



# CSR Thailand : **50 Good** Practices in 2012



# Foreword

The understanding of Corporate Social Responsibility (CSR) is still limited to budget and image and lack of knowhow and understanding; therefore, it is hard to promote concrete development of CSR.

CSR Club of the Thai Listed Companies Association therefore has an idea to act as a center in compiling CSR body of knowledge and information of listed companies. It will be used as case studies, any organization can take it and apply to its organization, and as guidelines for sustainable development. It will be disseminated to listed companies, relating organizations, and the public.

Thaipat Institute, a non-profit organization that has continuously worked with private sectors in the area of Corporate Social Responsibility, is assigned as a compiler and creator of case studies together with 50 listed companies. The emphasis is on CSR-in-process.

This CSR Thailand: 50 Good practices in 2012 compiles the good CSR practice guidelines of 50 business organizations. We conducted interviews with top management and collected information from relating official in order to gather information. Then they are compiled into case studies and its content structure are codified and classified concisely and easy to read.

Furthermore, in this document, it contains contents about guidelines for the development of CSR in business organizations. It is the compilation of the study's result of Thaipat Institute's CSR Development in Organizational Management of Business Organizations Project. Interested parties shall gain certain benefit from these guidelines.

For listed companies that would like to disseminate CSR information or would like to contribute as a case study in the next issue of CSR Thailand: 50 Good Practices, please contact CSR Club, Thai Listed Companies Association ([www.thailca.com](http://www.thailca.com)).

CSR Club  
Thai Listed Companies Association

# From Thai Listed Companies Association

Thai Listed Companies Association established CSR Club since 2009 with the support of 27 listed companies from every industrial group. It is also received support from the Stock Exchange of Thailand and The Securities and Exchange Commission, Thailand. It is formally established on September 29, 2009.

CSR Club is the assembly of members of the Thai Listed Companies Association who are aware of the importance of Corporate Social Responsibility or CSR, after its formal inception, every company in the CSR Club together sharing experience and knowledge of CSR Practice. The large listed companies that already have CSR practice in place and have good knowledge and understanding of CSR practice are continuously put forth their effort.

At the same time, CSR Club is striving to promote the importance CSR practice among medium- and small-sizes listed companies while supporting them to put into place the clear CSR policy in order to ensure that they are sustainable policy for the organizations.

For this occasion, the CSR Club, Thai Listed Companies Association, has created CSR Good Practice 2012 Book. Together with Thaipat Institute, compiled information and content of CSR from listed companies that have good CSR guidelines. It is to be used as a model for dissemination to other companies who are interested in studying the CSR guidelines. It might be beneficial to their organizations. In addition to the benefit of sharing information and knowledge of CSR among listed companies, Thai Listed Companies Association hopes to expand the benefit to other sectors including private sector, public sector, academic sector, and general public.



Mr. Chanin Vongkusolkrit

**Chairman of Thai Listed Companies Association**

# From CSR Club

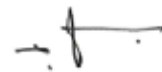
CSR Club is established by the support of the Stock Exchange of Thailand, the Securities and Exchange Commission, and the Thai Listed Companies Association under the vision of 'Connect for Sharing'. Together help promoting member listed companies to bring in CSR guidelines and policies to adopt to their business management in order to create the balance of value and business worth.

At the same time, CSR Club intends to act as a center to coordinate with listed companies, public sector, and various organizations to bring together knowledge, skills, and experiences of corporate responsible operation of each organization. Altogether is to help resolving problems and developing society and environment, a common force bringing in sustainable development to the country. At the ASEAN level, CSR Club has joined the ASEAN CSR Network since 2011 in order to become the liaison to coordinate cooperation among business sectors of ASEAN nations. This is done to earnestly pushing CSR practice.

From the past three years, it was found that certain numbers of member listed companies have knowledge and experience in various CSR-in-process. We can gain concrete benefit in promoting sustainable strength to an organization, in contributing to social development, and a contribution to the overseeing and resolving environmental problems.

To be beneficial to the larger extent, CSR Club, in joint effort with Thaipat institute, compiles the CSR-in-process body of knowledge and practice guidelines of 50 listed companies and create this CSR Thailand: 50 Good Practice in 2012 Book to disseminate to member listed companies, organizations, and general public.

In the name of CSR Club, we would like to thank Thaipat Institute, Thai Listed Companies Association, and every listed company that contributed information to the birth of this book. It is hoped that this book would be beneficial to interested parties and would ignite consciousness of goodness that already existed in every organization in becoming a creative force for creating benefit of true sustainability for business, Thai society, and the world's society.



Mr. Wattana Opanon-amata  
CSR Club President  
Thai Listed Companies Association

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**CORPORATE RESPONSIBILITY : COMMUNITIES**

**TOTAL ACCESS COMMUNICATION PCL**

**BANGCHAK PETROLEUM PCL**

**SABINA PCL**

**SYNNEX (THAILAND) PCL**

**SE-EDUCATION PCL**

**CMO PCL**

**ELECTRICITY GENERATING PCL**

**SRI TRANG AGRO-INDUSTRY PCL**

# Corporate Responsibility : Communities





## Enable, Safe, Climate Change

### The Challenges

Total Access Communication Public Company Limited or dtac operates a business in the telecommunication industry, giving the importance of raising quality of life of the people in society while paralleled doing business. The starting point of the corporate Social Responsibility or SR at dtac has been passing down on through the policies outlined by management from one generation to the next since the company's inception, until the establishment of the Samnuek Rakbankerd Foundation in 1998 in order to deliver value to the society via its 'Do Good Deeds Every Day by dtac' Project.

The operation of every dtac's SR project/activity has one single target that is "to create happiness and sustainability" that are in balance. We adhere to the principle of bringing in existing capacity in the organization to be responsive to the needs of target market. We bring in what already in existence to fulfill what is lack by driving the promotion and instilling of the sense of social responsibility through the concept of "Enable, Safe, and Climate Change."

### The Practices

The organization puts importance in the SR operation on "involvement and paying attention." dtac encourages employees to get involved in various processes both internally and externally. All employees in the organization believe that good deed is the way to sustainable happiness. It can be seen in our thinking, production and services, exchanging of responsibilities,



and involvement in designing of the office (such as child play room, breast-feeding room, music room, and exercise room). Also, it can be seen in that employees and their relatives participated in hand-weaving scarf, blanket, and clothing for those who are affected by severe cold; sprouted rice seedling before planting; met with farmers; helped with growing mangrove forest and etc.

The SR operation at dtac not only considers input factors and delivery process in term of final products. The company also considers the result and its impact in order to raise the capacity of the receiver so they become helpers to others as a result.

\*1677 Farmer Information Superhighway is and the data warehouse for Thai farmer that dtac provides assistance not only in term of free agricultural knowledge or information via SMS, MMS, Video Clip and Call Center but we also support farmers by helping them getting

appropriate price for their crops and improving efficiency, allowing community to have jobs and families to have a better quality of life, until they can give back and help others eventually. It is done with technology via mobile phones in today's and futures in every dimension of telecommunication industrial development.

Mobile Battery for Life is another environmental campaign of dtac to aiming to make people understand the hazardous impact of expired mobile phone batteries on health and environment, thus encourage them to help conserve the environment by discarding off batteries properly. For the past three years, we have collected more than a hundred thousand pieces of batteries for environmentally-friendly recycle and disposal processes

The 4th year of Cycling for Kids is an activity to cultivate kindness of cyclists in every province. They are accumulating distances that they ride their bikes on as a means to collect funds to buy new bicycles for kids. It is done together with environmental campaign. Since it has been done for four years, there are more than ten thousands bicyclists participated in this activity. More than 3,500 bicycles have been given to kids. These children ride these bicycles for commuting to their school. This is in a way helping the development of education among children while saving energy and fostering good health.

The heart of SR practice at dtac started from what already existed in the organization, seeking clear knowledge, development by one own self-capacity, and implementing with heart. It is comparable to Sila, Samadhi, and Panya. That is knowing oneself, being persistent, and having concentration of what is being done at the time. It is to see into necessary and corresponding factors, and must implement it with the heart under the framework of sufficiency economy philosophy that is knowing one own's standing and don't over stretching one own's capability, being rationale. That is equivalent to always creating immunity from the basis that knowledge is virtue.

### Achievements

Employees are a powerful source of successful SR operation at dtac. In addition, we rely on the energy of every organization involved, like networking of shared knowledge. We create balance and carefully and completely consider cause and effect. We have confidence in that "everyone is in the same family. There is no door here. We can see each other and work together at any time."

However, in any operation, there is an obstacle. But if there is a heart and an intention to do those limitations are no longer an obstacle. Even though, we cannot do everything we want in this world, dtac believes that we can do good deed every day. Doing good deed is easy to do but hard to take it away from this world. dtac is confident and has faith in doing good deed. If we make it becoming a habit, the benefit falls on one own self and the community forever.

### Limitations and Obstacles

- The level of participation and attitude regarding sustainable development

### Entities involved in the project

- Ruamduaychuaykan Samnuek Rakbankerd Foundation
- Ruamduaychuaykan Radio Network
- Coordinating organizations from both public and private sectors

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<http://www.facebook.com/dtacgooddeeds>





**Bangchak**

RENEWABLE ENERGY LEADER

## “Strengthening the Community Economy through Sufficiency Economy Philosophy”



### The Challenges

The Bangchak Petroleum Public Company Limited operates an integrated oil refinery and renewable energy businesses. The Company is a leading Thai energy company striving to evolve its CSR-in-process in order to strike a balance with the “value” that comes from business success, and the “value” of taking responsibility for the betterment of society and the environment. The Company vision of “Greener Excellence” is the pinnacle to a corporate culture that is committed to “sustainable business development, in harmony with the environment and society.”



The Company's commitment to community development stems from the belief that the community is a critical building block of society, and the strength of communities directly affect national security. In order to support this strength, the Company gives opportunities for communities to deal directly with the Company, allowing communities to take on an entrepreneurial role creating strong economic networks that directly support the needs of the community, in accordance with the Sufficiency Economy Philosophy



### The Practices

The Company has encourage cooperatives to cooperate to operate community services stations. In essence, this allows members of a cooperative to consume quality fuel products at a reasonable price, which dividends from sales go back to supporting the cooperative itself. The first “co-op service station” began operations in Suphanburi province in 1990.

The Bangchak co-op service station project has continually developed for more than two decades, incorporating aspects of Thai society that have made the project a success with all stakeholders, including consumers and government organizations, and continues to evolve to this day. Working closely with local communities, the Company searches for local products to use a premium gifts for Bangchak customers, such as eggs, dried bananas, pineapple jam, tamarind candy, velvet tamarind etc.. Which inevitably strengthen the local economy as well.

At present, there are more than 500 Bangchak co-op service stations in the network throughout the country, benefitting more than 1 million farming households or about 4 million people. Through successful administrative management, co-op service stations have expanded into other services businesses. The evolution and success of the business model enriches participating communities and creates strong economic communities, benefitting its members and their communities. Examples of this can be seen in numerous examples such as:

Don Tum Agricultural Co-op Limited in Nakhon Pathom Province became a Bangchak co-op service station in 1993. Following the sufficiency economy economy, the Don Tum Agricultural Co-op service station had expanded into a large size service station with comprehensive services to accommodate the needs of its members and customers, including an oil changing center, minimart store, and fresh coffee. With that, the co-op allocates revenue and profit for the welfare of seniors, disabled and under-privileged people, and projects that promote sufficiency economy in agriculture.

The Bangchak co-op service station project is an innovation in term of community development. It creates an opportunity to improve the quality of life of a lot of people in the country by fostering strength in the community economy, self-reliance, following the philosophy of sufficiency economy.

### Achievements

The Company is proud that it has helped communities strengthen the local economy, empowering community members to operate business competitively with corporations becoming strong communities that are capable of improving their quality of life on their own terms.

The success of these projects, and numerous others, comes from the integration of CSR in the business operation of the Bangchak, the so called CSR-in-process model, which has contributed directly to the sustainable growth of the Bangchak co-op service station project since 1993.

### Entities involved in the project

- Co-operative Promotion Department, Ministry of Agriculture and Cooperatives

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## “Sewing Cup Sewing Heart Creating Alliance in the Drive to Do Good Deeds”



### The Challenges

Sabina Public Company Limited is a designer, manufacturer, and distributor of female lingerie who receive great responses from consumers. There are products that response to the needs of women of new generation which emphasizes the importance of design that enhances dressing personality to be good-looking and trendy. At the same time, the products can help correcting physical defects. From the business activities that need to consort with women, it is found that threat for women in these days is breast cancer. There is a statistic shows that number of women with breast cancer increases by 20,000 women per year. It is the top cause of death for Thai women when comparing with other types of cancers. The company is therefore searching for ways to help breast cancer patients both before and after having the cancer.

### The Practices

The company started out with the “Sabina Sewing Cup Sewing Heart” project in October 2005. October is the month of international breast cancer campaign. The company worked together with Puying

Thueng Puying TV Show. The project organized campus tours, by going to every province in the country to provide various types of services such as breast cancer check, enrolling volunteers to make mastectomy fake breast, educating by sharing the experience and information of mastectomy patients that is valuable for prevention and treatment of breast cancer among the general public. It is to create public awareness in a larger scale on the issue of how to prevent and to treat breast cancer.

In the operation of the project, the company donated sewing material including inviting suppliers to pitch in. After operated the project for sometimes, the company started to have other organization joining in. This, in turn, creates an alliance to drive doing good deeds. The alliances include Singer Thailand Public Company Limited who sponsored sewing machines for sewing of mastectomy fake breasts more efficiently; PTT Global Chemical Public Company Limited who sponsored plastic granules to fill in the mastectomy fake breasts; Muang Thai Insurance Public Company Limited who underwrote breast cancer insurance policy for customers; and Total Access Communication Public Company Limited and Thai Oil Public Company Limited whose

employees participated in sewing mastectomy fake breasts to for the patients.

This project is the starting point of bras for breast cancer patients who had undergone mastectomy surgery. It is one of the ways to help healing patients who lost confidence from defective figure by using bras to correct the defects. Currently, manufacturing of this type of products is still limited and expensive. The company therefore started manufacturing bras for for breast cancer patients who had undergone mastectomy surgery. They have 2 components. One is the bras that have empty area for fake breast. The other is the fake breast. In order to have the best products for patients, we tested the products by a research and development organization that performs Garment Test (laundry test in the lab), Wear Test (test of actual wearing by customers), and Material Test (test of allergic reaction to material used).

### Achievements

The implementation of the company's activity that is beneficial to breast cancer patients in a larger scale by helped creating product recognition which are well-suited for the patients as well as helped developing personality and redeeming self confidence for the patients. This also built awareness among people of how to prevent and alleviate breast cancer problem by allowing people an opportunity to contribute in help sewing fake breast for breast cancer patients.

The factors that make the company's activity success are creating opportunity for involvement through various organizations. Therefore it allowed the activities to expand and cover larger group of people. In addition, the company also has other activities that promote social responsibility in the people such as 3Ps project (Employees, Employees's Siblings, and Employees' Friends) and the in-process such as modifying work process in the manufacturing line from sit down to stand working in order to enhance working efficiency.

### Limitations and Obstacles

Today's the package of fake breast is made of plastic. The company is trying to design the package that is more environmental friendly. However, there are still problems in storing plastic granules that not cause a disfigured.

### Entities involved in the project

- Muang Thai Insurance PCL
- Total Access Communication PCL
- Thai Oil PCL
- Singer Thailand PCL
- PTT Global Chemical PCL

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## “Starting from Asking Employees to Donate, Expanding to Donations Received from General Public”

### The Challenges

Synnex Public Company Limited operates the business of distributing computer, computer peripheral, and others. The company is the distributor of products from world leading manufacturers of more than 50 brands. The customer bases are more than 5,000 retailers and wholesales throughout the country.

At present, the demand for IT equipment has been constantly increasing and this is the key factor in educational system development. It can be seen in that various academic institutions started to increasingly procure more IT equipment in corresponding to the number of students. The problem of IT equipment shortage for under-privileged children in provincial area is still persisted. The company is aware of the shortage and therefore initiating IT Library by Synnex Project to help with development of Thai education. In this projects we donated computers with software programs and IT Library, to schools in 77 provinces nation wide. The Federation of Thai Industries is the major party screening for receiving schools.

The company wishes to maximize the use of IT equipment and to be able to take care of environment. Therefore, the company thinks that we should use IT equipment might already up to its working life; or if there is newer equipment that is better to replace the existing equipment that is still working should be valuable to those who are in needs such as students in the shortage area. It is the initiation of various projects to answer the question. It is also a small beginning of recycling flash drive project that seek the donation of unwanted flash drive and redistribute to students who don't have but need it.



### The Practices

The company started the project that donates flash drive to students so they have enough for use. Flash drive is the product that is outdated quickly since the storage capacity is limited. The need for larger storage capacity usually increases by time. Therefore, many consumers who have purchasing power tend to buy new flash drive with higher capacity. This makes the old flash drive left unused and eventually becomes electronic trash. The company hence came up with the project to resolve the issue of lack of flash drive among students and bringing back the usefulness of old flash drive. This in turn helps reducing electronic trash by way of recycling. From taking note of our employees, it is found that each employee has more than one flash drive. The old flash drive is no longer used. This gave birth to the “Old Gig of Yours but New Gig of Mine.” At its starting phase, the company asked employees to donate their old unwanted flash drive. But later the project expanded and donation was accepted from general public as well. The company's alliances such as stores were served as the outlet to receive donation of flash

drive. Later flash drives would be redistributed to students who are in need of flash drive. The company has steps in screening for flash drives that are still good. This is to create maximum benefit for under-privileged students.

### Achievements

The implementation of the company's activity yielded benefits for under-privileged children allowing them to have flash drive for use. This is in a way a creation of readiness in learning and better education. It also created sensing of sharing and helping each other among people in the society while recycling unwanted flash drives thus reducing electronic trash in the country.

The success factors of the company's activity are the creation of an opportunity for contribution allowing people who have unwanted flash drives to donate; and public relation both internally and externally via every media channel that the company has. Furthermore, the name of the project is distinct and interesting. The company also has other activities that help supporting creation of social benefits such as Synnex Variety Talk that shares knowledge and experience in variety of topics of management and outside party to employees regularly. Also there is the Road Map "Business Connect 2012" Seminar project that fosters knowledge for IT business operators teaching how to sustain IT business and make it ethical such as how to plan for accurate tax management. This is to provide benefits to sales agents throughout the nation in the form of road shows. In addition, there are various internal system developments that increase efficiency in serving customers such as intelligent warehouse system, repairing status tracking system on the website in order to create more online channels for easily accessible of the company's services.

### Limitations and Obstacles

Public relation is quite limited because the company only uses the company's available media. Some radio media learned of the project and talked about

it. However, dissemination of news and information is still limited, cannot reach wide public audience who might have old unwanted flash drives.

### Entities involved in the project

- The Federation of Thai Industries
- The company's customers both retailers and wholesalers

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## “Striving to Resolve Educational Problem Starting from Making Thai Children Good at English”



### The Challenges

SE-EDUCATION PUBLIC COMPANY LIMITED or SE-ED was established with the ideology and determination to develop the society and the country by way of disseminating knowledge. However, as SE-ED is a relatively small company that does not generate a large amount of profit like other big companies, SE-ED intends “to make every contribution to society worthwhile, sustainable and have the greatest result for the nation.”

SE-ED has overcome this limitation by incorporating CSR in the company’s business objectives. That is if we follow our objectives, we are practicing CSR at the same time; it is CSR-in-process. SE-ED’s main objective is to make “Thais smarter.” Therefore, the harder we work to make Thai people smarter, the company will become stronger and bigger, while the shareholders’ earning will also increase. Furthermore, the shareholders want the company to create more benefits to society. So every party is benefitted. Meanwhile, every

employee will enjoy working since they know that their work has made changes to improve the country.

SE-ED adopts the country’s biggest problem and turns it into the challenge to overcome; that is SE-ED will resolve educational problem. And the most difficult task in education is how to enhance Thai children’s English language proficiency in a short period of time. In average, Thai people study English at school for more than 10 years. Yet, not many of us can truly use the language in real situations. If we successfully find a solution to this problem, it will boost people’s confidence in taking on other educational problems. Many problems in the country can be solved with basic education, a solution to any long-term problems. Thailand will be strengthened while Thai people will have better quality of life and more happiness.

### The Practices

SE-ED had set its goal in solving educational problems since 2007. After brainstorming ideas with employees, SE-ED came to the conclusion that the key to educational solution is the “the know-how and the massively scalable process.” We can make Thai children smarter by (1) not increasing burdens for teachers (2) not overusing limited resources available in the national system – no need to use the best teachers, no need to use a lot of money. We should only limit to the use of available budgets and resources that we have now.

SE-ED had researched and consulted English language experts to identify factors that determine English proficiency level of Thai students. We discovered that one approach that can significantly increase language proficiency. It is the Extensive Reading

Approach. Extensive reading enables readers to read flowingly, elicits a desire to read more books, and makes reading a pleasant experience. These three factors will make increase vocabulary comprehension as well as improve the writing skill and grammatical knowledge. Therefore, SE-ED had formed a solution that will not only make children love reading but also develop their English language proficiency. Our solution is to publish a variety of affordable English extensive reading books in many areas of interests among children. Moreover, the books are graded into different levels of difficulty so that readers can choose the books that fit their proficiency level. Thai definitions of key words on each page are provided as a page-by-page glossary in order to decrease the use of a dictionary. We aim to publish 300 books in total and provide support for teachers to motivate children to read books freely without making it an obligation or exam-related. .

### Achievements

SE-ED tested the approach with 20 pilot underprivileged schools. In addition to the standard learning and teaching in classroom, students in those schools had a chance to SE-ED's extensive reading books and participated in activities from SE-ED staff. We found that every student in the project had improved their English language proficiency by 50-70 percent within 6 months. This result confirms SE-ED that we have found the right approach. It is also the approach that other foreign countries including Japan and Taiwan have been using.

Moreover, SE-ED also initiated another project to improve English language proficiency of Thai children - "Total Solution to English Proficiency." In order to implement this solution, SE-ED has worked with the Office of the Basic Education Commission and the Office of the Private Education Commission in inviting more than 1,000 school directors and teachers to attend the English language conference on the effectiveness of a variety of innovative teaching approach. With collaboration with Oxford University Press, The conference aims to get directly in touch with schools and introduce effective

teaching and learning processes and other materials that can be used to improve language skills such as CDs, movies, and learning softwares. At present, there are more than 200 elementary-, middle-, and high-schools participating in this project. There are more than 100,000 participating students nationwide.

### Limitations and Obstacles

- Changing teachers' mindset; if children do not use a dictionary, they do not learn English
- Implementing this process in other schools to cultivate changes

### Entities involved in the project

- Oxford University Press
- The Office of the Basic Education Commission
- The Office of the Private Education Commission

### Contact person

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## The Important Natural Motivator of Creative Thinking is Arts

### The Challenges

CMO Public Company Limited is the creator of experience via fully integrated communication channels with unlimited creative thinking. It is the leading event management organization in the ASEAN region engaging in the Event Management business as well as other events relating to Creative Management. The company strives to produce quality works that satisfy customers' needs by a team of professionals covering since the idea generating, creative designing, overseeing every step of production including image and sales promotion activities. The company has more than 20 years of professional experience and is regarded as event management organization that has the highest outstanding works in both the national and international

levels.

The key success of the company's business operation is "Creative Idea" which is the major ingredient the company's use in creating works and always adheres as the company's core value. Creative idea also yields benefit to those who create work, who interested in arts, and general public.

The one factor that naturally stimulates creative idea is "Art Works." Mr. Sermkhun Kunawong, Chief Executive Officer of the company is the person who values creative ideas. He is also very interested in Thai sculptures. That he has collected many sculptures art works of various artists or even the sculpture works of the past. Mr. Sermkhun sees through the benefit of those sculptures in term of creative idea and sources of inspiration. In that, he would like to share with others his collections of sculptures allowing people to see his exhibition without charge.

### The Practices

Starting from creative idea, it turned into a sculpture center in Bangkok on the area of 4 rais with the sculpture exhibition area of 4,000 square meter under the Cultural Social Responsibility by CMO Group in order to conserve and exhibit the development of Thai sculptures from Buddhist art period to contemporary art with the goal of reflecting idea and perspective of artists since the



Buddha Arts era in the circa 12th century A.D to the present time. It is open for the company's employees, students, general public and art admirers. In the beginning, it was not well-known. However, later, there are more and more interested people coming to see the art works. Therefore, Bangkok Sculpture Center is becoming more well-known to public. The Bangkok Sculpture Center also fosters alliances in helping promoting, reserving, and renovating art works, especially the Thai sculpture works, to promote them to the general public eyes. It can be seen in the cooperation with the Thailand Post Company Limited in making mold of the Garuda sculpture which is the work of Professor Silpa Bhirasri and his students which is the important sculpture that could be beneficial for study.

We also cooperated with the National Gallery or Chao Fah Art Museum, to renovate special exhibit section and bring some of the art works to show at the National Gallery.

By working with Bangkok Art and Culture Center, the Emporium Shopping Center, Siam Paragon Shopping Center, we bring sculptures exhibition to cities people and foreigners for easier viewing.

### Achievements

The operation of Bangkok Sculpture Center under the sponsorship of the company is a good beginning in promoting art works and sculpture arts exhibiting Thai culture into the public eyes as well as to many people who are interested in arts to create inspiration and other creative idea. The Bangkok Sculpture Center is recognized as one of a hundred major tourist destinations by the Tourism Authority of Thailand.

The factor that brings in success for the company's activities is that the management foresees the importance of sculpture works to the public and those who are interested in arts. Furthermore, the art works we have are outstanding and it can be said the all major art works of Thailand are gathered here at the Bangkok Sculpture Center. The company also has other activities

that show that the company is being socially responsible such as the Green Organizer project.

### Limitations and Obstacles

- The location of Bangkok Sculpture Center is in the outskirts Bangkok and therefore it is not easy for commuting

### Contact person

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## Harmonious Coexistence with the Community and Environment

### The Challenges

Electricity Generating Public Company Limited or EGCO Group is the first independent power producer in Thailand registered on May 12, 1992 by the Electricity Generating Authority of Thailand ("EGAT"). Such incorporation marked the commencement of the Thai government's privatization initiatives to allow broader sector investment in the electricity generating sector.

EGCO operates as a holding company, invests in various companies in a form of shareholdings. Meanwhile, its core business is to entirely generate electricity, covering the electricity generation as distribution, power supply services in term of installation, maintenance, engineering and construction services to power plant and industrial factories both domestically and internationally. Throughout the time, the company has clear policies and guidelines for its operation and expansion of growth together with taking care of environment and development of society. It is to maintain the balance between economic, environment, and social which will lead to national sustainable development.

### The Practices

EGCO Group operates the business with the good conscience of contribution in social and community development. EGCO adheres to the operation that allows assessment and improvement of any impact that might affect the community. Production process has been developed to have safety and we always take care of environment around the power plant. We also

continuously help contributing the development of overall community and society covering the areas of education, career, health, as well as help taking care of environment. We emphasizes the importance of engagement between employees and community in order to create accessibility, understanding, and involvement in community development. We starts from surveying the community's wants and needs. Then we will consider a creative project that will be sustainably beneficial to the community.

Since the inception until present days, it has been more than 20 years that EGCO Group has co-initiated, operated, and improved the sustained quality of life of the community under the idea of operating project that is in line with the company's core business. We continuously implement projects and see clear result. Employees have understanding and therefore support and participate in the project. It creates long term genuine benefits to environment and social such as the Kanom Power Plant Project where the company worked together with community. A case in point is the project to increase the number of natural blue swimming crabs. It is the project that hatches mother blue swimming crabs that lay eggs outside their shell to raise in floating baskets. This is done to sustain the opportunity to survive for baby blue swimming crabs. We also released blue swimming crabs back to the ocean. The project had been continuously carried out for more than 7 years in order to increase the number of blue swimming crabs in nature. In addition, there is an activity to promote consciousness in preserving and knowledge about blue swimming crab to



community youths. Moreover, there is a New Home for Under Sea Livings (Artificial Reef) project, (artificial reef by using container), a development of artificial reef line. The effort was to restore the marine ecosystem to its flourishing. 99 containers had been put in place in the period of 2007 – 2012. Another one is the Biological Agriculture for Sustainable Living project. We supported and promoted Lunch project by growing plant and vegetable and raising animals as well as cleaning without using chemical solution in order to improve the quality of life and preserving environment at the same time. Also we provided assistance to schools increasing their capacity until they can become self-reliance in term of providing lunch to students.

With the attention of Kanom Power Plant, we helped create an atmosphere for employees' involvement in developing the community and society. Employees who must work in the process of electricity generation, their duty requires operation in different time schedule from other general work. The work divides into shifts to allow the power plant to process continuously throughout 24 hours. It is the reflection of effective work of the company as electrical generator. Kanom Power Plant initiated the 5th shift to improve the hour of operation of each shift that would allow each employee to participate in developing community and society without affecting the normal work hour. This allowed an opportunity for those knowledgeable employees to use their skills for the benefits of community. It was to create good relationship between EGCO Group and the surrounding communities. It also created opportunities to meet and talk and to stay close with the community. It was a way of learning and understanding the community's expectation toward the company. So the company could improve the operation accordingly in order to foster good understanding between each other while allowing sustainable co-existence.

Moreover, Kanom Power Plant had established a community learning center to foster self-reliance following the self-sufficiency philosophy in the area of both energy and agriculture. It is the place of knowledge sharing in Kanom District community as well as any other interested

districts. The company allocated area inside Kanom Power Plant for a construction of learning and development center to use in demonstration of techniques and knowhow to sustainably manage natural resource. Exhibition sets were made and gathered. We disseminated the body of knowledge that gained from working on the projects together. We aimed that this project become the role model for community management and would extend result to cover larger area.

### **Achievements**

With the cooperation among all employees in working together with community sincerely, regularly, and continuously; trust had been fostered and there was a good understanding with community. The evident successful result was that the community and the power plant co-exist harmoniously and were helpful to each other and yielded benefit. They also cooperated in the development of local community for the public benefit. The other clear and concrete result was that there was no complaint made by the community throughout the 20 years of operation.

### **Limitations and Obstacles**

The creation of trust with community requires long time, continuity, and persistent in order to prove sincerity that the company has toward community. There is a need to develop tools and social measurement that will reflect the true result of operation in evaluation of success of the participation in developing the community in the overall picture beside the evaluation of the successful of the project.

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## “Aware of the Importance of Supply Chain, Not Only Obtaining Quality Products But Also Help Improving Quality of Life of Rubber Farmers”

### The Challenges

Sri Trang Agro-Industry Public Company Limited engages in the production and exporting of natural rubber and rubber products, the biggest in Thailand. Operating the business for more than 25 years. Most of the plant located in the southern of Thailand, the major area that has been growing rubber tree farm for a long time. After the government initiated a policy to promote rubber farming in the northeastern region, the company has expanded factory to the area.

From close Contact with rubber farmers in the northeastern region, we learned that many of the farmers are still new to the business and do not have adequate experience in growing and maintaining rubber trees. The major problem is rubber tapping of small trees and rubber tapping incorrectly. This shortens the tapping surface. Therefore there is a need to educate and develop rubber tapping skill so farmers can produce quality rubber and yield worthy crops; and also can maintain rubber tree surface that helps extend the life of rubber trees.

### The Practices

In addition to producing quality rubber products that meet standard in response to customers' demand, the company has environmental and corporate social responsibility policy emphasizing preserving the environment and reducing the impact of the company's operation. We adhere to the belief that for products to have good quality, beside production process that has



good quality and meets standard, it must not create environmental impact to the community.

Rubber is the major ingredient in manufacturing products of Sri Trang Group. That is to have the quality product; the raw material must have good quality, too.

The company foresaw the importance of supply chain in order for business partners, who are rubber farmers, to have knowledge and understanding in the correct way in earning their living, increasing production, yielding good quality crops, the company therefore signed a Memorandum of Understanding for academic cooperation with the Office of the Rubber Replanting Aid Fund. It is to carry out a special project to educate rubber farmers in the northeastern region with “a course on development of rubber tapping skills.” The company sponsored the expense for having farmer attending the training. We also sent our staff to be a lecturer in the project. The effort was aiming at creating “Clean Product” and helping to resolve the problem of incorrectly rubber



tapping of the inexperienced farmers. We did pilot projects in Mukdaharn, Sakon Nakhon, and Udon Thani provinces.

## Achievements

The operation in helping farmers to gain knowledge and understanding in maintaining rubber trees and to learn a correct way of rubber tapping, helped extending the life to produce products of rubber trees. Coupled with the production of rubber that has good quality and standard as determined by the plant, farmers can sell their products at a better price. This effort also provided the company an opportunity to introduce ourselves to the farmers as the larger purchaser of raw material, rubber products, who is stable, transparent, fair, and with social responsibility. This would create confidence for the farmers who are our business partners.

The factors that made company's activity success are the adherent to our vision and emphasis in development, drive to be the best and becoming an organization that is environmental friendly.

## Limitations and Obstacles

- Limitation in term of resources and this made us accessible to only a few farmer groups. It could not cover all the areas.

## Entities involved in the project

- The Office of the Rubber Replanting Aid Fund organizing the seminar training for rubber farmers

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**CORPORATE RESPONSIBILITY : CUSTOMERS**

**KASIKORN BANK PCL**

**SIAM COMMERCIAL BANK PCL**

**THAI AIRWAYS INTERNATIONAL PCL**

**THAI WACOAL PCL**

**DUSIT THANI PCL**

**MUANG THAI INSURANCE PCL**

**BTS GROUP HOLDINGS PCL**

**BUMRUNGRAD HOSPITAL PCL**

**N.C. HOUSING PCL**

**KIATNAKIN BANK PCL**

# Corporate Responsibility : Customers



## “The Bank Strives to Support Thai SME Operators’ Businesses for Sustainable Growth.”

### The Challenges

KASIKORNBANK Public Company Limited operates financial business, with ability to satisfy customers’ needs with variety of financial services complete with international standard quality. We provide both financial services and investment consultant. KASIKORNBANK has developed diverse financial services in responding to every need both personal and business finances. At the same time, we determine to support the Thai SME operators’ businesses to achieve sustainable growth.

### The Practices

The Bank strives to develop knowledge, become a consultant, and connect business operators network in order to bring in knowledge to manage the businesses effectively. In addition, we strive to become the center of

information and knowledge, disseminating ideas, philosophy, operating process, and the Bank’s principles. It is done to respond to the government policy and vision in promoting business. We receive a concrete result, for sustainable growth continuously. Projects are such Promotion of Sustainable Management for SME Operators or K SME Care, which brought our KASIKORNBANK’s capacity and expertise to help the society and community, enabling them to become sustainable self-reliance to the point that they will become the helper of other in the future. They would in turn help develop individual, community, society, and the country under the philosophy that we do not only give fish but we also give them the tool to find fish. We strive to support the Thai SME operators’ businesses for sustainable growth without limitation. It is because we see the importance of SME businesses. They are the key mechanism that drives the overall Thai economy. Therefore, we join force with our alliance including those from public and private sectors such as leading universities, Thailand Productivity Institute, Institute for Small and Medium Enterprises Development, and National Science and Technology Development Agency, to present information and news to educate the new body of knowledge to operators in addition to presenting only financial products. From the survey of operators’ needs, it shows that keeping up with up-to-date news and new body of knowledge as well as having business consultant available are the keys factors helping operators to run sustainable businesses.

Additionally, the Bank together with Thammasat Consulting Networking and Coaching Center organize special curriculum named “K SME Academy” for Privilege



Group of the SME medium segment. This curriculum is run under the K SME Value Plus Project. This project is to assist SME medium-size operators to be able to expand the success of their businesses through business planning that include clear target and operation plan with clear investment and financial management plan. That is to allow an organization to operate more effectively. The result of clear business planning will also allow the Bank to deliver financial products and services to assist the growth of SME medium-size operators more effectively for a long time.

KASIKORNBANK has established learning center, named “K SME Care Knowledge Center”, for SME operators, located at 2nd floor, Chamchuri Square. It is the first effort done by financial institution to assist SME operators and those who are interested in starting businesses by providing them with body of knowledge and consultancy from experts in various areas. Those who are interested can schedule an appointment for the consultant service.

Furthermore, the Bank strives to build online channel and tools in order to provide every group of SME operators an easy access to body of knowledge about business and to allow the networking of SME operators via the website [www.ksmecare.com](http://www.ksmecare.com). The website is a center of delivery of body of knowledge including businesses articles, analytical reports from Kasikorn Research Center, online seminar, and various more knowledge.

### Achievements

Up until present, K SME Care project has been operated for more than 5 years, with 15 classes and more than 7,000 participants. Everyone is member of K SME Care Network Club created for networking allowing them to share knowledge and experiences among business friends. It is to foster sustainable growth of their businesses.

In 2012, more than 10,000 SME entrepreneurs used the services of the K SME Care Knowledge Center and there were over 20,000 visitors at [www.ksmecare.com](http://www.ksmecare.com) on average each month. Meanwhile, this learning center has been redesigned as the K SME AEC Flagship Knowledge Center, offering information and news services and activities related to AEC that will benefit all SMEs. KBank is the first commercial bank that established such a complete AEC resource center, featuring an AEC book corner, training and advisory courses, and provision of other useful information on AEC at [www.ksmecare.com](http://www.ksmecare.com).

KASIKORNBANK delivers every facet of business management to operators in order to create strong and stable foundation in order to help them to become self-reliance and having friends to join the walk for future.

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## MSS Is an Innovation Addressing the Needs and Expectations of Stakeholders

### The Challenges

Siam Commercial Bank Public Company Limited is the first Thai bank, which today has a strong leadership position across the board in the nation's financial services industry, through its widely acknowledged successes in serving large businesses, small and medium-size enterprises and retail customers. At present, the size of the Bank's assets, deposits, and loans is the third-largest in the commercial banking system (data from consolidated financial statements that the Bank submitted to the Bank of Thailand on March 31, 2012).

The Bank's key base is among retail customers, built on SCB's exceptionally wide and deep menu of products and services. These include deposit accounts, loans, credit cards, insurance, brokerage services, asset management and other services -- more and more of which are branded SCB offerings that offer customers unique advantages.

Building on this strength, the Bank is transforming its strategy toward a new and improved focus on customers themselves and discontinuing product-based marketing. This change is intended not only to reduce negative impacts on customers but also to alleviate concerns among employees about meeting business targets. In this way, the Bank is adjusting itself to accommodate the needs of the company's two major stakeholders - customers and employees.



### The Practices

The Bank believes that today is the right time to take this more consultative, responsive approach, considering that all of us as consumers are exposed to a high volume of commercial messages and pressures in daily life. The Bank has shifted from a product-based focus to a customer focus, selling financial products and services with a "customer first" strategy to better respond to real needs. This approach allows the Bank to pay much closer attention to each customer's specific needs and preferences at any time, and respond optimally. The Bank believes in serving as a responsible financial partner to customers, who are our stakeholders. That means presenting the right offering at the right time in the right way, for the customer's ultimate benefit in terms of satisfaction and good results, with emphasis on appropriateness. This might sound only like a business strategy, but for the Bank, the "customer first" thinking is actually a form of CSR-in-process.

To correctly and promptly identify needs, the Bank has developed its own approach to a multi-channel sales and service system, or MSS. Whenever a customer interacts with SCB, whether by branch, ATM, Call Center

or online, the Bank's IT tools register precisely what the customer uses in terms of services, products and channels. The MSS tool analyzes this information so that our employees are better aware of what a customer is most likely to need, at the appropriate time, for a quality of service that is higher because it is more personalized, based on specifics.

Coupled with the implementation of MSS, the Bank has expanded and improved its training programs, to ensure we offer the public Thailand's best banking staff. While customers gain better service, our employees gain by advancing in their personal development and careers. "Training is about instilling employees with positive thinking, to always take responsibility to provide what each customer specifically needs or can most benefit from," said Mrs. Ongorn Abhakorn Na Ayuthaya, first executive vice president of SCB.

As such, MSS is a vehicle for the Bank's "customer first" strategy and overall responsiveness to stakeholder expectations. Importantly, MSS can be implemented with the Bank's existing capabilities and resources. MSS helps the Bank to operate to its full potential while being a socially responsible partner.

### Achievements

The MSS action plan was launched in May 2011, and so it is still too early to fully gauge the results. But one positive outcome so far is that employees have welcomed the system. Staff are reporting higher levels of satisfaction from their work.

Looking at other aspects of the Bank's customer focus, SCB has become recognized among consumers as an organization that is eco-friendly and convenient. The Bank offers Thailand's first paperless counter service, which saves customers from the inconvenience of filling out paper forms for transactions at branch counters. This initiative came in response to a survey showing that customers do not like having to fill out complicated forms or wait long for service. The new paperless system reduces transaction time substantially. Earlier, SCB

pioneered Thailand's first ATM service to offer customers the option of not receiving a transaction slip, saving time and resources. Initiatives like these have helped generate positive customer engagement results, such as a study by the Gallup Organization which found that SCB has attained a level of customer satisfaction of 4.53, which ranks SCB among the world's top ten banks.

### Limitations and Obstacles

- Some customers are concerned that their personal information is disclosed to employees, which is a sensitive issue among Thais. To address this issue, the Bank is responding with appropriate measures such as authorization level control and logging user access.
- As for employees, it requires time and care to introduce the new system, and for them to communicate effectively with customers to build confidence in the system.

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## “Raising Satisfaction, Innovating Products via Customer Board”

### The Challenges

Thai Airways International Public Company Limited is the National airline established for more than 50 years. Under competitive environment in the airline markets, the key factor for the company to adhere to and emphasize the importance on its services. The emphasis is on satisfaction at every touch point with “Saneh Thai” (Thai charm), which has always made the company reputable. In order to clearly raise the strength of the company, there is a need to anticipate what customers’ needs and to survey real customers’ satisfactions. Therefore the company can take the result to of what customers’ needs to help innovate new products that best suit customers’ needs. The challenges are that if the company can find out the true needs of customers and if the company can satisfy customers’ needs precisely.

### The Practices

The company had established “the Customer Board.” Regular customers are selected to represent in the Board and the Board acts like independent directors that come in to exchange idea with the company’s Executive Board as they are real customers. It is comparable to two way communications between the company and customers’ representatives. Therefore, the company learns of what customers’ think from real customers. This also provides insight on some products which customers want the company to improve. The Executive Board can therefore manage inside the company in order to satisfy customers better.

The process allows the company to innovate new products that can better respond to customers’



needs. One of the projects that was born out of an endorsement by the Customer Board, and was a guideline for the company to better improve the internal process making it more effective and also make the company’s operation more environmental friendly, is the Travel Green Project.

The Travel Green Project involves various activities that show the company is corporate socially

responsible in every business process. One is to reduce the emission of green house gasses by reduction the use of fuel. There is an Airplane Bio-Fuel Procurement Project that has a plan to substitute bio-fuel as fuel for future commercial flight. The Carbon Footprint Project shows the volume of CO2 that has been emitting throughout the food production process. Aircraft cleaning in the Aircraft Washing Equipment Project is initiated to reduce friction and the consumption of fuel. The Light Weight Container Project is done to reduce the weight of containers that is to reduce airplane load. The Green Tour on Royal Orchid Holiday Program is initiated so the customers can elect to travel in a green manner preserving environment and staying at a hotel that meets green environment standard.

### Achievements

The results allow the company to be able to respond to customers' needs precisely including improving products appropriately and accordingly to the changing needs of customers. The company also initiated projects that the Customer Board pushed for. The company can show that we are Corporate Socially Responsible-in-process. Therefore, the company has been able to operate the business with stability and sustainable growth under fierce competition for more than the past 50 years.

The key factors that make the company's activities success are communication and customers' involvement especially critic and compliment through complaints from customers that bring about serious improvement of the company's process.

In addition, the company has other corporate social responsible activities such as Growing Life to the Land Project, Voice from Sky Book Project, Thai & Royal Project, and Border Police Project.

### Limitations and Obstacles

- In the past, the company had convened Board of Directors meeting about 1-2 times a year. Therefore, for the Board to get information from customer involvement and learn of customers' needs may not up to date.

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## “Innovation for Tailoring Personal Medical Garment”

### The Challenges

Thai Wacoal Public Company Limited is the maker of ready to wear garment including women lingerie, women apparel, and children clothing under the brands “WACOAL” and “ENFANT.” The nature of company’s business has made us talking regularly with medical professionals about human figure and lingerie. Consequently, the company has learned that there are a group of patients who encountered accidents such as burn and scald wound from fire, hot water, and chemical contacts. After surgery, these patients usually have keloid scar. It is not comfortable for them to always have to use bandage. Some patients even have allergic reactions to bandages. This causes the healing process to become less effective.

The company thus coordinated with their doctors, nurses, and care-givers; and later learned that these patients need medical garment specially made for them. It requires the use of special material that is expandable, fit closely, with good ventilation, and has soft-touch. This matches the company’s capability and readiness including knowledge, raw material, designing, and tailoring. That is the start of “Wacoal Clinical Wear Service” activity to tailor made medical apparel for them.

### The Practices

The company initiated the “Wacoal Clinical Wear Service” activity from exchanging information with doctors, nurses, and patients. The information allows the company to invent new product called “Pressure Garment,” that can be used instead of bandage for patients who have problem with or allergic reaction to



bandage. These patients that wear “Pressure Garment” see that healing time is lessened and also it helps reducing painfulness from those wound. In the beginning, the company assigned special unit for this “Wacoal Body Clinic,” because the making of “Pressure Garment” requires measuring patients’ sizes. The team that tailor made this garment is professionals, so they can make garment specially fit for any specific types of wound. The company is prepared to donate “Pressure Garment” to those who are in need but cannot afford. The life span of “Pressure Garment” is about 6 months to 1 year. If there is a tear and wear, the patients can exchange for new ones. During the healing period, staffs from Wacoal Body Clinic will do follow up the healing result regularly (every 1-2 week).

The company has shared the knowledge to hospital in provincial area to be able to create pattern for the making of “Pressure Garment.” It is because patients who received treatment need to wear the “Pressure Garment” immediately. And if we have to rely only on the company’s Wacoal Body Clinic unit, it might not be in

time. Hospitals can always contact the Wacoal Body Clinic if there is a problem about tailor-making “Pressure Garment.” This is considered as an expansion of the “Wacoal Clinical Wear Service” activity effectively. The company also in joint effort with National Metal and Materials Technology Center, Thailand (MTEC), performs research and development in improving effectiveness of “Pressure Garment” by adding silicone gel in the product in order to help speeding up the healing process. It is an effort to increase effectiveness of the “Pressure Garment.”

### Achievements

The company’s involvement in making “Pressure Garment” product in cooperation with hospitals is the process of making use of the company’s strength for the benefit of society. Moreover, hospitals have spread out word of mouth about the product so this product is in demand by many patients. The company created a plan that in the future there will be more cooperation with more hospitals and expanding to cover the whole country for the benefits of patients around the nation.

Success factors of the company’s activities are exchanging of information between the company and medical doctors, nurses, and patients; materials, technology, and the company’s expertise skills in cut and sew. In addition, the company also performs other social responsible activities such as Wacoal Pink Ribbon, Fight against Breast Cancer Project and First Bra on Tour Project.

### Limitations and Obstacles

- The operation in early stage still lacks of information to help designing apparel. But after joint studies, we could adjust pressure of each garment more appropriately to different of types of wound of each different patient.
- Accessing to information for making tailor-made apparel for patients requires cooperation from the patients.

### Entities involved in the project

- National Metal and Materials Technology Center, Thailand (MTEC)
- Public Hospitals including Nopparat, Chulalongkorn, Siriraj, Police, Bhumibol, Phramongkutklao, Rajavithi, Vajira, SamutSakhon, Mahachai 2, Thammasat Chalermprakiat, SomdejPraBaromRajadhevi, Chonburi, KhonKaen, SappasitPrasong, Lampang, MaharajNakorn Chiang Mai, Songkhla, Rehabilitation Center-Rayong
- Private Hospitals including HuaChiew, Piyavate, Ladprao, Nakornthon, Bangkok Hospital-Phuket

### Contact person

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**“To deliver to the world an exceptional hospitality experience the reflects the unique artistry and culture of Thailand and deliver the standards of perfection, innovation and excellence”**



## The Challenges

For more than 40 years Dusit Thani Public Company Limited, which is known as “Dusit Thani,” has been acquiring experience and providing luxurious high quality services following international standards with elegant, meticulous, and gracious in a in a manner that is uniquely Thai. In the midst of high competition in the hotel industry, Dusit Thani manages to stand firm as a Thai hotel in the face of challenges old and new. We bring Thainess to the world using memorable services, decoration, and culture that lives up to the name of the hotel which means “Town in Heaven.” This luxurious hotel was inspired by the Thai tradition and culture that is elegant, meticulous, and inimitable. The Hotel provides unparalleled services and always ready to welcome every visitor from all over the world with Thai warmth and leaving with a delightful smile in this Dusit way. The hotel replenishes the energy of life ensuring that guests are always desiring to return.

## The Practices

Being an organization, the company is aware that we are the major force holding responsible to the society including being responsibilities in terms of economic, social, and environment impact. For the CSR Project, employees are not merely considered as valuable resources of the company, we also encourage unity in both action and spirit among guests and business

alliances. Our employees adhere strictly to operational values which guarantee our pride in being Dusit by being attentive towards social conscious We support and assist society when there is opportunity while leading the company towards sustainable growth.

Dusit Thani has always upheld principles in support of the efforts to bringing Thainess to the world. Wherever Dusit Thani is located , we intend to contribute to Thai society by bringing the uniqueness of Thainess in our hotel designs. By incorporating handicraft arts and Thai culture as the main theme in design and decoration ranging from the use of Thai style furniture, decoration , or using Thai silk; guests who stay at the hotel can physically immerse themselves in Thai-elegance and refinement. , the company creates readiness in providing services to guests in all level employees including security personnels. We have a special training course, “Dusit Thai Graciousness” to instill uniform practice of providing services to guests following Dusit’s policy that emphasizes services with Thainess. This training not only is beneficial to customers who will receive exceptional services but is also beneficial to employees who will gain practical skill and experience before being allowed to serve customer. This is all “Dusitness.” It is the pride of our organization and every employee.

## Achievements

In 2012, Dusit Group’s hotels have received several awards of being a leading hotel in the areas



excellences as well as environment and energy such as:

Asia's Leading Hotel Brand by World Travel Awards

Asia's Leading Resort Brand by World Travel Award

Middle East's Leading Hotel Brand by World Travel Awards

Dusit Thai Pattaya won ASEAN Green Hotel Standard Award

Dusit Thani Pattaya won award for Best Performance in Energy Management and Conservation (Thailand Energy Awards 2012 organized by the Ministry of Energy)

Dusit Thani Hua Hin Winner of Trip Advisor Travelers' Choice

Moreover, employees, who have giving spirit organized a group of "Dusit...Volunteers" with the objective in helping people in urgency and relieving disaster affected people. Also the group is to provide help to families of any employee when they are affected and needed.

The successful factor is the promise that we always have for our customers in term of comprehensive and excellent services standards that renders through the experience reflecting elegance and valuable Thai culture. It is done in the form of luxurious decoration with Thai style including convenient trendy facilities which were

harmoniously designed. Each room is inspired by the outstanding characteristics and graciousness of each era. The smile and genuine services are also part of it, boiling down into Dusit Thani...Heaven on Earth.

### Limitations and Obstacles

- Unavoidable competition in the business
- Strategically responding to the state of the global economy
- Information Technology has conveniently facilitated the mode of reservation. The organization has to continuously invest in this area.

### Contact person

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**“CSR Activity Implementation was originated from the Idea of Wishing to Take Care and Assist the Society for a Long Run, Without Expectation to gain reputation for the Company via Various Media, But Aiming for a Long Term Outcome in Helping and Taking Care of Society While Walking Steadily Together.”**

## The Challenges

Back in 1951, Muang Thai Insurance Company Limited was a line of service providing comprehensive types of non-life insurance under Muang Thai Life Assurance Company Limited. With the efficient operation and honesty in service, it has created the trustworthiness from the clients. This led to a major change which was the separation from Muang Thai Life Assurance and this change had made Muang Thai Insurance advanced into a leading non-life insurance company in Thailand under the name “Muang Thai Insurance Public Company Limited.” This inception was not only seen in terms of business growth but the organization foresaw that it could bring the existing knowledge and expertise to support and assist the society in all areas as well as to comprehensively respond to customers' need. This was the challenge that the organization must exert its capability in managing both in human resources and IT system development.

## The Practices

With expertise, knowledge and skills that the Company has, the key mission is to become the leader in non-life insurance business who put emphasis on activities for society and employee. The beginning of corporate social responsibility under the leading of Mrs. Nualphan Lamsam, the President, is that the company has an opportunity to get involved in various corporate social responsible activities concerned with children, youth, environment, sport, women issues, and so on. Especially in 2006, given an opportunity to take part in management of handicapped sport team, the Company has been well aware of the problems and actual needs of

those handicapped, This consequently gave rise to a new dimension of protection in a form of insurance provided for groups of handicapped sport athletes as well as groups of normal sport athletes. The details of insurance coverage were adjusted to properly serve different groups of people. Besides, the company has also supported a group insurance for the sport athletes who go aboard for the international competition in order to provide confidence and security for their travel.

In the past, the company organized activities with the mindset of wanting to take care and lend hand to handicapped and society for a long run without any expectation to gain reputation for the company via various media. However, it is done with the hope to have a long term outcome which is the true benefits to society. The result of this idea is that employee are involved in various activities or projects that the Company organized in order to help society. Even though many employee believe that they have to participate because they are required and don't understand what is it for. The Company therefore strives to change the attitude and operation guidelines by initiating “Muang Thai Volunteers” project. The effort is to instill good conscience in the organization to understand the objective as well as the importance of activities and projects that the Company organized. It is done under supervision by Corporate Social Responsibility working group with the representatives from employee from different group. This creates better understanding among employee regarding details of each activity allowing openness, understanding, and valuing what they have done and contributed. As a result, the activities or projects become increasingly successful. This is because the effort coming out of joining hands and genuine desire to be involved, not just





doing it as a duty.

Furthermore, there is a “Ruk Muang Thai Project,” which allows the employee to participate in coming up with activities or projects to help other employee as well as society and environment. Employee are also encouraged to suggest and criticize on any project that the Company organized as well as recommending ways to improve the internal process to be more effective in order to maximize the success. Prizes will be given to employee who are involved in the development of activities and projects organized by the Company. It is to promote and support all employee so they will be morally support in creating good activities in the future. The activities developed by employee will also be carried out along with other company activities.

### Achievements

At present, Muang Thai Insurance Public Company Limited has been growing steadily. We are well known in the society and among customers. This can be guaranteed by a variety of awards given. Recently, the Company received 2nd Rank Award for Non-life Insurance Company for Good Management for the Year 2011 from Office of Insurance Commission.

More important than the awards received, it is the confidence and acceptance from stakeholders, customers as well as the society. Muang Thai Insurance Public Company Limited is the organization that strives to operate its business while being socially responsible with

awareness and attention under the slogan, “Smile over Trouble.”

### Limitations and Obstacles

- Group of handicapped people are not equally handicapped, so it is hard to perform risk analysis.
- Employee are different in terms of emotional background and understanding

### Entities involved in the project

- Sports Association for The Disabled of Thailand
- The Football Association of Thailand
- The Thai Chamber of Commerce

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## “Concentrating on Customer Satisfaction Survey Leads to Customer Satisfaction”



### The Challenges

BTS Group Holdings Public Company Limited's core business is mass transit operation, BTS SkyTrain, in Bangkok, including other businesses such as out-of-home media, property development along BTS lines, and service business. As 'service' is the Company's main business, we, the Company, determine to develop and enhance our services so that satisfactory service and convenience can be provided to passengers.

### The Practices

The Company is a SkyTrain service provider named 'Bangkok Mass Transit System Public Company Limited'. As a result of service business, the Company aims for the development of services to maximize passengers' satisfaction. At present, various groups of passengers such as children, senior citizens, and the disabled are increasingly using SkyTrain service; therefore, safety is a top priority which the Company has focused on. Meanwhile, the Company's services have been bettered to facilitate passengers which not only passengers but the Company also reap the benefits.

Due to challenges, the Company's policy has emphasized more on SkyTrain service operations. Consequently, the Company has Suan Dusit Poll do customer satisfaction survey yearly of which the results are very satisfactory encouraging the Company in

continually operating SkyTrain service. The survey covers the following topics: service satisfaction, safety, punctuality of train schedule, facilities at stations, staff's services, fares, as well as providing information about train operations.

Besides, any suggestions and complaints from passengers, including surrounding communities are welcomed. The Company's 'Hotline' is a center not only to provide information and news about SkyTrain services and other information, which is useful to passengers, but also to receive any passengers' complaints in order to improve services. After receiving any suggestions and complaints, the management will assess their levels of importance and difficulty, and followed by rectification by concerned parties. For example, facilities at stations that have been improved are restrooms, escalators and elevators. Restrooms are provided on all stations of the extension lines while there is no restroom on the existing lines because of the structural limitation on existing stations. Apart from five stations, escalators and elevators have also been installed at all stations of the extension lines in order to facilitate passengers. Besides, facilities for the disabled are available on board BTS SkyTrain such as spaces and safety belts for wheelchairs and staff who accompany the disabled to platforms safely. If any incidents occur in BTS system, first-aid rooms and patient transport equipment are available at all stations to provide passengers assistance.

Due to the fact that the Company is dedicated to services and pays fully attention to passengers, the received feedback is valuable to the Company as clearly shown in the continuous increase in number of passengers owning to their confidence in the system and satisfaction of service.

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### Achievements

The Company earns passengers' trust in terms of safety and train operations which is proved by received rewards such as 'Thep Thong Award' and 'Superbrands Thailand Award'. However, the success which the Company is very proud is all support and encouragement given by passengers whenever the Company faces difficult situation. This has helped urge the Company on continual service improvement.

As safety is the Company's main focus, Platform Screen Doors has been installed at Siam station as a pilot project. As a result of satisfactory outcome, the Company is planning to install Platform Screen Doors at nine stations where are crowded, and will eventually expand to other stations.

The Company's success results from paying fully attention to service and willingness accept all suggestions and complaints from passengers. What passengers advise or give feedback has helped develop and improve the operations continuously. Besides, environmental protection projects such as 'Greening Our World Project' and 'Fostering Consciousness and Energy Conservation' are implemented by the Company.

### Limitations and Obstacles

- The structural limitation on existing stations does not allow any modification of facilities such as elevators and restrooms, as suggested by passengers.
- Due to length of time and budget, the Company has to prioritize what passengers have requested such as Platform Screen Doors.





## The Bumrungrad Way: Clear, Care, Smart leads to Better Service

### The Challenges

Bumrungrad Hospital Public Company Limited, better known as Bumrungrad Hospital, has been serving patients from around the world since it first opened in 1980. It is the leading medical services provider in Thailand and Southeast Asia. Bumrungrad patients represent nearly every nationality and language spoken. This can pose communication challenges between patients and Bumrungrad's medical doctors, employees and medical support staff.

Communication difficulties represent an obstacle to patients and their caregivers correctly following doctors' instructions, both before and after treatment. Along with language, cultural and traditional differences are important health care factors requiring care and attention.

Bumrungrad now employs more than 1,200 medical doctors across a broad range of specialties, over 900 nurses, and more than 4,500 employees. Each year, they serve over 1 million patients from more than 190 countries.

### The Practices

The Bumrungrad Way, a set of operational guidelines for employees, is based on 6 guiding principles: 1) Create an impression for customers; 2) Develop strong relationships the Thai way; 3) Foster continuous development and innovation; 4) Deliver world class services; 5) Achieve professional excellence 6) Ensure staff welfare and opportunity.

The guidelines are abbreviated as "2C 1S – Clear Care Smart," for easier recall. Each unique, outstanding word represents the following operational guidelines:

Clear represents communication and recognizes that not all patients are Thai. Patients come from different countries with different cultures, languages and traditions. To better serve them, the hospital has experts in 14 different languages.

In recognition of the critical importance of clear communication, Bumrungrad provides staff training in foreign languages, traditions and cultures. Language training includes instruction in technical and medical-related terminology to improve communication with patients.

Care focuses on giving patients a level of care and attention as one would with a family members. Care must be taken throughout the treatment process -- before, during and after – and meet or exceed the international hospital standards of the Joint Commission International (JCI) of the US and the Institute of Hospital Quality Improvement & Accreditation (HA) in Thailand.

For patients due to return home to continue their recovery who don't have the assistance of a caregiver or family members under the care of the relatives, Bumrungrad provides instruction in health areas including administering medications properly, exercise and physical therapy, and general first aid. This bolsters patient confidence and creates positive impressions about the hospital's services.

Smart focuses on the role of the organization's human resources. All employees are required to wear clean uniforms, maintain polite and positive attitudes, and to respond quickly and effectively should a problem arise. These characteristics represent the organization's image and reputation.

The hospital offers a comprehensive range of outpatient and in-patient services to ensure patients – Thais and non-Thais alike – have confidence in choosing Bumrungrad and positive health care experiences. Doing so requires a strong adherence to high standards of patient care delivered by doctors and staff with significant expertise in their chosen field. The hospital has a long history of investing in human resources development that enhances employees' talents and capabilities. The investment pays off in greater confidence and trust from international and Thai patients.

The company's "On the Spot Reward" program boosts morale and rewards outstanding performance of the hospital's human resources. The program recognizes employees who demonstrate exemplary effort in carrying out their duties and those who apply the guiding principles of the Bumrungrad Way in serving patients. Employees earn good deed cards they can collect and redeem later for prizes. The project's goal is to motivate personnel to deliver patient services that meet or exceed Bumrungrad's high standards.

### Achievements

The Bumrungrad Way has been recognized in many ways, including a number of awards for innovation and high service standards. These include being selected Thailand's Most Innovative Company 2008. Bumrungrad also received the Award of Excellence – Hospital category at the Tourism Authority of Thailand's Thai Travel Industry Awards series 7 in 2008, for the hospital's promotion of health care tourism.

Bumrungrad is the first Asian hospital to receive international accreditation by the Joint Commission International (JCI) for achieving U.S. standards. The Bumrungrad Way has fostered further confidence and

trust from patients from across the globe, including a number of high profile public figures.

### Limitations and Obstacles

- The sheer diversity of patients in terms of the nearly 200 home countries they represent, and their many languages, cultures and traditions pose a challenge for employees to develop their knowledge across such a broad range of fields.
- The Bumrungrad Way requires a significant investment in time and resources for implementation as well as ongoing monitoring to ensure program standards are maintained – especially considering the significant growth in the organization's human resources.

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# “Promise to Customers is the Fact of the Company”

## The Challenges

Problem in housing development project, that after transferring the project to juristic person, it is about dilapidations in various areas such as dilapidating roads, trashes everywhere and emit bad odor, public area is neglected and vacant, relaxed security system, relationship and harmony, and volunteer spirit of all the residents in the project. These problems is the challenge that resulting in the establishment of Quality Living Management Co., Ltd. which is a subsidiary of NC Housing PCL. It is established to prevent, take care, resolve these problems and will lead to better society and environment after sales. It is not only selling house.

## The Practices

The company established Quality Living



Management Co.,Ltd.(QLM), with separation of responsibility from NC Housing PCL, to operate services in providing on-the job-training of good community management and set out management system for housing project and condominium communities before and after transfers. These include facilities systems inside the project, security system, maintaining cleanliness, human resource management, and financial management. Large community projects usually have problems in those areas. In addition, the subsidiary also provides comprehensive community management services for any project if desires.

The operation of QLM emphasizes and gives priority to the relationship in the community by getting each household to know one another. Rather than doing it the old way that is living separate ways, efforts are made through organizing activities to get them together. If there is good relationship among residents, volunteering spirit

and contribution will follow.

Besides QLM's responsibility in transferring knowledge, document, office, and necessary items to juristic person that it can continue the work immediately; QLM would lay out fund management system to prepare reserve since the beginning. To avoid charging huge amount of fee after the transfer, the fund will be divided into two portions. The first portion is for management fee and common facilities fee for the first two years of management by juristic person. The second portion is funding for emergency when there is an urgent need for budget such as fixing facilities in the project. Therefore, there is no need to collect from residents.

### Achievements

The operation allows environmental and social quality in the project remains in good condition. This will generate good word-of-mouths from residents therefore becoming a key factor for consumers in making decision to buy the company's houses. It is a good example that other organizations have followed suites.

The success factor of the company is to give importance to consumers. The concrete thing the company has done about this is establishing of a subsidiary to operate and mentor without hoping for profit. It is to transfer of knowledge and lay out community management systems for housing and condominium projects after residents moved in. It is considered CSR-in-process, under the idea, "A Happy Living Community", the foundation for sustainable existence of society and organization.

### Limitations and Obstacles

- Recruitment of human resources to jointly work with QLM is pretty difficult because there is a need for the love of service providing and being neutral between community and NC Housing PCL.

- Variety of idea and different in environmental conditions in each project requires custom made management.

### Entities involved in the project

- Quality Living Management Co., Ltd.

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## “The Bank that stands for customers’ success and builds a sustainable community”

### The Challenges

Kiatnakin Bank Public Company Limited operates financial business. It was established from seeing the importance of capital investment that will allow creation of jobs for people and improvement in quality of life. From statistics, only 50% of population in rural areas has an access to capital investment. The bank believes, an access to capital investment, is a factor that can improve the quality of life of the people in rural area.

From the idea coupled with the bank’s capability, there is an expansion more into rural areas. It is to allow people to make use of capital investment to create jobs, development in the area, and strength for the community. This is the key mission of the bank.

### The Practices

Throughout times, the bank emphasizes lending that allows improvement in quality of life. The bank starts expanding branches throughout the country and adjusting proportion of branches appropriately. That is 30% of branches located in capital cities in order for fund-raising and the remaining 70% located in rural areas for distribution of loans.

The types of loans that the bank believes should be the good start for job creation is hire-purchase loan. The proportion of hire-purchase loan accounts for 70% of the total bank’s loan. The bank emphasizes lending hire-purchase loan for pick-up cars. This loan has lower interest rate than other hire-purchase loans. The idea is to create opportunity for people in rural areas to have pick-



up cars for their use. It is the starting point of job creation. In addition, the bank carefully appraised each hire-purchase loan with principles that follows the bank’s policy. It is done to make sure that hire-purchase loan is obtained for the benefit of job creation and not becoming non-performing loan.

The hire-purchase loan accounts for 70% of the total bank’s loan and majority of customers live in rural areas; this makes it seem to have high risk for the bank. However, this group of customers has higher financial discipline. Non-performing loan rate is pretty low. Furthermore, asset-type, pick-up cars, for the group of customers in rural areas is the asset that they will try to keep. Pick-up car is like their job. If they don’t have pick-up cars, they don’t have tools for their income generation to fee themselves and families. As this group of customers can create jobs, they can pay back loan.

### Achievements

From the adherent to do business that

contributing to improved quality of life of people in rural area, this propelled bank's asset growth. At present, the bank has total asset about 2.3 hundred thousand million Baht. Non-performing loan accounts for 3.3%. Only 1.6% is non-performing loan in the hire-purchase group. It is considered lower than the market. Therefore, the bank has been growing while improving the quality of life for the people in the society.

The success factor of the company's projects is the management vision in that an access to capital investment will increase the quality of life to people in the society. However, the bank has other activities that promote social responsibility such as making loan for real-estate developers in rural areas, the bank will support with loan until the project is completed. This helps reduce liquidity risk for those real-estate developers. Also, the bank has KK Biz Re-innovation Awards in order to create new body of knowledge in the real-estate development for bank's customers via idea contest among academic institutions and general population. People Development for National Development with Kiatnakin Projects has continually been operated for 41 years. The emphasis is on three areas which are 1. Education 2. Moral Development and Social Immunity 3. Relieve effort and Public Charity.

### Limitations and Obstacles

- Lack of basic financial literacy in people in the rural areas caused by lack of systematic financial planning.

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**CORPORATE RESPONSIBILITY : EMPLOYEES**

**ASIA PRECISION PCL**

**PRANDA JEWELRY PCL**

**MINOR INTERNATIONAL PCL**

**SOMBOON ADVANCE TECHNOLOGY PCL**

**PHATRA SECURITIES PCL**



# Corporate Responsibility : Employees

## “Strive to Create Good People in Showing Gratitude to the Country”

### The Challenges

Asia Precision Public Company Limited engages in the manufacturing and selling of auto-precision metal parts for the automotive industry, which had experienced rapid (jumping) growth, resulted in labor shortage, high turnover, and therefore the company has to increase hiring to accommodate the continual growth of the industry. This resulted in establishing of effective human resource retention and development process in order to tighten relationship among employees, to avoid estrangement. It has a consequence in working together in the organization.

### The Practices

The company sets out a determination “Strive to Create Good People in Showing Gratitude to the Country.” Characteristics of good people comprise of discipline, harmony, sacrifice, ethical, and gratitude. To make good people, it starts out with instilling feeling of gratitude in employees. This will lead to a change for the better, including oneself and tighter relationships among employees,

In the past, the company organized many activities that direct donation and charitable. Mr. Apichart Karoonkornsakul, Chief Executive Officer, once had a question for himself that “do the past good deeds of the company create pride only for me or for majority of employees as well?” It is comparable to that the company’s good deed is “the first hand good” for us, but it is “the second hand good,” for them. For this reason, the company has changed the ideas of activities for society to striving to create good people and majorly through the contribution of employees.



Since majority of employees about 70% have hometown in rural areas. The funding for development of hometown project was therefore initiated. The company selects certain employees to receive certain amount of funding to make good use beneficial to their hometown. It is not a lot of money but this activity allows a stage for employees to show gratitude to their hometown. It is to promote doing good deed first hand by the employees.

The company reiterates the Royal Guidance of the King Bhumiphol inside the organization in order to inspire employees to do more good deeds. Starting from manager level, each of them will have to bring two of the Royal Guidance that they are impressed with from 60 Royal Guidances Book and determine how will he act accordingly. This expands to new recruits. They all have to go through this process. The result is more than 1,000 employees participated in the project and their attitudes have become more positive. They are then inspired to do more good deed by actions.

## Achievements

The company expands the result of the project to people outside the organization including other organizations and agencies that are interested through the training course titled “Enriching Our Soul by Sharing Our Love and Compassion”. It emphasizes the instilling “giving” gratitude, goodwill, and helping hand. This project is responsible by Mr. Samrit Sawangkam, Senior Manager - Human Resource and Organization Development. He is the major speaker. Training has been given to more than 107 classes. It is considered important step in an improvement of the creation of good people to show gratitude to the country from internal personnel to external people.

The success factors for company's activities are the instilling of gratitude into employees and the continuity of the activities. The company also has other activities that motivates employees to behave morally such as establishing of center of parallel lives promotion in order to practice employees on how to live a life following the philosophy of sufficiency economy; an activity to get employees to write letters to their mothers and fathers on Mother's Day and Father's Day; donation for students education fund under the name “Coin Dropping Water Bottle Project,” fix and renovation schools in suburb activity , lessening and quitting all vices project, and meditation project.

## Limitations and Obstacles

- The increasing number of employees needs development of more of intensive activities to accommodate all employees.
- Employees vary in maturity so they see different level of value in the activities.

## Entities involved in the project

- Sang Khon Dee Company Limited

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## “Coordinate Hearts, Strive for Development, Create Value, and Adhere to Morale”

### The Challenges

Pranda Jewelry Public Company Limited engages in manufacturing and distributing fine jewelry business. At present, the company is the major exporter of jewelry with reputation in the international level. Throughout 40 years of operation, we produce quality products by skilled workers that the company trained them ourself. This is work that required expertise. There is no institution able to train worker the way the company wants.

The company believes human is the most valuable resource. They deserve to be supported and helped in career development. There is a need to promote skilled worker jobs to be more prevalent. The project is for those who are interested to study and making it their career that in line with economic situation and the society in all levels – community, local, and national. It allows an opportunity for students and interested parties to choose methodology and training that is suitable for their capability, interests, and opportunity. The company thus promotes cooperation in bilateral educational management. The course is developed by joint effort between Kanchanapisek Royal Goldsmith College and Bangkok Arts and Crafts College.

This allows Pranda to expand the CSR into providing occupation training for people with disability. The project started out with deaf people by cooperation with Schools for Deaf under the Royal Patronage of Her Royal Highness Princess Maha Chakri Sirindhorn as she foresees that jewelry making could be a good career for deaf people.

### The Practices

In the beginning of the company's establishment, or approximately 40 years ago, the company built a factory by purchasing the jewelry making factory with 7 employees. Out of that 7, there were people with disability. One was unit supervisor who had polio and another was chief of setters who was dumb. Therefore, Pranda is used to working with people with disability as we are growing with them.

Pranda has three operation principles: (1) Give opportunity, (2) Provide convenience, and after people with disability received the former twos, then (3) Give equality, since people with disability are fulfilled making them equal others, they must also work like others. The reason is to melt down the inertia in them. It is to have them fighting through obstacle themselves while the

company acts as a mentor providing support in other areas.

The heart of this project is in the strategy in operation that allow people with disability to feel “proud” of themselves for having the opportunity of role changing from “receiver” to “giver.” The company allows those employees who graduated from the project go back to give guidance and being teacher assistant for their juniors who are students in the Schools for Deaf. Mr. Pramote Tiasuwan, Managing Director (Manufacturing) gave an opinion on this, “the fascination is here, it is fascinating that society forces people with disability a receiver since their birth because they are disabled. Can you try to give them a chance to be a giver? I believe that you are giving them back their human dignity. I think this is important. Do we plant trees? Yes, we do. But I am thinking to grow people with disability.” In addition, Mr. Pramote added on different angle of viewpoint, “Really, don’t look at them that they are disabled. Better look at them that they are inconvenient.” This shows that executives have understanding and try to find strategy to become seriously socially responsible for long-term performance.

## Achievements

“Appreciation” and “Pride” of both management and employees is the big success that an organization gets. People with disability feel proud while the company in part helps the society lessen burden with the internal process. Both of them is lending hands to each other making Pranda family stronger. The consequent is the business is growing with stability while developing capability of those under-privileged in the society. It starts out small but it is a major ignition in raising quality of life and sustainable development in Thai society.

At present, Pranda has people with disability working in all level of the organization from operational to management. The ratio of normal to disabled people is at 60 to 1, higher than set out in the law that is at 100 to 1. The continuity of operation and initiation in social responsibility arise out of inside the organization.

Therefore, the company does not have problem adjusting to this law requiring hiring people with disability. People with disability can work with and adjust to normal people allowing them to be together happily. This is another way of promoting the issue of human rights and discrimination.

## Limitations and Obstacles

- Finding a suitable factor to “compensate” the “inconvenience” of each person with disability.
- Searching for strength or capability that hidden in people with disability.

## Entities involved in the project

- Office of Vocational Education Commission
- Kanchanapisek Royal Goldsmith College
- Bangkok Arts and Crafts College
- Schools for Deaf under the Royal Patronage of Her Royal Highness Princess Maha Chakri Sirindhorn

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In Sustainable Organization ...Only Technical Skills development for Workers Is Inadequate, the organization must fill in Discipline, Social Responsibility, Volunteer Spirit, and Leadership; Especially ... Leadership for Sustainable Growth”



## The Challenges

Minor International Public Company Limited engages in food, hotel, and fashion businesses. The company emphasizes the importance of human capital in the organization. It is because the company's businesses provide services in more than 82 hotels, 1,381 restaurants, and 235 stores. It can be seen that the company requires high human resources. Therefore, the thorough development of human resources both internally and externally is important for the company's sustainable growth.

The company's HR motto is "Minor develops People ... People develops Nation." The organization's human resource development courses must cover more than mere development of technical skills. It must also cover discipline, social responsibility, volunteer spirit, and leadership. The company has high proportion of interns<sup>1</sup>, who are currently students enrolled in universities, in comparison to the number of all employees, working in

the organization. It is the challenges for the company on how to make the students work effectively with the company and grow up together, as well as being good citizen for the nation. Students will be trained with a package of "Technical Skills" together with "Life Skills" such as, ability for self-help, financial literacy & saving habit, volunteer spirit, leadership and good characteristics of future professionals.

## The Practices

Minor is the pioneer in giving the students part-time job opportunity and this project was created and operated for more than 20 years. The company provides "First Job" opportunity and help students learn how to earn their own income and train them on how to take responsibility and being self-help at the beginning of their career. Furthermore, the company added on these students development in term of necessary "Life Skill" such as ethics, discipline, social responsibility, and

<sup>1</sup> Interns mean part-time employees and internship workers. Internship is different from part-time employees in respect of evaluation will be sent back to their schools. Their teachers can check how is the students' performance.



volunteer spirit through important corporate culture and activities. When becoming Minor professional, employees have to enroll Minor Leadership Academy. It is done to raise their individual leadership skills starting from determining life's goal, changing attitude, positive thinking and they should believe in their own destiny control by sharing Minor's norm ... "Everyone's abilities are the key to control their own destiny, not the boss." Minor stretch their potential and challenge their ability through corporate philosophy ... "unlock impossibility" to employees at all level. That is the experience and on the job learning for employees to get the job done even in hard works or difficult situations. They have ability to make the impossible possible. Employees will be assigned hard work continually. It is to develop working skills and raise job competency level of each employee. In the soft skill side, Minor also provides "Life Skill Development" such as; reproductive health training and skills for HIV/AIDS prevention, which is very important for youth who are at the workplace.

### Achievements

The company successfully raised up the quality of employees in term of technical skills, discipline, social responsibility, volunteer spirit, and leadership. It is proven that employees who once work with Minor is in great demand in the market. People who did training/ internship with Minor, currently they are advanced in their career taking the role of leading management both at Minor and in other organizations. They are very successful professionals. They are leaders in various areas. It is well accepted that the "First Job Experience" with Minor gave them solid working habit, and it is the fundamental of the future success. Learning to be self-help, set up life's goals, having volunteer spirit, and giving back to the society are embedded in the DNA of all Minor Employees.

The success factor for the company is that instilling of corporate culture that value "Operation Excellence" in triple bottom lines; business ... social ... and environment.

Moreover, the company also has other activities that are beneficial to students, employees, business, and social such as Minor Corporate University Project, development of work integrated learning with various universities in the areas of food, hotel, and retail management.

The importance of Minor CSR has been embedded in day to day business. It is not an addition work. It is important that all employees must have knowledge and understanding of CSR and sustainability, and bring it to improve their daily work, for the sustainable growth of business, social, and environment. As Minor CSR Philosophy: MY PEOPLE ... MY PLANET ... MINOR, and with Minor CSR DNA.

### Limitations and Obstacles

- Development of interns requires lengthy time. This makes it necessary for the company to foster cooperation with schools and Universities, and create proper internship program for students to be able to continually practice and be trained.

### Entities involved in the project

- Schools and Universities including Vocational Schools, Rajabhat Universities, and Ministry of Education.

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## Embracing the King's Working Philosophy as the Guideline for Behaving as a Capable and Good Person Following the King's Footsteps in order to Determine "Person of Somboon Group"

### The Challenges

Somboon Advance Technology Public Company Limited operates the business of manufacturing auto-parts for automotive industry such as sedan car, pick-up truck, truck, and agricultural machinery industry. The major target group is original equipment manufacturers (OEM) both domestically and internationally. The organization's growth does not rely only on technology, capital investment, management policy; personnel in the organization are very important in driving sustainable growth for the organization. The company does not only develop the organization in term of business but also develop human resource. We have the determination to cultivate intelligence and goodness in our employees. It is the big challenge for an organization. If personnels are smart and good, these people could bring in this capability to use and be sustainably beneficial to Thai society. That is the origin of "50 years, Fostering Capable People, Creating Good People" project.

### The Practices

More than 50 years that the company has been engaged in the business and grown together with customers, suppliers, and Thai society. It is the result of capability of all personnels. They are the important driving forces. In addition, the collective experience make the organization learn on how to develop personnels to

become capable and good. So they could help create good things. It is by embracing the King's working philosophy as the guidelines for our own practices in becoming capable and good person following the footsteps of the King. To determine "Person of Somboon Group" 7 of them that are harmonious with the corporate culture are selected to be guidelines for the company's personnels to adhere to. The definition or guidelines on how to become a capable and good person are written for understanding and easier for them to adopt. They are

First guideline is "study information systematically." Capable person is a person who can think logically, collecting of information and analyze it before making any decision. Good person is a person who is careful, mindful, and cautious in making decision.

Second guideline is "prioritization." Capable person is a person who prioritizes work according to its urgency before proceed into doing anything. He also must consider creating strong foundation before proceeding further. Good person is a person who is mindful and proceeds cautiously.

Third guideline is "involvement." Capable person is a person who can take other's opinion and work as a team with other very well. Good person is a person who cooperates, helpful, generous, and accepting of other opinions.

Fourth guideline is “faithful, honest, and sincere.” Capable person is a person who can do anything with the knowledge and facts achieving the determined target. Good person is a person who is faithful, honest, and sincere.

Fifth guideline is “self-sufficient economy.” Capable person is a person who can do anything with the knowledge, skills, not over-stretching, considering impact, and ready for any change that might arise. Good person is a person who can utilize knowledge and ethic in their thinking and acting.

Sixth guideline is “work happily.” Capable person is a person who is happy with what they are doing that is beneficial for everyone and can overcome any operation obstacle, achieving as determined. Good person is a person who is thoughtful, sharing, and charitable.

Seventh guideline is “perseverance.” Capable person is a person who can overcome any obstacle in order to achieve determined target. Good person is a person so is striving, enduring, and having self-discipline.

The organization adheres to and practices all the 7 guidelines continually. It is done to mold our personnels to become capable and good so they could make use of their capability and goodness to make benefits for both inside and outside the organization. Consequently, Thai society will be sustained. Therefore, the organization is striving to develop our personnels to become capable and good with ethics and morales, have good quality of life. There is a development of good working environment to be transparent and fair, for achieving sustainable growth. It creates the true corporate governance.

### Achievements

In creating personnels in the organization to become capable and good, it is the creation of strength within an organization. Personnels can bring this philosophy to practice in order to create sustainability. Also, it can be used to create benefits for Thai society. With strong organization, the true reflection of socially

responsible, will allow an organization to receive increasing confidence and supports in variety of areas from supplier and investment continually.

### Limitations and Obstacle

- Increasing number of personnels and diversity of tradition and culture inside the organization, making the instilling of conscience in developing them to become capable and good requires extensiveness.
- This includes covering all personnels throughout the organization. That is to make them have the same understanding.
- Maturity of each individual is not the same. So for each personnel to deem the value of, understanding, and taking on to real practice will be at different level.

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## “Contribution of Employees is the Key of Successful Implementation of CSR at Phatra”

### The Challenges

Phatra Securities Public Company Limited operates securities business for more than 30 years. The major businesses are securities brokerage, investment banking, investment businesses, and agency in Futures Exchange Market. The company is always committed to responsibility towards social, community, and environment. The company is aware that the success of CSR practices for social, community, and environment depends largely on employee involvement. Therefore, the company is trying to have them participate in all process of CSR practices. This starts out with the selection of the project. It is done to make employees feel the sense of ownership and participate in the project with the company.

### The Practices

CSR practices for social, community, and environment are operated by Phatra Charity Committee comprising of committees who are employees from all levels and representing various departments. In the company, Phatra Charity Committee organizes CSR practices by following guidelines, policy, and budget prescribed by the Phatra Capital PCL's Corporate Social Responsibility or CSR Committee.

The CSR Committee laid out clearly the six guidelines and policy for operation that is social responsibility to social, community, and environment. So the company will not be a threat to society and strive to create benefit for public while create balance between company's profit and social responsibility. The company considers responsibility toward shareholders and therefore is careful in using the shareholders' resources. Moreover, the company promotes and encourages employees and executives engagement in various activities with volunteering spirit.

The Charitable Committee performs activities for social, community, and environment in various aspects and forms. The Charitable Committee has already considered that practices for social, community, and environment that the company will operate and they create interests in our employees should fall into the 4 categories. There are 1) education 2) culture 3) health and community services 4) environment and animal conservation. The Charitable Committee has established working groups to be responsible for activities in each different category. The job starts out with selecting appropriate projects. The working groups will decide if the project has sustainable continuity, create benefit to communities surrounding the organization, promoting contribution of employees with volunteering spirit, or if it has public benefits that are in line with current situation.

The company encourages employees to contribute in the company's CSR practices for social, community, and environment. Employees can propose a project that deems beneficial to the Charitable Committee for screening and they can participate in any activity by way of volunteering and donating as they wish. It can be seen in major activities in 2012, which are the continuity of projects in earlier years as well as activities that just initiated as followed.

One is the scholarship for needy students who have good behavior with above average performance project. The company does not donate alone. Employees also donate their own money, and the company will match the money donated by employees according to the determined rate. Scholarship will be given to students that are enrolled in various majors. The Charitable Committee will determine the guidelines or theme every year such as faculty of nursing and faculty of agriculture. The company hopes that the scholarship will help relieve their parents' burden and that students who received scholarship can make use of their knowledge for public benefit.

Dhamma Tumma 2600 Year of the Enlightenment 26 Days Project was implemented at the employees' seminar. The company organized this activity in cooperation with Buddhadasa Indapanno Archives Foundation and Thai Health Promotion Foundation. The company divided employees into groups of about 30 people. They are to compete on organizing goodness activity in order to change themselves, their families, and society within 26 days. Each group would together consider the way to do good that group's members decided appropriate. Every employee in the team will do good as the group has decided on and would promote their activities of doing good via online social media so other employees can participate giving opinion and giving score by pressing "Like" via Facebook Fanpage. The first three groups that won would receive cash prize so they could operate the CSR practices.

### **Achievements**

The company's CSR practices, no matter it requires physical or emotional efforts or money, they allow employees' participation and this in turn foster good relationship among them. This creates harmony in both employee and management levels. It therefore creates more effectiveness in the internal operation.

The success factor of our CSR practices is the trust among each other, creation of opportunity of involvement, and corporate culture where most employees are conjoining their cooperation in the CSR practices.

Besides the earlier mentioned practices, the company also has many more CSR practices which rely on conjoining effort of employees, customers, sponsor, and surrounding communities such as dhamma talk activity, viewing Khon (Thai classical performance) to preserve Thai culture activity, enhancing heart power activity, weekly dhamma practice activity, and monthly merit making for employees and surrounding communities activity.

### **Limitations and Obstacles**

- Participants tend to be the same people over and over. The company therefore needs to create practices continually in order to make it interesting and attractive to new group of employees for them to participate.

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**CORPORATE RESPONSIBILITY : ENVIRONMENT**

**SIAM CEMENT PCL**

**CHAROEN POKPHAND FOODS PCL**

**BANPU PCL**

**GUNKUL ENGINEERING PCL**

**EASTERN WATER RESOURCES DEVELOPMENT AND MANAGEMENT PCL**

**CENTRAL PATTANA PCL**

**TIPCO ASPHALT PCL**

**THAI INSURANCE PCL**

**THAI VEGETABLE OIL PCL**

**PTT PCL**

**PTT EXPLORATION AND PRODUCTION PCL**

**RATCHABURI ELECTRICITY GENERATING HOLDING PCL**

**PRUKSA REAL ESTATE PCL**

**PTT GLOBAL CHEMICAL PCL**

**BANGKOK METRO PCL**

**CENTRAL PLAZA HOTEL PCL**

**SUPALAI PCL**

**SERM SUK PCL**

**HAAD THIP PCL**

**AMATA CORPORATION PCL**



# Corporate Responsibility : Environment



## “Balancing in Economy, Society, and Environment under Corporate Governance Leads to Sustainable Development”

### The Challenges

Siam Cement Public Company Limited or SCG strives to be a leader in ASEAN and prepares for world class competition. SCG operates under principles of good corporate governance and sustainable development. It is the starting point of creative innovation in products, services, operational process, and business model in order to create value-added and respond to stakeholders' needs. The company emphasizes sustainable natural resources management, especially water resource and energy consumption to ensure that we consciously consume and most effectively utilize these resources. We are aware that these resources are the key to sustainable development for the country.

### The Practices

The company has systematic and concrete ways of managing water resource by applying our 3Rs Concept of Reduce, Reuse/Recycle and Replenish. We manage water resource and perform risk analysis on social, environmental aspects, and business operations which can impact the entire supply chain to avoid conflicts with

surrounding communities. We continually invested in the development of and increased effectiveness in water management technology. In addition, an action plan for reduction of water consumption and wastewater discharge have been created and implemented. By installing Reverse Osmosis (RO) system to improve wastewater quality, the technique will allow the used of recycled water. The company is also aware of the water source of our production process, because consumption of water in industrial sector likely will affect the way how community consumes water. In production planning, the company will estimate the total water volume in each area. The total volume of water that will be used shall not exceed 5 percent.

Furthermore, the company has installed Waste Heat Power Generation (WHG) in order to bring in waste heat from cement production process to generate electrical power for use in each plant. This helps to reduce electrical consumption and emission of greenhouse gas. We also emphasize “Green Procurement.” It is in line with the policy of operating a

business that is environmentally friendly or “Green Business” in every step of operation. In addition, environmental management level is raised through the Greening Supply Chain project where the company will be a mentor to its suppliers who would like to develop environmental management system. In 2011, there were 23 suppliers participating in this project and passed the criteria. The project aims to expand into suppliers of all company's business groups.

The measures of the company's environmental management are as follows:

- Operational Excellence with Total Quality Management system as well as analyze the impact that might occur from evaluating the total life cycle of the product. It includes determining performance indicator and target in term of the environment.
- Expansion throughout the supply chain as a result of raising standards for upstream suppliers by educating them how to operate business, and improving production process, as well as developing downstream sustainable consumers. We also develop products and services through innovation which adding on value to products for consumers such as SCG eco value.
- Collaboration in doing good, support other operators even those in the same industry or in the same area to operate their business in a way that is environmentally friendly, striving to become “Green Business Society”.

### Achievements

From past operation, the organization had fostered a culture of sharing ideas and knowledge among each other. A working group for each project is appointed. Both people within the same business group and different business groups come to help create, do research, and develop new products. This includes searching for ways to resolve problem and obstacle in the same direction. The results of cooperation, striving, and

harmonious working, are new production innovations for the company, expansion investment to ASEAN, and continually receiving trust from all stakeholders. These lead to sustainable development and achievement of ultimate goals that the company set.

### Limitations and Obstacle

- In an organization that has many subsidiaries and employees including various stakeholders groups, it is hard to create the same understanding. It is rather difficult to do and is time consuming. Therefore, there must be clear operation guidelines for employees at each level to study and communicate to all parties involved.
- The research and development sometimes take time. There must be a systematic plan for budgeting including establishing a responsible unit in order to achieve the determined goals.

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## CPF Green Business



### The Challenges

#### The Practices of Sustainable Development

Charoen Pokphand Foods Public Company Limited or “CPF” engages operates in agro-industrial and integrated food businesses industry. With the vision of becoming the “Kitchen of the World,” vision and integrated food business mission, the company is dedicated to providing products/services of high quality, tastiness and safety, complete with traceability. To be socially and environmentally responsible and to attain sustainable growth, the company strives to achieve the balance between economy, society, and environment.

#### Announcement of Green Business Policy

In order to deliver quality and food safety, the company believes it must start from operating business with responsibility under the good governance principles, pass through production process that is environmental friendly, reduce the impact on communities, and have systematic sustainable resource management throughout

the cycle. With determination to reduce environmental contamination that will occur from operating business since the beginning to the destination of the business operation, the Green Business Policy is hatched.

The company operates Green Farm project as one of the projects under Green Business Policy. The Green Farm project has the operation model that uses bio-gas, Odor Control System in building, recycle water in the farm without releasing to outside, improving landscape in the farm so it can be used as a tourist destination under the idea of “New Resort-Style Swine Farming”

Moreover, the organization also determines the CPF Green Farm Standard that is in line with international standards in the areas of environment, energy management, safety, occupational health, social responsibility. It is also in line with CPF SHE Management System Standards that is the CPF Standard. And importantly, CPF Green Farm Standard has the major

## operation guidelines as follows:

1. Effective resource management
2. Environmental friendly management
3. Promoting Hygiene and safety
4. Risk assessment and controlled in the farm
5. Community relationship

From the operation of Green Farm, it can be seen that the company is genuinely striving for operational performance. The clear operational standards coupled with the “think together, work together, responsible together” principle and networking; bring about success of the project.

## Achievements

From Green Business Policy to the Green Farm project has been operating with success due to the corporate vision and instilling of idea, as well as transferring of knowledge to employees who work with determination. They are the success factors. The result is clear and concrete both in term of quality products that can be checked, effective energy management, and most importantly, real reduction of impact on environment and community.

## Limitations and Obstacles

- New production technology that we used in production process requires time to learn and training of personnel in the organization in order to create knowledge and skills to work.

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## From BANPU Spirit Culture to Innovation in Process

### The Challenges

Banpu Public Company Limited engages in energy business comprising of coal business and electricity generating business covering six countries in the Asia Pacific region. The company always stresses the importance of and considers impact from operating businesses, not only impact on society but also on environment. It reflects in the determination that company and subsidiaries have been adhered to for more than 3 decades that is "good industry must be developed in tandem with the development of society and environment."

Because we pay attention to the quality of life and living standard of the surrounding communities, the company therefore always evaluates the impact on environment and communities. The nature of our operation is mostly open-pit mine, so the water resource management is important, especially the acidic water problem from overburden or coal bed that contains pyrite.

#### The Practices

From the past experience, the source of acidic water problem could be mine pit, coal sitting ground, and overburden dumping area. The company initiated an idea and brought in Successive Alkalinity Producing or SAP system to adapt for use acting as settling pond that aims at treating acidic water from overburden dumping area to become neutral. SAP system is a passive treatment technology that mixes the work of Anoxic Lime Drain and planted organic substance together. The way of treatment is vertically and acidic water will be released



into the system flowing on the top of organic substance bed and natural lime bed for certain period according to the operating condition. So waste water, that passes through SAP system, will become more neutral.

The SAP system does not really require any maintenance work and the operating cost is relatively low compared to other treatment systems. This system is first adapted for use in BP2 mine in Thailand. and designed to perform effective treatment for as long as 10 years. So the waste water quality problem is sustainably abated and mitigated with small budget.

### Achievements

From the result, even though the problem has been mitigated by simple principles, the importance is the mixture of the corporate culture, "Banpu Spirit," and an opportunity for employees to propose new idea without closing mind. It can be said that SAP system is an innovation that created by employees and



management under creative culture. It is ready to expand into other locations where the company will operate.

The success factor is that the company adheres to the culture, “Banpu Spirit,” which results in conscientiousness of social responsibility among employees. From the problem, it makes employees working together in trying to solve problem immediately without waiting for an order from top supervisors. With this corporate culture that has open opportunity for all employees to exchange or share ideas, without considering seniority or job position, allows the brainstorming for resolving problem. This leads to effective way to solve problem. Moreover, the company also has other activities that are promoting the environment and community such as Community Consultative Committee Project, Community Career Development Project, Conservation of Bio-Diversity in Barindo Mine Project, Community Facilities Development Project.”

### **Limitations and Obstacles**

- The difference in geography, weather, and geology of each location requires a specific system design in order to make it suitable for a particular mine.

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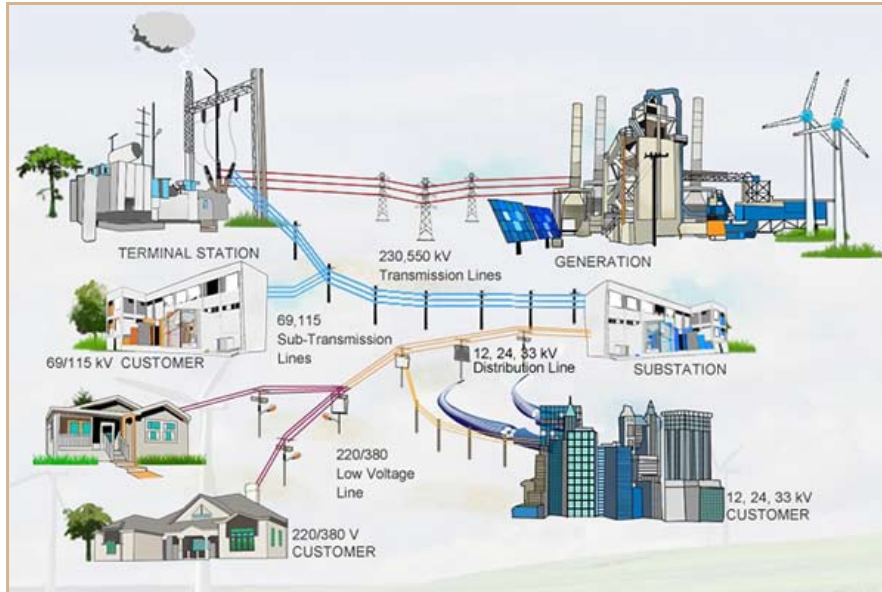
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## From Electrical Equipment Distributor to Producer of Renewable Energy The Challenges



### The Challenges

In the situation where more than half of electrical power in Thailand relies on natural gas as a major fuel in generating electrical power in the country. The sources of energy will not last. In addition, we must import from overseas. So the price of natural gas is likely to continually be higher and is volatile to the political and economic factors. At the same time, the green house effect and natural disaster seem to be increasingly severer. Started as an importer and a provider of electrical equipment, Gunkul Engineering Public Company Limited turned into leading producer of electricity from renewable energy. It is to reduce the consumption of energy from declining source, that is one of the causes of green house effect, and to decrease reliance on imported energy of Thailand.

### The Practices

The Company operates the business of electrical power generating from renewable energy. The first solar energy factory of the company, under an operation by the subsidiary, Gunkul Power Co., Ltd. is Ban Kluay Power Plant Project Phase 1 in Petchaboon province. The size is 3.0 mega watts. The Ban Kluay Power Plant Project Phase 2 is 4.4 mega watts and it started selling electricity in 2011. There are 4 more projects that are still under construction. They are Vichien Buri Power Plant Project in Petchaboon province with 8 mega watts and will be selling electricity by the end of 2012; Sri Chula Power Plant Project in Nakonnayok province with 8 mega watts; Nern Por Power Plant Project with 4.5 mega watts; and Bung Sam Pun Power Plant Project 2 with 3 mega watts and will open to sell electricity in early 2013. There are four more power plants of the company's subsidiary, G-Power Source Co. Ltd., which are still under construction. They are Dong Khon Power Plant Project in Chainat

province with 6.5 mega watts; Ta Keed Power Plant Project in Nakonsawan province with 6.5 mega watts; Ta Sang Power Plant Project in Nakonsawan province with 6.5 mega watts which already started selling electricity since March 2012; and Bung Sam Pun 1 which will be open to sell electricity by the end of 2012. For wind energy, there is a construction of electrical power plant from wind energy for the Electricity Generating Authority of Thailand (EGAT). Two set of windmills with 1,250 kilo watts capacity each have been installed. The total capacity is 2,500 kilo watts. It is located in around the Lumtaklong Cholapawattana Power Plant top reservoir in Klongphai subdistrict, See-Kew district, Nakhonratchasima province. The installation is completed and already connected to PEA's delivering system since April 1, 2009.

In addition, the company also imports and distributes electrical equipment for electrical system and renewable energy system from solar energy, wind energy, and biomass energy, water energy, and cogeneration energy. It covers every step of the process of delivery and distribution of electricity since the electrical power plant to the users. There are various types of products. That is to respond to the needs and pushing the use of renewable energy in generating electrical power, as well as expand renewable energy area in overseas.

### Achievements

From the operation, it reduces reliance on non-renewable energy. Especially, energy from windmill at Lumtaklong in See-Kew district, Nakhonratchasima province, can generate about 4.60 million units of electricity per year. It replaces the use of 1.1 million liters of fuel per year. Therefore, it reduces the emission of green house effect gas, which is the cause of global warming, for 2,300 tons per year. This responds to the government's policy that is to bring existing renewable energy in the country to maximize its use. It is the center of education in the area of wind energy development for electricity generating for students and population.

The success factor of the company is the corporate vision, "to become leading manufacturer and

provider of equipment for electrical systems and renewable energy systems that meet and satisfy customers' need and concurrently maximize stakeholders' utility." It is the guideline for the company to emphasize the importance of environment and renewable energy. From electrical equipment distributor to producer of renewable energy.

### Limitations and Obstacles

- Knowledge and understanding that are not correct of those stakeholders who worry and do not have confidence in the renewable energy electrical power plant

### Entities involved in the project

- Gunkul Powergen Co.,Ltd

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**”To be the leader in sustainable water logistics, and to develop the environmental management for utilities and renewable energy”**

### **The Challenges**

Eastern Water Resources Development and Management Public Company Limited engages in water resources management business by integrating raw water management through big water pipes or Water Grid to provide raw water to industries and consumption in the Eastern Seaboard region, Thailand’s key economic area. This region is the hub of industrial manufacturing and transportation both by land, ocean, and air such as Laem Chabang and Map Ta Phut Deep Seaport. It is also the location of major tourist site . However, the weather atmosphere is varied. Many times, the area faces with drought and contamination problems which effected to limited raw water quality. Therefore, the company has to manage limited water resources to its maximum effectiveness and minimize loss.

### **The Practices**

Water resource management is very important due to satisfying continually increasing demand of water by consumers. Raw water quality is regularly tested to make sure it meets Service Level Management (SLM) standard to ensure that the consumers receive good service and quality water. That is to maximize customer’s satisfaction. According to the company’s vision, “To be the leader in sustainable water logistics and to develop the environmental management for utilities and renewable energy,” the company pays attention to brining in advance innovation and technology to develop basic operational system capacity in both construction and management system. It is standardize the model and maximum effectiveness.



We bring in various technologies to control the pumping and distributing watersuch as radio wave, fiber optic and Supervisory Control and Data Acquisition or SCADA which is the remote pumping and distributing water control system center. Advanced computer technology allows the control system ability to cover large area where there is a need for stability and high effectiveness. It helps in giving information of water pressure and volume of water in the water pipe throughout the network. It also shows the water quantity in various water sources. Information is sent to the central operation center by development of basic operational system capacity. The supervision and reporting information must be able to order, appraise, and evaluate on a real-time basis, in term of raw water source capacity. The pumping and delivering operational system and the continuity of raw water consumption behavior allows follow up on result and correcting of water delivering problem throughout 24 hour. In addition, the system can maintain appropriate balance between demand and supply. It effectively creates balance of water delivering

that is appropriate for raw water consumption demand in the industrial sector and for consumption.

In addition, there is a promotion both internally and externally on water conservation such as to reduce the consumption of water by water footprint index. There are projects such as initiation of wastewater treatment in school cafeteria project, 3R (Reduce, Reuse, Recycle) Innovation competition, and educating sub-district Administrative Organization on community water management.

### Achievements

Normally, loss of water during the pumping and delivering water through pipe is at about 20-30%. Therefore, the company determines a Key Performance Indicator or KPI of the organization to have loss from pumping and delivering water at the rate of not exceed 3%.

From SCADA system , it allows continuity in supervision and management of water and comprehensive throughout the area. Andthe effectiveness in testing and maintaining machine and equipment is increased. This allows stability and boost confidence and trustworthiness. Customers will receive modern service that is precise and fair. The following of information and evaluations can be done quickly and accurately. The system can control the loss of water during the pumping and delivering water to be lower than 3%, complying with the organization's key performance indicator.

### Limitations and Obstacles

- Radio wave and fiber optic control system is not fully efficiently stable due to thethunder or lightning, Large investment for installing effective pumping and delivering water control system.

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**PROPERTY  
DEVELOPMENT  
& INVESTMENT**

A Member of Central Group

A MEMBER OF CENTRAL GROUP

## “Energy Ambassador” Becoming Shopping Center with Environment at heart



### The Challenges

Central Pattana Public Company Limited or CPN is the largest and most modern developer of retail property Company in Thailand. Currently, company manages 20 premium shopping centers, 7 office buildings, 2 residential condominiums with a total Gross Floor Area (GFA) exceeding 4.2 million square meters. That makes, CPN, the leader in developing and managing retail property with the highest market share in retail spaces in Bangkok. More than 30 years, company has gone through changes not only in term of consumer trends but also in satisfying consumer on comprehensive one-stop-shopping. Company strives to become the most environmental and community friendly retail property. Challenges arise in term of how to optimize energy consumption to its most effectiveness. Our goal is to be a shopping center that cares of environment, society, and community all together. .

### The Practices

CPN's mission towards society is to be shopping center that cares for environment, society , and community.. Our development strategies derive into 3 parts. They are:

- Energy and environment conservation
- Community and social development through CPN Young Thai Intellectual Program
- Creating social responsibilities awareness within employees thorough giving and volunteering for communities.

CPN sets strong determination on energy conservation. Company changes many major facilities in the shopping center to reserve energy. A shopping center is always seen as a large consumer in using energy. Study shows electrical cost incurs mostly from air-conditioning system. Then, company puts state of the art-environmental friendly chillers into the new air-conditioning system. Beside that CPN changes normal light bulbs into energy saving light bulbs with LED innovation. In addition, CPN also uses electrical motor to adjust speed of the motor. Company puts in heat protecting plan in order to reduce the overload work of air-conditioning and waste of unnecessary use of energy. Resulting from these are decreasing of electric consumption by 20-30%.

Furthermore, company brings in intelligence elevator system to use in office buildings. The system can calculate traffic, quantity, and weight passengers of each elevator use. The system will adjust elevator's operation appropriately to maximize conservation of



energy consumption. Intelligence parking system is also used in order to help customers to find a parking space faster. This help reduces energy consumption in having to go around finding a parking space.

Moreover on saving energy, CPN creates awareness-raising campaign reserving energy for our employees. Examples of activities are Carpool Parking , Energy Day , Green World Experience Learning Center , CPN Volunteer Energy Ambassador, and Green Promotion Project.

### Achievements

Various awards in environmental conservation from both national and international organizations are given to the company. Two regional awards as the 2011 ASEAN Energy Awards and again in 2012. CPN also receives 14 awards of Thailand Energy Awards from Ministry of Energy.

Our success comes from many factors. It includes realistic policy that brings about actual operation. By having coherent 5-year business plan shows straightforward determination with KPI that is in implementing within every unit. Every relating unit must work with collaboration and deliver results together. Effective monitoring and evaluation are also implemented. In addition to the practical policy, CPN has clear organizational structure exhibiting responsibility and accountability in one specific unit taking care of these areas. Last but not least, the “Energy Ambassador,” which is embedded in every unit. Everyone supports and shares ideas and information in order to create activities for saving energy campaign.

### Limitations and Obstacles

- Collecting information, evaluating activities, and employee understanding towards the mission
- Attitude and misunderstanding regarding energy consumption

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## Beside Being Environmentally Responsible, the Organization Can Also Reduce Cost

### The Challenges

Tipco Asphalt Public Company Limited include of subsidiaries and associated companies operating the business of asphalt manufacturing and distributing both domestically and internationally. The company's products are used for road paving, road surface maintenance, as well as highway's, and airport runway's. We also distribute oil products (non-asphalt products) including Naphtha, Gasoil, High-sulphur, and fuel oil. We are well known in transporting and preparing asphalt, which requires high energy consumption, especially the energy from fossil. It is challenging for the organization to try to reduce energy consumption while having to meet the business objectives. That is to actually be more effective in producing and distributing quality products, and takes responsibility in caring for environment, as well as for society.

### The Practices

The Company is aware the importance to walk on the path of the King's philosophy trying to do good for the benefit of Thai society, the Thai, and the nation's future, especially in term of energy. The engineering group is monitoring all processes and then improving the process such as fleet management -- starting from preparation, processing, and transportation of asphalt products, in order to minimize energy consumption. If it is land transportation, we have changed the engine of transporting truck from diesel engines to CNG engines. For asphalt container tank, we have changed to a better insulation sheet. So we do not have to warm up asphalt before delivering to customers. Or if there is a need to



warm up, we will use LPG gas instead of firewood for heating. LPG is cleaner energy. It helps reducing emission of sulphur dioxide and of suspended particulate matter. If it is sea transportation, we have increased the size of vessels that transporting from overseas and developed heating system that functions at minimum loss of heat. All these improvements resulted in reduction of transportation cost.

As it is our mode of transportation, the Company has more than 200 trucks in the fleet which driving over 10-16 million kilometers per year. These trucks require lubricants change every 20,000 kilometers. Therefore, there is a large volume of used lubricants. At present, the Company has turned those lubricants as substitute material to petroleum additive in the process of asphalt production.

Furthermore, the Company looks into renewable energy. We have done a study on substitution of electricity by solar energy at Nakonratchasima plant. It is the model project for other factories in the country to follow. This is one of the measures to help continually lessening global warming and environment impact, in

order to improve quality of life of the Thai society, Thais, and the future of our country.

### Achievements

The Company is striving to be environmental friendly and emphasizing the importance of energy consumption effectiveness -- by replacing the use of fossil fuel with other renewable energy. We also strive to involve with and help in community development projects. This is our corporate social responsibility. Therefore, the Company continually receives trust, confidence, and support in various areas from suppliers and investors. It also creates cooperation, determination, and harmony in the organization between management and employees. These are the key factors sustaining the Company on the road of success.

The factors contributing to success of the Company's activities are that the Management sets the policies that are environmentally friendly and shows the striving effort in the operation by paying attention to society and environment. These result in employees' determination and willingly enjoy in contemplating the implementation.

### Limitations and Obstacles

- In production process developing -- to reduce the impact on environment, it requires huge budget, therefore we cannot change at fast pace.
- To see significant difference from the use of renewable energy, it would take more than 10 years. So it takes time to see concrete result.
- Instilling strong belief and creating understanding to a large number of employees and stakeholders take time and consistency.

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## From Paying Attention and Courage to Have Different Operation Guidelines Has Brought About Effective Use of Resource



### The Challenges

Thai insurance Public Company Limited (The Company) was established to serve the initiation of Somdetch Phra Sri Savarindira Baromma Raja Devi Phra Phan Vassa Ayika Chao (Her Majesty Queen Savang Vadhana, the Queen Grandmother), the Queen Grandmother of His Majesty King Bhumibol Adulyadej, King Rama IX, that insurance company managed and owned by Thai should be established in order to relieve loss of Thai people, and to ensure that funds from insurance were managed in the country which would benefit the country and its people as a whole. The company's products include auto insurance and all types of non-life insurances. For any insurance policy, at least two copies of the policies have to be produced - one copy is for customer and another copy is kept by the company. The third copy will be required if that insurance policy was sold by the agent. As a result, tremendous volume of paper has been used for producing insurance policies. Once the insurance expired, those papers are to be destroyed. Therefore, it is important that the company has good system to manage consumption and destruction of the papers.

### The Practices

To protect environment, the company has reviewed its operational processes to identify any processes that consume too much resources. Then the company redesigned the operational processes to ensure that resources are used efficiently. According to the review, insurance policy production process uses a lot of

papers in producing the copy of insurance policy for customers. A working team was established to improve the process aiming on reducing paper consumption. Based on customer behavior survey, very few customers read the condition section which is an annex to the policy. The company then redesigns the policy production system. For example, reduce number of pages from 20 pages to 1 page. If the customers would like to read the annex to the policy, the information is available in the company's website in electronic version. Format of printing has also been revised such as printing on both sides of paper and adjust line spacing. In addition, we recommended our business partners to keep insurance policies in electronic files instead of hard copy. For the long term plan, the company is striving toward "Document Management System," which will reduce paper usage and storage.

The company also recognizes that its employees are the key factor in resources management. The company builds awareness to the employees through various projects. One of the projects is the "Kep Ngen Tok" which conveys the message that saving should be started from inside the company first. The project encourages the employees to save consumption of electricity and fuel. With consistent communication on resource consumption, the outcome of the project reveals lower consumption in electricity and fuel. Regardless of the small saving amount, the employees' behavior has changed.

Additionally, in designing CSR projects, each process is designed to have involvement from other processes. For example, the company made paper

mache chairs from wasted paper. The chairs were then donated to Queen Sirikit National Institute of Child Health, Children ICU Room at Chulalongkorn Hospital and at Ramathibodi Hospital. On the day when the company brought chairs to the hospital; the company organized activities with the hospitalized children such as reading stories by the bedside. In The paper mache chairs not only voluntary made by the company's employees, but also made by local people from an art school (Ban Rak Sinlapa) in Chumphon province. By hiring local people, the company has also supported local economy. In these projects, the company also promote "TIC Way" or "Thai Insurance Way" that comprises of achievement, commitment, creative and continuous learning, and happiness with work. In participating in these activities together, it allows employees to get to know each other and talk outside work. The indirect result is that working become more effective and communication between departments is improved.

### Achievements

As a result of all the above mentioned, the employees' behavior in consuming resources has changed. It becomes more effective not only at the company level but to the employees' families as well. Additionally, it is worth to mention that work becomes more efficient as well.

In 2003, Thai Insurance received the Best Corporate Governance Report Award from the SET Award by the Stock Exchange of Thailand. In 2011, the company received the 2nd Outstanding Development Non-Life Insurer of the year 2010 by the Office of Insurance Commission. This is the result of cooperation of employees. The company believes that these projects and activities are not only for the company, but they do it for the family and for the world by adhering to TIC Way.

### Limitations and Obstacles

- In changing employee's behavior, making them paying attention to environment, the

result is not immediate. It takes time and must design activities to be interesting.

- Public sector organization who is overseeing the industry still does not yet have accommodating regulation for change. So we cannot operate the projects concretely.

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## Send Out a Team to Survey Problems and Needs of Community Before Doing It The Challenges



### The Challenges

Thai Vegetable Oil Public Company Limited engages in agro-industry. The company manufactures and distributes 7 major products. They are soybean oil under the brand “A-Ngoon,” Soybean Meal, Dehulled Soybean Full fat soy, Dehulled Full fat soy, Lecithin, Sunflower oil, and sunflower Meal.

The business operation needs to rely on water transportation as a main route to transport raw materials such as soybean seed and sunflower seed, via along Tha Chin River from Maha Chai to Nakhonchai. This might cause environmental impact both noise and air on communities along the route. The problem is such disturbance sound, wave currents, and soybean meal pollutants from running vessels. There are complaints from communities. The organization is aware of the problems and trying to find a resolution so the company can sustainably co-exist with communities and able to operate business.

### The Practices

From the problems, the company initiated “Love Community and Love Environment Project.” It is emphasizing an involvement in taking care of community’s public utilities. It started out from sending a team to survey the problems and basic needs of communities. From the study, we found out that the communities still lack street lights. The company then proceeded to install traffic control lights at major intersections in the communities and repair lights around foundation pier posts from Maha Chai all the way to Nakhonchai. In addition, the company strives to reduce impact on environment by controlling waste disposal to its minimum, controlling diffusion of dust from transporting soybean from Tha Chin River to the factory.

The activities are well accepted by communities. Until present, the company has initiated new projects in order to develop and create more benefit to society such as educating and instilling conscientiousness in managing water hyacinth to communities. It is not an





activity to only get rid of water hyacinth but it is also an activity to emphasize creating balance in the ecosystem. We educate communities that how much is the appropriate amount of water hyacinth in the system and how much is a problem to environment. If we can effectively manage water hyacinth, we would be able to reduce blockage in the river and this will make transportation by water more effective.

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### Achievements

From continually organizing activities to reduce impact on environment, both inside and outside production process, at present, the result is that we can operate without impact on communities and environment. In addition, the company raised its environmental management to the point where the company can acquire the first assurance of Carbon Footprint Labeling in vegetable oil, soybean residue, and extruded soybean business.

The success factor is to create engagement between the organization and the surrounding communities. This creates social capital for our organization and it is considered strength of business. The company also has other activities that oriented toward society such as A-Ngoon Im Boon Pua Nong Im Nan Project, Eat Vegetarian for Merit Making Project, Chai A-Ngoon Dai Jai Project, A-Ngoon Cares all the Hearts Project.

### Limitations and Obstacles

- To be success in taking care of environment around the river, it must start out from water source all the way to downstream destination. Alone, the company cannot operate the whole route. The company can only operate in certain portion of the river that is from Maha Chai to Nakonchaisri.



## Courageous to set out challenging goals and create changes in operation

### The Challenges

Petroleum Authority of Thailand was established in 1978 and became PTT Public Company Limited (PTT) in 2001, a state enterprise, under Ministry of Energy. PTT's vision is to be the Thai Premier Multinational Energy Company. Its mission is to equally respond to all stakeholders. The company's values, SPIRIT, express our belief in instilling good moral and excellent work ethics in all employees.

Our priority is to provide energy security and strengthen the country's economy. Amidst the changing environment, limited resources, and increasing demand, we have responsibility to take care of the society, community, and environment to ensure sustainable development.

### The Practices

PTT is driving science and technology development in the organization by supporting the efforts to internally create knowledge base and develop new innovations. We also support business innovations that decrease the company reliance on petroleum resources

and increase its competitiveness in the global energy market. We aim to maximize the value of our resources through a comprehensive and robust supply chain management system.

PTT understands the importance of crisis management and business continuity system. Our business continuity management system (BCMS) meets the guidelines of the international standard, BS 25999. Emergency readiness is achieved through processes and plans as well as regularly scheduled drills. This enables us to timely response to emerging events, such as the 2011 Great Floods while remaining in a business as usual state. We were able to ensure safe, effective, and adequate supply of energy. Smaller vehicles were sent to hospitals to make sure that they were provided with the energy needed to operate equipment. We supplied the needed fuel for emergency power generation to keep microorganisms at the National Science and Technology Development Agency alive so that the Agency can continue their research. We also delivered natural gas and fuel oil to power plants around the country.

In addition, PTT has created the Green

Roadmap which can be classified into 3 aspects:

- Green Product: Production of environmental friendly products such as bio-diesel fuel, gasohol, and E20. We worked with a polybutylene succinate (PBS) manufacturer to develop the world's first 100% bio-degradable container, the Amazon bio cup. We also evaluated carbon footprint of our lube oil products.

- Green Process: Processes that optimize resources use and reduce the impacts to the environment and society. We now have in place the Greenhouse Gas Inventory in every process of the PTT Group in order to find ways to reduce energy consumption and CO2 emission. We designed gas separation plant unit 6 to be equipped with air pollution control equipment at the point of emission. We utilized energy management system to track energy use and to improve our processes in order to achieve higher efficiency.

- Green People/Public Awareness: Creating environmental awareness in the wider population and establishing PTT as a good example of a green company through various projects and initiatives. For example, the 84 Tambons on a Sufficiency Path Project, add another one million rai of reforestation, educate the public and increase consumer confidence in E20 fuel through the result of a study that proving no difference between the performance of benzene 95 and E20 in automobiles. We continually disseminate and disclose information and conduct informational campaigns through various media outlets.

## Achievements

Proofs of our success in economic, social, and environmental sustainability at the international/national level include:

Member of the Dow Jones Sustainability Indexes (DJSI 2012/2013) in the oil and gas producers (OIX) sector, a result that was achieved ahead of our target date.

Thailand's first ever TIS 22301-2553 certification for business continuity management from the

Management System Certification Institute (Thailand), for our response to the 2011 Great Floods.

Rayong gas separation plant received Thailand Energy Awards 2010 in energy conservation for controlled plant category presented by Ministry of Energy, and ASEAN Energy Awards 2010 first runner-up, outstanding energy management in large plant presented by ASEAN Centre for Energy.

However, PTT continues to develop and improve our operations. The organization, therefore, must be courageous to set out challenging goals and create changes in operation in order for employees to continually develop their capability and to have pride in what they do which will result in changes that lead to success.

## Limitations and Obstacles

- Limited consumer's confidence in alternative energy such as E20 is due to the misconception that E20 fuel is less effective than conventional products.

## Entities involved in the project

- We are working with organizations from public and private sectors, private development agency, academic institutions, and general public.

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## Strive to Operate Higher than International Standard – SSHE: Safety Security Health and Environment



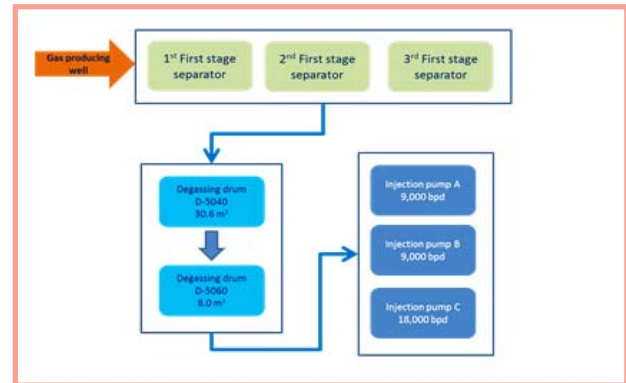
### The Challenges

PTT Exploration and Production Public Company Limited (or PTTEP) engages in exploration and production for petroleum and natural gas. As a national Exploration and Production company striving to be a leader in Asia, we adhere to the guidelines of operating our business for growth together with always being socially and environmentally responsible. As such, we have received accreditation from various organizations that are well-accepted nationally and internationally such as OHSAS 18001 and ISO 14001.

One example of environmental management that PTTEP took for development to have higher standard is the management of water from the production process or Produced Water. It is the water that is generated at the same time with the production of natural gas and petroleum hydrocarbon from underground petroleum sources. There is a need to treat that water to meet the national and international standard before releasing it to environment. Even though the company can control the quality of waste water from the production process to meet the designated standard, in an effort to reduce impact on the environment as much as possible, PTTEP developed the idea to inject the water from production process back to the depleted reservoir by 100% or zero discharge. PTTEP has implemented the project in all operations areas in Thailand under the management process, as part of Safety, Security, Health and Environment (SSHE) Management System of the company.

### The Practices

The key success factor for operating a project is human resources that is all PTTEP employees. They are instilled with a corporate culture that cultivates a good conscience for sustainable development. The key principles of our corporate culture are ABCD, where:



A is for Adaptation and willingness to learn

B is for Bounderlyless

C is for Clear thinking and Communication, and

D is for Dedication to work.

PTTEP and all personnel in every unit have utilized the corporate culture in creating results.

PTTEP believes that to sustain the company into the future, we need to integrate environmental and social issues and considerations while pursuing our business goals. Thus, as a responsible organization, PTTEP is committed to operating responsibly through environmental stewardship to mitigate potential impacts to the environment throughout business decision making and management. We have in place our Safety, Security, Health and Environment (SSHE) Policy and Management System in which our environmental management system (EMS) complies with the international standard ISO 14001 certification. To ensure that our environmental impacts are mitigated and managed, the ISO 14001 system is implemented and certified for all domestic operating assets, most of which are ISO 14001 certified except for the Greater Bongkot South Project (which was commissioned in 2012 and the ISO 14001 system is being put in place).

Our Green Practice program which is a part of

our sustainability roadmap focuses on driving environmental related performances and initiatives. The Green Practice programs together with the SSHE MS form a backbone for our environmental management.

Produced water is one of the environmental impacts that we manage, since it is the highest volume of liquid discharge that is naturally present in the reservoir and generated during the production of oil and gas when extracted from the ground. We take into consideration the practice of Produced Water Management to reduce the risk of environmental contamination and manage regulatory compliance.

Furthermore, the produced water reinjection process has been designed with risk management principles in mind. There are three measures to minimize risks which are the following:

- Engineering Design: The system to reinject produced water requires the cooperation between process engineering, construction engineering, and reservoir engineering. The depleted reservoirs need to be designed in such away to be able to accommodate produced water from our operations.

- Maintenance Engineering is required in order to monitor and maintain the integrity of the system to have it operated as planned and also have the ability to fix or adjust the system when necessary. The company uses ARIMS (Asset Reliability & Integrity Management System) to increase the effectiveness of maintenance services, which will determine parts or major components that of Safety Critical Elements, in case of emergencies. It also ensures that the system will work perfectly at all times.

- There are emergency response procedures in case of emergencies where operations for produced water reinjection fail to operate. The Field Manager can make

- the decision to reduce production capacity and still be able to accommodate produced water reinjection during production process. It shows that PTTEP pays attention to environment as much as to operating results.

### Achievements

PTTEP has achieved zero produced water discharged overboard for three consecutive years at all domestic assets through the reinjection technique, by re-injecting all produced water back into reservoirs. We vigorously improve the Produced Water Management System infrastructure to facilitate reinjection from all wellheads. 100 percent reinjection of produced water was achieved at all operating assets in the reporting year.

PTTEP's best practice of 100 percent produced water reinjection was acknowledged by the oil and gas community by receiving recognition from the BG CEO Award in Environmental Award Section for Environmentally Responsible Produced Water Management in 2012 for the Bongkot Project, out of 121 contestants. In addition, the Bongkot Project has two world leading companies as joint ventures such as British Gas (BG) and TOTAL, where PTTEP is the operator. This also indicates that PTTEP is well-accepted by world organizations in the oil and gas industry, in terms of management capability in reducing environmental impacts from operations.

### Limitations and Obstacles

- Investment in the system and equipment is quite high in terms of costs, specifically in offshore operations cases. The company received cooperation from Total Oil (Thailand) Co., Ltd and BG Asia Pacific PTE in the Bongkot project.
- Cooperation with other related lines of work such as the procurement division in order to increase the system effectiveness.

### Entities involved in the project

- Total Oil (Thailand) Co.,Ltd
- BG Asia Pacific PTE

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# RATCH



RATCHABURI  
ELECTRICITY GENERATING  
HOLDING PCL.



## In-Process CSR

### The Challenges

Ratchaburi Electricity Generating Holding Public Company Limited is listed on the Stock Exchange of Thailand (SET), trading under the symbol of "RATCH." It operates as a holding company, engaging in three major businesses – electricity generation, renewable power, and power generation related businesses. In response to intensifying awareness on environmental and social responsibility, this is integrated into business operation. In electricity generation in particular, it must be integrated throughout the process from input, process to output to prevent and mitigate impacts and strengthen the awareness. This is a challenge and we must dedicate all efforts to improve environment quality and ensure comprehensive and equitable social responsibility to all stakeholders.

### The Practices

It starts with the brainstorming session between the company's management and employees to analyze the possible impacts and concerns from the operating process.

On input which concerns fuels used in electricity generation, aside from natural gas – the primary fuel, we generate power from associated gas - the by-product from Pratu Tao and Saotien crude oil fields in Sukhothai province instead of burning it away. This is to maximize economic and social benefits from natural resources. The two projects have a combined capacity of 6.3 megawatts, generating 42 million units of electricity per annum which is enough for 7,000 households. This helps reduce the

wasteful burning of flare gas by 1,400,000 cubic feet per day and reduce the import of bunker oil worth Bt200 million per year. In addition, the company has embraced renewable energy in electricity generating, with emphasis on solar, wind and biomass energy. At present, renewable energy generates a total of 103 megawatts, ably reducing carbon emission by 115,000 tons per year.

On generating process, aside from advanced efficient and environmental-friendly technology, we strive for new alternatives to help reduce CO<sub>2</sub> emission from electricity generating process at Ratchaburi Power Plant. We initiated a project to grow spirulina algae with waste CO<sub>2</sub>, taking it as our CSR innovation. The algae's can absorb CO<sub>2</sub> nine times better than a tree. A study shows that algae in the cultivation area of one rai can absorb 9.85 tons of CO<sub>2</sub>. This sets to be a prototype to industrial sector and other manufacturing sectors in reducing waste CO<sub>2</sub> from their production process. In addition, the company established Global Warming Reduction Learning Center at the Ratchaburi Power Plant to disseminate the ideas in reducing global warming effect to general public. Meanwhile, we proceed with the spirulina algae cultivation research to find out the best environment to promote the absorbability of waste CO<sub>2</sub>. At the same time, the company is studying how to develop products from the cultivated algae and commercialize them in the future.

Moreover, the company pursues the zero discharge of treated waste water through three major projects. First, a 350-rai plot on the western side of the power plant is turned into Organic Plant Demonstration



Farm, supported by treated waste water from the power plant. In cooperation with the Engineer Department of the Royal Thai Army in Ratchaburi province, we grow rice on the 40-rai demonstration field and supply the output to the department. The remaining 310 rais is turned into the watershed area, which is the habitat and source of food for aquatic animals and birds as well as a nature learning center. Second, waste water treated accordingly to the requirement of the Royal Irrigation Department is used in watering trees in the power plant and recycled by Reverse Osmosis (RO) and Ultra Filter (UF) technologies under the Waste Water Recycling Project. The water is reused in the generating process in order to reduce the amount of water discharged to external channels. In 2011, 1,225,307 cubic meters of treated water from treatment well were recycled by the RO system. It helped reduce the use of raw water by 5% of the total raw water required for the generating process.

On output or the electricity, aside from maintaining power current at the level specified by the customer (EGAT) and in-process pollutants under the legal requirements, we put emphasis on consumer and the general public. In this regard, the company has carried out various projects such as promotion of energy conservation, public health projects, education and quality of life improvement, as well as promotion of community forests under the “Love the Forest and the Community” project. This is to preserve water sources, food sources, and energy sources for the community and society; and to increase forestry area as the natural carbon sink of which benefits can be shared with entire society.

### Achievements

- The company has won sustained recognition from stakeholders and investors.
- Being the learning center for other organizations both from public and private sectors domestically or internationally.
- Winning confidence and trust from community

which becomes a major part of the organization in watching out for any concern.

- Raising employees' pride and loyalty toward the organization.

### Limitations and Obstacles

- Dissemination of the right knowledge in electricity generation business to an extensive range of stakeholders.

### Entities involved in the project

- Ratchaburi Electricity Generating Company Limited

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## From a problem of ineffective housing production, causing waste, leading to new construction innovation “Real Estate Manufacturing (REM)”



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### The Challenges

Pruksa Real Estate Public Company Limited invests in real estate development business to develop residential projects for townhouses, single-detached houses, and condominiums in Thailand and many countries in Asia including Maldives, India, and Vietnam.

Real estate development in Thailand has been growing every year. The company's growth rate is 20% per year and produce residential housing more than 10,000 units per year, in Mass Production process. It is considered very high volume when comparing with other companies in the same industry. However, the company cannot maintain the growth of business with existing capability of production. Not only it cannot accommodate expansion of production capacity, the existing production process is not effective enough. It yields pretty high waste in term of work utilization, not only that labors do not know work system or inventory or Work-In-Process (WIP). The quality of houses delivered to customers is important so, the company continuous improves the quality of houses in order to satisfy customer's needs and maintains

operational performance.

### The Practices

The company brings the idea of manufacturing to adapt for housing construction. It is called Real Estate Manufacturing (REM). The principle is instead of moving the product from station to station in the production line, like manufacturing. In REM process, construction workers will move from a house to the next house in the same speed and synchronization like cars manufacturing.

The system will drive the housing construction in a work sequence and task time in a continuous flow. With this, we can determine productivity, quality, and the WIP management. It is due to the fact that the system is designed for quality control during construction. For example, when a construction worker in the next step found out a defect in the previous step, the whole system will be stopped and immediately corrected the problem in order to allow the next step to complete in time. The in-process quality control (IPQC) is the system to control

quality using in leading industry at present.

If looking at a larger view, the REM innovation house construction affects various relating parties. The shareholders or the organization can produce product to meet the need in the market in time. It responds the consumer needs in having measurement to control the quality of product. Employees have to be trained from Prukسا before performing actual work. It is considered being responsible to our own employees, in one way. Of course, the benefits to the company in term of work system, this system also have an effect on environment with significant meaning such as:

This system allows the organization to calculate more accurately on how much which material will be used in which period; and how many of them is needed, than the old system. This resulted in logistic management become effective and precise. This maximizes the effectiveness in energy consumption. From this point, the company can reduce number of inventory. The damage from storing and leftover from construction process is reduced. This has a larger impact in the long run. At present REM has been used in all new Prukسا projects. It is considered the first one in real-estate business that brings in this type of construction to implement.

### **Achievements**

The REM system allows a reduction in the use of construction resources. The quality of house transferred to customer is 60% better (to reduce home repair) and it takes less time for construction. The effectiveness of construction is increased by 67%. That means the efficiency of house construction adjusted higher, decreasing waste during the production process including in the supply chain or Inventory by 20% and 35% respectively. These are the real and direct success to the organization. Moreover, Prukسا is the first organization in real-estate business that innovated construction technology in term of REM. That makes us recognized and received world level awards such as ASQ's 2010 World Conference in the USA. It is considered the the REM system is being accepted and proven the success in international level.

### **Entities involved in the project**

- Suppliers of Prukسا Real Estate Public Company Limited

### **Contact person**

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## Analyzing Probability Negative Impact throughout the Supply Chain

### The Challenges

PTT Global chemical Public Company Limited is a flagship in chemical business of PTT Group. We are the largest petrochemical and comprehensive refinery operator in Thailand. PTT Global Chemical established from the amalgamation between PTT Chemical Public Company Limited and PTT Aromatics and Refining Public Company Limited in the end of 2011.

With the nature of business, which requires using high volume of natural resources, it is unavoidable that most of our operation has direct impact on environment. Even though the company's major policy is under a supervision of PTT Group, PTT Global Chemical is a subsidiary with the highest numbers of factories in the Group. It can be said that the risk that our operation could impact community and environment is the greatest. Therefore, it is necessary and important that the company pays attention to a reduction and alleviation of negative impact that might occur. Coupled with doing businesses with various business partners from both domestically and internationally; adhering to international practice standard in our operation is like a driving force for the company to always adjust to standard and regulation.

### The Practices

The organization emphasizes CSR-in-process because we foresee that our production process and

operation have direct impact on environment and there is a possibility that it will create bigger impact since our operation situate near many communities. The company will analyze negative impact that might occur throughout supply chain, from the source to destination in complex integration manner. That is to analyze what are the company's production processes, and each process relates to which stakeholder groups, and how does it affect those stakeholders. Then we will prioritize its importance and propose as an action plan incorporating as a company's strategy.

The company emphasizes and has the most outstanding operation is the effort and success in reducing and preventing impact on environment. The company adapted the 3Rs which is Reduce starting at the source, Reuse, and Recycle. It is the campaign that Ministry of Industry is promoting among industrial factories in order to manage industrial waste effectively. The company started it out since 2011 and has determined that we will have zero waste to landfill by the year 2015.

The operation gets satisfactory result that is we can reduce waste to landfill by 46.65% more than the target set for the first year which is 25%. It is because we managed waste by applying the 3Rs coupled with an involvement of our employees. Recently, the company received an award for management of waste under the

3Rs principles and is selected to be a pilot project in development of capability in utilization of waste by Department of Industrial Works. It is like the model factor of success in bringing waste to make use of in the industry for other factories. In addition, it is the promotion of circulation of use and reduction of waste volume needed to be destroyed outside of factory.

The company has an idea to extend result of this project as well as other projects in developing Proactive Environmental Management, including creating carbon labeling, climate change strategy, promotion of Eco-Efficiency Indicators, and more. Also we will extend to all parties in the supply chain. We have a determination to become Green Industry with a possibility to be Green Procurement in a more concrete way in the future.

### Achievements

With good image and trustworthiness in our effective management of environment, it will help increasing competitiveness in the international level. The long term successful result is that we reduce the consumption of natural resources for sustainability of the environment. Coupled with the fact that the organization has brought in new knowledge, technologies, and experience to employees, agencies and organizations; it helps in the development of economic, social, and environment of the country in the overall picture in the future.

### Limitations and Obstacles

- Technology and capability in managing waste in the country is quite limited.
- Law and regulation relating to the control and operation of waste management and materials that are no longer in use.

### Entities involved in the project

- Department of Industrial Works

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## Emphasizing Innovation that Help Conserve Energy Together with Sustainable Environmental Preservation



### The Challenges

Bangkok Metro Public Company Limited or BMCL has received the concession from Mass Rapid Transit Authority of Thailand (MRTA) to operate the M. R. T. Chaloem Ratchamongkhon Line Project or the MRT train. BMCL is the sole party who has this right to operate and collect fare and commercialize the development for 25 years. Since in our operation, we need to use advanced technology and electrical energy in our operational process, so the company is consistently develop the operation process to increase the capability in providing services. We stress the importance of operation that is socially and environmentally friendly with balance and sustainable since the starting of operation.

### The Practices

The company set a determination “to operate business aiming at always creating benefit to society and adhering to business operation principles which emphasize utilizing innovation that help conserve energy together with preserving environment with sustainability.” The nature of business requires cost of operation that is quite large. So the organization foresees the management to reduce cost of operation. This resulted in an

opportunity for the company to initiate various projects in an effort to reduce the cost of operating business. It is done under the idea of reducing cost of operation, reducing the consumption of energy, and preserving environment at the same time. We came up with energy saving project.

The organization divided areas that consume energy into three sections. They are 1. Station (most energy consumption section) 2. Traction 3. Depot for maintenance. Then the company initiated the energy saving project formally with the intention “to organize all activities that will help saving the use of electricity.” There are two main projects. They are:

- Saving energy project without investment, it can help reduce energy consumption without a requirement for investment. It can be done immediately. They are such as changing the way air-ventilation work, changing the way air-condition work, and adjusting train schedule. We also do campaigning on energy conservation such as turn on/off the air-conditioning system and light that are not used.

- Saving energy project that requires investment. In this type of project, there is a need to make



an investment in the operation such as installation of controlling equipment for motor speed of the air-conditioning system, installation of equipment to control turning air-conditioning system on/off automatically, and the installation of energy saver light bulbs, LED, to replace the halogen light bulb. It is the pilot project and will extend result into other stations.

From every activity mentioned above, the organization will adhere to the MRT commuter's benefit that is every activity shall not affect the commuters. The evident result of the projects is the project helped reduce the consumption of electricity a lot. The organization collected comparison statistics of the electrical power usage rate since 2005 to 2011. It can be seen that the consumption of electrical power has been constantly decreasing. In 2011, we saved more than 20 million kilo watts of electrical power and therefore reduced the emission of carbon-dioxide by 12,087 tons. It is in the opposite direction of the number of commuters which has been constantly increasing every year. The admirable result is that the company has saved energy expense by 10% per year.

### Achievements

The company has extended result of what the organization has successfully implemented into covering every station, and with outside personnel. The company also extended the project to help reduce energy consumption and help preserving environment. The company expects the society to help conserving electrical energy with the hope that the company could be a good role model.

The success factors is that the management and every employee are harmoniously helping and determined. This resulted in satisfactory result of every project. In another meaning, the project helps reduce some costs of the organization. It is a benefit to both the organization and environment. Furthermore, the company has other projects that promote energy conservation, environment preservation, and helpful to society. There are such projects as returning the smart card to help

preserve environment while development of society in a sustainable way. It is the project that born out of two principles, they are campaigning to preserve environment and inviting commuters to be part of helping society and improve the quality of life of communities in variety of way. In returning the smart card that is already expired, one smart card is equal to donating of 10 Baht. This money will be used in helping society in various occasions. The result of the project is that the company reduce the production of new card and able to reuse the card by 50.99% for the year 2011. There are other projects such as BMCL Green Power, Friends Helping Collecting Boxes project, and Happy Workplace project.

### Limitations and Obstacles

- For Energy Saving project, when the number of commuters increase, there must a be a plan to accommodate this saving energy effort continually. It might require new technology to help. So the operation might be slower than scheduled.

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## Operate Hotel Business as “Green Hotel” to be Kind to Environment



### The Challenges

Central Plaza Hotel Public Company Limited engages in managing and operating hotels and resorts. In order to satisfy the needs of customers, who come to stays at the hotel and resort, for them to be happiest during the stay; we adhere to the principle in providing services while preserving environment and consume natural resource to its worthiness. Therefore, the company sets out a policy to reduce the use of energy, preserving environment, and pay back to the society as much as possible.

### The Practices

Under the idea, “Because of You, We are Here,”

therefore, the company initiated various CSR operations emphasizing taking responsibility towards society with sustainable development principle in that we operate under the basis of moral and ethics. We can divide it in to four key areas of society development. They are art and cultural, equality in society, quality of environment, and sufficiency of economy. The all are a part of social and national development.

In operating services business, the company determines to provide services to maximize customers' satisfaction together with customers' impression from receiving services. The company sees that we must operate business together with consume natural resource to its worthiness, under the Green Hotel Principle. By roughly framing, it is the reduction in the use of energy, growing green vegetable in the hotel. The company started to organize various activities seriously. In term of reducing energy consumption, we installed Solar Hot



Water and Waste Heat Recovery. That is to bring renewable energy to use in our operation. We use that power to produce hot water. The company has extended this practice in all branches in order to be in the same direction. The result is that the company clearly conserved the use of electrical power; the evidence is in the statistics comparing the rate of electrical power consumption between the hot water production from electrical boiler and the hot water production from renewable energy.

Together with energy saving is to help preserving environment. It also helps create good atmosphere in the hotel, it is now more pleasant with shade. It also helps in maintaining customer's health and sanitation. That is the hotel grew organic vegetable in the hotel. These organic vegetable were served to customers and also used in decorating vases in place of flower. The hotel also made it the tourist site in the hotel as well. Customers can visit the vegetable farming area. In the farm, there will be labels telling the name of vegetable both in Thai and English including information on how to use them. The company is happy and allows customers to pick out vegetable in the farm for their consumption. The company also tries to replace flower with vegetable in our landscaping. But it requires proper landscape management.

In term of preserving environment, the hotel has developed laundry system using ozone system without using chemical products. We treat wastewater from laundry and use it to water our organic plant.

### Achievements

The company organized activities and projects that can see immediate result, with the determination to develop and extend the result unstoppably by management team and every employee; it is well-accepted and got recognized. The hotel received Green Leaf Award, which is an award for good environmental management.

The company extended the result into other

branches of the same group, including extended it to outsiders. It is the role-model of energy conservation and environment preservation. As the management has vision in the continuity development, coupled with understanding and cooperation from every employee in the organization, activities and projects are carried out successfully. It shows that management and every employee are in harmony with one another.

With determination to do good of everyone in the organization, there are many more other activities and projects such as Central Sumsong Model project, Central Striving for educational Development project, and collecting of aluminum tops from drink can and giving them to Prostheses Foundation of HRH Princess Mother for them to make prostheses.

### Limitations and Obstacles

- The hotel cannot operate the project in all hotels of the group because of limitation in term of space of the hotel.

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## Supalai Green Design Save our world, Save your money

### The Challenges

Supalai Public Company Limited operates residential and commercial real-estate development business, aiming at providing housing for customers to reside in happily with convenience and save energy (electricity and water) expenses in the long run or “Yo Yen Pen Suk” or live happily. We strive to become a leader in energy-saving housing developer, by attempting to continually developing of energy-saving houses.

### The Practices

To be socially and environmentally responsible, one of the organization’s values, we consider all stakeholders under operational principles in which we called Supalai 7 R. They are:

CSR or Corporate Social Responsibility, emphasizing social responsibility and paying back to the society.

PR or Public Relation, emphasizing creation of relationship and understanding and disseminating good information to public and media.

CRM or Customer Relationship Management, organizing various types of activities that are beneficial and satisfying to customers.

ER or Employee Relation, creating harmony among employees, working together like families for happiness in workplace.

IR or Investor/Shareholder Relation, keep shareholders and investors well-informed of the company’s information and create sustainable good operating results that are satisfying to investors and shareholders.

SCR or Supplier/Contractor Relation, giving suppliers importance in term of being fair and genuine

with suppliers and contractors.

GR or Government Relation, emphasizing cooperation and easiness, complying with law and regulation, and cooperating both directly and indirectly with government agencies.

The Company is striving to continually develop energy-saving buildings under the idea “Green Design” which stressing uniqueness, worthiness, and pleasantly habitability in order to raise the quality of products, under international standard ISO 9001: 2008. The company stresses the importance since laying out a project plan, in order to have all houses facing the right direction. That is will not face the house on the direction that receives direct sunlight, in order to minimize the heat coming into the house. In designing the house, we consider functionality, wind direction, ventilation, lighting, humidity, as well as material used in construction. It is to ensure that resident will have convenience and save energy.

The design of condominiums, in general would locate a bathroom closes to the entrance door, then kitchen and living room. The bedroom will be next to the



patio. But Supalai's condominium is designed to place both bathroom and kitchen near the patio in order to ensure good ventilation without having to install ventilation fan or kitchen hood. It will allow sunlight to come in, helping killing germs. Also, it will act like a barrier barring the heat to enter into living quarters. This helps reduce the use of air-conditioning, reduce the area that needs air-conditioning down to only living room and bedroom. The air-conditioning machine will be designed to be smaller. This helps economizing electricity expense. Houses and residences of Supalai emphasize the design and selection of construction material for living conveniently as well as save money in the long term. It is more than just the beauty.

### Achievements

With determination in designing and construction of residences that are energy-saving continually, throughout 7 years, the company received awards that proved our leadership in development of best quality products from Department of Alternative Energy Development and Efficiency, Ministry of Energy as follows:

In 2005, we received Outstanding Housing Development with Energy Conservation Awards from two housing designs, Supakarun and Supiwat. In 2007, we received Good Housing Development with Energy Conservation Awards from two housing designs, Supapat (new) and Supatarin. In 2008, received Good Housing Development with Energy Conservation Awards from two housing designs, Supanuch (special) and Supadarun (new). In 2009, received label certification for energy-saving buildings for five designs. Supapat (new) received outstanding label. Supadarun (new), Supawanna, Supiwat, and Supanuch (special) received good label. In 2011, received label certification for energy-saving buildings, the total of 27 labels for 13 housing designs. The company also received various more awards such as Special Award from Readers' Choice Award category Best Design Property, from Living in Thailand Magazine - Award of Excellence (2008), Urban Design Awards (2009) Professional and Organization Level category Master Plan

of Building Groups - consolation prize for Supalai Casa Riva Project from Association of Thai Urban Designers; Top 10 Developers Awards (2011) and Top 10 Developers Awards (2012) from BCI Asia and Prestige Plaque for Outstanding Property Project, "Worthy of Value" (2011) for Supalai Park Ratchaphruek – Phetkasem by considering appropriate price (price per square meter), location, material, format, design, environment around the project, and promotions from Agency for Real Estate Affairs; and Thailand Property Awards 2011 category Best Affordable Condo Development (Bangkok) from Supalai Park Tiwanon and Supalai Premier Rachada-Narathivas-Sathorn from Property Report Magazine.

### Limitations and Obstacles

- The cost increased by 3-5% in comparison of energy-saving houses and ordinary houses, while having to compete in this real-estate property market in term of prices.
- Majority of customers are not aware or put much emphasis on energy-saving houses.

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## Sermsuk...Driving its CSR-in-process through Sermsuk 5 Green Dimensions Strategy; Water, Package, Energy, Environment in Factory, and Human Resource

### The Challenges

Sermsuk Public Company Limited is the manufacturer and distributor of quality products including carbonated and non-carbonated beverage. In today's world context, business operation needs to find a way for sustainability. As the company also values social responsibility together with business production; it is challenging that an organization has to push forth and operate to achieve goals. The key strategy to achieve the goals is "Sermsuk Green Dimensions." They are the major strategies in our CSR-in-process that we use as our driving forces. It covers all 5 factories of the company.

### The Practices

The Company implemented environment work through the key strategy, "Sermsuk Green Dimensions." It involves operation in 5 dimensions that are water, packaging, energy, environment in factories, and human resources.

"Water": It is the heart of operation. We cannot produce without it. The company invested more than 100 million Baht in management of water resources in our 5 factories. To optimize the use of water and to reduce the use of water from nature, it is done by reducing the use throughout the process. We are able to reduce water consumption in our factories by 180 million liters per year or 10%. The company aims at reduction of water

consumption by 20% in the next three years.

"Packaging" : The Company aims at reducing resources consumption as much as possible. We bring in the 3Rs concept: Reduce, Reuse, and Recycle in management of our packaging from the source until destination. Reduce is to decrease the use of materials by designing package that use less material such as develop PET bottle to have light weight. Doing this allows us to reduce the use of plastic by more than 1,000 tons per year. Reuse is to reclaim our package to use again. Our glass bottle is reused as customers will return glass bottles after use. Recycle is to separate material that is no longer in use to Waste Processor plant to recycle it such as plastic film used in wrapping packages.

"Energy": The Company together with Department of Alternative Energy Development and Efficiency, Ministry of Energy, operate Solar Hot Water, producing hot water from solar energy. We also bring waste heat from carbonation system as renewable energy replacing bunker fuel, the process of raising temperature of water before entering boiler. This helps saving consumption of bunker fuel by approximately 160,000 liters per year. It also means sustainable saving on fuel expenses and reduction of greenhouse gas emission, major cause of climate change, the global warming, a major issue in today's world.



“Environment in Factory”: The Company values creation of good working atmosphere for employees by increasing green areas in all 5 factories. We believe that environment produce good effect on emotion and thus working efficiency of employees.

“Human Resource”: It is the resources that company gives the highest value on. In order to be a role-model for sustainable environment care, we need to have employees who have understanding and heart for environment preservation as a driving force. Therefore, the company manages to instill environment conscientiousness in all employees. We established a working group for corporate social responsibility at every Sermsuk’s factory to drive an operation of socially responsible work in every dimension of Sermsuk continually and sustainably.

## Achievements

The company can reduce manufacturing cost while taking care of environment. The company performs follow up the projects regularly to make sure that we actually achieve our determined goals. The company can reduce water consumption by 10%, plastic usage by more than 1,000 tons, and bunker fuel consumption by 160,000 liters per year. We also think for idea on what will do in the future in order to carry out our production to be in line with the nature as much as possible. We promote that every factory implementing the Sermsuk Green Dimensions strategy by adapting it to best fit the factory’s condition. The company also has more than 1,000 outsiders a year coming for work study at our company including academician and students.

Furthermore, the company also has other forms of operation under the policy in decreasing cost of manufacturing while taking care of environment such as bringing methane gas from wastewater treatment system to use replacing bunker fuel; using tugboat to pull barges instead of using trucks; and supporting the use of NGV and LPG gas, Diesel, and B5 fuel in our car fleet; and reduction the use of paper in package.

## Limitations and Obstacles

- Investment in technology relating the Sermsuk Green Dimensions Strategy in each dimension is pretty high. If implement it without any help with investment or support, it would take longer by many years to get return on investment. Support from public sector is a key driving force factor.

## Entities involved in the project

- Department of Alternative Energy Development and Efficiency, Ministry of Energy
- Petform (Thailand) Co., Ltd.

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## “แนวทางในการรักษาสิ่งแวดล้อมแบบองค์รวม – คิดบวกสู่ความยั่งยืน”

### The Challenges

Haad Thip Public Company Limited is a beverage company licensed by The Coca-Cola Company (U.S.A.) to produce and distribute carbonated drinks such as Coca-Cola, Fanta, and Sprite as well as non-carbonated beverages such as Minute Maid and Namthip drinking water. Haad Thip's main production facility is located in Haad Yai district, Songkla province. The company distributes its products throughout the 14 southern provinces, namely Chumphon, Ranong, Krabi, Phuket, Phang-nga, Trang, Phatthalung, Surat Thani, Nakorn Si Thammarat, Songkhla, Satun, Pattani, Yala, and Narathiwat.

Throughout 40 years of operation, no matter how the company performed, Haad Thip has always been willing to contribute in assisting, developing, and supporting social activities in both the private and public sectors. This has always been a key policy of the company. In the course of the business's operations, there inevitably develops a reliance on natural resources. Water is a key ingredient, along with plastic and aluminum packaging as well as various types of energy that is used in the production process. The company concedes that there is waste generated from the production process and aims to minimize this waste as much as possible through sustainability and environmental conservation. This is in line with The Coca-Cola Company's business concept of "Live Positively", a commitment to making the world a better place to live and to making sustainable growth a reality in both business and the community.



### The Practices

Under the Live Positively initiative, Haad Thip has implemented the concept of "Think Positively for Sustainability", as a guideline to reduce the environmental impact from their operation in three key areas: water, waste, and climate.

First is water management. As a key ingredient in beverage products, clean water is integral to the success of the business. For this reason, Haad Thip's has instigated a policy to "return water back to nature." That is, they have committed to return to nature and the community every drop of water that goes into their beverages and production process by the year 2020. Additionally, there is a joint effort within the Coca-Cola system whereby they will treat the water that comes out of plants so that it is pure enough to sustain aquatic life. Moreover, the company has a project that promotes water conservation and water source development in

accordance with the Royal Project for local communities.

Second is reduction in waste and resource consumption. Haad Thip has tackled this challenge through innovations in packaging designs and production processes to reduce resource consumption for both aluminum and plastic packages. They were the first company in Thailand to introduce “Sleek Cans”, a new type of can that reduces the use of aluminum by 16% and is more efficient in term of packing. This means they use less resources. In regards to PET bottles, the company collaborated with Srithai Superware Public Company Limited to create “lightweight” plastic bottles. In the past, 1.25 liter PET bottles weighed 44 grams. Now they weigh only 37 grams, helping to reduce costs by about 13%. Haad Thip was the first company to employ this initiative which later extended into the Coca-Cola business group. As a further example, Namthip drinking water bottles now use 35% less plastic in their production.

The third issue is addressing climate change. Haadthip highly values energy conservation and prevention of climate change. The company is well aware that the production process must not increase the level of carbon dioxide in the atmosphere. In an effort to help consumers make educated decisions and choose products that emit low carbon dioxide, the company has started putting the Carbon Footprint of a product on the labels. The first product to show the Carbon Footprint was on the Coke 250 ml glass bottle followed by the Coke 1.25 liter plastic bottle. Eventually, the company aims to put the label on all of their products.

### Achievements

In operating to conserve the environment holistically, the company is confident that it can have sustainable growth. This is because Haadthip is trusted by the community and consumers have confidence in the quality of the company’s products. This project provides clean natural resources for our ingredient and enables cost reduction.

### Limitations and Obstacles

1. There are limited resources, therefore there is a need to allocate resources in order to achieve the goal.

### Entities involved in the project

1. The Coca-Cola Company system
2. Hydro and Agro Informatics Institute (Public Organization)
3. The Industrial Environment Institute, the Federation of Thai Industries
4. Thailand Greenhouse Gas Management Organization (Public Organization)
5. Srithai Superware Public Company Limited

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## From the Concept of “Make Our House Clean First,” Becoming Waste Disposal Factory in the Industrial Estate



### The Challenges

Amata Corporation Public Company Limited is Thailand's leading developer and manager of industrial estates. We strive to provide full services under the framework “Perfect City.” That is to provide convenience and help reducing utilities management expenses to factory operators in Amata Industrial Estates. Currently, we have three industrial estates locating in eastern seaboard. They are Amata Nakorn in Chonburi province, Amata City in Rayong province, and the expansion in Vietnam under the name Amata City (Bien Hoa). At present, Amata Nakorn in Chonburi province has the total area of more than 20,000 rais with more than 595 factories. Therefore, sewage and waste management in the industrial estate is quite challenging. Amata needs to have good management in order not to create impact on communities.

### The Practices

Amata developed the concept of “Make Our House Clean First” into waste sorting and proper waste management. This includes creating value-added to waste in the industrial estates. We started out the operation in Amata Industrial Estates seriously in 2008, to

make it more complete and strive to become sustainably Eco-Industrial Estate.

In Amata Nakorn Industrial Estate, there are hundreds of factories. In each day, there are large volume of waste that needed to be managed. Amata therefore laid out effective and efficient waste management system in order to prevent impact on outside communities. We provide daily garbage trucks inside the industrial estates. It operates and manages by Amata Facility Co., Ltd. Sewage and waste will be transferred to sorting plant in order to properly manage the waste. There are three major types of wastes 1) general waste, which will be transferred to the incinerator plant inside the industrial estates operated by PJT Technology Co., Ltd to produce electricity energy for industrial factories and sell to Provincial Electricity Authority; 2) hazardous waste, which will be transferred by the company that received standard certification from Department Industrial Work to landfills properly; 3) recyclable waste.

At present, Amata is cooperating with Kansai Bureau of Economy, Trade and Industry of Japan (METI) and Department of Industrial Works will establish “One Stop Service (OSS) Center” to provide consultation on how to manage waste under the 3Rs concept (Reduce, Reuse, and Recycle). It is full service management of

waste. The center is now under feasibility study and establishing stage. The Japanese partner has sent experts to help giving recommendation and transferring of knowledge starting from transferring of waste from industrial factories until to the landfilling with advanced technology. Parts that can be recycled will be recycled for benefit and value. The company hopes that we can recycle industrial waste and hazardous waste and therefore reducing pollution.

Amata believes that if the project is completed, it will make Amata industrial estates the first one in Thailand, or even the first one in Southeast Asia that has waste management system and plant that are decent eco-friendly. It will be the place for work study for other organization and bring the knowledge to use.

### Achievements

Amata can effectively exercise its waste management. We can transform waste as fuel to generate electricity. This helps reducing energy in waste management, creation of pollutants to environment, global warming effect, and production cost. At present, we are operating waste sorting system for properly dispose at Amata Nakorn in Chonburi province before expanding the operation to Amata City in Rayong province, in order to make our industrial estates true eco-estates. With management who has vision in sustainable development, determination, and received knowledge from experts, coupled with understanding and cooperation of every factory inside the industrial estates, in order to preserve the environment and reduce consumption of resources as much as possible, the project has been successfully carried out.

With determination to preserve environment and relationship with communities at Amata, these give rise to the births of various activities and projects including Wastewater Treatments System; Zero Waste Discharge; Pan Thong River Basin Preservation Project; giving out young plant for factories to grow them together; fund raising for education; and clean up blockage in ditch, canal, and water way.

### Limitations and Obstacles

- Waste sorting cannot be done right at a pick-up site from factories by a garbage truck as there are a lot of factories located in the industrial estate. If the waste is needed to be sorted at each factory, it would take to much time and could not be able to be disposed each day.

### Entities involved in the project

- Amata Facility Co., Ltd.
- Kansai Bureau of Economy, Trade and Industry of Japan (METI)
- Department of Industrial Works

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**CORPORATE RESPONSIBILITY : ORGANIZATIONAL GOVERNANCE**

**THAI LUXE ENTERPRISES PCL**



# Corporate Responsibility : Organizational Governance

## From the Concept Zero Corruption, the Starting Point for Company's Strong Corporate Governance Level

### The Challenges

For businesses, to operate for achieving growth is ought to be done. But what should not be done is corruption. It is evident that no matter how big is a private organization or even in public sector, it can lead to collapse of the organization, when there is corruption in an organization. At present, there is an emphasis on anti-corruption effort. It becomes a point of attention of every sector.

Thai Luxe Enterprise Public Company Limited operates business of manufacturing and distributing of aqua feeds, aquatic farms, and ready to eat foods. Our company seriously adopts the value of "Zero Corruption" in our operation. This is done to accommodate expansion of business into full service Feed-Farm-Food operation. The company therefore has to change the management style into the one that decentralizes decision making authority to employees at all level, in order to increase agility in management administration. The change increases the risk of corruption in the company.

### The Practices

It started from the concept, "Zero Corruption Project" of Singer Thailand PCL, who operates business in similar nature like the company, selling by means of trade credit. The management directly purposed this Singer's concept to the management board, who already values the issue. The company then adopted the concept and adapted it to better fit the company's operation. The company carried out various ways in order to prevent



corruption in the organization. That is increased mechanism for investigation, promoted ethical practices among employees, and provided appropriate welfare to employees.

In term of increasing mechanism for investigation to make it harder for corruption in the company, the company initiated a program to increase means to report leads through direct phone line, company's website, and opinion box. It is to give employees an opportunity or anyone who see any corruption to be able to report leads directly to the company's management. Also, in every step of the process, there is disciplinary airtight control, from procurement of raw material all the way to collecting money from sales.

In term of promoting ethical practices among employees, it is done by changing attitude and belief of employees, making them know right from wrong,

adhering to ethics. It is the mechanism that the company emphasizes importance, because it requires time and sincerity. There are activities that the company organized in this respect such as encouraging employees practice Dhamma and attending meditation course; and campaigning for anti-corruption inside the organization by way of poem contest. The activities aimed at instilling and reminding employees of the importance of anti-corruption.

In term of providing appropriate welfare to employees, we have a higher compensation standard when comparison to the industry. The company believes that if employees receive appropriate level of welfare and enough for their living, it will become a factor that helps preventing corruption in the organization.

## Achievements

The result of the project is that employees are aware of and emphasize importance of anti-corruption in the organization. Even though the company is not a large size company when comparing to other listed companies, but adopting the concept of zero corruption is the starting point to raise up the strength of the company's corporate governance. It reflects the corporate value and shows determination of what the company has been valued the whole time.

The success factors of company's activities are the seriousness of the management and the systems that we adopt from both internal and external source among employees. The company also have other activities that are socially responsible such as giving scholarship to employee's and customer's children; funding activities of academic institutions throughout the country; fisheries education project which supports aquatic breeding and aqua feeds, educating on how to raise aquatic mammal so they could feed the school lunch; mangrove reforestation activity; releasing back fish to waterway project, so it would become the natural source of food for communities.

## Limitations and Obstacles

- In pursuing the guidelines of anti-corruption following the concept of zero corruption requires further development and extension, if desires to adopt it with large organization.
- In creating of conscientiousness of anti-corruption, it requires time for operation.

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**CORPORATE RESPONSIBILITY : SOCIETY**

**TRUE CORPORATION PCL**

**BEC WORLD PCL**

**MATICHON PCL**

**OCC PCL**

**RS PCL**

**SIAM CITY CEMENT PCL**

# Corporate Responsibility : Society



## True Strives to Create Inspiration for Sustainable Education

### The Challenges

True Corporation Public Company Limited provides integrated communication services and solutions for convergence lifestyles in order to satisfy the needs of all target groups. The company operates five major business areas: TrueOnline (fixed line telephone and Internet); TrueMove H (mobile); TrueVisions (pay TV); TrueMoney (mobile payments); and TrueLife (content).

With communications systems and networks as the backbone, True's businesses form the basic foundation infrastructures of the country's long-term development. Therefore, there were many challenges for the company in contributing to the development of the economy, society, and the environment in terms of both CSR-in-Process and CSR-after-Process. These were overcome by utilizing specific skills and various expertises of True's businesses to help drive operations that are deemed socially responsible.

### The Practices

True Corporation initiated its "True Plook Panya" (Planting Wisdom) project in 2007 because it recognized that education is the basic tool for the development of the nation into becoming a knowledge-based society. The issue of improving education can be resolved with access to the necessary tools, resources, and expertise that the organization has by offering them via its communications technology under various CSR projects. "Broadening the Learning Experience for Children at Schools Nationwide" is the major activity of the True Plook Panya CSR project

which brings digital media educational content and equipment to underprivileged schools nationwide. The project has received cooperation from all sectors of True's stakeholders, including content providers for TrueVisions' documentary TV channels, agents from all over the country who came to help install educational equipment and digital media at the schools, as well as management and staff volunteers. They all participated in the project by helping to motivate the educational process as well as following up on the use of True Plook Panya equipment and media in the schools up to the point that this has become the way of work.

Moreover, within the organization, True places importance on the awareness, value and support for new innovations. The company initiated the True Innovation Awards in 2010 which aims to create inspiration among Thai people to get them involved in the creation of innovations that are unique and have potential to create a positive impact on the economy, society and the environment. Searching for new innovations is also necessary to True in order to resolve problems that arise in the operation process including those from customers or employees. The company believes that adapting new innovations for use will create maximum benefits to all stakeholders. True's "3G+ for Schools and Communities" project focuses on innovation for society and was the winner of the True Innovation Awards in 2012. It is the result of a collective effort to develop and adapt software, IT systems, and the coverage as well as capacity of True's 3G+ mobile networks to bring benefits to remote schools and communities that lack Internet access or have slow connection speeds. This project enabled



teachers and students in the schools to access knowledge and information from the Internet with more ease to help with the learning experience. In addition, the sick in rural communities can now have easy access to a medical doctor for initial treatments or diagnoses without wasting time and incurring travel expenses. It is the bringing of communications technology to develop communities' education and quality of life that is central to this CSR project. To further make these services more efficient and effective for schools, the air card given to schools for access to the 3G+ network contains the White Net software, a program for filtering inappropriate content. This makes sure that the Internet experience is safe for children and is very helpful for teachers and parents. White Net was hailed for its innovation and was awarded the Thailand ICT Excellence Award in 2011 organized by the Thailand Management Association. Innovation also occurs in many areas throughout True's organization such as in the improvement of various services provided to customers. An example is the TrueMoney Kiosk, a 24-hour automatic service point where payments can be made for services.

True also practices CSR by utilizing one of its strengths as a "mass media" channel by acting as an agent in driving innovation as well as compiling, transferring, and dissemination of knowledge to the public via various TV channels and websites. The company's aim is to share the learning experience among organizations and society through the website <http://www.trueplookpanya.com> which is one of the largest knowledge database websites in the country and serves as a hub where all members of society can exchange knowledge. This is the essence that helps drive the creation of knowledge-based-society in Thai society, which is the key foundation for the country's development.

### Achievements

True is widely recognized as the leader in innovation and variety in the telecommunications industry. Even more sustainable is the fact that the company utilizes its capabilities, tools and technology to create new bodies of knowledge utilizing the organization's

various media which comprise TV, website and mobile applications to create awareness of new innovations. In turn, this contributes to creating a knowledge-based society and stimulates ongoing creation of innovations.

Communications technology resources and operations are the key activities happening every day in the organization. It is considered a success in utilizing capabilities to develop various products and services to increase variety in order to satisfy stakeholder groups who might have specific needs. It is also a way to promote social development through the company's CSR-in-process practices.

### Limitations and Obstacles

- The majority of schools are located in remote areas so it is difficult to communicate with them.
- Cooperation from units or external parties might be interrupted or not on a continual basis.

### Entities involved in the project

- Office of the Basic Education Commission, Ministry of Education
- Provincial and district hospitals, and Provincial Health Office (3G+ for Schools and Communities Project)

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## Highest Rating is Not the Last Answer

### The Challenges

BEC World Public Company Limited engages in TV program sourcing, production, and distribution; broadcasting, and media businesses. It is a well-known mass-communication business under the name “Channel 3,” which strives for broadcasting information that is beneficial to society and consumers as always.

In the past, the overall goal in the mass-communication industry is to create highest rating in order to increase a potential of income generation without consideration of contents that are beneficial to society. It emphasized more of the contents, made it interesting, especially the TV series content which might cause damages to society in the aspect of observational learning behavior in a negative way such as dress revealing, cursing or impolite talk, or aggressive behavior.

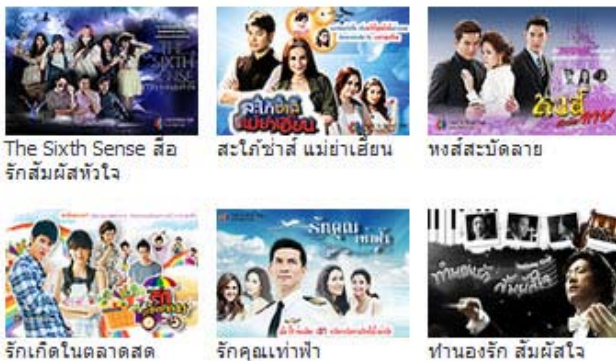
From the past operation, the company’s management initiated new goals in an effort to change employee’s attitude to that is “highest rating is not the last answer.” This causes an improvement and changes in

the content of Channel 3’s TV series. We strive to reduce the aggressive content. Creation of inspiration and benefits to society are the major goals. Rating is secondary to that. It is therefore a big challenge to the company in which we need to find a way to be able to broadcast TV series that have contents that generated interest but without aggressive and damaging to society.

### The Practices

The company started out with changing the total image of TV series to orient more toward family. From the beginning, the relationship between Channel 3 and TV series producers including actors, artists, TV series managers, directors, authors, script writers, and more, usually were very close to the company like family members. Coupled with audience behavior, that they like to watch TV series in their homes, it can be said that the contents have influence to members of the family. The company is in between the producers and audiences. The company therefore initiated to expand relationship of family member to cover the whole supply chain, this giving rise to “Channel 3 TV Series Family.”

From the concept “Channel 3 TV Series Family,” we are trying to create a family starting from the source to destination. Furthermore, the company’s management has been emphasizing with Channel 3 TV Series producers the concept of “Channel 3 TV Series Family,” in that “for Channel 3 TV Series Family, from now on we will emphasize giving happiness to them, reducing aggressive content, careful in broadcasting of what might be bad example for audiences who are children and youth, those who the society cares. Such as, we will



decrease aggressive scenes, supervising love scenes in the TV series, and make them appropriate for youth. We would add the content showing that the characters earn their living in professions. It can be clearly seen in foreign movies. Also, the Channel 3 is trying to squeeze in substance and knowledge in the content of each series and in TV programs creatively.”

In the beginning when we start changing TV series content, there were enough obstacles. It is because TV series producers think that production of TV series that are beneficial to society will lessen selling point of the TV series and thus resulting in smaller number of audiences. It will be resulted in reduction of revenue from advertisement. But as time passed, TV series producers saw it in the result that Channel 3 TV series are well-accepted even more than the past. The number of audiences is increasing. That is now most of Channel 3 TV series are well-accepted by audiences and have pretty high rating.

### Achievements

From the concept “Channel 3 TV Series Family,” audiences realized that watching TV series is like watching their own lives, reminding them. By allowing the audiences to see both good and bad experiences, they don’t need to try it themselves. TV series is like an experimental lab, showing results. In such TV series titled “Buang” or “Snare,” it inserted dhamma teachings. In “Koon Suek” or “Warrior,” it inserted patriotism inspiration. “Thoranee Neeneekraiklong” or “This Land Who Owns it,” inserted an inspiration to love people’s way of living in agricultural industry. “Hong Sabut Lai” or “Swan Flipping Character,” showed the result of corruption.

The success factor in organizing all the company’s activities is that confidence of TV series producers that they can satisfy the company’s policy. The company also has other CSR activities such as Channel 3 TV News Family Fund, Food Bank Project, Educational Medias and Schools Repairing Project, the House of Thai Kindness - Friend in Need (of Pa) During the Hard Times Project at Nam Paad, Uttradit, Ayudhya, Lopburi, etc.

### Limitations and Obstacles

- Some of TV series have the content that shows aggressiveness, it requires producers to change camera angle in order to minimize aggressive scene for audiences. This makes TV series less interesting for some groups of audiences.
- In creating cooperation between the company and TV series producers, it requires tight relationship, and when time comes for changes, it happens slowly.

### Entities involved in the project

- Krob Krua Kao 3 series producers

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## Rehabilitate Thailand Together Via 3 Major Tasks: Sharing Knowledge, Promoting Religious, and Improving Water Source and Canal

### The Challenges

Matichon Public Company Limited operates as a publisher of printed newspapers and various kind of printed materials.

The main products are daily newspapers, periodical (every 3 days) and weekly newspapers, magazines and variety of special event books. Going outside to find sources of information for each book makes the company aware of problems and able to get to the areas of problem before anyone. It is a challenge if the company can help resolving those problems by using its network of local journalists to access to the area and coordinate with related agencies to collaborate together in solving the problem.

### The Practices

As a media, the company uses its advantage to mobilize people who can help solving the problems, collect all needed information directly from the sources and use it to improvise a project or find the ways to solve the problems. The stories of those arising problems also appear as articles in newspapers. In addition, the company invites both public and private sectors as well as general people to contribute their helps. These projects are conducted with clarity, transparency, and able to be investigated. The results of the projects will be reported in the newspapers regularly in order to have those participated people informed of the advancement of the works. Three major CSR projects of the company are “Sharing Knowledge, Promoting Religious, and



Improving Water Source and Canal”

“Sharing Knowledge” is the project that will enable Thailand to become a knowledge-based society. It is to transfer knowledge from one group to another by focusing on the area lacking of knowledge such as Department of Corrections and schools that lack of books or have low standard. The goal is to promote reading books and create opportunities of learning and self-improvement. The company in cooperation with its network set out some projects to find good quality books and donate to many places. Those projects include I See U project, Sparking Intellectual Project, Letter Box Hidden Intellectual Project and Young Writer Camp Project, which is organized in order to develop professional writing skills in youth.

“Promoting Religious” is the project to promote the true core of Lord Buddha’s teachings. It aims to stimulate using intellect in a righteous way, for both

individuals and communities. In addition, the company will help developing temples to bring its social status as a center of community back again and make it be the center of learning and resting, a place of faith for everyone. The projects for this endeavor are such as Forest Robe Offering–Trees project which is to improve the landscape of chapel of Wat Nang Ratchaworawihan, Bangkok; Renovation of Movable Throne and Buddha Footprint and Wat Kao Dee Sa Lak Project, Supanburi province; Renovation of Top Peak of Stupa of Wat Phra That Project, Sala Khao subdistrict, Muang district, Supanburi province; and Renovation of Sermon Hall at Wat Kaew Pai Thoon (Wat Bang Pra Toon Nai) in Bangkoonthien, Bangkok.

The last task, “Improving Water Source and Canal”, was done by supporting the rehabilitation and maintenance of natural water resources including canal, swamp, and river. This includes reforestation and rehabilitation of water resource area. It helps preserving ecology of river basin to its good old days in which they can be used for daily purpose or transportation, and was the source of culture and tradition. The projects are such as Cleaning Blockage of Ditch and Canal Project in U-Thong city, Supanburi province; campaigning others sectors to improve water resource and canal; and collecting trash and barriers in waterway in Prem Prachakorn Canal.

### Achievements

The company projects are well-accepted by public and private sectors as well as general people who cooperated in the CSR projects. It shows that Matichon’s printed materials can engage everyone from every corporation. Giving hands to help the society makes the company become more well-known. We have more connections from agencies and people that work together with us as a result of being trustworthy and faithful. Moreover, the operation of the activities shows us Thai “smile.” Therefore, it is considered a success.

The success factors of the company’s projects are good conscious of employees, network, and

organizations that continuously participate in the projects and always be on a look out for problems. The deficiency of Thai people can be resolved by the kindness of Thai people itself.

### Limitations and Obstacles

- There are many organizations participating in the projects, most of the obstacles is therefore the problem of coordination and administration for its clarity in the project.

### Entities involved in the project

- Matichon PCL and Affiliated Companies
- Dr. Kovit Worapipat Foundation
- Bunchong Pongsart Foundation

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## “Pass Happiness to the Society through Beauty”

### The Challenges

O.C.C. PLC engages in the business of distributing cosmetics, hairstyling products, high quality clothes, imported musical equipments, and providing beauty services such as make-up, face massage, spa and hairdo. As an outstanding firm in beauty business, the company has great number of beauty expert and skilled personnel. Therefore, the company takes advantage of its personnel's expertise with the combination of top quality products to carry out the activities that give benefit to the public. Our beauty knowledge shall be shared to the society as much as possible for reducing unemployment as well as to give happiness by the different of dimension under the concept “Pass Happiness to the Society through Beauty”.

### The Practices

According to the current economic and social situation, some groups of city population are unemployed and have no incomes. The company foresees an opportunity in bringing in the employee's skill and expertise to help reduce this problem. We thus begin with “Seeding of Beauty, Starting of Profession” project.

To be a part of living improvement of people in the society is the company's determination. Therefore, the company seriously promotes the above mentioned project by setting up a training team to conduct a professional make-up course. This project is collaborated with Zonta International (Thailand) Bangkok Club 5 by providing the instructors to conduct make-up courses for to female prisoners, who are about to be released, at Klong Prem Central Prison. Those participants will learn about basic knowledge that they can adopt it as their profession after being released. Furthermore, the company also continually conducts a professional make-up course for academic institutions and other organizations from both government and commercial sectors. This project is extended to the youths as well. Thus, professional make-course is set up for the youths at the age of 16-22 years old who are under the care of World vision Foundation of Thailand through “Capability and Personality Development Training for Youth in the World Vision Foundation in Thailand (Seed of Hope)” activity.

The company operates business by placing importance on satisfaction and safety of the consumers



as its majority. Therefore, our cosmetic products are guaranteed not to contain any ingredients that are harmful to the skin or cause skin allergies. In case there is an indication by a customer that she has an allergic reaction to the product, the company has a measure to take utmost responsibility. By placing importance on this issue, it is a factor that makes consumers always have confidence in our products. In addition, the company places importance on environment preservation. The packaging of some collections of our products has made use of paper in order to reduce the use of plastics following our concept “even though we cannot do it 100% of all the products, the company would like to show our intention in doing what we can. At least, we would like to be part of environment preservation.”

### Achievements

The result from operating monitor showed that “Seeding of Beauty, Starting of Profession Project” could help disadvantaged people having stable careers to earn a living for themselves and their families. This project could reduce unemployed status and allow the people in the society to have careers and incomes. The project “Touching up for Beauty, adding up Happiness to the Society” has an opportunity to do make-up for many artists, actors and singers who entertain and bring happiness at the charity events for raising fund to give to the group or any organization that seeks help at that moment. Being part of that effort, the company never charged a dime.

The factors that lead the company's projects to achieve success are personnel's conscience that is instilled to practice the good deeds, to give, to share and to do everything voluntarily. The participants in our training course paid their attention on taking all knowledge that they can utilize it for their profession in the future. Thus, our project always meets with good success. Apart from the mentioned project, the company still has more activities and other projects that utilize its expertise to help the society such as Beautiful Hair with Love project and the Charity Project of the Beauty of Sharing, etc.

### Obstacles and Limitations

- Due to the limited number of personnel, our project can run only in Bangkok and nearby. In the future, we plan to extend more to other provinces.

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## “The revolutionist that creates quality entertainment products with social responsibility”

### The Challenges

RS Public Company Limited is an integrated entertainment company that gathers all types of contents including music, television, radio, digital content; and more than 400 lives of artists, actors, and singers. The company is well-accepted for more than 32 years. RS is not only a large music company, but RS is a network, integrated entertainment that creates and produces works that are well-accepted and admired by the people in the whole nation. We also organize activities for the continual benefit and happiness of Thai society. We improve all aspects of work to be up to date and promoting the company's vision and mission, “The revolutionist that creates entertainment products with social responsibility.” Throughout time, RS artists always have an influence on idea of new generation. Therefore, it is our major policy to be sustainably socially responsible; and to show it we emphasize its importance together with our business operation.

### The Practices

The company supports social responsible activities in many ways. We established RS Gives Back Project with the goal in supporting and promoting activities both inside and outside the company. With cooperation between management and employees as a commando unit, we participate in various CSR activities. There are projects such as help building houses for people who do not have a place to live, continually blood donation in various occasions. RS also encourages its artists to work with various charity organizations in

organizing social activities without compensation. RS's artists are acting as core leaders in inviting public to participate in many activities for environment conservation. There are many social responsible projects in all aspects as mentioned above. They are such projects as one that we joined hand with Habitat for Humanity with Film Rattapoom as an ambassador; another that we worked together with YWCA and Parn Thanaporn is a goodwill ambassador for the project; next a cooperation with Raks Thai Foundation to help underprivileged children and anti-child labor transnational trade with Jack Jarupong as an ambassador; another that we worked with Thai Society for the Prevention of Cruelty to Animals to push for legislature preventing cruelty to animal and to anti-trading of animal along the border with Girlie Berry and Bank Athikit as ambassadors fostering policy for its success.

In addition, in term of RS Public Company Limited, we have been helping the society in all aspects including disaster, campaigning to promote youth to do good deeds, aware of goodness that should be done in present days. It can be seen that the guidelines of being social responsible of the company is clear including in term, of changing the work from only inside the company to expanding to communities. We also set out guidelines for social projects in a larger level on the country's issues that still need help.

### Achievements

From the RS Give Back project, there was a change in term of working. Employees are more creative in their production of work. The works have more quality



and socially responsible with sustainability. All the projects, that are carried out, received supports from social organizations. Recently, we become a member of CSR club. This process is considered our capability development in term of moral and ethics of management, employees, and artists. This resulted in giving back to society and stakeholders learn of it and therefore the company is even more well-accepted by them.

The success factors of the company's projects are that trust among employees, management, and artists who together joined hand and heart to respond to the company's policy. The company also has other projects that are socially responsible such as RS We Care Project and Coordinate our Hearts to Help Flood Victims project.

### Limitations and Obstacles

- Charitable organizations are not ready and to cooperate in helping society, many of times it is hard to cooperate.

### Entities involved in the project

- Affiliated companies, management, employees, and artists

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## Growing Green Together: Furthering Progress to Green Procurement



### The Challenges

Siam City Cement Public Company Limited engages in the business of manufacturing cement with the major goal to deliver increased value to all stakeholders by providing the best cement and concrete solutions, achieving above industry profitability through quality, service and innovation.

The company's core products are cement and mortar in many varieties and forms to meet the demand of the market. At present, there are three cement manufacturing plants with six kilns located in Saraburi Province. The company has an intention to work together with stakeholders to foster relationships that is well-accepted and well-trusted. The company strives to improve the quality of life of employees and their families as well as the communities surrounding the facilities.

The company foresees the importance of supply chain in the business operation. In order for our suppliers to improve their business opportunities and grow together with the company, we have improved procurement process with our suppliers, who are considered as our major stakeholders.



### The Practices

The company's Green Heart policy has led to the driving force behind the Green Procurement Project. An environmentally friendly procurement process has been implemented, requiring all materials to be assured with the 'Green Label', certified by Thailand Environment Institute Foundation for approximately 30-40 categories of products. To help suppliers to be ready in adjusting and adapting to the new procurement rules, the company notified major suppliers who have the combined purchase value of 80 percent, numbering more than 300 entities. They were informed of the changes in the procurement policy which would now require materials to carry the green label.

The company issued the rules according to the standards used by Holcim Group, a major shareholder of the company. The Suppliers' Code of Conduct, which helps raise the standard, was also distributed.

Furthermore, visits to suppliers' factories are carried out to inspect if the production processes are environmentally friendly, or whether they have implemented any CSR practices.

The company works together with the Thai Industrial Standards Institute in issuing certification to suppliers who pass the evaluation. The company also motivates suppliers to be conscientious in producing environmentally friendly products through the communications through Facebook. Educational activities, contests and provision of examples are geared towards allowing suppliers to have a chance to go on working visits to Holcim Group's facilities overseas in terms of environment.

The company's Green Heart Club project is also instrumental in motivating employees to help care for the society and help protect the environment, as well as doing various good deeds. Our employees are encouraged to have volunteer spirit by allowing them to propose worthy CSR projects and activities.

### **Achievements**

In such a way, the company helped raise the standard of the company's suppliers, to allow them to grow with the company. It is the ultimate goal to make the whole supply chain green – thus creating the sustainable procurement process.

The success factor is due to the fact that it is the company's major policy to become a responsible organization that is a good member of society, to motivate the employees who be "Green & Good". From "Growing Green Together," it is hoped that this concept will lead to economic growth while being socially responsible.

### **Limitations and Obstacle**

- In changing supplier behavior, there is a need to educate and create understanding on a continual basis.

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# Guidelines for CSR Development for Business Organization

Guidelines for CSR Development for Business Organization<sup>1</sup> can be classified into 6 categories. They are guidelines for analysis of vision and mission for CSR development; guidelines for determination of CSR strategic objectives in the strategic map; guidelines for determination of CSR performance indicators; guidelines for identify of CSR relating activities; guidelines for checking the relationship between activities and strategic objectives in the aspect relating to CSR; and guidelines for translating CSR activities into implementation.

## 1. Guidelines for analysis of vision and mission for CSR development

The fact is CSR must be in the direction that reflects an organization's vision (What we want to be) and mission (Why we exist). Therefore, goals and policies of an organization's CSR operation must be in line and related with vision and mission of an organization. An organization might choose social issues and CSR operational areas that are not the same. It is because vision and mission of each organization is not the same.

In general, the development of CSR in an organization must cover three major areas that lead to sustainable development. They are development of economic, social, and environment to be in balance. They are called by different names such as ESG or Environment-Social-Governance, PPP or Planet-People-Profit, and TBL or Triple Bottom Line. It is an expansion of the importance of the last line in term of business that is Net Profit from operation to consideration of performance in term of social and environment as well.

For an organization that has vision and mission that are not yet reflecting the intention in operation in the areas of social and environment, it might consider improving its vision and mission in the boundary of its operation in an appropriate time.

Guidelines for analysis of vision and mission for CSR development are:

- Create the organization's vision and mission (if not yet have)
- Consider the inclusiveness of vision and mission on social and environment
- Improve vision to reflect the intention on CSR appropriately
- Examine and improve operational boundary in the mission to be in line with vision
- Set out goal for CSR operation of the organization leading to achievement of vision
- Determine CSR policy that is leading to the determined goal

In term of organization that has good understanding of its main obligation, an organization's operation, it would already be considered its impact on social and environment even though it does not show in a statement in vision or mission. Please bear in mind that individual or outside parties might not know of the organization's intention as well as those who are inside the organization. For individual or outside parties to consider that how much an organization values CSR, they need information in a document that is being disclosed. Therefore, in order to show the intention in a concrete way, an organization can put it in its vision and mission statements.

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<sup>1</sup> Compiled from the study results of Thaipat Institute in the CSR Development Project in the Process of Business Management of a Business Organization Phase 2. Testing of equipment and creation of guidelines for development with sponsorship from Thailand Research Funds (TRF).



## 2. Guideline for determination of CSR strategic objectives in the strategic map

Goals are the way to determine main direction and intention of an organization for its long term operation plan, which is quite an abstract.

Objectives are what an organization wants to achieve in the determined time frame for an operation in various areas with performance indicators and clear target.

Strategic objectives are relating to work status of an organization which needs to achieve and it has significant meaning over daily operational objectives.

Because the creation of Strategic Map will help an organization to see the overall picture of factors that will lead to success and see any operational path adjustment and emphasis, alignment and focus, of an organization to go in the same direction in unity. Strategic objectives that show in Strategic Map must be related in term of cause and effect in each angle. It is a confirmation that CSR operation can be combined with business operation in unison by linking strategic objectives of business operation to strategic objectives of social under the same Strategic Map.

Guidelines for determination of CSR strategic objectives in the strategic map

- Create Strategic Map (if not yet have)
- Expand aspect in the Strategic Map to cover all aspects relating to CSR
- Determine CSR strategic objectives for each aspect
- Connect possible relationship in term of cause and effect of all strategic objectives in the Strategic Map
- Add on strategic objectives that would make relationship line of each level of connection reasonable
- Consider combining strategic objectives that are similar in order to avoid the development of activities that are repetitive

Strategic Map that expands aspect to cover CSR is based on the following principles:

- Strategies must give value that is not limited only to shareholders but also consider all stakeholders. When an organization creates strategies that respond only to shareholders, it might not be enough for an organization to be accepted by society. It is the key factor that has effect on sustainability of a business. Therefore, in putting weight on an organization's strategies, there must be balance between financial objectives and non-financial objectives such as to increase trustworthiness of an organization or to reduce conflict that might effect an organization.

- Strategies must expand its recognition from Customer Value Proposition to Social Value Proposition. Because the characteristics of products beyond price, quality, easy to find, suitable, pleasing, good service, well-accepted, trustworthy for customer; it must consider health, safety, secrecy, privacy, human right, labor treatment, fair contract practice, and environmental friendly. Public also expect of it. In determination of strategies, an organization must put importance on the need of the society or overall consumers, not less than what the target customer group need.

- Strategies must create value in the internal processes and external processes. An organization should strive to create value by managing production, distribution of products and services to customers; managing relationship with customers; inventing new innovation of products, services, processes, relationship; conforming to rules, and expectation of society including fostering communities to become stronger as well as initiated CSR activities with various groups of stakeholders' organizations; and communicating to outside.

- Strategies must promote learning and lead to growth together with promotions of moral standards, leading to sustainability. Business must create capital that is supportive for development to become an organization that is smart and good. There are six types of capital namely human, IT, organization, moral, society, and environment. The values of these capitals can not be separated or independently measured.

### **3. Guideline for determination of CSR performance indicators**

The major reason that causes a failure of CSR operation is using incorrect performance indicators in evaluating the performance of CSR operation or selecting inappropriate indicators and not in line with the operational objectives.

Indicators in the Performance Management framework can be divided into three types, which are:

- Key Result Indicators (KRIs) is the key indicators of achievement that tells what are the results of operation in each aspect.
- Performance Indicators (PIs) is the indicators of performance that indicates what must be done.
- Key Performance Indicators (KPIs) is the indicators of performance of main operation which identifies major effect on performance that needs to be done

Guidelines for determination of CSR performance indicators are:

- Determine who should be involved in determining indicators (group level, division level, department level, or organization level)
- Convene a meeting to determine indicators for each objective by having involvement
- Review indicators so it has the qualification in identifying what to do that can actually be done
- Make indicators complete according to characteristics of good performance indicators (Valid, Informative, Practical, Credible, and Reliable)
- Screen indicators for appropriate number for evaluating performance in each level, and emphasizing only the one that is significant for work unit
- Publicize indicators to related parties in order to get suggestion to improve in the final step before announce to use

The example of Key Result Indicators (KRIs) is satisfaction of communities surrounding the plant which is the result of operation of various organizations in combined. They are such as take care of waste released from factories not to be higher than standard enough to cause irritation to the communities; continually involvement in activities with communities; or communication to create good relationship with communities regularly. Therefore, the use of KRIs as an indicator of results of operation that come from many factors. It might not be able to improve or operate to cover major process that effects communities's satisfaction in every factor.

The example of Performance Indicators (PIs) are standard value of waste that released from factories, number of activities that a factory participated with communities, level of well-informed of communities. In all the above mentioned indicators, indicators that have high effect on communities, if a factory will not operate. It is considered Key Performance Indicators (KPIs). They are standard value of waste that released from factories.

Characteristics of good performance indicators is that it should be 'Valid', not change after time has passed; 'Informative', that is not complicated and not too difficult to understand; 'Practical', that is suitable for an organization, does not require too high cost; 'Credible', that is well recognized, ready for check and prove; and 'Reliable', that is hard to be distorted and pretty stable.

Even though using performance indicators will give a concrete result that has value or figure that is easy for appraisal; in many cases it might not be appropriate and could become an obstacle to the operation (such as issue that involve human right, conflict relief, pollution control). Therefore, an organization must consider an issue in term of value, attitude and adaptation of CSR policies more than an achievement which limits only to activities that can be measured. Furthermore, an organization might consider an alternative way to evaluate performance such as interviewing or observing in order to use as another tool for measuring performance.

#### **4. Guidelines for identify of CSR relating activities**

When an organization finished with determining strategic objectives and performance indicators for CSR operation, the next step is to identify an organization's existing CSR activities to see if they are in line with the objectives and performance indicators by how much.

In identifying relating CSR activities, an organization might find out that one activity can fall under many objectives. It is normal. It is an advantage that an organization has an activity that can serve many objectives. On the other hand, objectives and indicators that are determined might not have any existing CSR activity covers. It shows that an organization's CSR operation does not correspond to strategic objectives that are related to vision and mission of an organization completely.

To identify if a new CSR activity corresponding to an objectives that are not yet being responded, an organization can study the guidelines on how to choose an issue or main topic after getting standard and CSR guidelines that are recognized internationally such as Social Responsibility Standards, Sustainability Report Guidelines, Multinational Corporation Guidelines, and United Nations Global Compact, with the following details:

Social Responsibility Standards: ISO 26000 suggests 7 core subjects as follows:

1. Organizational Governance
2. Human Rights
3. Labor Practices
4. The Environment
5. Fair Operating Practice
6. Consumer Issues
7. Community Involvement and Development

Sustainability Report Guidelines: GRI suggests 6 areas as follows:

1. Economic
2. Human Rights
3. Labor Practices and Decent Works
4. Environmental
5. Society
6. Product Responsibility

Multinational Corporation Guidelines: OECD suggests 8 topics as follows:

1. Disclosure
2. Employment and Industrial Relations
3. Environment
4. Combating Bribery
5. Consumer Interests
6. Science and Technology
7. Competition
8. Taxation

United Nations Global Compact suggests 4 areas as follows:

1. Human Rights
2. Labor
3. Environment
4. Anti-corruption

An organization does not need to carry out CSR activities for all stakeholder groups at the same time. It is up to the nature of business, size of business, and readiness of an organization. For an organization that has production process that has impact on environment, it might need to emphasize importance of communities or ecology surrounding the factory, especially. For a small business, that needs to rely on employees as success factor, it might need to implement CSR activity that orient toward employee's family. For an organization that ties its success to supply chain or distributors, it might consider implementation of CSR activity with priority on supplier.

International Finance Corporation in the World Bank Group<sup>2</sup> has mentioned criteria to identify stakeholder for the operation of CSR activities in an organization in two guidelines as follows:

The Affected Parties and Interest Parties: Affected Parties are those who actually effected by the operation of an organization. Interest Parties are those who have loud voice and interested in what organization do even though they are not affected by an organization's operation. It furthers recommend that an organization should try to avoid messing with the group that might pick an issue to debate in public stages such as medias or political process.

However, we should keep in mind that in determining groups of stakeholder with the above mentioned way, it aims to maintain Corporate Value. Therefore, those stakeholders who have low voices or those who live in remote rural area or group of people from the Bottom of Pyramid are deserved to get prioritized for help. It might not be shown in Stakeholder Mapping for CSR though.

An organization that operates in Thailand and in developing nations, must consider not only Affected Parties or Interest Parties, but must also includes those Deficient Parties or those who are in need and yet expected to be responded by an organization. Operating CSR activities of an organization will create Shared Value between an organization and society at the same time.

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<sup>2</sup> International Finance Corporation, "Stakeholder Engagement:A Good Practice Handbook for Companies Doing Business in Emerging Markets", World Bank Group, 2007.

Guideline for identifying of CSR relating activities are as follows:

- Examine existing CSR activities that are everywhere in an organization (not only activities of CSR Department, Social Activities Department, or other units that are assigned to take care of CSR work)
- Install existing CSR activities under the objectives that are in line with (one activity might fall under many objectives)
- Identify stakeholders to examine and analyze their expectation from an organization's CSR activities
- Feasibility study in initiating a project that respond to objectives and indicators that do not yet have any activity for
- Consult with targeted stakeholder groups on the existing and about to initiate CSR activities in order to choose and prioritize its importance
- Determine CSR activities that are chosen and prioritize its importance in the Balanced Scorecard together with objectives and indicators that are related to the CSR aspect

In determination of CSR activities that an organization will carry out at the final stage, including review activities that are carrying out at present, by using the criteria "Importance – Urgency – Potential." Some activities have higher potential for success but not as important and not urgent. Some activities are important but no chance of success in the short run. Some activities that are both important, and urgent, and have high potential for success, an organization shall consider carefully in order to prevent waste from allocating resources to activities that do not benefit society at all.

#### **5. Guideline for checking the relationship between activities and strategic objectives in the aspect relating to CSR**

In an operation of CSR activities of a business organization in many cases, it does not follow the established strategic objectives. It might be because those activities came before a business organization started creating Strategic Map for social responsibility. Another reason might be it is an operation of CSR activities that are repetitive among units in the organization. It might be that many CSR activities are merely carried out just to serve the same objective. These make CSR operation not as effective.

In order to achieve effectiveness in operating CSR activities, an organization should search for or improve of existing activities to be able to serve many strategic objectives and consider dropping or combining CSR activities that are repetitive. It is to eliminate the number of CSR activities that serve only any single objective. Too many of them could become a burden or an obstacle in management administration. That is instead of using budget or resources for the CSR activities for target group, it ends up as using in cost of operation or largely management fee for operators.

An organization shall examine for a link between strategic objectives and the existing CSR activities or the ones about to implement, to see how related they are. It is to avoid ineffective use of resources in implementing CSR activities not creating benefit to society as planned.

Guidelines for checking the relationship between activities and strategic objectives in the aspect relating to CSR as follows:

- Create activities-objectives map, in order to find out relationship between them in relation to CSR strategic objectives
- Match activities to strategic objectives that are related
- Consider dropping or combining activities that serve the same objectives
- Extend areas or improve activities of interest making it responding to more objectives than they are now
- Summarize the CSR activities in the final stage with top management of the company and improve CSR Balanced Scorecard (in case there are changes)

However, in improving of CSR activities, please bear in mind that strategic objectives in various aspects of CSR will have a cause and effect relationship between each aspect. Each organization gives importance to each objective with different perspective. In selection to drop, combine, or improve activities, at this stage; it must consider the importance of strategic objectives that have different level of importance.

## **6. Guideline for translating CSR activities into implementation**

Activities after the examination of relationship between activities and strategic objectives are being screened to see they are “Relevant” to an organization and should be implemented. There is a likelihood of significant impact on long term goals of an organization.

Many activities that are work in the business process or that considered CSR-in-process, an organization can drive out those activities through its line of work under the current organization structure. It does not require allocation of additional budget or simply say they are activities that do not need to use money. It is only an improvement of operational process that reflects consideration of negative impact on society completely and all rounded.

Some of activities are outside business process, or the CSR-after-process. An organization might have to set up a special project, might require cooperation with other organizations, or might have to assign outside agency to operate. Definitely, additional budget must be allocated for the operation and to propel it. An organization must consider an involvement of employees and stakeholders since the beginning of operation to increase a chance of success.

Some businesses established CSR unit in their organizations, it is considered and improvement of the operation of corporate social responsibility of the businesses in having a clear owner rather than setting up a working group. However, with CSR unit established, the responsible party must understand the roles and can communicate to employees in the organization to prevent them from misunderstanding that “from now on CSR is the business of CSR unit, not my business any longer.” Otherwise the propelling of CSR will be difficult to achieve, because no substantial employees involvement.

The propelling of CSR in an organization must receive cooperation from every line of work and must have operations that acted in concert throughout the organization. Because “CSR is everybody business, not any one single department,” especially CSR-in-process that is relating to business of each line of work. It is a job for each of line of work to take responsibility and examining the operation to prevent negative impact on society and various



stakeholder groups (customers, suppliers, communities, etc.) including environment. Same thing applies to CSR-after-process that has objectives in sending positive impact in the aspect of repair, rehabilitate, and alleviate as well as in the aspect of conservation, take care, and improve together with related stakeholders.

The roles of CSR unit is to coordinate cooperation and facilitate the propelling of CSR in each line of work to run smoothly; to follow-up the progress making sure it goes as planned; and to initiate CSR activities that not yet have an owner but needed to carry out for long term sustainability.

Guideline for translating CSR activities into implementation are as follows:

- Create CSR action plan that comprise of activities that have already been examined its relationship with strategic objectives.
- Consider necessity of allocating budget to support activities that are about to be carried out (bear in mind that many activities are in-process and there is no need to use additional budget from normal existing budget).
- Lay out mechanism to regularly follow-up progress of the operation of activities (should consider having CSR representative or CSR agent in each line of work in order to coordinate, follow-up, and report on the progress).
- Arrange to have top management or board of directors to get involve in the activities as appropriate (to show the commitment, create morale, and learn of problems and obstacles).
- Examine strategic objectives if they are adjusted in order review if existing activities are in line with them, at all time.

In practice, an organization might improve its vision and mission including goals and policies of CSR operation of an organization that might affect CSR strategic objectives. Therefore, it is unavoidable to adjust indicators and to review CSR activities making them in line with one another in a timely manner.

Most of the issue found is that an organization altered its goals, policies, and CSR strategic objectives but lines of work are still continue carrying out former CSR activities under former objectives. This effort of propelling CSR does not answer the problem of an organization as it should be. The question followed is for activities owners or evaluator if CSR activities that are being carried out now are what the organization should do or not; if they are appropriate or not; or do they really have value.

Therefore, the six guidelines for CSR development in the process of business management mentioned above are the steps or processes that have dynamic and reiteration in order to make sure that the propelling of CSR gives the results that are directed to goals and in line with vision of the organization at all times.

## **7. Summary of the Guidelines for CSR development for business organization**

The development of CSR for business organization reflects commitment in operating CSR. Development of CSR operational indicators reflects an organization's vision; the six guidelines above can be summarized into model that easy to remember as follows:

Analyze: Guidelines for analysis of vision and mission for CSR development

Define: Guidelines for determination of CSR strategic objectives in the strategic map

Determine: Guidelines for determination of CSR performance indicators

Identify: Guidelines for identify of CSR relating activities

Check: guidelines for checking for relationship between activities and strategic objectives in the aspect relating to CSR

Translate: guidelines for translating CSR activities into implementation.

There is an additional three suggestions for CSR development for a business organization, from a result of the study of 13 enterprises<sup>3</sup>. First of all, is 'Selective Issues', CSR development that is highly capable must start from social issue that is appropriate for an organization. Second is 'Strategic Initiatives', that is CSR activities that developed must receive consultation with target stakeholder group in order to make it 'Strategic Initiatives'. Third is 'Social Synergies', that is to operate CSR activities to the achievement, there must be involvement between stakeholders in the organization and stakeholder outside organization. That is an organizational adjustment would create 'Social Synergies'.

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<sup>3</sup> Enterprises that are in the studies include 8 Thai enterprises - Thai Life Insurance PCL., Chul Thai Silk Co.,Ltd, Bank for Agriculture and Agricultural Cooperatives (BAAC), Electricity Generating Authority of Thailand, Tipco Foods PCL., Central Pattana PCL., Siam Cement PCL., Bangchak Petroleum PCL.; and 5 enterprises that have mother company overseas - Panasonic Electric Works (Thailand) Co., Ltd., Nesle' (Thai) Co.Ltd., Amway (Thailand) Co., Ltd., GE Money (Thailand) Co., Ltd., and Seven Eleven PCL.

