45	Entities included in the consolidated financial statements		58		
	102-46	Defining report content and topic Boundaries		14		
	102-47	List of material topics		16-18		
	102-48	Restatements of information		14		
	102-49	Changes in reporting		14		
	102-50	Reporting period		14		
	102-51	Date of most recent report		14		
	102-52	Reporting cycle		14		
	102-53	Contact point for questions regarding the report		15		
	102-54	Claims of reporting in accordance with the GRI Standards		14		
	102-55	GRI content index		115		
	102-56	External assurance		-		No External Assurance
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary		41		
	103-2	The management approach and its components		41-42		
	103-3	Evaluation of the management approach		42		
Material Topics						
Economic Performance						
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary		-		
	103-2	The management approach and its components		-		
	103-3	Evaluation of the management approach		-		
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	8, 9	57		
Expressway user's satisfaction						
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary		44		
	103-2	The management approach and its components		44		
	103-3	Evaluation of the management approach		-		
	% Satisfaction level			47		

GRI Standard	Disclosures		SDGs	Pages	Omissions	Direct Answer
Complaint Management						
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary		52		
	103-2	The management approach and its components		53		
	103-3	Evaluation of the management approach		-		
	Customer feedback procedure and result			53		
Products and services innovation						
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary		54		
	103-2	The management approach and its components		54		
	103-3	Evaluation of the management approach		-		
	Number of research			55		
Indirect Economic Impacts						
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary		8		
	103-2	The management approach and its components		8		
	103-3	Evaluation of the management approach		-		
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	9, 11	7-8		
	203-2	Significant indirect economic impacts	3, 8	7-8		
Anti-corruption						
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary		62		
	103-2	The management approach and its components		63		
	103-3	Evaluation of the management approach		-		
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	16	62-63		
	205-2	Communication and training about anti-corruption policies and procedures	16	62-65		
	205-3	Confirmed incidents of corruption and actions taken	16	68		
Employee Engagement						
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary		69		
	103-2	The management approach and its components		70		
	103-3	Evaluation of the management approach		-		
GRI 401: Employment 2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	8, 10	73-74		
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary		75		
	103-2	The management approach and its components		76		
	103-3	Evaluation of the management approach		-		
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	8	75-83		
	403-2	Hazard identification, risk assessment and incident investigation	8	76-77		
	403-3	Occupational health services	8	77		
	403-4	Worker participation, consultation and communication on occupational health and safety	16	76-81		
	403-5	Worker training on occupational health and safety	8	77-81		
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	8	77-78, 81		
	403-8	Workers covered by an occupational health and safety management system	8	77-81		
	403-9	Work-related injuries	8	82-83		
	403-10	Work-related ill health	8	82-83		
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary		83		
	103-2	The management approach and its components		85		
	103-3	Evaluation of the management approach		-		

GRI MATERIALITY DISCLOSURES SERVICE 2021

GRI Standard		Disclosures	SDGs	Pages	Omissions	Direct Answer
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	5, 8, 10	83, 93		
	404-2	Programs for upgrading employee skills and transition assistance programs	5, 10	83-91		
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary		70		
	103-2	The management approach and its components		71		
	103-3	Evaluation of the management approach		-		
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	10	39, 69-70		
Participation and Development of Surrounding Community						
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary		93, 98		
	103-2	The management approach and its components		93, 98		
	103-3	Evaluation of the management approach		-		
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments and development programs	3, 10	93-94, 98-103		
	413-2	Operations with significant actual and potential negative impacts on local communities	3, 10	93-94, 98-103		
Rescue Operations and Emergency Response						
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary		48		
	103-2	The management approach and its components		48		
	103-3	Evaluation of the management approach		-		
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories		48-49		
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		48-52		
Energy Conservation						
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary		109		
	103-2	The management approach and its components		110		
	103-3	Evaluation of the management approach		-		
GRI 302: Energy 2016	302-1	Energy consumption within the organization	7	109-112		
	302-3	Energy intensity	7	109-112		
	302-4	Reduction of energy consumption	7	109-112		
Climate Change						
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary		106		
	103-2	The management approach and its components		108		
	103-3	Evaluation of the management approach		-		
GRI 305: Emissions 2016	305-4	GHG emissions intensity	13	106-109		
	305-5	Reduction of GHG emissions	13	106-109		
Prevention Pollution and Environmental Protection						
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary		112		
	103-2	The management approach and its components		112		
	103-3	Evaluation of the management approach		-		
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental law and regulations		112-113		

Survey on 2020
EXAT Sustainability Report

The responses from this survey will be used to improve EXAT Sustainability Report in the following years.

Demographics

1. Gender ☐ Female ☐ Male
2. Age ☐ Under 25 years ☐ 25-40 years ☐ 41-60 years ☐ Over 60 years
3. Your relationship with EXAT
   - ☐ Government (as owner of EXAT)
   - ☐ Business partner
   - ☐ Individual impacted by expropriation
   - ☐ General public
   - ☐ EXAT staff
   - ☐ Expressway user
   - ☐ Member of community near expressway
   - ☐ Others (please specify).....

Purpose of reading this report

- ☐ To get to know EXAT and its operations
- ☐ To use in research/study
- ☐ To learn about the economic, environmental, social and governance aspects of EXAT operations
- ☐ Others

Satisfaction level for this report

Satisfaction level	Low 1	Medium 2	High 3
Completeness of report			
Content on materiality issues			
Attractiveness of content			
Ease of understanding of content			
Design			
Disclosure and transparency			
Overall			

Requests and areas for improvement for the next report

.....

.....

.....

Additional suggestions:

.....

.....

.....

Thank you for taking the time to share valuable information with EXAT.

Stamp

Send

Corporate Social Responsibility Section,
Corporate Governance Division, Office of the Governor
Expressway Authority of Thailand
111 Rim Khlong Bang Kapi Rd.,
Bang Kapi, Huai Khwang,
Bangkok 10310


Thank you

Chalerm Maha Nakorn Expressway and Kanchanaphisek Expressway (Bang Phli–Suksawat)

QUALITY MANAGEMENT

ISO 9001:2015

Standard quick, correct, impressive and standard service

Chalong Rat, Bang Na-At Narong and Burapha Withi Expressway

CERTIFIED

ISO 14001:2015

Use saving resource, comply with rules, reduce accidents and care environment

TISTR
Cert.No.E 0002

The Expressway Authority of Thailand

CERTIFIED

ISO / IEC 27001:2013

Information security management system applied to data center (back office site) including physical and environmental control systems, network infrastructure systems and security infrastructure systems of Expressway Authority of Thailand (EXAT)

EXPRESSWAY AUTHORITY OF THAILAND

EXPRESSWAY AUTHORITY OF THAILAND
EXAT Expressway Administration Center
111 Rim Khlong Bang Kapi Rd., Bang Kapi,
Huai Khwang, Bangkok 10310

EXAT Call Center
1543