



Thai Union Group PCL

**Safety, Occupational Health, and
Environment (SHE) Management
Framework**

INTRODUCTION

Background

Thai Union owns and operates businesses in different countries and cultures around the world that may affect the health and safety of people, the environment or communities. Thai Union has a commitment to operating the business sustainably. Hence, an effective management of Safety, Occupational Health and Environment issues (SHE) is required for business activities throughout the organization. Thai Union has established a Safety, Occupational Health and Environment (SHE) Management Framework that forms the basis of the development and application of the SHE management system at all levels at Thai Union.

Application

These SHE Protocols interpret and support the SHE Policy and apply to Thai Union sites and operations around the globe. These include:

- Majority owned and/or operated and controlled facilities and activities (from raw material sourcing through production until delivery to customer);
- Development projects, mergers, acquisitions and divestments; and
- Activities performed by contractors at Thai Union sites or under Thai Union management.

Newly acquired businesses or assets are expected by Thai Union to apply and comply with the SHE Protocols within two years. Where Thai Union does not have operational responsibility but has an equity stake, or where significant Thai Union assets are involved, this framework is made available to the site, so that comparable SHE management standards may be applied.

THAI UNION'S SHE POLICY



Safety, Health and Environment Policy

At Thai Union, we value Safety, Health and Environment (SHE) as a key pillar of our operational excellence strategy, which contributes to sustainable harmonization between our operations, our employees, the environment and society. Our operations shall be designed to build a trusted and safe workplace as well as proactively act against climate change and other adverse environmental impacts.

- Culture: we will systematically integrate SHE considerations into every business decision to make a real positive improvement towards a safe workplace, the community and the environment. This includes empowering our employees and stakeholders to recognize the SHE impacts of their work activities and the impact of the Company's mitigation initiatives via effective competency training, communication, and assurance.
- Compliance: we will be fully accountable for compliance with applicable SHE legislations, customer requirements, and appropriate international standards and guidelines.
- Captivation of perspectives and Consultation with stakeholders: we shall capture the viewpoints and experience of our employees, contractors, customers, suppliers, communities, and other stakeholders, as we believe the best SHE strategy, priorities and practices incorporate a broad range of perspectives.
- Continual improvement: Our measurable SHE targets shall always reflect our ambition to be the seafood industry's leading agent of change. We shall continually monitor and review our SHE performance against the targets set as well as benchmark ourselves with stakeholders' expectations and industry best practices for continual SHE performance improvement.

This policy applies to all Thai Union operations, including our subsidiaries. All employees, particularly management, shall demonstrate leadership and be accountable for policy alignment. All employees and contractors under Thai Union's supervisions are obligated to understand and ensure compliance with this policy throughout all work activities.



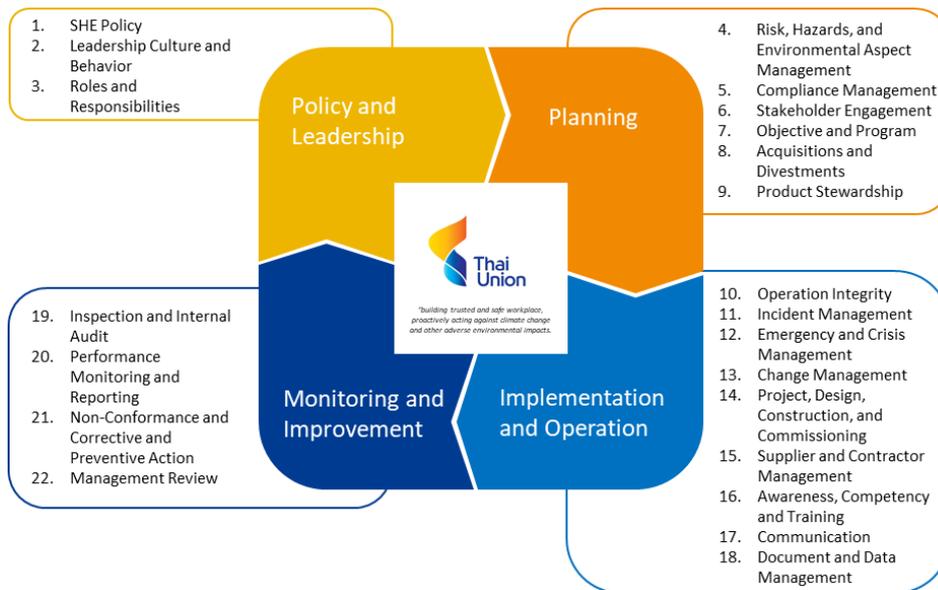
Mr. Cheng Niruttinanon
Chairman of Executive Committee



Mr. Thiraphong Chansiri
President and CEO

OVERVIEW OF SHE Framework

The framework of the Group SHE Protocols is based on the systematic continual improvement concept. The figure below illustrates how these elements drive the performance improvement.



In order to support the implementation of the SHE Management Framework, there will be a set of SHE Guidelines to provide guidance for the sites with a step-by-step procedure in addressing each specific SHE topic according to the risk, hazard and environmental impact. The SHE Guidelines comprise four main components: Process and Equipment Integrity, Human Well-Being, Environmental Stewardship, and Product Stewardship. All sites are expected to develop and implement their own documented procedures to be in accordance with each SHE Guideline. The sites may adopt the Group SHE Guidelines where the nature of the business, activities and SHE issues are aligned as appropriate. The list of Group SHE Guidelines includes, but is not limited to, the following:

Process & Equipment	Human Well-being	Environmental Stewardship	Product Stewardship
<ul style="list-style-type: none"> • Engineering design for process and infrastructure • Construction and commissioning management • Process and plant operation • Plant preventive maintenance 	<ul style="list-style-type: none"> • Permit to work • Confined space entry • Hot work • Lifting and rigging • Work at height • Electrical safety • Machinery safety • Hazardous energy isolation • Fire safety • Diving and work in/near water • Work in cold room • Industrial hygiene • Ammonia safety • Radiation • Medical surveillance • Personal protective equipment • Safety culture assessment • Safety leadership program • Behavior-based safety program 	<ul style="list-style-type: none"> • Air emission control • Wastewater management • Waste management • Hazardous materials management • Water scarcity management • Water conservation • Energy and greenhouse gases management • Biodiversity 	<ul style="list-style-type: none"> • Life cycle impact analysis • Research, design and development of product • Product labelling and claim

Intent of Element

SHE POLICY

A clear framework for setting the objectives and leading to the effective management of safety, health and environment performance consistently with the Group SHE Policy is established.

LEADERSHIP, CULTURE AND BEHAVIOR

Leaders at all levels visibly demonstrate continuing commitment and behaviors toward excellence in SHE management and performance, supporting the reinforced SHE culture in the organization.

ROLES & RESPONSIBILITIES

Sufficient resources and clear responsibility and accountability are allocated and defined to employees, suppliers and contractors to support effective SHE management toward continuous performance improvement.

RISK, HAZARD, ENVIRONMENTAL ASPECT MANAGEMENT

SHE risks, hazards, and environmental aspects associated with Thai Union operations shall be assessed for proper mitigations

COMPLIANCE MANAGEMENT

All relevant SHE legislations, requirements, standards and codes are identified and complied with throughout the design, construction and operations phases.

STAKEHOLDER ENGAGEMENT

Stakeholders and parties interested in the business entity are identified and prioritized. Engagement programs are developed and implemented to ensure their concerns and interests are taken into account.

OBJECTIVE AND PROGRAM

SHE objectives and measurable targets are established and coherent action plans are defined and implemented to manage SHE risks and opportunities based on their priorities. Performance is continually monitored and evaluated for improvement.

ACQUISITION AND DIVESTMENT

SHE risks and liabilities are considered and evaluated as part of the merger, acquisition and divestment process to be part of the key factors in business decision making.

PRODUCT STEWARDSHIP

SHE impacts associated with product and service throughout its life cycle are identified, minimized, managed and further leveraged in the development of new products, factoring in sustainability enhancement.

OPERATIONAL INTEGRITY

The SHE risks associated with activities related to business operations are properly managed and comply with the relevant SHE regulatory requirements and industry best practices.

INCIDENT REPORTING AND INVESTIGATION

SHE incidents are timely reported, investigated, properly managed and shared across Thai Union to prevent recurrence and to improve SHE performance.

EMERGENCY AND CRISIS MANAGEMENT

Reasonably foreseeable emergencies are identified, appropriate response measures are planned and adequate intervention equipment is provided to minimize or mitigate any adverse SHE impacts.

CHANGE MANAGEMENT

SHE risks and other impacts from are identified and appropriately managed when planned and unplanned changes are made.

PROJECT DESIGN, CONSTRUCTION AND COMMISSIONING

SHE risks are managed and reduced as an integral part of all projects through design, approval, construction and commissioning.

SUPPLIERS AND CONTRACTORS MANAGEMENT INCLUDING DISTRIBUTION AND LOGISTICS

The management of SHE risks associated with goods, services, distribution and logistics provided by contractors and suppliers is carried out to minimize any adverse SHE

consequences. This includes integration of SHE risk and environmental aspects into selection process.

AWARENESS, COMPETENCY AND TRAINING

Employees and personnel working for, and on behalf of, Thai Union are aware of SHE requirements, hazards, risks and controls and are competent to perform their activities in a responsible manner.

COMMUNICATION

Effective and transparent communication to internal and external stakeholders is carried out to encourage participation in and contribution to SHE performance improvement initiatives.

DOCUMENT AND DATA MANAGEMENT

SHE related information is managed and controlled to demonstrate its traceability and to ensure that information is accessible and up-to-date.

INSPECTION AND AUDIT

SHE performance systems are verified and evaluated periodically, and either internally or externally, to assess conformance and drive continual improvement.

PERFORMANCE MONITORING AND REPORTING

SHE performance is measured and monitored periodically to drive continual improvement.

NON-CONFORMITY, CORRECTIVE ACTION AND PREVENTIVE ACTION MANAGEMENT

SHE non-conformities are properly managed through implementation of preventive and corrective actions to avoid recurrence.

MANAGEMENT REVIEW

Overall SHE program and performance is reviewed by management to ensure the achievement of the desired outcomes and provide necessary support as required.

SHE GUIDELINE SUMMARY

This document provides a summary to Thai Union's management and technical guidelines. The introduction of each guideline is made up of three (3) components, if applicable:

1. Cover Page;
2. Table of Content; and
3. The Purpose of the Guideline

This summary includes the following guidelines:

Management Guideline:

1. SHE Policy
2. Leadership, Culture and Behavior
3. Roles & Responsibilities
4. Risk, Hazard, Environmental Aspect Management
5. Compliance Management
6. Stakeholder Engagement
7. Objective and Program
8. Acquisition and Divestment
9. Product Stewardship
10. Operational Integrity
11. Incident Reporting and Investigation
12. Emergency and Crisis Management
13. Change Management
14. Project Design, Construction, and Commissioning
15. Supplier and Contractor Management including Distribution and Logistics
16. Awareness, Competency and Training
17. Communication
18. Document and Data Management
19. Inspection and Audit
20. Performance Monitoring and Reporting
21. Non-conformity, Corrective Action and Preventive Action Management
22. Management Review

Technical Guideline:

1. Energy & GHG Management System
2. Wastewater Management Standard
3. Machine Safety
4. Permit to Work
5. Hazardous Energy Isolation

Management Guideline:

1. SHE Policy
2. Leadership, Culture and Behavior
3. Roles & Responsibilities
4. Risk, Hazard, Environmental Aspect Management
5. Compliance Management
6. Stakeholder Engagement
7. Objective and Program
8. Acquisition and Divestment
9. Product Stewardship
10. Operational Integrity
11. Incident Reporting and Investigation
12. Emergency and Crisis Management
13. Change Management
14. Project Design, Construction, and Commissioning
15. Supplier and Contractor Management including Distribution and Logistics
16. Awareness, Competency and Training
17. Communication
18. Document and Data Management
19. Inspection and Audit
20. Performance Monitoring and Reporting
21. Non-conformity, Corrective Action and Preventive Action Management
22. Management Review

MANAGEMENT GUIDELINE: SHE POLICY

Contents

1. Purpose	1
2. Definitions.....	2
3. Roles and Responsibilities.....	3
4. Procedure	4
4.1. Elements of the SHE Policy Statement	4
4.2. Policy Development.....	4
4.3. Review and Approval of the Policy Statement	5
4.4. Communication of the Policy Statement.....	6
5. Appendix.....	7
5.1. Group Safety, Health and Environment (SHE) Policy	7

1. Purpose

The purpose of this guideline is to provide a guide for the site to establish an SHE policy that provide a clear framework for setting the objectives and leading to an effective management of environmental, occupational health and safety performance consistently with the Group SHE Policy.

This guideline describes the following four sections:

1. Elements of the SHE Policy Statement
2. Policy Implementation
3. Review and Approval of the Policy Statement
4. Communication of the Policy Statement

MANAGEMENT GUIDELINE: LEADERSHIP, CULTURE, AND BEHAVIOR

Contents

1. Purpose	1
2. Definitions.....	2
3. Roles and Responsibilities.....	3
4. Procedure	4
4.1. Leader Responsibilities and Commitments	4
4.2. Behavior and Culture Improvement Program	5
4.3. Stop Work Procedure.....	11
5. Appendix.....	14
5.1. Example of Observation Form.....	14
5.2. Example of Stop Work Form.....	15

1. Purpose

The purpose of this guideline is to ensure that leaders at all levels visibly demonstrate continuing commitment and behaviors toward excellence in SHE management and performance supporting the reinforced SHE culture in the organization.

This guideline describes the following three sections:

1. Leader Responsibilities and Commitments
2. Behavior and Culture Improvement Program
3. Stop Work Procedure

MANAGEMENT GUIDELINE: ROLES AND RESPONSIBILITIES

MANAGEMENT GUIDELINE: RISK AND OPPORTUNITY MANAGEMENT

Contents

1. Purpose	1
2. Definitions.....	2
3. Roles and Responsibilities.....	3
4. Procedure	4
4.1 Risk Management Team	4
4.2 Hazard Identification	5
4.3 Risk Assessment	7
4.4 Risk Management	11
4.5 Risk Review	13
5. Appendix.....	14
5.1 Example of Activity Identification Form	14
5.2 Example of Identification of Hazards and Potential Impacts	15
5.3 Example of Risk Assessment Tool	16
5.4 Example of Risk Management and Residual Risk Level	17

1. Purpose

The purpose of this guideline is to establish a risk management process in order to:

- Provide guidance to identify safety, health and environment (SHE) hazards and aspects associated with Thai Union's activities;
- Define appropriate control measures to avoid or minimize significant SHE hazards;
- Integrate the appropriate control measure into their day-to-day activities for implementation; and
- Protect and strengthen the reputation and image of Thai Union.

MANAGEMENT GUIDELINE:

COMPLIANCE MANAGEMENT

Contents

1. Purpose	1
2. Definitions.....	2
3. Roles and Responsibilities.....	3
4. Procedure	5
4.1. Identification and Documentation.....	5
4.2. Requirements Communication and Integration.....	7
4.3. Compliance Audit.....	9
4.4. Non-Compliance Handling	11
4.5. Compliance Management Flowchart	12
5. Appendix.....	13
5.1. Example of SHE Register	13
5.2. Example of Compliance Audit Checklist Form	15

1. Purpose

The purpose of this guideline is to establish the compliance management process in order to:

- Identify and document EH&S requirements applicable to the site's business and activities and keep the document current;
- Establish the mechanism assuring the responsibility of relevant requirements is assigned and implemented to achieve and maintain compliance;
- Address potential non-compliance and non-compliance issues and track to closure;
- Provide the governance, oversight and standardized process for compliance management across the organization; and
- Protect and strengthen the reputation and image of Thai Union, regarding compliance assurance.

MANAGEMENT GUIDELINE: STAKEHOLDER ENGAGEMENT

Contents

1. Purpose.....	1
2. Definitions.....	2
3. Roles and Responsibilities	3
4. Procedure.....	4
4.1 Engagement Objectives	4
4.2 Stakeholder Identification	4
4.3 Stakeholder Analysis	5
4.4 Stakeholder Engagement	6
4.5 Determining Need for Group Support	9
4.6 Monitoring and Review	9
4.7 Social Investment Program.....	10
5. Appendix.....	11
5.1. Stakeholder Analysis and Mapping Tool.....	11
5.1.1 Stakeholder Identification	11
5.1.2 Stakeholder Analysis and Mapping	12
5.2. Stakeholder Engagement Program.....	15

1. Purpose

The purpose of this guideline is to provide guidance for managing and responding to stakeholders' concerns across Thai Union as well as to create and maintain social license to operate for all Thai Union operations.

This standard describes the following seven sections:

1. Engagement Objectives
2. Stakeholder Identification
3. Stakeholder Analysis
4. Stakeholder Engagement
5. Determining Need for Group Support
6. Monitoring and Review
7. Social Investment Program

MANAGEMENT GUIDELINE: OBJECTIVE AND PROGRAM

Contents

1. Purpose	2
2. Definitions.....	3
3. Roles and Responsibilities.....	3
4. Procedure	5
4.1. Development of SHE Objectives and Targets.....	5
4.2. Development of SHE Action Plans.....	5
4.3. Implementation of SHE Action Plan.....	6
5. Appendix.....	7
5.1. SHE Action Plan Template.....	7

1. Purpose

The purpose of this standard is to:

- Define SHE objectives and targets as part of the business planning process based on, but not limited to the following factors:
 - SHE policy;
 - Business direction and strategy;
 - High-priority SHE risks and opportunities;
 - Improving compliance and performance; and
 - View of interested parties.
- Develop and implement SHE action plans to ensure objectives and targets can be achieved and regularly track against the defined targets.

This standard describes the following three tasks:

1. Development of Objectives and Targets
2. Development of SHE Action Plan
3. Implementation of SHE Action Plan

MANAGEMENT GUIDELINE:

ACQUISITION AND DIVESTMENT

Contents

1. Purpose	2
2. Definitions.....	3
3. Roles and Responsibilities.....	4
4. Procedure	5
4.1. Integration of SHE factors into due diligence	5
4.2. Integration of SHE factors into business deal	7
4.3. Integration of factors into the post mergers and acquisitions.....	8
5. Appendix.....	9
5.1. SHE Due Diligence Tool	9
5.2. Post M&A SHE Improvement Plan	13

1. Purpose

The purpose of this standard is to establish the management process for assessing the SHE liabilities and opportunities of the target mergers and acquisition as defined in this document, in order to:

- Standardize the identification SHE liabilities in the due diligence process and develop initial solutions to manage such liabilities.
- Inform investment decisions by understanding the important SHE issues, potential related liabilities, costs and influence on financial performance, and potential opportunities from mergers and acquisition.
- Minimize exposure to reputational or legal liabilities arising from SHE matter

This standard describes the following three tasks:

1. Integration of SHE factors into due diligence
2. Integration of SHE factors into business deal
3. Integration of critical SHE factors into the post mergers and acquisitions

MANAGEMENT GUIDELINE: PRODUCT STEWARDSHIP

Contents

1. Purpose	1
2. Definitions	2
3. Roles and Responsibilities	3
4. Procedure.....	4
4.1. Identifying Environmental Criteria in Product Design	4
4.2. Life Cycle Assessment	5
4.3. Product Benefits	6
4.4. Food Safety and Fisheries Standards	6
4.5. Product Stewardship Management Flowchart.....	8

1. Purpose

The purpose of this standard is to establish a management process in order to:

- Ensure health, safety and environmental protection is in consideration throughout all stages of the products' life cycle;
- Ensure the products are produced, used and managed with socially and environmentally responsible manner;
- Ensure that products are compliant with applicable regulations and safe to operate;
- Increase resource efficiency and minimize the cost of waste management;
- Reduce the likelihood of unnecessary capital and other expenditure as well as potential liabilities;
- Protect and strengthen the reputation and image of Thai Union.

MANAGEMENT GUIDELINE: OPERATIONAL INTEGRITY

Contents

1. Purpose	1
2. Definitions.....	2
3. Roles and Responsibilities.....	3
4. Procedure	4
4.1. Establishing Operational Controls	4
4.2. Establishment of Operational Control Procedures	4
4.3. Monitoring the Implementation of Operational Control Procedures	6
5. Appendix.....	7
5.1. Master List of Current Group SHE Guidelines and Procedures	7

1. Purpose

The purpose of this standard is to:

- Develop site level operating procedures to properly manage the SHE risks associated with operational activities which are identified through Risk and Opportunity Management standard and to ensure that the operating practices are in compliance with the relevant regulations as prescribed in Compliance Management standard.
- Educate relevant personnel on the defined operating procedures through training, including on-the-job training, or communication program where appropriate through Awareness, competency and Training standard.

Operating procedures related to Process and Equipment, Human Well-being, Environmental Stewardship, and Product Stewardship are included in Group SHE Guidelines.

This standard describes the following three processes:

1. Establishing Operational Controls
2. Establishment of Operational Control Procedures
3. Monitoring the Implementation of Operational Control Procedures

MANAGEMENT GUIDELINE: INCIDENT REPORTING AND INVESTIGATION

Contents

1. Purpose	1
2. Definitions.....	2
3. Roles and Responsibilities.....	3
4. Procedure	5
4.1. Incident Classification	5
4.2. Notification.....	5
4.3. Investigation	6
4.4. Progress Tracking	13
4.5. Near Miss	13
4.6. Knowledge Sharing	14
4.7. Incident Notification and Reporting Flowchart.....	15
5. Appendix.....	18
5.1. Incident Notification and Reporting Contact List	18
5.2. Data Gathering Guideline	19
5.3. Incident Investigation Report – Part 1	21
5.4. Incident Investigation Report – Part 2.....	22

1. Purpose

The purpose of this protocol is to establish the management process for all incidents, as defined in this document, at the Site, Business Unit, Region and Group levels, in order to:

- Ensure that all incidents are promptly reported, investigations are thoroughly conducted, and corrective and preventive actions are implemented in a timely manner;
- Learn and share from past experiences for continuously improvement and prevention of future recurrences; and
- Protect the reputation and image of Thai Union.

This protocol describes the following three tasks:

1. Determining the level of notification and reporting required;
2. Identifying the requirements for each level of investigation;
3. Developing corrective and preventive actions;
4. Tracking progress of corrective and preventive actions;
5. Reporting near miss; and
6. Sharing knowledge and lesson learned.

MANAGEMENT GUIDELINE: EMERGENCY AND CRISIS MANAGEMENT

Contents

1.	Purpose	1
2.	Definitions.....	2
3.	Roles and responsibilities	3
4.	Procedure	5
4.1.	Emergency Response Organization	5
4.2.	Identification of Potential Emergencies.....	5
4.3.	Emergency Response and Evacuation Procedures.....	6
4.4.	Emergency Resources and Equipment.....	8
4.5.	Preventive Maintenance and Equipment Inspection	8
4.6.	Emergency Drills and Test	9
4.7.	Communication	9
4.8.	Plan Review and Update	11
4.9.	Reporting.....	12
4.10.	Record Keeping.....	12
4.11.	Training.....	12
5.	Appendixes	14
5.1.	Examples of Evacuation Procedure Content.....	14
5.2.	Example of Medical Emergency Procedure content.....	15
5.3.	Example of Emergency Drill Report Content.....	16

1. Purpose

Thai Union's number one priority is protecting people and the environment. To remain aligned with this priority, Thai Union recognizes that our businesses must be prepared and able to respond to emergencies.

The purpose of this standard is to ensure Thai Union facilities are well prepared for responding to emergencies. Being prepared ensures that we are able to minimize the impacts of emergency situations on the environment, including risks and injuries to employees, contractors, general public and other interested parties.

A written Emergency Response Plan (ERP or plan) should be developed, implemented and maintained in each Thai Union facility to address site-specific SHE risks and the prevention and/or mitigation of SHE impacts.

The plan must identify potential and/or reasonably foreseeable emergency situations and describe the response procedure(s) for these situations. The components of the plan must be prepared in accordance with local legal/regulatory requirements. The plan must include the following:

- Roles, responsibilities and accountabilities;
- Identification of potential SHE emergencies;
- Maintaining emergency response resources, such as equipment, supplies and personnel necessary to implement the plan;
- Determination if neighboring organizations may possibly assist in an emergency or pose a risk which requires mitigation;
- Conducting periodic preventive maintenance on equipment;
- Conducting equipment inspections;
- Identifying evacuation procedures (including evacuation routes and assembly points) and communicating the plans to all stakeholders;
- Training appropriate personnel to implement the plan;
- Scheduling and conducting training drills and test procedures;
- Reviewing and updating the plan, as necessary, in response to the results of drills and performance during actual emergencies.

MANAGEMENT GUIDELINE: CHANGE MANAGEMENT

Contents

1. Purpose	1
2. Definitions and Scope	2
2.1. Definition.....	2
2.2. Scope of Change.....	2
3. Roles and Responsibilities.....	4
4. Procedure	7
4.1. Change Initiation and Approval.....	7
4.2. SHE Risk Assessment Review and Mitigation Measures	7
4.3. Change Implementation	8
4.4. Pre Start-up Safety Review (for Change involves in process equipment only).....	9
4.5. Change Close-out.....	9
4.6. Change Management Flow Chart	11
5. Appendix.....	13
5.1. Change Request and Approval Form.....	13
5.2. Change Control Log	17
5.3. Evaluation Checklist.....	18
5.4. Pre Start-up Safety Review Checklist (Example)	20

1. Purpose

The purpose of this standard is to establish the change management process in order to:

- Define scope of change, required to implement change management process for plant management covering the changes in raw materials, production process, activities, equipment, machines, resources and organization;
- Standardize change management procedure across Thai Union organization;
- Define roles and responsibilities for relevant personnel in change management; and
- Ensure change actions are implemented within defined timeline.

MANAGEMENT GUIDELINE:

**PROJECT DESIGN,
CONSTRUCTION, AND
COMMISSIONING**

Contents

1. Purpose	1
2. Definitions	2
3. Roles and Responsibilities	3
4. Procedure.....	5
4.1. Project Management	6
4.2. Identify and Assess.....	12
4.3. Select	13
4.4. Define and Develop.....	13
4.5. Execute	14
5. Appendix	17

1. Purpose

The purpose of this standard is to establish the project management process in order to:

- Ensure identifying impacts and risks, applicable laws and regulations, code and standards, and improvement opportunities at an appropriate project stage.
- Define mitigation and control measures of SHE risks and impacts. Prevent the delay of the project due to regulatory non-compliance.
- Ensure that commissioning process is implemented by proper personnel in terms of knowledge, skills, and competency including system and documentation of corrective action plan
- Ensure that adequate monitoring process is taken during each project stage to control and reduce risk.
- Ensure that mitigation and control measures, SHE impacts and risks are managed and revisited regarding any major change in the project.

MANAGEMENT GUIDELINE:

**SUPPLIER AND
CONTRACTOR
MANAGEMENT INCLUDING
DISTRIBUTION AND
LOGISTICS**

Contents

1. Purpose.....	1
2. Definitions.....	2
3. Roles and Responsibilities	3
4. Procedure	5
4.1. Procurement and Contract Strategy	5
4.2. Category Management	6
4.3. Contractor Management.....	8
4.4. Supplier Relationship Management	12
5. Appendix.....	13
5.1. Example of Supplier/Contractor SHE Qualification Form.....	13
5.2. Example of Contractor SHE Qualification Evaluation Form.....	22

1. Purpose

The purpose of this standard is to establish a process to manage suppliers and contractors at the Site, Business Unit, Region and Group levels, in order to:

- Manage safety, health and environment (SHE) risks and liabilities potentially occurred to the entity procuring product or service from the supplier or contractor;
- Define approach for Thai Union's entity or supplier and contractor in achieving SHE expectations; and
- Define approach for tracking and evaluation of SHE performance of supplier and contractor.

This standard describes the following four processes:

1. Procurement and contract strategy;
2. Category management;
3. Contractor management; and
4. Supplier relationship management.

MANAGEMENT GUIDELINE: AWARENESS, COMPETENCY AND TRAINING

Contents

1.	Purpose	1
2.	Definitions.....	2
3.	Roles and Responsibilities.....	3
4.	Procedure	5
	4.1. SHE Structure and Responsibilities	5
	4.2. Competency Assessment.....	6
	4.3. Identification of Training Needs.....	6
	4.4. SHE Training.....	7
	4.5. SHE Awareness	8
5.	Appendix.....	10
	5.1. SHE Management Roles for Key Personnel.....	10
	5.2. Summary of Key SHE Management System Responsibilities	12
	5.3. EH& Training Matrix.....	13

1. Purpose

The purpose of this standard is to:

- Establish SHE competencies, qualifications, responsibilities and performance expectations for key positions and incorporated in the hiring and promotion process.
- Develop, implement and evaluate effective training and ensuring awareness of required training as related to specific work activities.

This standard describes the following main five elements:

1. SHE Structure and Responsibilities
2. Competency Assessment
3. Identification of Training Needs
4. SHE Training
5. SHE Awareness

MANAGEMENT GUIDELINE: COMMUNICATION

Contents

1.	Purpose	1
2.	Definitions.....	2
3.	Roles and Responsibilities.....	3
4.	Procedure	5
	4.1. Communication Plan	5
	4.2. Internal Communication	5
	4.3. External Communication	7
	4.4. SHE Core Team Meeting.....	9
	4.5. Employee Participation.....	10
	4.6. Employee Consultation.....	10
5.	Appendix.....	11
	5.1. SHE Communication Plan	11
	5.2. SHE Communication Form.....	12

1. Purpose

The purpose of this standard is to:

- Identify and prioritize the internal and external stakeholders who are affected or potentially affected by SHE impacts resulting from business operations.
- Implement communication programs, covering topics such as the SHE policy, hazards and controls, performance accomplishments and opportunities for improvement, to increase awareness and promote innovation and continuous improvement
- Share best practices, knowledge and lessons learned within the site and Thai Union
- Develop mechanism that allows employees and contractors to suggest improvement opportunities and report SHE concerns
- Develop mechanism to communicate SHE programs and performance to external interested parties.

This standard describes the following six main steps:

1. Communication Plan
2. Internal Communication
3. External Communication
4. SHE Core Team Meeting
5. Employee Participation
6. Employee Consultation

MANAGEMENT GUIDELINE: DOCUMENT AND DATA MANAGEMENT

Contents

1. Purpose	1
2. Definitions.....	2
3. Roles and Responsibilities.....	3
4. Procedure	4
4.1. Documentation Types.....	4
4.2. Document Control Method.....	4
4.3. Contractors/Consultants Documents.....	5
4.4. SHE Records Retention	6
5. Appendix.....	7
5.1. Example of SHE Documents	7
5.2. Facility SHE Document Management.....	8
5.3. Group SHE Document Management	10
5.4. SHE Records Retention Schedule	11

1. Purpose

The purpose of this standard is to:

- Develop document and data management procedures to ensure current versions of information and data are readily available, obsolete versions are removed and to control confidential information
- Establish internal and external documentation inventory to control and track the change of document in case of new development or revision
- Develop process to systematically store and access document and information to allow traceability and include storage duration and disposal requirements
- Maintain records to demonstrate regulatory compliance and conformance to the requirements of Group SHE Standards.

This standard describes the following 4 main components:

1. Documentation Types
2. Document Control Method
3. Contractors/Consultants Documents
4. SHE Records Retention

MANAGEMENT GUIDELINE: INSPECTION AND AUDIT

Contents

1. Purpose	1
2. Definitions.....	2
3. Roles and Responsibilities.....	3
4. Procedure	5
4.1. Site Level SHE Inspections.....	5
4.2. Annual SHE Audit Plan.....	5
4.3. Site Level SHE Audits.....	5
4.4. Group SHE Audit	7
5. Appendix.....	10
5.1. SHE Audit Template.....	10

1. Purpose

The purpose of this standard is to ensure that:

- Site level inspection program is in place to identify and prevent potential non-compliance with legal and other SHE related requirements.
- Site Level audits against relevant SHE laws, regulations, other SHE requirements, and Group SHE Standards is periodically conducted by competent party.
- Group Level audit against the Group SHE Standards are periodically conducted by a qualified and independent party.

This standard describes the following three tasks:

1. Site Level SHE Inspections
2. SHE Audit Plan
3. Site Level Audit
4. Group SHE Audit

MANAGEMENT GUIDELINE:

PERFORMANCE MONITORING AND REPORTING

Contents

1. Purpose	1
2. Definitions.....	2
3. Roles and Responsibilities.....	2
4. Procedure	3
4.1. Setting Organizational Boundary.....	4
4.2. Setting Operational Boundary.....	5
4.3. Base Year Selection.....	6
4.4. Recalculation of Base Year and Subsequent Years.....	7
4.5. Quantification of SHE Performance Indicator	7
4.6. Reporting SHE Performance Indicators.....	9
4.7. Data and Information Quality Management.....	10
4.8. Verification Process.....	11
5. Appendix.....	12
5.1. Group SHE Performance Data Reporting Guidelines	12
5.2. Online SHE Performance Reporting Channel – Enablon Metric Module.....	30
5.3. SHE Reporting Tool – MS Excel	38

1. Purpose

The purpose of this standard is to establish the management process for quantifying, accounting, and reporting the SHE performance indicators and other relevant information from Site to Group SHE Function. The Standard is developed to ensure that:

- Five (5) general reporting principles, i.e. Relevance, Transparency, Consistency, Completeness and Accuracy, are included in all processes of SHE performance reporting.
- Appropriate monitoring, check, and review processes are in place to detect and correct errors and omissions.
- Tasks and responsibilities for data and review process are assigned to both section manager and site leader. It is the responsibility of Site Leader in all sites to ensure that the submission data is reliable, accurate, and complete.
- Definitions used and scope of the data management are in accordance to this Standard, for the whole reporting period.
- SHE performance shall be reported to site management and SHE Group Function on a monthly basis through the systems and solutions provided by SHE Group Function.
- The site shall develop a procedure to systematically collect, verify, validate and report SHE data to ensure data accuracy and traceability.
- Upon non-conformities arising from performance tracking, the site shall conduct investigation and establish preventive and corrective actions.

This standard describes the following eight processes:

1. Setting Organization Boundary
2. Setting Operational Boundary
3. Base Year Selection
4. Recalculation of Base Year and Subsequent Years
5. Quantification of SHE Performance Indicator
6. Reporting SHE Performance Indicators
7. Data and Information Quality Management
8. Verification Process

MANAGEMENT GUIDELINE: NON-CONFORMITY, CORRECTIVE ACTION AND PREVENTIVE ACTION MANAGEMENT

Contents

1. Purpose	1
2. Definitions.....	2
3. Roles and Responsibilities.....	3
4. Procedure	4
4.1. Identification of Non-conformity	4
4.2. Classification of Non-conformity	4
4.3. Corrective and Preventive Action Request	6
4.4. Progress Tracking	8
4.5. Non-conformity, Corrective Action and Preventive Action Flowchart.....	9
5. Appendix.....	10
5.1. Corrective and Preventive Action Request Form.....	10
5.2. Corrective and Preventive Action Tracking Log.....	11

1. Purpose

The purpose of this standard is to define a systematic approach for qualified personnel of Thai Union to identify, document, evaluate and request to rectify and close-out nonconformities in the areas of Environmental, Health and Safety (SHE) in order to ensure that all nonconformities are corrected and preventive actions are taken appropriately and in a timely manner. This standard describes the following:

1. Identifying and classifying nonconformities; and
2. Developing and tracking corrective and preventive actions.

MANAGEMENT GUIDELINE: MANAGEMENT REVIEW

Contents

1. Purpose	1
2. Definitions.....	2
3. Roles and Responsibilities.....	3
4. Procedure	4
4.1. Management Review	4
4.2. Input to Management Review	4
4.3. Management Review Meeting	5
4.4. Output from Management Review.....	6
4.5. Review Frequency	6
4.6. Employee Consultation.....	6
5. Appendix.....	7

1. Purpose

The purpose of this standard is to conduct a formal review of SHE policy, compliance status, emerging SHE risks and opportunities, incident statistics, SHE performance and relevant view from stakeholders amongst site management in order to gain support for continuous improvement of management system

This standard describes the following six main steps:

1. Management Review
2. Input to Management Review
3. Management Review Meeting
4. Output from Management Review
5. Review Frequency
6. Employee Consultation

Technical Guideline:

1. Energy & GHG Management System
2. Wastewater Management Standard
3. Machine Safety
4. Permit to Work
5. Hazardous Energy Isolation

MANAGEMENT GUIDELINE:

ENERGY & GREENHOUSE GAS MANAGEMENT SYSTEM

FEBRUARY 2019



Contents

1. Purpose.....	2
2. Definitions.....	3
3. Procedure	4
3.1 Conduct Self-Assessment	4
3.2 Define Roles and Responsibilities	4
3.3 Establish Scope and Boundaries	5
3.4 Determine an Energy and Greenhouse Gas Policy	5
3.5 Conduct Energy and GHG Planning	6
3.5.1 Comply with Legal and Other Obligations.....	6
3.5.2 Energy and GHG Review.....	6
3.5.3 Energy and Greenhouse Gas Objectives, Targets and Baseline.....	9
3.6 Implementation and Operation	12
3.6.1 Awareness, Training and Communication	12
3.6.2 Documentation Control.....	12
3.6.3 Operational Control	13
3.6.4 Facility Design	13
3.6.5 Procurement of Energy Services, Products, Equipment.....	14
3.7 Check and Evaluation	14
3.7.1 Monitoring and Measurement	14
3.7.2 Internal Audit of GHG Data and Energy Usage	15
3.7.3 Corrective Action and Preventive Action Plan.....	15
3.7.4 Management Review	16
4. Appendix.....	18

1. Purpose

Energy use and Greenhouse Gas (GHG) emission has become a global sustainability issue in affecting resources depletion and climate change. Thai Union realizes that climate change causes risk to the business and also there is an opportunity to reduce impact from our operation to climate change. Therefore, it is crucial for Thai Union to effectively improve energy and GHG performance throughout the Group.

The purpose of this guideline is to provide guidance and advice for developing an Energy and Greenhouse Gas Management. Such that each site is able to establish, implement and maintain its own. Hence, improving energy efficiency, reducing greenhouse gas emissions throughout the value chain and thus contributing to achieving the Group's energy consumption and GHG emission targets.

The guideline incorporates requirements from, or are aligned with, international standard ISO 50001: 2011 for management system framework. This guideline also includes practical practices specific to major utilities and systems, as well as procurement process for energy efficiency.

Implementation of this guideline is the responsibility for each of Thai Union operating site. Each site is responsible for developing their own plan, procedures and programs plans specific and applicable to the nature of the business.



Thai Union Group PLC

Wastewater Management Standard

Contents

1. Purpose	1
2. Definitions	2
3. Roles and Responsibilities	3
4. Procedure.....	4
4.1. Planning.....	4
4.1.1. Wastewater Management Process Development.....	4
4.1.2. Wastewater Sources and Inventory	4
4.1.3. Change Management Process	5
4.2. Sources and Collection	5
4.2.1. Chemicals and Waste Storage.....	5
4.2.2. Wastewater Collection System	6
4.2.3. Stormwater Drainage System.....	6
4.3. Wastewater Treatment System	6
4.3.1. Treatment Operation	6
4.3.2. Training and Competency.....	8
4.3.3. Equipment Integrity	8
4.3.4. Emergency Management	8
4.4. Monitoring and Review	9
4.4.1. Sampling and Monitoring	9
4.4.2. Review and Report	9
4.5. Incident and Corrective Actions	9
4.5.1. Incident Report	10
4.5.2. Corrective and Preventive Actions.....	10
5. Appendix	11
5.1. Example of Wastewater Inventory.....	11
5.2. Example of Wastewater Drainage Layout	11
5.3. Change Request and Approval Form.....	12
5.4. Example of daily inspection check sheet	14

1. Purpose

The purpose of this standard is to define a systematic approach for managing wastewater generated from the facilities of Thai Union Group PCL (Thai Union) in order to minimize environmental impacts and comply with regulatory requirements and applicable standards.

MACHINE SAFETY GUIDELINE

May 2017



Contents

1. Purpose	1
2. Definitions	1
3. Roles and Responsibilities	2
4. Procedure	3
4.1. Standard Machine Safety Manual	3
4.2. Risk Assessment.....	3
4.3. Machine Requisition.....	4
4.4. Procurement	5
4.5. Installation and Commissioning.....	5
4.6. Operation	6
5. Appendix	8
5.1. Standard Machine Safety Manual	8
5.2. Risk Assessment Tool.....	9
5.3. Checklist for Issues to be Discussed with Supplier or Manufacturer.....	10
5.4. Management of Change Request and Approval Form.....	11
5.5. Machine Receipt Checklist	12
5.6. Post-Installation Assessment Checklist.....	14
5.7. Machine Inventory Form	15
5.8. Pre-startup Safety Review Checklist.....	16
5.9. Daily Inspection Checklist.....	21
5.10. Monthly Inspection checklist.....	22

1. Purpose

The purpose of this standard is to define an approach for machine safety implementation prior to procurement until operation stage. This includes all machine-related changes of all facilities of Thai Union Group PCL (Thai Union) in order to minimize machine-related hazards and accidents.

2. Definitions

Term	Definition
Change	Any development, improvement, replacement or modification of equipment, machinery, production activities, raw materials, chemical used, production capacity or process, that could affect safety of people.
Pre-startup safety review (PSSR)	Reviewing of safety related issues, partly on document basis, but mainly on the equipment itself, prior to the introduction of a new device/machine, starting-up a machine, or introduction of hazardous material.
Hazard	Source of potential damage, harm or adverse effects on something or someone. It can result in human injury or illness, or a combination of these, but also in depreciation of properties, environment, or working conditions

PERMIT TO WORK GUIDELINE

Contents

1. Purpose	1
2. Definitions	1
3. Roles and responsibilities	2
3.1. Site Management / Area Controller	2
3.2. Permit Approver	3
3.3. Permit User	3
3.4. PTW Main Processes.....	4
4. Procedure	5
4.1. When is Permit to Work Required.....	5
4.2. Initiation of Permit to Work.....	6
4.3. Permit Communication and Coordination	6
4.4. Permit Approval	7
4.5. Permit Duration	8
4.6. Work in Progress	8
4.7. Change in Conditions	8
4.8. Work Complete.....	9
4.9. Auditing and Review.....	9
4.10. Training.....	10
4.11. Records	11
5. Appendix	12
5.1. General Work Permit Form	12
5.2. Example of Job Safety Analysis Form	14
5.3. Example of Hot Work Permit.....	15
5.4. Example of Confined Space Entry Permit	16
5.5. Example of Isolation of Hazardous Energy Permit	17

1. Purpose

The purpose of this standard is to provide effective identification, mitigation, control and communication guidelines to manage hazardous activities requiring a Permit to Work (PTW).

A PTW is a formal written safety control system that is implemented to help prevent accident or injury to personnel, or to prevent damage to plant/ machinery/ product/ environment. This is, in particular, required when the work has foreseeable high-risk content.

The operation of a PTW system is particularly useful when contractors are on site (i.e. for maintenance or installation purposes), but not only. The aim of a PTW system is to remove both unsafe conditions and human error by implementing a formal system which requires formal actions.

2. Definitions

Term	Definition
Area Controller / Site Management	A competent person who is responsible for the equipment in the area where the work is to be performed.
Job Safety Analysis (JSA)	A procedure which helps integrates accepted safety and health principles and practices into a particular task or job operation. In a JSA, each basic step of the job is to identify potential hazards and to recommend the safest way to do the job.
Permit Approver	A competent individual who has been trained and authorized by the company to review and, where applicable, sign and approve relevant forms.
Permit User	Individuals performing the work scope defined in the permit.
Permit to Work (PTW) system	Permit to work system is a management system that used to understand, approve, and process work activities in a safe manner.

HAZARDOUS ENERGY ISOLATION GUIDELINE

August 2017



Contents

1. Purpose.....	1
2. Definitions.....	1
3. Roles and Responsibilities	4
4. Procedure	5
4.1. Assessing and Managing Hazards.....	5
4.2. Permit to Work.....	5
4.3. Isolation.....	6
4.4. Lockout Tagout.....	9
4.5. Training	19
5. Appendix.....	21
5.1. Example of Isolation Checklist	21

1. Purpose

The purpose of this guideline is to ensure that isolation of hazardous energy and/or opening of equipment is performed in a safe and controlled manner.

This Isolation of Hazardous Energy guideline covers work performed by Thai Union employees and their delegates and contractors within Thai Union operational control. Included in the scope of this standard is the opening of process equipment as it relates to isolation of hazardous energy. When work to be performed meets the following criteria:

- no other specialized work permits are required, no simultaneous operations are occurring,
- no transfer of work responsibilities (including from an operator of a facility to any other party) will occur, a qualified Standard Operating Procedure describes the work scope,
- qualified personnel perform the Job Safety Analysis, and
- qualified personnel will perform the work,

Group SHE may choose to evaluate whether or not an Isolation Permit will further reduce the inherent risks of the work.

If Group SHE:

- determines that an Isolation Permit will not further reduce either the likelihood or consequence of an incident occurring, and
- meets all of the above criteria, and
- has documented in its Isolation of Hazardous Energy procedure, under what circumstances a waiver may be put in place and revoked, then

the Group SHE may waive the requirement for an Isolation Permit.

2. Definitions

Term	Definition
Blind/Spade	A circular metal plate used to block the flow path in a pipeline that is bolted between two pipe flanges. The circular plate should have a portion attached that extends outside of the pipeline to show that a blind/spade is installed. Typically, either a “pancake blind” (sometimes called a “skillet blind”) or “spectacle blind” is used. The blind/spade must be designed for the full, maximum design pressure of the equipment into which it will be installed.
Blind/Blank flange	A blind/blank flange installed either at the end of an open pipeline, nozzle, or a valve in service. A blind/blank flange is a flat flange, with no hole through the center that bolts to the flanged end of a run of pipe or to a flanged equipment nozzle or valve. NOTE: a blind flange shall be stamped with its rated pressure.
Bonding	Electrically tying or connecting two conducting metal bodies to the same potential. Bonding prevents static accumulation by providing a low resistance path for the generated static charge. Bonding wires shall be sufficiently sized to provide adequate electrical continuity.