

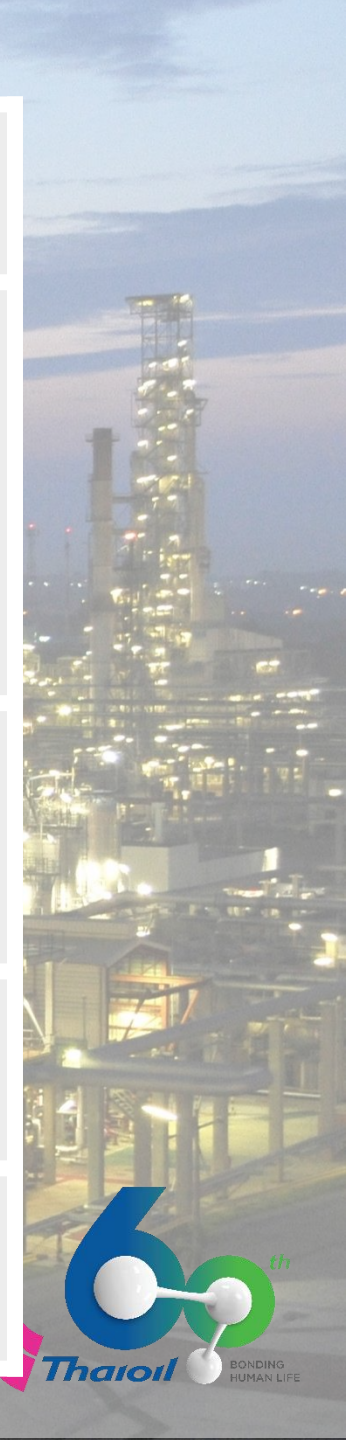


**2021**

**Human Rights Due Diligence Process and  
Human Rights Impact Assessments and Management  
(HRIAM) Report**



<p><b>Our Commitment &amp; Strategy</b></p>	<p><b>CHALLENGES, RISKS, AND IMPACTS</b>  <b>Thaioil Group Commitment</b>  <b>Thaioil Group Human Rights Journey and 5 years Roadmap</b></p>
<p><b>Our Policy</b></p>	<p><b>Thaioil Group Human Rights Policy in Workplace (revision2)</b>  <b>Thaioil Group Human Rights Working Team</b>  <b>Thaioil Group Business and Human Rights Policy for Supply Chain (revision2)</b>  <b>Business Partners Code of Conducts-Business and Human Rights Policy (revision2)</b>  <b>TOP Group Privacy Policy</b>  <b>Privacy Data Policy</b>  <b>PEOPLE First for Employee Support Policy</b></p>
<p><b>Our Procedure</b></p>	<p><b>Human Rights Impact Assessments and Management Procedure</b>  <b>Grievance Mechanisms and Effective Remedy Framework Procedure</b>  <b>Fitness for Work and Return to Work Procedure</b></p>
<p><b>Our Salient human rights issues</b></p>	<p><b>Human Rights Due Diligence Process</b>  <b>Human Rights Risks Assessment</b></p>
<p><b>Spotlight on issues</b></p>	<p><b>Spotlight on Human Right Mindset</b>  <b>Spotlight on COVID-19</b></p>





# CHALLENGES, RISKS, AND IMPACTS

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 of 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 4<sup>th</sup> 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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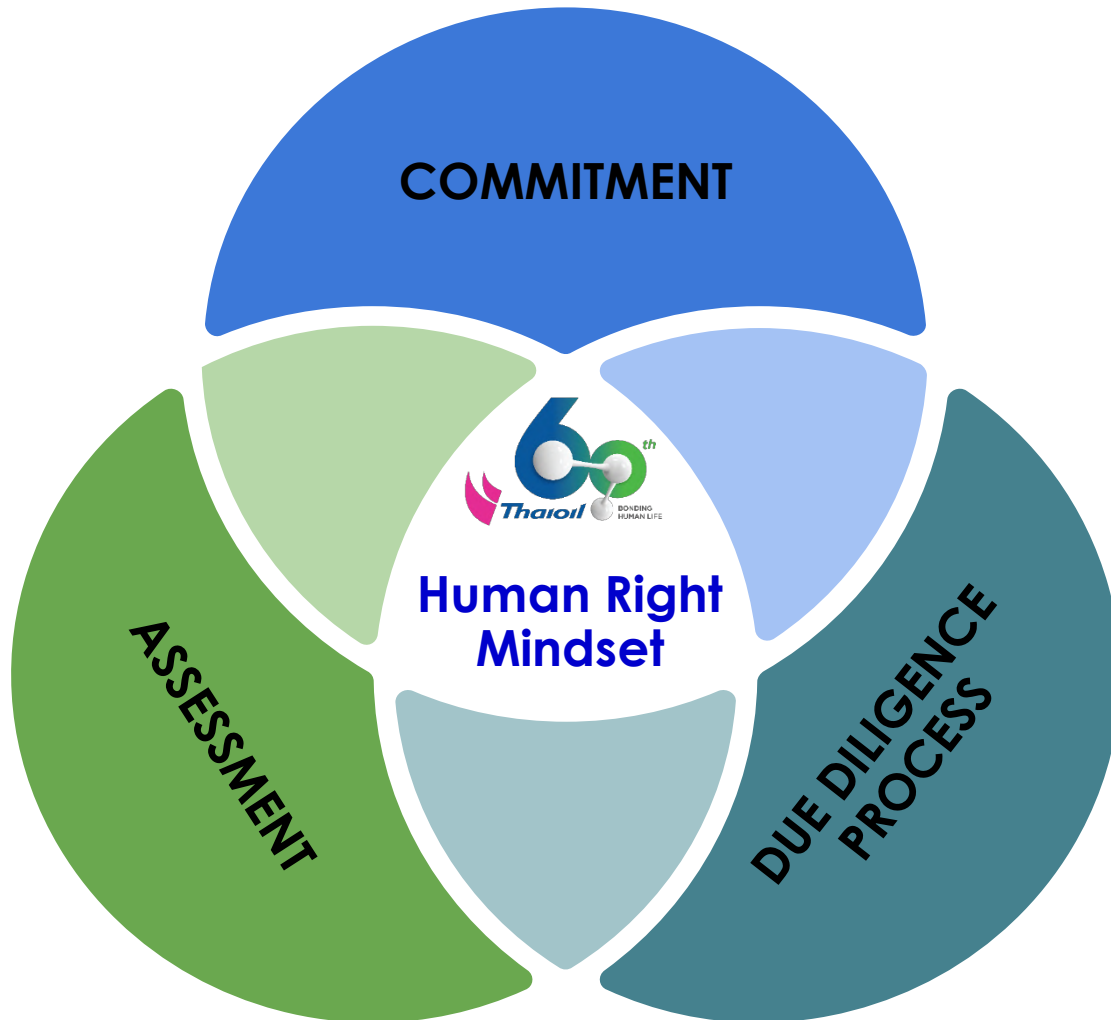
Thaioil Group remains committed to promoting good human rights practices throughout our value chain. We continue to operate as mandated by the Human Rights Policy in Own Operations, the Business and Human Rights Policy for Business Partners, and the Supplier Code of Conduct. All our human rights-related 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.



## Our Strategy

To deploy human right policy to practice and actions related to human right according to the roadmap with systematic and beyond best practice.





Human Rights Policy in the Workplace

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

Thaioil Group Business and Human Rights Policy for Supply Chain

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



*- Highly Confidential -*

## 5-year SD Roadmap: HR

DJSI Subcategories	2014	2015	2016	2017	2018	Measures (End Target)
<b>Talent Attraction &amp; Retention</b>	<p><b>3 Talent Recruitment</b></p> <ul style="list-style-type: none"> <li>• Monitor and report talent attraction KPIs e.g. no. of resumes per position</li> </ul> <p><b>4 Retirement Age Extension</b></p> <ul style="list-style-type: none"> <li>• Offer extension plans for selected employees to serve as mentor/advisors</li> </ul>	<p><b>3 Talent Recruitment</b></p> <ul style="list-style-type: none"> <li>• Strengthen/ expand partnership scope with top-tier universities</li> </ul>				<p><b>Social</b></p> <ol style="list-style-type: none"> <li>1. Turnover rate (%)</li> <li>2. Employee satisfaction (%)</li> </ol>
<b>Labor Practice Indicators and Human Rights</b>	<p><b>5 Policy</b></p> <ul style="list-style-type: none"> <li>• Prepare to align &amp; ensure compliance with non-discrimination/ diversity policy and emphasize on international workforce</li> </ul>	<p><b>5 Policy</b></p> <ul style="list-style-type: none"> <li>• Ensure compliance with UN Framework and Guiding Principles on Business and Human Rights (Ruggie)<sup>3</sup></li> </ul>	<p><b>5 Policy</b></p> <ul style="list-style-type: none"> <li>• Follow up with additional international guidelines on labor practice &amp; human rights</li> </ul>			<ol style="list-style-type: none"> <li>1. Adoption of Ruggie framework</li> </ol>

Note: <sup>1</sup>ROI can be measured by other measures e.g. # of reports, patents, efficiency level; <sup>2</sup>Prerequisite with discussion with Strategic Planning (SP); <sup>3</sup>e.g. expansion to Indonesia - preparation to provide to local workforce; <sup>5</sup>ISSD will be the project sponsor for this initiative; Source: HR Department Analysis (3/12/13); PrimeStreet Analysis

PrimeStreet Confidential | 2



Human Rights Policy in the Workplace	<ul style="list-style-type: none"> <li>Human Rights Policy</li> <li>7-Step Human Rights Due Diligence Process</li> </ul>	Thaioil Group Business and Human Rights Policy for Supply Chain	<ul style="list-style-type: none"> <li>Human Rights Working Team</li> <li>Human Rights Position Paper</li> <li>Human Rights Risk Assessment (March)</li> <li>Human Rights Training (June)</li> <li>Human Rights Impact and Assessment Report</li> </ul>
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2021	2022	2023	2024	2025	Social Measures
1. Align & ensure compliance with National Action Plan on Business and Human Rights (NAP) phase 1 (แผนปฏิบัติการระดับชาติว่าด้วยธุรกิจกับสิทธิมนุษยชน ระยะที่ 1 ช่วงระหว่างปี 2562-2565)			1. Align & ensure compliance with National Action Plan on Business and Human Rights (NAP) phase 2.		<ul style="list-style-type: none"> <li>Adoption of Ruggie framework</li> <li>Adoption of Thailand NAP</li> <li>Human rights Maturity Level of Thaioil. 'Best Class level'</li> <li>No complaint on human rights</li> <li>Completed &amp; Updated Human Rights Procedure</li> <li>Human Rights Award (รางวัลองค์กรต้นแบบด้านสิทธิมนุษยชน)</li> <li>Human Rights Mindset</li> </ul>
2. Adopt the best practice of global companies applying human rights global standard.	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.				
3. Follow up with additional international guideline on Human Rights.	3. Put in place effective remedy and grievance mechanisms.	3. Monitor and report remedy and grievance mechanisms performance.			
4. Incorporate Human right policy throughout Thaioil affiliates.	4. Deploy Thaioil human rights policy, procedure, practice to its affiliates in phasing. Also, Monitor and report Thaioil affiliates performance.				
5. Ensure the protection of migrant rights and ethical recruitment practices.	5. Monitor & report migrant rights and ethical recruitment practices performance.				
6. Develop Thaioil Human Rights micro leanings and do communication/marketing to all stakeholders					





## Our Thairoil Group Human Rights Policy

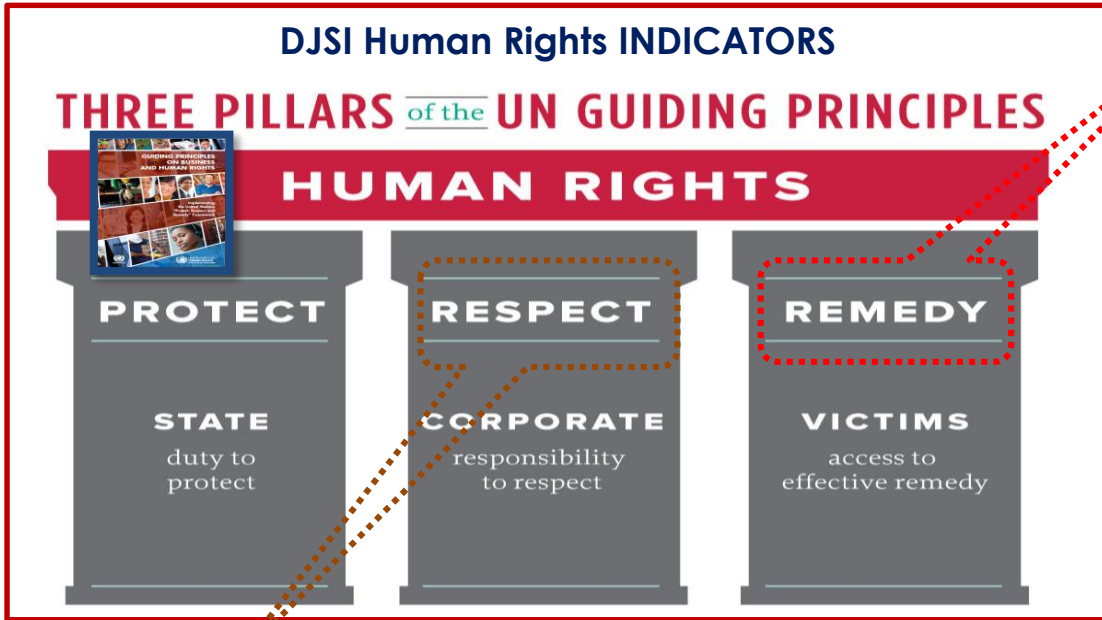
### Empower Human Life through Sustainable Energy and Chemicals

The commitment of the Thairoil Group to respect human rights in the workplace and all areas in which the Thairoil Group operates business appear clearly in the business path of Thairoil Group Operational system that strives for excellence including business practices and ethics of Thairoil Group Thairoil Group announced the use of human rights in 2015 to demonstrate its commitment. Thairoil Group believes that although the state has an important duty to protect and supervise human rights compliance, Thairoil 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 " Thairoil Value Chain" Respect and follow human rights. For this reason Thairoil 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 IIA: The International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work

In many areas of business operations of the Thairoil 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 Thairoil Group in many aspects Which is part of the establishment of the "Thairoil Value Chain" for comprehensive human rights management in all dimensions.







Thailoil 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.”

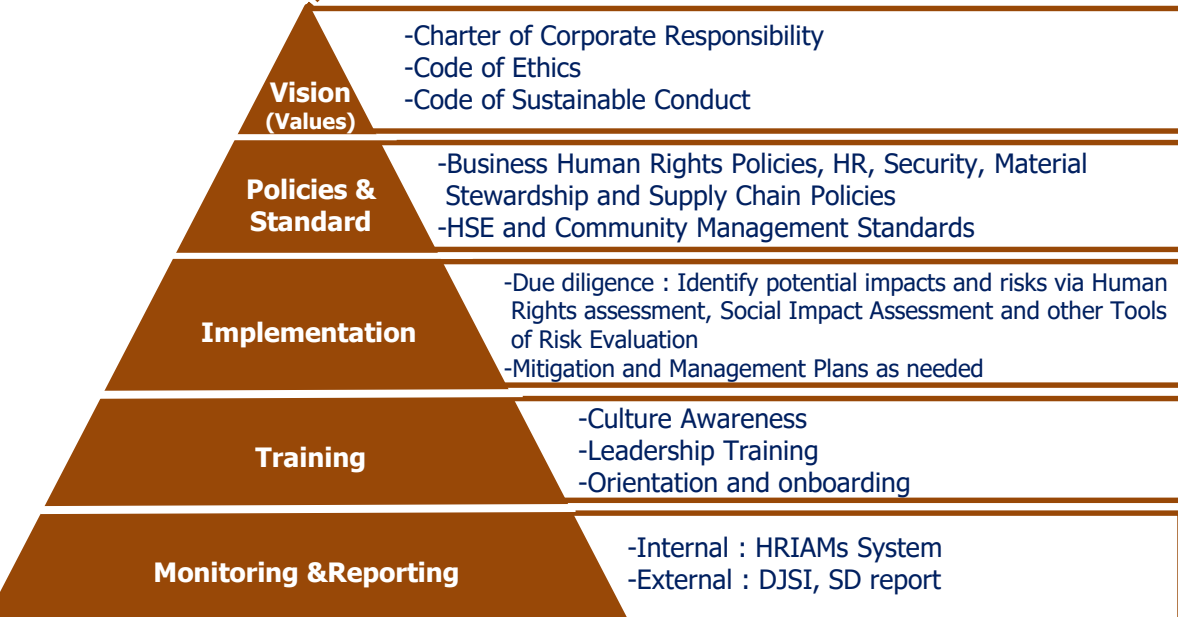
The human rights issues related to **the vulnerable groups covers all Stakeholders and value chain.**

The Human Rights Protection of **Vulnerable Groups** ;

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

### Thailoil Value Chain

Employee and Contractors	Safety, Security and Environment	Social and Communities	Suppliers and Sub-contractors	Customer and Consumer
<b>PM</b>	<b>QM &amp; CA</b>	<b>CA</b>	<b>PC</b>	<b>CM &amp; TR</b>
<u>Labour Right</u>	<u>Safety, Security and Environment</u>	<u>Community Right</u>	<u>Supplier engagement &amp; code of conduct</u>	<u>Customer Right</u>
<ul style="list-style-type: none"> <li>- Working conditions</li> <li>- Anti-Slavery and Human Trafficking Policy</li> <li>- Freedom of association and collective bargaining</li> <li>- Forced and compulsory labor</li> <li>- Equal pay policy</li> <li>- Child labor,</li> <li>- Non-Discrimination and Anti-Harassment Policy</li> <li>- Safety and Health at Work Policy</li> </ul>	<ul style="list-style-type: none"> <li>- Safty &amp; Security management,</li> <li>- Security Training,</li> <li>- Warter security,</li> <li>- Impact of pollution,</li> <li>- Waste and hazardous materials management,</li> <li>- Preservation of biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>- Standards of living and quality of life,</li> <li>- Community health and safety,</li> <li>- Community engagement,</li> <li>- Cultural heritage,</li> <li>- Minorities including indigenous peoples,</li> <li>- Resettlement</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with TOP Group Business and Human Rights Policy for Stakeholder (TOP) and Supplier Code (14 +17 issues)</li> </ul>	<ul style="list-style-type: none"> <li>- Consumer Health and Safety,</li> <li>- Data Privacy,</li> <li>- Access to energy</li> </ul>
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

### 2015 Thaioil GROUP Human Rights Policy in Own Operation

เรื่อง นโยบายด้านสิทธิมนุษยชนในสถานที่ทำงาน  
 วันที่ 25 สิงหาคม 2558

#### เรื่อง นโยบายด้านสิทธิมนุษยชนในสถานที่ทำงาน

เพื่อเป็นการสนับสนุนในการปฏิบัติงานที่มีมนุษยธรรมและมีความเป็นอยู่ที่ดีเป็นรากฐานของการพัฒนาที่ยั่งยืน โดยที่บริษัทฯ เชื่อมั่นในคุณค่าของพนักงานและสร้างคุณค่าอย่างยั่งยืนให้กับลูกค้า พันธมิตรและผู้มีส่วนได้ส่วนเสียของชุมชนและสังคม โดยปฏิบัติตามกฎหมายและมีส่วนร่วมอย่างเต็มที่กับสังคม ไม่มีการแบ่งแยกเชื้อชาติ เพศ ศาสนา เผ่าพันธุ์ สัญชาติ ความสามารถ ความพิการ ผู้ป่วยหรือเป็นโรค รวมถึงเคารพและยอมรับความแตกต่างทางความคิด สังคม สิ่งแวดล้อม ทุพพลภาพ และวัฒนธรรม เพื่อให้ประโยชน์สูงสุดแก่ผู้มีส่วนได้ส่วนเสียที่เกี่ยวข้องในสถานที่ทำงาน ตามเอกสารที่แนบ และให้ผลบังคับใช้เมื่อวันที่ 25 สิงหาคม 2558 เป็นต้นไป

บริษัทฯ จะไม่ทนต่อการละเมิดสิทธิมนุษยชนที่กระทำโดยบุคคลภายนอก  
 (นายอภิวัฒน์ วัฒนศิริ)  
 ประธานเจ้าหน้าที่บริหารและกรรมการผู้จัดการใหญ่

#### นโยบายด้านสิทธิมนุษยชนในสถานที่ทำงาน

1. ขอบข่ายการดำเนินงาน  
 สิทธิมนุษยชนนั้น เป็นสิทธิขั้นพื้นฐานและเสรีภาพที่บุคคลที่มีบุคลิกในวัยที่ครบสมบูรณ์ถึงขั้นสมบูรณ์ ตลอดจนผู้มีส่วนได้ส่วนเสียที่เกี่ยวข้องกับบริษัทฯ ซึ่งก็คือสิทธิของบุคคลที่มีอันถึงขั้นสมบูรณ์ เป็นสิทธิขั้นพื้นฐานของมนุษยชาติ เช่น เชื้อชาติ เพศ ศาสนา เผ่าพันธุ์ และวัฒนธรรม ตลอดจนสิ่งที่มีอันถึงขั้นสมบูรณ์ เช่น ผู้ป่วยหรือเป็นโรค  
 บริษัทฯ จะไม่ทนต่อการละเมิดสิทธิมนุษยชนที่กระทำโดยบุคคลภายนอก และจะดำเนินการแก้ไขและจัดการกับสิทธิมนุษยชนอย่างเร่งด่วนหาก

### 2016 Thaioil GROUP Business and Human Rights Policy for Stakeholder and Stakeholder Code – for Thaioil GROUP Business and Human Rights Policy

เรื่อง นโยบายด้านสิทธิมนุษยชน  
 วันที่ 28 พฤษภาคม 2559

#### เรื่อง นโยบายด้านธุรกิจและสิทธิมนุษยชนสำหรับคู่ค้า

เพื่อเป็นการสนับสนุนในการปฏิบัติงานที่มีมนุษยธรรม... (เนื้อหาลงรายละเอียดในเอกสารแนบ)

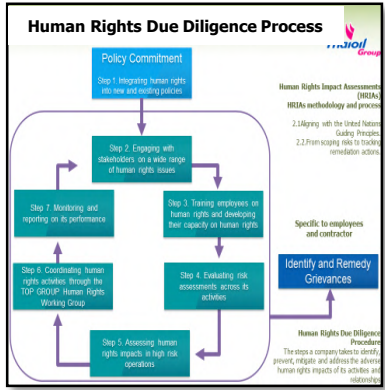
#### หลักปฏิบัติสำหรับคู่ค้า

##### ค่านโยบายธุรกิจและสิทธิมนุษยชน

1. อดทนอดกลั้น

หลักปฏิบัติสำหรับคู่ค้าของเครือไทยออยล์ (พหุบริษัท) ไม่ทนอดกลั้นหรือเห็นแก่ผลประโยชน์ส่วนตัวซึ่งมีหรือจะได้อะไรก็ตาม แต่จะปฏิบัติตามค่านิยมและหลักการที่ถูกต้องเกี่ยวกับสิทธิมนุษยชนและค่านิยมของเครือไทยออยล์ โดยยึดมั่นในหลักการขององค์การสหประชาชาติ (UN Guiding Principles on Business and Human Rights) หรือปฏิญญาสหประชาชาติว่าเกี่ยวกับหลักการของสหประชาชาติ (UN Declaration on the Guiding Principles of Business and Human Rights) และหลักการ 10 ข้อขององค์การสหประชาชาติ (United Nations Global Compact) และดำเนินการให้มีความโปร่งใสและเปิดเผยต่อสาธารณะ

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



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



## Action in 2018-2021

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**
5. Human Rights **Impact Assessments** and **Management (HRIAM) Report 2018 - 2020**
6. Thaioil Human Rights **Training via Micro Learning** for all employee

**Human Rights Position Paper**  
 Our commitment to respect human rights  
 Human rights are fundamental inalienable rights and freedom which all individuals possess. The term "individuals" refer to social communities and suppliers in all of TOP Group's supply chain. The term also covers the rights in natural resources (ie. water, land, forest, fishery resource and other unexplored resources).  
 TOP GROUP conducts our business in a manner which respects human rights of employees, business partners, stakeholders, to the individual human rights which cannot be abrogated. The organization strictly follows the International Human Rights standards. This includes the United Nations Global Compact (UNGC), The United Nations Universal Declaration of Human Rights (UDHR) and The United Nations Framework and Guiding Principles on Business and Human Rights (Ruggie Framework).

Category ID	Criteria	Description
Category ID		
Item 01		
Item 02		
Item 03		
Item 04		



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**)
11. **2021** Thaioil GROUP Business and Human Rights Policy for Supply Chain - Business Partners Code of Conducts-Business and Human Rights Policy (**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.



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

#### Business and Human Rights Policy (revision2)

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.





**Circular Letter No. 146/2563**

### **Privacy Policy for Thai Oil Public Company Limited and Its Affiliates**

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**

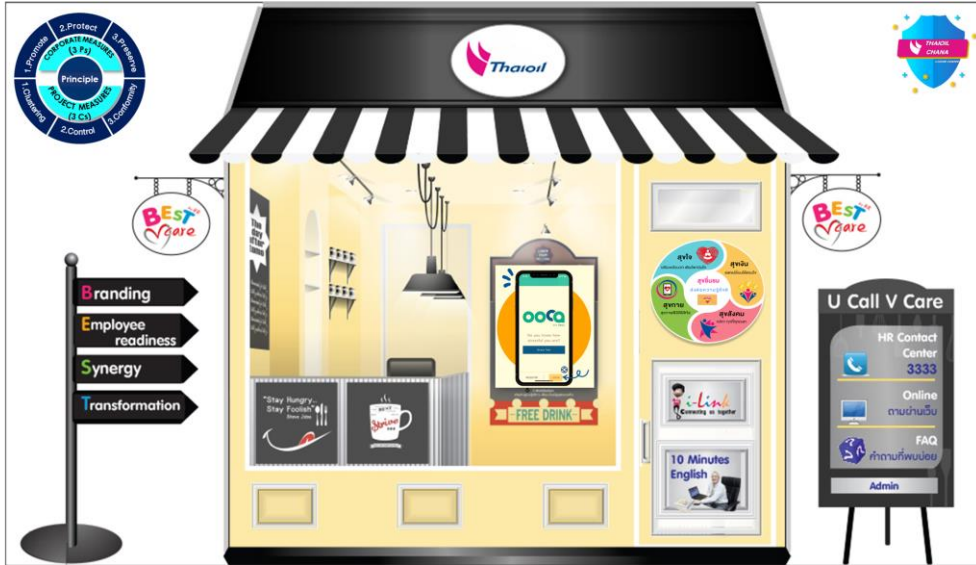
3.1. TOP will collect Personal Data with purposes, scope and apply lawful and fair methods. The collection will be done only as necessary for the business objectives of TOP.

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.

[https://www.thaioilgroup.com/home/policy\\_ms.aspx?id=568&lang=en](https://www.thaioilgroup.com/home/policy_ms.aspx?id=568&lang=en)





### 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:.
2. Working-from-home policy and enforce Self Protection Measures : THAM-D
3. 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.
4. 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.
5. Create an office space called "Synergy Space" and "Connex 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.
6. 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.
7. 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.
8. 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) 1<sup>st</sup> 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 enable to learn on Thailoil Academy (mobile learning) with 24/7 access. 5 Happiness & Learning. Employees as follows ;

- 10.1. Provide OOCa Application for mental health care of employees. Stress test, VDO call with psychologist and psychiatrist on any device, anywhere, anytime. Sukjai podcast playlist and Sukjai tips & self-talk meditation.
- 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. Thailoil Academy Application : Employees are enable to learn on Thailoil 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 )

# Our Procedure







**Thaioil Group Human Rights Impact Assessment and  
Management Procedure**

**(แนวปฏิบัติการประเมินและจัดการผลกระทบ  
ด้านสิทธิมนุษยชนกลุ่มไทยออยล์)**

**FOR**

**THAI OIL PUBLIC COMPANY LIMITED**

**AU UDOM, SRIRACHA, CHOLBURI**

**THAILAND**

**THIS DOCUMENT IS ISSUED UNDER THE AUTHORITY OF**

.....  
**(CHIRAPORN KAMON-IN)**

**MANAGER - INDUSTRIAL/EMPLOYEE RELATIONS**

Document	3.3 Thaioil Group Human Rights Impact Assessment and Management Procedure
Document type	PDF / Online
Note	Originally in Thai

**Summary:**

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\\_ระบบการประเมินและจัดการผลกระทบด้านสิทธิมนุษยชนกลุ่มไทยออยล์.pdf](https://www.thaioilgroup.com/upload/content_file/202011131655_ระบบการประเมินและจัดการผลกระทบด้านสิทธิมนุษยชนกลุ่มไทยออยล์.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)

## **GRIEVANCE MECHANISMS AND EFFECTIVE REMEDY FRAMEWORK PROCEDURE**

(summary version)

(แนวปฏิบัติกระบวนการบ่งชี้และการจัดการข้อร้องเรียน-ร้องทุกข์เพื่อการเยียวยา)

**FOR  
THAI OIL PUBLIC COMPANY LIMITED  
TUNGSUKHLA, SRIRACHA, CHOLBURI  
THAILAND**

**THIS DOCUMENT IS ISSUED UNDER THE AUTHORITY OF**

.....  
(CHIRAPORN KAMON-IN)

MANAGER-INDUSTRIAL/EMPLOYEE RELATIONS

Document	3.3.2 Grievance Mechanisms and Effective Remedy Framework Procedure
Document type	PDF / Online
Note	Originally in Thai

### Summary:

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

[https://www.thaioilgroup.com/upload/content\\_file/202011131654\\_Grievancemechanismsandeffectiv  
eRemedyFrameworkPROCEDURE2020.pdf](https://www.thaioilgroup.com/upload/content_file/202011131654_Grievancemechanismsandeffectiv<br/>eRemedyFrameworkPROCEDURE2020.pdf)

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)





### **FITNESS FOR WORK AND RETURN TO WORK PROCEDURE**

FOR

**THAI OIL PUBLIC COMPANY LIMITED  
TUNGSUKLA, SRIRACHA, CHOLBURI  
THAILAND**

**THIS DOCUMENT IS ISSUED UNDER THE AUTHORITY OF**

.....  
**(ARPAKORN WONGSATHAPORNPAT)**

**MANAGER - HR SERVICES**



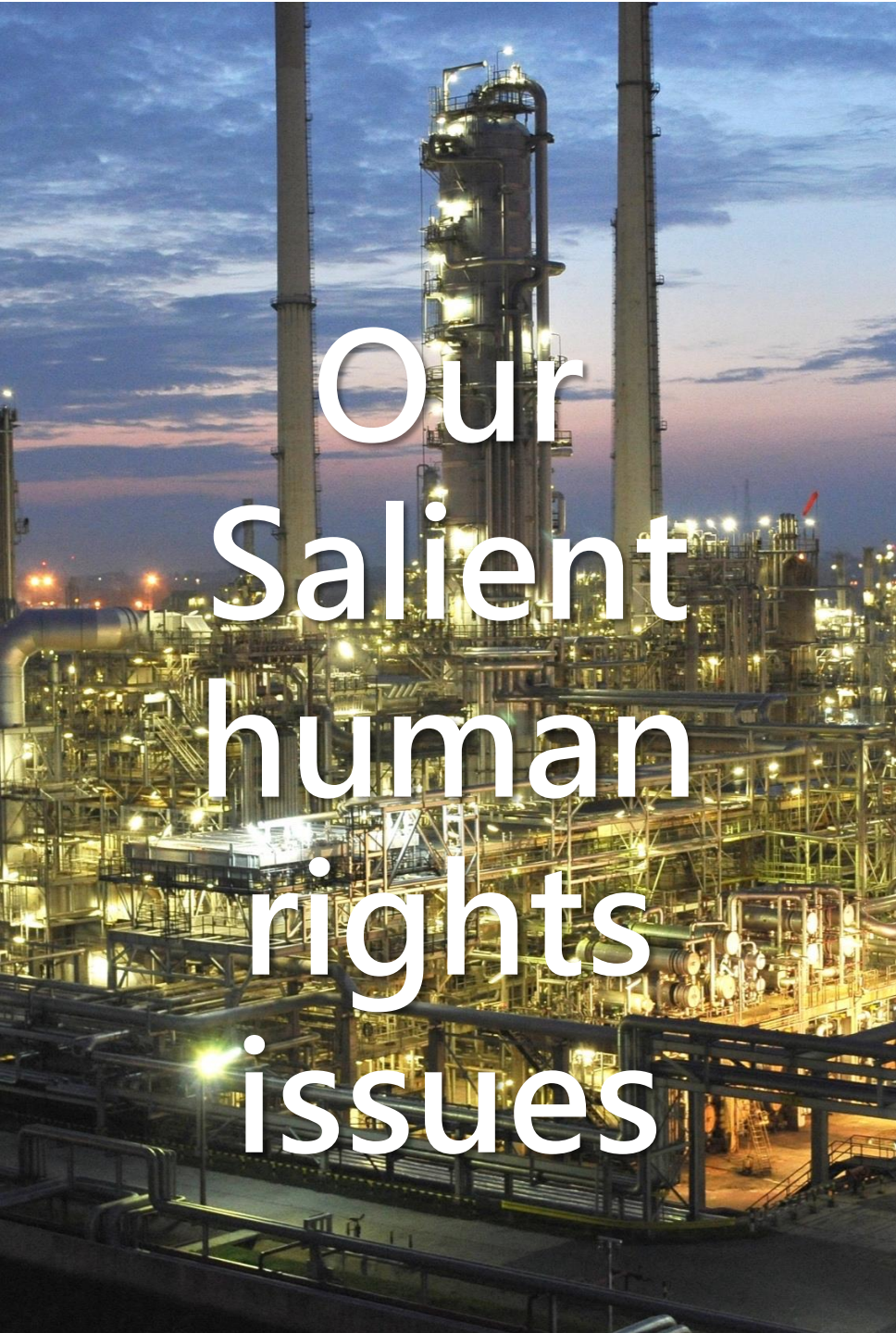
Document	Fitness for Work and Return to Work Procedure
Document type	PDF / Online
Note	Originally in Thai

#### **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;

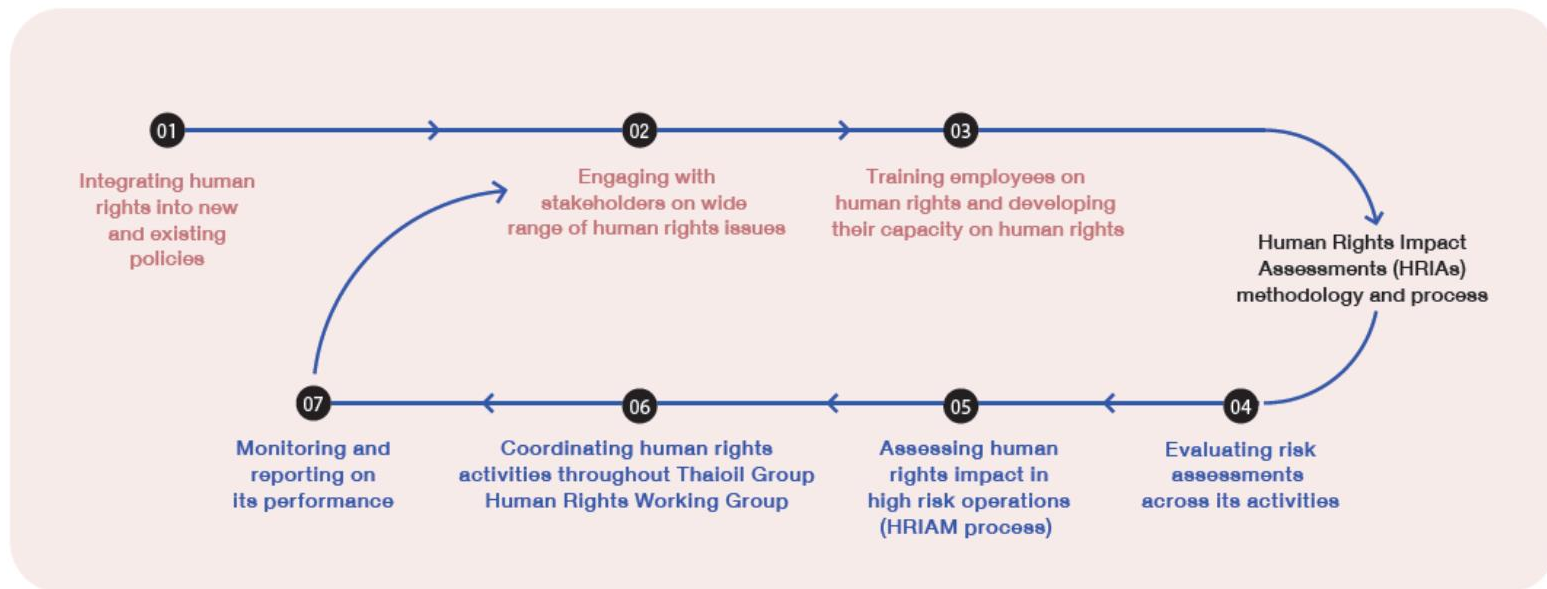
- Responsibility and department in charge (pdf page 3-4)
- Remedy Procedure and Continual Improvement for sick employees, pregnant employees and employees who are unable to perform the job description agreed with the company (pdf page 4-7)



# Our Salient human rights issues

## Our Salient human rights issues

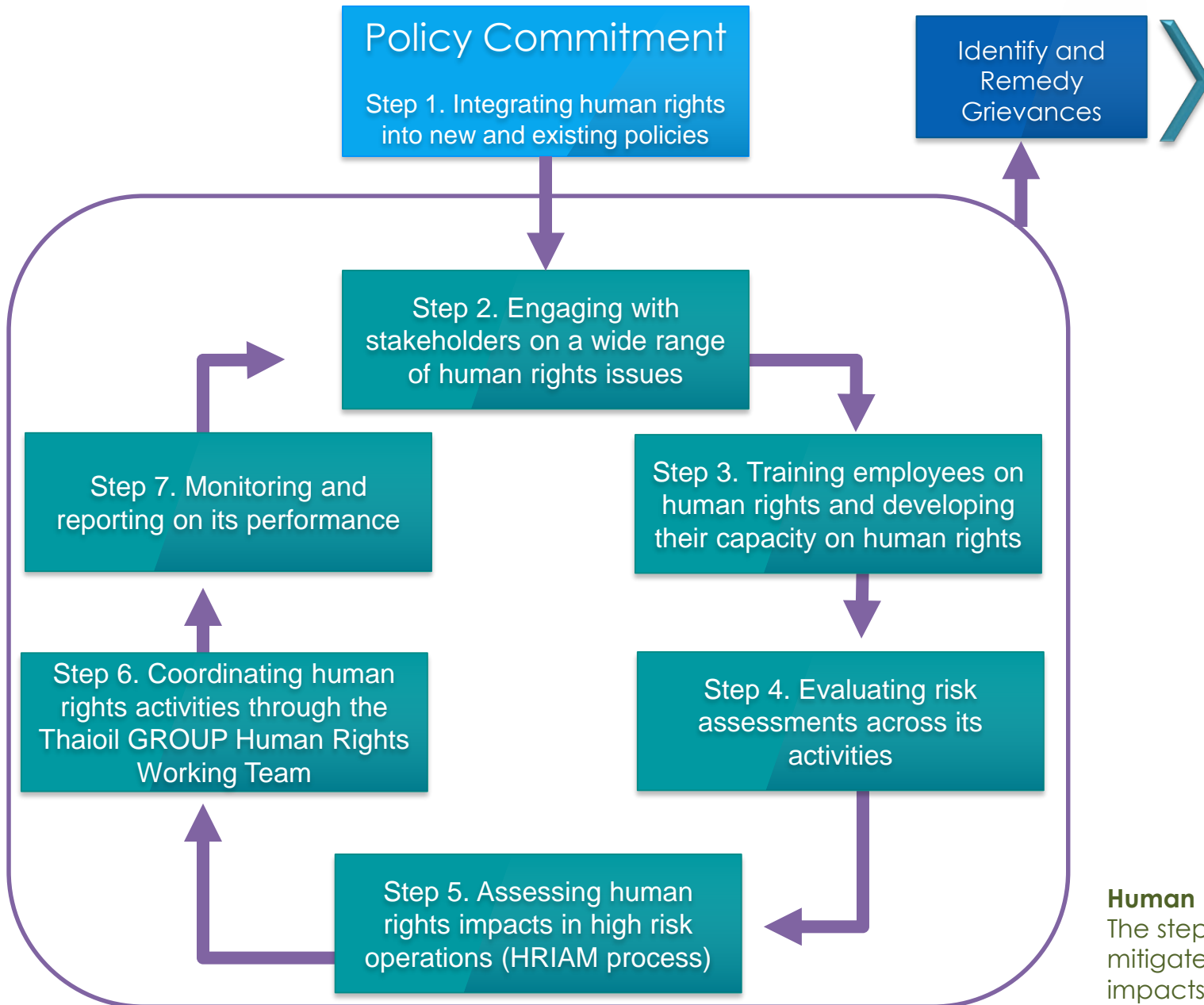
Human rights risk assessment is part of Thailoil's 7-step human rights due diligence process.



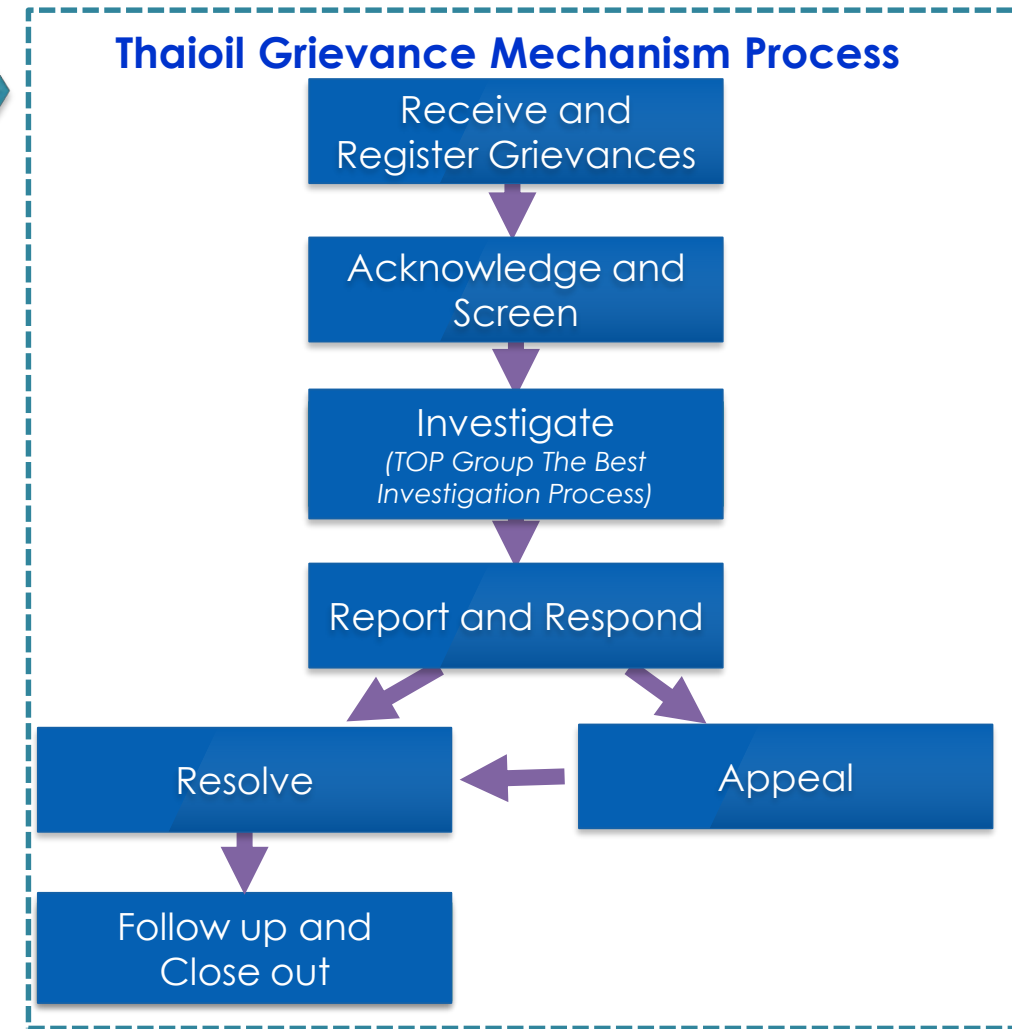
Thailoil's human rights due diligence process is aligned with the UN Guiding Principles on Business and Human Rights. See more details on the [Thailoil website](#).



# Human Rights Due Diligence Process



# Grievance Mechanism Process



## 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

Step 5. Assessing human rights impacts in high risk operations



Step 4. Evaluating risk assessments across its activities

Step 6. Coordinating human rights activities through the TOP GROUP Human Rights Working Team

Step 7. Monitoring and reporting on its performance

## 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. Scoping human rights risks.

- 3.1. Understanding Company-level human rights issues.
- 3.2. Identifying Thaioil GROUP's business activities.
- 3.3. Mapping external stakeholders.

### 4. Assessing actual and potential human rights impacts.

- 4.1. Assessing human rights impacts through 5 functional areas (Thaioil Value Chain).
- 4.2. Covering Thaioil GROUP's facilities and supply chains.
- 4.3. Engaging with rights-holders and stakeholders.

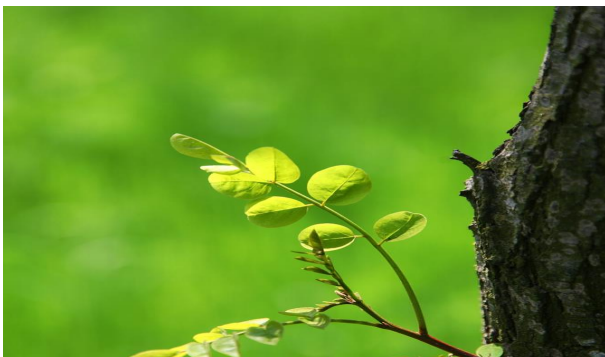
### 5. Integrating and acting upon the findings.

- 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.

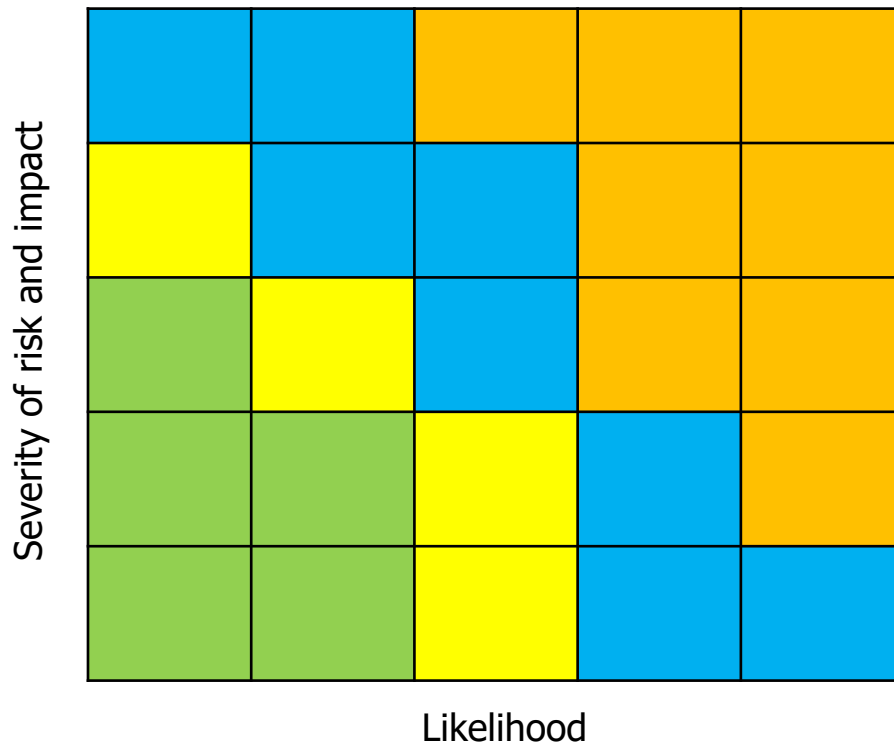








# Human Rights Risks Assessment Matrix

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 Thairoil 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



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

**Remarks:** Residual risks levels "Extreme"  and "High"  are considered key risks that Thairoil needs to understand the effectiveness of its existing controls.

## Thaioil Human Rights Risks Assessment Criteria : Severity

Severity	Scale	Scope	Remediability
<b>Catastrophic (5)</b>	Severely affect health and life-threatening to the extent of disability or death	It affects all relevant stakeholders in the group (for example, all community, all employees, all supplier) in the relevant activities	Can not remedy the stakeholders concerned to return to normalcy.
<b>Major (4)</b>	Impact on health and safety reached the break of work for more than 3 days	It affects virtually every stakeholder in the group (for example, all community, all employees, all supplier) in the relevant activities	It takes a long time to recover relevant stakeholders over 5 years.
<b>Moderate (3)</b>	Impact on health and safety up to a 1-3 day break	It has an impact on some of the stakeholders involved in the group	It takes 3-5 years to recover relevant stakeholders.
<b>Minor (2)</b>	Cause minor injury or health impact requiring medical attention. (Not injured to the point of stopping work)	Impact on stakeholders related to a small group	It takes 1-3 years to recover relevant stakeholders.
<b>Low (1)</b>	It has little effect on health and safety. (First aid) or not affect health.	It does not have any impact on the stakeholders involved	It takes less than 1 year to recover relevant stakeholders.



## Thaioil Human Rights Risks Assessment Criteria : Likelihood

Likelihood	Probability	Frequency	Description (How often might it/ does it happen?)
<b>Almost Certain</b> (5)	>80%	Almost Yearly	Will undoubtedly happen/ recur, possibly frequently
<b>Likely</b> (4)	>60% - <80%	Every 1 to 2 Years	Will probably happen/ recur, but it is not a persisting issue/ circumstances
<b>Possible</b> (3)	>40% - <60%	Every 3 to 4 Years	Might happen or recur occasionally
<b>Unlikely</b> (2)	>20% - <40%	Every 5 to 10 Years	Do not expect it to happen/ recur, but it is possible it may do so
<b>Rare</b> (1)	<20%	Every 10 Years and Beyond	This will probably never happen/ recur

# Human Rights Impact Assessments and Management (HRIAM)

## Definition and goal



*“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**.”*

*“all stakeholders”*

Main human rights issues and vulnerable groups

## 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.

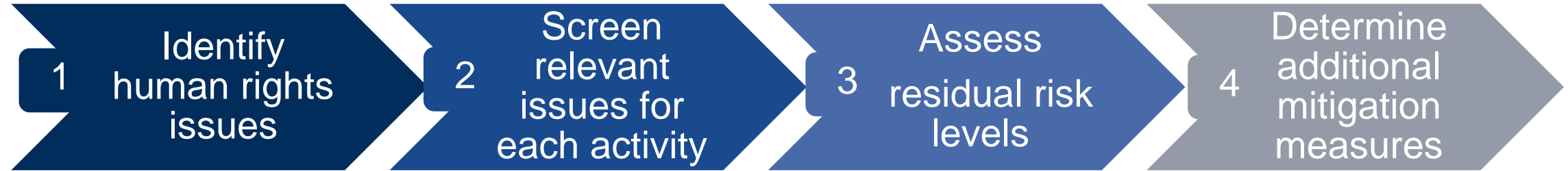


# Scope of Thaioil Human Rights Risks Assessment : Thaioil Value Chain

Right of Privacy GL Is caretaker and responsible				
Employee and Contractors	Safety, Security and Environment	Social and Communities	Suppliers and Sub-contractors	Customer and Consumer
PM Department Is caretaker and responsible	QM & CA Department are caretaker and responsible	CA Department Is caretaker and responsible	PC Department Is caretaker and responsible	CM & TR Department are caretaker and responsible
<p><b><u>Labour Right</u></b></p> <ul style="list-style-type: none"> <li>- Working conditions</li> <li>- Anti-Slavery and Human Trafficking Policy</li> <li>- Freedom of association and collective bargaining</li> <li>- Forced and compulsory</li> <li>- Equal pay policy</li> <li>- Child labor,</li> <li>- Non-Discrimination and Anti-Harassment Policy</li> <li>- Safety and Health at Work Policy</li> </ul>	<p><b><u>Safety, Security and Environment</u></b></p> <ul style="list-style-type: none"> <li>- Safety &amp; Security management,</li> <li>- Security Training,</li> <li>- Water security,</li> <li>- Impact of pollution,</li> <li>- Waste and hazardous materials management,</li> <li>- Preservation of biodiversity</li> </ul>	<p><b><u>Community Right</u></b></p> <ul style="list-style-type: none"> <li>- Standards of living and quality of life,</li> <li>- Community health and safety,</li> <li>- Community engagement,</li> <li>- Cultural heritage,</li> <li>- Minorities including indigenous peoples,</li> <li>- Resettlement</li> </ul>	<p><b><u>Supplier engagement &amp; code of conduct</u></b></p> <p>Compliance with TOP Group Business and Human Rights Policy for Stakeholder (TOP) and Supplier Code (14 +17 issues)</p>	<p><b><u>Customer Right</u></b></p> <ul style="list-style-type: none"> <li>- Consumer Health and Safety,</li> <li>- Data Privacy,</li> <li>- Access to energy</li> </ul>

Existing control level by stakeholders  
(Thaioil Risk Assessment by CR Department)

# Human Rights Risk Assessment Overview



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](#).*





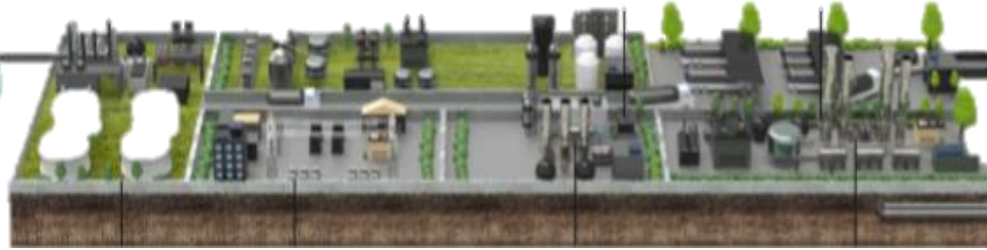
# Human Rights in Own Operations

# 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 onsite
- 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

Human Rights Issues	Transportation					Oil Refinery					Power and Steam Generation					Petrochemical and Chemical					Treasury
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	
Working Conditions	✓	✓	✓			✓	✓	✓			✓	✓	✓			✓	✓	✓			✓
Employee Health and Safety	✓		✓			✓		✓			✓		✓			✓		✓			✓
Illegal Forms of Labour	✓	✓	✓			✓	✓	✓			✓	✓	✓			✓	✓	✓			
Community Health and Safety	✓					✓					✓					✓					
Community Standard of Living	✓					✓					✓					✓					
Land Acquisition						✓					✓										
Security Practices	✓					✓					✓					✓					
Customer Safety																✓					
Data Privacy				✓					✓					✓					✓		✓

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

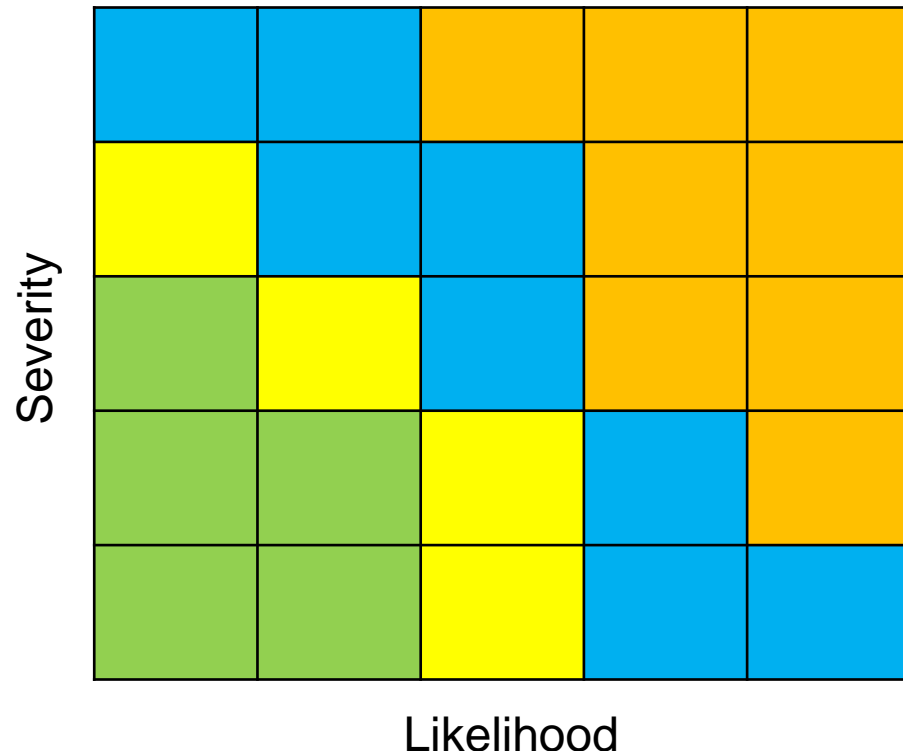
The supporting activities of the Treasury business are under the responsibility of Oil Refinery through shared service.





## 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.

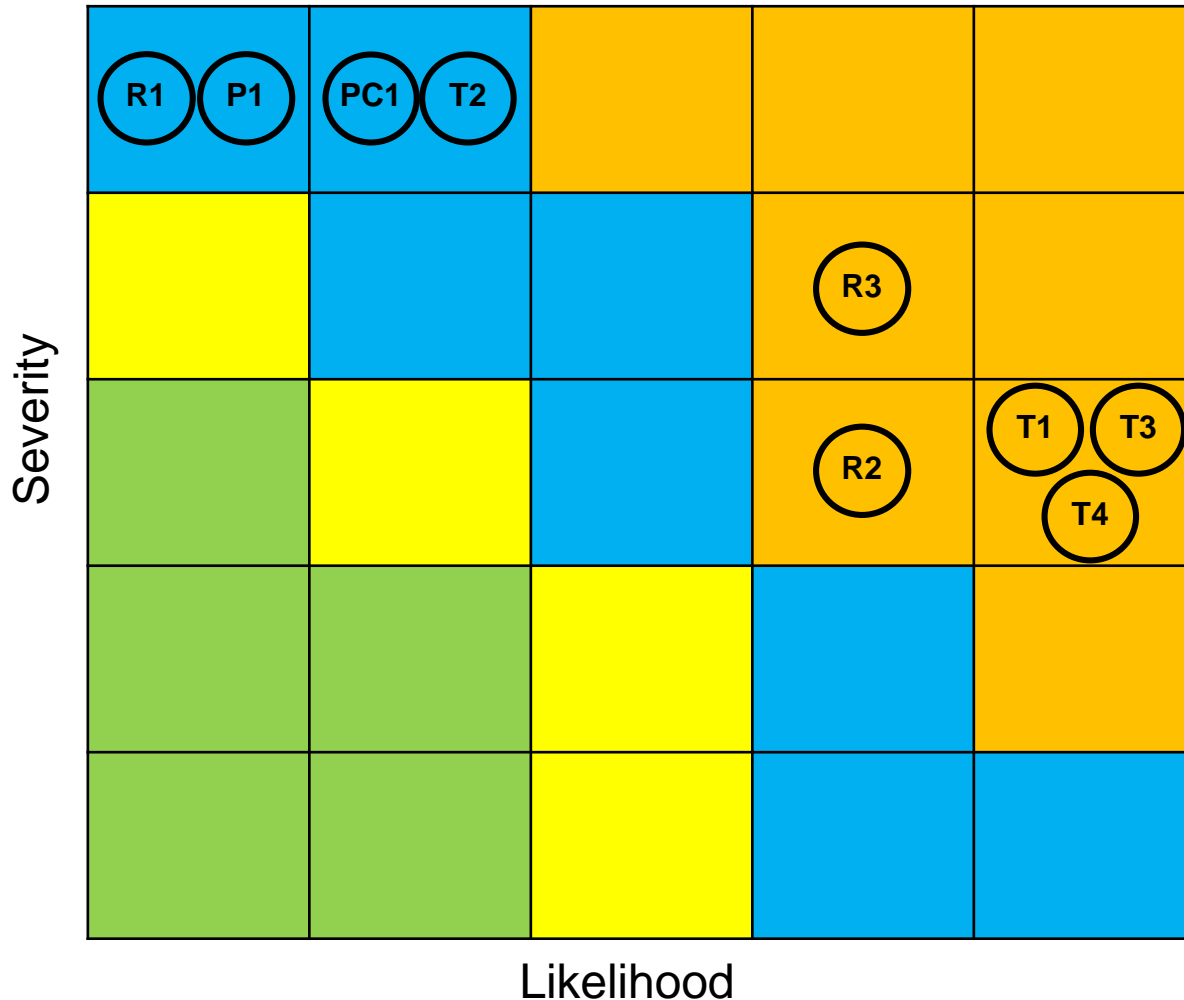
The assessment takes into account Thaioil vulnerable groups covers all Stakeholders, specifically our employees, Contractor, Sub-contractor, Community, Suppliers, Customers, women and children, Indigenous peoples, migrant workers, Religious or ethnic minorities, local community, Persons with disabilities,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



-  **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



<b>Transportation</b>	
T1	Operations – Working Conditions
T2	Operations – Health and Safety
T3	Human Resources – Working Conditions
T4	Procurement – Working Conditions
<b>Oil Refinery</b>	
R1	Operations – Employee Health and Safety
R2	Operations – Community Health and Safety
R3	Operations – Community Standard of Living
<b>Power and Steam Generation</b>	
P1	Operations – Employee Health and Safety
<b>Petrochemical and Chemical</b>	
PC1	Operations – Community Health and Safety
<b>Other Businesses: Treasury</b>	
<i>No salient issue</i>	



## Step 4 : Determine additional mitigation

## Human Rights Salient Issues and Mitigation Measures

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

# Calculation

6 sub-activities with salient issues / 21 total sub-activities = 28%

Human Rights Issues	Transportation					Oil Refinery					Power and Steam Generation					Petrochemical and Chemical					Treasury
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	
Working Conditions	1	2	3																		
Employee Health and Safety	1					1					1										
Illegal Forms of Labour																					
Community Health and Safety							1										1				
Community Standard of Living							1														
Land Acquisition																					
Security Practices																					
Customer Safety																					
Data Privacy																					

- 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)

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



# 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)*





## Human Rights Risk Assessment in Own Operations 2020 - 2022

In 2020, Thairoil 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. Thairoil 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 Thairoil 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 Thairoil Group's business activities in the value chain. The Thairoil 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 : Thairoil Public Company Limited
- Petrochemicals business : Thai Lube Base Public Company Limited, Thai Paraxylene Company Limited, LABIX Company Limited, Thairoil Solvent Company Limited, TOP Solvent Company Limited, and Sak Chaisidhi Company Limited
- Power and steam business : Thairoil Power Company Limited and TOP SPP Company Limited
- Transportation business : Thairoil Marine Company Limited
- Other supporting businesses : Thairoil Energy Services Company Limited and Thairoil Treasury Center Company Limited.





# Human Rights in the Supply Chain



# The assessment covered all supplier groups of Thaioil's subcontractors and Tier 1 suppliers.

Non-Crude Procurement		Crude Procurement		
Material Supplier Group	Service Supplier Group	International Oil Company (10)	Trader (18)	Shipping (17)
<ul style="list-style-type: none"> <li>- Electrical equipment and accessories (40)</li> <li>- General consumable and supply (147)</li> <li>- Instrument equipment and accessories (73)</li> <li>- IT and communication equipment (6)</li> <li>- Marine, offshore, and accessories (3)</li> <li>- Mechanical equipment (110)</li> <li>- Oil, chemical, and laboratory supply (70)</li> <li>- Pipe, valve, flange and fitting (32)</li> <li>- Safety equipment (25)</li> </ul>	<ul style="list-style-type: none"> <li>- Civil equipment and services (29)</li> <li>- Electrical and instrument and services (60)</li> <li>- General non-technical service (215)</li> <li>- General technical service (44)</li> <li>- IT and communication (45)</li> <li>- Mechanical engineering and service (70)</li> <li>- Piping engineering and service (5)</li> <li>- Manpower (8)</li> <li>- Consulting service (56)</li> <li>- Project management and engineering design (8)</li> <li>- Utility and intercompany (2)</li> </ul>			

**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

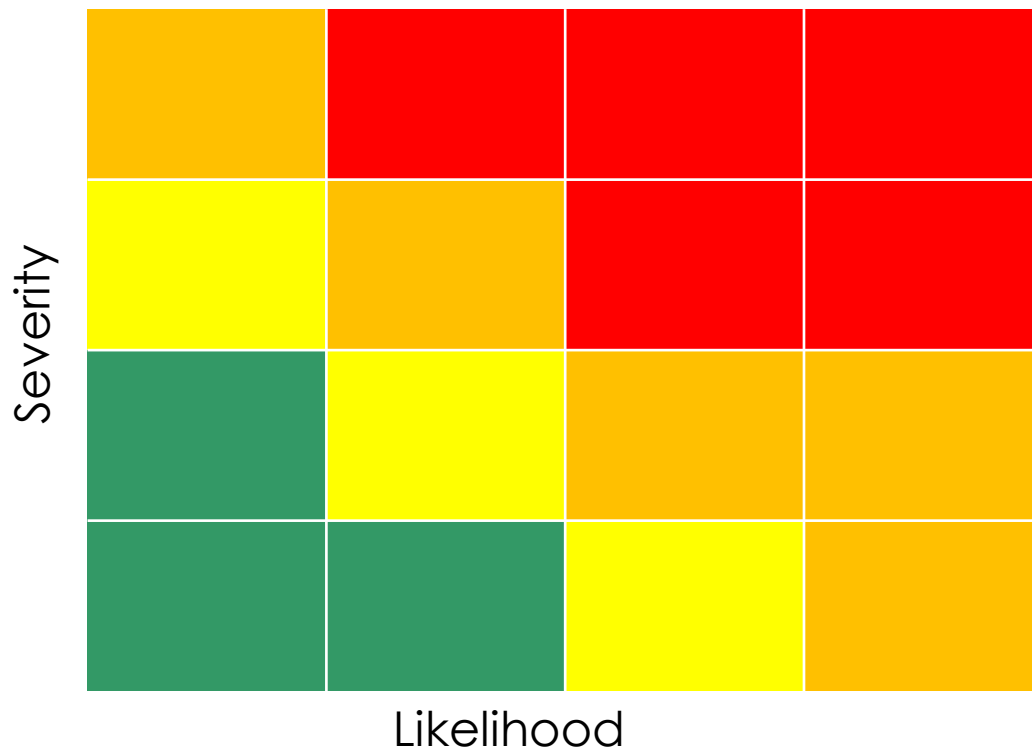
Human Rights Issues	Non-Crude Procurement		Crude Procurement		
	Material Supplier Group	Service Supplier Group	International Oil Company	Trader	Shipping
Working Conditions	✓	✓	✓	✓	✓
Employee Health and Safety	✓	✓	✓		✓
Illegal Forms of Labour	✓	✓	✓		✓
Community Health and Safety	✓	✓	✓		✓
Community Standard of Living	✓	✓	✓		✓
Land Acquisition	✓		✓		
Security Practices			✓		
Customer Safety	✓		✓		✓
Data Privacy		✓			

# 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 Thairoil 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



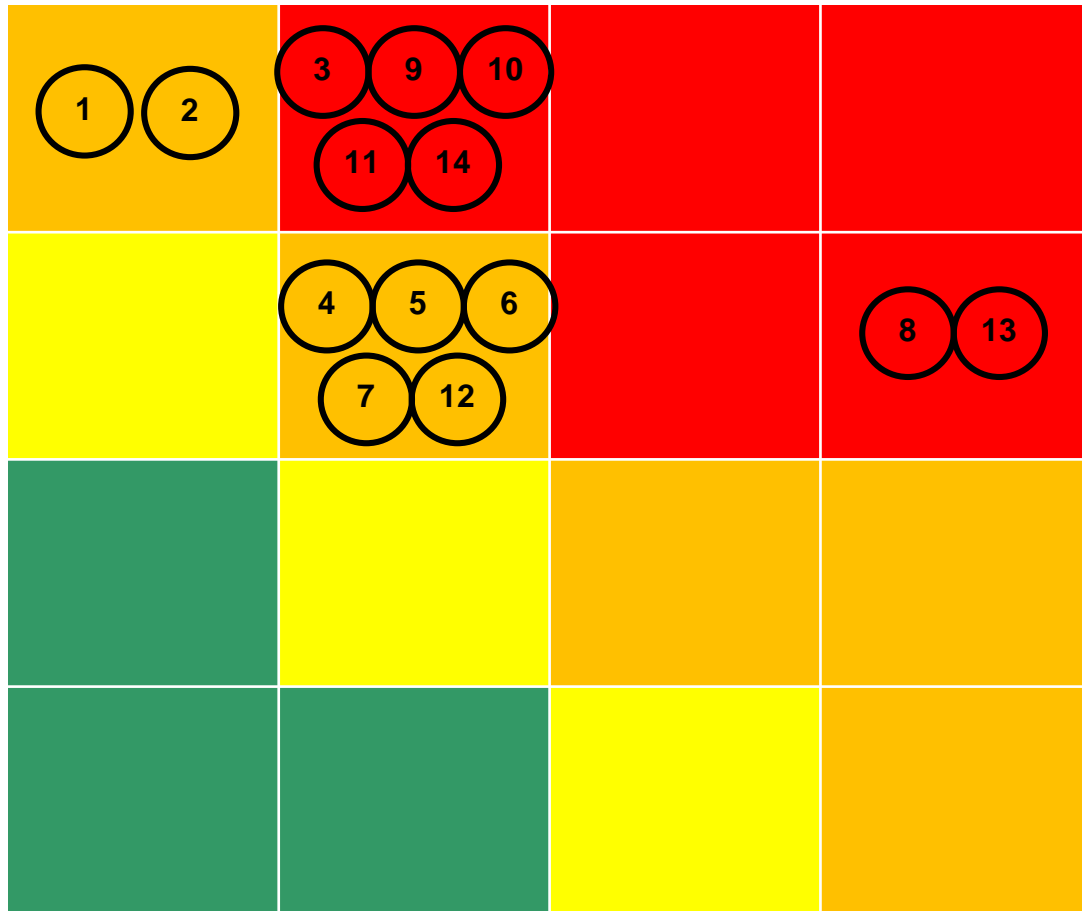
- Low Risk:** Continue with existing control, however monitor for changes
- Medium Risk:** Requires attention to reduce the rating and regular ongoing monitoring
- High Risk:** Requires immediate attention to bring the risk down to an acceptable level
- Extreme Risk:** Stop immediately. Risk is too high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



# Step 3 (2) : Assess residual risk levels

## Human Rights Salient Issues

Severity



Likelihood

NON-CRUDE PROCUREMENT		CRUDE PROCUREMENT	
<b>Marine, offshore, and accessories*</b>		<b>International Oil Company</b>	
1	Employee health and safety	10	Employee Health and Safety
<b>Mechanical equipment and accessories*</b>		11	Community Health and Safety
2	Employee Health and Safety	12	Community Standard of Living
<b>Oil, chemical, catalyst, and laboratory</b>		<b>Ship Owner</b>	
3	Employee health and safety	13	Working conditions
4	Community health and safety	14	Employee Health and Safety
<b>Civil equipment and services</b>		*Only manufacturers	
5	Employee health and safety		
<b>Mechanical engineering and service</b>			
6	Employee health and safety		
<b>Piping engineering and service</b>			
7	Employee health and safety		
<b>Project management and engineering</b>			
8	Working conditions		
9	Employee health and safety		



## Step 4 (1) : Determine additional mitigation measures

### Human Rights Salient Issues and Mitigation Measures

Supplier Type	Supplier Group	Human Rights Issue	Description of Risks	Mitigation Measures and Remediation Actions	Result Monitoring
Non-Crude Procurement	Marine, offshore, and accessories	Employee Health and Safety	<ul style="list-style-type: none"> <li>Accidents in transport (e.g., planes or shipping)</li> </ul>	<ul style="list-style-type: none"> <li>Supplier screening, audit, and self-assessments regarding safety</li> <li>[PLANNED] Follow up P.O. during the coronavirus pandemic</li> </ul>	<ul style="list-style-type: none"> <li>All Supplier strictly complied with amended laws and service agreement.</li> <li>In 2020, Thairoil revisited the ESG Plus Verification project in light of the COVID-19 pandemic, and adapted the approach for third party assessment towards the use of audit reports and certifications such as ISO 14001, ISO 18001, ISO 26000, ISO 20400, and CAC certification for verification. Based on this approach,                             <ul style="list-style-type: none"> <li>37 suppliers – 95% of high risk suppliers and 65% of critical suppliers –passed the verification.</li> </ul> </li> <li>Organizing meetings between contractors and Thairoil Group's executives to reiterate the importance of safety in the workplace and prepare readiness for the major turnaround to ensure that tasks can be completed as planned;</li> </ul>
	Mechanical equipment and accessories	Employee Health and Safety	<ul style="list-style-type: none"> <li>Accidents in transport (e.g., planes or shipping)</li> </ul>	<ul style="list-style-type: none"> <li>Supplier screening, audit, and self-assessments regarding safety</li> <li>[PLANNED] Follow up P.O. during the coronavirus pandemic</li> </ul>	
	Oil, chemical, catalyst, and lab supply	Employee Health and Safety	<ul style="list-style-type: none"> <li>Inadequate safety equipment</li> <li>Chemical leaks</li> </ul>	<ul style="list-style-type: none"> <li>Supplier screening, audit, and self-assessments regarding safety</li> <li>Suppliers' plans to install water curtain to prevent chemical leaks</li> <li>[PLANNED] Increase process safety inspection in supplier operations</li> <li>[PLANNED] Collect safety performance statistics from suppliers (e.g., TRIR)</li> </ul>	
		Community Health and Safety	<ul style="list-style-type: none"> <li>Chemical leaks</li> <li>Wastewater discharge</li> <li>Emissions</li> <li>Road accidents and other impacts from distribution and logistics activities</li> </ul>	<ul style="list-style-type: none"> <li>Communicate Thairoil's policy regarding human rights and ESG</li> <li>[PLANNED] Increase process safety inspection in supplier operations</li> </ul>	

## Step 4 (2) : Determine additional mitigation measures

### Human Rights Salient Issues and Mitigation Measures

Supplier Type	Supplier Group	Human Rights Issue	Description of Risks	Mitigation Measures and Remediation Actions	Result Monitoring
Non-Crude Procurement	Civil equipment and service	Employee Health and Safety	<ul style="list-style-type: none"> <li>Accidents from use of machinery</li> </ul>	<ul style="list-style-type: none"> <li>Supplier screening, audit, and self-assessments regarding safety</li> <li>Subcontractors are provided with PPE and safety training</li> <li>[PLANNED] Prepare toolboxes for subcontractors and revisit number of safety officers</li> </ul>	<ul style="list-style-type: none"> <li>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:                             <ul style="list-style-type: none"> <li>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;</li> <li>Inviting 169 key suppliers to attend the PTT Group CG Day with PTT Group;</li> <li>Communicating CSR in Supply Chain through our website</li> <li>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";</li> </ul> </li> </ul>
	Mechanical engineering and service	Employee Health and Safety	<ul style="list-style-type: none"> <li>Accidents from use of machinery</li> </ul>	<ul style="list-style-type: none"> <li>Supplier screening, audit, and self-assessments regarding safety</li> <li>Subcontractors are provided with PPE and safety training</li> </ul>	
	Piping engineering and service	Employee Health and Safety	<ul style="list-style-type: none"> <li>Accidents from use of machinery</li> </ul>	<ul style="list-style-type: none"> <li>Supplier screening, audit, and self-assessments regarding safety</li> <li>Subcontractors are provided with PPE and safety training</li> </ul>	
	Project management and engineering design	Working Conditions	<ul style="list-style-type: none"> <li>Contractors missing payment to subcontractors</li> </ul>	<ul style="list-style-type: none"> <li>Grievance procedure and investigation</li> </ul>	
Employee Health and Safety		<ul style="list-style-type: none"> <li>Drinking while working</li> <li>Bringing lighters into working area</li> </ul>	<ul style="list-style-type: none"> <li>Supplier screening, audit, and self-assessments regarding safety</li> <li>Sending warning letters to suppliers with incidents</li> </ul>		



## Step 4 (3) : Determine additional mitigation measures

### Human Rights Salient Issues and Mitigation Measures

Supplier Type	Supplier Group	Human Rights Issue	Description of Risks	Mitigation Measures and Remediation Actions	Result Monitoring
Crude Procurement	International Oil Company	Employee Health and Safety	<ul style="list-style-type: none"> <li>Oil spills</li> </ul>	<ul style="list-style-type: none"> <li>Supplier Code of Conduct that covers human rights</li> <li>[PLANNED] Collecting information from suppliers</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>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.</li> </ul>
		Community Health and Safety	<ul style="list-style-type: none"> <li>Oil spills</li> </ul>	<ul style="list-style-type: none"> <li>Supplier Code of Conduct that covers human rights</li> <li>[PLANNED] Collecting information from suppliers</li> </ul>	
		Community Standard of Living	<ul style="list-style-type: none"> <li>Impacts from oil spills to local economy (e.g., fishery)</li> </ul>	<ul style="list-style-type: none"> <li>Supplier Code of Conduct that covers human rights</li> <li>[PLANNED] Collecting information from suppliers</li> </ul>	
	Ship Owner	Working Conditions	<ul style="list-style-type: none"> <li>Long working hours and limited rest time and holidays due to unplanned changes in shipping schedules</li> </ul>	<ul style="list-style-type: none"> <li>Proper employee communication regarding potential scenarios where they may have to stay in the ship longer than planned</li> <li>Invest in increasing capacity to transfer crew members such that they may not have to remain on the ship longer than planned</li> </ul>	
		Employee Health and Safety	<ul style="list-style-type: none"> <li>Failure to properly conduct safety inspection of ships</li> <li>Inadequate safety equipment</li> </ul>	<ul style="list-style-type: none"> <li>Ensure strict compliance with safety procedures, especially regarding inspection of safety equipment</li> </ul>	

# Calculation

Supplier Groups with Salient Human Rights Issues	Number of Suppliers
Marine, offshore, and accessories (manufacturer)	1
Mechanical equipment and accessories	110
Oil, chemical, catalyst, and lab supply (manufacturer)	15
Civil equipment and service	29
Mechanical engineering and service	70
Piping engineering and service	5
Project management and engineering design	8
International Oil Company	10 (From ESG Crude Expense 2018)
Ship Owner	17 (From ESG Crude Expense 2018)
Sum	265
Total Number of Suppliers	1,093
Percentage	24%

# 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)*





## Human Rights Risk Assessment in the Supply Chain 2020 - 2022

Besides assessing risks in our own operations, Thailoil 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 Thailoil 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. Thailoil has prepared adequate measures to manage these issues, including rules, regulations, contracts, and communications to increase understanding of human rights policies and practices.



# Spotlight on issues 2021

Thaioil Group's vision is to "Empowering Human Life through Sustainable Energy and Chemicals"

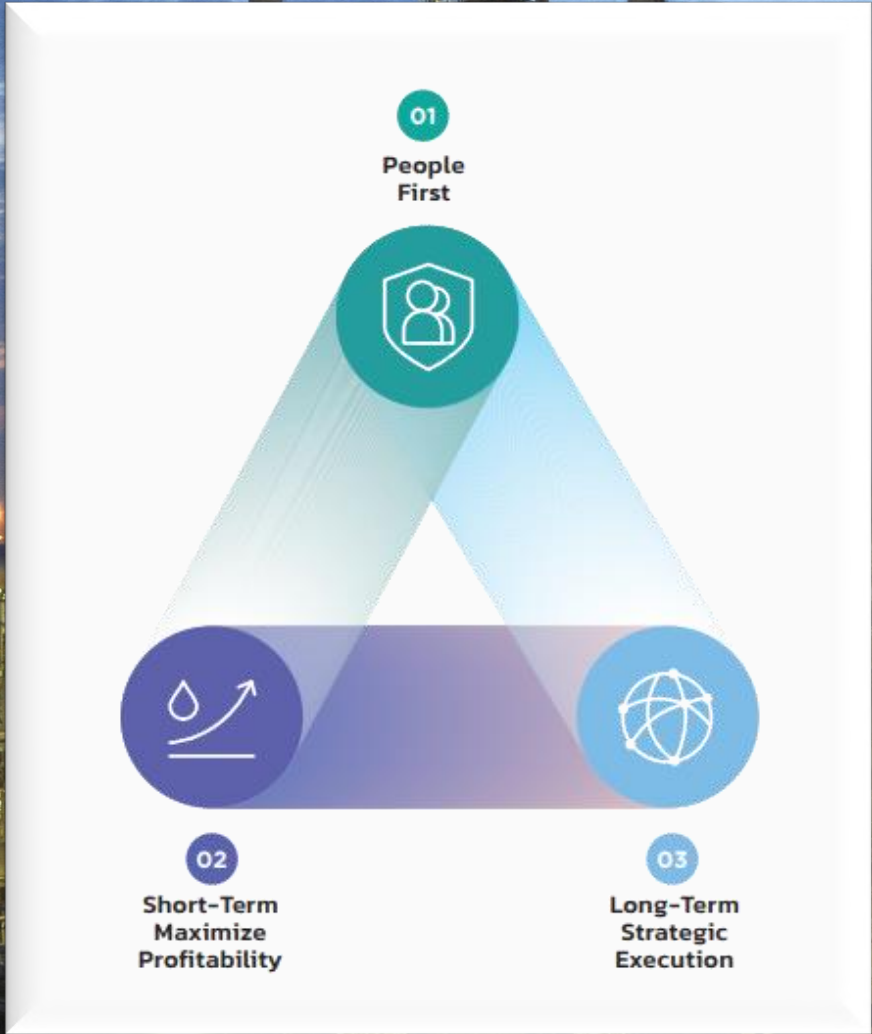
This means our goal is to become a high competitive energy and chemicals company that will generate sustainable returns to all our stakeholders, increase their quality of life, and drive sustainable growth within the organization, all while maintaining the balance across the economic, social, environmental, 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:

Spotlight on Human  
Right Mindset

People First



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 :

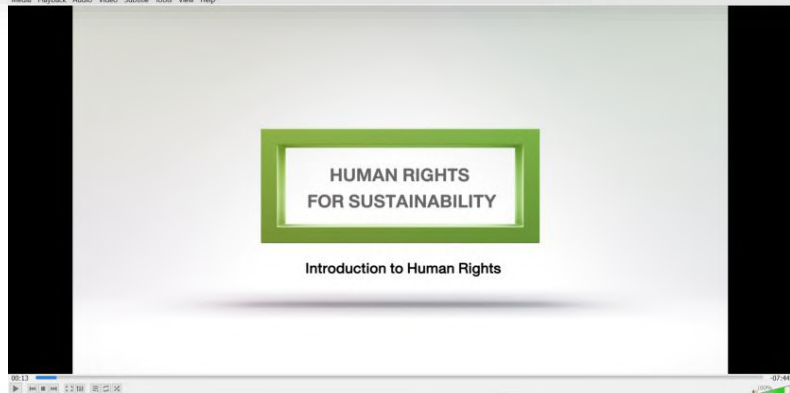
Thaioil implemented a variety of initiatives to ensure that our employees and stakeholders understand human rights and have a human rights mindset.

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



Introduction to Human Rights.mp4 - VLC media player

Media Playback Audio Video Subtitle Tools View Help



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.



**THAI OIL ACADEMY**  
แอปเดียวจบ ตอบทุกโจทย์

**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, Thairoil raised employee awareness of their own rights, including the benefits that employees and retired employees are entitled to. Thairoil Group also organized the 5 Happiness Project as follows:

**Digital Solutions for Happy Bodies and Good Health**



**Happy Hearts, Happy Energy**



**Happy Appreciation, Sharing Good Feelings**



**Happy Wealth, Flexible Benefits**



**Happy Societies Click! Anywhere**



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 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

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- Healthy Brain**  
A process of consciously improving oneself in various aspects of life; for example; Self-esteem, Self-management, critical thinking.
- Healthy Mind**  
A podcast to help employees to manage anxiety, stress, insomnia, relax, focus and meditate.
- Healthy Financial**  
How to improve your money resilience & stay financially motivated

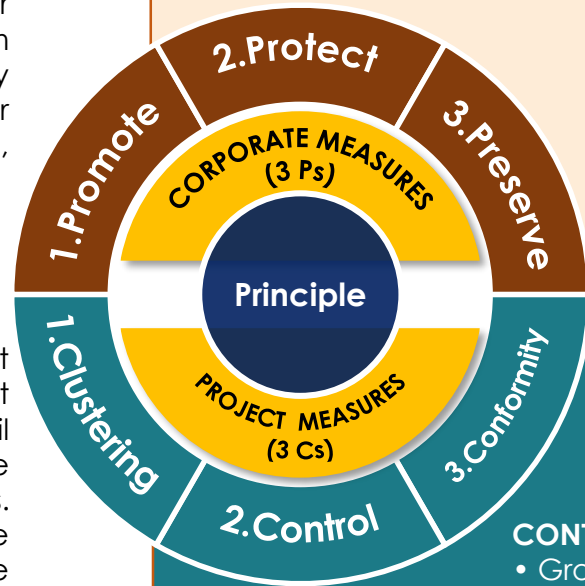


### Part III = Working with the right to health : COVID-19 Control Measures

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.

#### 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.



**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



**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





# Board of Directors' Role during COVID-19

**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 – ส่งพลังงาน..สร้างพลังใจ
- ★ AGM Arrangement Measures

## Governing Framework

**Endorse  
Plan / Budget**



**Monitor  
Execution**



## 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

**Provide  
Advices**



**Follow-up  
Outcome**

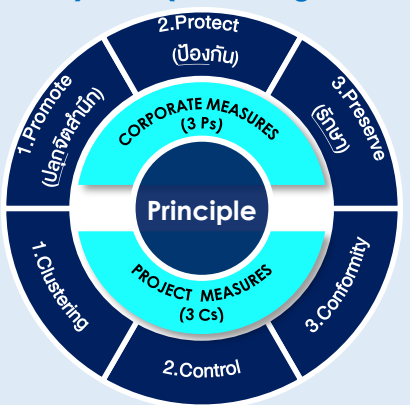


# 1 People First : Covid-19 Response



## 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)

Phases of Responses to COVID-19 infection		Response Measure
Phase 0	No infection	I-COVID Center Monitoring and Prevention
Phase 1	Non-MCA staff infected	I- COVID Center Protection and Control
Phase 2	MCA staff infected or widespread	Crisis Mgt Center (CMC) BCP Activation

- 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.
- Active & Continuous Monitoring COVID-19 situations. Regularly announce measures via I-COVID News to communicate & educate to employees and contractors for self-protection.

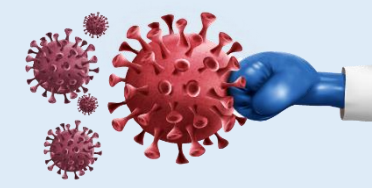
## Vaccination to **Protect People**

- Proactive vaccination 1<sup>st</sup> and 2<sup>nd</sup> Doses for employees, contractors and employees' families as planned.

TIER 1	<ul style="list-style-type: none"> <li>MCA Staff (affiliate included)</li> <li>International Staff</li> <li>CFP Team Staff</li> <li>PMC Staff (Thai &amp; Expat)</li> </ul>
TIER 2	<ul style="list-style-type: none"> <li>Non-MCA Staff (affiliate included)</li> <li>EPC Staff</li> <li>Concurrent Contractors</li> </ul>
TIER 3	<ul style="list-style-type: none"> <li>Staff's family</li> <li>Contractors (LC1)</li> <li>CFP Sub-Contractors</li> </ul>



- To vaccinate the booster dose to all employees in Q4/2021






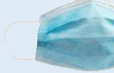
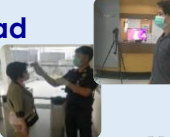




# Employee Support




## Strengthen Employee Well-being

### Health Prevention



- Provide all employees with **Hygiene Kit** (mask, thermometer, gel alcohol) for **preliminary self-protection**. 
- Provide shift employees with **6 masks/week/staff** to support their **health protection**. 
- Supply **8 Thermoscan and 47 Infrared forehead** for all entrances & check points. 
- Proactive employee protection with **ATK 100% and random 15-20%**. 
- 100% hygiene: regular UV care room & equipment **sterilized**, clean all work areas and provide **alcohol gel in all meetings room**. 

### Work From Home (WFH)

- Encourage employees work from home as most as possible to protect risk of infection. Today, **WFH rate = 94%**.
- Provide **laptop, PC, and accessories including tools to ensure efficient work from home**.
- Provide **I-COVID Call Center (24/7)** in case the employee having inquires, or need support anytime. 



### Vaccination and Medical Care

- 100% Vaccination** (5,000 people) to employees, contactors and employees' families (3 tiers). 
- To vaccinate **booster dose** for all employee in Q4/2021.
- Fully take care of infected employees both **hospitalization and medical expenses**. 

## Employee Support and Help



### Work @ Office

- Prevent infection & contamination with measures of access (In-out) office building and working areas for employees, visitors, contractors.



### Work @ Home

- 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.



### Digital Platform: 5 Happiness & Learning

- Employees can **VDO Call with psychologist /psychiatrist** anywhere/anytime/any device (5 Happiness-OOCA app.) and are enable to learn on **Thaioil Academy** (mobile learning) with 24/7 access.



### Support Team for Safe House

- Upon **safe house staff** need support for personal or family business. They can **request service from 4 support teams of I-COVID Center**.



### Keep In Touch

- Regularly **communicate/educate** COVID-19 situation and company' s measures to ensure **employee safe**.







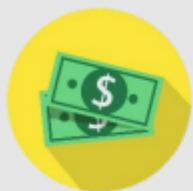
# Supply Chain Support



## Suppliers' and Contractors' Impact

## Supporting suppliers and contractors during the COVID-19 pandemic

## Outcome



Cash flow

- ★ **Early payment** upon suppliers request
  - General service & goods
  - Logistics issues

- ★ **Extend period of impacted contracts**
  - No impact to penalty
  - No impact to other ongoing works

- ★ Monitor and follow up with internal parties concerned for receiving and **on time payment**



Support Suppliers' **cash flow** and **cost management**



Supply & Logistics

- ★ Alternative choices to **minimize risk & costs**
  - Switch transportation mode
  - Accept supplier's alternative manufacturer plant

- ★ Consolidate volume to **minimize suppliers' number of delivery** and cost

- ★ Collaborate to monitor and plan material delivery from UK, Italy and India



**Closely collaborate & be more justify** between suppliers & TOP



Government's Regulations & Practices

- ★ Implement **E-Bid Submission (SAP ARIBA)** initiative to avoid the assembly at workplace

- ★ Accept the **electronic files** for documents receiving to keep social distancing

- ★ Transform **online meeting** i.e. Pre-bid Meeting, Kick off Meeting, Site Survey



**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	Thaioil Support	Outcome
<b>Demand impact</b>		
 <ul style="list-style-type: none"> <li>• Low domestic Jet demand</li> </ul>	<ul style="list-style-type: none"> <li>• Offtake <b>volume adjustment</b> allowance</li> <li>• <b>Alternative product</b> offtake in respond to market demand</li> </ul>	<ul style="list-style-type: none"> <li>• Support change in market demand</li> </ul>
<b>Financial affect</b>		
 <ul style="list-style-type: none"> <li>• Tight financial liquidity</li> <li>• Maximum credit limit</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Credit term extension</b></li> <li>• <b>Credit amount extension</b></li> </ul>	<ul style="list-style-type: none"> <li>• Allow business continuity</li> </ul>
<b>Information and Communication problem</b>		
 <ul style="list-style-type: none"> <li>• Product portfolio information</li> <li>• Inaccessible communication via normal route</li> </ul>	<ul style="list-style-type: none"> <li>• <b>E-Product catalogue</b> implementation</li> <li>• Online market outlook</li> <li>• Regular market situation and <b>customer requirement update</b></li> </ul>	<ul style="list-style-type: none"> <li>• Easily access to sales and information</li> <li>• Fast and flexible sale plan adjustment</li> </ul>
<b>Transaction inconvenience</b>		
 <ul style="list-style-type: none"> <li>• Lengthen payment process from WFH</li> <li>• Bank Guarantee (BG) issuance problem</li> <li>• Lorry loading access by cross boarder driver</li> <li>• Limit driver loading training from COVID-19 preventive measure</li> </ul>	<ul style="list-style-type: none"> <li>• Online payment system development "Thaioil Smart Biz" (TSB)</li> <li>• Thaioil <b>Blockchain</b> system support</li> <li>• Online driver training</li> <li>• <b>Safety support</b> from COVID-19 at lorry               <ul style="list-style-type: none"> <li>✓ Check driver temperature and Record in-out time</li> <li>✓ Keep social distancing</li> <li>✓ Provide hand sanitizer alcohol and regularly UV cleaning</li> </ul> </li> <li>• Drive thru loading document process</li> </ul>	<ul style="list-style-type: none"> <li>• Improve payment conveniency</li> <li>• Increase security and customer's convenience</li> <li>• Convenience and prevent COVID- 19 infection</li> </ul>





## การช่วยสังคมในวงกว้าง

### อุปกรณ์ป้องกัน และเครื่องมือแพทย์

วัตถุประสงค์: สนับสนุนหน่วยงานสาธารณสุข และประชาชนทั่วไป

- ชุดคลุมกันเปื้อนทางการแพทย์
- ถุงทำล้างใจ
- เครื่องวัดความดันโลหิต
- เครื่องให้อากาศผสมออกซิเจน
- หน้ากากอนามัย
- แอลกอฮอล์น้ำ
- เครื่องวัดอุณหภูมิขาดัง
- อาหารกล่อง
- เจลทำความสะอาด
- หน้ากากป้องกันใบหน้า (Face shield)
- หน้ากาก N95
- แอลกอฮอล์น้ำแบบดลิ
- เครื่องอุปโภค

## โครงการ“ส่งพลังงาน สร้างพลังใจ”

**แนวคิด** นำผลิตภัณฑ์ของกลุ่มไทยออยล์สนับสนุนหน่วยงานด้านสาธารณสุขและช่วยเหลือประชาชนภายใต้วิกฤตโควิด-19

**ผลิตภัณฑ์ของกลุ่มไทยออยล์**

- น้ำมันซีเอฟเพลิง
- แอลกอฮอล์
- ผลิตภัณฑ์ทำความสะอาด

**วัตถุประสงค์**

- ฉีดวัคซีนเชิงรุกให้แก่ประชาชน
- เคลื่อนย้ายผู้ป่วยไปรักษาโรงพยาบาล / กลับภูมิลำเนา
- นำปณิธิส่งเคราะห์

ด้วยรักและห่วงใย จากพวกเราชาวไทยออยล์

## หน่วยงานที่สนับสนุน



สภากาชาดไทย

สว.จุฬาลงกรณ์

กรมอนามัย

สว.ศิริราช

ศูนย์ฉีดวัคซีน สว.แหลมฉบัง

สสอ.ศิริราชฯ และ สสจ.ชลบุรี






## การช่วยเหลือสนับสนุน 23 ชุมชนในช่วงวิกฤตไวรัสโควิด-19

### วิถีชีวิตใหม่



ONLINE

สวดมนต์



ONLINE

ออกกำลังกาย



ONLINE

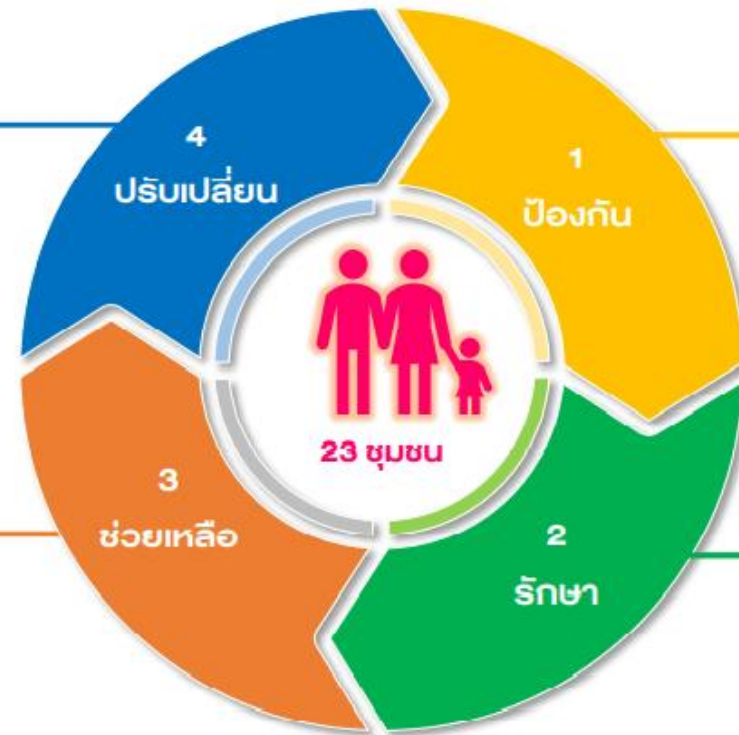
สอนภาษาอังกฤษ



ONLINE

ทิวสอบสัมภาษณ์

กิจกรรมร่วมกับชุมชน



### ศูนย์ฉีดวัคซีน

- ระบบเครือข่ายคอมพิวเตอร์ / ระบบบริหารจัดการ
- แอลกอฮอล์

### อุปกรณ์ป้องกัน

- หน้ากาก / แอลกอฮอล์



### โรงพยาบาลสนาม

- สนับสนุน เครื่องให้อากาศผสมออกซิเจน Hi-flow
- โรงพยาบาลแหลมฉบัง
- รพ.สนาม ชุด PPE
- การเคลื่อนย้ายผู้ป่วย (โครงการส่งพลังงาน สร้างพลังใจ)

### โรงพยาบาล



### ศูนย์พักคอย



### เศรษฐกิจ / ค่าครองชีพ



ตู้ปันสุข/อาหาร



มอบทุนทำสิ่งใจ





# THANK YOU



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