

Human Rights Impact Mitigation Measures

Stakeholder Groups	Risk Issue	Details	Impact Mitigation Measures
Communities along product transportation routes from terminals to service stations	Safety management affecting the transportation of products from terminals to service stations.	Possibility of impacts on the community due to road accidents during the transportation of products from terminals to service stations.	● Review the monthly transportation plan and operational performance (Monthly KPI meeting). ● Manage and control the number of transport vehicles to ensure compliance with the contract. ● Review the operational procedures of contractors and drivers. ● Review the readiness of the emergency response team and inspect the readiness of the emergency response equipment. ● Conduct emergency response drills for various scenarios jointly between the transport contractors and the Company.
Communities or indigenous peoples (if any) surrounding the refinery area	Equality in social care, encompassing vulnerable groups, women, people with disabilities, or other disadvantaged groups within the community.	possibility of organizing activities that do not align with the community's needs and expectations, fail to cover all community groups, or involve discrimination by granting participation rights to only specific groups. Consequently,	● Establish community relations operational guidelines covering the following areas: ● Gather essential baseline data to analyze various community contexts (e.g., demographics, economic and social conditions, community situations, beliefs, values, etc.) to thoroughly understand the community's fundamental context. ● Identify community needs and problems to develop and implement projects and activities that accurately align with these needs and encompass all target groups. ● Create satisfaction and suggest evaluation forms for each activity. This serves as a channel for receiving feedback or complaints,

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		target groups may not be able to participate equally, or they may lack interest in participating.	which are then used to improve the planning of future projects and activities. • Categorize the community (stakeholders) into 4 groups: Community, Family, School, and Condominium. • Conduct community opinion surveys and evaluate community relations performance via a Third Party. This acts as a channel to listen to community voices. The gathered data is analyzed and evaluated to adjust operational plans, ensuring they align with the needs and expectations of all target community groups. • Adapt the format of community relations activities to appropriately fit the situational context and respond to the target neighbors' needs, fostering a perception that the Company is friendly and beneficial to the community. • Increase communication channels by adopting technology suited to the target groups, enabling comprehensive understanding among neighbors. • Apply the principles of equality and human rights in the design, planning, and execution of related operations. This applies to both the improvement and implementation of Risk Responses for all community groups, explicitly covering women, people with disabilities, and other disadvantaged groups in the community.

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			Develop and improve operations and processes based on Existing Risk Responses & Results by integrating the PDCA (Plan-Do-Check-Act) continuous improvement cycle.
Communities or indigenous peoples (if any) surrounding the refinery area	Care for neighboring communities regarding cultural traditions, local wisdom, ways of life, and the socio-economic conditions of communities or indigenous peoples (if any).	Possibility that community relations operations or the organized community relations activities and projects may not align with, support, or promote or may even conflict with the cultural traditions, local wisdom, ways of life, and socio-economic conditions of the community.	- Collect data from neighboring community groups across various dimensions, including cultural aspects, through direct on-site community visits. - Conduct an annual survey of opinions, needs, and satisfaction regarding community relations activities and projects, carried out by a Third Party (Disclosure 11.17). - Design and plan community relations activities and projects to align with the gathered data, ensuring they actively support and do not conflict with the cultural traditions, local wisdom, ways of life, and social conditions of the neighboring communities. - Organize activities and projects according to the established plans to foster a strong bond between the Company and the community (Community Engagement). This ultimately leads to gaining sustainable acceptance and consent to conduct business in the area (License to Operate). - Receive grievances and suggestions, and establish clear remediation mechanisms for cases where the community is impacted by the Company's operations. This includes ensuring the protection of complainants and maintaining the strict confidentiality of their information.

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Business partners / Contractors	Equality of business partners' and contractors' employees in having safe and hygienic working conditions.	Possibility of contractor companies failing to comply with labor laws, such as the proper payment of wages, compensation, overtime pay, benefits, and welfare. This also includes a lack of occupational health and safety care at work, such as failing to provide safety equipment or safety training.	• Establish occupational health and safety legal guidelines within the relevant Terms of Reference (TOR) or as annexes to labor contracts, covering the business operations of manufacturers, suppliers of goods and raw materials, and service providers. • Communicate the guidelines to contractors/business partners and notify them of channels to access these guidelines through job orientations, bidding document annexes, and purchase orders/contracts. • Communicate expected performance outcomes to business partners at the operational level to ensure alignment with the Company's standards. • Establish safety measures and labor management protocols for wages, compensation, overtime, benefits, and welfare for employees, contractors, and migrant workers. This must strictly comply with labor laws or achieve certification under the Thai Labor Standard (Corporate Social Responsibility of Thai Business - TLS 8001). • Regularly audit and assess business partners regarding environmental, safety, human rights, and good corporate governance performance. • Monitor business partner performance efficiency through annual self-assessments. • Develop a comprehensive supply chain management system that covers the processes of partner selection, monitoring, and performance evaluation.

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			• Communicate potential human rights impacts arising from operations to business partners, ensuring their awareness and understanding through the annual business partner meeting. • Define remediation formats, which include apologies, monetary and non-monetary compensation, cessation of certain actions, damage control, and the implementation of preventive measures against recurrence. • Compile monthly grievance statistics and report them to the management team during quarterly meetings.
Customers	Customer service and safety at service stations.	Possibility of customers discarding cigarette butts at service stations, which could lead to negative safety impacts.	• Install communication signs and raise safety awareness within the service stations. • Implement measures to inspect areas and key equipment, and increase the installation of security systems to fully cover the service station premises. • Conduct basic firefighting drills for forecourt service staff and relevant personnel at least once a year. • Designate assembly points to inform customers and provide necessary accommodations for people with disabilities to ensure their safety. • Establish a screening process for business partners and allies in accordance with legal requirements. • Provide a guarantee for damages caused to customers by the Company's operations, once factual evidence is proven.

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			• Ensure personal data protection in accordance with international cybersecurity management standards, including ISO/IEC 27001:2013, ISO/IEC 27032:2012, and the NIST Cyber Security Framework. • Establish a mediation process executed through: • Coordination: Cooperating with relevant departments to find problem-solving approaches. • Negotiation: Engaging in discussions with customers to reach a mutually acceptable resolution. • Offering Alternatives: Presenting various alternative solutions for the customer's consideration. • Designate a responsible person: The Customer Service Manager or an assigned representative. • Receive customer complaints, which includes implementing procedures for investigation, correction, and continuous monitoring of the complaints.
Employees	Violence and Sexual Harassment.	Possibility of sexual harassment occurring against employees in the workplace.	• Communicate guidelines to employees through all available channels to ensure easy access to the practices outlined in <i>the Business Responsibility on Human Rights Policy</i>. • Provide training on the appropriate expression of political opinions to ensure it does not negatively impact workplace collaboration and harmony. • Establish work rules regarding personal conduct, appropriate speech, and workplace unity within the employee handbook.

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			• Protect employees and whistleblowers by developing a confidential database system that is accessible only to authorized and relevant personnel. • Define a clear timeframe for handling complaints based on the level of severity, as specified in the Company's work rules regarding grievance procedures. Employees can file complaints, and their supervisors are required to respond and provide clarification to the complainant within the designated timeframe.