

2019 SUSTAINABILITY REPORT ANNEX

Thai Union Group
Public Company Limited



PERFORMANCE OF KEY
ECONOMIC
ENVIRONMENTAL
SOCIAL
INDICATORS



MEMBER OF

**Dow Jones
Sustainability Indices**

In Collaboration with RobecoSAM



FTSE4Good



**World
Benchmarking
Alliance**



Performance of Key Economic, Governance, Environmental and Social Indicators

ID#	GRI	DJSI	INDICATORS	UNIT	FY 2016	FY2017	FY2018	FY2019	2020 TARGET	EXTERNAL VERIFICATION
Economic Indicators										
ID001			Thailand	THB	-	-	-	50,005,477,680		AR PDF P88-90
ID002	201-1	1.8.2	Revenue by Country ¹⁵	France	THB	-	-	24,500,000,000		AR PDF P88-90
ID003			USA	THB	-	-	-	42,500,000,000		AR PDF P88-90
ID007			Thailand	THB	-	-	-	152,647,707		AR PDF P88-90
ID008	201-1	1.8.2	Tax Paid by Country ¹⁵	France	THB	-	-	182,784,541		AR PDF P88-90
ID009			USA	THB	-	-	-	(553,603,346)		AR PDF P88-90
ID010			Asia	THB	-	-	-	50,900,000,000		AR PDF P88-90
ID011	201-1	1.8.2	Revenue by Region	EU & Africa	THB	-	-	32,800,000,000		AR PDF P88-90
ID012			North America	THB	-	-	-	42,500,000,000		AR PDF P88-90
ID013			Asia	THB	-	-	-	3,616,843,237		AR PDF P88-90
ID014	201-1	1.8.2	Operating Profit by Region ¹⁵	EU & Africa	THB	-	-	2,368,867,636		AR PDF P88-90
ID015			North America	THB	-	-	-	(1,776,314,340)		AR PDF P88-90
ID016			Asia	THB	117,470,000	185,560,000	237,380,000	168,050,000		AR PDF P88-90
ID017	201-1	1.8.2	Tax Paid by Region ¹⁵	EU & Africa	THB	1,103,800,000	433,910,000	172,230,000	328,790,000	AR PDF P88-90
ID018			North America	THB	485,320,000	238,070,000	23,630,000	(553,600,000)		AR PDF P88-90
ID019	-	1.8.3	Earning Before Tax	THB	-	6,361,739,000	3,663,757,000	4,372,596,000		AR PDF P88-90
ID020	-	1.8.3	Reported Taxes	THB	-	(98,936,000)	9,287,000	207,665,000		AR PDF P88-90
ID021	-	1.8.3	Cumulative acceptable Adjustments	THB	-	842,950,000	750,594,000	176,887,000		AR PDF P88-90
ID022	-	1.8.3	Effective Tax Rate	%	-	-14.80548	-20.23352	0.70388		AR PDF P88-90
ID023	-	1.8.3	Cash Tax Paid	THB	-	857,544,000	433,245,000	(56,772,000)		AR PDF P88-90
ID024	-	1.8.3	Cash Tax Rate	%	-	13.47971	11.82516	(1.29836)		AR PDF P88-90
ID025	201-1	-	Total employee related expenses (salaries and benefits)	THB	10,795,082,533	12,540,220,000	12,492,170,000	11,900,570,000		



Performance of Key Economic, Governance, Environmental and Social Indicators

ID#	GRI	DJSI	INDICATORS	UNIT	FY 2016	FY2017	FY2018	FY2019	2020 TARGET	EXTERNAL VERIFICATION
ID026	201-1	-	Total revenue	THB	134,375,110,000	134,937,270,000	133,284,640,000	126,275,250,000		
ID027	201-1	-	Operating Expense	THB	127,569,850,000	130,015,940,000	130,041,820,000	122,490,940,000		
ID028	415-1	1.6.1	Contributions in Lobbying, interest representation or similar ¹³	THB	0	0	0	0		
ID029	415-1	1.6.1	Contributions in Local, regional or national political campaigns, organizations, or candidates	THB	0	0	0	0		
ID030	415-1	1.6.1	Contributions in Trade association or tax exempt groups	THB	25969201	28076677	30457973	29,605,928		
ID031	415-1	1.6.1	Contributions in Other (e.g. spending related to ballots measures or referendums)	THB	0	0	0	0		
ID032	415-1	1.6.1	Total contribution and other spending	THB	25969201	28076677	30457973	29,605,928		
ID033	415-1	1.6.1	Data Coverage of Total contribution and other spending	%	100	100	100	100		
ID034	-	-	Production Volume	Ton	685,987	700,856	690,219	714,498		
ID035	-	1.7.6	Supply chain KPI 1: Suppliers that signed Code of Conduct (CoC) acknowledgement	Tier 1	%	100	100	100	100	
ID036	-	1.7.6	Target : 100% of critical tier-1 supplier in Thailand	Non-Tier 1, Packaging	%	69	91	100	100	
ID037	-	1.7.6	Target : 100% of critical tier-1 supplier in Thailand	Non-Tier 1, Ingredients	%	61	88	100	100	
ID038	-	1.7.6	Supply chain KPI 2: Fishery responsible sourcing performance	All new suppliers that signed VCOC ¹⁴	%	-	-	-	100	
ID039	-	1.7.6	Target: 100% Tuna sourced from ISSF PVR Vessels	Sourced from ISSF PVR listed vessels	%	100	100	100	100	
ID043	-	1.7.6	Supply chain KPI 3: Supplier audit program ¹⁴	Supplier audit against VCOC	Vessels	-	-	-	108	
			Supply Chain Spend	Total Suppliers	Suppliers	1035	1913	895	828	
				Category: Fish	Suppliers	-	-	-	116	
				Category: Non-Fish	Suppliers	-	-	-	712	
				Spend Value (Packaging)	Billion THB	-	-	-	1.46	
				Geography: Thailand	Packaging Suppliers	-	-	-	213	
				Geography: US	Shrimp Suppliers	-	-	-	49	
ID041	-	1.7.6		Geography: EU	Tuna Suppliers	-	-	-	50	



Performance of Key Economic, Governance, Environmental and Social Indicators

ID#	GRI	DJSI	INDICATORS	UNIT	FY 2016	FY2017	FY2018	FY2019	2020 TARGET	EXTERNAL VERIFICATION
Governance Indicators										
ID044	405-1	1.1.1	Independent Director	Person	4	4	4	4		
ID045	405-1	1.1.1	Other Non-executive Director	Person	2	2	2	2		
ID046	405-1	1.1.1	Executive Director	Person	6	6	6	6		
ID047	102-8	1.1.4	Number of female directors	Person	0	0	0	0		
ID048	102-22	1.1.6	Average tenure of board member	Years	15	15	17	17		
ID049	102-18	1.1.2	Number of years Chairman is non-executive and independent	Years	Not Applicable	Not Applicable	Not Applicable	Not Applicable		
ID050	102-28	1.1.5	Average board meeting attendance	%	94	89	85	90		
ID051	102-28	1.1.5	Number of non-executive or independent directors with 4 or less other mandates	Person	6	6	6	6		
ID055			Average Executive Compensation ¹⁷	THB				14,993,333		
ID055	102-38	1.1.10 1.1.15	Ratio of the average annual compensation of the executives compared to the average annual compensation of the Company's employees ¹⁷	Ratio	-	-	-	15.32		
ID055			Median Employee Compensation ¹⁸	THB				243,716		
ID055			Mean Employee Compensation ¹⁸	THB				516,938		
ID056	205-3	1.4.7	Reporting on breaches	Case	-	-	-	27		
ID057			Business Integrity	Case	-	-	-	12		
ID058	-	1.4.7	Breakdown of breaches	Health & Safety	Case	-	-	-	1	
ID059			Human & labor rights including work-related practices	Case	-	-	-	14		
ID060			Verbal warnings	Case	-	-	-	12		
ID061			Written warnings	Case	-	-	-	10		
ID062	-	1.4.7	Consequences of breaches	Contract terminations	Case	-	-	-	5	
ID063			Pending investigations	Case	-	-	-	0		
ID064			Other	Case	-	-	-	0		



Performance of Key Economic, Governance, Environmental and Social Indicators

ID#	GRI	DJSI	INDICATORS	UNIT	FY 2016	FY2017	FY2018	FY2019	2020 TARGET	EXTERNAL VERIFICATION	
Environmental Indicators											
ID065	102-45	-	Data Coverage for Environmental Indicators ¹	Data Coverage ⁵	% Revenue	100	100	100	95		
ID066	307-1	2.2.3	Environmental violations		Case	0	0	0	0		
ID067	-	2.2.2	EMS verification through international standards (e.g. ISO 14001, JIS Q 14001, EMAS certification)		% Operations	68	76	97	96		
ID068	-	2.2.2	EMS verification through third party verification (not including EMS already certified with International Standards)		% Operations	32	24	3	4		
ID069	-	2.2.2	EMS verification through internal verification (not including EMS certified with International Standards or by Third Party)		% Operations	0	0	0	0		
ID070	-	2.2.2	Total EMS verification		% Operations	100	100	100	95		
ID071	-	-	Total	tCO2	594,453	544,639	536,494	506,906		SR PDF P57	
ID072	305-1	2.3.1	Scope 1 ²	tCO2	422,695	366,642	369,540	337,052		SR PDF P57	
ID073	305-2	2.3.2	GHG Emission ²	Scope 2 ²	tCO2	171,758	177,997	166,954	169,854		
ID074	-	-	Intensity	tCO2/Ton FG	0.87	0.78	0.78	0.71	30% GHG emission intensity reduction compared to base year, 2016	SR PDF P57	
ID075	-	2.3.1 2.3.2	Data Coverage ⁵	% Revenue	100	100	100	95			
ID076	303-1* (GRI2016)	2.3.4	Absolute	Million m ³	10.36	10.47	9.42	8.42		SR PDF P57	
ID077	-	-	Water consumption ²	Intensity	m3/Ton FG	15.11	14.94	13.65	11.78	20% water consumption intensity reduction compared to base year, 2016	SR PDF P57
ID078	-	2.3.4	Data Coverage ⁵	% Revenue	100	100	100	95			
ID079	303-1* (GRI2016)	2.3.4	Total municipal water supplies ²	Million m ³	7.73	7.74	6.44	6.14		SR PDF P57	
ID080	303-1* (GRI2016)	2.3.4	Total surface water withdrawal ²	Million m ³	1.55	1.43	1.54	0.90		SR PDF P57	
ID081	303-1* (GRI2016)	2.3.4	Surface water withdrawal: Fresh surface water ²	Million m ³	1.55	1.43	1.54	0.65		SR PDF P57	
ID082	303-1* (GRI2016)	2.3.4	Surface water withdrawal: Seawater ²	Million m ³	-	-	-	0.25		SR PDF P57	
ID083	303-1* (GRI2016)	2.3.4	Fresh groundwater withdrawal ²	Million m ³	1.01	1.24	1.41	1.33		SR PDF P57	
ID084	-	2.8.7	Total actual and opportunity costs due to water related incidents (above 10,000 USD)	THB	0	0	0	0			



Performance of Key Economic, Governance, Environmental and Social Indicators

ID#	GRI	DJSI	INDICATORS	UNIT	FY 2016	FY2017	FY2018	FY2019	2020 TARGET	EXTERNAL VERIFICATION	
ID085	306-2	2.3.5	Total waste generated	Ton	40,540	27,155	56,458	44,471		SR PDF P57	
ID086	306-2	2.3.5	Total waste reused/recycled/sold	Ton	-	-	33,390	29,401		SR PDF P57	
ID087	306-2	2.3.5	Total waste disposed ^{2,3}	Ton	40,540	27,155	23,068	15,069		SR PDF P57	
ID088	306-2	-	Absolute	Ton	40,540	27,155	21,628	13,769		SR PDF P57	
ID089	-	-	Waste to landfill ²	Intensity	kg/Ton FG	59.10	38.75	31.34	19.27	20% waste to landfill intensity reduction compared to base year, 2016	
ID090	-	2.3.5	Data Coverage ⁵	% Revenue	100	100	100	95			
ID091	302-1	2.3.3	Absolute	MWh	1,317,705	1,243,727	1,189,767	1,089,142		SR PDF P57	
ID092			Energy consumption	GJ	4,743,738	4,477,417	4,283,160	3,920,912		SR PDF P57	
ID093	-	-	Intensity	GJ/Ton FG	6.92	6.39	6.21	5.49	10% energy consumption intensity reduction compared to base year, 2016		
ID094	-	2.3.3	Data Coverage ⁵	% Revenue	100	100	100	95			
ID095	302-1	2.3.3	Non-renewable fuels purchased and consumed ⁴	MWh	908,262	829,697	805,473	693,086			
ID096	302-1	2.3.3	Non-renewable electricity purchased ⁵	MWh	351,328	362,604	344,352	343,151			
ID097	302-1	2.3.3	Total renewable energy purchased or generated ⁵	MWh	54,289	48,438	39,943	52,906			
ID098	301-1	2.6.2	Wood/Paper fiber packaging ²¹	Total Weight	Ton	-	-	-	5,764		
ID099	301-1	2.6.2	Metal packaging ²¹	Total Weight	Ton	-	-	-	26,188		
ID100	301-1	2.6.2	Glass packaging ²¹	Total Weight	Ton	-	-	-	217		
ID101	301-1	2.6.3	Plastic packaging ²¹	Total Weight	Ton	-	-	-	2,088		



Performance of Key Economic, Governance, Environmental and Social Indicators

ID#	GRI	DJSI	INDICATORS	UNIT	FY 2016	FY2017	FY2018	FY2019	2020 TARGET	EXTERNAL VERIFICATION
Social Indicators										
ID102	102-45	-	Data Coverage for Social Indicators	% Revenue	100	100	100	96		
ID103	102-8	3.2.1	Female shares of total workforce	%	54.0	59.1	60.0	59.2		
ID104	102-8	3.2.1	Females in all management positions, including junior, middle and senior management	% Total management workforce	37.8	47.2	43.0	45.2		
ID105	102-8	3.2.1	Females in junior management positions i.e. first level of management	% Total junior management positions	41.7	51.2	48.0	50.4		
ID106	102-8	3.2.1	Females in top management positions, i.e. Executive (GM and minus 1)	% Total top management positions	-	-	-	25.7		
ID107	102-8	3.2.1	Females in management positions in revenue-generating functions (excluding support function)	% All such managers	-	-	-	45.0		
ID108	102-8	3.2.1	Breakdown of workforce based on other groups: Age ¹⁶		-	-	-	-		
ID109				Number of employees in Thailand	-	-	-	6,186		
ID109	102-8	3.2.1	Breakdown of workforce based on other groups: Main Country	Number of employees in France	-	-	-	801		
ID109				Number of employees in USA	-	-	-	296		
ID110	102-8	3.2.1	Breakdown of workforce based on other groups: Disability	Staff ratio	-	-	-	2.68		
ID111				Executive level (base salary only)	-	-	-	0.59686		
ID112	-	3.2.2	Equal Remuneration Ratio (Female/Male)	Management level (base salary only)	-	-	-	0.73317		
ID113				Management level (base salary + other cash incentives)	-	-	-	0.71119		
ID114				Non-management level	-	-	-	0.97406		
ID115	102-8	-	Total FTE	Person	13,381	12,803	13,582	12,160		
ID116	401-1	3.5.3	Total employee turnover rate ¹⁹	% Employee	14.43	14.98	13.23 ¹⁹	15.47		
ID117	401-1	3.5.3	Voluntary employee turnover rate	% Employee	10.13	8.28	13.10	14.89		
ID121	-	3.5.4	Employee Engagement: Actively engaged employee	Overall	% Actively engaged employee	66	82	82	83.5	80
ID122	-	3.5.4		Female	% Actively engaged female employee	-	-	-	84	
ID123	-	3.5.4		Male	% Actively engaged male employee	-	-	-	83	
ID124	-	3.5.4		Other	% Actively engaged other employee	-	-	-	72	
ID125	-	3.5.4		Data Coverage (Overall)	% Employee	70	70	100	100	
ID126	102-41	3.2.3	% Employees represented by an independent trade union or covered by collective bargaining agreements	% Employee	53.3	80.5	81.2	81.7		
ID127	-	3.4.1	Average hours of training & development per year ²⁰	Hours/person	-	-	5.6 ²⁰	4.7		
ID129	-	3.4.3	HC ROI ⁷	THB/THB	1.63	1.39 ⁷	1.26	1.32	1.20	



Performance of Key Economic, Governance, Environmental and Social Indicators

ID#	GRI	DJSI	INDICATORS	UNIT	FY 2016	FY2017	FY2018	FY2019	2020 TARGET	EXTERNAL VERIFICATION	
ID130	-	3.6.3	Cash contributions	THB	108,030,624	128,383,047	108,760,000	69,205,256			
ID131	-	3.6.3	Time: employee volunteering during paid hours	THB	595,223	996,154	1,282,708	4,273,489			
ID132	-	3.6.3	In-kind giving: products or services donations, projects, partnership or similar	THB	9,687,847	6,776,104	1,737,636	5,255,943			
ID133	-	3.6.3	Management Overheads	THB	221,773	2,544,788	2,458,779	2,360,526			
ID134	403-2* (GRI2016)	3.7.2	LTIFR ²	Employee	n/million work h	4.47	3.71	2.93	2.32	SR PDF P57	
ID135					n/200,000 work h	0.89	0.74	0.59	0.46	SR PDF P57	
ID136	-	3.7.2	Data Coverage ⁹	% Revenue	99.15	99.6	100	96			
ID137	403-2* (GRI2016)	3.7.3	LTIFR ²	Contractor	n/million work h	1.85	0.70	0.00	0.08	SR PDF P57	
ID138					n/200,000 work h	0.37	0.14	0.00	0.02	SR PDF P57	
ID139	-	3.7.3	Data Coverage ¹⁰	% Revenue	59	59	77	49			
ID140	403-2* (GRI2016)	-	LTISR ²	Employee	n/million work h	37.4	29.1	44.55	19.78	SR PDF P57	
ID141					n/200,000 work h	7.48	5.82	8.91	3.96	SR PDF P57	
ID142	-	-	Data Coverage ⁹	% Revenue	99.15	99.6	100	96			
ID143	403-2* (GRI2016)	-	LTISR ²	Contractor	n/million work h	N/A	N/A	N/A	0.15	SR PDF P57	
ID144					n/200,000 work h	N/A	N/A	N/A	0.03	SR PDF P57	
ID145	-	-	Data Coverage ¹¹	% Revenue	0	0	0	49			
ID146	403-2* (GRI2016)	3.7.1	Fatality ²	Employee	fatalities	0	1	0	0	0	SR PDF P57
ID147					Contractor	fatalities	1	4	0	1	0
ID148	-	3.7.1	Data Coverage ¹²	% Revenue	100	100	100	100			
ID149	403-2* (GRI2016)	3.7.4	OIFR ²	Employee	n/million work h	0	0	0	0	SR PDF P57	
ID150					n/200,000 work h	0	0	0	0	SR PDF P57	
ID151	-	3.7.4	Data Coverage ⁹	% Revenue	99.15	100	100	96			
ID152											



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ID#	GRI	DJSI	INDICATORS	UNIT	FY 2016	FY2017	FY2018	FY2019	2020 TARGET	EXTERNAL VERIFICATION
ID153		-	Exchange Rate	USD/THB	35.83	32.68	32.45	30.15		

Remark

- ¹ Scope of environmental indicators covers material source/consumer i.e. factories. Reporting coverage of environmental and social indicators aligns with Sustainability Report 2019 PDF p49-50
- ² Data and information for selected specific standard disclosures have been evaluated for reliability by Third Party (Sustainability Report 2019 LR Independent Assurance Statement PDF p57)
- ³ Only solid waste (both hazardous and non-hazardous). Defined as waste that is landfilled, subject to deep well injection, or incinerated without energy recovery (either on-site or off-site) and not recycled or reused.
- ⁴ Non-renewable fuels purchased and consumed is calculated from consumption of Fuel oil, natural gas, diesel, LPG, coal, and gasoline/Petrol (Sustainability Report 2019 Energy management PDF p45-46)
- ⁵ Non-renewable electricity purchased is calculated from total indirect energy (electricity) (Sustainability Report 2019 Energy management PDF p45-46)
- ⁶ Total renewable energy purchased or generated is calculated from consumption and generation of Bio-gas, biogasoline, wood pellet, and solar panel (Sustainability Report 2019 Energy management PDF p45-46)
- ⁷ GRI 102-48 Reclassification of a business to discontinued operations and a change in the presentation of certain expenditures between cost of sales, selling expenses and administrative expenses for FY2017.
- ⁸ Data covers factories in Thailand, Viet Nam, France, Portugal, Poland, Ghana, Seychelles, and United States of America.
- ⁹ Data covers employees for offices, factories farm and hatchery in Thailand, Viet Nam, France, Portugal, Poland, Norway, Ghana, Seychelles, and United States of America.
- ¹⁰ Data covers contractor for offices, factories farm and hatchery in Thailand and Viet Nam.
- ¹¹ No data record for LTISR in 2016-2018, in 2019 data covers contractor for offices, factories farm and hatchery in Thailand and Viet Nam.
- ¹² Data covers employees, contractors for all Thai Union operational.
- ¹³ Thai Union confirms no contribution has been made to lobbying payment, interest representation or similar, local, regional or national political campaigns / organizations / candidates, other (e.g. spending related to ballot measures or referendums.)
- ¹⁴ Vessel Code of Conduct (VCOC) was issued in 2017, and roll out in 2018.
- ¹⁵ Revenue of Thailand, France and USA add up to 90% of total Group revenue.
- The amount of operating profit presented in positive sign refers to profit. The amount of operative profit presented in negative sign refers to loss
 - The account of tax presented in positive sign refer to tax expenses. The amount of tax presented in negative sign refer to tax benefit.
- ¹⁶ Breakdown of workforce by age cannot be disclosed due to regulation in some operating countries regarding non-disclosure of such sensitive information.
- ¹⁷ Average annual compensation of the executives is referred from Annual Report 2019 PDFp63-left, and the average annual compensation of the Company's employees is referred from Sustainability Report 2019 PDFp43-left.
- ¹⁸ The period of calculation is from January to December 2019
- The Full Time Employees (FTEs) is a person who has a contract of employment with the company on last day of each quarter both temporary and permanent. Each person is counted as one unit, regardless their working time in proportion to the time spent over the month. Include:
 - Employees with a permanent contract
 - Employees with a fixed-term contract (temporary, interim, seasonal workers, apprenticeship, trainees where applicable)
 - International assignee & Management Associates are recorded in the host company where they work
 - Exclude: Daily workers, Contractors, Consultant, advisor or Agency staff and seasoning staff
 - Median and Mean compensation are calculated from a summation of Annual Salary per Contract in 2019 plus the total Bonus paid in 2019
 - The scope of calculation includes Top management, Middle Management, Junior Management and Non-manager from Asia and Emerging, Thai Union Europe and Thai Union North America
 - The number of employees are excluded Joint Ventures and Associates company
- ¹⁹ The method of calculation of turnover percentages was amended for consistency. Previously, this was calculated by averaging the percentage turnover from each operating company. This is now calculated by dividing the total number of leavers by the number of fulltime employees in each region to provide a more accurate view.
- ²⁰ The assumptions for average training hours have been changed for consistency as some Thai Union operating companies have changed calculation units from hours to minutes.
- ²¹ FY2019 Packaging material data collected represents 90% of the overall branded packaging COGS. It is calculated by focusing on branded packaging only, including primary, secondary and shipping material.
- For each stock-keeping unit, the packaging weight of each single consumer unit, case, cartons, shipping materials was multiplied by the units sold in FY2019. The packaging was broken down in each individual component and categorized by the material.
- * Thai Union is under the progress of aligning data collection and verification to GRI 303: Water and Effluents 2018 and GRI 403: Occupational Health and Safety 2018.

Since 2016, Thai Union has expanded the coverage of reporting employee members in trade union and welfare committee to all three regions: Asia, Europe & Africa, and North America.



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