



กรอบการบริหารจัดการความยั่งยืนกลุ่ม ปตท.

PTT Group Sustainability Management Framework



PTT Group Sustainability Management Framework

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PTT GROUP SUSTAINABILITY POLICY

PTT Group Sustainability Management Policy

PTT Group aspires to become a business leader in line with the principle of sustainable development through *“Providing Leadership, Building Trust and Creating a Sustainable Future for Society and the Environment through Innovation, Excellence and Transparency”*. PTT Group Sustainability Management Framework provides foundation for our approach in everything we do across the Group and in line with international standards.

Key attributes of the Policy are:

1. Operate in an economically, socially and environmentally sustainable manner whilst balancing the interests of a diverse range of stakeholders to assure sustainable business growth.
2. Reduce the footprint along the value chains in which we operate. Our “footprint” covers environment, social and health and safety dimensions.
3. Develop Green Growth Strategies focusing on economic and environmental sustainability through our internal capabilities and collaboration with external stakeholders.
4. Possess high aspiration to enable future growth through prioritised technologies to sustain operations, deliver growth, and shape the future for PTT Group.
5. Be transparent about our sustainability commitments and the standards we set for our businesses to operate and performance as the basis to drive continuous improvement

Every management member and employee of PTT Group is responsible for contributing, driving, and executing the above Policy and PTT Group Sustainability Management Framework.

SUSTAINABILITY MANAGEMENT SYSTEM

This PTT Group Sustainability Management Framework developed from PTT Group CSR Framework looks at the sustainability issues that PTT Group companies need to consider and their scope of management; guiding principles; suggestions for application and values from implementation of sustainability practices. The Sustainability Management Framework also incorporates elements from, or are aligned with, other international policies, standards and management practices to which PTT Group has committed, such as Global Reporting Initiative (GRI), Dow Jones Sustainability Index (DJSI), the World Business Council for Sustainable Development: WBCSD (Vision 2050), the United Nations Global Compact and International Standards ISO 26000: 2010.

Implementation of this Sustainability Management Framework is the responsibility of everyone in PTT Group in order to accomplish the set objectives. Moreover, each business unit and company is responsible for developing their own action plans specific and applicable to the nature of the business.

How to Use This Framework

This Framework uses a language consistent with that used by the International Organization for Standardization (ISO). Requirements use the word “shall”, which indicates a requirement to be applied formally and on a consistent basis in accordance with the prescribed

instruction. Recommendations and suggestions for applying good practices use the word “should”. This implies that certain behaviours or actions are encouraged. The word “may” is used to indicate that something is permitted, for example, a business unit or individual is able to adopt or modify certain behaviours or actions based on their needs.

Scope of Application

This Framework is applicable to all PTT Operated Businesses (Corporate Functions, Business Units, Business Areas and Operations under full-operational control), and PTT Investment Businesses where PTT has operational control such as companies 100% owned by PTT, Subsidiaries and Joint Ventures. Moreover, PTT expects business partners, such as associate companies or other investments where we do not have operating responsibility, as well as principal contractors, suppliers and others with whom we have a substantial involvement, to maintain high standards.

Table 1 Scope of Application

Organization	Application	Elaboration
PTT Operated Businesses and 100% owned by PTT	Mandatory	Framework is to be applied formally and on a consistent basis in accordance with the prescribed instruction
<ul style="list-style-type: none"> • PTT invests less than 100% but managed under PTT management (Flagship) • PTT invests less than 100% but more than or equal to other investors (Majority) 	Adopt	Framework is to be adopted on a consistent basis
PTT invests less than 100% and less than other investors (Minority)	Inform	Framework is to be informed and implementation performance is to be reported to PTT

LEADERSHIP ACCOUNTABILITY

Executives are committed to Sustainability Management by assigning clear roles and responsibilities, allocating adequate resources, and holding responsible management accountable for the implementation of Sustainability Management Framework.

Under the Sustainability Management Framework, Executives are responsible and accountable for:



Figure 1 Leadership Accountability

Identification of Need & Programme Priorities

- Executives develop organization vision and goal.
- Executives set objectives for sustainability management process implementation, and develop processes necessary to meeting the framework expectations.
- Executives should balance stakeholder's need.
- Executives prioritise sustainability management based on a) gaps against the Sustainability Management Framework expectations, and b) risks and opportunities and stakeholder perception.
- Executives identify highest-impact sustainability elements for focus and inclusion in business plans.

Planning & Development Process

- Executives widely communicate PTT Group Sustainability Policy and this management framework to their responsible units.
- Executives directly involve in the development or improvement of processes to address sustainability challenges and meet Sustainability Management Framework expectations.
- Executives ensure that resources are available, and that roles and responsibilities and accountabilities are fully aligned with the requirements of Sustainability Management Framework.

Management System Implementation

- Executives assign responsibility and provide guidance to monitor the implementation of Sustainability Management Plans until expected outcomes are met.
- Executives visibly participate in driving sustainability performance improvement.
- Executives actively follow through complaint and incident investigations to ensure appropriate corrective actions are undertaken.
- Executives actively engage in improvement of their organization's fluency and capability in sustainability management.

Evaluation & Assurance

- Executives periodically review the effectiveness of sustainability management plans, processes and implementation.
- Executives should engage internal audit and external audit by third parties to ensure alignment around Sustainability Management Framework expectations.

Building Sustainability Culture

- Executives are committed to operate in an economically, socially and environmentally sustainable manner and behave as role models to build sustainability culture.
- Executives reinforce PTT Group Core Values through actions, behaviours and decisions.
- Executives engage employees and business partners in sustainability performance and empower them to make improvements.
- Executives hold employees and business partners accountable for sustainability performance.

SUSTAINABILITY MANAGEMENT

The Sustainability Management System refers to a systematic approach that PTT Group organizations will establish and employ to address their sustainability challenges and drive progress towards expected sustainability performance.

Driven by leadership, the Sustainability Management System is a process to integrate vision, strategy, plans and activities into daily operations. The system helps the Executives, Corporate, Business Unit, Business Area and Operations establish priorities and plans and it guides the development of measures to monitor progress towards defined targets.

The Sustainability Management System contains five steps:

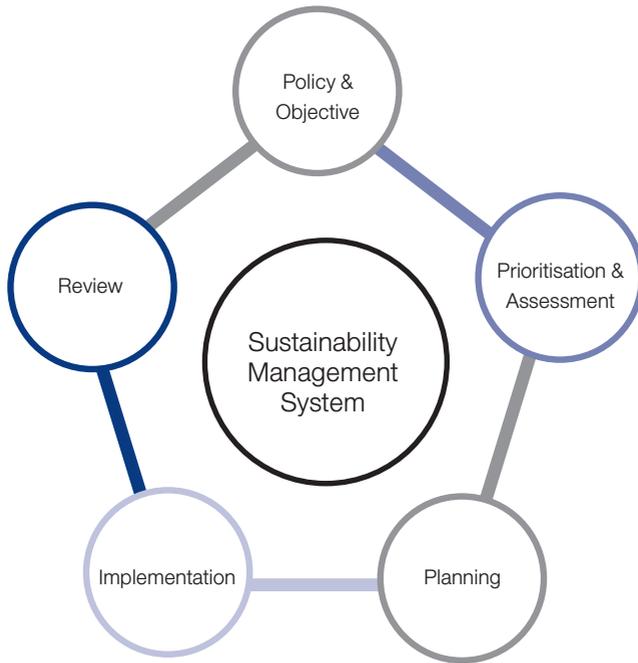


Figure 2 Sustainability Management System

Step 1: Policy & Objectives

PTT Group Sustainability Policy is adopted and measures for success are identified and cascaded to the workforce.

Policy & Objectives Actions:

- Communicate policy and set clear goals, KPIs and targets for organization. These are based on sustainability opportunities and risks relevant to the business, corporate directives, and benchmarking data.
- Define objectives for sustainability implementation and the development of process to meet PTT Group Sustainability Management Framework expectations.
- Cascade Sustainability Policy, goals, KPIs and targets to all levels of the organization.

Step 2: Prioritisation & Assessment

A comprehensive PTT Group Sustainability Management Framework Self-Assessment is completed annually to identify gaps in Sustainability management processes and performance against established objectives.

The leadership team is engaged in assessments and participates in prioritisation of assessed gaps.

The highest priority elements of PTT Group Sustainability Management Framework are assessed annually (Internal Audit) and a

full assessment of all elements is required at least every three years. The assessment may be done by qualified third party (Third Party Assurance).

Prioritisation & Assessment Actions:

- Assess opportunities, risks and gaps against objectives in:
 - Leadership Accountability;
 - Sustainability Management System;
 - Sustainability Management Framework Elements; and
 - Workforce sustainability culture.
- Prioritise assessed gaps based on risk and opportunity.
- Identify future risks that could prevent the organization from achieving the expected performance.

Key Performance Indicators

- Self-assessment conducted.
- Priorities established for annual plan.
- Priorities in line with important ESG issues of the organization.

Step 3: Planning

A Plan is developed to manage the prioritised gaps. Plans are incorporated directly into business plans and accountabilities are assigned.

Planning Actions:

- Develop sustainability KPIs, targets and action plans with completion dates and milestones and aligned with business plans.
- Identify and allocate resources to successfully complete the sustainability action plans.
- Communicate KPIs, targets and action plans.
- Assign accountabilities and develop necessary performance agreements.

Key Performance Indicators

- Sustainability plan.
- Identified objective, targets, action items, resources and timeline to address sustainability issues and performance gaps.

Step 4: Implementation

Planned actions are implemented along with other business plan activities. Sustainability networks are engaged to share lessons learned and seek out best practices and processes that can be adopted to achieve plan objectives.

Implementation Actions:

- Execute plans along with other business plan activities.
- Maintain contacts with sustainability networks to share lessons learned and to seek out best practices and processes that can be adopted to achieve plan objectives.
- Monitor plan progress and Sustainability performance regularly and adjust plans as necessary.
- Identify and manage new, unplanned actions not included in current business plans.

Key Performance Indicators

- Progress of Sustainability Plan implementation and positive results realized.

Step 5: Review

An annual review of all Sustainability activity is conducted to evaluate progress on performance and identify necessary adjustments to plans to achieve expected results.

Review Actions:

- Review suitability and effectiveness of Sustainability Management System and Plans by considering both implementation progress and achievement of expected outcomes.
- Evaluate the organization's Sustainability Management for continuous improvement.
- Identify possible plan adjustment based on emerging issues, stakeholders' perception, and changing business conditions.
- Consider third party audit
 - External audit with stakeholder dialogues and review by corporate every 3 years
 - Independent audit and assurance programmes at least every 3 years to determine compliance with the objectives and principles of the Framework. This should include an assessment of effectiveness in the implementation and execution of the Framework elements and sub-elements.

Key Performance Indicators

- Internal audit conducted.
- Corrective action plans established as per audit findings.
- Process and/or performance improvement identified and made through the internal audit.

- Sustainability management process assured by 3rd party.
- Third party assurance statement and recommendations.
- Process and/or performance improvement identified and made through the assurance programme.

SUSTAINABILITY MANAGEMENT FRAMEWORK ELEMENTS

Element	Intent
Organizational Governance	Implement decisions in pursuit of its objectives, establish a sustainability management system that demonstrates how sustainability is embedded into the organization coupled with proactive risk and crisis management.
Human Rights	Present PTT Group’s commitment to protecting the human rights of those individuals affected by their operations.
People	Illustrate PTT Group’s commitment to labour rights and human capital to execute sustainability strategy and programme. The commitment helps improve talent attraction and retention, employee motivation and hence productivity and innovation potential, and transform to knowledge-based organization.

Element	Intent
Safety, Health and Environment	<p>Illustrate PTT Group’s commitment to continuously improve safety, health and environment (SHE) performance as well as maintain transparency through appropriate monitoring, reporting and assurance of PTT Group’s SHE performance.</p>
Fair Operating Practices	<p>Illustrate PTT Group’s commitment to adhere to fair operating practices in all interactions. Fair operating practices are important since unfair business practices, such as anti-competitive behaviour, the abuse of a monopoly or dominant position and corruption, distort competition to the disadvantage of both other organizations and consumers.</p>
Corporate Citizenship	<p>Illustrate PTT Group’s commitment to create a long-term value to its stakeholders through a clearly defined and managed corporate philanthropy programmes including promoted sustainability leadership.</p>

Element	Intent
Supply Chain Management	Illustrate PTT Group’s commitment to adopt sustainable supply chain management approach to work with suppliers that have lower risk profiles, or have appropriate management of existing risks to improve long-term financial performance and protect Group’s reputation.
Product Stewardship	Illustrate PTT Group’s commitment to the health and safety of their customers while investing in technologies or strategies that improve product sustainability or life cycle performance.
Reporting and Reputation	Communicate PTT Group’s Sustainability Management Framework, commitment, approach and performance in a way that is relevant, timely, meaningful to interested stakeholders, and enhances PTT Group’s reputation.
Stakeholder Engagement	Illustrate PTT Group’s commitment to manage stakeholder engagement process in a resource-efficient and fair manner by adopting a systematic approach to identify critical stakeholders and integrate their input into corporate strategy, as well as providing them feedback on their input.

ELEMENT 1: ORGANIZATIONAL GOVERNANCE

SCOPE

Organizational governance is the system by which an organization makes and implements decisions in pursuit of its objectives. Organizational governance can comprise both formal governance mechanisms based on defined structures and processes and informal mechanisms that emerge in connection with the organization's culture and values, often influenced by the persons who are leading the organization. Organizational governance is a core function of every kind of organization as it is the framework for decision making within the organization.

The Organizational Governance element is designed specifically to:

- Ensure that a company is managed in the interests of stakeholders
- Link different initiatives and programmes to meet a common vision and set of strategic corporate objectives.
- Establish formal and standardized sustainability management system.
- Manage and mitigate materials organizational risks.

The scope for the PTT Group Sustainability Management Framework considers Organizational Governance as comprising three sub-elements:

Ref.	Sub-Element	Scope Description
1.1	Corporate Governance	Board structure and corporate governance including transparency of remuneration. This includes how sustainability is embedded into organizational culture.
1.2	Management System and Assurance	Integration of sustainability to corporate strategic plan and formal and standardized sustainability management system. This includes how sustainability is embedded into employee culture and functional job description. (Reference to Sustainability Management System)
1.3	Risk and Crisis Management	Adopting PTT Group Risk Policy including Environment, Social and Governance (ESG) risks.

VALUE PROVIDED

An effective Organizational Governance Programme can provide following values:

For the Organization:

- Support a consistent application of sustainability principles and best practices.
- Protect and enhance corporate reputation.
- Reduce inherent corporate risks.
- Support a progressive culture for the knowledge organization.
- Manage compliance to prevailing laws and regulations.
- Complement Corporate Vision and strategic objectives.

For Stakeholders:

- Trusted partnerships.
- Secure investment.

KEY SUCCESS FACTORS

Successful implementation of effective Organizational Governance will be dependent on the following key success factors:

- Truly embedded culture for sustainability and responsible corporate behaviour.
- Alignment with Corporate Vision and Strategic Objectives.

- Alignment with PTT Way.
- Corporate Internal and External Communications.

EXPECTATIONS

Sub-Element 1.1 Corporate Governance

- Board structure shall be clearly defined. A clear set of terms of reference exist for the composition of the board and its mandate and responsibilities. This is supported by a clear Board and Executive Management structure.
- The Board shall effectively demonstrate leadership commitment and accountability.
- Performance monitoring of Board shall be carried out, including attendance at Board meetings
- Reward and remuneration, including short and long-term incentives and benefits may represent both economic and non-economic metrics and link to performance objectives.
- Full disclosure and transparency of Board member conduct, reward and conflicts of interest should be made.
- Disclosure of senior management reward and remuneration should be considered to secure better positions to fend off criticisms.

Sub-Element 1.2 Management Systems and Assurance

- Sustainability management shall be incorporated into business plans and implemented through the PTT Group Sustainability Management System and Assurance Programme. This includes embedding sustainability into employee culture and reinforcing sustainability through functional job description.

Sub-Element 1.3 Risk and Crisis Management

- The PTT Group Risk Policy shall be applied to the management and mitigation of ESG risks.
- PTT Group Emergency management (including Crisis Management and Business Continuity Management) shall be applied.

SUGGESTED KEY PERFORMANCE INDICATORS

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
1	Corporate Governance	Effective board structure	<ul style="list-style-type: none"> • Board structure defined in company's corporate governance handbook or other corporate policies (input). • The composition includes gender diversity, a balance of independent and non-executive directors (output). • The Board is led by a non-executive Chairman (output).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
		Board leadership commitment and accountability	<ul style="list-style-type: none"> • Attendance at Board meetings (output) • Annual performance monitoring of Board (output). • Board performance exceeding target (impact).
		Transparency of remuneration	<ul style="list-style-type: none"> • Disclosure and transparency of Board member's conduct, reward and conflicts (output). • Disclosure of senior management reward and remuneration (output).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
2	Management Systems and Assurance	Reference to Sustainability Management System	<ul style="list-style-type: none"> Reference to Sustainability Management System
3	Risk and Crisis Management	Annually re-assess and revise sustainability risks in every level of business units	<ul style="list-style-type: none"> ESG risks reviewed annually in line with PTT Group Risk Policy (input). Emerging/new risks resulting from change documented in the risk register (output). Owners assigned to all ESG risks, and risks managed within the acceptable level (impact).

ELEMENT 2: HUMAN RIGHTS

SCOPE

Human rights are defined as basic rights and freedoms to which all humans are entitled. While the labour rights focus on rights of the working population, human rights extend beyond the work force to neighbouring communities and supply chain including their rights to natural resources such as natural resources, water, land, forests and forest products, fisheries, cleaner air etc.

PTT Group respects the human rights of our stakeholders by adhering to the international human rights principles including the United Nations Global Compact (UNGC), the UN Universal Declaration of Human Rights (UNUDHR) and the UN Framework and Guiding Principles on Business and Human Rights (the Ruggie Framework) on the inherent dignity and the equal and inalienable rights of all individuals.

The Human Rights element is designed specifically to:

- Promote the goals and principles of the UNGC, UNUDHR and the Ruggie Framework by respecting human, cultural and legal rights of individuals, employees, contractors, suppliers and communities within PTT Group's sphere of influence.

- Ensure that all employees, security team, suppliers and local communities are aware, understand and uphold PTT Group's commitment to UNGC principles, and familiar with Voluntary Principles on Security and Human Rights.
- Adhere to international best practices on land acquisition and resettlement.
- Manage supply chain in accordance with UNGC principles.
- Ensure that PTT Group understands, promotes and upholds fundamental human rights.
- Develop and promote the use of a grievance mechanism for human rights in every operating office.

The scope for the PTT Group Sustainability Management Framework considers Human Rights as comprising three sub-elements:

Ref.	Sub-Element	Scope Description
2.1	Human Rights Guidelines	Adopting as the minimum the principles of PTT Human Rights Guidelines to ensure that the human rights of the communities in which we operate are respected in all of the interactions between PTT Group companies and those communities. (Reference to Element 3.4 Labour Rights, Element 5.1 Code of Conduct, and Element 7.2 Supplier Code of Conduct)
2.2	Human Rights Training, Performance Monitoring and Reporting	How we engage with stakeholders to ensure human rights are respected to include training, monitoring, reporting, supply chain, due diligence.
2.3	Public Consultation and Resettlement	Compliance with ESHIA requirements, human rights. (Reference to Element 10.1 Stakeholder Engagement Process, and Element 10.2 Grievance)

VALUE PROVIDED

An effective Human Rights Programme can bring a number of benefits for stakeholders as well as for the organization:

For the Organization:

- Protection of cultural and traditional systems and rights.
- Trust in the community.
- Enhanced reputation among stakeholders.
- Sustainable business practices.

For Stakeholders (including the wider national and international community):

- Secure reputation.
- Secure investment.
- Secure trust in PTT Group.

KEY SUCCESS FACTORS

Successful implementation of effective Human Rights Programme will be dependent on the following key success factors:

- Effective communication, compliance and assurance programmes.
- Adherence to Code of Conduct.
- Adherence to ESHIA requirements and obligations.
- Adherence to UN Global Compact Principles.
- Effective Governance.

EXPECTATIONS

Sub-Element 2.1 Human Rights Guidelines

- The principles of the PTT Human Rights Guidance shall be adopted as the basis for their human rights policy and approach.
- Material Human Rights Issues associated with the organization and/or project specific issues shall be identified and mitigation and/or management strategies developed.
- Work should be carried out in collaboration with business partners such as contractors, suppliers to implement human rights principles as part of a broader supply chain management process.
- Human Rights policy statements or guidance shall be incorporated within Investment and Procurement Practices.
- Human Rights policy statements or guidance should be incorporated within labour and employment practices.

Sub-Element 2.2 Human Rights Training, Monitoring and Reporting

- Human Rights awareness training including aspects of personal safety and security shall be provided to employees.
- Verification and measurement indicators shall be developed to assess compliance with the Human Rights Policy.

- Internal and external monitoring/audit and disclosure of Human Rights policies, standards and performance should be performed on an annual basis.
- A Corporate Strategic Risk Review may be undertaken over the Human Rights, ethics, risks and associated sustainability impacts associated with new projects where potential Human Rights issues have been identified.

Sub-Element 2.3 Public Consultation and Resettlement

- All national laws and regulation, and international conventions pertaining to public consultation and resettlement shall be identified and adhered to for all projects to ensure effective participation of all affected persons.
- Compliance with ESHIA requirements relating to the need for open and transparent public consultation shall be mandatory.
- Policy options should be developed to address identified potential human rights issues relating to resettlement, security, indigenous populations, gender, etc.
- Comprehensive resettlement action planning should be considered wherever PTT Group acquires land that is inhabited or used by local communities irrespective of legal ownership.

SUGGESTED KEY PERFORMANCE INDICATORS

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
1	Human Rights Guidelines	Percentage of operations that have been subject to human rights impact assessments	<ul style="list-style-type: none"> • Human rights impact assessment conducted (input). • Human rights risk management plan (output). • No issues related to human rights violation (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
		Percentage of significant investment agreements that include clauses incorporating human rights concerns, or that have undergone human rights due diligence	<ul style="list-style-type: none"> • Human rights due diligence conducted (input). • Human rights issues and risks being considered in all significant investment (output). • Management of human rights risks and liabilities being incorporated in the investment agreements (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
2	Human Rights Training, Monitoring and Reporting	Percentage of employees receiving human rights training	<ul style="list-style-type: none"> • Number of employees completed human rights training (input). • Internal and external monitoring/audit and disclosure of human rights policies, standards and performance on an annual basis (output). • Number of human rights related events reported by employees (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
3	Public Consultation and Resettlement	Numbers of grievances related to human rights	<ul style="list-style-type: none"> • Grievance process established (input). • Grievances related to human rights received, documented and reported (output). • Grievances related to human rights addressed and resolved (impact).

ELEMENT 3: PEOPLE

SCOPE

Ensuring that PTT Group recruit retain and motivate its employees is critical for the success of the organization into the future. Effective management of people needs to address across a range of different, but complementary issues. These include how to maximize the contribution of all employees towards meeting the common goals presented by the PTT Group vision and corporate strategic objectives.

Central to managing people issues is to understand and respect labour rights. Labour rights are a group of and claimed having to do with labour relations between workers and their employers, usually obtained under labour and employment law. At PTT Group, labour rights relate to workers' rights such as safe working conditions, right to form a union/collective bargaining, prevention of exploitative practices against workers, etc. Labour rights include employee rights such as equal opportunities, working hours, minimum wages, protection from forced labour and unfair dismissal, and benefits such as medical care, paid leave, maternity leave, etc.

The People element is designed specifically to:

- Ensure PTT Group has the appropriate skills set in order to execute the business strategy.
- Maintain good relations with employees to ensure a satisfied and dedicated workforce.
- Provide a safe and healthy working environment.
- Support fair treatment practices such as guaranteeing diversity, ensuring equal remuneration and supporting freedom of association.
- Provide effective grievance resolution procedures.
- Adhere to and apply relevant labour standards equally across all operations within the organization.
- Improve talent attraction and retention, employee motivation.

The scope for the PTT Group Sustainability Management Framework considers People as comprising four sub-elements:

Ref.	Sub-Element	Scope Description
3.1	Human Capital Development	How we manage and develop our people including training, development planning, performance monitoring and measurement.
3.2	Knowledge Organization	Providing tools and processes to support organizational learning.
3.3	Talent Attraction and Retention	How we attract, retain and engage with employees to include compensation, flexi-benefits, welfare, turnover, and satisfaction.
3.4	Labour Rights	Labour rights including trade union, diversity, and employee grievance. (Reference to Element 2 Human Rights and Element 10.2 Grievance)

VALUE PROVIDED

An effective People Programme can result in a number of benefits for stakeholders and organization:

For the Organization:

- Ensuring that PTT Group meets all national labour and employment laws and applies international conventions as guidance in its operations by adopting a comprehensive labour policy that meets these requirements.
- Improved worker satisfaction and improved worker-management relationships.
- Lower risks for work disruption in the form of strikes/workers' protests.
- Reduced worker safety incidents and insurance costs.
- Attract best available talent.

For Stakeholders (including employees and contractors):

- Better working conditions.
- Prevention against unfair dismissal.
- Equal employment opportunity with access to training and promotion on the basis of merit.
- Protection from child labour and forced labour.
- Opportunity to raise reasonable workplace concerns through a grievance mechanism.
- Clearer career path definition and opportunities.

- Ensure compliance of labour laws and standards by contractors and suppliers.
- Greater transparency and security in contractor relationships.

KEY SUCCESS FACTORS

Successful implementation of People Programme will be dependent on the following key success factors:

- Effective two-way communications between employees and employer.
- Availability and effectiveness of grievance policy, systems and processes.
- Employee development programmes.
- Availability of training, coaching and mentoring.
- Knowledge management systems and resources.
- Competitive remuneration and compensation.

EXPECTATIONS

Sub-Element 3.1 Human Capital Development

- All employees shall have an annual development plan in place.
- Training shall be provided to all employees to ensure that they are adequately equipped to perform their expected duties.
- Annual performance reviews shall be performed as the basis for determining reward and career development planning.
- Succession planning scheme shall be clearly defined.

Sub-Element 3.2 Knowledge Organization

- Knowledge sharing and collaboration should be encouraged.
- IT systems should be in place to facilitate knowledge sharing (e.g. intranet, databases, internet, etc.).
- Training and personal development planning should be focused on developing the intellectual capital of the organization.

Sub-Element 3.3 Talent Attraction and Retention

- Employee engagement programmes shall be in place to cover career track, compensation to reflect individual and organizational performance, benefits, welfare, turnover, satisfaction.
- Annual two-way assessment and feedback processes should be in place. Annual employee engagement surveys should be carried out and a process of continuous improvement should be adopted to take into account survey results.

Sub-Element 3.4 Labour Rights

- All national laws and regulation, and international conventions pertaining to labour and employment shall be identified and adhered to.
- A labour and employment policy should be in place that balances business needs and best practices. The Policy should addresses working conditions, benefits, overtime arrangement, health and safety, equal remuneration, fair compensation, working hours, freedom of association, forced labour, child labour, discrimination, diversity, layoffs, etc.
- The Labour Rights Policy shall be formally communicated to all contract workers and suppliers.
- Training should be provided to Managers on all aspects of Labour Rights Policy.
- Labour laws and regulations shall be considered as the basis for employee rights.
- Strict confidentiality in the grievance reporting process should be ensured.

SUGGESTED KEY PERFORMANCE INDICATORS

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
1	Human Capital Development	Annual development plan for all employees	<ul style="list-style-type: none"> • Individual performance review conducted annually (input). • Individual development plan established annually (output). • Individuals having knowledge and competency to perform their expected duties (impact).
2	Knowledge Organization	Knowledge sharing on development of the intellectual capital of the organization	<ul style="list-style-type: none"> • KM sharing sessions organized (input). • Number of topic in KM sharing (output)

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
3	Talent Attraction and Retention	Employee engagement results	<ul style="list-style-type: none"> • Engagement survey conducted (input). • Engagement survey participation rate (output). • Engagement result (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
4	Labour Rights	Compliance with applicable laws and regulations	<ul style="list-style-type: none"> • Differences between male and female compensation (impact). • Number of non-compliance with labour laws and regulations (impact). • Minimum notice period regarding significant operational changes, including whether it is specified in collective agreements (impact).

ELEMENT 4: SAFETY, HEALTH AND ENVIRONMENT

SCOPE

PTT Group is committed to protecting the safety and health of our people, the communities and environment in which we operate by taking the proactive approach and mitigating impacts to the practical extent, incorporating technology and best management practices to improve performance and by keeping abreast of critical emerging issues.

The Safety, Health and Environment element is designed specifically to:

- Meet or exceed applicable legal requirements and/or international standards.
- Ensure that environmental footprints (e.g. resource use, emissions, discharges, climate change, etc.) of PTT Group operations are identified and defined through detailed environmental assessment.
- Commit to undertaking environmental impact assessments for all new projects and implementation of mitigation measures identified therein.
- Establish and achieve targets that promote efficient use of resources and include reducing and preventing pollution.

- Enhance biodiversity protection by understanding ecological values and land-use aspects in investment, operational and closure activities.
- Reduce safety and environmental risk to business operations – reputation, financial, operational (e.g. to ensure that business operations are not interrupted due to non-compliance, incident, chemical spills, protests from the neighbouring communities, negative campaign by NGOs).

The scope for the PTT Group Sustainability Management Framework considers Safety, Health and Environment as comprising eight sub-elements:

Ref.	Sub-Element	Scope Description
4.1	SSHE Policy and Management System	Adopting as the minimum the principles of SSHE policy and management system.
4.2	Environmental, Social, and Health Impact Assessment (ESHIA)	Adopting as the minimum the principles of ESHIA.

Ref.	Sub-Element	Scope Description
4.3	Operational Eco-Efficiency	Adopting PTT Group Environmental Performance Indicator and employing best practices and protocols for data measurement and disclosure. Scope to address energy, water, wastewater, waste, emissions, spills.
4.4	Climate Change	Climate strategy, sensitivity analysis, mitigation and adaptation.
4.5	Integrated Water Management	Water withdrawal, consumption, recycling, reuse, discharge, risk assessment.

Ref.	Sub-Element	Scope Description
4.6	Biodiversity	Biodiversity policy, assurance and reporting.
4.7	Security, Safety and Health	Scope to address security, safety and health of the communities in which we operate and our people, which include contractors and operating partners.
4.8	Safety, Health and Environmental Performance Disclosure	Data management, monitoring, verification and target setting.

VALUE PROVIDED

An effective Safety, Health and Environmental Programme can result in a number of benefits for stakeholders and organization:

For the Organization:

- Minimized negative environmental impact.
- Minimized negative health impact.
- Minimized negative social impacts.
- Avoidance of court cases, penalties and fines for environmental non-compliance.
- Reduced costs through enhanced resource efficiency.
- Lower insurance costs.
- Branding.

For Stakeholders (including employees and contractors):

- Safe and secure working conditions.
- Minimization of complicity in negative environmental impacts.

KEY SUCCESS FACTORS

Successful implementation of the Safety, Health and Environment Programme will be dependent on the following key success factors:

- Capacity of SHE team to implement Environment Policy and related programmes and initiatives.

EXPECTATIONS

Sub-Element 4.1 SSHE Policy and Management System

- As a minimum, the principles of SSHE policy and management system, management standards and Security Policy shall be appropriately applied to working practices of PTT Group employees, Contractors and Operating Partners.
- Organizational capacity to effectively implement and administer the SSHE Policy and management system shall be maintained.
- Independent, third party assurance should be sought to verify and validate SSHE management system.

Sub-Element 4.2 Environmental, Social and Health Impact Assessment

- The principles of the ESHIA Guidelines should be adopted and applied as a minimum standard.
- ESHIA Guidelines should be applied to all new major capital projects, expansion to existing operations, including decommissioning and abandonment.
- Environmental and social due diligence should be conducted as part of any restructuring, mergers or acquisitions.

Sub-Element 4.3 Operational Eco-Efficiency

- PTT Group Environmental Performance Indicator Targets and employing best practices and protocols for data measurement and disclosure – PTT Group SSHE Measurement and Reporting Standard, PTT Group SSHE Performance Database and PTT Greenhouse Gas Accounting and Reporting Standard shall be adopted.

Sub-Element 4.4 Climate Change

- Targets for emission reductions should be set, aligned to PTT Group targets.
- Sensitivity analysis of the financial impact from climate change should be conducted. For capital project planning, new projects and significant expansion or others changes to existing facilities, climate change adaptation should be considered.
- The Climate Change Roadmap should be adopted and followed.

Sub-Element 4.5 Integrated Water Management

- Water mapping should be undertaken using international accepted tools and standards (e.g. WBCSD Water Tool).

- Sensitivity analysis from water related risk in supply chain should be conducted to include assessment of impacts on operations, impacts from regulatory change, price structure and potential stakeholder conflicts.
- Steps to maximize water use efficiency should be adopted.
- Water consumption, extraction and discharges shall be managed in accordance with laws and regulations.

Sub-Element 4.6 Biodiversity

- The principles of the PTT Biodiversity Policy shall be adopted and applied as a minimum to include adherence to best practices across the following aspects:
 - Exposure to biodiversity related risks.
 - Addressing indirect impacts on biodiversity.
 - Involving stakeholders at local level.
 - Internal and external assurance against biodiversity standard.
 - Publicly reporting on biodiversity strategy, targets and performance.
 - Integration of biodiversity liabilities into capital project valuation and decision making, at sale or closure of operating sites.
 - Commitment not to explore in World Heritage areas and the International Union for Conservation of Nature (IUCN) Category I-IV Protected areas.

Sub-Element 4.7 Security, Safety and Health (Personal and Process)

- PTT Group Safety Targets shall be adopted and best practices and protocols for data measurement and disclosure should be employed – SHE Performance Measurement and Reporting System.
- Implementation and audit against nationally and internationally accepted asset integrity and process safety should be considered.
- Health policies including HIV, malaria and tuberculosis should be in place to prevent and provide affordable treatment to at risk employees.

Sub-Element 4.8 Safety, Health and Environmental Performance Disclosure

- Annual disclosure shall be made on environmental, health and safety performance in accordance with prevailing laws and regulations.
- Annual sustainability disclosure shall be made based on the principles and requirements of Global Reporting Initiative (GRI) and other relevant reporting guidelines. Independent, third party assurance should be sought to verify and validate sustainability, environmental, health and safety disclosure.

SUGGESTED KEY PERFORMANCE INDICATORS

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
1	SSHE Policy and Management System	Percentage of sites adopting SSHE Policy and management system	<ul style="list-style-type: none"> • Environmental expenditure (input). • SSHE policy and management system communicated to organizations (input). • SSHE MS in place to implement the policy (output). • Organizations certified to SSHE MS by accredited 3rd party (impact). • Number of non-compliance with environmental laws and regulations case that results in significant fines or non-monetary sanctions (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
2	Environmental, Social, and Health Impact Assessment (ESHIA)	Percentage of capital projects adopting ESHIA process	<ul style="list-style-type: none"> • ESHIA conducted as part of Capital Project Development Process (input). • ESH management plan and monitoring programme in place (output). • ESHIA studies approved by permitting authorities within the specified timeline (impact). • ESHIA requirements being implemented and compliance review reports maintained (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
3	Operational Eco-Efficiency	Progress against PTT Group Environmental Performance Indicators	<ul style="list-style-type: none"> • VOCs emitted, oil/chemical spills by volume, process safety incidents, total hazardous waste disposed, oil/chemical spills by number (impact).
4	Climate Change	Progress against Climate Change Roadmap	<ul style="list-style-type: none"> • Climate Change Strategy and Roadmap (input). • Progress against Climate Change Roadmap (output). • Energy intensity, greenhouse gas emissions Scope I + Scope II, greenhouse gas intensity (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
5	Integrated Water Management	Progress against PTT group Water Risk Management Plan	<ul style="list-style-type: none"> • Water Risk Management Plan in place for water scarcity areas (input). • Progress against Water Risk Management Plan (output). • Water withdrawal volume (impact). • Water source significantly affected by the company withdrawal of water (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
6	Biodiversity	Number and percentage of significant operating sites in which biodiversity risk has been assessed and monitored.	<ul style="list-style-type: none"> • Biodiversity impact assessment conducted for operating sites located in biodiversity importance area (input). • Progress against Biodiversity Management Plan (output). • Operation in protected area and high biodiversity value outside protection area aiming at net positive impact on biodiversity (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
7	Security, Safety and Health	Progress against safety and health target (including fatality rate, total recordable injuries rate, occupational illness rate, and lost time injuries frequency rate etc.)	<ul style="list-style-type: none"> • Safety performance of employee and contractor: LTIFR, OIFR, zero fatality (impact). • Number of employee with understanding of HIV, malaria and tuberculosis (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
8	Safety, Health and Environmental Performance Disclosure	Coverage of data receiving third party assurance	<ul style="list-style-type: none"> • Maintaining PTT Group SSHE Performance Database in accordance with defined reporting standards (input). • Boundary of data covered at least operations under control (output). • Material SSHE data verified by credible third-party (impact).

ELEMENT 5: FAIR OPERATING PRACTICES

SCOPE

Fair Operating Practices incorporate fairness and transparency in all relationships.

Unfair business practices include behaviours that are anti-competitive, the abuse of a monopoly or dominant position and corruption, and distortion of competition to the disadvantage of both other organizations and consumers.

The Fair Operating Practices element is designed specifically to:

- Promote ethical and transparent activities and compliance with existing legislation and regulation. This includes international law and a commitment towards the goals of the United Nations Global Compact and Extractive Industries Transparency Initiative (EITI) which aims to increase the transparency of payments and accountability in the extractives sector in defining guide to fair operating practices.

The scope for the PTT Group Sustainability Management Framework considers Fair Operating Practices as comprising three sub-elements:

Ref.	Sub-Element	Scope Description
5.1	Code of Conduct	Adopting as the minimum the principles of PTT Public Company Limited Corporate Governance and Code of Ethics Handbook (CG Handbook) to include corruption and bribery, and anti-trust. (Reference to Element 2 Human Rights and Element 3 people),
5.2	Economic Contribution	Transparency in the disclosure of taxes paid, and compliance with internal guidelines.
5.3	Performance and Disclosure (Fair Operating Practice)	Acknowledgement of responsibility, training, compliance, reporting breaches of CG.

VALUE PROVIDED

An effective Fair Operating Practice Programme can result in a number of benefits for stakeholders as well as for the organization:

For the Organization:

- Preventing improper use of insider information.
- Ensuring proper lobbying process.
- Preventing illegal political contributions.
- Managing and monitoring conflicts of interest.
- Reducing insurance and legal liability.

For Stakeholders (including the wider national and international community):

- Fair trade.
- Avoidance of a monopoly by a single company.
- Eliminate corruption.
- Improper use of insider information.

KEY SUCCESS FACTORS

Successful implementation of effective Fair Operating Practice Programme will be dependent on the following key success factors:

- Effective communication, compliance and assurance programmes.
- Effective financial recording and reporting systems.

- Adherence to Code of Conduct.
- Effective Governance and ‘tone at the top’.

EXPECTATIONS

Sub-Element 5.1 Code of Conducts

- The principles of PTT Public Company Limited Corporate Governance and Code of Ethics (CG Handbook) shall be adopted as a minimum to include adherence to best practices across the following aspects:
 - Anti-discrimination.
 - Anti-corruption and anti-bribery.
 - Confidentiality of information.
 - Anti-trust and avoidance of anti-competitive behaviour or the abuse of a dominant position.
 - Money-laundering and/or insider trading/ dealing.
 - Security of staff, business partners, customers.
 - Whistleblowing.
 - Responsible and truthful advertising and promotion.
- Fair and equitable procurement process should be established and embedded in terms of supply chain in existing and emerging markets to include social and environmental criteria.
- Training should be provided to employees on the principles of corruption and bribery, and the PTT Group policy and approach to manage the risks associated with these practices, the anti-corruption and anti-bribery procedures and reporting/ grievance and whistleblowing policy.

- Independent third party verification and assurance should be obtained over the compliance against topic areas in CG Handbook.
- Reference should also be made to Framework elements offering guidance around Supply Chain Management (Element 7) and Product Stewardship (Element 8).

Sub-Element 5.2 Economic Contribution

- Payments to government should be disclosed (e.g. taxes, royalties, fees and land use payment) at a local, regional and national level (as appropriate) including economic contribution in terms of charity, social/community initiatives and sponsorship for each of the regions and/or countries where they operate or have a material investment presence.
- Disclosure of revenue transparency with governments and countries where we operate should be actively promoted through broad stakeholder engagement.
- Independent third party verification and assurance should be obtained over the disclosure of payments to Governments, as part of internal and external audit procedures.

Sub-Element 5.3 Performance and Disclosure (Fair Operating Practices)

- Employees shall acknowledge having read, understood and accepted to abide by the Code of Conduct.
- Breaches of the Code of Conduct (CG Handbook) should be recorded and publicly disclosed.

SUGGESTED KEY PERFORMANCE INDICATORS

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
1	Code Of Conduct	Percentage of employees trained in the company's Code of Conduct	<ul style="list-style-type: none"> • Percentage of companies under control and significant influence adopting Code of Conduct or equivalent (input). • Percentage and total number of business units analysed for risks related to corruption (input). • Number of employees trained in Code of Conduct (output). • Compliance system verified by a credible third-party (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
2	Economic Contribution	Percentage of companies under PTT Group control disclosed all payments paid to individual governments on a national level	<ul style="list-style-type: none"> • Accounting system including breakdown on payments paid to individual government on a national level (input). • Disclosure of all payments paid to individual governments on a national level including taxes, royalties, fees and land use payments paid to individual governments on a national level (output). • Payments paid to individual governments on a national level verified by a recognized third-party (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
3	Performance and Disclosure (Fair Operating Practices)	Number of legal actions for anticompetitive behaviour, anti-trust, and monopoly practices	<ul style="list-style-type: none"> Number of legal actions for anticompetitive behaviour, anti-trust, and monopoly practices (impact).
		Number of inappropriate acts or unethical issues against the Code of Conduct that have been proven	<ul style="list-style-type: none"> All employees sign-off the Code of Conduct Acknowledge Form (input). Number of inappropriate acts or unethical issues against the company Code of Conduct (output). Disclosure of number of breaches against the company Code of Conduct in public report (impact). Survey results on understanding of CG Principles (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
		Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations	Number of case with significant fines and non-monetary sanctions for noncompliance with laws and regulations (impact).

ELEMENT 6: CORPORATE CITIZENSHIP

SCOPE

Further, growing public awareness leads to higher expectations from companies in their role as global corporate citizens and their ability to drive sustainable business practices forward.

The Corporate Citizenship element is designed specifically to:

- Commit to meaningful and measureable social investment and community development programmes and performance aligned with broader corporate strategic objectives and goals.
- Raise corporate profile at national and international levels.
- Promote public awareness in the area of green behaviour.

The scope for the PTT Group Sustainability Management Framework considers Corporate Citizenship as comprising four sub-elements:

Ref.	Sub-Element	Scope Description
6.1	Social Investment and Community Development	Scope to address social and community level charitable donation, investments, and commercial initiatives; in terms of policy, decision making, return on investment and transparency. (Reference to Element 2 Human Rights and Element 5.2 Economic Contribution)
6.2	Corporate Advocacy	Corporate leadership industry leadership and spokesperson. Involvement in global discussion.
6.3	Regulatory Advocacy	Engaging and support in developing standard regulation and legislation.

Ref.	Sub-Element	Scope Description
6.4	Public Awareness	<p>Leadership by example in green behaviour through public awareness campaign and external communication.</p> <p>(Reference to Element 6.1 Social Investment and Community Development, Element 7 Supply Chain Management, and Element 8 Product Stewardship)</p>

VALUE PROVIDED

An effective Corporate Citizenship Programme can result in a number of benefits for stakeholders and organization:

For the Organization:

- Sustained profitable growth.
- Easy and timely resolution of grievances with the company.
- Lower risk for disruption of PTT Group’s operations.
- Improved contribution to sustainable development.
- Improved reputation and a reduction of local risks.
- External financing opportunities.
- Expedient granting of licenses, approvals and favourable licensing conditions.

For Stakeholders:

- Meet the real needs of stakeholders.
- Capacity building within community.
- Infrastructure development through company's associated projects.
- Small and medium-sized business opportunities, including micro-enterprise through social investment projects.

KEY SUCCESS FACTORS

Successful implementation of effective Corporate Citizenship Programme will be dependent on the following key success factors:

- Active consultation with the community.
- Alignment of philanthropic contributions with business goals, focusing on education, health and the environment.
- Business cases underpinning corporate citizenship initiatives.
- Transparency.
- Avoidance of conflicts of interest.

EXPECTATIONS

Sub-Element 6.1 Social Investment and Community Development

- The principles of the PTT Group Social Strategy and Community Relations and Development Manual shall be applied.

- Stakeholder identification and mapping should be undertaken and appropriate management plans developed and implemented.
- Internal capacity to effectively implement Social Investment (SI) and Community Development (CD) programmes should be ensured.
- A regular formal review should be performed to assess quantitatively and qualitatively the performance of SI and CD programmes in terms of business outcomes and social/environmental impacts.
- Internal and external communication of benefits from SI and CD projects both to stakeholders and the operations should be considered.
- Evaluation of plan effectiveness and projects (against business objectives) may be conducted through stakeholder consultation.

Sub-Element 6.2 Corporate Advocacy

- PTT Group and PTT Group Companies should coordinate efforts to demonstrate their leadership through corporate advocacy. The following elements may be considered:
 - Membership of WBCSD.
 - Subscription to UN Global Compact.
 - Active involvement in IPIECA.
 - Collaboration with Governments and NGO's.

Sub-Element 6.3 Regulatory Advocacy

- PTT and PTT Group Companies shall consider engagement and collaboration with regulators to advance the principles of sustainable development, on a national and international level.
- Independence and transparency shall be exercised at all times and in all communications and other interactions with regulators and policy makers.

Sub-Element 6.4 Public Awareness

- Effective external communications should be used to engage the general public and local communities on sustainability issues and promote sustainability leadership and best practices.

SUGGESTED KEY PERFORMANCE INDICATORS

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
1	Social Investment and Community Development	Percentage of social investment and community development programmes with measurable performance indicator in terms of business and social benefits	<ul style="list-style-type: none"> • Monetary value of cash contributions, time volunteer, in-kind giving and management overheads (input). • All social investment and community development programme including the budget (output). • Quantified positive impacts received by the targeted community as a result of delivering social projects (impact).
		Employee and executive engagement in social projects (% of total employee)	<ul style="list-style-type: none"> • Number of hour employee and executive engagement in social project (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
2	Corporate Advocacy	Participation in corporate leadership, industry leadership and spokesperson to promote sustainable development	<ul style="list-style-type: none"> Publicly disclosure on issues and the company's position in relevant to regulatory advocacy (impact).
3	Regulatory Advocacy	Participation in regulatory advocacy to promote sustainable development	<ul style="list-style-type: none"> Publicly disclosure on issues and the company's position in relevant to regulatory advocacy (impact).
4	Public Awareness	Public awareness with regards to sustainability	<ul style="list-style-type: none"> Public communication plan to raise public awareness on sustainability (input). Annual public perception survey conducted (output). Public perception on PTT Group Sustainability Leadership (impact).

ELEMENT 7: SUPPLY CHAIN MANAGEMENT

SCOPE

In an increasingly globalized world, PTT Group is outsourcing not only production, services and business processes but also corporate responsibilities and reputational risks.

This means that PTT Group needs to find new ways to manage these risks and opportunities as it will differ from how it would be managed if the production or services were carried out by the company itself.

PTT Group is committed to managing its supply chain in accordance with the UN Global Compact principles and in principle prefers to do business with the suppliers that can demonstrate their compliance with human rights and labour laws and standards as well as adopt environmentally sustainable practices.

The Supply Chain Management element is designed specifically to:

- Apply internal sustainability requirements or supplier code of conduct to suppliers and project partners.
- Develop codes of conduct and communicate these expectations as a way of managing partner behaviours within the supply chain.
- Monitor supplier compliance with code of conduct and sustainability requirements
- Consider sustainability performance in selecting suppliers and materials through comprehensive screening process.
- Be prepared to implement improvement plans for suppliers with poor sustainability performance.

The scope for the PTT Group Sustainability Management Framework considers Supply Chain Management as comprising four sub-elements:

Ref.	Sub-Element	Scope Description
7.1	Risk Management	Risk based approach to ensure sustainable supply chain to include risk assessment process, prioritisation and mitigation.

Ref.	Sub-Element	Scope Description
7.2	Suppliers Code of Conduct	<p>Adopting as the minimum the principles of PTT Suppliers Sustainable Code of Conduct (CoC) to include sustainable sourcing of renewable raw materials, training, integration of CoC in contract, contract renewal based on ESG performance.</p> <p>(Reference to Element 4 Safety, Health and Environment and Element 5 Fair Operating Practices)</p>
7.3	Assurance	Audit planning, self-assessment and third party assurance.
7.4	Reporting	Externally communicated Supply Chain Management Policy, Code of Conduct and Performance to stakeholders

VALUE PROVIDED

An effective Supply Chain Management Programme can result in a number of benefits for stakeholders and organization:

For the Organization:

- Reduced costs in the long term by adopting resource efficient practices.
- Competitive edge among peer companies.
- Reduce risk (human rights, labour rights, environmental management and fair operating practices).

For Stakeholders (including suppliers, customers and contractors):

- Assurance of environmentally friendly product free of unethical labour practices.
- Synergies creating cost savings and reduced resource consumption.

KEY SUCCESS FACTORS

Successful implementation of effective Supply Chain Management Programme will be dependent on the following key success factors:

- Effective two-way communication between customer and suppliers.

- Demonstrable benefits for customers and suppliers.
- Clear scope and boundary of implementation including collaboration from relevant functions
- Effecting monitoring and reviewing of implementation for continuous improvement

EXPECTATIONS

Sub-Element 7.1 Risk Management

- A Risk based approach; applying principles of materiality, shall be adopted to ensure and seek opportunities from a sustainable supply chain.
- Risk assessment of supply chain shall be undertaken to understand environmental, social and governance (ESG) mapping of the supply chain.
- A spend analysis of supply chain shall be undertaken to identify criticality of suppliers.
- A regular review and update of the risk assessment and management process for supply chain should be undertaken to take account of emerging risks and known problems.

Sub-Element 7.2 Suppliers Code of Conduct

- The principles of the PTT Suppliers Sustainable Code of Conduct shall be adopted to include sustainable sourcing of renewable raw materials, training, integration of Code of Conduct in contract, ESG targets, and contract renewal based on ESG performance.

- Screening criteria should be applied to ensure that suppliers meet the requirements of the Suppliers Sustainable Code of Conduct.
- Collaborative support including capacity building and incentives should be given to tier one suppliers to improve their environmental and social performance, address human rights issue and adopt international labour standards wherever practical and possible.
- Training should be provided to buyers/procurement officers linking environmental and social performance and quality management.
- Communications should be conducted regarding Suppliers Sustainable Code of Conduct and the screening criteria to relevant internal stakeholders and suppliers in appropriate language.

Sub-Element 7.3 Assurance

- Full assurance including audit planning, self-assessment should be conducted using risk based approach to assess that they meet PTT Group's standards. The assessment may be done by qualified third party (Third Party Assurance).
- Environmental and social audits of suppliers should be conducted to assess that they meet PTT Group's standards.

Sub-Element 7.4 Reporting

- Supply Chain Management Policy, Code of Conduct and Performance should be externally communicated to stakeholders and via Sustainability Report. Scope is to address disclosure requirements of GRI as a minimum.

SUGGESTED KEY PERFORMANCE INDICATORS

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
1	Risk Management	Percentage of contractors and critical suppliers who are included in the Supply Chain Management system	<ul style="list-style-type: none"> • Percentage of contractors and critical suppliers who are included in the Supply Chain Management system (input). • Percentage of contractors and critical suppliers with high risk (output). • Significant ESG incident by the contractors and suppliers who are included in the Supply Chain Management system (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
2	Suppliers Code of Conduct	Percentage of coverage of ESG Policy and Code of Conduct relative to the total number of contractor/supplier	<ul style="list-style-type: none"> • Percentage of existing contractors and suppliers sign-off supply chain Code of Conduct (input). • Percentage of contractor/supplier contracts including ESG contract clauses (input). • Non-compliance case of contractor and supplier against the regulations and the company's Code of Conduct without corrective action plan (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
3	Assurance	Percentage of supplier assessed	<ul style="list-style-type: none"> • Percentage of contractors/ suppliers complete self-assessment form (input). • Percentage of contractors and critical suppliers audited (input). • Percentage of audited contractors and critical suppliers with corrective action plan (output).
4	Reporting	Public report supply chain management	<ul style="list-style-type: none"> • Publicly disclosure on Supply Chain Management Policy, Code of Conduct and Performance (impact).

ELEMENT 8: PRODUCT STEWARDSHIP

SCOPE

PTT Group is committed to product responsibility standards that not only comply with legislations, but also respond to the social, economic and environmental expectations of communities, customers, shareholders, regulators and the general public.

The Product Stewardship element is designed specifically to:

- Minimize the impacts of products as far up the product chain as possible – not limited to waste management.
- Develop long term goals to affect the development stage of products so that they are less toxic, more readily refurbished, or recycled.
- Work with all stakeholders (especially the suppliers) to work cooperatively from extraction and processing to disposal, to ensure the product is developed safely and responsibly.
- Educate consumers to manage the product until disposal in a responsible manner.

The scope for the PTT Group Sustainability Management Framework considers Product Stewardship as comprising five sub-elements:

Ref.	Sub-Element	Scope Description
8.1	Sustainability Characteristic of Products and Services	Applying life cycle analysis to identify resource consumption embedded in products and services including water footprint, GHG footprint, waste and other significant impacts and recycling opportunities (cross reference to 8.2).
8.2	Commitment to Improving Health and Safety Impact of Products and Services	Integration of health and safety impacts identification in LCA and improvement opportunities of products and services to include toxicity.

Ref.	Sub-Element	Scope Description
8.3	Product Labelling	Compliance with labelling regulation and policy for voluntary labelling e.g. carbon labelling, green labelling and supplier and customer engagement.
8.4	Customer Relationships	Feedback, survey, grievance, customer health and safety, take back policy.
8.5	Green Product and Alternative Fuels	Adopting PTT Group's initiatives on green product and alternative fuels and increase revenues from green.

VALUE PROVIDED

An effective Product Stewardship Programme can result in a number of benefits for stakeholders and organization:

For the Organization:

- Conservation of natural resources.
- Reduction in pollution and solid waste entering the waste stream.
- Sustained development.
- Limited human health impacts through appropriate management of products.
- Improved contribution to sustainable communities and resources.
- Cost savings.
- Enhanced credibility.
- By rethinking products and relationships with the supply chain, and the ultimate customer, PTT Group can dramatically increase their productivity, reduce costs, foster product and market innovation.
- Supporting green economy in terms of renewables, clean transportation, and waste management.

For Stakeholders:

- Improvements in air and water quality as well as in the waste management system throughout product lifecycle.
- Greater value for customers with less environmental impact.

KEY SUCCESS FACTORS

Successful implementation of effective Product Stewardship Programme will be dependent on the following key success factors:

- Innovation through research and development.
- Industry collaboration.
- Emergence of nationally and internationally established and recognised 'green' or 'sustainability' labelling protocols.

EXPECTATIONS

Sub-Element 8.1 Sustainability Characteristic of Products and Services

- Lifecycle assessment of PTT Group's products shall be undertaken to identify material sustainability impacts and improvement opportunities e.g. minimizing hazardous use.
- Management systems/guidelines to implement product stewardship should be developed.
- Objectives and goals for improvement of performance in relation to product stewardship should be defined.
- Investment should be made into the development of alternative products, packaging or other components which improve the overall performance of a product.

Sub-Element 8.2 Commitment to Improving Health and Safety Impact of Products and Services

- Lifecycle assessment should include health and safety impacts identification and improvement opportunities of products and services.

Sub-Element 8.3 Product Labelling

- Full compliance shall be achieved with respect to labelling regulation.
- Participation in voluntary sustainability related labelling may be considered based on the outcome of a risk assessment and presentation of a compelling business case.
- Participation in stewardship programmes with other stakeholders such as local and state agencies, suppliers, consumers and national commodity organizations may be considered.
- Internal and external communication should be conducted to relevant stakeholders: communicate hazards, proper uses and disposal techniques for products.

Sub-Element 8.4 Customer Relationships

- Engagement and customer satisfaction surveys should be undertaken on a regular basis and the results are used to support a process of continuous improvement in customer relationship management.

Sub-Element 8.5 Green Product and Alternative Fuels

- The principles, objectives, and actions contained within the PTT Group’s initiatives on green product and alternative fuels shall be adopted to increase green revenues.

SUGGESTED KEY PERFORMANCE INDICATORS

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
1	Sustainability Characteristic of Products and Services	Percentage of significant products and services subject to life cycle assessment	<ul style="list-style-type: none"> • Percentage of significant product and service categories that are covered in Life Cycle Analysis in significant environmental issues (input). • Product and service improvement plan (output). • LCA information applied for product and service improvement (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
2	Commitment to Improving Health and Safety Impact of Products and Services	Number of grievances, incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts during their life cycle	<ul style="list-style-type: none"> • Percentage of significant product and service categories that are covered in Life Cycle Analysis in health and safety aspect (input). • Health and safety improvement plan of product and service (output). • Number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impact of products and services throughout lifecycle (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
3	Product Labelling	Number of grievances, incidents of non-compliance with regulations and voluntary codes concerning product labelling during their life cycle	<ul style="list-style-type: none"> • Percentage of significant product and service subjected to product and service information requirement (input). • Number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impact of products and services throughout lifecycle (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
4	Customer Relationships	Customer satisfaction rate	<ul style="list-style-type: none"> • Customer satisfaction survey conducted (input). • Customer satisfaction survey participation (output). • Customer satisfaction result (impact).
5	Green Product and Alternative Fuels	PTT Group's initiatives on green product and alternative fuels) and revenues from green	<ul style="list-style-type: none"> • Investment on green (% of revenue invested in research and development) (input). • Average cycle of releasing green product from innovation stage to manufacturing stage (output). • Revenue in green (% of revenue in green products and alternative fuels) (impact).

ELEMENT 9: REPORTING AND REPUTATION

SCOPE

Sustainability Reporting is a practice of disclosing outcomes and results that occurred within the reporting period in the context of the organization's commitments, management approach including organizational performance on economic, environmental, and social issues. Thus, the information reported must be accurate, relevant, transparent, and balanced account of PTT Group's sustainability performance, in accordance with stakeholder expectations. PTT Group is committed to reporting sustainability performance at the corporate level in general accordance with Sustainable Reporting Guidelines of Global Reporting Initiative (GRI).

The Reporting and Reputation element is designed specifically to:

- Maintaining transparency through appropriate reporting.
- Ensure the quality of reporting by focusing on the relevance, scope and timeliness of the information contained in corporate sustainability report, as well as external assurance based on internationally acknowledged reporting standards.
- Create unity of PTT Group branding.

The scope for the PTT Group Sustainability Management Framework considers Reporting and Reputation as comprising two sub-elements:

Ref.	Sub-Element	Scope Description
9.1	Sustainability Reporting	Align with requirements of GRI.
9.2	Branding and Media	Public profile, outreach, and communication to include press release, public statement, corporate branding and image.

VALUE PROVIDED

An effective Reporting and Reputation Programme can result in a number of benefits for stakeholders and organization:

For the Organization:

- Enhance transparency of PTT Group’s operations.
- Proactively identify and manage risks.
- Improve performance through external accountability.
- Improve reputation and reduce local risks.
- Improve retention and recruitment.
- Improve track record as foundation for new projects.

For Stakeholders:

- Improve employment opportunities and career development.
- Improve awareness.
- Building trust.

KEY SUCCESS FACTORS

Successful implementation of effective Reporting and Reputation Programme will be dependent on the following key success factors:

- Capacity of PTT Group team to effectively community strong sustainability programmes and initiatives.
- Building trust in the wider community.
- Ensuring consistency and avoiding any single or isolated negative event that may undermine all positive efforts.

EXPECTATIONS

Sub-Element 9.1 Sustainability Reporting

- ESG reporting should be aligned with requirements of GRI, and UNGC (Communication on Progress).
- The materiality principle should be used to identify significant sustainability issues to the business of PTT Group.
- Independent, third party external audit, assurance and verification of sustainability reporting should be undertaken on an annual basis.

Sub-Element 9.2 Branding and Media

- Consistent branding should be applied in all public, external communications, including advertizing, press releases, promotions, product/ corporate branding and public statements.

SUGGESTED KEY PERFORMANCE INDICATORS

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
1	Sustainability Reporting	Disclosure of corporate responsibility information corresponding to stakeholders' expectations	<ul style="list-style-type: none"> • Stakeholder expectations considered in reporting design (input). • Publicly disclosure on corporate sustainability information in accordance with applicable ESG reporting requirements (output). • Material corporate sustainability information assured by credible third-party (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
2	Branding and Media	Corporate branding strategy implementation	<ul style="list-style-type: none"> • Corporate branding strategy in accordance with outstanding corporate sustainability performance (input). • Corporate branding plan in place (output). • Public perception on PTT Group brand (impact).

ELEMENT 10: STAKEHOLDER ENGAGEMENT

SCOPE

The essence of sustainability is to recognize the value of stakeholder dialogue. Because of this stakeholder engagement is placed at the center of sustainability activity.

Stakeholder engagement involves identifying and consulting stakeholders; building external and internal understanding and trust; and improving design and management so that activities are integrated into the local social, economic and environmental context and accepted by stakeholders.

Engagement requires participating in structured communication channels to facilitate feedback from representative groups or individuals. The degree and types of engagement will depend on the nature of the issues involved, the number of stakeholders, as well as the particular context. Engagement is important in all stages of the life cycle (design, construction, operations and decommissioning).

A stakeholder is a party who is impacted by or has an interest or impact on the business operations. For example, this could include employees, government, regulators, customers, shareholders, investors, suppliers, industry associations, non-governmental organizations (NGOs), opinion leaders and communities.

The Stakeholder Engagement element is designed specifically to:

- Manage stakeholder engagement process in a resource-efficient and fair manner by adopting a systematic approach to identify critical stakeholders and integrate their input into corporate strategy, as well as providing them feedback on their input.
- Manage grievances by stakeholders in an independent and fair manner.

The scope for the PTT Group Sustainability Management Framework considers Stakeholder Engagement as comprising two sub-elements:

Ref.	Sub-Element	Scope Description
10.1	Stakeholder Engagement Process	Identification of stakeholders using a risk based approach and engage in productive and structured dialogue. (Reference to PTT Group Missions and Chapter 2.3 of PTT Public Company Limited - Corporate Governance and Code of Ethics Handbook)

Ref.	Sub-Element	Scope Description
10.2	Grievance	Scope to include procedures and protocols for registering grievances, grievance resolution, grievance escalation and confidentiality independence, and performance reporting.

VALUE PROVIDED

An effective Stakeholder Engagement Programme can result in a number of benefits for the stakeholders and organization:

For the Organization:

- Issues and concerns effectively identified leading to better management of negative impacts and maximising potential benefits (e.g. employment).
- Empowering people and creating framework to discuss other issues of common interest.
- Understanding social and cultural issues of relevance to the business objectives.
- Reducing risks and costs by drawing upon local knowledge and identifying partners.
- Expedient granting of licenses and approvals.

For Stakeholders:

- Building trust.
- Employment opportunities.
- Grievances heard and resolved.
- Project considerations integrated into implementations that benefit communities.

KEY SUCCESS FACTORS

Successful implementation of effective Stakeholder Engagement Programme will be dependent on the following key success factors:

- Effective two-way communication.
- Systems, policies and procedures that support the underlying objectives of the stakeholder engagement process.

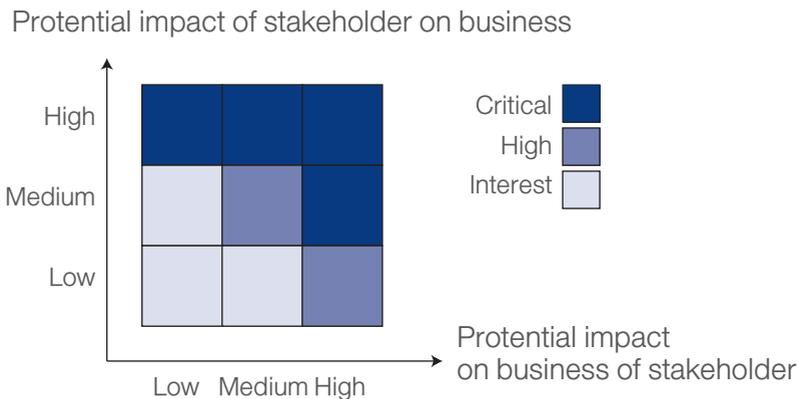
EXPECTATIONS

Sub-Element 10.1 Stakeholder Engagement Process

- Stakeholder identification and engagement shall be made based on the principles and requirements of PTT Group Mission, PTT CG Handbook and other relevant national laws and regulation.
- Corporate guideline for stakeholder engagement may be adopted as appropriate.

- Stakeholders shall be identified based on their potential impact on business objectives and external issues (Key areas of interest are likely to be jobs and business opportunities, and environmental, social and health impacts, etc.).
- Stakeholder prioritization shall be performed to help to focus engagement, being particularly influential and highlighted impacted.

Example of Stakeholder Mapping and Prioritization



Critical Stakeholders = dialogue and relationship building, which requires: maximum feedback and personal, frequent contact and priority for information sharing.

High Awareness Stakeholders = simple engagement, which requires: maintain regular contact and closely monitor level of interest and involvement – elevate as needed.

Interest Group = inform and respond, which requires: maintain fully briefed, informed occasional contact, and discreet monitoring.

- Stakeholder and issue analysis shall be conducted, listing stakeholders based on priority from critical to interest stakeholder (as indicated in the Stakeholder Map) in correlation to their issues and areas of interest.
- A stakeholder engagement strategy shall be developed that identifies who within the company will be responsible for stakeholder issues. Methodologies are different for different levels of stakeholder priority and approaches will depend on the social context, stakeholder abilities as well as the stage of the engagement process.
- Stakeholder engagement strategy shall be implemented. This should include processes for stakeholder management and performance monitoring.
- Engagement process and results should be tracked and communicated to relevant stakeholders.

Sub-Element 10.2 Grievance

- Grievance procedures, systems and processes shall be in place for any stakeholders, including customers, community members, suppliers or employees to register grievances and have their concerns address.

- Grievance procedures outlined in the PTT CG Handbook shall be adopted.
- ESHIA Guidelines should be adopted and adhered to, including community consultation procedures and grievance mechanisms.

SUGGESTED KEY PERFORMANCE INDICATORS

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
1	Stakeholder Engagement Process	Implementation of stakeholder engagement process	<ul style="list-style-type: none"> • Percentage of operations with stakeholder engagement plan (input). • Commitment recorded in stakeholder database (output). • Stakeholder feedback reviewed by the management (impact).

No.	Sub-Element	Scope	Input, Output, and Impact Indicator
2	Grievance	Percentage of grievance which have been responded within a specified period	<ul style="list-style-type: none"> • Grievance process established (input). • Grievances received, documented and reported (output). • Grievances addressed and resolved (impact).

APPENDICES

- A. TERMS AND DEFINITIONS
- B. SAFEGUARD POLICIES
 - B1. QUALITY SECURITY SAFETY HEALTH AND ENVIRONMENT POLICY
 - B2. SECURITY POLICY
 - B3. SUPPLEMENTARY GUIDANCE DOCUMENTS
- C. CORRESPONDENCE TO OTHER STANDARDS

A. TERMS AND DEFINITIONS

<p>Biodiversity</p>	<p>Variability among living organisms from all sources including, inter alia, terrestrial, marine and other aquatic systems and the ecological complexes of which they are part; this includes diversity within species, between species and of ecosystems.</p> <p>Ref: The Convention on Biological Diversity's (CBD)</p>
<p>Carbon Disclosure Project (CDP)</p>	<p>CDP is an organization based in the United Kingdom which works with shareholders and corporations claiming to disclose the greenhouse gas emissions of major corporations. The five programmes include Investor CDP, CDP Public Procurement, CDP Water Disclosure, CDP Supply Chain and CDP Cities.</p> <p>http://www.cdproject.net/</p>
<p>Carbon Disclosure Leadership Index (CDLI)</p>	<p>An index established by CDP, companies with the top scores for high quality disclosure qualify to be listed in the Carbon Disclosure Leadership Index (CDLI)</p> <p>https://www.cdproject.net/en-US/Results/Pages/CDP-2011-disclosure-scores.aspx</p>

Climate Change Adaptation	Measures to address additional risks specifically caused by climate change, such as raising the height of sea defences.
Code of Conduct (CoC)	A set of rules outlining the responsibilities of or proper practices for an individual, party or organization.
Communities	Communities refer to groups of people being impacted by operations, in addition communities also expand to cover wider society
Critical suppliers	Critical suppliers are as high volume suppliers, suppliers of critical components and non-substitutable suppliers.
Dow Jones Sustainability Indexes (DJSI)	A widely adopted global sustainability index, used by responsible investors. Index's evaluation criteria include economic, environmental, and social management and performances. http://www.sustainability-index.com/
Eco-Efficiency	A concept of creating more goods and services while using fewer resources and creating less waste and pollution. Ref: The World Business Council for Sustainable Development (WBCSD), 1992

<p>Extractive Industries Transparency Initiative (EITI)</p>	<p>A standard that promotes revenue transparency and accountability in the extractives sector. http://eitransparency.org/</p>
<p>Environmental Footprint (EF)</p>	<p>EF is a standardized measure of demand on ecosystems that may be contrasted with the planet’s ecological capacity to regenerate. Methodological standards and guidance documents include: ISO 14040-44, PAS 2050, BP X30, WRI/WBCSD GHG protocol, Sustainability Consortium, ISO 14025, Ecological Footprint, etc.</p>
<p>Environment, Social and Governance (ESG)</p>	<p>A term often used to describe main areas of concern in sustainability</p>
<p>Environmental, Social, Health Impact Assessment (ESHIA) Guidelines</p>	<p>A series of multi-disciplinary assessment of environmental, social, and health impacts and risks from a project.</p>

Global100	<p>A List of 100 Most Sustainable corporation announced annually during the World Economic Forum in Davos. Inclusion is limited to a select group of the top 100 large-cap companies in the world.</p> <p>http://www.global100.org/</p>
Global Reporting Initiative (GRI)	<p>A voluntary guidance for sustainability performance disclosure reporting on the economic, environmental, and social dimensions of business.</p> <p>http://www.globalreporting.org/Home</p>
Green Economy	<p>A concept introduced during Rio+20. A system of economic activities that result in improved human wellbeing over the long term.</p>
In-Kind Giving	<p>A donation of goods or services, time or expertise, rather than cash or appreciated property</p>
International Union for Conservation of Nature (IUCN) Category I-IV Protected Areas	<p>The IUCN's protected areas: I Strict Nature Reserve and Wilderness Area; II National Park; III Natural Monument or Feature; and IV Habitat/Species Management Area.</p> <p>https://cmsdata.iucn.org/downloads/14_3lowres.pdf</p>

<p>International Petroleum Industry Environmental Conservation Association (IPIECA)</p>	<p>A global oil and gas industry association for environmental and social issues. http://www.ipieca.org/</p>
<p>Lifecycle Assessment (LCA)</p>	<p>A technique to assess environmental impacts associated with all the stages of a product's life. The procedures of life cycle assessment (LCA) are in ISO 14040:2006 and 14044:2006. (ISO 14044 replaced earlier versions of ISO 14041 to ISO 14043.)</p>
<p>Material</p>	<p>Relevant topic or indicator that would substantially influence the assessments and decisions of stakeholders</p>
<p>Non-Monetary Sanctions</p>	<p>Penalties or other means of enforcement used to provide incentives for obedience with the law, or with rules and regulations such as probation</p>
<p>Product Stewardship</p>	<p>A concept (with the objective of continuously improving safety for health and the environment) whereby environmental protection centres around the product and people involved through life cycle, including customer use and disposal</p>

Social Investment	Social investment takes place when organizations invest their resources in initiatives and programmes aimed at improving social aspects of community life. Typical social investments may include projects related to education, training, culture, health care, income generation, and infrastructure development, improving access to information or any other activity likely to promote economic or social development. Social investments also include philanthropy (for example, grants, volunteering and donations).
Spend Analysis	Spend analysis refers to a full mapping of the supply chain including information on each supplier. A typical spend analysis would comprise of number of suppliers, category type, value spend and geographic spread. Please note that this analysis refers to the structure of the supply chain as a whole and is not specifically focused on environmental, social and governance (ESG) mapping of the supply chain.
Tier 1 Suppliers	Tier 1 suppliers refer to companies that are directly supplying goods or services to the company (in contrast to tier 2 suppliers, who are supplying to the tier 1 supplier etc.).

<p>United Nations Global Compact (UNGC)</p>	<p>Ten principles and standards of good practice, which cover human rights, labour rights, the environment and anti-corruption.</p> <p>http://www.unglobalcompact.org/</p>
<p>United Nations Universal Declaration of Human Rights (UNUDHR)</p>	<p>A set of minimum standards directed at governments, businesses to promote respect for human rights covering areas such as discrimination, security, privacy, fair judicial hearing, work and education.</p> <p>http://www.un.org/Overview/rights.html</p>
<p>Voluntary Product Labelling</p>	<p>An environmental label enables consumers to recognize product and services which have a lower environmental impact (i.e. energy efficiency, fuel consumption, CO₂ emissions, toxic substance, carbon labelling) than other products in the same category.</p>
<p>Water Mapping</p>	<p>Water mapping is a technique of mapping the world's fresh water resources to identify where the resources are concentrated. Water 'stress' comes when water use in geographic areas outstrips supply and fresh water resources deteriorate.</p> <p>http://www.wbcso.org/</p>

World Business Council for Sustainable Development (WBCSD)	A global association of some 200 companies dealing exclusively with business and sustainable development. http://www.wbcsd.org/
WBCSD Water Tool	A tool to map business water use and assess risks relative to organization's global operations and supply chains. http://www.wbcsd.org/work-programme/sector-projects/water/global-water-tool.aspx
World Heritage Areas	An area protected under the United Nations Educational, Scientific and Cultural Organization (UNESCO)'s the Convention Concerning the Protection of the World Cultural and Natural Heritage. http://whc.unesco.org/en/list/

B. SAFEGUARD POLICIES

B1. QUALITY SECURITY SAFETY HEALTH AND ENVIRONMENT POLICY



ประกาศ บริษัท ปตท. จำกัด (มหาชน)

เรื่อง นโยบายคุณภาพ ความมั่นคง ความปลอดภัย อาชีวอนามัย และสิ่งแวดล้อม กลุ่ม ปตท.

คุณภาพ ความมั่นคง ความปลอดภัย อาชีวอนามัย และสิ่งแวดล้อม (QSHE) เป็นองค์ประกอบสำคัญ ในการดำเนินธุรกิจของ กลุ่ม ปตท. เราเชื่อมั่นในการพัฒนาประสิทธิภาพการดำเนินงานด้าน QSHE ให้ดีขึ้นอย่างต่อเนื่องเพื่อมุ่งสู่ความเป็นเลิศ เป็นการช่วยเสริมศักยภาพองค์กรและเกิดความยั่งยืนในการดำเนินธุรกิจพลังงานและ ปิโตรเคมีครบวงจร

เพื่อให้เป็นไปในทิศทางเดียวกับค่านิยมขององค์กร กลุ่ม ปตท. มีเจตนารมณ์ในการสร้างวัฒนธรรมด้าน QSHE เพื่อให้เกิดความตระหนักและร่วมจัดการความเสี่ยงด้าน QSHE ในหน่วยงานตนอย่างเคร่งครัด

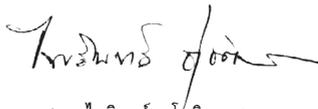
เรามุ่งมั่นที่จะ:

- 1) ปฏิบัติตามกฎหมายด้านความมั่นคง ความปลอดภัย อาชีวอนามัย และสิ่งแวดล้อมที่เกี่ยวข้อง รวมถึงข้อกำหนดขององค์กร และมาตรฐานอุตสาหกรรมที่เกี่ยวข้อง โดยถือเป็นการบรรทัดฐานขั้นต้น
- 2) ป้องกันความสูญเสียที่อาจเกิดขึ้นจากอุบัติเหตุ การบาดเจ็บ/ เจ็บป่วยจากการทำงาน ให้ความสำคัญต่อการส่งเสริมสุขภาพและอาชีวอนามัยของผู้ปฏิบัติงาน ชุมชน และผู้มีส่วนได้เสียอื่น ๆ ตลอดจนปกป้องชีวิต ทรัพย์สิน ข้อมูลขององค์กร โดยตระหนักถึงภัยคุกคามด้านความมั่นคงและระดับความเสี่ยง กำหนดมาตรการควบคุมและป้องกันที่เข้มงวด ตามปฏิญญาสากลว่าด้วยสิทธิมนุษยชน
- 3) ควบคุม ป้องกัน และลดความเสี่ยงด้านความปลอดภัย อาชีวอนามัย และผลกระทบต่อสิ่งแวดล้อม ปกป้องระบบนิเวศน์และคงไว้ซึ่งความหลากหลายทางชีวภาพ โดยมุ่งเน้นการป้องกันมลพิษที่แหล่งกำเนิด การจัดการการปล่อยก๊าซเรือนกระจกเพื่อมุ่งสู่สังคมคาร์บอนต่ำ การปรับปรุงประสิทธิภาพการใช้พลังงาน จากกิจกรรม กระบวนการทำงาน ผลิตภัณฑ์และบริการในการดำเนินธุรกิจของ กลุ่ม ปตท. ที่มีผลกระทบต่อชุมชนและผู้มีส่วนได้เสีย ตั้งแต่ช่วงวางแผนโครงการ ช่วงดำเนินการ จนถึงสุดท้ายดำเนินการอย่างต่อเนื่อง

- 4) วิจัย พัฒนา และจัดหาผลิตภัณฑ์ที่ปลอดภัยและเป็นมิตรต่อสิ่งแวดล้อม (Green Product) โดยมั่นใจว่าลูกค้าและผู้บริโภคเข้าใจถึงการใช้ผลิตภัณฑ์อย่างถูกต้องและเหมาะสมตลอดวัฏจักรชีวิต
- 5) บูรณาการและประยุกต์ใช้ระบบการจัดการ และเสริมสร้างการมีส่วนร่วมในการใช้เครื่องมือที่เหมาะสมและสอดคล้องกับมาตรฐานการจัดการด้าน QSHE ของ กลุ่ม ปตท.
- 6) มุ่งเน้นการบริหารคุณภาพทั่วทั้งองค์กร ด้วยเครื่องมือบริหารคุณภาพและกระบวนการทำงานที่มีประสิทธิภาพ เพื่อส่งมอบผลิตภัณฑ์และบริการที่สร้างความพึงพอใจแก่ลูกค้า
- 7) สื่อสารการดำเนินงานและประสิทธิผลด้าน QSHE ให้กับผู้มีส่วนได้เสียทั้งภายในและภายนอกองค์กร

นโยบายฯ ฉบับนี้ ประยุกต์ใช้กับทุกหน่วยงานตลอดสายโซ่อุปทานของ กลุ่ม ปตท. ผู้บริหารระดับสูงต้องรับผิดชอบให้ผลการดำเนินงานเป็นไปในทิศทางเดียวกับเจตนารมณ์ และฝ่ายบริหารในทุกระดับต้องเป็นแบบอย่าง โดยปฏิบัติตามแนวทางการกำกับดูแลกิจการที่ดีของ กลุ่ม ปตท. รวมทั้งสนับสนุน ผลักดัน ให้เกิดการปฏิบัติอย่างจริงจัง พนักงานทุกคนต้องเข้าใจและปฏิบัติตามนโยบายฯ ฉบับนี้ ในทุก ๆ ขั้นตอนปฏิบัติงาน ซึ่งรวมถึง การออกแบบกระบวนการ ผลิตภัณฑ์ และการดำเนินธุรกิจ

ประกาศ ณ วันที่ 8 พฤศจิกายน พ.ศ. 2554



(นายไพรินทร์ ชูโชติถาวร)

ประธานเจ้าหน้าที่บริหารและกรรมการผู้จัดการใหญ่

B2. SECURITY POLICY



Announcement of PTT Public Company Limited

Security Policy

PTT is committed to protect our people, assets, information, operation and our reputation worldwide from internal and external security-related threats including of terrorism, sabotage and other industrial crimes.

We are committed to respecting human rights in our policy of achieving security excellence in all of our business activities and operations.

1. Assess and regularly monitor the security status appropriate to the security threat alert levels.
2. Establish a security management system that is based on national regulations and international standards. The security management system will be regularly audited and reviewed to ensure the system integrity.
3. All management, employees and contractors will be trained in security responses to enable adherence to the Security Management System measures.
4. Maintain and regularly conduct exercises of contingency and emergency response procedures through the continual improvement process.

PTT recognizes that security is a focus of line management and encourages all employees to adopt high security awareness.

Effective Date: 28 September 2007



(Mr. Prasert Bunsumpun)
President

B3. SUPPLEMENTARY GUIDANCE DOCUMENTS

Climate Change Roadmap, issued 2011, Energy Economics and Policy
Community Development and Community Relation Guidelines (Draft),
Corporate Communications and Social Responsibility

Environmental Social and Health Impact Assessment (Draft), Security,
Safety, Health, and Environment Department

Human Rights Guidelines (Draft), Sustainability Management Project

PTT Group Environmental Performance Indicators (Draft), Security,
Safety, Health, and Environment Department

*PTT Public Company Limited Corporate Governance and Code of
Ethics Handbook (CG Handbook)*, issued December 2009, Office of
President and Corporate Secretary

PTT Regulation of State Enterprise Employee Union, issued September
2006

PTT Risk Management Manual (Annual), Corporate Risk Management
Department

PTT Suppliers Sustainable Code of Conduct

PTT Way

Quality Security Safety Health and Environmental Policy, issued
November 2011, Security, Safety, Health, and Environment
Department

Security Policy, issued September 2007, Security, Safety, Health, and Environment (SSHE) Department

Security Safety Health and Environmental (SSHE) Management Standards, issued October 2012, Security, Safety, Health, and Environment Department

SSHE Data Management System (Under Development), Security, Safety, Health, and Environment Department

These documents provide additional guidance in specific policy areas and are also available on PTT Group's intranet and websites.

C. CORRESPONDENCE TO OTHER STANDARDS

Framework	WBCSD (2020)	DJSI	GRI	ISO26000	UNGC
1. Organizational Governance		1.2 Risk & Crisis Management	1 Strategy & Analysis 4 Governance Economic DMA	6.2 Organizational Governance 6.8 Community Involvement and Development	Principle 1 Support And Respect Human Rights Principle 2 Human Rights Abuses Principle 3 Collective Bargaining Principle 4 Forced And Compulsory Labor Principle 5 Child Labor Principle 6 Discrimination Principle 7 Environmental Challenges Principle 8 Environmental Responsibility Principle 9 Environmentally Friendly Technologies Principle 10 Corruption And Bribery

Framework	WBCSD (2020)	DJSI	GRI	ISO26000	UNGC
2. Human Rights		3.7 Social Impacts On Communities 3.8 Stakeholder Engagement	Human Rights DMA Human Rights Society	6.2 Organizational Governance 6.3 Human Rights	Principle 1 Support And Respect Human Rights Principle 2 Human Rights Abuses Principle 3 Collective Bargaining Principle 4 Forced And Compulsory Labor Principle 5 Child Labor Principle 6 Discrimination

Framework	WBCSD (2020)	DJSI	GRI	ISO26000	UNGC
3. People	3.2 Labor Practice Indicators and Human Rights 3.3 Human Capital Development 3.4 Talent Attraction & Retention 3.6 Occupational Health and Safety	Economics Labour DMA Labour Practices & Decent Work	6.2 Organisational Governance 6.3 Human Rights 6.4 Labour Practices 6.8 Community Involvement and Development	Principle 1 Support And Respect Human Rights Principle 2 Human Rights Abuses Principle 3 Collective Bargaining Principle 5 Child Labour Principle 6 Discrimination	

Framework	WBCSD (2020)	DJSI	GRI	ISO26000	UNGC
4. Safety, Health and Environment	Redefining Progress (True Value Pricing)	Mining Mineral	Economics	6.2 Organisational Governance	Principle 1 Support And Respect Human Rights
	Carbon Incentives	Waste Management	Environment DMA	6.4 Labour Practices	Principle 7 Environmental Challenges
	Energy Efficiency	2.2 Environmental	Environment	6.5 The Environment	Principle 8 Environmental Responsibility
	Doing More With Less (Towards Zero Waste)	Policy/ Management System	Labour Practices & Decent Work		Principle 9 Environmentally Friendly Technologies
		Management	Society		
		2.3 Operational			
		Eco-Efficiency			
		2.4 Biodiversity			
		2.6 Climate			
		Strategy			
	2.7 Release To Environment				
	2.8 Water Related Risks				

Framework	WBCSD (2020)	DJSI	GRI	ISO26000	UNGC
5. Fair Operating Practices		1.3 Codes Of Conduct	Environment	6.2 Organisational Governance	Principle 8 Environmental Responsibility
		1.8 Transparency	Society DMA Society	6.5 The Environment 6.6 Fair Operating Practices 6.8 Community Involvement And Development	Principle 10 Corruption And Bribery

Framework	WBCSD (2020)	DJSI	GRI	ISO26000	UNGC
6. Corporate Citizenship	Change Through Cooperation Trust & Inclusiveness	3.5 Corporate Citizenship And Philanthropy	4 Governance Economic DMA Economics Society DMA Society	6.2 Organisational Governance 6.6 Fair Operating Practices 6.8 Community Involvement And Development	Principle 1 Support And Respect Human Rights Principle 2 Human Rights Abuses Principle 3 Collective Bargaining Principle 4 Forced And Compulsory Labour Principle 5 Child Labour Principle 6 Discrimination Principle 7 Environmental Challenges Principle 8 Environmental Responsibility Principle 9 Environmentally Friendly Technologies Principle 10 Corruption And Bribery
7. Supply Chain Management		1.5 Supply Chain Management	Economics Human Rights	6.3 Human Rights 6.8 Community Involvement And Development	Principle 1 Support And Respect Human Rights Principle 2 Human Rights Abuses Principle 3 Collective Bargaining Principle 4 Forced And Compulsory Labour

Framework	WBCSD (2020)	DJSI	GRI	ISO26000	UNGC
8. Product Stewardship	<p>Redefining Progress (True Value Pricing)</p> <p>Re-Adjusting Energy Mix</p> <p>Holistic Approach To Mobility (Biofuels)</p>	<p>1.4 Customer Relationship Management</p> <p>2.5 Refining/Cleaning Fuels/Renewables</p> <p>Chemical Innovation</p> <p>Chemical Product Stewardship</p> <p>General Retailers Packaging</p>	<p>Environmental Product Responsibility</p> <p>DMA</p> <p>Product Responsibility</p>	<p>6.2 Organisational Governance</p> <p>6.5 The Environment</p> <p>6.6 Fair Operating Practices</p> <p>6.7 Customer Issues</p>	<p>Principle 1 Support And Respect Human Rights</p> <p>Principle 8 Environmental Responsibility</p> <p>Principle 9 Environmentally Friendly Technologies</p>

Framework	WBCSD (2020)	DJSI	GRI	ISO26000	UNGC
9. Reporting and Reputation		2.1 Environmental Reporting 3.1 Social Reporting	2 Organisational Profile 3 Report Parameters Economic	6.2 Organisational Governance 6.8 Community Involvement And Development	
10. Stakeholder Engagement		3.8 Stakeholder Engagement	4 Governance	6.2 Organisational Governance	



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