



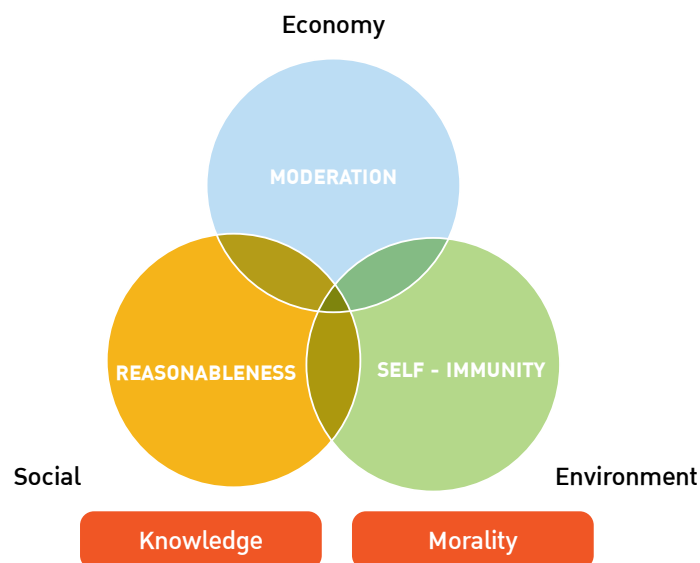
## BUSINESS SUSTAINABILITY DEVELOPMENT

Symphony Communication Public Company Limited believes that sustainable development and inclusive growth are the way to establish long-term value for the Company and its stakeholders. Therefore, the Company is committed to and recognizes the importance of sustainable business operations based on good corporate governance principles as well as social responsibility and stewardship of environment. The Company has continued improving work efficiency to drive the Company toward sustainability in term of economy, social, and environment by setting goals, strategies, operating plan, properly allocating budget, putting efficient internal control, risk management and compliance in place, including developing employees' knowledge and capability to work efficiently. This will help creating value for the Company and stakeholders.

### POLICY AND OBJECTIVES OF SUSTAINABLE MANAGEMENT

The Company has established the Sustainability Development Policy aiming to create shared value to stakeholders in three aspects: economic, social and environment. The Company has adopted the “*Sufficiency Economy Philosophy*” taking into account moderation, reasonableness, and good self-immunity with knowledge and morality as conditions, as well as international standards of sustainability development as guidelines for conducting business to create balance between economy, society, and environment. All activities of the Company must be conducted based on sustainability principles covering the following three dimensions and aim for sustainable results.

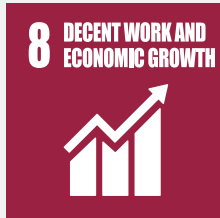
- 1) **Economic dimension** : aiming to create value and continuous economic growth based on principles of good corporate governance, risk management at international standards, and sense of responsibility to all stakeholders.
- 2) **Social dimension** : adhering to social responsibility, creating opportunities, and enhancing quality of life of employees and people in society.
- 3) **Environmental dimension** : focusing on environmental stewardship, aiming to conduct business in a friendly environmental manner.



Further information about the Sustainability Development Policy and practices are tabled in the Company's website: [www.symphony.net.th](http://www.symphony.net.th) under “Sustainability” > “Sustainability At A Glance”.

## Alignment with UN Sustainable Development Goals

The Company is committed to operating its business in line with the 17 Sustainable Development Goals (SDGs) adopted by the United Nations, considering its sustainability issues and selecting goals that are directly related to the Company's business operations and direction in order to focus on driving strategies and operations to create maximum benefits for the Company and respond to all stakeholders.



### GOAL 8

#### DECENT WORK AND ECONOMIC GROWTH

The Company continuously supports economic growth, focusing on effective employment with equal and fair compensation, saying “No” to forced labour, protecting labour rights, and promoting and securing safety and good environment at work



### GOAL 9

#### INDUSTRY, INNOVATION AND INFRASTRUCTURE

The Company focuses on ongoing investment, expansion, and development of telecommunication network to be quality, resilient, reliable, and covered major business areas nationwide. Provide premium connectivity, solutions and digital services adopting latest technology and innovation to support for the success of the national strategies in driving Thai economy and society towards the digital era and to enhance quality of people living.



### GOAL 13

#### CLIMATE ACTION

The Company focuses on managing natural resources efficiently, preserving environment, and reducing negative environmental impacts, particularly climate change from the Company's activities.



### GOAL 16

#### PEACE, JUSTICE AND STRONG INSTITUTIONS

The Company focuses on good corporate governance by establishing written corporate governance policy to be framework and guidelines for conducting business transparently and traceably taking into account respect for human rights and sense of responsibility to all groups of stakeholders.

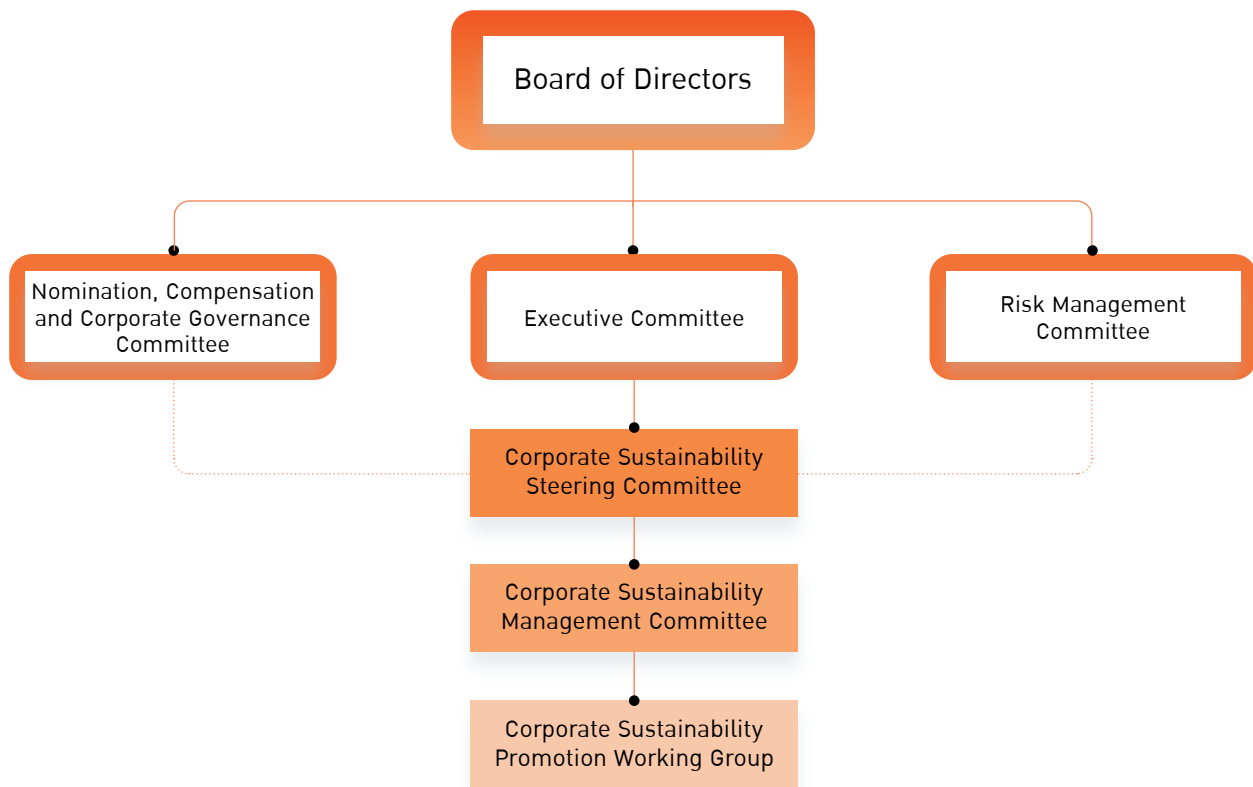


### GOAL 17

#### PARTNERSHIP FOR THE GOALS

Strengthen good relationships between companies in the industry and various agencies, including supporting, promoting, and providing cooperation to public sector, private sector and society at large in order to drive the country to achieve sustainable goals.

## Sustainability Governance Structure



To effectively drive sustainability strategies, goals, and operation across the organization, the company has defined sustainability governance and management structure that has engaged with everyone ranging from the Board of Directors, sub-committees, executives and employees at all level. While the Board of Directors is the highest governance body who provides advisory and approves sustainability policy, directions, goals, strategy and budget, the Nomination, Compensation and Corporate Governance Committee and the Executive Committee help and are responsible for preliminary screening of such matters.

In terms of sustainability management, the Board of Directors has appointed the Corporate Sustainability Management Committee, consisting of executives from various business units and departments, to be a mechanism in driving the Company's sustainability performance to meet with standards and respond expectations of all stakeholders through setting strategy, targets, roadmap, management approaches and indicators, including regularly monitoring result and effectiveness of the sustainability roadmap execution.

In addition, the Board of Directors has appointed the Corporate Sustainability Steering Committee, with President as the Chairman, to be accountable for providing advisory and overseeing sustainability operation to be in line with the established vision, policies, goals and strategies; promoting, supporting and driving cooperation and engagement in sustainability operations across the organization; as well as reporting results of sustainability performance to the Executive Committee on a regular basis.

To ensure integration of sustainability into corporate culture and day-to-day operation, clear communication and continual improvement, the Corporate Sustainability Promotion Working Group, comprising champions or leaders of each sustainability area covering economic, social and environmental dimension, performs duties in coordinating with executives from business units and departments to deploy to employees who have important role in implementing and complying to achieve sustainability goals.

# MANAGEMENT OF IMPACTS ON STAKEHOLDERS IN THE BUSINESS VALUE CHAIN

## Business Value Chain

The Company operates its business focusing on the stakeholders' engagement as well as the sustainability management of each activity throughout its business value chain. Activities to support the business value chain are divided into two categories, which are primary activities and support activities.



### Primary Activities

#### 1. Sourcing

- Studying of market and customers' needs.
- Provision of standard quality and environmentally friendly network equipment by selecting suppliers/vendors with advanced technology development under transparent, equitable and fair process.
- Collaboration with business partners for developing services and solutions responsive to life and business.
- Acquiring of licenses from the National Broadcasting and Telecommunications Commission (NBTC).
- Acquiring of the right of way for the constructed networks from related agencies, i.e., MEA, PEA.

#### 2. Operations

- Adherence to applicable laws, regulations, and consideration towards human rights, environmental and operational health & safety
- Expansion of network nationwide
- Maintaining standards and safety for fiber optic and other equipment installation by contractors
- Putting awareness on social safety and impact
- Reduction of environmental impacts. Waste management from business operation
- Focusing on cybersecurity and protection of personal data under policies and frameworks that conforms to the ISO27001 standard

#### 3. Marketing and Sales

- Provision of information on services, both online and offline channels, in a complete and transparent manner
- Fair pricing
- Management of online and offline sales and distribution channels for customer accessibility

#### 4. After Sales Service

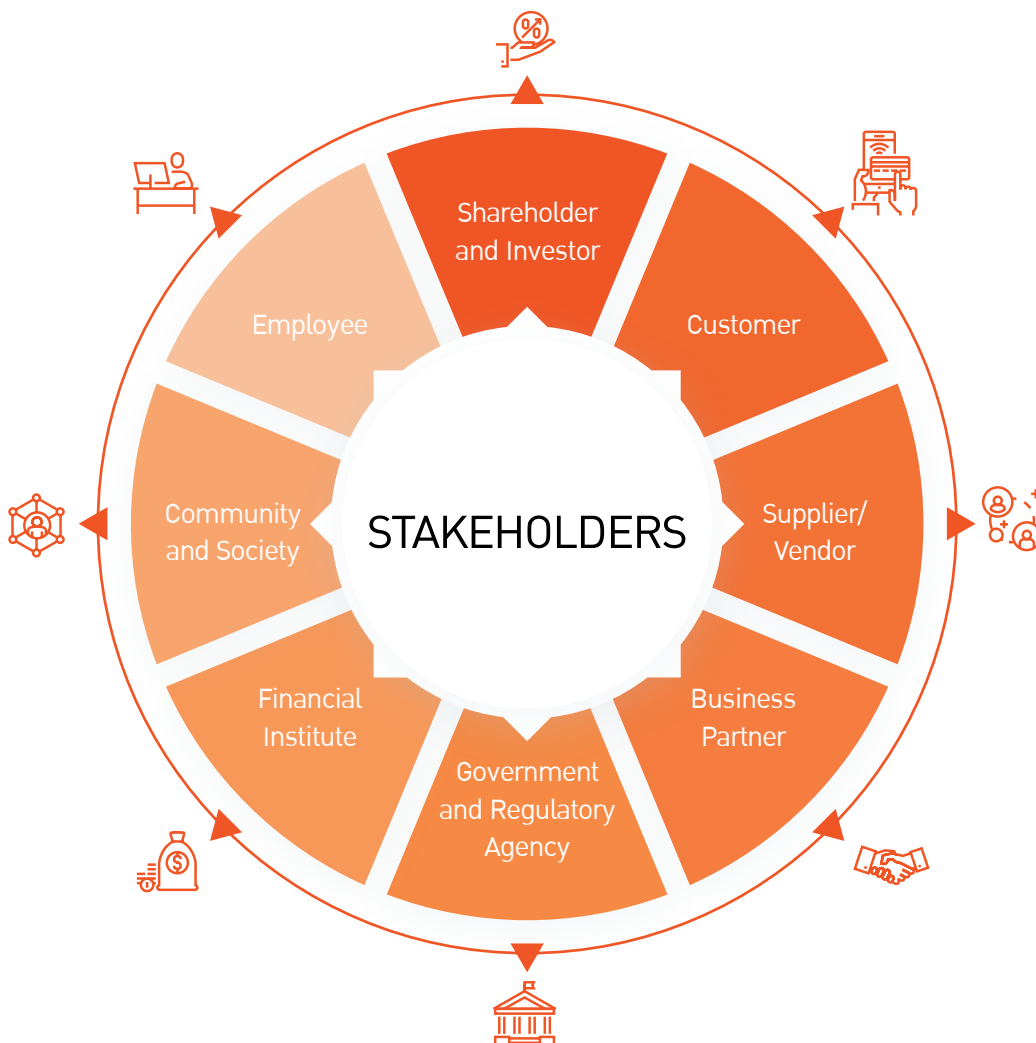
- Information security management, 24x7 monitoring and immediate response by expertise engineer
- Protection of personal data adopting policies and procedures that regulate accessibility and use of customer data. Provision of channels for reports and complaints
- Retaining of customer relations by customers segmentation according to usage and demands, providing privileges, to maintain loyalty

## Supporting Activities

- Adherence to good governance and code of business conduct
- Efficient internal control and risk management that can reduce risks and increase business opportunities
- Fair and transparent human resource management with an emphasis on employee development in line with the company vision, appropriate remuneration and benefits
- Occupational health and safety management to increase work efficiency and safe working environment
- Transparent, equitable and fair procurement
- Trustworthy accounting that is accurate and transparent and that is aimed at creating financial stability conducive to business growth




## Analysis of Stakeholders in the Business Value Chain






The Company places importance on maintaining profitability, engaging, respecting for rights, including making understanding of expectations of stakeholders and responding to meet stakeholders' expectations. The stakeholders of the Company have been classified into eight groups taking into account of their relation to the Company's business, impacts from stakeholders towards the Company, and impacts from the Company's business operations towards stakeholders. The Company's stakeholders consist of shareholders and investors, customers, vendors and suppliers, business partners, government and regulatory agencies, financial institutes, community and society, and employees.







## Implementations with Stakeholders

Stakeholders	Communication/ Engagement Channels	Stakeholders' Interests/ Expectation	Response to Stakeholders' Interests/Expectations
 Shareholder and Investor	<ul style="list-style-type: none"> <li>Shareholders' meeting</li> <li>Annual Report</li> <li>News notification through the Stock Exchange website</li> <li>Activities to meet investors</li> <li>Communication via email, phone, social media</li> <li>Company website (Investors Relations)</li> <li>Complaint channel</li> </ul>	<ul style="list-style-type: none"> <li>Business continuity and performance growth</li> <li>Regular payment of dividend</li> <li>Respect of shareholders' rights and equitable treatment</li> <li>Transparent business</li> <li>Good corporate governance</li> <li>Accurate and timely disclosure of information through a variety of easy-to-access channels</li> </ul>	<ul style="list-style-type: none"> <li>Comply with the rules and guidelines of the Stock Exchange of Thailand and the Securities and Exchange Commission</li> <li>Operate in accordance with good governance and social responsibility principles</li> <li>Seek opportunities and study the possibility of investing to generate growth</li> <li>Disclose important information accurately, timely and in accordance with requirements of the regulators</li> </ul>
 Customer	<ul style="list-style-type: none"> <li>Onsite visits and direct meetings with customers</li> <li>Service Centers, Call center</li> <li>Communication via email, phone, website social media</li> <li>Customer relations activities/ marketing activities</li> <li>Customer satisfaction survey</li> <li>Complaint channel</li> </ul>	<ul style="list-style-type: none"> <li>Coverage service areas</li> <li>Quality, efficiency and stability of network</li> <li>Varied services to respond different demands, support Next Normal, enhance business efficacy</li> <li>Fair and reasonable price</li> <li>Provision of service information with knowledge and expertise in a responsible way</li> <li>Delivery of quality services in accordance with terms and conditions as agreed.</li> <li>After sales service, prompt responsiveness to problems or complaints and attentiveness to resolve problems in a timely manner</li> <li>Cyber securities and personal data protection</li> </ul>	<ul style="list-style-type: none"> <li>Develop, expand and improve network quality continuously</li> <li>Develop and offer new ICT solutions and digital services</li> <li>Deliver excellent experience and service beyond expectation</li> <li>Survey customers' opinion and satisfaction</li> <li>Strengthen confidence in information security management with ISO/IEC 27001:2013 and CSA-STAR standards</li> </ul>
 Supplier/ Vendor	<ul style="list-style-type: none"> <li>Meeting with supplier</li> <li>Communication via email, telephone, social media</li> <li>Supplier's survey</li> <li>Activities to build relationship with suppliers</li> <li>Complaint channel</li> </ul>	<ul style="list-style-type: none"> <li>Equal and fair treatment</li> <li>Fair and transparent procurement process</li> <li>Adherence to the established agreement</li> <li>Long-term relationship</li> </ul>	<ul style="list-style-type: none"> <li>Establish transparent and fair procurement process; regularly review and improve procurement process and communication to meet mutual needs</li> <li>Conduct Supplier Satisfaction Survey</li> <li>Share knowledge and technologies to improve procurement processes</li> </ul>

Stakeholders	Communication/ Engagement Channels	Stakeholders' Interests/ Expectation	Response to Stakeholders' Interests/Expectations
 Supplier/ Vendor			<ul style="list-style-type: none"> <li>Review and take immediate actions on any issues that occurred</li> </ul>
 Business Partner	<ul style="list-style-type: none"> <li>Communication via email, telephone, social media</li> <li>Regular meetings</li> </ul>	<ul style="list-style-type: none"> <li>Creation of shared value and mutual business benefits</li> <li>Knowledge sharing for business improvements, innovations in new products and services</li> <li>Willingness to promptly provide support when issues occur</li> <li>Long-term partnerships</li> <li>Business transparency</li> <li>Business and financial performance growth</li> <li>Business continuity</li> </ul>	<ul style="list-style-type: none"> <li>Review and discuss with business partners on value-creation initiatives</li> <li>Send support teams to collaboratively work with partners to improve business processes and benefits</li> <li>Practice effective communication</li> <li>Review and take immediate actions on any issues that occurred</li> </ul>
 Government and Regulatory Agency	<ul style="list-style-type: none"> <li>Occasional visit</li> <li>Attending meetings, seminars for exchanging ideas</li> <li>Participation in governmental initiatives and activities</li> <li>Communication via email, telephone</li> <li>Annual Report/ Annual Registration Statement</li> <li>Information publication on the website</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with laws and regulations</li> <li>Accurate and transparent disclosure of information</li> <li>Cooperation or support activities or projects organized by the government</li> <li>Social and environmental responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Comply with laws and regulations</li> <li>Disclose or prepare a report in accordance with the criteria stipulated by regulator.</li> <li>Support and take part in government agency activities and program</li> </ul>
 Financial Institute	<ul style="list-style-type: none"> <li>Meeting with executives and related employees.</li> <li>Communication via email, phone</li> </ul>	<ul style="list-style-type: none"> <li>On-time payment</li> <li>Financial stability, debt repayment ability</li> <li>Business and financial performance growth</li> <li>Transparent business</li> </ul>	<ul style="list-style-type: none"> <li>Pay all debts on time</li> <li>Abide by the commitment under the established agreement</li> <li>Provide accurate and complete financial information</li> </ul>
 Community and Society	<ul style="list-style-type: none"> <li>Whistleblowing channel</li> <li>Activities with the community</li> <li>Information publication on website</li> </ul>	<ul style="list-style-type: none"> <li>Conducting business responsibly</li> <li>Social and environmental impacts that may arise from the Company'</li> <li>Supporting activities of community and society</li> <li>Value creation for economy and society</li> </ul>	<ul style="list-style-type: none"> <li>Comply with applicable laws and regulations</li> <li>Supervise the installation process of network equipment to ensure that all parties involved are carried out correctly and does not create impact to community</li> <li>Assess the impact of business operations that may affect the community, society and environment</li> </ul>



Stakeholders	Communication/ Engagement Channels	Stakeholders' Interests/ Expectation	Response to Stakeholders' Interests/Expectations
 Community and Society			<ul style="list-style-type: none"> <li>• Support activities which are beneficial for society</li> <li>• Create and promote corporate culture about awareness of social and environmental responsibility</li> </ul>
 Employee	<ul style="list-style-type: none"> <li>• Communication between HR Division and employees</li> <li>• Town Hall meeting</li> <li>• Communication via social media, intranet and email</li> <li>• Annual employee engagement survey</li> <li>• Compliant channel</li> </ul>	<ul style="list-style-type: none"> <li>• Reasonable salary and benefits</li> <li>• Fair performance evaluation system</li> <li>• Stability and career opportunities</li> <li>• Safety and good environment in workplace</li> <li>• Work-life balance and happiness</li> <li>• Capability development</li> <li>• Privacy rights and equitable treatment</li> <li>• Participation in the organization in terms of expressing opinions</li> </ul>	<ul style="list-style-type: none"> <li>• Establish HR policies and procedures in compliance with applicable laws</li> <li>• Treat all employees equally and fairly</li> <li>• Respect privacy of employees.</li> <li>• Offer career growth and competitive salary and benefits</li> <li>• Continuously support development knowledge, and skills for employees.</li> <li>• Promote safety at work. Provide a workplace with hygienic environment</li> <li>• Provide channels for employee to safely voice their concerns</li> <li>• Organize recreational and engagement activities for employees</li> </ul>

## ENVIRONMENTAL SUSTAINABILITY MANAGEMENT

### Environmental Policy and Guidelines

The Company realizes that business operations can cause environmental footprint, it is, therefore, committed to conducting business taking into account environmental responsibility in every work process and has determined policy and practical framework for environmental management as follows:

1. Conduct business by focusing on reducing negative environmental impact and adapting to climate change, preservation of environment, sustainable utilization of natural resources and energy by adopting eco-efficiency and circular economy, taking action in line with the goals of the relevant agreements, reducing waste, mitigating direct and indirect greenhouse gas emissions, managing supply chain, promoting green procurement, and providing services in an environmentally friendly manner.
2. Respect and strictly comply with laws, standards, regulations and various practices on the environment, including providing cooperation in complying with international agreements in various matters to help preventing or reducing environmental footprint.
3. Assess and monitor operation or environmental impacts; respond to environmental impact arising from the Company's activities without delay.
4. Cultivate awareness of environmental responsibility among personnel through knowledge sharing, trainings and activities. Encourage personnel to propose ideas for environmental operations and energy conservation and participate in activities related to environment, natural resources and energy conservation, as well as campaigning for personnel to utilize natural resources and energy economically and efficiently.



5. Strive to build knowledge and understanding about conservation of environment, natural resources and energy to various stakeholders, as well as promote and provide cooperation in disseminating and publicizing environmental activities of government agencies, private organizations and the general public.

## Environmental Operating Results

### Energy Saving

The Company focuses on utilizing energy efficiently, maximizing benefit, and promoting energy saving activities, for example, using LED bulbs in the office, changing personal computer (PC) to laptop, campaigning to turn off electricity when not in use.



### Waste Management

The Company promotes separation of waste generated from work activities and takes into the process of disposal or recycling as much as possible and with the right methods, This includes focusing on raising awareness among employees on the importance of waste separation to lead changes in environmentally friendly behavior.

### Climate Change Action

Climate change is major challenge that greatly puts impact on human life, environment, and economic development, particularly change in pattern of seasons, disaster incurrence, extinction of livings, and transmission pattern of pathogens and disease vectors. Moreover, climate change is one of the main causes of the frequency and severity of natural disasters. causing huge losses to people's lives and property as well as putting economic and social impacts at large scale.

Being well aware of the challenges and risks arising from such issues on the Company's business operations, the Company pays more attention to environmentally friendly management, trying to reduce greenhouse gas emissions from operations, including raising awareness of climate change and environmental protection within the company and to its partners, customers and the general public by focusing on reducing energy consumption, studying and planning to use alternative energy, promoting, supporting and participating in various projects to help minimizing global warming in a concrete way including campaigning ongoing trees planting.

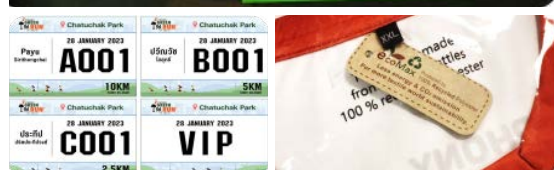


### Symphony Green Run : Kla (young plant or dare to) Plian (change) Lok (the World)

The Company organized a mini marathon activity “Symphony Green Run : Kla (young plant or dare to) Plian (change) Lok (the World)”. The purpose is to raise fund for purchasing trees and planting them in various areas in Bangkok. In addition to continuing the Company’s intention to promote and motivate employees and general public to exercise by running to strengthen their physical health and take advantage of free time, the event is also a campaign for all sectors to be aware of global warming and participate in solving the problem in a sustainable manner. Income from this event was used for purchasing 900 perennial trees where some of which were planted at Chatuchak Park and the rest was delivered to the Department of Environment, Bangkok Metropolitan Administration to plant in various areas to increase green areas in Bangkok.



The event also campaigned reducing consumption of wasteful resources, saying “No” to foam and plastic packages, separating waste, and gathered clear plastic (PET) bottles for donating for processing. As for the souvenirs given to participants, such as T-shirts and BIB, all are made from recycled materials.





## Greenhouse Gas Emission Reduction

The Company places importance on management and operations to reduce greenhouse gas emissions, which is a major cause of climate change and global warming. Company activities that may contribute greenhouse gas emissions composes of installation of fiber optic cables and network equipment, electricity consumption from air conditioning, lighting and office equipment, paper use, fuel consumption from corporate vehicles, management of waste generated from operational activities. At present, the Company is studying the way how to disclose information about management of carbon footprint correctly and properly. It is expected that the said information will be disclosed in 2024.

## SOCIAL SUSTAINABILITY MANAGEMENT

### Social Policy and Guidelines

The Company believes that business will grow sustainably only when the operations of that business are recognized, accepted and trusted by all groups of stakeholders in the business value chain. The Company supervises its business operation to comply with applicable laws, regulations and human rights placing importance on all inside and outside stakeholders and sets clear practices focusing on engagement of all stakeholders and responsibilities to all stakeholders

### Social Operating Results

#### Human Rights

The Company focuses on conducting business in conformity with the human rights principles under Thai and international laws and has formulated policy and practical guidelines on human rights to ensure that the Company's business is conducted based on principles of respect for human rights.

#### Human Rights Policy

The Company believes that all human beings are valuable and equal in term of rights and dignity without any differences, so the Company places the importance on promoting and protecting human rights throughout the organization which is the basic virtue of working and living together. The Company supports and respects for the human rights, ensuring that its business conducts have no connection with violation or put impacts on human rights, both directly and indirectly, for example, not supporting forced labor and against child labor, respecting and treating all stakeholders fairly on the basis of human dignity and equality of individuals with non-discrimination against origin, race, nationality, religion, gender, age, skin color, educational background, financial status, family, physical and mental conditions, respecting for the political rights of citizens under the democracy, as well as promoting compliance with laws, rules, regulations, and human rights standards both nationally and internationally, and encouraging subsidiaries, joint ventures, suppliers, business partners and all stakeholders to comply with human rights principles.





## Human Rights Performance

An overview of the Company's human rights performance in 2022 can be summarized as follows:

- Ensure fair, equitable and nondiscriminatory treatment of employees and stakeholders regardless of their gender, age, nationality, religion, and social status. Employees' constitutional rights and basic freedom are also honored.
- Say No to child labor, illegal labor and forced labor.
- Protect basic rights at work for the employees.
- Promote employees' rights to expression and engagement.
- Protect access to information, confidential information, and individual privacy of employees and relevant stakeholders.
- Put in place measure to protect employees informing about violation to the human rights or unequal treatment to the employees.

In 2022, the Company did not receive any complaints or reports on human rights violations from the Company's activities, and from business operations of suppliers and business partners.

## Human Resource Management

Employees are the heart of the Company and a key engine towards sustainable business growth. It consequently assures them of equitable and fair treatment. Employees are also encouraged to uphold the Company's norms, values, regulations, as well as legal and regulatory requirements, to unite their forces in leading the organization to become the leading telecommunications service provider in Thailand.

### 1. Fair Treatment to Employees

The Company places great importance on human dignity and fundamental rights of human as a principle of treatment to employees and stakeholders. The Company realizes that employee welfare and safety are foundations of organization sustainability. Equitable treatment and respect will establish good conscious and cooperation in the workplace which will build up creative thinking on work and improve of services given to customers including stakeholders. The Company executes fair Treatment to employees as follows:

- Formulate the Company's rules and regulations in accordance with legal requirements, setting them as guidelines for employees. Regularly monitor legal amendments and update the Company's rules and regulations accordingly.
- Strictly comply with labor and relevant regulations.
- Provide appropriate sanitation and safety work system in the workplace such as pollution prevention system, clean workplace to avoid accident and diseases.
- Provide fair employment conditions and appropriate remuneration according to various factors like competency, academic degrees, experience, economic conditions, and the Company's status.
- Impose standardized evaluation system, in considering rewards for employees with outstanding ability and performance based on the indicators set in advance by the employees and their supervisors.
- Clearly set the criteria for appointments, transfers, disciplinary actions and punishment and inform employees of the criteria.
- Provide suitable and sufficient welfare for employees, i.e. annual leave, medical care, annual health check-up, etc.
- Provide appropriate complaint procedure for employee in case of unfair treatment and protection for complainants

- Educate employees to enhance their skills by training classes and on-the-job training regularly
- Provide rewards and compliments to high performance employees.
- Inform significant information to employees to acknowledge about the performance, status and future plan of the Company via various channels such as e-mail, LINE message, Town Hall Meeting, etc.
- Encourage employees to have a balance in both work and personal life through various activities that is beneficial to employees, such as activity for relaxing massage for employees by visually impaired masseurs.
- Organize various staff activities under the “Great Place to Work Project” to promote relationship and engagement as well as happiness in workplace of all employees.
- Organize activities on special occasions.



## 2. Employment

The Company has a policy on equality and diversity of employment without any discrimination of gender, religion and culture. In 2022, the Company employed 414 employees with a diversity of age, gender, level of education and task characteristics.

## 3. Employees' compensation and benefits

The Company has implemented remuneration policy of employees in short term and long term, considering their competency, experience, educational degree and performance, including the Company's performance, by applying Balanced Scorecard and Key Performance Index (KPIs) Thus, employees of any gender or age receive fair and proper salaries. Moreover, the Company's salary structure is appropriate and comparable to other businesses in the same category.

In addition to monthly salary, the Company has established a provident fund. The objective is to promote savings and strengthen life security for employees. The Company has given employees the right to choose to accumulate savings at the rate of 3-15 percent of their salary and the Company contributes at the rate of 3 percent. In 2022, a total of 257 employees participate in the provident fund, representing 61.33% of all employees.



Moreover, the Company provides other benefits to the employees, such as group health insurance, life and accident insurance, travel allowance in case of business trip, funeral allowance and wreath in case of decease of employee's family member, loans at lower interest rates from participating banks, compensation on retirement, etc.

For the employees' welfare, the Company arranges for an annual health check-up according to age group and gender as well as organizes trainings to educate employees in regard to health treatment and prevention of various diseases.

#### 4. Employee's Knowledge and Potential Development

In driving business today that is constantly changing, employees are the heart of the Company and a key engine to drive the Company towards sustainable growth. The Company, therefore, gives importance to the development of employees' potential in every aspect so that employees are ready and have skills and potential to perform duties as well as are able to cope with incurring changes efficiently. The Company has emphasized on continuous development of employees in all positions to enhance their knowledge and capability in performing duties to meet the Company's goals and strategies and to support the Company's future growth. The company sets guidelines for developing employees in the form of appropriate training programs as well as encourage employees to participate in training according to their needs in order to enhance their knowledge and competency.

Patterns of employee development consist of:

1. In-house Training to broaden employees' perspectives, capacity and knowledge, aligned with the organizational goals and market competition.
2. External Training to develop competency in target areas. Employees were assigned to attend seminars and training programs organized by external organizations as well as to participate in domestic and overseas field trips.
3. On the Job Training to improve employees' skills and work efficiency. Hands-on experiences will facilitate quick learning and understanding in work processes.

In 2022, the company provided knowledge development to its employees through both internal and external training programs. A total of 343 employees attended the training, divided into 223 males and 120 females, representing 83.25% of the total number of 414 employees. Total cost of employees' development spent in 2022 were Baht 2,981,898.52.

#### Training Course in 2022

##### Growth Mindset & Service Excellence Program

Objectives : To be able to draw potential of team and oneself by using technique of observation of stimulus that make oneself struck in Fixed Mindset. In addition, employees shall learn how to draw energy and perspective of a Growth Mindset to see new opportunities, dare to do, learn and allow oneself to try right and wrong things, correct, get the job done as well as have a variety of communication methods that can be adapted depending on each person's method.

Benefits received from training attendance:

- Learn to communicate positively and know the concept of Growth Mindset and Fixed Mindset
- Value in yourself and people around you
- Opportunities for self-development
- Performance improvement to support growth of team and organization
- Service Mind
- Tips for dealing with complaints.





### Productive Communication & Personality Improvement Program

Objectives : to build advanced communication skills, comprising thinking, writing, speaking, including the development of intonation personality, use of body language, facial expressions, and personality to create effective communication.

Benefits received from training attendance :

- Development of communication, from basic to advanced, development of communication technique, adjusting way of thinking and speaking, using facial expressions, and expressions to suit different situations.
- Active listening and questioning skill
- Advanced development of personality and good attitude in life, study, and work
- Mutual targets for personal development in terms of communication and personality.

### Other Programs

Type	Program	Training Hours	No. of Attendees	No. of Attendees	จำนวนผู้เข้าอบรมเพศชาย
In House	Advanced Selected MPLS Topic & New Technology	(Female)	No. of Attendees	0	9
	Benefits of the Core license report from Sightline	(Male)	18	2	8
	CCNA	30	24	4	20
	Firewall Basic for Region	6	59	10	49
	FortiClient Training for Symphony	6	20	7	13
	Huawei S5735-L8T4X-A1	12	7	1	6
	Internal : ETP4800 (ETP4860-2KW-FE)	3	19	0	19
	Internal : Product Installation and Commissioning	6	23	0	23
	IP Network Planning and Design	12	49	19	30
	ISPA	6	37	14	23
	NCE Administration	18	33	2	31
	NCE-IP Alarm and Performance Monitoring	12	42	10	32
	NCE-IP Operation and Maintenance	30	30	9	21
	NCE-IP	6	36	11	25
Netscout Arbor Training	18	11	3	8	



Type	Program	Training Hours	No. of Attendees	No. of Attendees	จำนวนผู้เข้าอบรมเพศชาย
	NFM-T R.21 WDM with GMPLS operation and maintenance	30	10	1	9
	SD-WAN (Fortinet)	6	40	10	30
	Our Service	6	74	35	39
	SYMC NFMT R21 Overview	3	14	5	9
	Wi-Fi Internet (Aruba Instant On)	6	59	7	52
External	Underground Power and Communication Cable Systems for Development projects in the Capital and Large Cities	12	2	0	2
	Introduction to IT Audit	12	1	1	0
	The Sales Pro	12	2	1	1
	Implementing and Operating Cisco Enterprise Network Core Technologies (ENCOR)	30	1	0	1
	Working Paper for Better Corruption Preventive	12	1	1	0
	VMware vSphere Install Configure Manage V7	30	1	0	1
	VMware NSX-T Data Center : Install , Configure , Manage [V3.0]	30	1	0	1
	Microsoft Azure Fundamentals	18	1	0	1
	The Personal Data Protection Act B.E. 2019 (PDPA)	12	1	0	1
	New Labor Protection Law	3	4	4	0
	Implementing ISO 22301:2019 Business Continuity Management System	12	1	0	1
	Designing Cisco Enterprise Networks (ENSLD)	30	1	0	1
	Visualize it with Power BI Class 24	12	1	1	0
	Guidelines for Establishing Safety Management System according to the Ministerial Regulations on Safety Management System Standards, B.E. 2565	6	1	1	0
	Details, Guidelines, Strategies, and Recommendations for PDPA Ancillary Law for Organizations	12	1	1	0
	Professional Litigation in Administrative Courts	6	1	0	1
	Experience in Administrative Lawsuits	6	1	0	1
Veeam Certified Engineer (VMCE) V11	30	1	0	1	



Type	Program	Training Hours	No. of Attendees	No. of Attendees	จำนวนผู้เข้าอบรมเพศชาย
	The CMO Academy	60	1	1	0
	Implementing Cisco Service Provider Next Generation Core Network Service (SPCOR)	30	1	0	1
	NSE4 FortiGate	18	3	0	3
	Implementing and Administering Cisco Solution (CCNA) V1.0	30	1	0	1
	TFRS16 2022	6	1	1	0
	CompTIA Security+ (S+)	30	1	0	1
	Implementing Cisco Service Provider Advance Routing Solutions (SPRI)	30	1	0	1
	Insights into Tax Problems of Abroad Payment, P.N.D. 54, P.P. 36	6	1	1	0

## 5. Employee Engagement

The Company places importance on improvement of its performance by listening to opinions from employees. Therefore, employee engagement survey is conducted on an annual basis, at least once a year. The Company takes employee feedback to develop work plan to meet employees' need. In 2022, the results of employee engagement surveys were 81%, higher than that of the year 2021, at 79%. The results of employee engagement survey demonstrated that the Company aims to enhance employee engagement and create “**Excellent Experience**” for employees.

## Safety, Occupational Health and working Environment Management

Safeguarding all employees' safety, occupational health and favorable work environment has been the Company's emphasis. Preventive measures are highlighted to achieve the ultimate goal - “zero accident”: all employees completed their tasks without accident or damage to their life, property and family as well as the organization.

### 1. Safety, Occupational Health and Work Environment Policy

The Company is committed to securing good quality of life and safety in workplace to its personnel and stakeholders under the management of safety, occupational health and working environment that meets standards, efficient and in accordance with applicable laws. The Company has laid down policy and practical guidelines on safety, occupational health and work environment to be a guideline for operations and has maintained quality management system for safety, occupational health and working environment by stipulating that safety at work is the duty and responsibility of all executives and employees.

### 2. Supervision of Safety, Occupational Health and Work Environment Management

The safety, occupational health and work environment management is under the supervision of the Company's Safety, Occupational Health and Work Environment Committee, chaired by the senior executives or representatives authorized by the Company. The committee ensures efficient and effective implementation; as well as shorter, faster and more concise work procedure which is crucial in tackling safety-related issues. Moreover, there is a unit directly responsible for the matter and security officers to inspect, monitor and report compliance with safety rules for all tasks.

### 3. Operations of Safety, Occupational Health and working Environment

#### 3.1 Work environment management

The Company provides clean and suitable workplace environment according to safety and occupational health standards as well as working system that focuses on safety and sanitation appropriately.

#### 3.2 Safety trainings

Work safety requires knowledge, understanding and awareness in risks and consequences as well as compliance with the prescribed safety and occupational health measures

The Company has continued promoting employees' knowledge and understanding in safety through trainings on occupational health and safety concerning general knowledge and knowledge on work-related danger, dangerous jobs or dangerous situations, so that all carried out their tasks safely and better than the requirements.

In 2022, the Company provided trainings on health and safety at work for executives and employees as follows:

Type	Program	Training Hours	No. of Attendees (Person)
In House	Safety, Occupational Health and Environment for Employees	6	34
	Safety in Electrical Work	3	41
	Basic Fire Fighting	6	30
External	Working on Communication Cables of External Agencies on Electric Poles of PEA	18	9
	Capability Assessment of Electrician Working in Buildings, Level 1	6	1
	Operations on Electricity Poles for Outsiders (organized by MEA)	12	9
	Extension of Permit Card for Working on Electric Poles	6	34
	Guidelines for Establishing Safety Management System according to the Ministerial Regulations on Safety Management System Standards, B.E. 2565	6	1



### 3.3 Safeguarding employees' safety under the Coronavirus Disease 2019 (Covid-19) outbreak situation

The company is concerned and realized that caring of employees to be safe from the Coronavirus Disease 2019 (Covid-19) pandemic was an important mission. The Company, therefore, implemented various measures to mitigate risks and impacts from the Covid-19 outbreak as well as to ensure that employees could maintain their work life balance under the “New Normal”. Samples are adopting the Work from Home policy, deploying information technology to support work, i.e., online meeting, screening temperature before entering office space, providing sanitized alcohol gel and face masks to prevent virus, publicizing practical guidelines for employees to protect themselves, spraying disinfectants in offices and work areas, determining guidelines for entering the office space of third parties, providing ATK test kit and Covid-19 vaccination.

### 3.4 Work Environment Measurement

The Company arranges measurement of work environment, such as light, sound level, quality of drinking water to ensure compliance with standards and to ensure that employees work in a safe workplace that does not cause occupational illness.



## 4. Statistics of Accident, Absence, and Illness Rate from Work

The company continues keeping statistics of accidents and injuries from work in order to analyze and improve safety standards of employees with details as follows:

No.	Health and work Safety Results	Year	
		2022	2021
1.	Number of employees as of December 31 (Person)	414	409
2.	Number of Man-Hour (Hour)	785,016	767,040
3.	Number of sickness case from work-related (Case)	0	0
4.	Number of injury case from work-related (Case)	0	0
5.	Number of fatalities from work-related (Person)	0	0
6.	Injury rate from work-related (Injury case /200,000 Man-Hours)	0	0
7.	Sickness rate from work-related (Injury case /200,000 Man-Hours)	0	0
8.	Fatality rate from work-related (Injury case /200,000 Man-Hours)	0	0
9.	Lost day rate (Days / 200,000 Man-Hours)	0	0
10.	Absentee rate (Days / Total days scheduled to be worked by the workforce)	0	0

- Remark :**
1. Injury: The number of injuries from work-related with at least one day's abstention from work which the data does not include accidents categorized at the first-aid level.
  2. Lost Day: Time ("days") that an employee could not be worked (and is thus 'lost') because of injury or sickness from work-related. Record begins the next day.
  3. Absentee: Time ("days") that an employee absents from work because of incapacity of any kind, not just as the result of work-related injury or disease. Permitted leave absences and compassionate leave are excluded.

## Customer Relationship and Satisfaction Management

The Company recognizes the importance of creating satisfaction and confidence to the quality of the Company's products and services for customers who are one of key stakeholders that support continuous and sustainable growth of business. The Company, therefore, is committed to responding needs and expectations of customers by delivering and maintaining excellent quality of products and service, prioritizing on provision of service with promptness, providing information about products and services for decision-making in a complete, accurate, straightforward and sufficient manner, securing personal data of customers, and customizing services that satisfy every customer's unique needs at fair price so that customers can feel the touch of impressive experience from using our services according to the slogan **"Excellent Experience"**.

In addition to our commitment to deliver and maintain excellent quality of services, the Company places importance to build, manage and retain good relationship between the Company and customers, including engaging customers in various business and leisure activities through three service periods, before, during and after service along with listening and gathering needs, problems, expectations, and comments of customers, both positive and negative, towards the company's services receiving from online and offline communication channels, such as, direct discussion with sales staff, telephone calls to customer service, e-mails or messages sent via social media or complaint channel, survey of customer satisfaction, etc. The Company takes customers' feedback to analyze to use as guideline for offering, improving and developing services to meet customers' needs, both the existing customers, new customers and other stakeholders.



### Customers Troop Visit Activity

The Company arranged Troop Visit activity where the sales team visited customers at their offices, provided souvenir as well as discussed and updated them on Company services.



### Symphony Box Office Activity – Avatar: The Way of Water

The Company arranged the "Symphony Box Office" activity, inviting customers to see the movie "Avatar: The Way of Water". The purpose is to show appreciation to our customers for their trust in our services as always.



## **Customer Satisfaction Survey**

To know customer's expectations, problems, requirements as well as impact, the Company conducts customer satisfaction survey through CAST system every year. The results of customers satisfaction survey in 2022 were 90.71%. The top three areas that customers most satisfied with are service delivery, quality of service, and after sales service. The areas needed to improve are relationship and products. The Company takes customers' comments or feedback received from the survey to determine work plan for improving work processes and develop further services and products to meet customers' needs.

## **Data and Information System Security and Cybersecurity**

The Company places an importance on data and information system security and cybersecurity by establishing mechanisms to prevent unauthorized access to systems and information that may cause business damage, elevating security of the Company's information, and planning for handling with potential threats.

The Company has formulated policy and practical guidelines on data and information system security in compliance with applicable laws and corporate governance best practices for listed companies, including determining strategy and management approach on data and information system security and cybersecurity to enhance security of organizations at all levels. These help the Company to plan, prevent, detect, and respond to threats quickly and systematically. while the business can operate continuously.

## **Framework of data and information system security and cybersecurity management, and risk management**

The Company sets out management approach and risk management in relation to data and information system security and cybersecurity in accordance with the Cybersecurity Act B.E. 2562 and international standard: ISO 27001 which are under the supervision of the ISO Committee whose members are senior executives, and has established ISO Working Group to be in charge of management and operations.

In terms of risk management, the Company has determined scope and methods of risk assessment, analyzed gaps, and developed guidelines and procedures for handling and responding to cyber-attack in all operational areas that are vulnerable to cyber threats to use as guidelines to control and prevent risks of IT infrastructure. This covers network system, hardware, software, data and operating system, such as system setting, system access, rights management and improvement of system to enhance capability and efficiency. All these measures serve to ensure that the Company is able to manage risks efficiently, control or reduce impact that may occur on the organization and business opportunities to an appropriate level.

## **Execution on data and information system security and cybersecurity**

For the year 2022, the Company analyzed gaps of information system security and of cybersecurity and closed all identified gaps. The Company also adopted hardware and software security devices to prevent external attacks, including establishing password policy in the organization along with the use of multi-factor authentication (MFA) to verify rights to access information systems of the Company. Moreover, the Company backed up organizational data to prevent damage that may occur from data theft or other incidents that may affect the Company's data systems in the event of an emergency. In this respect, the Company conducted emergency response plan drills to deal with such event as well.

## Personal Data Protection

The Company recognizes the importance of personal data protection and is committed to taking responsibility and protecting personal data of stakeholders comprising shareholders, employees, customers, suppliers and business partners, which are collected, used, disclosed, and transferred. The Company established written policy and practical guidelines on personal data protection and announced on the Company' website: [www.symphony.net.th](http://www.symphony.net.th) under "About us" to ensure that the Company's operations is transparent and personal data of shareholders, employees, customers, suppliers, business partners and other stakeholders are protected by law and comply with the Personal Data Protection Act B.E. 2562. The Company has set out the following practical guidelines for personal data protection:

1. Appointed Data Protection Officer and department to be responsible for overseeing and protecting personal data.
2. Appointed PDPA Working Group to be responsible for establishing processes and guidelines for the Company's operations in accordance with the law.
3. Announced policy and practical guidelines on personal data protection covering data management, data governance and data security to comply with requirements of laws and implement effectively.
4. Prepare a register of personal data of all departments in the company in order to classify data types, assess risk of data being collected, use and disclose, as well as determine appropriate control and security measures according to the level of risk of data.



## Disabled People Support

The Company strives to improve quality of life of disabled people, encourage them to have career opportunities to generate income and self-reliance, minimize inequity, and take part in social activities equally.

In 2022, the Company comply with Section 35 of the Person with Disabilities Empowerment Act, B.E. 2550 by employing 4 disabled people, which is a ratio of disabled to normal person of 1 to 100 pursuant to the law, to provide massage services to employees.

## Activities to Develop and Support Community and Society

The Company believes that business will grow sustainably only when the operations of that business are recognized, accepted and trusted by communities and society that are directly and indirectly related to the business. In addition to conducting business with social responsibility by complying with laws, regulations and quality standard related to the business to ensure that business operations and activities of the Company shall not create any impacts on the community and society, the Company aims to take part in developing, supporting and rewarding communities and society through various forms, such as volunteer activities, charitable donation, money support, etc.

In 2022, the Company pursued activities for supporting community and society as follows:



### Yala Marathn 2022

At the Yala Marathon 2022, held at Yala City Municipality on July 29-31, 2022, the company provided high-speed internet and Wi-Fi services for Live Streaming, registration system to facilitate runners who participated in the event, including all timing systems to ensure that activities go smoothly.



### THINK PINK! National Breast Cancer

The Company delivered 200 artificial breasts from the breast implant sewing activities for cancer patients, which was organized for employees to participate in artificial breast sewing, to Phramongkutklo Hospital into distribute to breast cancer patients. This activity is regarded as passing on the psychological happiness to breast cancer patients to be happy again.

