2021

Human Rights Due Diligence Process and
Human Rights Impact Assessments and Management
(HRIAM) Report
| Our Commitment & Strategy | CHALLENGES, RISKS, AND IMPACTS  
Thaioil Group Commitment  
Thaioil Group Human Rights Journey and 5 years Roadmap |
|---------------------------|--------------------------------------------------------------------------------------------------|
| Our Policy                | Thaioil Group Human Rights Policy in Workplace (revision2)  
Thaioil Group Human Rights Working Team  
Thaioil Group Business and Human Rights Policy for Supply Chain (revision2)  
Business Partners Code of Conducts-Business and Human Rights Policy (revision2)  
TOP Group Privacy Policy  
Privacy Data Policy  
PEOPLE First for Employee Support Policy |
| Our Procedure             | Human Rights Impact Assessments and Management Procedure  
Grievance Mechanisms and Effective Remedy Framework Procedure  
Fitness for Work and Return to Work Procedure |
| Our Salient human rights issues | Human Rights Due Diligence Process  
Human Rights Risks Assessment |
| Spotlight on issues       | Spotlight on Human Right Mindset  
Spotlight on COVID-19 |
For more than 2 years, the world has experienced a pandemic situation. From the coronavirus disease 2019 (COVID-19) has a significant impact on the economic condition, including an overview of business and human rights. Although the term “human rights” is now widely known, there are still challenges that deserve serious consideration to address or overcome as a whole for Thailand, which can be summarized as follows:

1. Real and Sustain human rights knowledge and understanding.
2. Enhance the mind set to “Human rights play an important role in the achievement of the mission well and all stakeholder’s trust”.
3. The implementation of “human rights” seriously and sustainably.
4. The role of the Company in promoting and protecting human rights.
5. Understanding and mutual respect between NGOs and human rights defenders and government agencies and government officials.

As a result, the government initiated the continuation of the 4th National Human Rights Plan by launching a review of the draft National Action Plan on Business and Human Rights, Phase 2 (2023-2027). In which Thaioil Group has participated in both giving opinions and implementing the action plan. Such practice under the principle that “Human rights are a challenge. But it’s not difficult to fix or can’t be overcome. Every problem has a solution. Only we accept and implement together seriously. As a result, employees and stakeholders will be protected and promoted sustainable human rights.” For this reason, Thaioil Group continues to raise the level of protection of human rights of stakeholders as an important agenda continuously.
Our Commitment
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Thaioil Group remains committed to promoting good human rights practices throughout our value chain. We continue to operate as mandated by the Human Rights Policy in Own Operations, the Business and Human Rights Policy for Business Partners, and the Supplier Code of Conduct. All our human rights–related policies and procedures have been aligned with the UN Guiding Principles on Business and Human Rights, or the UNGP, which guide us towards the protection of the human rights of our employees, business partners (i.e. suppliers, contractors, customers), and local communities, as well as environmental rights relating to natural resources, fisheries, and a clean environment free of pollution. We uphold our commitment to ensure that our treatment of all stakeholders throughout our value chain go above and beyond expected human rights standards, such that Thaioil may be looked to as a leading practice on sustainability management in both Thailand and abroad.

Thaioil Group made some improvements to the “Grievance Mechanisms and Effective Remedy Framework Procedure” previously in 2019. We had developed this procedure to guide management of the grievances and complaints submitted regarding the practices of Thaioil Group and our value chain, reduce social risks in the business, transmit the worries and concerns of stakeholders, and mitigate existing conflicts. The procedure also demonstrates transparency in Thaioil’s business conduct, and promotes good relations with business partners in our supply chain. In 2021, Thaioil Group established a target to achieve zero human rights complaints.
To deploy human right policy to practice and actions related to human right according to the roadmap with systematic and beyond best practice.
Thai oil Group Human Rights Journey and 5 years Roadmap (2014-2018)

- Human Rights Working Team
- Human Rights Position Paper
- Human Rights Risk Assessment (March)
- Human Rights Training (June)
- Human Rights Impact and Assessment Report

Our Strategy

Thaioil Group Business and Human Rights Policy for Supply Chain

DJSI Subcategories

- Talent Recruitment
  - Monitor and report talent attraction KPIs e.g. no. of resources per position

- Talent Recruitment
  - Strengthen/ expand partnership scope with top-tier universities

- Retirement Age Extension
  - Offer extension plans for selected employees to serve as mentor/advisors

- Policy
  - Prepare to align & ensure compliance with non-discrimination/diversity policy and emphasize on international workforce

- Policy
  - Ensure compliance with UN Framework and Guiding Principles on Business and Human Rights (Ruggie)

- Policy
  - Follow up with additional international guidelines on labor practice & human rights

5-year SD Roadmap: HR

- Talent Recruitment
- Retirement Age Extension
- Policy

Note: 1) ROI can be measured by other measures e.g. # of reports, patents, efficiency level; 2) Prerequisite with discussion with Strategic Planning (SP); e.g. expansion to Indonesia - preparation to provide to local workforce; 3) ISSD will be the project sponsor for this initiative; Source: HR Department Analysis (3/12/13); PrimeStreet Analysis
## Our Strategy

### Human Rights Journey and 5 years Roadmap (2021-2025)

#### 2021
- Human Rights Working Team
- Human Rights Position Paper
- Human Rights Risk Assessment (March)
- Human Rights Training (June)

#### 2022
- Human Rights Policy in the Workplace
- 7-Step Human Rights Due Diligence Process

#### 2023
- Human Rights Policy
- 7-Step Human Rights Due Diligence Process

#### 2024
- Human Rights Impact and Assessment Report

#### 2025
- Human Rights Working Team
- Human Rights Position Paper
- Human Rights Risk Assessment (March)
- Human Rights Training (June)
- Human Rights Impact and Assessment Report

### Social Measures

<table>
<thead>
<tr>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
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<tr>
<td>2. Adopt the best practice of global companies applying human rights global standard.</td>
<td>2. Monitor and adopt market practice of global companies and global practices continuously. Also, evaluate and compare Thaioil human rights implementation results against market practices.</td>
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<tr>
<td>3. Follow up with additional international guideline on Human Rights.</td>
<td>3. Put in place effective remedy and grievance mechanisms.</td>
<td>3. Monitor and report remedy and grievance mechanisms performance.</td>
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<tr>
<td>6. Develop Thaioil Human Rights micro leanings and do communication/marketing to all stakeholders</td>
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### Key Performance Indicators

- Human Rights Maturity Level of Thaioil. ‘Best Class level’
- No complaint on human rights
- Completed & Updated Human Rights Procedure
- Human Rights Award (รางวัลองค์กรด้นแบบด้านสิทธิมนุษยชน)
Our Thaioil Group Human Rights Policy

Empower Human Life through Sustainable Energy and Chemicals

The commitment of the Thaioil Group to respect human rights in the workplace and all areas in which the Thaioil Group operates business appear clearly in the business path of Thaioil Group Operational system that strives for excellence. Including business practices and ethics of Thaioil Group Thaioil Group announced the use of human rights in 2015 to demonstrate its commitment. Thaioil Group believes that although the state has an important duty to protect and supervise human rights compliance, Thaioil Group always considers that we have the duty and responsibility to perform and respect human rights. Also And also plays an important role in driving "Thaioil Value Chain" Respect and follow human rights. For this reason Thaioil Group therefore operates its business with the intention and determination by strictly adhering to the principles of international human rights organizations. Including United Nations Universal Declaration of Human Rights: UNUDHR, United Nations Framework and Guiding Principles on Business and Human Rights (Ruggie Framework), The Universal Declaration of Human Rights, The International Covenant on Civil and Political Rights, The International Covenant on Economic, Social and Cultural Rights  The International Labour Organization’s (ILO) Declaration on Fundamental Principles and Rights at Work

In many areas of business operations of the Thaioil Group. We find that social problems are part of a broad and complex problem group, both socially and economically and security. Which may affect the business of Thaioil Group in many aspects Which is part of the establishment of the "Thaioil Value Chain" for comprehensive human rights management in all dimensions.
Our Policy

UN Guiding Principle and Thaioil Value Chain

Thaioil aims for sustainable growth and long-term persistence, operational excellence, as well as a focus on economic development coupled with social responsibility and environmental protection to create values for all stakeholders.”

The human rights issues related to the vulnerable groups covers all Stakeholders and value chain.

The Human Rights Protection of Vulnerable Groups;

1) women and girls;
2) children;
3) refugees;
4) internally displaced persons;
5) stateless persons;
6) national minorities;
7) indigenous peoples
8) migrant workers;
9) disabled persons;
10) elderly persons;
11) HIV positive persons and AIDS victims;
12) Roma/Gypsies/Sinti; and
13) lesbian, gay and transgender people.

Thaioil Value Chain

<table>
<thead>
<tr>
<th>Employee and Contractors</th>
<th>Safety, Security and Environment</th>
<th>Social and Communities</th>
<th>Suppliers and Sub-contractors</th>
<th>Customer and Consumer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PM</strong></td>
<td><strong>QM &amp; CA</strong></td>
<td><strong>CA</strong></td>
<td><strong>PC</strong></td>
<td><strong>CM &amp; TR</strong></td>
</tr>
<tr>
<td>Labour Right</td>
<td>Safety, Security and Environment</td>
<td>Community Right</td>
<td>Supplier engagement &amp; code of conduct</td>
<td>Customer Right</td>
</tr>
<tr>
<td>Post selection and training</td>
<td>Safety &amp; Security management, Security Training, Waster security, Impact of pollution, Waste and hazardous materials management, Preservation of biodiversity</td>
<td>Standards of living and quality of life, Community health and safety, Community engagement, Cultural heritage, Minorities including indigenous peoples, Resettlement</td>
<td>Compliance with TOP Group Business and Human Rights Policy for Stakeholder (TOP) and Supplier Code (14 +17 issues)</td>
<td>- Consumer Health and Safety, - Data Privacy, - Access to energy</td>
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Vision (Values)

- Charter of Corporate Responsibility
- Code of Ethics
- Code of Sustainable Conduct

Policies & Standard

- Business Human Rights Policies, HR, Security, Material Stewardship and Supply Chain Policies
- HSE and Community Management Standards
- Due diligence: Identify potential impacts and risks via Human Rights assessment, Social Impact Assessment and other Tools of Risk Evaluation
- Mitigation and Management Plans as needed

Implementation

- Culture Awareness
- Leadership Training
- Orientation and onboarding

Training

- Internal: HRIAMs System
- External: DSJ, SD report

Monitoring & Reporting

- Charter of Corporate Responsibility
- Code of Ethics
- Code of Sustainable Conduct

DJSI Human Rights INDICATORS

THREE PILLARS of the UN GUIDING PRINCIPLES

HUMAN RIGHTS

PROTECT

STATE

duty to protect

CORPORATE

responsibility to respect

VICTIMS

access to effective remedy

RESPECT

REMEDY

Existing control level by stakeholders (TOP GROUP Risk Assessment by CR):
TOP Group Human Rights Policy, and Action in 2015-2021

**Action in 2015 – 2017**

1. **2015 Thaioil GROUP Human Rights Policy in Own Operation**
2. **2016 Thaioil GROUP Business and Human Rights Policy for Stakeholder and Stakeholder Code – for Thaioil GROUP Business and Human Rights Policy**

**2016 TOP GROUP Human Rights Due Diligence Process (risk assessment & HRIAM)**

**Human Rights Risk Assessment focus in Employee and Contractor**

1. Thaioil Human Rights Risk Criteria and Workshop for Human Rights Risk Assessment
2. Thaioil Value Chain
3. Thaioil Group Human Rights Working Team
4. Thaioil Group Human Rights Position Paper
6. Thaioil Human Rights Training via Micro Learning for all employee
7. Add Human right criteria for TOP contractor yearly contract evaluation.
8. Incorporate Human right policy through TOP group supply chain
9. Develop
   - Our Thaioil Group Human Rights Policy,
   - Thaioil Group Human Rights Management System Procedure and
   - Grievance mechanisms and effective Remedy Framework Procedure and Fitness for Work and Return to Work Procedure
10. **2021 Thaioil GROUP Human Rights Policy in Workplace (revision2)**
12. TOP Group Privacy Policy and Privacy Data Policy
13. PEOPLE First for Employee Support Policy
Thaioil and Subsidiaries respect the rights of employees and stakeholders without discrimination against their perspectives, races, skin colours, religions, disabilities, birth origin, genetic information, genders, pregnancy, age, sexual orientation, gender identity, gender expression, marital status, nationalities, or other statuses considered as human rights. Thaioil and Subsidiaries will utilize the reasonable and comprehensive practices of human rights justice to all business operations, focusing on disposing the injustice, discrimination, threatening, and other forms of rights violations.

2.1 Thaioil and Subsidiaries’ employees in all levels, must have clear and thorough understandings about relevant laws associated with work and direct responsibilities, and strictly follow them. Should the employees be uncertain of practices, it is advised to consult the law office and must not act without instruction.

2.2 Thaioil and Subsidiaries comply and categorize laws, rules and regulation for employees to study, and appropriately and adequately educate employees on the relevant laws and regulations.

2.3 Thaioil and Subsidiaries must strictly follow the international human rights; educate employees on the international human rights so that they are able to apply with their work, and must not support any business which violates the international human rights standard.

2.4 Employees who are assigned to operate abroad should study about laws, cultures and traditions of the destined country prior to travelling, to ensure that products, product samples, brought equipment and travel document as well as travelling purpose and operation are legal and do not go against cultures and traditions of the destined country.
Our Policy

Thaioil Group Business and Human Rights Policy for Supply Chain (revision 2)

Under the Universal Declaration of Human Rights with due regard for human dignity, rights and freedom, and equality, Thaioil and Subsidiaries refrain from improper actions and strictly discourage violation of human rights’ principles by diligently examining any involvement in such violation, through the following practices;

1) Thaioil and Subsidiaries strictly monitor the Universal Declaration of Human Rights at national and international levels, including the constraints posed by labor laws in each country where a business operates, by instituting workplaces that are safe, internationally-standardized hygienic, and narcotics-free. Thaioil and Subsidiaries treat all employees equally; do not discriminate due to the similarity or difference of birth origin, gender, age, skin color, race, nationality, religion, belief, political view, disability, family background, or any other status unrelated to business operation. Thaioil and Subsidiaries also respect individual rights and freedom, and protect personal data.

2) Thaioil and Subsidiaries must actively ensure that the business operation does not involve with the violation of human rights, and that it participates and adopts guidelines helpful to world society, including United Nations’ human rights principles.

3) Thaioil and Subsidiaries must educate the employees on human rights’ principles in order to apply with their operation, and must not support business and/ or activities violating international human rights."

With the aforementioned policies and practices, the essential composition of products and services are the commitment to respecting human rights and human rights in the workplace of Thaioil and Subsidiaries. Thaioil and Subsidiaries’ system is aimed to ensure that every staff is treated with respect and dignity, on the basis of human rights, human rights in the workplace policy and code of conduct of Thaioil and Subsidiaries’ stakeholders.

Business Partners Code of Conducts

Thaioil and Subsidiaries’ Business Partners Code of Conducts ("the Code") defines the non-negotiable minimum standards that the Company asks the business partners to respect and adhere to when conducting business with Thaioil and Subsidiaries. This policy helps continue the compliance with international standards such as the UN Guiding Principles on Business and Human Rights, the Core Conventions of the International Labour Organisation (ILO), the 10 Principles of the United Nations Global Compact, and further the Company’s operations.
Thai Oil Public Company Limited and its affiliates in which Thai Oil directly or indirectly holds more than 50% share capital (collectively referred to as “TOP”) respects the right to privacy and values importance to the protection of Personal Data in connection with or in conducting transactions with TOP. Therefore, this privacy policy is prepared to provide governing criteria, mechanisms, measures and governance for managing Personal Data as follows:

1. **Scope of this Privacy Policy**

   This Privacy Policy applies to all employees which includes permanent employees, employees with definite contract period, temporary workers and contractors including Data Processor who processes Personal Data on behalf of TOP.

2. **Definition**

   2.1. “Personal Data” means data about a person that can directly or indirectly identify such person but does not include data of a deceased person in particular.

   2.2. “Sensitive Personal Data” means data that is a truly personal matter but is sensitive and may risk unfair discrimination such as race, ethnicity, political views, creed, religion or philosophy behavior, sexual behavior, criminal history, health data, disability, labor union data, genetic data, biological data or any other data that affects the Data Subject in the same way as prescribed by the Personal Data Protection Committee.

   2.3. “Processing” means actions relating to the collection, use, disclosure, deletion or destruction of Personal Data.

   2.4. “Data Subject” means natural person who is the owner of the Personal Data and such Personal Data is directly or indirectly identifiable to such person.

   2.5. “Data Controller” means person or juristic person having the authority to make decision about the collection, use, or disclosure of Personal Data.

   2.6. “Data Processor” means person or juristic person undertaking the collection, use or disclosure of Personal Data in accordance with an order or on behalf of TOP. Thus, this person or juristic person is not a Data Controller.

3. **Collection of Personal Data**

   3.1. TOP will collect Personal Data with purposes, scope and apply lawful and fair methods. The collection will be done only as necessary for the business objectives of TOP.

   3.2. In the case of collection of Sensitive Personal Data, TOP will ensure that the Data Subject acknowledges and give consent to such collection via electronic method or other methods. TOP will explicitly request for consent from the Data Subject prior to the collection of Sensitive Personal Data unless such collection of Personal Data and Sensitive Personal Data falls under an exception provided under the Personal Data Protection Act B.E.2562 or other laws.

Our Policy

PEOPLE First for Employee Support Policy

Human Resources Management Policy
for Thai Oil Public Company Limited and Its Affiliates B.E. 2561

Thaioil Group will provide confidential and voluntary assistance through its employee support program (PEOPLE First for Employee Support Policy) to all employees and their family members who may be faced with challenges of financial concerns, legal issues, alcohol or drug problems, marital problems, illness of a family member, emotional worries, child care problems, etc. For the welfare of employees as well as for effective business operations, Thaioil Group encourages its employees to take advantage of this valuable benefit. Employees and their family members can refer themselves to the PEOPLE First for Employee Support. The program may be reached 24 hours a day on weekdays and weekends.

All contact between an employee and the PEOPLE First for Employee Support is held strictly confidential. In cases where an employee’s continued employment is contingent on calling the PEOPLE First for Employee Support, the PEOPLE First for Employee Support counselor will only verify whether the employee has contacted the PEOPLE First for Employee Support and, if ongoing treatment is necessary, that the employee is following through on the treatment. Information given to the EAP counselor may be released to Thaioil Group only if requested by the employee in writing. All counselors are guided by a professional code of ethics.

In 2021, in order to take care and support our employees to work happily and efficiently, Thaioil Group has arranged PEOPLE First for Employee Support as follows;

1. Flexible working hours for Shift Staff (Shift Interchange) The Company allows the interchange of shift in necessary cases, under the conditions:
   - Working-from-home policy and enforce Self Protection Measures : THAM-D
   - Part-time working options. Thaioil Group has the employee of special hire contract and Fix term employment contract. This type of employee will receive benefits as stipulated in employment contract.
   - Childcare facilities or contributions. Thaioil Group has A club called “The Thai Oil Refinery Club” has been established. The club is run by a Club Committee elected by members. The Company sponsors by giving annual subsidy toward club’s expenses. All employees and family are entitled to become club members The club provides the following services for its members: Library service, In-door & Out-door games, Swimming pools for adults and children, children Camping, children party, Promotion of education, morale and society and Charitable and public activities etc. In addition, the company also has medical benefits for employees’ children. (including adoptive children), child tuition subsidy and annual scholarships for employees’ children.
   - Create an office space called “Synergy Space” and “Connext Room” for employees to use in organizing activities, relaxing, working in a comfortable atmosphere along with having a place for sleeping during the day called "Nap Box" and The company provides a room for pumping milk or a lactation room and a refrigerator for storing breast milk.
   - The Female employee who is the primary caregiver has a right to take a leave for maternity before and after maternity a pregnancy not more than 98 days. The company shall pay wage on the working days to the employee taking a leave for maternity for all the leave times but not more than 60 days.
   - For Male employees who is the non-primary caregiver has the right to parental leave for take care of their family for up to twelve working days per child and to receive wages on the day of leave.
   - Employees can request for necessary leave with-pay if the subjects’ parents or parents of spouse or the subjects’ children (including adoptive children), spouse, partner, dependent, sibling, or other designated relation with a physical or mental health condition for up to six working days per year and to receive wages on the day of leave.
Our Policy

"Sometimes, we think so much of others that we overlook ourselves, so remember to be kind to yourself.

Be very kind and hold yourself tight like an oxygen mask you have to put on yourself first so they will wear it for others."

PEOPLE First for Employee Support Policy

9. Strengthen Employee Well-being Program as follows;

9.1. Provide all employees with Hygiene Kit (mask, thermometer, gel alcohol) for preliminary self-protection.
9.2. Provide shift employees with 6 masks/week/staff to support their health protection.
9.3. Supply 8 Thermoscan and 47 Infrared forehead for all entrances & check points.
9.4. Proactive employee protection with ATK 100% and random 25% per week.
9.5. 100% hygiene: regular UV care room & equipment sterilized, clean all work areas and provide alcohol gel in all meetings room.
9.6. 100% Vaccination (5,000 people) 1st and 2nd Doses to employees, contactors and employees’ families (3 tiers; employee and family, Contractors and CFP Sub-Contractors). And provide vaccinate booster dose for all employee in Q4/2021.
9.7. Fully take care of infected employees both hospitalization and medical expenses.
9.8. Employee Support and Help such as;

9.8.1. Prevent infection & contamination with measures of access (In–out) office building and working areas for employees, visitors, contractors.
9.8.2. Employees are able to work from home and all employees are granted Baht 10,000 to subsidy for WFH expenses e.g. telecommunication equipment, health care expense, on-line learning etc.
9.8.3. Upon safe house staff need support for personal or family business. They can request service from 4 support teams of I-COVID Center.
9.8.4. Regularly communicate/educate COVID-19 situation and company’s measures to ensure employee safe.

10. Employee Well-Being via Digital Platform : 5 Happiness & Learning. Employees can VDO Call with psychologist/psychiatrist anywhere/anytime/any device (5 Happiness-OOCA app.) and are able to learn on Thaioil Academy (mobile learning) with 24/7 access. 5 Happiness & Learning. Employees as follows;

10.2. Provide Flexible benefits application digital platform to transform some granted benefits (annual leave, uniform) to personalized benefits.
10.3. Provide New communication platform : SAP jam by engaging “ME” in social media community.
10.4. Provide Health meter mobile application : Annual health check report with analysis & recommendation, Health record with analysis & recommendation, Health risk assessment and Medical self-service.
10.5. Provide Admire Application to enhance the creation of praise, admiration and mutual admiration in the organization.
10.6. Thaioil Academy Application : Employees are able to learn on Thaioil Academy (mobile learning) and provide online learning content to encourage self-learning and support competency development with 24/7 access.
Our Procedure

Thaioil GROUP Human Rights Policy applies to every employee and officer in every Thaioil Group wholly owned entity, and in joint ventures (JVs) to the extent possible and reasonable given Thaioil’s level of participation. In situations where Thaioil does not have overall control of a JV, we will do everything we reasonably can to make sure JVs and JV partners follow similar principles. Thaioil and Subsidiaries shall record and report internally all legitimate adverse human rights impacts, in line with Thaioil Group Human Rights Policies. And Thaioil report annually to stakeholders on the implementation of Thaioil Group Human Rights Policies.

Thaioil GROUP Human Rights Working Team

The 2nd meeting of the Executive Committee on Corporate Human Resource Management (COM B), held on February 20, 2018, approved the appointment of a TOP GROUP Human Rights working Team to manage and support the implementation of the Human Rights Policy, to oversee and support the implementation of human rights principles. Adhering to the principles of universal human rights organizations. The United Nations Global Compact (UNGC), the United Nations Universal Declaration of Human Rights (UNUDHR) and the United Nations Framework Convention on the Rights of the Child (Ruggie Framework).
This document outlines Thaioil Group Human Rights Impact Assessment and Management Procedure. The document is publicly disclosed in the URLs:

https://www.thaioilgroup.com/upload/content_file/202011131655_สถิติการประเมินผลกระทบด้านสิทธิมนุษยชนกลุ่มไทยออยล์.pdf

The content of the document includes:

- Thaioil’s Human Rights Framework (pdf page 4–5)
- Human Rights Management for Thaioil’s External Stakeholders and Voluntary Commitment (pdf page 5–6)
- Compliance and Government Supports (pdf page 7)
- Human Rights Implementation (pdf page 7–18)
  - Human Rights Commitment (pdf page 7–8)
  - Governance Structure related to human rights management in Corporate Level and Operational Level (pdf page 8–10)
- Human Rights Impact Management Procedure covering 7 steps of Human Rights Due Diligence (pdf page 10–18)
Summary:

This document outlines Thaioil Group Grievance Mechanisms and Effective Remedy Framework Procedure. The document is publicly disclosed in the URLs:


The content of the document includes:

- Responsibility and department in charge (pdf page 5)
- Whistle Blowing Procedure(pdf page 6-9)
- Grievance Mechanisms Guideline covering whistle blower protection (pdf page 10-11)
- Remedy Procedure and Continual Improvement (pdf page 12-15)
Summary:

This document outlines Thaioil Group Fitness for Work and Return to Work Procedure. It is a practice that sets guidelines for remediation for sick employees, pregnant employees and employees who are unable to perform the job description agreed with the company.

The content of the document includes:

- Responsibility and department in charge (pdf page 3-4)
- Remedy Procedure and Continual Improvement for sick employees, pregnant employees and employees who are unable to perform the job description agreed with the company (pdf page 4-7)
Our Salient human rights issues

Human rights risk assessment is part of Thaioil’s 7-step human rights due diligence process.

Thaioil’s human rights due diligence process is aligned with the UN Guiding Principles on Business and Human Rights. See more details on the Thaioil website.
Human Rights Due Diligence Procedure

- Policy Commitment
  - Step 1. Integrating human rights into new and existing policies
- Identify and Remedy Grievances
- Step 2. Engaging with stakeholders on a wide range of human rights issues
- Step 3. Training employees on human rights and developing their capacity on human rights
- Step 4. Evaluating risk assessments across its activities
- Step 5. Assessing human rights impacts in high risk operations (HRIAM process)
- Step 6. Coordinating human rights activities through the Thaioil GROUP Human Rights Working Team
- Step 7. Monitoring and reporting on its performance

Grievance Mechanism Process

- Thaioil Grievance Mechanism Process
  - Receive and Register Grievances
  - Acknowledge and Screen
  - Investigate (TOP Group The Best Investigation Process)
  - Report and Respond
  - Resolve
  - Follow up and Close out
  - Appeal

Human Rights Due Diligence Procedure

The steps a company takes to identify, prevent, mitigate and address the adverse human rights impacts of its activities and relationships.
Human Rights Impact Assessments and Management (HRIAM)

HRIAM process:

1. Thaioil GROUP’s approach to human rights.
   1.1. Thaioil GROUP’s corporate commitments.
   1.2. Thaioil GROUP’ 7 Steps Human Rights Due Diligence Process.
   1.3. Human rights impact assessments (HRIAs).

2. HRIAs methodology and process.
   2.1. Aligning with the UN Guiding Principles on Business and Human Rights.
   2.2. From scoping risks to tracking remediation actions.

   3.2. Identifying Thaioil GROUP’s business activities.
   3.3. Mapping external stakeholders.

   4.2. Covering Thaioil GROUP’s facilities and supply chains.
   4.3. Engaging with rights-holders and stakeholders.

5. Integrating and acting upon the findings.
   5.1. Best practices and areas for improvement identified.
   5.2. Remediation actions implemented at the operations and Company-levels.
   5.3. Area-specific case studies (if any).

6. Tracking responses and communicating how impacts are addressed.
   6.1. HRIAs Reports and Action Plans.
   6.2. The challenge of communicating results.

7. Mainstreaming human rights into Thaioil GROUP’s policies and procedures.
The assessment of human rights risk level will be conducted using a matrix below to determine the significance of the human rights, where the Axis-X is the level of likelihood and Axis-Y is the level of severity.

The assessment takes into account Thaioil vulnerable groups covers all Stakeholders, specifically our employees, Contractor, Sub-contractor, Community, Suppliers, Customers, women and children, migrant labors, local community, disabled people, elderly, patients and transgender

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<thead>
<tr>
<th>Likelihood</th>
<th>Severity of risk and impact</th>
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<tr>
<td>Low Risk: Continue with existing control, however monitor for changes</td>
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<tr>
<td>Medium Risk: Requires attention to reduce the rating and regular ongoing monitoring</td>
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<tr>
<td>High: Requires immediate attention to bring the risk down to an acceptable level</td>
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<tr>
<td>Extreme: Stop immediately. Risk is too high and not acceptable</td>
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</tbody>
</table>

Remarks: Residual risks levels “Extreme” and “High” are considered key risks that Thaioil needs to understand the effectiveness of its existing controls.
<table>
<thead>
<tr>
<th>Severity</th>
<th>Scale</th>
<th>Scope</th>
<th>Remediability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catastrophic (5)</td>
<td>Severe affect health and life-threatening to the extent of disability or death</td>
<td>It affects all relevant stakeholders in the group (for example, all community, all employees, all supplier) in the relevant activities</td>
<td>Can not remedy the stakeholders concerned to return to normalcy.</td>
</tr>
<tr>
<td>Major (4)</td>
<td>Impact on health and safety reached the break of work for more than 3 days</td>
<td>It affects virtually every stakeholder in the group (for example, all community, all employees, all supplier) in the relevant activities</td>
<td>It takes a long time to recover relevant stakeholders over 5 years.</td>
</tr>
<tr>
<td>Moderate (3)</td>
<td>Impact on health and safety up to a 1-3 day break</td>
<td>It has an impact on some of the stakeholders involved in the group</td>
<td>It takes 3-5 years to recover relevant stakeholders.</td>
</tr>
<tr>
<td>Minor (2)</td>
<td>Cause minor injury or health impact requiring medical attention. (Not injured to the point of stopping work)</td>
<td>Impact on stakeholders related to a small group</td>
<td>It takes 1-3 years to recover relevant stakeholders.</td>
</tr>
<tr>
<td>Low (1)</td>
<td>It has little effect on health and safety. (First aid) or not affect health.</td>
<td>It does not have any impact on the stakeholders involved</td>
<td>It takes less than 1 year to recover relevant stakeholders.</td>
</tr>
<tr>
<td>Likelihood</td>
<td>Probability</td>
<td>Frequency</td>
<td>Description</td>
</tr>
<tr>
<td>-------------</td>
<td>-------------</td>
<td>-----------------</td>
<td>--------------------------------------------------------------------</td>
</tr>
<tr>
<td>Almost Certain</td>
<td>&gt;80%</td>
<td>Almost Yearly</td>
<td>Will undoubtedly happen/ recur, possibly frequently</td>
</tr>
<tr>
<td>(5)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Likely</td>
<td>&gt;60% - &lt;80%</td>
<td>Every 1 to 2 Years</td>
<td>Will probably happen/ recur, but it is not a persisting issue/ circumstances</td>
</tr>
<tr>
<td>(4)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Possible</td>
<td>&gt;40% - &lt;60%</td>
<td>Every 3 to 4 Years</td>
<td>Might happen or recur occasionally</td>
</tr>
<tr>
<td>(3)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unlikely</td>
<td>&gt;20% - &lt;40%</td>
<td>Every 5 to 10 Years</td>
<td>Do not expect it to happen/ recur, but it is possible it may do so</td>
</tr>
<tr>
<td>(2)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rare</td>
<td>&lt;20%</td>
<td>Every 10 Years and Beyond</td>
<td>This will probably never happen/ recur</td>
</tr>
<tr>
<td>(1)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Human Rights Impact Assessments and Management (HRIAM)

“Thaioil aims for sustainable growth and long-term persistence, operational excellence, as well as a focus on economic development coupled with social responsibility and environmental protection to create values for all stakeholders.”

Thaioil’s Vulnerable Groups.

The human rights issues related to the vulnerable groups covers all Stakeholders, including Employee, Contractor, Sub-contractor, Community, Supplier, Customer, children, indigenous people, and migrant labors (covered and in line with 13 The Human Rights Protection of Vulnerable Groups).

The Human Rights Protection of Vulnerable Groups:
1) women and girls;
2) children;
3) refugees;
4) internally displaced persons;
5) stateless persons;
6) national minorities;
7) indigenous peoples
8) migrant workers;
9) disabled persons;
10) elderly persons;
11) HIV positive persons and AIDS victims;
12) Roma/Gypsies/Sinti; and
13) lesbian, gay and transgender people.
## Scope of Thaioil Human Rights Risks Assessment: Thaioil Value Chain

<table>
<thead>
<tr>
<th>Employee and Contractors</th>
<th>Safety, Security and Environment</th>
<th>Social and Communities</th>
<th>Suppliers and Sub-contractors</th>
<th>Customer and Consumer</th>
</tr>
</thead>
<tbody>
<tr>
<td>PM Department</td>
<td>QM &amp; CA Department</td>
<td>CA Department</td>
<td>PC Department</td>
<td>CM &amp; TR Department</td>
</tr>
<tr>
<td>Is caretaker and responsible</td>
<td>Are caretaker and responsible</td>
<td>Is caretaker and responsible</td>
<td>Is caretaker and responsible</td>
<td>Are caretaker and responsible</td>
</tr>
</tbody>
</table>

### Labour Right
- Working conditions
- Anti-Slavery and Human Trafficking Policy
- Freedom of association and collective bargaining
- Forced and compulsory
- Equal pay policy
- Child labor
- Non-Discrimination and Anti-Harassment Policy
- Safety and Health at Work Policy

### Safety, Security and Environment
- Safety & Security management
- Security Training
- Water security
- Impact of pollution
- Waste and hazardous materials management
- Preservation of biodiversity

### Community Right
- Standards of living and quality of life
- Community health and safety
- Community engagement
- Cultural heritage
- Minorities including indigenous peoples
- Resettlement

### Supplier engagement & code of conduct
Compliance with TOP Group Business and Human Rights Policy for Stakeholder (TOP) and Supplier Code (14 + 17 issues)

### Customer Right
- Consumer Health and Safety
- Data Privacy
- Access to energy

---

**Existing control level by stakeholders**
*(Thaioil Risk Assessment by CR Department)*
Identify human rights issues through reviewing issues reported by peers in the industry, recent news and events, and insights by human rights institutes such as the Institute for Human Rights and Business.

Screen issues according to relevance with the identified activity.

Assess residual risk levels considering existing mitigation measures.

Integrate findings and determine additional mitigation measures to lower risk levels for salient human rights issues.

This document details the risk assessment approach and findings in 2020-2022 for both in **own operations** and **the supply chain**.
Human Rights in Own Operations
The assessment covered all business activities in Thaioil’s own operations, including joint ventures with management control.

1. Transportation  
2. Oil Refinery  
3. Power and Steam Generation  
4. Petrochemical and Chemical  
5. Other Businesses:
   - Treasury

Each main business is comprised of main activities and supporting activities.

- **Main activities:** Operations
- **Supporting Activities:** Human Resources, Procurement, Customer Relations, CSR

The supporting activities of the Treasury business are under the responsibility of Oil Refinery through shared service.

The assessment considered the following rights holders and vulnerable groups affected by Thaioil operations.

- Employees
- Community members
- Third-party contracted labour, subcontractors, and suppliers on site
- Customers and end consumers
- Vulnerable groups: Children, Indigenous peoples, Migrant workers, Religious or ethnic minorities, Persons with disabilities, Women, elderly, patients and transgender
## Steps 1 and 2: Scope and screen relevant issues

### Human Rights Issues Identified and Screened

<table>
<thead>
<tr>
<th>Human Rights Issues</th>
<th>Transportation</th>
<th>Oil Refinery</th>
<th>Power and Steam Generation</th>
<th>Petrochemical and Chemical</th>
<th>Treasury</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1  2  3  4  5</td>
<td>1  2  3  4  5</td>
<td>1  2  3  4  5</td>
<td>1  2  3  4  5</td>
<td>1  2  3  4  5</td>
</tr>
<tr>
<td>Working Conditions</td>
<td>✓   ✓   ✓</td>
<td>✓   ✓   ✓</td>
<td>✓   ✓   ✓</td>
<td>✓   ✓   ✓</td>
<td>✓</td>
</tr>
<tr>
<td>Employee Health and Safety</td>
<td>✓   ✓   ✓</td>
<td>✓   ✓   ✓</td>
<td>✓   ✓   ✓</td>
<td>✓   ✓   ✓</td>
<td>✓</td>
</tr>
<tr>
<td>Illegal Forms of Labour</td>
<td>✓   ✓   ✓</td>
<td>✓   ✓   ✓</td>
<td>✓   ✓   ✓</td>
<td>✓   ✓   ✓</td>
<td>✓</td>
</tr>
<tr>
<td>Community Health and Safety</td>
<td>✓   ✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Community Standard of Living</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Land Acquisition</td>
<td></td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Security Practices</td>
<td>✓</td>
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<td>Data Privacy</td>
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<td></td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

1. Operations  
2. Human Resources  
3. Procurement  
4. Customer Relations  
5. CSR

The supporting activities of the Treasury business are under the responsibility of Oil Refinery through shared service.
Step 3 (1) : Assess residual risk levels

Risk Assessment Matrix

The assessment of human rights risks considered **likelihood** and **severity** of each issue. Issues are plotted on a matrix like the one shown below, with likelihood in the x-axis and severity in the y-axis. Issues ranked at “high risk” or “extreme risk” are considered salient human rights issues.

The assessment takes into account Thaioil vulnerable groups covers all Stakeholders, specifically our employees, Contractor, Sub-contractor, Community, Suppliers, Customers, women and children, Indigenous peoples, migrant workers, Religious or ethnic minorities, local community, Persons with disabilities, elderly, patients and transgender

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Severity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Low Risk</strong>: Continue with existing control, however monitor for changes</td>
<td></td>
</tr>
<tr>
<td><strong>Medium Risk</strong>: Requires attention to reduce the rating and regular ongoing monitoring</td>
<td></td>
</tr>
<tr>
<td><strong>High Risk</strong>: Requires immediate attention to bring the risk down to an acceptable level</td>
<td></td>
</tr>
<tr>
<td><strong>Extreme Risk</strong>: Stop immediately. Risk is too high and not acceptable</td>
<td></td>
</tr>
</tbody>
</table>
Step 3 (2) : Assess residual risk levels
Human Rights Salient Issues

<table>
<thead>
<tr>
<th>Severity</th>
<th>Likelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td>R1</td>
<td>P1</td>
</tr>
<tr>
<td></td>
<td>PC1</td>
</tr>
<tr>
<td></td>
<td>T2</td>
</tr>
<tr>
<td>R3</td>
<td></td>
</tr>
<tr>
<td>R2</td>
<td>T1</td>
</tr>
<tr>
<td></td>
<td>T3</td>
</tr>
<tr>
<td></td>
<td>T4</td>
</tr>
</tbody>
</table>

**Transportation**
- T1 Operations – Working Conditions
- T2 Operations – Health and Safety
- T3 Human Resources – Working Conditions
- T4 Procurement – Working Conditions

**Oil Refinery**
- R1 Operations – Employee Health and Safety
- R2 Operations – Community Health and Safety
- R3 Operations – Community Standard of Living

**Power and Steam Generation**
- P1 Operations – Employee Health and Safety

**Petrochemical and Chemical**
- PC1 Operations – Community Health and Safety

**Other Businesses: Treasury**
- No salient issue

Thaioil Human Rights Risk Assessment 2020 - 2022
### Step 4: Determine additional mitigation

<table>
<thead>
<tr>
<th>Activity</th>
<th>Human Rights Issue</th>
<th>Description of Risks</th>
<th>Mitigation Measures and Remediation Actions</th>
<th>Result Monitoring</th>
</tr>
</thead>
</table>
| Transportation            | Working Conditions (Operations, Procurement, HR)        | • Long working hours and limited rest time and holidays due to unplanned changes in shipping schedules | • Compliance with ILO standards  
• Proper employee communication regarding potential scenarios where they may have to stay in the ship longer than planned  
• Planning crew rotation | • 100% complied with ILO standards  
• 100% for preparing communication plans to employees in advance.  
• 100% for Planning crew rotation |
| Employee Health and Safety (Operations) | • Failure to properly conduct safety inspection of ships  
• Inadequate safety equipment | • Compliance with safety inspection standards  
• Ensure strict compliance with safety procedures, especially regarding inspection of safety equipment |                                                                                                           | • 100% complied with safety inspection standards  
• 100% for prepare an audit plan and conduct audits according to the plan. |
| Oil Refinery             | Employee Health and Safety (Operations)                 | • Inadequate safety training  
• Safety risks, such as gas leaks | • Safety management system certified by international standards  
• Ensure strict compliance with safety procedures | • 100% complied with safety management system certified by international standards |
| Community Health and Safety (Operations) | • Safety risks from normal operations  
• Impacts from construction, such as property damage that can cause safety impacts | • Evacuation procedures in the event of emergency  
• Community engagement and grievance mechanisms |                                                                                                           | • Community in all areas in which Thaioil operates  
• 1000% have improved the workflow in emergency situations taking into account the COVID-19 situation.  
• 100% have improved and communicated community engagement and grievance mechanisms, including the COVID-19 situation.  
• 34 complaints submitted by communities in 2020. |
| Community Standard of Living (Operations) | • Impacts from construction, such as noise and property damage | • Community engagement and grievance mechanisms  
• Payment of incurred costs from property damage  
• Thaioil has investigated the submitted complaints as stated in our process, and proceeded to resolve the complaints, establish further prevention measures, and notified the complainants of the results. However, none of them are non-compliance cases. |                                                                                                           | • 100% have prepared an audit plan and conduct audits according to the plan. |
| Power and Steam Generation | Employee Health and Safety (Operations)                 | • Inadequate safety training  
• Safety risks, such as gas leaks | • Safety management system certified by international standards  
• Ensure strict compliance with safety procedures | • 100% complied with safety management system certified by international standards  
• 100% have prepared an audit plan and conduct audits according to the plan. |
| Petrochemical and Chemical | Community Health and Safety (Operations)                | • Chemical leaks during distribution and logistics activities, especially flammable substances | • Inspection of vehicles  
• [PLANNED] Increase inspection and maintenance procedures | • 100% have prepared an audit plan and conduct audits according to the plan. |
| Other Businesses : Treasury | (No salient issue.) | (No salient issue.) | (No salient issue.) | All Thaioil affiliate strictly complied with amended laws. |
Calculation
6 sub-activities with salient issues / 21 total sub-activities = 28%

<table>
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<tr>
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<th>Transportation</th>
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<th>Petrochemical and Chemical</th>
<th>Treasury</th>
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</thead>
<tbody>
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<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Working Conditions</td>
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</tr>
<tr>
<td>Employee Health and Safety</td>
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<td></td>
</tr>
<tr>
<td>Illegal Forms of Labour</td>
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<td>Community Health and Safety</td>
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<td>Security Practices</td>
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<tr>
<td>Customer Safety</td>
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</tr>
<tr>
<td>Data Privacy</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

1. Operations
2. Human Resources
3. Procurement
4. Customer Relations
5. CSR

The supporting activities of the Treasury business are under the responsibility of Oil Refinery through shared service.
## Calculation (2)

<table>
<thead>
<tr>
<th>Own Operations</th>
<th>% of total assessed in last three years</th>
<th>% of total assessed where risks have been identified</th>
<th>% of risk with mitigation or remediation process implemented</th>
<th>Basis for reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nominator</td>
<td># of sub-activities covered by human rights risk assessment (In 2020, we covered all activities.)</td>
<td># of sub-activities that have at least one salient human rights issue*</td>
<td># of sub-activities with at least one salient human rights issue that has mitigation measures/remediation processes</td>
<td>Business activities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>*Salient human rights issue = issues assessed to be high risk (orange) or extreme risk (blue)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denominator</td>
<td># of total identified sub-activities – e.g., Operations for Transportation, operations for oil refinery (total is 21)</td>
<td># of sub-activities covered by human rights risk assessment</td>
<td># of sub-activities that have at least one salient human rights issue*</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>*Salient human rights issue = issues assessed to be high risk (orange) or extreme risk (blue)</td>
<td></td>
</tr>
</tbody>
</table>
In May 2020, Thaioil assessed human rights risks in all business activities, and ensured that all risks have mitigation measures.

- **100%**
  - % of total activities in own operations (including joint ventures with management control) assessed in the last three years

- **28%**
  - % of total activities assessed where risks have been identified

- **100%**
  - % of risk with mitigation or remediation process implemented
    
    (See Step 4: Determine additional mitigation measures)
In 2020, Thaioil conducted human rights risk assessment that covered 100% of all business activities in our value chain, including both the activities that are part of our core business, as well as the activities related to our other businesses and joint ventures. The assessment was conducted by applying our enterprise risk management framework to assess and determine the level of human rights risks. Thaioil assessed the severity and likelihood of the human rights risks in accordance with the UN Guiding Principles on Business and Human Rights, and comprehensively reviewed salient human rights issues that may affect internal and external stakeholders.

The 2020 human rights risk assessment revealed that 38% of Thaioil Group’s activities have residual risks, with 100% of activities with risk mitigation measures. The outcomes of this assessment have been validated by relevant personnel responsible overseeing Thaioil Group’s business activities in the value chain. The Thaioil Group Human Rights Working Team has also reviewed the results and regularly monitors these issues.

The scope of the human rights risk assessment conducted for own operations included:

- Refinery business: Thaioil Public Company Limited
- Power and steam business: Thaioil Power Company Limited and TOP SPP Company Limited
- Transportation business: Thaioil Marine Company Limited
- Other supporting businesses: Thaioil Energy Services Company Limited and Thaioil Treasury Center Company Limited.
Human Rights in the Supply Chain
The assessment covered all supplier groups of Thaioil’s subcontractors and Tier 1 suppliers.

<table>
<thead>
<tr>
<th>Material Supplier Group</th>
<th>Service Supplier Group</th>
<th>Non-Crude Procurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Electrical equipment and accessories (40)</td>
<td>- Civil equipment and services (29)</td>
<td>- Civil equipment and services (29)</td>
</tr>
<tr>
<td>- General consumable and supply (147)</td>
<td>- Electrical and instrument and services (60)</td>
<td>- Electricity and instrument and services (60)</td>
</tr>
<tr>
<td>- Instrument equipment and accessories (73)</td>
<td>- General non-technical service (215)</td>
<td>- General non-technical service (215)</td>
</tr>
<tr>
<td>- IT and communication equipment (6)</td>
<td>- General technical service (44)</td>
<td>- General technical service (44)</td>
</tr>
<tr>
<td>- Marine, offshore, and accessories (3)</td>
<td>- IT and communication (45)</td>
<td>- IT and communication (45)</td>
</tr>
<tr>
<td>- Mechanical equipment (110)</td>
<td>- Mechanical engineering and service (70)</td>
<td>- Mechanical engineering and service (70)</td>
</tr>
<tr>
<td>- Oil, chemical, and laboratory supply (70)</td>
<td>- Piping engineering and service (5)</td>
<td>- Piping engineering and service (5)</td>
</tr>
<tr>
<td>- Pipe, valve, flange and fitting (32)</td>
<td>- Manpower (8)</td>
<td>- Manpower (8)</td>
</tr>
<tr>
<td>- Safety equipment (25)</td>
<td>- Consulting service (56)</td>
<td>- Consulting service (56)</td>
</tr>
<tr>
<td></td>
<td>- Project management and engineering design (8)</td>
<td>- Project management and engineering design (8)</td>
</tr>
<tr>
<td></td>
<td>- Utility and intercompany (2)</td>
<td>- Utility and intercompany (2)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Non-Crude Procurement</th>
<th>Crude Procurement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>International Oil Company (10)</td>
</tr>
<tr>
<td></td>
<td>Trader (18)</td>
</tr>
<tr>
<td></td>
<td>Shipping (17)</td>
</tr>
</tbody>
</table>

The assessment considered the following rights holders and vulnerable groups affected by suppliers’ operations.

- Suppliers’ employees
- Suppliers’ community members
- Third-party contracted labour, subcontractors, and suppliers onsite
- Customers and end consumers of suppliers
- Vulnerable groups; Children, Indigenous peoples, Migrant workers, Religious or ethnic minorities, Persons with disabilities, Women, elderly, patients and transgender
## Steps 1 and 2: Scope and screen relevant issues

**Human Rights Issues Identified and Screened**

<table>
<thead>
<tr>
<th>Human Rights Issues</th>
<th>Non-Crude Procurement</th>
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<tbody>
<tr>
<td></td>
<td>Material Supplier Group</td>
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<tr>
<td>Working Conditions</td>
<td>✓</td>
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</table>
Step 3 (1) : Assess residual risk levels

**Risk Assessment Matrix**

The assessment of human rights risks considered **likelihood** and **severity** of each issue. Issues are plotted on a matrix like the one shown below, with likelihood in the x-axis and severity in the y-axis. Issues ranked at “high risk” or “extreme risk” are considered salient human rights issues.

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<table>
<thead>
<tr>
<th>Likelihood</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Low Risk</td>
<td>$\square$</td>
<td>$\square$</td>
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<tr>
<td>Medium Risk</td>
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<tr>
<td>High Risk</td>
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<table>
<thead>
<tr>
<th>Severity</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Low Risk</td>
<td>$\square$</td>
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<td>$\square$</td>
</tr>
<tr>
<td>Medium Risk</td>
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<td>$\square$</td>
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<tr>
<td>High Risk</td>
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<td>$\square$</td>
</tr>
<tr>
<td>Extreme Risk</td>
<td>$\square$</td>
<td>$\square$</td>
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</tbody>
</table>

- **Low Risk**: Continue with existing control, however monitor for changes
- **Medium Risk**: Requires attention to reduce the rating and regular ongoing monitoring
- **High Risk**: Requires immediate attention to bring the risk down to an acceptable level
- **Extreme Risk**: Stop immediately. Risk is too high and not acceptable
### Step 3 (2): Assess residual risk levels

#### Human Rights Salient Issues

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Severity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
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<td>2</td>
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<td>14</td>
<td>14</td>
</tr>
</tbody>
</table>

#### NON-CRUDE PROCUREMENT

<table>
<thead>
<tr>
<th>Issue</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Employee health and safety</td>
</tr>
<tr>
<td>2</td>
<td>Employee Health and Safety</td>
</tr>
<tr>
<td>3</td>
<td>Employee health and safety</td>
</tr>
<tr>
<td>4</td>
<td>Community health and safety</td>
</tr>
<tr>
<td>5</td>
<td>Employee health and safety</td>
</tr>
<tr>
<td>6</td>
<td>Employee health and safety</td>
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<tr>
<td>7</td>
<td>Employee health and safety</td>
</tr>
<tr>
<td>8</td>
<td>Working conditions</td>
</tr>
<tr>
<td>9</td>
<td>Employee health and safety</td>
</tr>
</tbody>
</table>

#### CRUDE PROCUREMENT

<table>
<thead>
<tr>
<th>Issue</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Employee Health and Safety</td>
</tr>
<tr>
<td>11</td>
<td>Community Health and Safety</td>
</tr>
<tr>
<td>12</td>
<td>Community Standard of Living</td>
</tr>
<tr>
<td>13</td>
<td>Working conditions</td>
</tr>
<tr>
<td>14</td>
<td>Employee Health and Safety</td>
</tr>
</tbody>
</table>

*Only manufacturers

---

Thaioil Human Rights Risk Assessment 2020 - 2022
### Human Rights Salient Issues and Mitigation Measures

<table>
<thead>
<tr>
<th>Supplier Type</th>
<th>Supplier Group</th>
<th>Human Rights Issue</th>
<th>Description of Risks</th>
<th>Mitigation Measures and Remediation Actions</th>
<th>Result Monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Crude Procurement</td>
<td>Marine, offshore, and accessories</td>
<td>Employee Health and Safety</td>
<td>• Accidents in transport (e.g., planes or shipping)</td>
<td>• Supplier screening, audit, and self-assessments regarding safety</td>
<td>• All Supplier strictly complied with amended laws and service agreement.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• [PLANNED] Follow up P.O. during the coronavirus pandemic</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mechanical equipment and accessories</td>
<td>Employee Health and Safety</td>
<td>• Accidents in transport (e.g., planes or shipping)</td>
<td>• Supplier screening, audit, and self-assessments regarding safety</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• [PLANNED] Follow up P.O. during the coronavirus pandemic</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Oil, chemical, catalyst, and lab supply</td>
<td>Employee Health and Safety</td>
<td>• Inadequate safety equipment • Chemical leaks</td>
<td>• Supplier screening, audit, and self-assessments regarding safety</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Suppliers’ plans to install water curtain to prevent chemical leaks</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• [PLANNED] Increase process safety inspection in supplier operations</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• [PLANNED] Collect safety performance statistics from suppliers (e.g., TRIR)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Community Health and Safety</td>
<td>• Chemical leaks • Wastewater discharge • Emissions • Road accidents and other impacts from distribution and logistics activities</td>
<td>• Communicate Thaioil’s policy regarding human rights and ESG</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• [PLANNED] Increase process safety inspection in supplier operations</td>
<td></td>
</tr>
</tbody>
</table>
### Step 4 (2) : Determine additional mitigation measures

#### Human Rights Salient Issues and Mitigation Measures

<table>
<thead>
<tr>
<th>Supplier Type</th>
<th>Supplier Group</th>
<th>Human Rights Issue</th>
<th>Description of Risks</th>
<th>Mitigation Measures and Remediation Actions</th>
<th>Result Monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Crude Procurement</td>
<td>Civil equipment and service</td>
<td>Employee Health and Safety</td>
<td>• Accidents from use of machinery</td>
<td>• Supplier screening, audit, and self-assessments regarding safety</td>
<td>Other than directly providing recommendations to suppliers who have high risk levels and/or non-compliance with the SCOC, Thaioil also gives opportunities for suppliers to join other activities to promote capability and capacity in managing environmental, social, and governance (ESG) performance, such as:</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>• Subcontractors are provided with PPE and safety training</td>
<td>• [PLANNED] Prepare toolboxes for subcontractors and revisit number of safety officers</td>
<td>- Inviting 52 key suppliers that have expressed interest through the annual supplier survey to listen to the SME Executive Briefing in the CAC SME Certification Project;</td>
</tr>
<tr>
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<td>- Inviting 169 key suppliers to attend the PTT Group CG Day with PTT Group;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Communicating CSR in Supply Chain through our website</td>
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<tr>
<td></td>
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<td></td>
<td>- Communicating the Company’s corporate vision, procurement principles, construction plans, approach to supplier performance evaluation and awards giving, Thaioil Group Supplier Code of Conduct and expectations relating to ESG aspects, as well as Thaioil’s approach to circular economy, human rights in the supply chain, and corporate governance, during the annual supplier conference, in which the theme for this year is “Partner for Life”;</td>
</tr>
<tr>
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</tr>
<tr>
<td>Mechanical engineering</td>
<td>Mechanical engineering and service</td>
<td>Employee Health and Safety</td>
<td>• Accidents from use of machinery</td>
<td>• Supplier screening, audit, and self-assessments regarding safety</td>
<td></td>
</tr>
<tr>
<td>and service</td>
<td></td>
<td></td>
<td></td>
<td>• Subcontractors are provided with PPE and safety training</td>
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<tr>
<td>Piping engineering and</td>
<td>Piping engineering and service</td>
<td>Employee Health and Safety</td>
<td>• Accidents from use of machinery</td>
<td>• Supplier screening, audit, and self-assessments regarding safety</td>
<td></td>
</tr>
<tr>
<td>service</td>
<td></td>
<td></td>
<td></td>
<td>• Subcontractors are provided with PPE and safety training</td>
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<td></td>
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</tr>
<tr>
<td>Project management and</td>
<td>Project management and engineering</td>
<td>Working Conditions</td>
<td>• Contractors missing payment to subcontractors</td>
<td>Grievance procedure and investigation</td>
<td></td>
</tr>
<tr>
<td>engineering design</td>
<td>design</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Drinking while working</td>
<td>• Supplier screening, audit, and self-assessments regarding safety</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Bringing lighters into working area</td>
<td>• Sending warning letters to suppliers with incidents</td>
<td></td>
</tr>
</tbody>
</table>

**Thaioil Human Rights Risk Assessment 2020 - 2022**
### Step 4 (3) : Determine additional mitigation measures

#### Human Rights Salient Issues and Mitigation Measures

<table>
<thead>
<tr>
<th>Supplier Type</th>
<th>Supplier Group</th>
<th>Human Rights Issue</th>
<th>Description of Risks</th>
<th>Mitigation Measures and Remediation Actions</th>
<th>Result Monitoring</th>
</tr>
</thead>
</table>
| Crude Procurement   | International Oil Company        | Employee Health and Safety  | • Oil spills                                           | • Supplier Code of Conduct that covers human rights  
• [PLANNED] Collecting information from suppliers | • Reviewing supplier evaluation results – which reflected supplier performance in meeting Thaioil’s expectations regarding work quality, occupational health and safety, and timeliness of product/service delivery – and awarded certificates and plaques of honour to contractor companies who successfully fulfilled their duties during the 2020 major turnaround; and  
• Organizing supplier relationship building activities to ensure that suppliers are aware of, understand, and follow Thaioil’s commitment regarding transparency in procurement processes, such as the No Gift Policy. |
|                     |                                  | Community Health and Safety | • Oil spills                                           | • Supplier Code of Conduct that covers human rights  
• [PLANNED] Collecting information from suppliers |                                                                                                                                                  |
|                     |                                  | Community Standard of Living| • Impacts from oil spills to local economy (e.g., fishery) | • Supplier Code of Conduct that covers human rights  
• [PLANNED] Collecting information from suppliers |                                                                                                                                                  |
| Ship Owner          | Working Conditions               | Employee Health and Safety  | • Long working hours and limited rest time and holidays due to unplanned changes in shipping schedules | • Proper employee communication regarding potential scenarios where they may have to stay in the ship longer than planned  
• Invest in increasing capacity to transfer crew members such that they may not have to remain on the ship longer than planned |                                                                                                                                                  |
|                     |                                  | Employee Health and Safety  | • Failure to properly conduct safety inspection of ships  
• Inadequate safety equipment | • Ensure strict compliance with safety procedures, especially regarding inspection of safety equipment |                                                                                                                                                  |
## Supplier Groups with Salient Human Rights Issues

<table>
<thead>
<tr>
<th>Supplier Groups with Salient Human Rights Issues</th>
<th>Number of Suppliers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marine, offshore, and accessories (manufacturer)</td>
<td>1</td>
</tr>
<tr>
<td>Mechanical equipment and accessories</td>
<td>110</td>
</tr>
<tr>
<td>Oil, chemical, catalyst, and lab supply (manufacturer)</td>
<td>15</td>
</tr>
<tr>
<td>Civil equipment and service</td>
<td>29</td>
</tr>
<tr>
<td>Mechanical engineering and service</td>
<td>70</td>
</tr>
<tr>
<td>Piping engineering and service</td>
<td>5</td>
</tr>
<tr>
<td>Project management and engineering design</td>
<td>8</td>
</tr>
<tr>
<td>International Oil Company</td>
<td>10 (From ESG Crude Expense 2018)</td>
</tr>
<tr>
<td>Ship Owner</td>
<td>17 (From ESG Crude Expense 2018)</td>
</tr>
<tr>
<td>Sum</td>
<td>265</td>
</tr>
<tr>
<td>Total Number of Suppliers</td>
<td>1,093</td>
</tr>
<tr>
<td>Percentage</td>
<td>24%</td>
</tr>
</tbody>
</table>
In May 2020, Thaioil assessed human rights risks in all tier 1 suppliers, and ensured that all risks have mitigation measures.

- **100%**
  - % of total number of contractors and Tier 1 suppliers assessed in the last three years

- **24%**
  - % of total number of contractors and Tier 1 suppliers where risks have been identified

- **100%**
  - % of high risk contractors and Tier 1 suppliers with mitigation or remediation process implemented
    (See Step 4: Determine additional mitigation measures)
Besides assessing risks in our own operations, Thaiol also assesses the risks resulting from the activities of our tier 1 suppliers. The assessment covered 100% of tier 1 suppliers, for both crude oil procurement and general procurement. The Company assessed severity and likelihood based on the risk assessment criteria, and considered the scope of issues that is aligned with the Sustainable Code of Conduct for Supplier of Thaiol and Subsidiaries (SCOC).

The 2020 risk assessment revealed that 24% of all activities have human rights risks. Identified risks included those relating to working conditions and occupational health and safety. Thaiol has prepared adequate measures to manage these issues, including rules, regulations, contracts, and communications to increase understanding of human rights policies and practices.
Thaioil Group’s vision is to “Empowering Human Life through Sustainable Energy and Chemicals”

This means our goal is to become a high competitive energy and chemicals company that will generate sustainable returns to all our stakeholders, increase their quality of life, and drive sustainable growth within the organization, all while maintaining the balance across the economic, social, environmental, and governance dimensions along with respect for human rights.

Since 2020, the Company observed high rates of volatility and recurring economic and political instability across our country, region, and the world – including the COVID-19 pandemic crisis. This brought about large, abrupt changes in how business is conducted and how we live our lives, and further reiterated to Thaioil Group the importance of increasing the resilience of our strategic plan in order to adapt to the changes and trends of this unpredictable context. Henceforth, the Company has revisited the strategic direction and plan, including the short-term, medium-term, and long-term business plans – altogether spanning the years 2022-2030 – and reformulated it into three main business directions and strategies. In this process, we have considered global megatrends, analyzed competitor movements, and studied the ‘new normal’ context and associated changes in society and consumer behavior, to make certain that Thaioil has the appropriate business direction and strategic plan in accomplishing our goals that can truly grow our business towards sustainable business growth.

During the COVID-19 pandemic, Thaioil Group has implemented measures to ensure business excellence and these measures are based on three key principles or three-pronged strategy, as presented below:
In 2021, Thaioil Group continued to organize human rights activities for stakeholders under the "3 parts for fulfilling human rights" framework for the second consecutive year. Activities included:

**Part I = Ensuring education for all:**

Thaioil implemented a variety of initiatives to ensure that our employees and stakeholders understand human rights and have a human rights mindset.

For employees, Thaioil has developed a Human Rights E-Learning course which is accessible to all employees through the "Thaioil Academy Application".

For other stakeholders, we organized the Human Rights Workshop for Thaioil Affiliates and continuously hosted online lectures (through Microsoft Teams Live) on human rights for suppliers online during the annual Thaioil Group Supplier Seminar in 2021 (SRM Seminar 2021).

In SRM Seminar 2021, Thaioil Group has developed a Human Rights E-Learning to deepen supplier understanding of human rights.
Part I = Ensuring education for all:

Communications and Activities to Promote Human Rights

Thaioil Academy

“Anytime Learning Through Mobile”

• Enable employee to learn anywhere anytime through mobile.
• Provide online learning content to encourage self-learning and support competency development with 24/7 access.
Part II = Improving mental health care:

5 Happiness: Through the New Normal Work Life initiative, Thaioil raised employee awareness of their own rights, including the benefits that employees and retired employees are entitled to. Thaioil Group also organized the 5 Happiness Project as follows:

- Proactively promotes employees’ physical health through the Health Meter Application, an application that collects health data, assesses health risks, and provides health tips.
- Whether they be small or big problems, professional or personal stress, employees can set up appointments to consult with mental experts or psychiatrists; can use the OOCA Application.
- Promotes a culture of appreciation in the organization through encouraging employees to send compliments, appreciation, and encouragement through the Admire Application, and together spreading positive energy and creating an enjoyable working environment.
- Employees can exchange certain benefits for reimbursements of products and services that better match their needs and personal lifestyles through the Flexible Benefits Application.
- Build a close virtual social relationships through The SAP JAM Application.
Thaioil Group implemented COVID-19 pandemic prevention and management measures through the I-COVID Center, and enforced controls and policies that align with government direction in order to avoid business disruption from infection in operations and effectively secure the safety and confidence of our employees, subcontractors, suppliers, and stakeholders.

**Spotlight on COVID-19**

**Work from Home:**
WFH To safeguard employees against the health risks and impacts prevalent during the COVID-19 pandemic, Thaioil has established work from home measures for over 60% of all employees. Thaioil established a digital infrastructure to support employees in carrying out the Company’s business operations while not compromising their safety. This includes working collaboratively through the cloud platforms, using online meeting programs for big and small meetings, and providing access to important work systems for employees, such as SAP and Ariba, through the use of the organization’s VPN to ensure safety of privacy during use.

**Communications and Activities to Promote Human Rights**

**COVID-19 Control Measures**

**PROMOTE** Promotes employee awareness to ensure that they comply with all established measures, and encourages personal hygiene habits through distributing hygiene kits and establishing the I-COVID Center

**PROTECT** Clusters employees doing mission critical activities (MCA): Operations Groups and Engineering Teams to protect the operational areas that would pose business impacts

**PRESERVE**
- Established a no travel or transit policy for countries or locations with infected cases
- Defined control measures for external stakeholders entering operational areas, such as requiring completion of health declaration forms, self monitoring, and physical distancing
- Implemented Work From Home arrangements and options to work through Collaboration Platforms

**CLUSTERING**
- Operators are clustered according to group activities
- Physical distancing is enforced between groups and sub-groups
- All individuals must comply with the requirements of that cluster or campsite – e.g. break times, meals, and travel

**CONTROL**
- Group or sub-group leaders are designated to control, coordinate, and report on the status of each group
- Foreign operators are required to complete the 14-day state quarantine and get tested through the SWAP test
- Operators in high risk areas such as confined spaces must register their names and get their temperatures checked before they can enter the operational area.

**CONFORMITY**
- Compliance with COVID-19 control measures is monitored and checked on a regular basis
- Prepare a business continuity plan (BCP), including a spare manpower plan
Board of Directors’ Role during COVID-19

Thaioil’s Board has assumed vital roles in guiding the organization through Covid-19 crisis and toward the next normal through Crisis Management Framework

Crisis Management Framework

**Reaction**
- People First
  - I-Covid Center
  - Health & Safety
  - Communication

- Social Support
  - People / Community / Society
  - Cybersecurity

**Resilience**
- Enterprise Risk management
  - Business continuity Management
  - Business Continuity Plan
  - Margin Hedge

- Digital Infrastructure
  - Work @anywhere
  - Cybersecurity

**Recovery**
- Short Term Strategy
  - Cost Saving
  - Profit Maximization
  - Operation Excellence
    - Manufacturing
    - Commercial
    - Finance

**Re-imagination**
- Long Term Strategy
  - Business Opportunity
  - New S-Curve
  - 3Vs Strategy
    - Value Maximization
    - Value Enhancement
    - Value Diversification

# StrongerTogether
Thaioil’s Board has fully performed the governing duties to support management team.

**Board of Director**
- Business Continuity Management
- Business Continuity Plan – BAU/Project Execution
- Personnel Protection Measures & Budget
- Short Term Measures – Cost Saving/Profit Maximization
- Long Term Strategic Plan
- Risk Management Framework

**Corporate Governance Committee**
- Personnel Measures – People First
- Community Support
- Social Support – สง่ายที่รัก สามัคคี
- AGM Arrangement Measures

**Risk Management Committee**
- Business Continuity Plan
- Product Margin Hedge
- Covid-19 Risk Management – Commercial/Manufacturing/Project Execution

**Audit Committee**
- Continuity of Audit Activities
- Cyber Security

**Governance Framework**
- Endorse Plan / Budget
- Monitor Execution
- Follow-up Outcome
- Provide Advices
People First: Covid-19 Response

Strong Commitment to Protect People and Continuous Caring People

- Established I-COVID Center: Prevention & Protection Management on 3P (Promote, Protect, Preserve) & 3C (Clustering, Control, Conformity) Measures.
- Defined Major Critical Activities (MCA): Operations (MCB) and Engineering and Formulated protection measures: Thaioil Bubble and Seal – Safe House and Clustering
- Clustering camp sites with bubble & seal and specific health measures for project contractors.
- Integrated COVID-19 response in corporate Business Continuity Management (BCM)

Work from home (WFH) policy and enforce Self Protection Measure: THAM-D

- T - Testing: Have body temperature measured frequently
- H - Hand Washing: Washing hands frequently with soaps/alcohol gel
- A - Application Downloading: 'MorChana', 'ThaiChana', 'Thaioil Chana'
- M - Mask Wearing: Wearing mask correctly and at all time
- D - Distancing: Keep 1 – 2 meters distancing

Launch & use ‘Thaioil Chana’ application:
- ✓ Health Declaration before visiting Thaioil Site
- ✓ Health Declaration at Thaioil Site
- ✓ Check-In & Check-out

Safe House for MCA-Operations 100% (176 staff) during severe COVID-19 pandemic in Chonburi.

- 100% Clustering for MCA-Engineer (252 staff, 642 contractors).
- 100% Rapid Test and Antigen Test (ATK) for employees/contractors/vendors approved entering the company areas including random ATK regularly.

Vaccination to Protect People

Proactive vaccination 1st and 2nd Doses for employees, contractors and employees’ families as planned.

- TIER 1
  - MCA Staff (affiliate included)
  - International Staff
  - CFP Team Staff
  - PMC Staff (Thai & Expat)
- TIER 2
  - Non-MCA Staff (affiliate included)
  - EPC Staff
  - Concurrent Contractors
- TIER 3
  - Staff’s family
  - Contractors (LC1)
  - CFP Sub-Contractors

To vaccinate the booster dose to all employees in Q4/2021
## Employee Support

### Strengthen Employee Well-being

<table>
<thead>
<tr>
<th>Health Prevention</th>
<th>Work From Home (WFH)</th>
<th>Vaccination and Medical Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Provide all employees with <strong>Hygiene Kit</strong> (mask, thermometer, gel alcohol) for preliminary self-protection.</td>
<td>▪ Encourage employees work from home as much as possible to protect risk of infection. Today, WFH rate = 94%.</td>
<td>▪ <strong>100% Vaccination</strong> (5,000 people) to employees, contractors and employees’ families (3 tiers).</td>
</tr>
<tr>
<td>▪ Provide shift employees with 6 masks/week/staff to support their health protection.</td>
<td>▪ Provide laptop, PC, and accessories including tools to ensure efficient work from home.</td>
<td>▪ To vaccinate <strong>booster dose</strong> for all employee in Q4/2021.</td>
</tr>
<tr>
<td>▪ Supply 8 Thermoscan and 47 Infrared forehead for all entrances &amp; check points.</td>
<td>▪ Provide I-COVID Call Center (24/7) in case the employee having inquiries, or need support anytime.</td>
<td>▪ <strong>Fully take care of infected employees both hospitalization and medical expenses.</strong></td>
</tr>
<tr>
<td>▪ Proactive employee protection with ATK 100% and random 15-20%.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ 100% hygiene: regular UV care room &amp; equipment sterilized, clean all work areas and provide alcohol gel in all meetings room.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Employee Support and Help

<table>
<thead>
<tr>
<th>Work @ Office</th>
<th>Work @ Home</th>
<th>Digital Platform: 5 Happiness &amp; Learning</th>
<th>Support Team for Safe House</th>
<th>Keep In Touch</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Prevent infection &amp; contamination with measures of access (In-out) office building and working areas for employees, visitors, contractors.</td>
<td>▪ Employees are able to <strong>work from home</strong> and all employees are granted Baht 10,000 to subsidy for WFH expenses e.g. telecommunication equipment, health care expense, on-line learning etc.</td>
<td>▪ Employees can <strong>VDO Call with psychologist /psychiatrist</strong> anywhere/anytime/any device (5 Happiness-OOCA app.) and are enable to learn on <strong>Thaioil Academy</strong> (mobile learning) with 24/7 access.</td>
<td>▪ Upon <strong>safe house</strong> staff need support for personal or family business. They can request service from 4 support teams of I-COVID Center.</td>
<td>▪ Regularly <strong>communicate/educate</strong> COVID-19 situation and company’s measures to ensure <strong>employee safe</strong>.</td>
</tr>
</tbody>
</table>
Supply Chain Support

Suppliers’ and Contractors’ Impact

Cash flow
- Early payment upon suppliers request
- General service & goods
- Logistics issues

Supply & Logistics
- Alternative choices to minimize risk & costs
  - Switch transportation mode
  - Accept supplier’s alternative manufacturer plant

Government’s Regulations & Practices
- Implement E-Bid Submission (SAP Ariba) initiative to avoid the assembly at workplace

Supporting suppliers and contractors during the COVID-19 pandemic

- Extend period of impacted contracts
  - No impact to penalty
  - No impact to other ongoing works
- Consolidate volume to minimize suppliers’ number of delivery and cost
- Collaborate to monitor and plan material delivery from UK, Italy and India
- Monitor and follow up with internal parties concerned for receiving and on time payment

Outcome
- Support Suppliers’ cash flow and cost management
- Closely collaborate & be more justify between suppliers & TOP
- Be effective procurement & contract execution

Supplier Relationship Management (SRM) Communication and Collaboration

Interactive Communication Channel for COVID-19
Support Vaccination Program for Contractors
Support Contractors for Quarantine and Medical Treating
Closely coordinate preventive measure with I-COVID Center
# Customer Support

## COVID 19 Impact to Customer

<table>
<thead>
<tr>
<th>Demand impact</th>
<th>Thaioil Support</th>
<th>Outcome</th>
</tr>
</thead>
</table>
| • Low domestic Jet demand | • Offtake volume adjustment allowance  
  • Alternative product offtake in respond to market demand | • Support change in market demand |

## Financial affect

<table>
<thead>
<tr>
<th>Financial affect</th>
<th>Thaioil Support</th>
<th>Outcome</th>
</tr>
</thead>
</table>
| • Tight financial liquidity  
  • Maximum credit limit | • Credit term extension  
  • Credit amount extension | • Allow business continuity |

## Information and Communication problem

<table>
<thead>
<tr>
<th>Information and Communication problem</th>
<th>Thaioil Support</th>
<th>Outcome</th>
</tr>
</thead>
</table>
| • Product portfolio information  
  • Inaccessible communication via normal route | • E-Product catalogue implementation  
  • Online market outlook  
  • Regular market situation and customer requirement update | • Easily access to sales and information  
  • Fast and flexible sale plan adjustment |

## Transaction inconvenience

<table>
<thead>
<tr>
<th>Transaction inconvenience</th>
<th>Thaioil Support</th>
<th>Outcome</th>
</tr>
</thead>
</table>
| • Lengthen payment process from WFH  
  • Bank Guarantee (BG) issuance problem  
  • Lorry loading access by cross boarder driver  
  • Limit driver loading training from COVID-19 preventive measure | • Online payment system development “Thaioil Smart Biz” (TSB)  
  • Thaioil Blockchain system support  
  • Online driver training  
  • Safety support from COVID-19 at lorry  
    ✓ Check driver temperature and Record in-out time  
    ✓ Keep social distancing  
    ✓ Provide hand sanitizer alcohol and regularly UV cleaning  
  • Drive thru loading document process | • Improve payment convieniency  
  • Increase security and customer’s convenience  
  • Convenience and prevent COVID-19 infection |
โครงการ"ส่งพลังงาน สร้างพลังใจ"

แนวคิด

ผลิตภัณฑ์ของกลุ่มไทยออยส์สนับสนุนหน่วยงานด้านสาธารณสุขและช่วยเหลือประชาชนภายใต้สถานการณ์โควิด-19

วัตถุประสงค์

ช่วยเหลือผู้ป่วยโรคโควิด-19 ได้แก่:
1. ผู้ป่วยที่มีอาการหนัก
2. ผู้ป่วยที่ต้องการรักษาที่บ้าน
3. ผู้ป่วยที่ต้องการที่พักที่ปลอดภัย

หน่วยงานที่สนับสนุน:

- กรมการคุ้มครองสิทธิ์ผู้บริโภค
- กรมการแพทย์
- กรมการป้องกันและแก้ไขปัญหาภัยพิบัติ
- กรมการพัฒนาชุมชน
- กรมการแพทย์ทหาร
- กรมการพัฒนาชุมชน
- กรมการคุ้มครองสิทธิ์ผู้บริโภค
Community Support

การช่วยเหลือสมัยสุนัข 23 ชุมชนในช่วงวิกฤตโรคโควิด-19

1. ป่วยด้วย
   - ระบบเครือข่ายคอมพิวเตอร์ / ระบบบิาร์จการ
   - ผลลัพธ์

2. รักษา
   - หน้าที่ / ผลลัพธ์

3. ช่วยเหลือ
   - โรงพยาบาล
     - การป้องกันโรคที่น่ากลัว
     - โรงพยาบาลเหมือนบ้าน
     - รพ.ป่าบ้าน ชุด PPE
     - การเตรียมยารักษา (ลดความเสี่ยงการระบาด รักษาหลังการติดเชื้อ)

4. ปรับเปลี่ยน
   - เศรษฐกิจ / ค่าแรงชีพ
     - คู่เป็นสูง อายอาชีพ
     - ผู้ช่วยทำสิ่งที่

ครอบครัว 23 ชุมชน
THANK YOU