Thai Union

2020 SUSTAINABILITY REPORT

Thai Union Group Public Company Limited

Member of
Dow Jones Sustainability Indices
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World Benchmarking Alliance

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01 ABOUT THIS REPORT

This is the eighth sustainability report that Thai Union has made publicly available and demonstrates our ongoing commitment to transparency across our operations. It provides information on our annual performance from January to December 2020, showing our progress against the key performance indicators (KPIs) and targets outlined in SeaChange®.

To make our report more sustainable and accessible for readers, in previous years we have transitioned to a digital- exclusive approach, with the report designed and tailored in a PDF format specifically for an online audience. We are maintaining this format as part of our commitment to eco-friendly reporting. We are also ensuring that information is also freely available and accessible through our SeaChange® website. The website delivers the most up-to-date information about Thai Union's sustainability program, progress, activities and achievements.

This report was prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core Option and its Food Processing Sector Supplement (FPSS). In keeping with the intent of the GRI Guidelines, we have focused on the GRI Standards, as described below. We have also engaged with Lloyd's Register to assure the content at a limited level. The scope of this report covers companies under Thai Union Group, as well as subsidiaries where we have a 50 percent holding, companies that are under Thai Union operational control.

PRINCIPLES FOR DEFINING REPORT CONTENT

Determining the content of this report began by understanding the impacts of our value chain on different stakeholders, including suppliers, customers, governments, local communities and civil society. Next, we engaged external experts and our global leadership team for their insights. The report addresses items of significant interest to stakeholders important to Thai Union's business strategy.

In conducting the analysis of internal and external environments, we abided by the GRI Standards: sustainability context, materiality, completeness and stakeholder inclusiveness. To find out more about our materiality assessments, see our materiality issues section on page 28.

DEFINING REPORT QUALITY

The GRI Standards define reporting quality via a set of quality aspects: accuracy, balance, clarity, reliability and timeliness.

We have taken numerous actions to meet these:

We continue to improve the quality of information in our sustainability reports and we publish them in a timely manner, so our stakeholders can effectively integrate the information in their decision making.

We are moving toward more efficient and effective operations with minimum adverse social and environmental impacts along the entire value chain.

We value the opinion of our stakeholders, including employees, local communities and interest groups, non-governmental organizations, customers, suppliers and contractors. In preparing our report, we listen and respond to stakeholder feedback to help ensure the information we report is balanced and reliable.

We regularly report on key topics and commitments, as well as our work with partners. In 2020, we worked on exciting, landmark agreements and milestones including joining forces with the Sustainable Fisheries Partnership to prepare our first global Ocean Disclosure Project report; **launching our first ever Sustainability-Linked Loan** and **joining forces with The Nature Conservancy**. This report also includes updates on our **Tuna Commitment** and Vessel Code of Conduct.

COMMUNICATION ON PROGRESS

As a participant in the United Nations Global Compact (UNGC), this report also serves as our annual Communication on Progress (COP) to stakeholders. The COP reports our progress in implementing the Ten Principles of the UN Global Compact within our sphere of influence, as well as our progress in supporting the environmental and social responsibilities of the broader UN Sustainable Development Goals (SDGs).

The report's content has been reviewed and approved by the leadership of relevant business units at Thai Union and our Sustainability Committee. There has been no significant change in the materiality reported compared to the previous year.

02 CEO MESSAGE

In 2020, the world faced an unprecedented emergency. The COVID-19 pandemic caused significant disruption to the world and Thai Union was no exception. However, despite this, we never wavered from our commitment to be a sustainability leader, constantly striving to bring about positive change.

Sustainability is critical to Thai Union's business and is fundamental to being a responsible corporate citizen, not just for our employees around the world, but for the communities in which we operate. As COVID-19 spread rapidly around the world, the health and safety of our employees was our top priority and we implemented strict monitoring systems and preventive measures to help ensure they remained safe. Importantly, we also supported local communities impacted by the pandemic, making more than 2.3 million donations of products and protective medical equipment in our markets around the world.

COVID-19 presented major challenges for Thai Union, but it did not stop us from moving forward. Our work with the broader seafood industry and civil society continued and, while travel was restricted, we continued to engage with stakeholders every way we could, even while working from home and unable to meet in person. This meant that we had to fully embrace the 'new normal' of webinars and virtual panels and being flexible in our working practices to ensure the safety of our staff and play our part in containing the virus. As vaccines are becoming more available we are looking forward to returning to 'business as usual' but also will not forget the lessons we have learned: the importance of every worker in our supply chain, the value of collaboration, greater efficiency without travel, the value of teamwork, and our ability to adopt flexible working practices.

I have been proud of how Thai Union successfully navigated its way through the pandemic, with the rapid implementation of stringent health and safety measures allowing our factories to remain open, ensuring that people around the world continued to have access to healthy, nutritious food to eat. Importantly, governments and authorities recognized that workers in our factories and supply chains as essential workers during the crisis, allowing them to continue working and demonstrating their value in feeding a growing global population.

SeaChange® is now five years old and, when we look back, we can see that we have made incredible progress. We have helped to create a more sustainable seafood industry, joining forces with partners who are all looking at different aspects of the industry, environment and society, and bringing something exciting to the table. We have worked hard to ensure that not only are the oceans more sustainable, but we have introduced policies that ensure our workers are safe and legally employed and that the vessels we source from are legal and operate responsibly. We have also sought to support valued consumers as they look to lead more healthy lives, starting with their diets. Throughout 2020 we committed to Healthy Living, Healthy Oceans, reflecting the responsibility we have to protecting the environment and our consumers' health.

SeaChange® has not gone unrecognized and we have received widespread praise for our efforts. In 2020, we were listed on the Dow Jones Sustainability Indices (DJSI) for the seventh consecutive year and ranked second in the world on the Food Products Industry Index. Thai Union has now been in the top 10 for the past four years, after only debuting on the DJSI in 2014. Last year, we achieved a 99th percentile ranking for total sustainability score and received a 100th percentile score in 10 areas: Materiality, Risk and Crisis Management, Codes of Business Conduct, Supply Chain Management, Innovation Management, Health and Nutrition, Environmental Reporting, Water Related Risks, Social Reporting and Human Rights. Being included in the DJSI seven years in a row and placing so high in our category is an amazing achievement and is a real testament to the incredible work we are doing and its reception.

But the recognition does not end there. Last year, Thai Union was also named to the FTSE4Good Emerging Index for the fifth straight year, and we were also recognized for our global initiatives to deliver against the United Nations Sustainable Development Goals (UN SDGs), with the SDG Impact Award at the Responsible Business Awards 2020. We are often invited to provide comments for research or to the media and speak on a wide range of industry-shaping panels, as well as advising governments on their handling of sustainability issues. We can be very proud to say we have really established ourselves as a sustainability leader.

"When we launched SeaChange®, we set a number of commitments and targets that took us up to 2020 and have seen incredible success. We are now preparing to launch the next phase of SeaChange®. In 2021, we will introduce new commitments, new goals and look to take on new UN SDGs as we keep improving and evolving the program. One such new area that we need to address is climate change and we will be introducing a new objective of 'Combating climate change and promoting healthy diets through sustainable seafood'. This will demonstrate that we are serious about UN SDG 13 – Climate Action."

Climate change is a danger that threatens us all. We have all seen the impact that climate change is having on the planet, including rising sea temperatures. The oceans are the foundation of Thai Union's business, but they also provide livelihoods for millions of people around the world. It is imperative that we do our part to address this growing threat and we have already taken steps on this new path. Last year, Thai Union became the first food producer and Thailand-listed company to join EP100, a Climate Group global initiative on smarter energy use, as part of our strategy to tackle climate change. Through EP100, Thai Union will seek to double its energy productivity by 2041, from a 2016 baseline.

We continue to work towards reducing our impact on the environment and have already exceeded our 2020 targets for water consumption reduction and waste to landfill reduction.

Thai Union also continues to reduce our greenhouse gas emissions and we are working hard to lessen the impact our product packaging has on the environment. We will continue to work on our sustainable packaging commitment that by 2025, 100 percent of our branded packaging will be reusable, recyclable or compostable, and that we will also have an average of 30 percent recycled content in our branded packaging.

The 2020 Sustainability Report details the work that Thai Union has done across all four SeaChange® programs – Safe and Legal Labor, Responsible Sourcing, Responsible Operations and People and Communities. It also sets out some of the new areas we will be focusing on going forward.

As part of our commitment to supporting the United Nations Global Compact (UNGC), this report also serves as the Company's annual Communication on Progress (COP) to stakeholders. The COP reports our progress in implementing the Ten Principles of the UNGC within Thai Union's sphere of influence. I would like to thank everyone both inside and outside Thai Union for the support and dedication to our sustainability goals. I hope this report will help to demonstrate the enormous work Thai Union is doing as we continue to not just deliver positive change to the seafood industry, but pursue our vision to become the world's most trusted seafood leader.

Thiraphong Chansiri
Chief Executive Officer
Thai Union Group

03 BUSINESS OVERVIEW

WHO WE ARE

Thai Union Group PCL is the world's seafood leader, bringing high quality, healthy, tasty and innovative seafood products to customers across the world for more than 40 years.

Today, Thai Union is regarded as one of the world's leading seafood producers and is one of the largest producers of shelf-stable tuna products with annual sales exceeding THB 132.4 billion (US$ 4.2 billion) and a global workforce of more than 44,000 people who are dedicated to pioneering sustainable, innovative seafood products.

Throughout 2020 our sustainability efforts were recognized as we were again included in in the Dow Jones Sustainability Indices, ranking second in the Food Products Industry Index. This marked the seventh year in a row we have been included in the DJSI. Thai Union was also named to the FTSE4 Good Emerging Index for the fifth year in a row.

OUR VISION

To be the world's most trusted seafood leader, caring for our resources to nurture generations to come.

OUR MISSION

To be the seafood industry's leading agent of change, making a real positive difference to our consumers, our customers and the way the category is managed.

OUR GOAL

We are committed to Healthy Living, Healthy Oceans. With a focus on health and wellbeing across our group's portfolio, we will strengthen the growth and profitability of our core businesses and expand into new, attractive areas. We will continue to lead the industry on sustainability while attracting and retaining talent

OUR VALUES

- Passionate
- Humble
- Respectful
- Responsible
- Collaborative
- Innovative

COMPANY PORTFOLIO

Thai Union portfolio brands include global market leaders Chicken of the Sea, John West, Petit Navire, Parmentier, Mareblu, King Oscar, and Rügen Fisch, along with leading Thai brands SEALECT, Fisho, Qfresh, Monori, Bellotta and Marvo and ingredient and supplement brands UniQ™BONE, UniQ™DHA and ZEAvita. Learn more in our 2020 Corporate Annual Report, including consolidated financial statements. View our maps detailing our operations and footprint on the SeaChange® website.

04 SEAFOOD SOURCING LOCATIONS

As part of its continued commitment to transparency, Thai Union is taking part in the Ocean Disclosure Project (ODP), a global platform launched in 2015 by Sustainable Fisheries Partnership to allow seafood companies – including retailers, suppliers and fish feed manufacturers – to publicly share the sourcing of their wild-caught seafood. Through the ODP we have published our global supply chain data in detail, including both wild-caught and farmed seafood.

The below map shows the locations of the fisheries and aquaculture farms from which our seafood was sourced in 2020. The full, interactive map and data regarding our global supply chain can be found here.

Associated Fisheries

05 SUSTAINABILITY AT THAI UNION

SUSTAINABILITY AT THAI UNION

Sustainable development is essential to the future of Thai Union's business and our growth; it is fundamental to being a responsible corporate citizen for both our employees and our global community. Being transparent, not only showcasing our achievements, but highlighting the areas we have identified for improvement, is fundamental to our vision of being the world's most trusted seafood leader.

As a global seafood leader, we have a responsibility to set the standard for social, environmental and economic performance across our operations and into our supply chains. Recognizing this responsibility to show leadership, we heeded our stakeholders' calls with SeaChange®, Thai Union's sustainability strategy with measurable commitments to delivering real, lasting changes in the way we operate. SeaChange® aims to drive a positive transformation throughout the global seafood industry.

We think of SeaChange® as a journey that covers every aspect of the seafood business: from how we look after the oceans to how we manage our waste; from the responsibility we take for our workers to building brighter futures for the communities around our key sites. SeaChange® is also a significant part of our commitment to transparency across our operations. Our sustainability website, SeaChange®, not only showcases our achievements, but provides updates on the areas we have identified for improvement.

As a global seafood leader, we have a responsibility to set the standard for social, environmental and economic performance across our operations and into our supply chains.

The backbone of our sustainability strategy is the ability to fully trace our seafood – from catch to consumption. With full traceability in place, we will be able to identify, investigate and improve performance on key issues such as worker rights and responsible sourcing.

While this work is designed to have a positive impact on the seafood industry, the milestones we achieve under our programs will also deliver against the **United Nations Sustainable Development Goals (UN SDGs)** and is guided by our commitment to the UN Global Compact.

As one of the world's largest seafood companies, we also recognize that we have both the responsibility and the capacity to be a leader for positive change. The oceans are the foundation of our business and healthy oceans are critical, not only for our future but for that of the planet, particularly in combating climate change. According to the High Level Panel for a Sustainable Ocean Economy, ocean-based solutions to climate change could help reduce global greenhouse gas emissions by 21 percent by 2050. At the same time, we must also respond to the evolving needs of consumers, who are increasingly looking to swap carbon-heavy proteins for seafood while also seeking foods that are sustainable and innovative. This provides us with opportunities well-suited to not only our seafood products, but also new and exciting areas such as alternative proteins. That is why in 2020 we established our commitment to Healthy Living, Healthy Oceans which allows us to continue our industry-leading position in protecting the oceans that are so critical to our business and also support our consumers in their desire to lead more healthy lives.

seaCHANGE

OUR OVERARCHING OBJECTIVES

Sustainable seas, now and for future generations

Workers are safe, legally employed and **empowered**

Combating climate change and promoting healthy diets through sustainable seafood

OUR PROGRAMS

Safe & Legal Labor

Providing safe, legal and freely-chosen employment in our own facilities and in supply chains is critically important to Thai Union.

Safe and Legal Labor Roadmap

Responsible Sourcing

Traceability is the key to improving the transparency and operational practices of the entire seafood supply chain.

Responsible Sourcing Goals and Roadmap

Responsible Operations

The way we operate must be environmentally responsible and show a duty of care for our workers.

Responsible Operations Goals and Roadmap

People & Communities

At Thai Union we take responsibility for improving the lives of those living and working in the regions in which we operate.

People and Communities Goals and Roadmap

SeaChange® is an integrated plan of initiatives, organized into four programs, to drive meaningful improvements across the entire global seafood industry

OUR OPERATING PRINCIPLES

Good Governance

Robust leadership, policies and processes ensure our business is focused on delivering our sustainability objectives and is ethical across all our operations.

Transparency

We will remain transparent in all communications with stakeholders, customers and the industry, sharing our learnings and providing regular updates on our progress.

Partnerships and Collaboration

We have and will continue to actively seek out NGOs, governments and industry partners to work with us on initiatives designed to deliver against our overarching objectives. We will continue to share our findings so the entire industry can benefit from our experience and findings.

SUSTAINABILITY COMMITTEE

The Sustainability Committee meets twice per year under the auspices of Mr. Thiraphong Chansiri, President & CEO, with Dr. Darian McBain, Global Director of Corporate Affairs and Sustainability, as co-Chair. It brings together team members across functions and locations throughout the world. Dr. McBain also sits on the Global Leadership Team and the Risk Management Committee to ensure there is a direct link between sustainability and the Board.

In order to remain at the forefront of sustainability, we recognize that we must be constantly innovating and further developing not only our technology but the product that we offer.

INNOVATION IN SUSTAINABLE SEAFOOD

In order to remain at the forefront of sustainability, we recognize that we must be constantly innovating and further developing, not only our technology, but the products that we offer. This is a process which can take place in-house but may also require external partners to work with on new developments and innovations.

Throughout 2020 our Global Innovation Center (GIC) has continued to coordinate, exchange knowledge and expertise in R&D and use the latest technologies to provide the best outcomes for consumers and the environment.

The GIC not only develops products such as marine ingredients, which make a fuller use of the co-products from our seafood production but is also working on products such as alternative proteins. While we believe strongly that traditional animal proteins will continue to play a large role in the world, we must also recognize that vegetable, insect and cell-based proteins are going to grow significantly. Furthermore, the GIC is also heavily involved in projects that support Thai Union's sustainability outcomes, including full utilization of products to move towards zero food waste, sustainable packaging solutions, alternative proteins, healthy meal options and products for improved vitality. (**SDG 9 - Industry, Innovation and Infrastructure**)

Furthermore, it is important to us to develop the seafood industry of the future. In 2019, in partnership with the National Innovation Agency of Thailand and the Faculty of Science at Mahidol University we established SPACE-F, the first and most comprehensive global FoodTech startup incubator and accelerator based in Thailand. SPACE-F is now entering its third year, building on the great successes of the first two and with some very exciting new cohort companies coming into the program. After our venture fund made its first investment into Flying Spark, the alternative protein startup that uses fruit fly larvae that in nature feed on fresh fruits, in 2019, 2020 saw some very exciting investments into new startups, including Alchemy Foodtech Pte. Ltd., Manna Foods Co and HydroNeo GmbH, all recent graduates of SPACE-F. We also invested in Singapore-based agrifood tech fund VisVires New Protein

COLLABORATION AT THAI UNION

Sustainability can only be achieved through collaboration and shared goals, as highlighted by **UN SDG 17 – Partnerships for the Goals.** We are committed to change and leading by example to help improve the industry as a whole. A key partnership for Thai Union remains the Seafood Business for Ocean Stewardship (SeaBOS). As a founding member of SeaBOS, we are part of a significant platform for collaboration between science and industry. In 2020, our President & CEO, Thirapong Chansiri was nominated to be Deputy Chairperson of SeaBOS, a position of great honor to us and a further demonstration of our commitment to industry-wide initiatives for change.

Throughout 2020, Thai Union has continued on its mission to tackle issues that affect us all. This has included urging global cooperation to tackle climate change on United Nations Day and becoming the first food producer and Thailand-listed company to join EP100, a Climate Group global initiative on smarter energy use. As part of the company's strategy to tackle climate change and its impact on the world's oceans, Thai Union is aiming to double its energy productivity by 2041, from a 2016 baseline. At the same time, we have worked actively to support key worker organizations globally during the COVID-19 pandemic, donating significant quantities of protein, protective clothing and other supplies to hospitals, schools and centers looking after communities that have been deeply affected by the virus.

Throughout 2020 we participated in a number of virtual panels and forums on wide-ranging topics. These included Thai Union being represented on the UN Global Compact Leaders' Summit, examining the impact of COVID-19 on modern slavery with Be Slavery Free, giving our views on Redefining the Global Tuna Industry and participating in the World Economic Forum's Virtual Ocean Dialogues. Videos of these panels can be found on the SeaChange® website here.

In particular, while 2020's COVID-19 pandemic meant that SeaBOS meetings had to be held virtually, there was significant discussion and progress made throughout the year, with key outcomes including the organization calling on governments to support boat crews and ocean workers.

Thai Union is deeply committed to working with partners, governments and NGOs to tackle challenges and improve best practices across the industry and will continue to advocate for meaningful change.

UN SUSTAINABLE DEVELOPMENT GOALS AND UN GLOBAL COMPACT

While our work is primarily designed to have a positive impact on the seafood industry, the milestones we achieve under our programs will also deliver against the United Nations Sustainable Development Goals (UN SDGs) and are guided by our commitment to the UN Global Compact (UNGC). This report serves as Thai Union's annual Communication on Progress (COP) to stakeholders. In line with SeaChange®, Thai Union is focused on delivering across all the SDGs but is focused on three contributing to broad societal change. In 2021 we will also be including a fourth, **UN SDG 13 – Climate Action**. This recognizes the extreme importance of this goal and the role that companies such as ours have to play in combating climate change.

Thai Union is a member of the UNGC and has worked to implement the commitments in its Ten Principles since 2013.

HUMAN RIGHTS

1. Thai Union will support and respect the protection of internationally proclaimed human rights; and
2. Make sure that they are not complicit in human rights abuses.

LABOR STANDARDS

3. Thai Union will uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. The elimination of all forms of forced and compulsory labor;
5. The effective abolition of child labor; and
6. The elimination of discrimination in respect of employment and occupation.

ENVIRONMENT

7. Thai Union will support a precautionary approach to environmental challenges;
8. Undertake initiatives to promote greater environmental responsibility; and
9. Encourage the development and diffusion of environmentally friendly technologies.

ANTI-CORRUPTION

10. Thai Union will work against corruption in all its forms, including extortion and bribery.

UN GLOBAL COMPACT
COMMUNICATION ON PROGRESS

This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

CASE STUDY 1

PARTNERING FOR GOOD

Since we began our SeaChange® journey, it has been of the utmost importance that Thai Union not only makes improvements in its own operations, but that we're also helping to change the entire industry for the better. However, in an industry like the seafood industry which is truly international and has vast, complex supply chains, it is nearly impossible for one company or organization to effect meaningful change on its own. From the beginning it has been important to us to seek out likeminded organizations, including NGOs, civil society and other companies, to make sure that we are able to find the best possible pathway to deliver against **SDG 17, Partnerships for the Goals.**

Since the launch of SeaChange®, we have been proud to work with major NGOs such as WWF and to be the only seafood company to have an independently-audited agreement with Greenpeace. Through this agreement we also started working with the International Transport Workers Federation on a number of projects, and continue to collaborate with them on seafarer working conditions and safety. We have also joined forces with The Global Ghost Gear Initiative to tackle marine plastics and are members of the Seafood Task Force, which brings together companies and organizations to strengthen supply chain oversight to address social and environmental performance. We are honored to have our President & CEO Thiraphong Chansiri as the current deputy chairperson of Seafood Business for Ocean Stewardship. With SeaBOS we intend to tackle such key issues as reducing the use of antibiotics in aquaculture, as well as ghost gear and other important topics facing the industry. We have also announced the launch of our new partnership with The Nature Conservancy.

We collaborate closely with a number of organizations such as The Migrant Worker Rights Network and Verité to help protect workers' rights. Our team members sit on the Steering Committees of the Global Dialogue for Seafood Traceability and the Global Sustainable Seafood Initiative (GSSI), supporting development of these industry-wide standards. These initiatives, and others, help address specific issues in our supply chains and workforce to ensure that we are constantly assessing our operations for maximum improvement. We've also collaborated across the industry itself, working with Mars Petcare on digital traceability and e-logbooks and with Nestlé to inaugurate a demonstration boat promoting human and labor rights in the fishing industry.

Thai Union is only one company and we are keenly aware that sustainability is a journey which cannot be undertaken alone. You can see more of our Partnerships and Collaborations here and we will continue to update as we join forces with even more partners and groups to affect meaningful change.

17 PARTNERSHIPS FOR THE GOALS

06 OUR MATERIAL ISSUES & STAKEHOLDER ENGAGEMENT

MATERIALITY IN RISK ASSESSMENT

One way we assess our materiality is through our risk management procedure. Through reviewing activities and partnerships, assessing forthcoming legislation and the implementation of regulations, customer preference and feedback, as well as media profile and risk. Thai Union continuously monitors the materiality of issues and the impact they have on our internal risk profile.

These risks are presented quarterly to the Risk Management Committee. It is important to us that we not only address the issues that we understand are important to us as a global seafood leader, but that we are also tackling the issues that are of greatest importance to our stakeholders and partners around the world.

STAKEHOLDER ENGAGEMENT

Thai Union regularly engages with our key stakeholders, allowing us to understand and prioritize our sustainability risks and define appropriate responses to emerging corporate challenges.

Given our global scale of operations, our material issues and impacts are complex and transcontinental. Thai Union carried out a materiality assessment, which analyzed our worldwide operations to identify and prioritize the most important issues to our stakeholders and the business as a whole. This resulted in our identifying our material issues, including those related to environmental, social and governance risks. Building on stakeholder feedback in our December 2015 materiality assessment, we developed our SeaChange® sustainability strategy, which we launched in 2016.

Additionally, in 2019, we carried out a structured stakeholder engagement process to review and input on our 2025 SeaChange® goals. This process included a two-phased approach – interviews with key internal stakeholders, and a survey of our external stakeholders.

In both cases, they were asked to provide input and discussion on what was most important to them and what they felt Thai Union should address in the next phase of SeaChange® from 2021 to 2025.

The internal survey directly gathered feedback from Thai Union teams and departments globally, including the Human Resources, Investor Relations and Communications teams in Bangkok, marketing teams in Thai Union brands and factory personnel worldwide. The intent was to engage internal stakeholders that may not otherwise have direct input into the sustainability process and understand better their perspective on what aspects of SeaChange® they felt had been most effective and relevant, as well as how our sustainability work has affected their daily business activities. They were also asked for input regarding the next evolution of SeaChange®.

The external stakeholder survey included 11 groups of stakeholders, with more than 70 people targeted in the survey. The topics identified in 2019 continued to be the focus of our work throughout 2020.

Our Stakeholders	Online Consultation	Tailored Strategy Presentation	Reporting (e.g. newsletter, emails)	Trainings	Site Visits	Events (internal, external)	Microsite
Thai Union Management	✓	✓	✓			✓	✓
Thai Union Staff	✓	✓	✓			✓	✓
Thai Union Legal Staff	✓	✓	✓			✓	✓
Consumers							✓
Customers	✓	✓	✓	✓ (1)	✓	✓	✓
IndustryAssociations/Lobbyists	✓	✓					✓
International Organizations (UN, Interpol, etc.)	✓	✓			✓	✓	✓
NGOs/Foundations	✓	✓			✓		✓
Policy Makers/Regulators	✓	✓	✓		✓	✓	✓
Shareholders/Investors	✓	✓ (2)	✓	✓ (3)	✓		✓
Suppliers	✓			✓			✓
Think Tanks	✓	✓					✓

(1) sales teams / (2) personalized emails & letters / (3) investor relations team

* Due to the COVID-19 pandemic, the majority of internal and external events, as well as trainings were held virtually as webinars or video conferences

MATERIALITY MATRIX & SURVEY FINDINGS

EXTERNAL SURVEY FINDINGS

In the main, the 2019 survey of external stakeholders showed consistency in the issues that they were concerned about. The majority of existing issues were carried across from the previous materiality matrix. However, the degree of importance of those issues did change. In particular, Ocean Plastics, which had previously been the top concern, fell to only number nine, a significant drop. At the same time, Human Rights became the most widely-held concern. Responsible Sourcing climbed to number two from number four most important previously.

Encouragingly, the top four items identified by stakeholders, namely: Human Rights, Responsible Sourcing, Environmental Protection, Health & Safety in the Workplace are very closely aligned with the four pillars of SeaChange®, which are: Safe & Legal Labor, Responsible Sourcing, People & Communities and Responsible Operations.

INTERNAL SURVEY FINDINGS

In general, the internal stakeholders indicated similar concerns and priorities to external stakeholders, and were generally aligned with the existing pillars of SeaChange®. These included:

- Continuing to improve traceability for all species and raw materials and educating consumers and investors in regions including China and Thailand regarding the meaning of sustainability, particularly in regards to where products are sourced from. This would naturally fall under the Responsible Sourcing pillar of SeaChange®

- Ocean Plastics were also among top concerns raised by our staff, who indicated a desire to engage more with local authorities to raise awareness and collaborate on reducing ghost gear

- Corresponding to the Safe & Legal Labor pillar of SeaChange®, there were suggestions of ensuring our commitments to labor rights across all our facilities

- Under the same pillar, departments wanted to assess our current leadership gender gap, with regard to increasing the proportion of women general managers and directors

- All teams replied that they would like to see sustainability being further integrated across Thai Union, with teams outside of the core sustainability team taking responsibility for meeting SeaChange® commitments and targets

- Climate Change and Environmental Management were high priorities for the future, particularly with regard to reducing Thai Union's carbon footprint and effectively measuring Greenhouse Gas (GhG) emissions and water waste

EMERGENT ISSUES AND CHANGES TO MATERIALITY

However, the external survey in particular did also show some new, emergent issues, as well as separating previous issues into more than one, for added focus.

For example, previously Climate Change and Environmental Protection were considered as one item, whereas in 2019 the survey showed that stakeholders are placing separate emphasis on these issues.

Thai Union is committed to combating climate change, particularly in light of the report from the High-Level Panel on Building a Sustainable Ocean Economy which highlighted the importance of the oceans in reducing carbon impacts and of dietary change in reducing carbon footprints, globally. You can read more about our work to reduce Greenhouse Gas Emissions in the Responsible Operations section. Going forward beyond 2020, we will also include Climate Action, UN SDG 13, as one of the key UN SDGs that we are focusing on.

An emergent issue was stakeholder concern over the use of antibiotics. Thai Union is aware of this issue and, as a founding member of the Seafood Business for Ocean Stewardship (SeaBOS) has identified the use of antibiotics in aquaculture as a key focus for further work. In 2020 we began to map the use of antibiotics in our supply chain. This work will continue in 2021 as we continue to engage with partners such as SeaBOS and the Monterey Bay Aquarium on this issue.

Health & Safety in the Workplace has also been identified as a new issue at the front of stakeholders' minds. In 2020 workplace health and safety was drawn into sharp relief with the COVID-19 global pandemic. Safety, staff health, the use of personal protective equipment and shift separation were all of vital importance both to keep our employees safe and to safeguard our global supply chains. The pandemic has confirmed what we already knew, that people are the heart of Thai Union. Thai Union is deeply committed to UN SDG 8, Decent Work and Economic Growth and Safe & Legal Labor as one of the four pillars of SeaChange®, with a number of related programs and activities.

In 2020 we worked to ensure that we put our materiality matrix into action. One key example was the Sustainability-Linked Loan (SLL) which was syndicated in partnership with a number of major Japanese and Thai banks. Interest rates for SLLs are linked to Sustainability Performance Targets that were deemed to be material and relevant in the second party opinion by Sustainalytics. If the Key Performance Indicators associated with each SPT are met, the borrower is rewarded with a reduction in interest rates. In this way, our materiality matrix formed an important part of the decision process. For Thai Union, these KPIs include maintaining the Company's consistently high rankings in the S&P Global Dow Jones Sustainability Indices (DJSI); achieving the Company's Greenhouse Gas (GHG) reduction targets; and increasing oversight in Thai Union's international supply chains through an increase in the use of electronic monitoring (EM) and/or human observers onboard tuna vessels. The Sustainalytics report can be read **here**. In line with the results of our external and internal stakeholder surveys, we have update our Materiality Matrix as follows:

LOOKING TO THE FUTURE

In line with our SeaChange® 2025 strategy we intend to carry out another stakeholder survey to ensure that, as we continue to evolve SeaChange®, we are able to address the issues that mean the most to both our direct stakeholders and the industry.

FEEDBACK FROM THAI UNION'S STAKEHOLDERS

OUR STAKEHOLDERS	ISSUES	THAI UNION RESPONSES
Investors	• Improvement of business performance • Good governance • Transparency of information	• Transparency and governance (anti-corruption, data disclosure, tax policy and reporting) • Investor Relations Communications team, quarterly face-to-face investor updates with sustainability briefing
	• Social and environmental responsibilities	• Climate change and environmental protection
Suppliers	• Fair trade • Consistency expectation • Increasing orders	• Responsible sourcing (traceability, viability) • Vessel Code of Conduct • Supplier audits and capacity building
Customers	• Product quality (health and nutrition) • Eco-labelling (e.g. MSC, dolphin safe, ASC, BAP, carbon footprint of products)	• Innovation and product responsibility (quality, food safety) • Increased customer communication and face-to-face meetings on sustainability held globally • Offering more sustainable alternatives to meet customer demand
		• Responsible sourcing • Climate change and environmental protection • Updates on GGGI partnership, our Tuna Commitment, Sourcing Transparency report with WWF

OUR STAKEHOLDERS	ISSUES	THAI UNION RESPONSES
End-consumers	• Eco-labelling • Competitive price • Food safety • Product quality (health and nutrition)	• Innovation and product responsibility (quality, food safety)
	• Social and environmental responsibilities • Eco-labelling (e.g. MSC, dolphin safe, ASC, BAP, carbon footprint of products)	• Responsible sourcing • Can trackers and traceability data as well as product information
Employees	• Fair compensation and benefits • Fair labor practices • Safety and wellness • Career development and opportunity • Work-life balance	• Human rights and fair labor practices • Human capital development • Management program • Global program of harmonization of work standards • Brand ambassador program and Thai Union Global rollout
Migrant Workers	• Fair compensation and benefits • Fair labor practices • Safety and wellness	• Human rights and fair labor practices • Human capital development
Communities	• Legal compliance	• Transparency and governance (anti-corruption, data disclosure, tax policy and reporting)
	• Social and environmental responsibilities • Partnership in community development • Socioeconomic development	• Nutritional information • Communities
Government	• Legal compliance • Participation in government programs	• Transparency and governance (anti-corruption, data disclosure, tax policy and reporting)

OUR STAKEHOLDERS	ISSUES	THAI UNION RESPONSES
NGOs	• Social and environmental responsibilities • Marine conservation • Participation in social and environmental programs	• Climate change and environmental protection • WWF Sourcing transparency report
	• Transparency of information	• Transparency and governance (anti-corruption, data disclosure, tax policy and reporting) • TUE transparency report
International organizations	• Regulatory compliance • Transparency of information	• Transparency and governance (anti-corruption, data disclosure, tax policy and reporting)
	• Social and environmental responsibilities • Transparency of information	• Joint workshops such as with the ILO Communities
Academia	• Social and environmental responsibilities • Marine conservation • Participation in social and environmental programs	• Climate change and environmental protection • Communities • Collaboration with Stockholm Resilience Centre through SeaBOS • Collaboration with University of Sydney
Media	• Transparency of information • Timeliness of information	• Transparency and governance (anti-corruption, data disclosure, tax policy and reporting) • Engagement on material issues

SeaChange®

Retrospective

CHANGING SEAFOOD FOR GOOD

Thai Union

seaCHANGE

INTRODUCTION

In 2016 Thai Union launched its first ever sustainability strategy, SeaChange®. This plan was designed to address some of most intractable environmental and human rights issues facing the oceans and the global seafood industry.

SeaChange® is an integrated plan of initiatives, organized into four programs, to drive meaningful improvements across the entire global seafood industry.

Each of our four pillars has clear goals, underpinned by a 2020 action plan. Central to this is traceability. Producing and selling high quality seafood products to markets around the world involves a complex matrix of sustainability challenges, from catch to consumption. We recognized the ability to fully trace our seafood was critical; we would then be able to identify, investigate and improve key issues such as sourcing and labor.

SUSTAINABLE SEAS, NOW AND FOR FUTURE GENERATIONS

WORKERS ARE SAFE, LEGALLY EMPLOYED AND EMPOWERED

LEGAL AND LICENSED VESSELS, OPERATING RESPONSIBLY

SAFE AND LEGAL LABOR

Providing safe, legal and freely-chosen employment in our own facilities and in supply chains is critically important to Thai Union

FAIR LABOR GOALS AND ROADMAP

RESPONSIBLE SOURCING

Traceability is key to improving the transparency and operational practices of the entire seafood supply chain.

RESPONSIBLE SOURCING GOALS AND ROADMAP

RESPONSIBLE OPERATIONS

The way we operate must be environmentally responsible and show a duty of care for our workers

RESPONSIBLE OPERATIONS GOALS AND ROADMAP

PEOPLE AND COMMUNITIES

At Thai Union we take responsibility for improving the lives of those living and working in the regions in which we operate.

PEOPLE AND COMMUNITIES GOALS AND ROADMAP

SUPPORTING THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGS)

Sustainability can only be achieved through collaboration and shared goals. The milestones we set out under each of our SeaChange® pillars have also delivered against the SDGs:

Image credit: Stockholm Resilience Centre

LOOKING BACK ON OUR SEACHANGE® ACHIEVEMENTS

Five years on, SeaChange® has made Thai Union a better business, helped transform the entire seafood industry and contributed to broader societal change. From our strongest critic, Greenpeace became our ally in driving change through a landmark agreement in 2017. Engaging with customers, partners, NGOs, industry organizations, regulators, policymakers and suppliers, we've achieved and learnt so much. We can draw many lessons from our sustainability journey: primarily the importance of setting ambitious targets, embracing innovative new approaches and following a bold road map to ensure we are changing seafood for good.

We're proud of our many successes and the way our work has transformed the world around us. To follow is a summary of the impact we've made in just five years.

SAFE & LEGAL LABOR

Before we launched SeaChange®, parts of the global fishing and seafood processing industry were mired in serious accusations of forced labor and other human rights abuses. We set ourselves the target of ensuring that all workers, whether migrant or local employees, were treated fairly and with dignity. They would have safe and freely chosen employment. Although not owning any vessels, we would use our market-leading position to improve the lives of workers throughout the seafood supply chain.

FISHING VESSEL IMPROVEMENT PROGRAM AND VESSEL CODE OF CONDUCT (VCOC)

Activities that take place at sea can be difficult to monitor or supervise. Often, only those on boats understand the conditions faced and the type of fishing being conducted. In 2017 we introduced the Fishing Vessel Improvement Program and Vessel Code of Conduct (VCoC) for all suppliers to help improve labour conditions and ethical performance. We worked with Greenpeace, the Seafood Task Force and International Transport Workers Federation (ITF) to develop the Code to international best practice standards.

DIGITAL TRACEABILITY

Digital traceability introduces a new level of transparency. In 2017 Thai Union and Mars Petcare, along with a coalition of other industry and government groups such as USAID Oceans and Fisheries Partnership launched a digital traceability pilot program. Inmarsat's Fleet One terminals were installed on fishing vessels in Thailand, and crew members, captains and fleet owners were trained on Fish Talk chat applications to connect with families and peers round the world while at sea—an industry first for Thai fisheries.

The success of the pilot project influenced the Royal Thai Government to implement regulations requiring Thai vessel owners operating outside of national waters to provide a satellite communication system and device onboard for workers at sea.

Although not owning any vessels we've used our market position to improve labour conditions throughout the seafood supply chain, working with specialist organizations, NGOs and global partners. As part of our ongoing advocacy, Thai Union represented Thai businesses working toward reducing human trafficking and forced labor at the Bali Process Business and Government Forum. Dr. Darian McBain, Thai Union's Global Director of Corporate Affairs and Sustainability, also addressed topic of human rights at the United Nations (UN) General Assembly and the Thai Ministry of Foreign Affairs' International Conference on United Partnerships against Human Trafficking.

EMPOWERING WORKERS

When workers don't know their rights, or they don't have a voice, it is easy for unscrupulous operators to take advantage of them. We set up worker-elected welfare committees in collaboration with Migrant Workers Rights Network (MWRN) to formally educate workers on their basic rights, Thai labor law and social welfare regulations, and worked with the Labor Rights Promotion Network to develop a

training program.

By 2019, there were 10 worker-elected committees across all Thai Union facilities, with regular elections organized in collaboration with MWRN. This is particularly important in giving migrant workers a voice, as their trade union rights are restricted by law in Thailand. We worked with the Issara Institute to provide an independent hotline to our workers, enabling workers to anonymously report issues and concerns. In 2019 we introduced a whistleblowing platform for all Thai Union staff and workers.

ETHICAL RECRUITMENT AND MIGRANT RIGHTS

Migrant workers worldwide are vulnerable to exploitation at each stage of their recruitment journey including exploitation from excessive recruitment fees and related cost. To address this risk in 2016 we began to implement zero recruitment fees policies for migrants to ensure full transparency about workers' rights and terms of employment contracts. An independent evaluation from ethical trade consultancy Impactt found the company's efforts to transform its recruitment policy were a "significant landmark in improving migrant recruitment practices."

RESPONSIBLE SOURCING

Since launching SeaChange®, we've been instrumental in the transformation of fisheries around the world. Traceability is the key in improving the transparency and operational practices of the entire seafood industry.

THAI UNION TUNA COMMITMENT

In 2016, we made a commitment for our tuna to be sustainably sourced. We aimed to achieve a minimum of 75% of our branded tuna products produced with raw material originating from fisheries that are either Marine Stewardship Council (MSC) certified or in a Fishery Improvement Project (FIP), by the end of 2020. As of 2019, 79% of our branded products were sourced from an MSC fishery or FIP.

We have established 9 tuna FIPs, as well as participating in FIPs for species including sardine, mackerel, crab and others. FIPs deliver long-term sustainability, uniting seafood processors, fishing vessel operators, NGOs and governments to identify environmental challenges, develop detailed effective action plans and collaborate on implementation. Plans may include changes in fishery policy, implementing harvest controls or changing fishing practices, with the goal of MSC certification.

We worked collaboratively with retailers and NGOs to ensure that FIPs are an effective way to increase the availability of responsibly sourced seafood, supporting the rapid expansion of FIPs around the world.

HELPING THE INDUSTRY IMPROVE

We established a partnership between Thai Union and WWF to transform our seafood supply chain, support marine conservation work and create a more sustainable future for fisheries. In 2019, we released our first Sourcing Transparency: Wild-Caught Fish and Shellfish report in partnership with WWF.

TRACEABILITY AND LEGALITY

Thai Union has implemented best practice to shut illegal, unreported, and unregulated (IUU) fishing out of its supply chains and recognises traceability as the backbone of our sustainability strategy. We're a founding member of the International Seafood Sustainability Foundation (ISSF) and have 100% compliance with the ISSF Participating Company Science Based Conservation Measures. IUU fishing is one of the greatest threats to the world's fisheries because it contributes to overfishing, pollution and the killing of endangered species.

TRACEABLE PROTEIN FOR MORE SUSTAINABLE SEAFOOD

As aquaculture demand increases, feed production, which currently can rely on smaller fish species, risks removing a key food source for wild fish. We've invested in alternative protein sources to reduce our impact on the climate and oceans, including the first commercially harvested shrimp fed by Calysta's lab-grown FeedKind protein. We're also working on alternative feeds made from algae and fruit fly larvae.

To harness the power of innovation, we launched Space-F in 2019, an innovation accelerator focused on food tech, packaging solutions and sustainable protein. These pioneering products could one day be used across the industry.

SAFER, CLEANER OCEANS

In 2018 we joined forces with the Global Ghost Gear Initiative (GGGI) in a drive to reduce the growing problem of abandoned, lost and discarded fishing gear (ALDFG) worldwide. In 2019 Thai Union was the first to publish a dedicated workplan to achieve its goals with the GGGI.

DIGITAL TRACEABILITY

We've regularly championed new solutions with the potential to revolutionize industry sustainability. With traceability key to ensuring ethical and sustainable sourcing we've backed innovative projects for increasing data collection. This includes Fishcoin, a blockchain-powered ecosystem that rewards accurate catch reporting with cryptocurrency. We have also installed electronic observer (e-observer) systems on vessels in our supply chain, which harness cameras and senors to monitor practices on-board the boats. To improve analysis of the information from e-observers, we are exploring new technologies such as AI.

PEOPLE AND COMMUNITIES

We've taken responsibility for improving the lives of those living and working in the regions where we operate. Over the past four years we have cleaned marine environments, delivered humanitarian aid to disaster-struck communities, provided nutritional information to local communities and educated children.

INVESTING IN EDUCATION FOR CHILDREN OF MIGRANT WORKERS

We've helped the families of migrant workers, as well as the employees themselves. In 2020 we opened our fifth pre-school in the migrant community of Samut Sakhon, Thailand, ensuring the children are safe during the day and giving their parents peace of mind. Since 2013, we've educated 452 children of migrant workers.

We've held regular events and workshops for students and arranged field trips where children were able to plant mangroves and learn about how they impact coastal eco-systems and communities and the importance of mangrove restoration.

SUPPORTING NUTRITION FOR ALL

To help raise awareness about how to maintain a healthy diet, Thai Union has routinely hosted health and nutrition workshops for children and parents in Samut Sakhon. Parents received information on how they can use different types of food to support their children's health. The workshops equipped them with simple recipes they could prepare to ensure a healthy diet. Meanwhile students were equipped with strategies to adopt a healthier lifestyle at home.

As well as our nutrition workshops in Thailand, we've supported the United Nations World Food Programme (WFP) to model the potential impact that a national school meals program in Kenya could have on the local and national economy. In 2019, initial results revealed that each Kenyan Shilling sent to a home-grown school meals program school creates an additional 1.27 Kenyan Shillings, delivering much-need rural income. The study was designed to show how a national program providing daily lunches to all 8.9 million children in public primary schools could have a potential local and national economic impact.

SUSTAINABLE FISHING COMMUNITIES

We've worked with the Right Livelihood Foundation to develop a model for a sustainanle fishing community. We helped to establish social enterprise initiatives encouraging local fishermen to sell their sustainably caught fish and earn their own income, driving the community towards self-sufficiency. In 2016 we launched a project with the International Union for Conservation of Nature (IUCN) to strengthen the resilience of coastal communities and the ecosystems they depend on. The video showcases some of the work we did with WWF to help local communities in East Africa establish responsible management of their artisanal fisheries.

PROTECTING OUR ENVIRONMENT

Across the world Thai Union employees do their part to make sure that we're working in communities that are clean and healthy. In 2014 we launched our Garbage Bank program in Thailand. Staff were encouraged to collect plastic waste from their homes and the workplace, which was then sold, helping to reduce plastic waste and raise funds to support the local community. In 2017, the Garbage Bank generated 36,536 Thai Baht and this supported the development of educational materials for children of migrant workers. In 2019, members of the Global Ghost Gear Initiative (GGGI) and Thai Union, launched the #GhostGearReborn campaign in Thailand. The first activity of #GhostGearReborn was a dive in Thailand where members of GGGI and Thai Union, including the Thai Union CEO, Thiraphong Chansiri, came together to remove lost fishing gear from the ocean off Koh Larn island and conduct a beach clean-up at Taewen Beach.

DISASTER RELIEF

We've regularly donated food to victims of natural disasters, working closely with partner organizations to ensure donations reach those in need. Between 2016 and 2019 we donated 706,500 cans of food and 14,800 trays of pet food. As coronavirus took hold in early 2020, Thai Union focused on delivering food aid to communities suffering from the physical and economic effects of the pandemic in China, the US, UK and the rest of the Europe.

RESPONSIBLE OPERATIONS

In 2016 we committed to environmentally responsible operations and showing a duty of care for all our workers. Since then, we've introduced initiatives that have contributed to reductions in water use, waste to landfill, greenhouse gas emissions and accidents.

GREENHOUSE GAS (GHG) REDUCTION

We knew that putting solar panels on the unused rooftops of our factories would help achieve the CO_2 goals set under SeaChange®. The Sun Seeker project began in 2017 when we installed solar panels on a Thai Union factory's 10,000 square meter rooftop in Samut Sakhon Province. Since then, we have continued to improve our renewable energy consumption, which, along with energy efficiency measures, has helped us reduce our greenhouse gas emissions by more than 720 tons CO2 equivalent per year.

WASTE TO LANDFILL REDUCTION

In 2018 we developed several waste to landfill reduction programs which were implemented at a number of locations around the world. Wastewater sludge was used as fertilizer to plant trees, and a recycling process for contaminated plastic that previously went to landfill was introduced.

SUSTAINABLE PACKAGING

We have placed a strong focus on developing and implementing sustainable packaging initiatives. We have sought to better understand the full lifecycle of packaging materials by comparing metal to plastic, innovated with different kinds of packaging, and conducted baseline packaging assessments.

PROMOTING SAFE WORK PRACTICES

Keeping our workers safe is of paramount importance. Several engineering projects were executed in 2017 to improve Thai Union's workplace safety, including fire protection, machine safety, ergonomics and a safe refrigeration system. We also established a Center of Excellence in Thailand for environment, health and safety (EHS) in 2017 to serve as the EHS learning hub for all Thai Union employees.

WATER REDUCTION

In 2019, Thai Union implemented more than 20 water reduction programs (more than 20 projects), reusing and recycling water in production processes. As a result, Thai Union was able to reduce water consumption more than 1.94 million m^3 or 22% compared to 2016. We also encourage factories to use alternative water sources to reduce the impact from water shortages and mitigate potential conflicts with local communities over water usage.

OUR PARTNERS

We firmly believe that industry change can only be achieved through collaboration. Our partners have played a crucial role in our sustainability journey to date and will be central to our future success.

(SDG 17 - Partnerships for the goals)

AWARDS & RECOGNITION

We're honored to have had our achievements recognized by several organizations over the years.

2020

- Winner of SDG Impact Award at Reuters' Responsible Business Awards 2020
- Awarded Human Rights Award 2020 by the Rights and Liberties Protection Department, Ministry of Justice
- Listed on Dow Jones Sustainability Indices for the seventh consecutive year and ranked number two globally in the Food Products Industry Index
- Awarded Sustainability Disclosure Award from Thaipat Institute and Thailand's Securities & Exchange Commission (SEC)
- Thai Union CEO Thiraphong Chansiri ranked number one in IntraFish's "Seafood Power 100: The Industry's Most Influential Executives", with Dr. Darian McBain ranking at number 46
- Thai Union shortlisted for Business of the Year at the Sustainability Leaders Awards 2020
- Dr. Darian McBain named as one of Fast Company's Most Creative People in Business for 2020

2019

- Ranked number one globally in the Food Products Industry Index of the Dow Jones Sustainability Indices (DJSI) for the second consecutive year
- Ranked number one on the inaugural Seafood Stewardship Index
- Awarded Sustainable Supply Chains in conjunction with WWF-UK at the edie Sustainability Leaders Awards
- Won Best Sustainability Excellence at the Stock Exchange of Thailand (SET) Awards
- Dr. Darian McBain received the 2019 Freedom Award at the Anti-Slavery Australia Freedom Awards
- Featured in the FTSE4Good Emerging Index for fourth consecutive year
- Dr. Darian McBain won Seafood Champion Award at the SeaWeb Seafood Summit
- Dr. Darian McBain awarded Bronze prize for Individual Leader of the Year at the Global Good Awards UK
- Dr. Darian McBain named Asia's Top Sustainability Superwomen
- Dr. Darian McBain shortlisted for Leader of the Year at the BusinessGreen Leaders Awards

2018

- Ranked number one globally in the Food Products Industry Index of the Dow Jones Sustainability Indices (DJSI) for the first year
- Highly Commended in the Thomson Reuters Foundation Stop Slavery Awards
- Shortlisted for Business Leader of the Year and the Human Rights Award at the Ethical Corporation Responsible Business Awards
- Won Best Sustainable Supply Chain in conjunction with WWF at the Global Good Awards UK
- Dr. Darian McBain won Leader of the Year in the edie Sustainability Leaders Awards
- Awarded Sustainability Initiative of the Year and Sustainability Leadership of the Year at the Business Intelligence Group Sustainability Awards
- Awarded Best at Corporate Social Responsibility and Most Committed to Corporate Governance at Asia's Best Managed Companies by FinanceAsia
- Featured on the FTSE4Good Emerging Index

2017

- Awarded Best at Corporate Social Responsibility by FinanceAsia Magazine
- Won the Organizational Impact Award at The SEAL Awards
- Won 'Outstanding' sustainability award at the Stock Exchange of Thailand (SET) Awards
- Received the Soick Exchange of Thailand's (SET) Award for Thailand Sustainability Investment (THSI)
- Awarded Top CSR Advocates at the Asia Corporate Excellence and Sustainability Awards
- Highly commended for sustainability efforts at the Ethical Corporation Responsible Business Awards
- Awarded Certificate of Good Labor Practices by the Ministry of Labor, Thailand
- Featured on the FTSE4Good Emerging Index
- Ranked first for Sustainability Reporting in Asia in Seafood Intelligence's Top 100 Seafood Firms' Transparency Benchmark
- Awarded Best Sustainability Report Award from Thailand's Office of the Securities and Exchange Commission

2016

- Awarded 2016 Gold Standard Awards for Corporate Citizenship in the Global-Asia Program from PublicAffairsAsia
- Shortlisted for three Asia Sustainability Reporting Awards; Asia's Best Sustainability Report; Asia's Best Online CSR Communication; and Asia's Best Materiality Reporting
- Shortlisted for Thomson Reuters Foundation's Stop Slavery Award
- Awarded the ESG100 Award by the Thaipat Institute
- Received the Water Preservation Award from the Department of Industrial Works

LOOKING TO THE FUTURE

HEALTHY LIVING, HEALTHY OCEANS

We have achieved many of our goals but there is still much more to do.

Around the world, people are looking for their food to not only provide healthy nutrition but also to be sourced sustainably in line with their own ethics.

We are entering the next decade with our commitment to Healthy Living, Healthy Oceans. This will allow us to evolve SeaChange® in 2020 and beyond. We are setting even more ambitious targets, and will continue to engage all our stakeholders – especially consumers – to deliver greater value to our business and beyond.

seachangesustainability.org

08 SAFE & LEGAL LABOR

Providing safe, legal and freely-chosen employment for workers in our own facilities and in our supply chains is critically important to Thai Union. We want to consider how we can meet or exceed international frameworks such as the UN Guiding Principles on Human Rights, legislation such as Modern Slavery Acts and most importantly, ensure that people have safe and legal work to help them fully participate in society. While we have significant programs in place for our own employees, we are also partnering with specialist organizations and NGOs to ensure that those working in the wider industry are also protected.

Thai Union does not own any vessels but we are using our leading market position to improve labor conditions throughout the entire seafood supply chain. We know that full traceability of all our seafood products, from catch to consumption, will help accurately identify gaps in safe and legal labor and, critically, give workers a voice. We are committed to this work and to helping the industry deliver against **UN SDG 8**, aiming to provide decent work and economic growth for communities and individuals throughout the world.

8 DECENT WORK AND ECONOMIC GROWTH

COVID / COVID SAFETY MEASURES IN FACTORIES

As a member of the UN Global Compact, Thai Union believes it is our responsibility to uphold the human rights within our operations and the value chain. In 2020, we continued to make progress in protecting our workers, customers, consumers and local communities where we operate, while also being an advocate for workers to ensure their rights are protected. While COVID-19 caused disruption to business operations around the world, Thai Union continued to pursue its commitment to worker and human rights. The Company implemented comprehensive health and safety measures for our employees across all of our work sites in 2020, developed a health and safety training program for fishers working out of Thailand, and we were able to conduct remote social audits of fishing vessels and online training for suppliers.

Thai Union published its **UK Modern Slavery Act Transparency Statement 2019**, which covered the period up to 10 July 2020, in compliance with the requirements under the UK Modern Slavery Act 2015. In 2020, we also introduced **Thai Union's Non-Reprisal Policy,** which is designed to encourage and enable the Company's entire workforce – including employees, officers, directors, contractors and temporary workers – to voice their concerns, seek advice, file a complaint or grievance, testify or participate in investigations, proceedings or hearings, without fear of retaliation.

The seafood industry is labor intensive and has a complex supply chain with many stakeholder groups involved. The industry faces real challenges like human trafficking, human rights abuses and labor exploitation. Thai Union conducts a **Human Rights Risk Assessment** as part of the Company's **Human Rights Due Diligence Framework**, with all findings helping us design appropriate and proportionate human rights policies and prevent, detect and remedy non-compliance among our staff and suppliers. The Framework comprises six pillars: Basis Statement & Policies on Human Rights, Assess Risks, Prevent, Detect, Remedy and Continuous Monitoring & Disclosure, and its implementation is guided by three operating principles: Good Governance, Transparency and Partnerships and Collaboration.

Thai Union has also worked to raise social compliance standards of fishing vessels in the Company's supply chain through continuous implementation of our **Vessel Code of Conduct (VCoC) and Vessel Improvement Program (VIP)**.

In 2020, Thai Union used its position as a global leader in the seafood industry to speak up for those in the industry who needed support during the COVID-19 crisis. As a member of the Seafood Business for Ocean Stewardship (SeaBOS) – comprised of 10 of the world's largest seafood businesses – we supported its call urging governments to recognize seafarers as essential workers and to ease COVID-19 restrictions by allowing visa and quarantine exemptions. This global call helped bring attention to the critical humanitarian, safety and economic crisis COVID-19 created in the seafood industry. Separately, Thai Union took steps in the Seychelles to enable fishers to be repatriated and enable the transfer of vessel crews.

Thai Union was also recognized last year for our best practices on human rights and efforts to ensure protections for all workers across the Company and through our supply chains, receiving the Human Rights Award 2020 in the private sector category from the Rights and Liberties Protection Department of the Thai Ministry of Justice.

CASE STUDY 2

PUTTING HEALTH AND SAFETY FIRST

When the COVID-19 pandemic began, Thai Union quickly implemented a series of measures to safeguard our workers, customers, consumers and local communities where we operate. Their health, safety and wellbeing is a critical priority for Thai Union.

Throughout 2020, the COVID-19 situation evolved rapidly, so our Safety, Health and Environment team had to be nimble and ready to respond to developments in our markets around the world, which at times changed every day.

With their flexible approach, the Thai Union team was able to quickly roll out strong safety measures across all our operations. We introduced health screening processes at the entrance of all facilities, strict monitoring systems, testing and contract tracing regimes, site separation policies to lower the risk of cross-contamination across Thai Union work sites, restricted business travel to lower the risk of infection, and developed work-from-home guidelines to help employees remain productive but safe. Combined, they helped maintain the highest health and safety standards for our people, products and production.

As a food processing company, Thai Union's factory employees were deemed essential workers during the pandemic, which allowed our production facilities to continue operating throughout the crisis so we could continue to deliver healthy and nutritious products to consumers around the world. So, making sure we had the strictest health and safety protocols in place in our factories – in Asia, Africa, Europe and North America – was critical to living up to our commitment to **UN SDGs 3 and 8 – Good Health and Wellbeing and Decent Work and Economic Growth**, respectively.

At each of our factories we introduced comprehensive processes to prevent infections, including social distancing, having all staff wear personal protective equipment (PPE), and workforce clustering. These measures remain in place today and will help minimize the number of impacted employees should there be a COVID-19 case in any of our factories. If there was a COVID-19 case detected in a factory, we have protocols in place to immediately launch contact tracing, quarantine close contact employees, isolate the area, and conduct a thorough sanitization. Teams across our sites have also conducted safety and cleaning drills in all factories to ensure our readiness, and these drills suggest that it takes one day for the process from contact tracing to the completion of sanitization.

Our workers were fully involved in this, taking part in committees to discuss health and safety and well-being through their worker representatives and also fully engaging with site visits and audits to ensure the safety of our factories and our workers.

Following a fresh outbreak of COVID-19 in late 2020 in Thailand's Samut Sakhon province, where several Thai Union factories are located, the Company implemented free COVID-19 testing for its more than 27,000 employees as part of its focus on the health and safety of its people and operations. In the Seychelles, working with the Ministry of Health, a vaccination program for employees at our Indian Ocean Tuna facility began to be rolled out in 2021.

There were a number of cases of employees testing positive to COVID-19 last year. Following each positive test, our facilities implemented their health and safety processes, which included, among other measures, contact tracing and sterilization of the affected area in the factory. Workers who had to go into quarantine continued to receive their wage during this time.

Last year, Thai Union also acted to support its stakeholders during the crisis. As a member of the Seafood Business for Ocean Stewardship (SeaBOS) - which comprises 10 of the world's largest seafood businesses – Thai Union advocated on behalf of seafarers, urging governments to help hundreds of thousands of fishing crew stranded at sea. The call to action urged governments to recognize seafarers as key workers and allow for smoother crew changes on vessels by implementing safe and quick procedures with visa and quarantine exemptions.

We also continued to support the communities where we operate, many of which were badly impacted by COVID-19. We made donations around the world, including providing food products in Asia, Africa, Europe and the U.S., donated personal protective equipment to hospitals and schools, as well as money for hospitals dealing with COVID-19 patients.

As the COVID-19 situation continues to develop, we will continue to enforce these strict safety protocols as long as necessary to ensure the continued health and safety of all Thai Union employees.

3 GOOD HEALTH AND WELL-BEING
8 DECENT WORK AND ECONOMIC GROWTH

CASE STUDY 3

STRENGTHENING WORKER VOICES

In 2020, Thai Union began rolling out its "Tell Us" program as the Company continued efforts to strengthen worker voice mechanisms in our key processing facilities in Thailand.

Working in collaboration with Verite, the program – funded by Mars Petcare, Humanity United and the Freedom Fund – was designed to improve the ability of Thai Union's Human Resources staff to capture, investigate and provide remediation for complaints raised by workers. The program was also designed to capture Thai Union's experience in improving worker voice mechanisms over the program's timespan to derive lessons learned for the wider manufacturing industry. The program also supports our work on **UN SDG 8: Decent Work and Economic Growth.**

Tell Us forms part of Thai Union's broader commitment to maintaining workplace conditions and creating a culture that fosters open dialogue between employees and management. Within this, the Company listens to every individual employee's grievance, feedback or suggestion, promoting direct and two-way communication between employees and management.

The Tell Us program also allows Thai Union to proactively engage with employees to better understand their views and needs and then work to address them, through which it improves not only employee's satisfaction but productivity.

Prior to the roll out of the Tell Us Program, employees were already able to raise grievances and complaints via their managers or one of many grievance mechanisms maintained at work sites. The Tell Us program aims to make existing channels even more accessible and effective. In addition, Thai Union also provides options for employees to discuss issues with Human Resources or Employee Relations teams, in the form of HR hotlines or suggestion boxes, worker welfare committee, or with partner NGOs.

In 2020, we held an investigation technique workshop for core Human Resources team members to build their capacity to conduct fair and transparent investigations of an employee's complaint or whistleblowing report. Separately, we held an action planning workshop to set appropriate Key Performance Indicators (KPIs) to measure the effectiveness of our worker voice system over time. In addition in 2020, as a result of the Tell Us program, Thai Union developed its official Non-Reprisal Policy, which is designed to encourage and enable the Company's entire workforce, including employees, officers, directors, contractors and temporary workers, to voice their concerns, seek advice, file a complaint or grievance, testify or participate in investigations, proceedings or hearings, without fear of retaliation.

We will continue to roll out and implement the Tell Us program throughout 2021 and into 2022. In 2021, we expect to launch the 'Train-the-Trainer' program, aimed at training workers' immediate managers or supervisors about leadership and communications skills.

The Non-Reprisal Policy contributes to creating a positive workplace culture at Thai Union while also improving overall employee satisfaction and engagement. Ultimately, the policy helps prevent all workers from committing violations of laws, regulations and Thai Union policies.

THAI UNION'S VESSEL CODE OF CONDUCT

In 2017 we introduced our Fishing Vessel Improvement Program and Vessel Code of Conduct (VCoC) to provide clear guidance to the fishing vessels from which we source, as well as aim to drive continuous improvement of labor and ethical conditions in the fishing sector. It aims to protect all workers and also combat key issues such as forced labor and also prevent child labor. The VCOC supports our work towards **UN SDG 8 – Decent Work and Economic Growth.**

The VCoC builds on the Thai Union Business Ethics and Labor Code of Conduct, by maintaining the same 12 fundamental principles but having vessel specific clauses under each of the Principles. It focuses on topics such as crew contracts, recruitment and treatment of workers, wages, discrimination, the right to freedom of association, and health and safety. The development of the program was supported by Thai Union's agreement with Greenpeace and through collaboration with the International Labour Organization (ILO) and the International Transport Workers' Federation (ITF).

The VCoC is signed by all new vessel suppliers before we enter into a new business relationship and Thai Union is working to ensure that all existing suppliers have also signed it.

VESSEL CODE OF CONDUCT DOCUMENTS

In 2020, the VCoC and the Guidance Document were revised and updated using the experience from the first 18 months of the audit program, creating versions 1.1. The revision included minor updates to clauses, clarifications and additional useful information for suppliers and stakeholders. An annex was added to inform readers of the processes implementing the program.

In 2020, other expansions were made to the program:

• The VCoC was translated into other languages which can also be found on the website: Korean, Indonesian, Spanish, Traditional Chinese and Simplified Chinese.

• To conduct due diligence in the supply chains and on board the vessels that Thai Union sources from, we worked with the auditors in 2020 to develop an extension to the VCoC which will investigate Ethical Recruitment with our suppliers and the agencies that they use to recruit fishers to work on board their fishing vessels.

• Benchmarking exercises that had been conducted in 2018 were updated to increase understanding of similarities and differences between other standards and codes of practice such as the Seafood Task Force Vessel Audit Standard, the Responsible Fishing Vessel Scheme (RFVS), AENOR UNE195006 purse seine tuna vessel standard and ILO C188 Work in Fishing Convention.

• Thai Union signed a Memorandum of Understanding (MOU) with AENOR and Global Seafood Assurances / RFVS to actively share knowledge and resources to create efficiencies across their programs which establish standards and best practice for fishing vessels and crew welfare. This agreement represents an opportunity to collaborate on continual improvement for the future.

IMPACT OF COVID

In early 2020, the VCoC audit programs had to develop and implement new ways of working due to the travel restrictions and impacts of the virus. For the tuna audit program, new processes were developed to conduct audits remotely such as identifying which clauses would require further verification on site and which clauses could proceed to have a preliminary assessment remotely. The remote audits included conducting interviews with owners, captains, and recruitment agencies via the telephone, requesting data and using email or messaging services like WhatsApp, organizing opening and closing meetings via video conference.

In Thailand, the audit program remained on alert for openings in the travel restrictions between regions and on-site trips could proceed in windows of opportunity in August and November 2020, with auditing in 2021 beginning in April.

Thai Union maintained close contact with our suppliers to understand their policies and actions responding to the restrictions and situation created by the virus. We communicated regularly with them on important aspects such as crew should be paid for any extended work and advocated, together with the Seafood Business for Ocean Stewardship coalition, that governments address the significant repatriation issues faced by seafarers and crew during the pandemic.

CASE STUDY 4

FOCUS ON CONTINUOUS IMPROVEMENT

Central to the program is that critical issues are identified and met as well as driving continuous improvement. This can only be achieved by working with our suppliers. This program provides us with the opportunity to engage with not only the supplying companies but also the fishermen to understand the challenges and where improvements can most change the situation for all involved. The results of the audits are used to inform and develop Vessel Improvement Projects. Here are some examples of activities taken in 2020:

Thai Union was able to accompany the tuna vessel auditors on a site visit to Ghana before country lockdowns started. The intention of the trip was for Thai Union to shadow the audits and also to engage with suppliers on the program of improvement. During the trip, Thai Union was able to meet with the Ghana Tuna Association (GTA) and its member companies, and discuss the results of the audits. The results were also presented to and discussed with the Director of the Fisheries Commission and his team. Since October 2020, a Ghanaian consultant has been contracted to work together with GTA, Thai Union and the audit team to close out identified Areas for continuous Improvement (AFIs). This work is continuing but will hopefully close out a significant number of AFIs in 2021.

In January 2021, Thai union published a blog to celebrate a number of suppliers that had demonstrated either a high level of compliance to the VCoC or had made considerable efforts to deliver actions that improved conditions to meet the clauses. These were Caroline Fisheries, Tunago, Ping Tai Rong, Albacora, Sapmer, Echebsater and Saupiquet /Bolton. (**SDG 8 - Decent Work and Economic Growth and SDG 14 - Life Below Water**)

In October 2019, Thai Union signed a Memorandum of Understanding (MOU) with our customers Nestle, The J.M. Smucker Company and Mars Petcare to collaboratively fund projects throughout 2020 to improve the working conditions of fishermen on vessels, focusing on the findings from vessel audits in Thailand. Although there were delays due to COVID-19 restrictions, two main projects were launched in 2020.

• The first project was the launch of training of the crew of suppliers' vessels on important issues in the VCoC such as health and safety, contracts and grievance procedures together with ITF Fishers Rights Network (FRN).

• The second project is part of our commitment to ensure that our workers are safe, legally employed and empowered. Many of the people who come to work on fishing vessels from other countries are not able to read Thai and therefore may not be able to understand contracts they are given. Often minimal attention is paid to explaining these and, in some cases, workers may end up signing contracts they cannot understand. To assist in helping workers not be in the position of signing contracts which they cannot fully comprehend, we have worked with Creative Contracts, who have helped us develop 'comic contracts' which use pictures and simple graphics to explain the contracts, making them much more visual and accessible. These contracts include all the content from the Official Thai Government contract and support suppliers by adding all of the other relevant legislation, as well as ILO C188 Work in Fishing Convention.

In 2021 and beyond, we will continue to work with our suppliers and the audit teams to improve against the VCoC clauses and identify replaceable solutions.

AUDITS AND RESULTS

In Thailand, 16 vessel audits were carried out on trawl and purse seine vessels in three of Thailand's ports: Phuket, Patthani and Nakornsrithammarat. Thai Union was able to accompany the auditors on the trips. Individual and group interviews were conducted in a confidential environment with a professional translator for the crew from Cambodia and Myanmar. In total, just over 300 crew were interviewed.

For the global tuna audit program in 2020, consultants carried out audits for 59 vessels, of 12 flag States from eight companies / suppliers. We audited 10 vessels onsite in Ghana and Mauritius, whilst 49 were conducted remotely and will require a follow up onsite visit. The purpose of the onsite visit is to 1) conduct crew interviews in a confidential manner and 2) complete vessel inspections and observations. In total 100 different crew members were interviewed in person. Remote interviews with crew were not undertaken due to confidentiality concerns.

Tracy Cambridge, Responsible Sourcing Director (Europe) said *"A critical element of the VCoC program is to talk to the fishers in a safe and confidential environment. For some audits this year, due to Covid, it was not possible to do interviews under required conditions but these will be followed up once permitted. Despite this the audit team were still able to conduct interviews with over 400 crew members and to continue to ensure that the voice of workers in the fishing industry is heard. Auditors have heard that fishers are glad to know that buyers care enough to ask how their job is going and what it's like to work in the fishing industry."*

In 2020, audits of tuna vessels focused on vessels that are participating in the Fishery Improvement Projects (FIPs) which Thai Union sources tuna from. This achieved good results and increased the number of vessels that had had an audit in the following FIPs: Pacific longline tuna FIP, Indian Ocean longline FIP, WCPO Purse Seine Tuna FIP, Indian Ocean Purse Seine Tuna FIP (SIOTI), Ghana Pole and Line Tuna FIP and Liancheng HS longline Tuna FIP.

The following table details the percentage increase on vessels audited in the FIP in total.

FIP Name	No. vessels in the FIP	VCoC Audit Conducted	
		% 2019	% 2020
Pacific Longline Tuna FIP	17	65%	100%
Indian Ocean Longline Tuna FIP*	36	97%	100%
WCPO Purse Seine Tuna FIP	25	12%	52%
Indian Ocean Purse Seine Tuna FIP (SIOTI)	29	11%	55%
Eastern Atlantic Tuna Purse Seine FIP (EASTI)**	37	8%	8%
Ghana Pole and Line Tuna FIP	16	38%	69%
Liancheng HS LL Tuna FIP	41	5%	54%

* the Indian Ocean Longline Tuna FIP has recently added a new vessel which requires auditing.

** the EASTI FIP did not have audits conducted because engagement on improvements already began through the GTA based on audits from the P&L vessels and also the longline vessels were a priority

VESSEL CODE OF CONDUCT AUDIT PROGRAM RESULTS

In particular, the VCoC audits of Thai and global tuna vessels found that there were a number of similarities across vessels using different gear types and operating under different flag States. The VCoC audit programs have allowed us to analyze the performance of different fleets against the same standards and compare results regarding AFIs. The graph presents the results from the tuna audit program; the proportion of the total number of vessels audited in 2020 that had clauses either 'met', 'partially met' and 'not met'. It demonstrates that Principles 7 and 10 had the most AFIs. Then Principles 2, 4, 6 , 8 and 9 had the next highest proportion of AFIs raised. Principles 1, 3 and 5 had the lowest number of AFIs raised against the clauses.

Graph of conformance and areas for continuous improvement for tuna vessels audited in 2020

Some of the key results of the audit programs since audits began in 2018 are summarized in the table for each of the Principles. The aim of sharing this information is to increase understanding of the priority issues for improvement for the fishing industry - as identified in the TU VCoC audit programs:

All principles	The work completed in the audit programs to implement corrective action has covered many different aspects of life on board a fishing vessel. Many of the AFIs are closed out not by large investments in expensive equipment or initiatives but rather the biggest impacts are being seen by activity to engage suppliers and crew, improve administration and update policies and procedures, complete training, and implement management systems to record, report and maintain items of importance to crew welfare and working conditions.
1. Business is conducted lawfully and with integrity	Across both audit programs results find a high level of compliance for most of the clauses.
2. Work is freely agreed and with documented terms of employment, legally	Clauses in this principle where AFIs are raised usually relate to the contracts not having all of the required content, record keeping relating to resignation and termination, and recruitment or hiring related fees. This Principle was expanded this year for the Ethical Recruitment Extension.
3. Workers are treated equally, with respect and dignity	A high level of compliance is reported against this clause, AFIs include the need for better policies to be in place or crew training.
4. Work is conducted voluntarily with no forced or compulsory labor	Two factors influence the risk of the vessel having an AFI raised: the duration of the trips and distance of the crew form home. AFIs resulted if deposits were charged to the crew, if the auditor did not understand all of the details and differences in the contract or between different contracts for the same fisher, if there was not a clear process for resignation.
5. Workers are of an appropriate age	Both audit programs have a high level of compliance and only one instance has been raised which was due to the lack of formalized procedure for work experience.
6. Workers are paid fair wages	The clauses in this principle regularly had AFIs against them such as payroll including all of the right information e.g. deductions, pay slips being issued (often the crew do not request them).
7. Working hours for all workers are reasonable	The clauses in this principle are difficult to meet because of the fact that time records are not usually kept on vessels. However, following audits suppliers are implementing actions to start this.
8. Workers can exercise their right to form / join unions and to bargain collectively	Usually there is a high level of compliance found against the clauses in this principle in that fishing companies do not prohibit this; the challenge related to this is centered more on the fact that the fishers do not know of unions nor do they have access to collective bargaining.
9. Workers' health and safety are protected at work	Several of the clauses in this principle are often triggered and there is much work which could be done to meet all of the clauses in this principle such as: conducting health and safety risk assessments, medical kit provision and management, provision of PPE, record keeping, health and safety training. The following factors could be noted to decrease the risk of a vessel having AFIs against this one: an increased size of vessel, decreased number of crew, increased amount of mechanization and investment in the vessel.
10. Workers have access to fair procedures	This principle had a low level of compliance across many of the different fleets. Positively the tuna vessel auditees have recently started incorporating grievance procedures into their documentation which closes out many AFIs that were raised. The detail for this principle though will not be able to be shown until on site interviews are conducted.

The VCoC Guidance document provides details of what findings should be categorized as 'critical'. In the audit program during 2020, the following were found and addressed in accordance with the procedure in the VCoC Guidance Document (ANNEX E) :

Finding :	Action
Principle 3 : One group interview raised that one crew member (no longer working on the vessel) had reported that he had been assaulted	TU followed up with the supplier and decided to suspend sourcing from the vessel because TU was not satisfied that the supplier would react to prevent incidences in the future.
Principle 4 : On one vessel audit a lack of clarity in the amount paid to one of the crew. Two vessels found that crew had deductions made against their salary for disciplinary purposes and also there were discrepancies found in amounts paid to crew.	Auditee has provided follow up evidence of payment and is continuing dialogue with auditors to ensure full understanding. TU followed up to ensure that the supplier provided training and education to the crew to understand payment terms and income methodology, and ensure effectiveness of the training.
Principle 9 : On two vessels during the audits, there was not sufficient evidence that there was enough life raft capacity and enough life jackets. Crew reported that a man had been lost at sea two months previously.	The vessels are engaging with consultants to rectify this before they next go out to sea to fish otherwise Thai Union will not source from them. Thai Union followed up and it was confirmed that the vessel followed the correct procedure and the disappearance was being investigated by the authorities.

NEXT STEPS

- Thai Union will continue to engage with stakeholders through presentations and working groups to develop new ways to develop the program further and enhance understanding.
- Another comprehensive review of the VCoC and Guidance document will be completed in 2021 to incorporate the Ethical Recruitment Extension into the main documents.
- We will continue to conduct audits in 2021-2022:
  - For the tuna vessels in the international tuna fleet that Thai Union sources from, the focus will be to increase the number of vessels that have been audited that are involved in the FIPs that we source from, and to ensure that vessels that have been audited submit evidence that they have delivered improvements required to close out the AFIs.
  - For the vessels in Thailand that Thai Union sources from, the vessels are spread around different ports in the country and are not aggregated together in FIPs towards MSC. Therefore, the priorities are to focus on engaging at supplier / vessel owner level to deliver improvements across their fleets and to identify owners that have not yet had one vessel audited.

09 RESPONSIBLE SOURCING

The seafood industry is complex, whether looking at wild-caught or aquaculture fisheries. Given the complexities of the seafood industry, we recognize the importance of proactively addressing both emerging and ongoing issues in our dynamic business environment. Supply chain management is at the heart of the Responsible Sourcing program within SeaChange® and is vital to the effective and successful management of our business.

Traceability is the key to improving the transparency and operational practices of the entire seafood industry. With traceability in place, we can track every product—from catch to consumption—and we can ensure our suppliers abide by the same sustainability commitments as Thai Union. Without full traceability of our supply chain, we cannot begin to understand its risks. As such, we refer to traceability as the backbone of SeaChange®.

Our Responsible Sourcing program focuses not only on traceability, but also engagement. We view our suppliers as partners and we support and encourage them to meet the high standards our customers and other stakeholders expect.

While COVID-19 impacted how we worked with our suppliers, we continued to provide support including online training during the year. This training included 93 individuals from 51 suppliers of food ingredients, packaging and logistics on our Business Ethics and Labor Code of Conduct, as well as training for 50 captains and crew supervisors from 30 vessels on health and safety at sea.

In addition, we provided support to our suppliers where needed, whether through early payment of invoices and bridging finance, engagement with governments to enable repatriation of fishers, or working collaboratively with our trusted supply chain network so that we could flexibly source from locations around the world to ensure constant supply of seafood to meet demand. In 2020, the high demand for shelf stable seafood products such as canned tuna meant that our in-depth engagement with our suppliers minimized supply chain disruptions. The impact of the COVID-19 pandemic during 2020 highlighted the importance of supply chain resilience, and why having supply chain partners rather than only short-term contracts, is a material issue for Thai Union.

Similar to most sectors, the seafood industry has inherent risks that Thai Union actively works to mitigate. These risks include:

- Illegal, unreported and unregulated (IUU) fishing, a legal compliance risk
- Labor and human rights violations, a social risk
- Fish population depletion, an environmental risk

Our supply chain management primarily focuses on the sourcing of raw fishery and aquaculture materials as these processes have the highest potential to carry risk. But we also recognize the need to manage our supply chains for a range of other categories— from packaging to non-seafood ingredients to logistics. In 2020 we worked on our Responsible Sourcing of Palm Oil Policy, recognizing the impact on the environment and communities that palm oil can have when not grown responsibly. This supplements previous work on our Responsible Sourcing of Agricultural Products Policy.

Thai Union continued to work with our partners to deepen our understanding and approach to responsible sourcing.

In 2020 we:

- Expanded our adoption of AlgaPrime™ DHA into shrimp aquaculture alongside our partner Corbion
- Welcomed the New Monterey Bay Aquarium Seafood Watch Rating for Thailand
- Began developing a commitment with The Nature Conservancy to full supply-chain transparency in our global tuna supply chains. The partnership was formally announced in 2021.
- Advocated our support for the project 'GoTFish: Promoting the Blue Economy and Strengthening Fisheries Governance of the Gulf of Thailand through the Ecosystem Approach to Fisheries', supporting efforts to promote regional cooperation and strengthen fisheries and aquaculture management.
- Welcomed the acceptance of the Thai Sustainable Fisheries Roundtable's Gulf of Thailand mixed trawl improvement project into the MarinTrust Improvers Program – the first-ever FIP recognized under its special multispecies pilot project.

Share of Internationally certified farmed salmon sales revenue

Thai Union Europe Chilled

* Agriculture Biologique
** Aquaculture Stewardship Council

To note: In 2020 we focused on strongly promoting ASC and organic products. This has resulted in an increase in these categories and a corresponding decrease in Global GAP

DIGITAL TRACEABILITY

Digital traceability continues to be an important part of our supply chain management. Our custom-built traceability system, Trax, provides us with digital data management tools to not only run our global operations efficiently, but also to facilitate the functionality of our can trackers, which are found on our brands' products around the world. In recent years, Trax has been expanded to cover more of our facilities and supply chains.

The Trax digital mapping system provides better visibility into our supply chain, which helps us conduct an effective risk analysis. For our wild-caught species, we also started conducting thorough stock and market analysis on a monthly basis, enabling us to more accurately forecast fish availability. The analysis takes into consideration a number of conditions, including stock status, fishery regulations and closure periods, climatic conditions, ocean currents and more.

Throughout 2020 we have continued to support the Global Dialogue on Seafood Traceability (GDST) to develop key data elements and interoperability for the seafood industry.

BIODIVERSITY

Biodiversity is necessary for continued life on earth, and in particular for the health of the ocean. The 2020 Living Planet Report by WWF highlighted that biodiversity is being lost at an alarming rate. The report showed that there has been a drop in population size by an average of 68 percent since 1970 across all species including mammals, birds, amphibians, reptiles and of course, fish. To make progress on our commitment to Healthy Living, Healthy Oceans, we must also focus on conserving biodiversity and nature-based solutions. This work also aligns with **United Nations Sustainable Development Goal 13 on Climate Action** and **UN SDG 14 on Life Below Water.**

In 2020 we continued actively addressing how we can promote biodiversity through two different approaches – through meeting third-party conservation measures that are part of our Fishery Improvement Projects (FIPs), as well as through investment in nature-based solutions like mangroves and seagrasses. Across our FIPs, we have taken a number of actions towards biodiversity promotion, including:

- An emphasis on improving bycatch mitigation measures that aim to aid the conservation of non-target species such as turtles, sharks, marine mammals and seabirds. Longline FIPs are required to all meet the strictest best practices for reducing bycatch of non-target species
- Continued research and engagement to better understand the conservation of baitfish species used in pole and line fisheries
- Continued work on transparency of operations within all longline FIPS, supported by the increased use of Electronic Monitoring Systems (EMS) onboard vessels
- Maintaining strict standards to ensure our tuna meets all requirements to be labelled as dolphin safe.

Thai Union has also been actively engaged with all fisheries using Fish Aggregation Devices (FADs) to meet Regional Fisheries Management Organization (RFMO) resolutions as a minimum and only use non-entangling FADs, with an added emphasis on moving all materials used in FAD design to biodegradable materials.

We also started to investigate the important role that mangroves have to play in a healthy ecosystem from providing a nursery ground to fisheries to coastal zone protection, livelihoods for local communities, and carbon storage. Mangroves have an important interrelationship with both wild capture fisheries, and also with aquaculture, in particular through shrimp farms and how they are sited.

In 2021 we will continue to work on developing a Biodiversity Strategy, engaging our partners including The Nature Conservancy, Monterey Bay Aquarium and others on this important topic.

CASE STUDY 5

A COMMITMENT TO TRANSPARENCY

Ensuring our operations are transparent is a critical element of our global sustainability strategy, SeaChange®, and helps underpin the sustainability of Thai Union's supply chain.

Thai Union understands the critical importance of a fully transparent and traceable supply chain, and as our business is far-reaching into all parts of the globe we also understand our responsibility to understand our suppliers© operations. As such, Thai Union is continuously reviewing its supply chain to ensure that all suppliers meet the Company's sourcing policy, our Policy for the Responsible Sourcing of Tuna, and global best practice.

Since introducing SeaChange® in 2016, Thai Union has been even more aggressive in adopting policies and strategies that constantly improve its supply chain, such as working to prevent Illegal, unreported and unregulated (IUU) fishing, eliminating labor and human rights violations, and pursuing environmental best practices.

As part of its continued commitment to transparency, Thai Union is taking part in the Ocean Disclosure Project, a global platform launched in 2015 by Sustainable Fisheries Partnership to allow seafood companies – including retailers, suppliers and fish feed manufacturers – to publicly share the sourcing of their wild-caught seafood.

Through the Ocean Disclosure Project, Thai Union is committed to publishing its global supply chain data from its U.S., European and Asian supply chains, including information on wild caught and farmed seafood. The data will also have details on area of catch, area of production, fishing gear used, sustainability certifications and ratings.

In 2020 Thai Union continued to provide stakeholders with the access details to the Fishery Improvement Projects (FIPs) published on FisheryProgress.org and the Marine Stewardship Council certified fisheries from which Thai Union sources seafood, providing readily available information about our projects and the sustainability and origin information about the source of our products.

Being part of the Ocean Disclosure Project is yet another action Thai Union has taken in its commitment to supply chain transparency. Among other steps taken, Thai Union published the Sourcing Transparency: Wild Caught Fish and Shellfish report in 2018 for European supply chains with support from WWF; an independently assessed report of progress against the 2017 Greenpeace Agreement; an independently assessed report of progress on Thai Union's work on ethical recruitment; became a founding member of SeaBOS, which has aims to increase traceability and transparency in the seafood industry; and is a signatory to the World Economic Forum's Tuna Traceability Declaration that aims to stop IUU tuna from entering supply chains. (**SDG 12- Resposible Consumption ans Production**)

CASE STUDY 6

REDUCING OCEAN PLASTICS

Thai Union joined the Global Ghost Gear Initiative (GGGI) in 2018 to help address the growing problem of marine plastics, which cause significant harm to the environment, marine animals and negatively affect global fish stocks.

While there has been positive progress during those three years, the challenge remains immense.

One of Thai Union's objectives under its GGGI workplan is to improve management practices for abandoned, lost and discarded fishing gear (ALDFG) in Thailand to reduce and prevent plastic pollution from entering into the marine environment.

Thailand has one of the largest commercial fishing fleets in the world and the coastline is patrolled by thousands of vessels using a variety of different gears and the country is acknowledged as one of the top 10 countries in the world as a source of plastic entering the ocean. So, to understand gear loss rates and causes as well as current solutions for end-of-life gear in Thai fisheries, Thai Union joined with GGGI and the UN Food and Agriculture Organization (FAO) to develop a fisher survey. (**SDG 14 - Life Below Water**)

After engaging with relevant organizations and partners in the region, Thai Union decided there was a need to collect data directly from fishing vessels and ports. To do so, we adopted a questionnaire the FAO had previously used to investigate LDFG and used this as the basis for a survey to gather relevant data from fishing vessels. The data collected would be used to identify the key intervention points for future prevention and mitigation work in the region, and to explore developing a recycling solution for end-of-life fishing gear.

Surveys were conducted between May 2020 and November 2020 by Thai Union staff. Ten respondents, who were the vessel owners of 36 vessels, were interviewed, helping Thai Union to better understand their operations, the use and loss of nets and other fishing equipment and the subsequent impacts.

Following the surveys, we were able to identify several key intervention points that could potentially help to reduce the amount of ALDFG from commercial fishing fleets operating in Thailand. This included:

- Understanding that prevention of gear loss starts with vessel owners and captains of the vessels; with environmental conditions the main cause of gear loss, there is a need to better understand if improved operations can mitigate gear loss.
- More work is needed to determine ways to improve vessels (e.g., winches, small cranes) or provide more training for crew to improve the recovery of lost gear.
- A need to work with fishers and recycling facilities to encourage further collaboration so that fishers can be incentivized to recycle used fishing nets.
- Potential scope to advocate for new or improved regulations in Thailand related to gear disposal and loss.

For more information on our partnership with GGGI please refer to our recent blog.

CASE STUDY 7

STENGTHENING OUR TRACEABILITY CAPABILITIES

Thai Union has long considered traceability to be the backbone of sustainability, and we have implemented a number of programs so that we can track our products from the source to consumers. With full traceability in place, we are able to identify, investigate and improve our performance on key issues such as labor and responsible sourcing.

In 2020, Thai Union began exploring further opportunities after the launch of the Global Dialogue on Seafood Sustainability (GDST) 1.0 Standards & Guidelines for Interoperable Seafood Traceability Systems.

GDST 1.0 is a significant development, not only because it sets standards for tracking seafood products from source to consumer, but it does so with the backing of dozens of companies throughout the seafood supply chain. These global standards will help in the fight against illegal fishing and in addressing unethical labor practices.

Currently, in Thai Union's vertically integrated supply chain we are able to manage data from manufacturer to distribution while creating a unique code that consumers can use to access information and track their product.

However, for others not vertically integrated, Thai Union has been managing data coming from a variety of formats. GDST 1.0 will help manage our data flow in our complex supply chains. We understand that the data we use is only as good as the data we receive, so it's important for the industry to work together and the new standards will help simplify which data elements need to be implemented.

These GDST Standards open the door to full end to end traceability by providing:

- Standardized Key Data Elements (KDE) for all stages in the supply chain
- KDE validation
- Standardized Critical Tracking Events
- Standardized end to end data model
- Interoperability among systems

Following the launch of GDST 1.0, we have been working with our suppliers to replace data exchange currently being done via time-consuming and inefficient email and Excel file and change to GDST-compliant XML files.

In the U.S., Chicken of the Sea is adding an interface to its online submission system for its suppliers to be able to upload GDST compliant XML files. Nutrindo, a frozen yellowfin tuna supplier to Chicken of the Sea from Indonesia, is also adding capability to their system to generate GDST-compliant XML files. (**SDG 14 - Life Below Water**)

Thai Union is moving towards working with other suppliers to participate in our testing, to help us better understand how the system works.

Traceability only works if the entire supply chain participates fully; data must be verifiable and transferable, and GDST 1.0 is another step towards this, which will also help Thai Union meet its sustainability and human welfare commitments.

14 LIFE BELOW WATER

THAI UNION TUNA COMMITMENT

In December 2016, as part of our SeaChange® sustainability strategy, Thai Union made a commitment for 'our tuna to be sustainably sourced, with an aim to achieve a minimum of 75 percent of our branded tuna products produced with raw material originating from fisheries that are either Marine Stewardship Council (MSC) certified or in a Fishery Improvement Program (FIP), by the end of 2020.'

The commitment was further promoted at the European Commission's Our Ocean Conference in Malta in 2017 and, in 2018, we released our first update on the commitment, summarizing 2017 activities and progress.

The progress made in 2019 was updated in our 2019 Sustainability Report. The following section represents the update on progress through 2020.

WHY WE MADE THE COMMITMENT

As one of the world's largest canned tuna providers we recognize our responsibility to work to ensure that tuna stocks are healthy for generations to come. Providing nutritious seafood and playing our part in combating climate change through supporting dietary shifts, among other measures, is why Thai Union has made a commitment to Healthy Living, Healthy Oceans, of which our Tuna Commitment is a crucial pillar.

Additionally, Thai Union is a member of the United Nations Global Compact (UNGC), and we are focused on contributing to the delivery of the United Nations Sustainable Development Goals (SDGs). In particular, our Tuna Commitment contributes to **SDG 14, Life Below Water.**

• Fish accounts for about 17 percent of animal protein consumed by the global population and overall provides about 3.2 billion people on the planet with nearly 20 percent of their animal protein, according to the Food and Agriculture Organization of the United Nations (FAO)

• In 2019, the High Level Panel for Building a Sustainable Ocean Economy recommended that dietary shifts—including eating more sustainably-harvested fish—can play a significant role in combating climate change while providing this healthy protein to consumers

• The EAT-Lancet Commission also published its 2019 study, which sets out guidelines for The Planetary Health Diet. These guidelines look to help everyone eat a healthy, nutritious diet, which also looks to reduce the carbon footprint of the food we eat and includes portions of fish and other seafood to achieve this.

HELPING THE INDUSTRY IMPROVE

We know we cannot achieve our Tuna Commitment alone. That's why we work with a range of partners and other stakeholders to help drive positive change in the industry. Thai Union is a founding member of the International Seafood Sustainability Foundation (ISSF) and share their goal that all tuna fisheries should be capable of meeting the MSC Fisheries Standard. One of the key ways to do this is through Fishery Improvement Projects (FIPs), where we work with a range of stakeholders, including our suppliers, The Nature Conservancy (TNC), WWF and industry peers.

In 2017 we signed a landmark agreement with Greenpeace and, in 2019 we engaged external auditors MRAG, to conduct a third-party audit of this agreement. Their report can be found here. The agreement period ended in 2020, and we are currently gathering data for an independent assessment of progress by Thai Union against the agreement. This assessment will cover the progress that has been made on both social and environmental issues and will also be a summary report detailing how this landmark agreement has changed seafood for good.

More information on FIPs and fisheries can be found on the SeaChange® website and on YouTube:

• FIPs: https://youtu.be/Fyg9_U4ytoM

• What is a fishery?: https://youtu.be/I-DikSs4kRs

• The development of FIPs that will contribute to our Tuna Commitment is well underway. By the end of 2020 we were involved in 10 ongoing tuna FIPs. (**SDG 17 - Partnerships for the Goals**)

OUR PROGRESS IN 2020

	2020	2019	2018	2017
MSC	3.2%	2%	7%	14.2%
FIPs	83.8%	77%	44%	2.3%
Total	87.1%	79%	51%	16.5%

*Total refers to tuna sourced from MSC fishery or FIP for Thai Union branded products

FISHERY IMPROVEMENT PROJECTS

Thai Union's Tuna Commitment

Thai Union's commitment is for all of our tuna to be sustainably sourced, with an aim to achieve a minimum of 75 percent of our own brands of tuna coming from fisheries that are Marine Stewardship Council certified, or in a Fishery Improvement Project (FIP) by the end of 2020. We have been working to establish new FIPs that bring together stakeholders to identify environmental challenges in a fishery, develop a plan to address them, and work together to implement the plan. The below shows our progress in establishing these FIPs.

Thai Union's Global Tuna Commitment is built around traceability and is designed to address stock sustainability, labor issues and Illegal, unreported and unregulated (IUU) fishing in the fishing industry.

OUR TUNA COMMITMENT PROGRESS

In Europe, the Thai Union branded range includes Hawesta, Rügen Fisch, King Oscar, John West, Petit Navire, Mareblu, MerAlliance and has over 600 MSC-certified products. These are sold in more than 10 different countries across Europe. Additionally, John West has won "MSC UK Canned Brand of the Year" for their range of MSC-certified products four years in a row in 2017, 2018, 2019 and 2020.

Thai Union also produces MSC-certified products for our customers under their private labels.

"The great progress we have made in meeting our targets for our Tuna Commitment is a testament to the work we have done in placing SeaChange® and our Tuna Commitment at the heart of our business strategy.

However, there is still a significant way to go. We will continue to drive initiatives such as further implementing our Vessel Code of Conduct (VCoC) and our e-observer programs to improve working conditions across the industry. We will also continue to work with our partners and stakeholders to identify fisheries that will benefit from engaging in the FIP process to aim for MSC certification.

In 2021 we will publish new goals for the coming decade, both in terms of our seafood sourcing, and will ensure we live up to our dedication to Healthy Living, Healthy Oceans."

Dr. Darian McBain
Global Director of Corporate Affairs and Sustainability

10 RESPONSIBLE OPERATIONS

Thai Union has many initiatives in place to help ensure we operate responsibly and manage some of our most material issues. In line with the UN Sustainability Goals, we are focused on **SDG 12 for Responsible Production and Consumption, and SDG 13 for Climate Action.** Looking to 2020 and beyond, we believe these SDGs will play an even more important role in our sustainability strategy.

Global environmental risks such as climate change, resource consumption and plastic waste management have an increasingly negative impact on our oceans which, in turn, threatens the marine species on which we depend. The way we operate has to be environmentally responsible and also show a duty of care for our workers in how we operate.

We have initiatives in place that contribute to water reduction, energy consumption, waste to landfill reduction, reducing greenhouse gas emissions and accident reduction. We want everyone who works for Thai Union to play an active role in delivering our safety, health and environmental goals—we see safety and environmental protection as everyone's business. We also strive to make advances in our occupational health and safety policies, continually strengthening our safety standards, procedures and processes. For more information on Thai Union's environmental performance, please see here.

As part of our commitments under SeaChange® we set several targets for 2020, including 0.5 Long-Term Injury Frequency Rate (LTIFR) by 2020 as well as a 30 percent reduction in Greenhouse Gas (GHG) emissions; a 20 percent decrease in water consumption, and 20 percent reduction in waste to landfill. By 2020 we had succeeded in achieving all of these with the exception of GHG emissions, which we missed by only 2 percent. There is more information below about our activities to reduce GHG emissions and how we intend to achieve this target.

COVID-19

Thai Union is committed to ensuring the ongoing health, safety and wellbeing of all employees, partners, suppliers, customers and local communities. Like many companies around the world, Thai Union's operations have been affected by COVID-19. However, since the start of the pandemic, Thai Union has taken every step possible to safeguard those involved in our supply chains, from catch to processing to consumption and to mitigate the impact on our operations. (**SDG 3 - Good Health and Well-Being**)

In 2020, we implemented comprehensive measures to prevent infections inside our factories. These included social distancing, wearing of personal protective equipment (PPE) as well as workforce clustering. These measures were designed to minimize the impact on employees should there be a case in a factory. When cases were detected, we immediately put in place protocols to launch contact tracing, quarantine close contact employees, isolate the affected area and conduct thorough sanitization. Throughout 2020 we have also conducted regular safety and cleaning drills in all factories to ensure our readiness. Additionally, in 2018 and 2019 we conducted crisis communication and response training throughout our operational centres and business units. Having this in place meant that we were able to mobilize quickly during the pandemic, following agreed procedures and processes locally under the auspices of a central, global Crisis Management Team.

3 GOOD HEALTH AND WELL-BEING

SAFETY AND OCCUPATIONAL HEALTH

In 2020 we also focused on building safer workplaces to reduce the risks of injuries and fatalities. This work is ongoing and is concentrating on setting up systems and changing working culture to prioritize safe workplaces. Emphasizing the importance of safety for employees and contractors for good health, safety and environment, Thai Union continually analyzes our historic data to ensure we address and mitigate the risk. Based on our assessment of past serious accident data*, we have identified fire, forklift, working at height, machine, slip, trolley, and material handling as our top hazards. At the same time, we are seeing high frequencies of workers receiving cuts even though the historic data does not show serious injuries.

A key focus of 2020 was to reduce fire risks at our factories. We began by assessing fire and life safety at all our manufacturing facilities in order to identify the gaps and risk mitigation measures at both a corporate and site level by using the "cheese risk mitigation model". This included the development of an investment plan as well as strengthening our internal operation controls. For example, we set minimum requirements for our building materials, developed an investment plan for a fire protection system, and strengthened incident management.

We are committed to reducing our Lost Time Injury Frequency Rate (LTIFR) through the implementation of our Group SHE Management Guidelines, adhering to SHE mandatory requirements, and top three issue and root cause analysis including near miss programs. This resulted in a decrease of our LTIFR from 0.89 cases per 200,000 hours worked in 2016 to 0.45 cases per 200,000 hours worked in 2020, a reduction of 49 percent, with no employee fatalities. In 2020, our Total recordable incident rate (TRIR) was 0.63 cases per 200,000 hours worked. Moreover, we also maintained our occupational illness frequency rate for employees at zero.

However, our LTIFR in 2020 is higher than 2019 due to the expansion of reporting coverage to new businesses in Germany, Lithuania, and Thailand. This has also resulted in a higher frequency rate.

To see details about Thai Union's environmental performance see here.

Despite our work on enforcing Safety, Health and Environmental policies, on 21 May 2020 there was a fire at our plant in Val Comeau, Canada. An evacuation was safely conducted and there were no injuries reported. The plant was not operational throughout the remainder of 2020. In addition, we had two accidents of high consequences which resulted in more than 180 lost days in 2020. One was a slip and one was a cut. This emphasizes the need for continuous action to keep our workplace safe.

Environmental Protection

Thai Union is committed to protecting the environment by minimizing our consumption of natural resources, reducing adverse impacts on the environment. In 2020, we exceeded our targets for water consumption reduction and waste to landfill reduction. We reduced our intensity of water withdrawal and waste disposed to landfill by 26 percent and 70 percent respectively, compared with 2016 levels.

CLIMATE CHANGE AND ENERGY MANAGEMENT

Thai Union is committed to protecting the environment. Environmental initiatives in 2020 placed a strong focus on reducing energy consumption, operational efficiency as well as increasing consumption of renewable energy. Key initiatives included:

In 2020 Thai Union reduced GHG emission intensity by 28 percent compared to 2016 base year

- Increasing the energy efficiency of steam production in the end-to-end process, starting from sourcing high-quality coal and using big bags to reducing moisture, improving our steam pipeline by installing an insulator and reducing the pipe size, using RO water, PRV to reduce steam pressure and utilizing steam usage in steam cookers and retorts.
- Reducing electricity consumption in our refrigeration systems by improving energy management in cold storage, installing inverter compressor fans, providing an anti-room and high-speed shutter doors. In 2020, Thai Union joined EP100, a Climate Group initiative, which supported our refrigerant management audit and recommendations.
- Promoting renewable energy such as biomass boilers which use wood chips as fuel for steam production to replace bunker oil at Songkla Canning and electricity generated from biogas from the wastewater treatment plant at Thai Union Frozen and Thai Union Manufacturing. We have also continued the Sun Seeker Project to install solar rooftops in our factories. Since 2017, we have achieved a total solar capacity of 8.3 MW, producing 15,101,588 kWh. This has resulted in greenhouse gas reduction of approximately 7,853 tons CO_2eq. per year. The Sun Seeker Project will continue in 2021. (**SDG 13 - Climate Action and SDG 7 - Affordable and Clean Energy**)

As a result of our efforts to promote renewable energy usage throughout our production process, in 2020, GHG emissions per production unit decreased by 28 percent compared to 2016. Thai Union is moving toward becoming a low-carbon organization and reducing the impact of GHG on the environment and society. In 2021 we will announce our Climate Change Strategy, including setting a goal in line with the Science Based Targets Initiative.

Renewable energy ratio 6.4% of total energy consumption	162,464 Gigajoules (GJ) from biomass 73,680 GJ from biogas 1,244 GJ from biofuel 32,730 GJ from solar power	Reduced GHG emissions by 17,183 tons CO_2eq. per year	Reduced production costs by THB 640 million per year

WASTE MANAGEMENT

Project to Reduce Single-use Plastic among Employees

Thai Union emphasizes the importance of reducing the use of single-use plastic and promotes the reuse of packaging, starting with lifestyle changes. We raise employees' awareness of resource optimization so that they are aware of their roles to conserve the planet, use plastic mindfully and manage waste appropriately in order to reduce environmental impacts. We also work carefully with our suppliers to reduce packaging, in particular plastic bags and corrugated paper boxes.

Thai Union has applied the circular economy principle in waste management in order to reduce waste in the production process while optimizing the use of resources. We aim to not only reduce, but also to add value to waste using the following approaches: using food scraps for feeding animals, using sludge from water treatment process for composting, and sending used or contaminated oil to incineration with heat recovery. At Thai Union Group, Thai Union Manufacturing, Yueh Chyang Canned Food, Songkla Canning, Okeanos Food, Thai Union Seafood, Pakfood Asia, and Thai Union Feedmill (Mahachai), sludge from the wastewater treatment process was used as a soil amendment, leading to a reduction of 8,042 tons of waste per year. Consequently, waste disposal to landfill reduced by 70 percent in 2020, compared to 2016.

2020 Thai Union Waste Management Results

Reuse and recycle waste 50,573 tons or 60.13% against total waste

Sludge from wastewater for soil amendment 8,042 tons or 9.56% against total waste

Waste heat recovery 2,139 tons or 2.54% against total waste

Water Management

Water is essential to continuity in the food business thus responsible water management is critical to the future of Thai Union's business, especially in water stressed areas where we operate. We facilitate sustainable management of water catchments around our factories by improving water usage efficiency and reuse & recycle water in production processes.

WATER STRESS RISK ASSESSMENT AND MANAGEMENT

In 2020, Thai Union assessed water scarcity risks by the Aqueduct Water Risk Atlas 3.0 developed by the World Resources Institute (WRI). We take actions to reduce the impact by setting a water reduction target and providing alternative water sources.

Water Consumption throughout the Production Process based on the Circular Economy Principle

Rain water harvesting is collected as an alternative water source for both rooftop and surface runoff harvesting. In 2020, we captured approximately 43,143 m^3 of rainwater at Thai Union Group, Yueh Chyang Canned Food and Songkla Canning to reduce water withdrawal from other sources such as municipal and ground water and it also a great backup water supply for emergency situations.

Our factory reuse treated water from the wastewater treatment plant in our non-production activities for purposes such as watering plants, washing road floors, flushing toilets, mixing chemicals and using the belt press in WWTP and recirculating in the wet scrubber. We also reuse and recycle water for the production process such as reusing retort cooling water in the thawing process, reusing RO reject and recycle retort cooling water for use in production lines. These have reduced the amount of water withdrawal from external water sources by 1.95 million m^3, or 22.56 percent of total water withdrawal.

Thai Union Feedmill (Songkhla) has engaged with surrounding communities to sell water from the wastewater treatment plant to farmers at low cost. The total amount of reuse water that we sold to the community in 2020 is around 4,373 m^3.

All of these efforts not only reduce the operational risks of both Thai Union and our suppliers, but can also play a role in reducing any impact on the communities in which we operate at times when water is scarce, which is a possibility in the future.

CASE STUDY 8

CARBON SEARO - LEAVE NO TRACE

As a company producing a wide range of products for consumers, we naturally have to think carefully about the environmental impact of every single unit we produce. Packaging is an important component of any product and contributes significantly to our overall environmental impact. Under SeaChange® we recognize this and understand that we must reduce our environmental footprint by developing and implementing sustainable packaging initiatives. As part of our Responsible Operations we have committed to ensuring 100 percent of our branded packaging is reusable, recyclable or compostable by 2025 and 30 percent average recycled content in our branded packaging by 2025.

In 2020, to help achieve this aim, our UK brand John West developed a Sustainable Packaging Roadmap. The John West Carbon Searo Program delivers a clear path to meeting our combined 2025 Packaging Commitments. It takes into account a range of factors, from regulation to consumer trends and incorporated interviews with our key stakeholders and consultation with partners such as the Ellen Macarthur Foundation to develop the program.

The roadmap includes a full review of our branded products and their packaging, as well as research into the best possible materials and packaging solutions. John West is working closely with the Thai Union Global Innovation Center (GIC) to research and test sustainable packaging, including the use of alternative materials (ensuring compostability or recyclability) or alternative designs to reduce and eliminate unnecessary materials. The program sets out a timeline towards delivering on these goals and commitments.

The roadmap to meet our 2025 Commitments is just the beginning. In particular, John West's vision is circular thinking for a carbon neutral future, looking beyond 2025 to becoming a net zero carbon emissions business. We must always seek opportunities to reduce waste and our carbon footprint (**SDG 13 - Climate Action**), which means we will focus on three strategic pillars:

1. How we can optimize the planet's resources
2. How to be a pioneer while also collaborating with experts to drive towards carbon neutrality
3. How to ***Close the Loop*** after consumption, contributing to a circular economy, rather than a linear one

13 CLIMATE ACTION

We must understand that packaging is only one part of our commitment to Zero Carbon and we are also looking at other areas, including how we source and transport our products. We also recognize that this will not be a journey that is achieved in one year but will take dedication and investment. We cannot do this alone and will continue to develop our relationships and partner network to truly live up to our responsibilities, delivering real and lasting change to further support Thai Union Group's vision of 'Healthy Living, Healthy Oceans'.

CASE STUDY 9

AU NATUREL AT ESIP

Thai Union recognizes the importance of reducing greenhouse gas (GHG) emission intensity. For example, since 2017, our Sun Seeker Project to install solar rooftops in our factories has achieved a total solar capacity of 8.3 MW, producing 13,651,603 kWh. This has resulted in greenhouse gas reduction of approximately 7,099 tons CO_2 equivalent per year and will continue in the coming years.

However, one particular area of concern for the Group has been producing steam. Boilers in our plants are responsible for the production of approximately 40 percent of our Scope 1 and Scope 2 emissions so we have been working hard to find ways in which we can switch from bunker oil-based boilers to those that use more renewable forms of fuel. Reducing our use of bunker oil has been a key part of this, particularly in our plants in Thailand. At Songkla Canning we generate electricity through wood chips rather than bunker oil and in Thai Union Frozen and Thai Union Manufacturing we are using biogas generated by our waste water treatment plants. (**SDG 13 - Climate Action**)

In 2020, this program moved to Europe. Our plant in Portugal, European Seafood Investment Portugal (ESIP) has also been looking into reducing its use of bunker oil. As a result of this, last year, the plant purchased a natural gas boiler. Over the last year, there has been a gradual handover from the bunker oil boiler to the natural gas boiler and the plant has now reached the point where it is able to produce 100 percent of its electricity with the natural gas boiler, eliminating the need for bunker oil, seeing a GHG emission reduction of 115 tons CO_2 equivalent/year. The next step of the project at ESIP is to convert the existing bunker oil boiler to burn natural gas.

13 CLIMATE ACTION

CASE STUDY 10

TACKLING FOOD WASTE IN NORWAY

Food waste is a global issue that has been gaining recognition in recent years. According to the UN Food and Agricultural Organization (FAO), there is an estimated 1.3 billion tonnes of food, or roughly 30 percent of global production, that is lost or wasted annually. In times where Action Against Hunger states that approximately 690 million people are chronically undernourished (defined as less than 1,800 calories a day), despite the fact that more than enough food is produced globally to feed them, it is more important than ever that we take steps to ensure that food is not wasted and no-one goes hungry. Thai Union is committed to this, particularly through our work on **SDG 2 – Zero Hunger.**

In 2017, the Norwegian government joined forces with food production companies with the aim to reduce food waste in Norway by 50 percent by 2030. The challenge is called the 'Zero Hunger Challenge' and has the aim to adapt all food systems to eliminate loss or waste of food. A number of domestic and international companies and organizations pledged to support this, including five government ministries and more than 100 companies. Thai Union brand King Oscar was no exception, making sure that it worked to reduce its own wastage and reporting this annually to the Ministry of Climate and Environment in Norway.

King Oscar's plan set clear targets for food waste with the vision of reaching zero waste. This included looking closely at all parts of the organization, from supply chain to finance to marketing and product development and sales. It was important to make sure that everything was measurable and achievable and included measuring factories on their food waste amounts and making sales directors accountable for scrapping finished goods. The aim was to be able to utilize all the raw materials from production and making sure that co-products, as well as surplus or poor-quality fish were also used for goods such as fish meal and cod liver oil. Other production issues were also addressed in factories.

This initiative was taken to heart by King Oscar and its employees, who have worked tirelessly on reducing wastage. As a result, we can proudly say that from 2017 to 2020 there was no scrapping of finished goods at King Oscar Norway.

11 PEOPLE & COMMUNITIES

A global company, Thai Union is committed to helping improve the lives of those living and working in the regions where we operate through our People and Communities pillar in SeaChange®. In particular, 2020 saw the COVID-19 pandemic, which caused widespread disruption and damage to communities around the world. Thai Union responded to this through a global program of donations and support, including providing humanitarian assistance to Wuhan, China, and donating THB 1 million in SEALECT products to communities affected by the virus in Thailand. Around the world, Thai Union subsidiaries and brands provided donations for those affected by COVID-19.

We have implemented a range of activities and programs where we operate, in line with our sustainability strategy and the UN SDGs. These programs respond to stakeholder and community needs. Project outcomes are measurable, for example accounting for the number of people who benefited, amount of income generated, or the amount of waste reduced. In addition, the impact of the programs is assessable, including the impact and benefit to the local community, stakeholders or environment, as well as the impact to Thai Union.

We recognize this is not something we can do alone and work with partners globally to ensure we are making the right choices and that our efforts are having a real, positive effect.

There is a global challenge of how to feed an estimated world population of nine billion people by 2030. Without sustainable seafood production, from wild capture to aquaculture to alternative proteins, the world is unlikely to achieve **UN SDG 2 – Zero Hunger.**

HUMAN CAPITAL INVESTMENT

We believe that learning and development is an important, ongoing investment to enhance our employees' skills and capabilities. At Thai Union, we are committed to continuously developing our workforce based on individuals' needs, readiness and vocational requirements. We do this by providing high-quality capacity building programs that support employees' career aspirations and help them become effective contributors and leaders. In 2020, we averaged around 5.9 hours of training per employee, an increase from 4.7 in 2019.

CORPORATE SOCIAL RESPONSIBILITY AND COMMUNITY INVESTMENT

Thai Union has worked together with private sector peers, local government, international organizations and civil society bodies to address social and environmental problems. From cleaning beaches and protecting endangered species to educating children of migrant workers and conducting nutritional workshops for local communities — Thai Union is committed to good corporate citizenship and we regularly engage with our local communities to carry out community engagement and development programs. In Thailand, all of our manufacturing locations are regularly involved in local community engagement or development programs. Review our progress updates for our People and Communities here.

RIGHTS AWARENESS

The rights and equal, fair treatment of migrant workers remains a priority for Thai Union. Thai Union has many initiatives underway to help protect the rights of migrant workers in Thailand and beyond, including collaborations with non-governmental (NGO) partners and civil society to facilitate social dialogue and capacity building through training, workshops and practical demonstrations.

For example, ensuring that all workers are an appropriate age is a priority for Thai Union. One of the actions we have taken is to ensure our migrant workers in Thailand understand their rights and the rights of their children to access education to help prevent instances of child labor and trafficking. Migrant workers with children in Thailand often lack access to education due to insufficient knowledge about the Thai school system. To tackle this, Thai Union supports a number of projects, from building preschools for the children of migrant workers, and supporting schools to develop through CONNEXT-ED, through to supporting how children are fed while at school.

In 2020, CONNEXT-ED was recognized for its work supporting communities during the COVID-19 pandemic. Thai Union played a major role in this, providing COVID-19 protection items such as face masks, forehead and infrared measurements, alcohol press stand foot pedals, face shields, and hand-sanitizers, worth THB 400,000 to 6,740 students and 480 school teachers from 36 schools located in communities where the company operates. We also appointed 14 volunteers with leadership potential to be "School Partners" and who are responsible for supporting 37 schools across four Thai provinces – Samut Sakhon, Samut Songkhram, Phetchaburi and Prachuap Khiri Khan. They work with the project to develop a network of next-generation leaders who will play an important role in providing sustainable education in Thailand through knowledge sharing and strategic planning in academic development with school administrations. We have also continued to advocate for the protection and education of children worldwide, reaffirming this commitment on World Children's Day.

Thai Union's leadership development programs are guided by our Capability Framework and Leadership Expectations are defined internally and emphasize the links between our core values, goals and business context. The framework and leadership model help ensure we continue and enhance our track record as an organization that achieves business results, engages and retains our employees, and serves as an industry role model.

DIVERSITY & INCLUSION

In 2020 the key issue of Diversity and Inclusion came ever more to the fore. As a global employer, it is important that Thai Union responds to this and ensures that we are an equal opportunities employer, offering equality across our operations. Recognizing the imperative of Black Lives Matter and other movements in the U.S. in 2020, Thai Union North America took an important step towards an inclusive workplace by introducing the JEDI (Justice, Equity, Diversity and Inclusion) program. JEDI looks to advise and guide the direction of Chicken of the Sea and its related manufacturing locations and business units to ensure we meet our responsibilities in this area. In 2021 we will be looking more closely at this subject globally. **UN SDG 5 – Gender Equality.**

CASE STUDY 11

HARNESSING THE POWER OF THE JEDI

(Justice, Equity, Diversity, and Inclusion)

Embracing diversity and inclusion is crucial for any organization, no matter how large or small. At the end of 2019, Thai Union's Global Director for Sustainability and Corporate Affairs, Dr. Darian McBain took the opportunity to speak at the ELEVATE CSR Asia Summit in Bangkok, reaffirming our commitment to gender parity. Recognizing that gender equality and equal pay is of crucial importance, in addition to combating discrimination of all forms, in 2020, we started to take this a step further.

In a year which saw significant disruption from the COVID-19 pandemic, there was also great social upheaval due to challenges in civil rights around the world. The divide between the rich and poor grew wider and deep ceded, systemic attitudes of discrimination towards various racial groups became impossible to deny. Movements such as Black Lives Matter and Stop Asian Hate grew to global influence following years of international Women's Rights demonstrations. Responsible corporations have taken notice and Thai Union too, has been inspired to take action.

Just as Thai Union seeks to provide consumers with sustainable, ethically-sourced protein, we also understand that we have a duty to consumers and our staff to ensure equal opportunity and a voice for all. This is visible in our migrant worker policies and in how we conduct our business.

Nowhere has taken this more to heart than Thai Union North America (TUNA) with the creation of their Justice, Equity, Diversity, and Inclusion (JEDI) initiative. JEDI strives to create a culture of trust, belonging, and safety where people feel free to be themselves, differences are celebrated, and everyone has the opportunity and resources to succeed. This work is embedded within Thai Union's SeaChange® sustainability strategy for North America and rooted in the idea that equality (**SDG 5 - Gender Equality**) and justice (**SDG 10 - Reduced Inequalities and SDG 16 - Peace, Justice and Strong Institutions**) are fundamental to the wellbeing of our business, communities and our planet.

JEDI has set out working groups, each dealing with different aspects of this exciting work. These are: training and education, communications, staff engagement, events, and policy campaigns. Each group leads on a series of objectives aimed at informing and fully engaging our staff and surrounding communities on important workplace JEDI topics. Each working group meets regularly and shares progress towards annual goals with the larger group each month. This team also meets quarterly with the executive team to foster their alignment and support.

Launched at the end of 2020 and with activities fully beginning in 2021, the JEDI program is one that we will be looking to replicate and build on globally.

CASE STUDY 12

SUPPORTING COMMUNITIES DURING A CRISIS

The COVID-19 pandemic caused significant disruption to people's live globally. Issues with global supply chains and stay-at-home orders and lockdowns have meant that in some communities around the world there have been food shortages.

Thai Union takes the wellbeing of the communities in which it operates very seriously. It is important to us as a global corporate citizen that we play a role in assisting and supporting our communities. While COVID-19 impacted our ability to supply in some regions, we worked ceaselessly to ensure that healthy protein reached the people that needed it. We also wanted to recognize the efforts of those frontline medical staff that have been keeping us all safe since the beginning of the pandemic. At the same time, we must also recognize the fishers, factory workers and other vital workers in our supply chain that have worked tirelessly to keep food moving across the world.

In 2020, we coordinated across the globe to make sure that we were helping people to have access to affordable, nutritious protein and meals. Not only is this our mission as a seafood producer, but also corresponds to our commitment to **UN SDG 2 – Zero Hunger.** We distributed more than 2.3 million portions of protein, and 500 ready-to-eat meals. We also provided protective equipment to hospitals and medical staff.

In 2020, we distributed:

- 80,000 cans of SEALECT mackerel to the SATI Foundation, which helps provide healthcare and education in underserved areas of Thailand
- 42,000 cups of ready-to-eat Tuna Infusions to the Thai Red Cross for medical and related teams at Thailand's Chulalongkorn Hospital, who care for COVID-19 patients
- More than 10,000 cans of SEALECT sardines for the mobile kitchen of the Thai Red Cross for those impacted by COVID-19.
- 48,000 packs of SEALECT tuna spread, 25,000 cans of SEALECT tuna and sardines, and 8,000 packs of FISHO fish snacks to the Ministry of Public Health in Thailand to support hospitals and related support units which deal with COVID-19. **SDG 3 - Good Health and Well-Being.**
- 20,000 cans of SEALECT sardines to the Thai Ministry of Social Development and Human Society for distribution to underprivileged people affected by COVID-19
- 500 sets of Qfresh ready-to-eat meals to the Bamrasnaradura Infectious Diseases Institute for medical teams, and providing 400 kilograms of frozen seabass to Chef Hug to be used in meals for Bangkok communities affected by COVID-19
- More than 2 million servings of Chicken of the Sea protein throughout North America
- 52,000 cans of King Oscar tuna sent by Thai Union China to the city of Wuhan, which was heavily impacted by COVID-19
- 75,000 cans of Petit Navire tuna, mackerel and sardines to Secours Populaire Francais, which helps fight poverty
- 2,500 cases of John West UK steam pots to the National Health Service
- 24,000 FFP2 masks, 38,000 aprons and 5,000 hygiene caps to hospitals in Quimper, France from MerAlliance and Petit Navire
- 1,000 cans of John West Holland products to the Utrecht Food Bank

CASE STUDY 13

Early Learning with Thai Union

Thai Union is committed to supporting the people and communities in which we operate. This is a goal which goes hand-in-hand with our Safe & Legal Labor pillar and aligns with **SDG 8 – Decent Work and Economic Growth** as well as **SDG 4- Quality Education**. Many of the workers in our factories are migrants, coming from their countries to find work to support their families. We have already made great progress in ensuring their safety with programs such as our zero-recruitment fees initiatives, making their journeys to us safer and seeking to ensure that they are not taken advantage of and can be confident that they will be looked after with safe employment.

However, our responsibility to these workers does not end there. It is important that they receive every advantage and consideration while they are working with us and this must also extend to their families, who often travel with them. In 2016, we committed to establishing five pre-schools for the children of migrant workers in the communities in which we operate. Children are often vulnerable in countries that are not their own and, at the very least, may miss out on vital education. This commitment was designed to enable the children of migrant workers access to the free Thai education system and help protect them from child trafficking or child forced labor, whilst also improving their educational outcomes.

In 2020, we succeeded in meeting our commitment, establishing our fifth pre-school in Samut Sakhon for the children of migrant workers. We have now set up schools in Wat Srisudtharam, Wat Sirimongkul, Wat Yaichomprasat, Luangpatkosolupthum, and Wat Samakkee Sattharam. The schools have all been established in partnership with the Labour Protection Network (LPN), which plays a key role facilitating communication with the migrant communities in Samut Sakhon to encourage them to send their children to not only the preschools, but also to urge them and their families to participate in the education system in general.

Workers travel to gain employment with us because they are seeking to better their lives. We feel this responsibility keenly and also recognize that we have a duty not only to individual workers but also their families, making them feel as welcomed and protected as local employees. To this end, in addition to the pre-schools, we also provide a range of learning experiences such as nutritional workshops, football clinics, mangrove activities and basic fire training workshop for students, not just at the Thai Union pre-schools but also for students attending other schools at Samut Sakhon.

Education is vital for the future of not only the communities in which we operate, but also for the futures of the countries that our workers come from. It is important to us that we continue to work to improve the lives of everyone that we employ.

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

12 PERFORMANCE SUMMARY

ECONOMIC PERFORMANCE

ECONOMIC PERFORMANCE	UNIT	2016	2017	2018	2019	2020
Business Overview						
Net sales	Mil THB	134,375.11	134,937.27	133,284.64	126,275.25	132,402.44
Total Cost						
Operating cost	Mil THB	127,569.85	130,015.94	130,041.82	122,490.94	124,568.87
Employee wages and benefits	Mil THB	10,795.08	12,540.22	12,492.17	11,900.57	13,748.40
Cash paid for interest expenses	Mil THB	1,009.31	2,182.09	1,925.34	2,006.41	2,052.33
Dividend paid	Mil THB	2,982.06	3,006.36	2,819.53	1,908.83	2,538.82
Cash paid for corporate income tax	Mil THB	1,706.59	857.54	433.25	-56.77	668.20
Asia	Mil THB	117.47	185.56	237.38	168.05	205.34
EU & Africa	Mil THB	1,103.77	412.46	181.58	325.84	760.34
North America	Mil THB	485.36	259.52	14.29	-550.66	-297.48
Corporate responsibility & community investment	Mil THB	117.72	135.16	108.76	74.46	65.08
Thai Union Group Companies with CSR Programs	%	100	100	100	100	100
Innovation & Product Responsibility						
R&D spending as percentage of sales	%		0.22	0.22	0.27	0.24

Reference:
Performance of Key Environmental and Social Indicators, available on https://www.thaiunion.com/en/sustainability/report

GLOBAL OCCUPATIONAL HEALTH & SAFETY 2016-2020 PERFORMANCE

NO.	PERFORMANCE DATA[1]	UNIT	2016	2017	2018	2019	2020
1	Lost Time Injury Frequency Rate (LTIFR) - Employees, Contractor, Visitor	Cases per 200,000 hours worked	0.89	0.74	0.57	0.42	0.45
2	Lost Time Injury Severity Rate (LTISR)[2] - Employees, Contractor, Visitor	Lost day per 200,000 hours worked	N/A	N/A	N/A	3.93	5.07
3	Total Recordable Incident Rate (TRIR)[3] - Employees, Contractor, Visitor	Cases per 200,000 hours worked	N/A	N/A	N/A	N/A	0.63
4	Lost Time Injury Frequency Rate (LTIFR) - Employees	Cases per 200,000 hours worked	0.89	0.74	0.59	0.46	0.48
5	Lost Time Injury Severity Rate (LTISR)[2] - Employees	Lost day per 200,000 hours worked	7.48	5.82	8.91	3.93	5.39
6	Total Recordable Incident Rate (TRIR)[3] - Employees	Cases per 200,000 hours worked	N/A	N/A	N/A	N/A	0.68
7	Lost Time Injury Frequency Rate (LTIFR) - Contractor	Cases per 200,000 hours worked	0.37	0.14	0.00	0.02	0.22
8	Lost Time Injury Severity Rate (LTISR)[2] - Contractor	Lost day per 200,000 hours worked	N/A	N/A	N/A	0.03	2.76
9	Total Recordable Incident Rate (TRIR)[3] - Contractor	Cases per 200,000 hours worked	N/A	N/A	N/A	N/A	0.24
10	High-Consequence Work-Related Injuries Rate[4] - Employees	Cases per 200,000 hours worked	N/A	N/A	N/A	N/A	0.004
11	Working Hour - Employee	Hours worked	138,562,813	139,855,687	119,279,654	114,415,914	110,113,322
12	Working Hour - Contractor	Hours worked	2,430,099	2,814,596	3,744,761	13,274,667	13,903,516
13	Loss Time Injuries - Employees, Contractor, Visitor	Cases	N/A	N/A	N/A	N/A	281
14	High-Consequence Work-Related Injuries[4] - Employees	Cases	N/A	N/A	N/A	N/A	2
15	Fatality Case - Employee	Cases	0	1	0	0	0
16	Fatality Case - Contractor	Cases	0	4	0	1	0

Remark:

1 Data covers offices, factories, farm and hatchery in Thailand, Vietnam, France, Portugal, Poland, Germany, Norway, Ghana, Seychelles, Lithuania and the U.S.

2 No data record for LTISR in 2016-2018

3 No data record for TRIR in 2016-2019

4 No data record for High Consequence Injury in 2016-2019

HUMAN CAPITAL DEVELOPMENT

HUMAN CAPITAL DEVELOPMENT	UNIT	2017	2018	2019	2020
Total workforce	people	51,143	47,314	44,551	44,101
Full time employee (FTE)	people	12,803	13,582	14,319	12,967
Daily staff	people	38,340	33,422	30,212	31,134
Average hours of traning per year	Hour / employee	15.0	5.6*	4.7	5.9
Average amount spent on training per FTE	Thai Baht	7,544	3,505	3,120	1,692
Human capital return in investment	Thai Baht	10.81	10.53	10.24	9.50
ATTRACT & TALENT RETAIN	**UNIT**	**2017**	**2018**	**2019**	**2020**
Employee Engagement survey	% of empleyees engaged	82.92	82	83.5	81
Total employee turnover per FTE	%	14.98	13.23	16.10	17.49
Asia	%	13.5	14.98	17.74	20.35
US Region	%	30.74	26.00	26.78	20.72
EU Region	%	16.16	10.27	11.31	12.97
DIVERSITY	**UNIT**	**2017**	**2018**	**2019**	**2020**
Gender distribution by level					
Total management	people	967	1,140	1,129	1,235
Total management - female ratio	%	43.12	43.33	46.06	47.21
Total management - male	people	550	646	609	652
Total management - female	people	417	494	520	583
	UNIT	**2017**	**2018**	**2019**	**2020**
Ratio of average total cash compensation of women to men, by employee category*					
Executive	-	-	-	-	0.77
Management	-	-	-	-	0.68
Non-management	-	-	-	-	1.00

* Coverage is 100% of full-time employees

	UNIT	2017	2018	2019	2020
Management - male	people	550	646	609	652
Top management	people	22	26	24	22
Middle management	people	119	143	144	215
Junior management	people	412	480	441	415
	UNIT	**2017**	**2018**	**2019**	**2020**
Management - female	people	417	494	520	583
Top management	people	3	3	2	3
Middle management	people	43	49	51	84
Junior management	people	371	442	467	496
	UNIT	**2017**	**2018**	**2019**	**2020**
Total non-management	people	10,516	12,422	12,009	11,732
Total non-management - female ratio	%	59.48	61.20	60.44	58.61
Total non-management - male	people	4,261	4,827	4,751	4,856
Total non-management - female	people	6,255	7,615	7,258	6,876
Proportion of local hiring of senior management (HQ only)	%	59.82	50.00	33.33	71.43
Freedom of association - number of employees represented by trade union	people	877	586	564	513
	%	80.47	81.24	82.88	82.88
* Number of cunsultants/ negotiations with trade union	Number of sessions	9	10	10	7

* Coverage is limited to employees in Ghana and Portugal. In some other countries, there are regulatory restrictions on information relating to trade union membership.

ENVIRONMENTAL PERFORMANCE

FACTORY[1]						
INDICATOR	UNIT	2016	2017	2018	2019	2020
Product Volume: Total Product Volume (t metric)	Ton	685,987	700,856	690,219	714,498	777,712
GHG EMISSION						
Total GHG Intensity	Ton CO_2 eq.	0.87	0.78	0.78	0.71	0.63
Total Emission	Ton CO_2 eq.	594,453	544,639	536,494	506,906	489,723
GHG Scope 1	Ton CO_2 eq.	422,695	366,642	369,540	337,052	311,221
GHG Scope 2	Ton CO_2 eq.	171,758	117,997	166,954	169,854	179,551
ENERGY MANAGEMENT						
Total Energy Intensity	GJ/tonFG	6.92	6.39	6.21	5.53	5.43
Total Energy Consumption	GJ	4,743,738	4,477,417	4,283,160	3,948,375	4,222,854
Total Direct Energy	GJ	3,465,181	3,161,286	3,043,495	2,685,571	2,914,916
- Fuel Oil (Bunker Oil)	GJ	807,813	887,411	731,721	670,356	717,378
- Natural Gas	GJ	309,133	296,547	263,269	114,295	268,997
- Diesel	GJ	579,392	200,414	133,767	136,283	98,281
- LPG	GJ	469,180	396,040	427,493	192,163	194,955
- Coal	GJ	1,100,035	1,203,587	1,341,402	1,379,047	1,363,893
- Gasoline/Petrol	GJ	4,188	2,907	2,048	2,966	1,294
- Bio-gas	GJ	66,966	59,307	50,700	57,422	73,680
- Biogasoline	GJ	-	-	1,550	1,343	1,244
- Wood Pallet	GJ	128,474	115,071	88,317	115,116	162,464
- Solar Pallet	GJ	-	-	3,228	16,582	32,730
Total Indirect Energy (Electricity)	GJ	1,264,778	1,305,374	1,239,665	1,235,341	1,307,937

Remark:
1 Data covers factories in Thailand, Vietnam, France, Portugal, Poland, Germany, Ghana, Seychelles, and the U.S.

FACTORY[1]						
INDICATOR	UNIT	2016	2017	2018	2019	2020
WATER						
Total Water Withdrawal Intensity	m^3/tonFG	15.11	14.94	13.65	12.13	11.25
Water Withdrawal (TDS < 1,000 mg/l)	m^3	10,363,474	10,471,711	9,421,412	8,418,724	8,245,241
Water Withdrawal (TDS > 1,000 mg/l)	m^3	-	-	-	249,948	500,434
Municipal Water	m^3	7,730,992	7,735,211	6,435,806	6,140,537	6,009,493
Surface Water [2]	m^3	1,553,552	1,428,179	1,537,961	901,720	698,363
Ground Water	m^3	1,011,892	1,242,813	1,405,195	1,332,888	1,494,025
Rainwater Collected by Organization	m^3	67,038	65,508	42,451	43,579	43,413
Sea Water (TDS > 1,000 mg/l)	m^3				249,948	403,849
Recycled and Reused Water	m^3	1,035,902	813,250	934,366	1,224,253	1,951,743
WASTE TO LANDFILL INTENSITY						
Waste to landfill intensity	kg/ton FG	59.10	38.57	31.34	19.27	17.68
Total waste to landfill	kg	40,540,146	27,155,495	21,628,046	13,768,871	13,751,848
NON HAZARDOUS WASTE DISPOSAL[3]						
Reuse	kg	-	-	-	2,978,897	29,062,768
Recycling	kg	-	-	-	21,261,550	20,993,549
Composting	kg	-	-	-	2,823,204	8,041,939
Recovery, including energy recovery	kg	-	-	-	1,833,015	1,897,356
Incineration without heat recovery (i.e.mass burn)	kg	-	-	-	1,289,490	541,110

Remark:
1 Data covers factories in Thailand, Vietnam, France, Portugal, Poland, Germany, Ghana, Seychelles, and the U.S.
2 For 2016-2020 Surface water including rivers, lakes, wetlands, reservoirs, creeks and sea water following GRI 303-3

FACTORY[1]

INDICATOR	UNIT	2016	2017	2018	2019	2020
NON HAZARDOUS WASTE DISPOSAL[3]						
Landfill	kg	-	-	-	13,575,566	13,312,139
Other Disposal Methods	kg	-	-	-	-	8,789,388
Total	kg	-	-	-	43,761,722	82,638,249
HAZARDOUS WASTE DISPOSAL[3]						
Reuse	kg	-	-	-	236,880	219,844
Recycling	kg	-	-	-	75,843	297,124
Composting	kg	-	-	-	-	-
Recovery, including energy recovery	kg	-	-	-	192,086	241,992
Incineration without heat recovery (i.e.mass burn)	kg	-	-	-	10,786	5,213
Landfill	kg	-	-	-	193,306	439,709
Other Disposal Methods	kg	-	-	-	-	261,184
Total	kg	-	-	-	708,900	1,465,066

Remark:

[1] Data covers factories in Thailand, Vietnam, France, Portugal, Poland, Germany, Ghana, Seychelles, and the U.S.

[3] Non Hazardous waste disposal and Hazardous waste disposal are collected and reported following GRI 306-2

FARM & HATCHERY (ASIA)

INDICATOR	UNIT	2016	2017	2018	2019	2020
Product Volume: Total Product Volume (t metric)	Ton	903	199	235	371	917
GHG EMISSION						
Total GHG Intensity	Ton CO_2 eq./ ton FG	4.76	14.59	10.65	7.64	3.11
Total Emission	Ton CO_2 eq.	4,294	2,903	2,504	2,834	2,855
GHG Scope 1	Ton CO_2 eq.	487	342	307	265	202
GHG Scope 2	Ton CO_2 eq.	3,807	2,561	2,197	2,570	2,653
ENERGY MANAGEMENT						
Total Energy Intensity	GJ/tonFG	36.65	112.90	83.36	58.10	22.80
Total Energy Consumption	GJ	33,097	22,468	19,592	21,562	20,906
Total Direct Energy	GJ	6,585	4,634	4,388	3,783	2,555
- Fuel Oil (Bunker Oil)	GJ	-	-	-	-	-
- Natural Gas	GJ	-	-	-	-	-
- Diesel	GJ	6,474	4,445	4,231	3,572	2,327
- LPG	GJ	-	-	-	-	-
- Coal	GJ	-	-	-	-	-
- Gasoline/Petrol	GJ	111	189	157	211	227
- Bio-gas	GJ	-	-	-	-	-
- Biogasoline	GJ	-	-	-	-	-
- Wood Pallet	GJ	-	-	-	-	-
- Solar	GJ	-	-	-	-	-
Total Indirect Energy (Electricity)	GJ	26,512	17,834	15,204	17,779	18,352

FARM & HATCHERY (ASIA)

INDICATOR	UNIT	2016	2017	2018	2019	2020
WATER						
Total Water Withdrawal Intensity	m^3/ton FG	1,723	7,502	7,298	7,296	5,049
Water Withdrawal (TDS ≤ 1,000 mg/l)	m^3	1,555,953	1,492,820	1,715,316	735,370	315,955
Water Withdrawal (TDS > 1,000 mg/l)	m^3	-	-	-	1,972,299	4,314,024
Municipal Water	m^3	14,576	13,791	11,206	22,696	39,291
Surface Water [2]	m^3	1,448,571	1,437,854	1,687,986	712,674	215,554
Ground Water	m^3	92,806	41,175	15,380	-	61,111
Rainwater Collected by Organization	m^3	-	-	744	-	-
Sea Water (TDS > 1,000 mg/l)	m^3	-	-	-	1,972,299	4,314,024
Recycled and Reused Water	m^3	-	-	10,192	69,776	-
WASTE TO LANDFILL INTENSITY						
Waste to landfill intensity	kg/ton FG	92	501	398	220	76
Total waste to landfill	kg	83,170	99,670	93,637	81,505	69,731
NON HAZADOUS WASTE DISPOSAL [3]						
Reuse	kg	-	-	-	-	-
Recycling	kg	-	-	-	257	5,646
Composting	kg	-	-	-	-	-
Recovery, including energy recovery	kg	-	-	-	-	-
Incineration without heat recovery (i.e.mass burn)	kg	-	-	-	-	465

Remark:

[2] For 2016-2020 Surface water including rivers, lakes, wetlands, reservoirs, creeks and sea water following GRI 303-3

[3] Non Hazardous waste disposal and Hazardous waste disposal are collected and reported following GRI 306-2

FARM & HATCHERY (ASIA)

INDICATOR	UNIT	2016	2017	2018	2019	2020
NON HAZARDOUS WASTE DISPOSAL [3]						
Landfill	kg	-	-	-	81,311	69,702
Other Disposal Methods	kg	-	-	-	-	-
Total	kg	-	-	-	81,568	75,812
HAZARDOUS WASTE DISPOSAL [3]						
Reuse	kg	-	-	-	-	3,935
Recycling	kg	-	-	-	269	217
Composting	kg	-	-	-	-	-
Recovery, including energy recovery	kg	-	-	-	-	-
Incineration without heat recovery (i.e.mass burn)	kg	-	-	-	-	-
Landfill	kg	-	-	-	194	29
Other Disposal Methods	kg	-	-	-	-	-
Total	kg	-	-	-	463	4,181

Remark:

[3] Non Hazardous waste disposal and Hazardous waste disposal are collected and reported following GRI 306-2

OFFICE

INDICATOR	UNIT	2016	2017	2018	2019	2020
Product Volume: Total Product Volume (t metric)	Ton	-	-	-	-	-
GHG EMISSION						
Total GHG Intensity	Ton CO_2 eq./ ton FG	-	-	-	-	-
Total Emission	Ton CO_2 eq.	604	559	632	897	849
GHG Scope 1	Ton CO_2 eq.	86	20	40	16	10
GHG Scope 2	Ton CO_2 eq.	518	539	592	881	839
ENERGY MANAGEMENT						
Total Energy Intensity	GJ/tonFG	-	-	-	-	-
Total Energy Consumption	GJ	4,883	3,880	4,914	6,856	6,648
Total Direct Energy	GJ	1,233	291	819	762	842
- Fuel Oil (Bunker Oil)	GJ	-	-	-	-	-
- Natural Gas	GJ	-	-	-	-	-
- Diesel	GJ	16	10	272	217	129
- LPG	GJ	-	-	-	-	-
- Coal	GJ	-	-	-	-	-
- Gasoline/Petrol	GJ	1,271	281	547	544	713
- Bio-gas	GJ	-	-	-	-	-
- Biogasoline	GJ	-	-	-	-	-
- Wood Pallet	GJ	-	-	-	-	-
- Solar	GJ	-	-	-	-	-
Total Indirect Energy (Electricity)	GJ	3,650	3,589	4,095	6,095	5,806

OFFICE

INDICATOR	UNIT	2016	2017	2018	2019	2020
WATER						
Total Water Withdrawal Intensity	m^3/ton FG	-	-	-	-	-
Water Withdrawal (TDS ≤ 1,000 mg/l)	m^3	15,927	15,950	10,586	17,966	22,224
Water Withdrawal (TDS > 1,000 mg/l)	m^3	-	-	-	-	-
Municipal Water	m^3	15,927	15,950	10,586	17,966	22,224
Surface Water[2]	m^3	-	-	-	-	-
Ground Water	m^3	-	-	-	-	-
Rainwater Collected by Organization	m^3	-	-	-	-	-
Sea Water (TDS > 1,000 mg/l)	m^3	-	-	-	-	-
Recycled and Reused Water	m^3	-	-	-	-	-
WASTE TO LANDFILL INTENSITY						
Waste to landfill intensity	kg/ton FG	-	-	-	-	-
Total waste to landfill	kg	63,000	66,700	1,724	4,794	40,478
NON HAZARDOUS WASTE DISPOSAL[3]						
Reuse	kg	-	-	-	-	-
Recycling	kg	-	-	-	-	-
Composting	kg	-	-	-	-	-
Recovery, including energy recovery	kg	-	-	-	-	-
Incineration without heat recovery (i.e.mass burn)	kg	-	-	-	-	-

Remark:

[2] For 2016-2020 Surface water including rivers, lakes, wetlands, reservoirs, creeks and sea water following GRI 303-3

[3] Non Hazardous waste disposal and Hazardous waste disposal are collected and reported following GRI 306-2

OFFICE

INDICATOR	UNIT	2016	2017	2018	2019	2020
NON HAZARDOUS WASTE DISPOSAL[3]						
Landfill	kg	-	-	1,425	4,665	29,687
Other Disposal Methods	kg	-	-	4,367	426	225
Total	kg	-	-	5,792	5,091	29,912
HAZARDOUS WASTE DISPOSAL[3]						
Reuse	kg	-	-	-	-	-
Recycling	kg	-	-	169	-	-
Composting	kg	-	-	-	-	-
Recovery, including energy recovery	kg	-	-	-	250	-
Incineration without heat recovery (i.e.mass burn)	kg	-	-	-	-	-
Landfill	kg	-	-	299	130	10,791
Other Disposal Methods	kg	-	-	1,825	328	469
Total	kg	-	-	2,293	707	11,260

Remark:

[3] Non Hazardous waste disposal and Hazardous waste disposal are collected and reported following GRI 306-2

REPORTING COVERAGE

COMPANIES AND GROUPS OF COMPANIES		% HOLDING BY TU	2020		REPORTING COVERAGE	
			SALES UNIT: BILLION BAHT	%	ENVIRONMENTAL*** INDICATORS	SOCIAL*** INDICATORS
1. ASIA						
Thai Union Group PCL	TU	-	12.8	9.6	☑	☑
Thai Union Manufacturing Co., Ltd.	TUM	99.66	20.0	15.1	☑	☑
Songkla Canning PCL	SC	99.55	5.0	3.8	☑	☑
Asian - Pacific Can Co., Ltd.	APC	99.54*	1.1	0.8	☑	☑
Yueh Chyang Canned Food Co., Ltd.	YCC	99.55*	0.5	0.4	☑	☑
Thai Union Seafood Co., Ltd.	TUS	51.00	1.8	1.3	☑	☑
Pakfood PCL	PPC	99.74	4.8	3.6	☑	☑
EHS Training and Services Co., Ltd. (formerly known as "T-Holding Co., Ltd.")	EHS	100.00	-	-	N/A	☑
Thai Union Feedmill Co., Ltd.	TFM	66.90	4.1	3.1	☑	☑
Thai Union Graphic Co., Ltd.	TUG	98.00	0.1	0.1	☑	☑
Seafood International One FZCO	SIC1	60.00**	-	-	N/A	N/A
Thai Union Online Shop Co., Ltd.	TUO	100.00	0.1	0.1	N/A	In Progress
Thai Union China Co., Ltd.	TUC	100.00	0.4	0.3	N/A	In Progress
TMAC Company Limited	TMAC	100.00	0.1	0.1	☑	☑
Thai Union Ingredients Co., Ltd.	TUI	100.00	0.3	0.2	☑	☑
Thammachart Seafood Retail Co., Ltd.	TSR	65.00	0.7	0.5	☑	☑
TOTAL ASIA			51.7	39.0		

COMPANIES AND GROUPS OF COMPANIES		% HOLDING BY TU	2020		REPORTING COVERAGE	
			SALES UNIT: BILLION BAHT	%	ENVIRONMENTAL*** INDICATORS	SOCIAL*** INDICATORS
2. EUROPE & AFRICA						
Thai Union Europe One Group	TUE 1	100.00*	21.4	16.2	☑	☑
Thai Union Trading Europe B.V.	TUTE	100.00*	2.2	1.7	N/A	In Progress
Meralliance Group	MA	100.00*	4.6	3.5	☑	☑
King Oscar Group	KO	100.00*	1.5	1.1	☑	☑
Thai Union Germany GmbH	TUGe	100.00*	5.0	3.7	☑	☑
Thai Union Canada Inc.	TUCa	100.00*	0.3	0.2	In Progress	In Progress
Russia group***	TUMD	90.00*	0.2	0.1	<2 years	<2 years
TOTAL EUROPE & AFRICA			**35.1**	**26.5**		
3. U.S.						
Tri-Union Seafoods LLC	TRI-U	100.00*	14.6	11.0	☑	☑
Tri-Union Frozen Products Inc.	TUFP	100.00*	29.2	22.1	N/A	☑
U.S. Pet Nutrition LLC	USPN	100.00*	1.8	1.4	N/A	N/A
TOTAL U.S.			**45.6**	**34.5**		
GRAND TOTAL			**132.4**	**100.0**	**99.80**	**97.70**

Remark: The above data refers to sales structure after exclusion of intercompany transactions.
From Annual Report 2020 page 67 (https://investor.thaiunion.com/ar.html)

* Owned by Subsidiaries of TU
** SIC1 was restructured to joint venture starting May 2019
***Russia group is new Subsidiary in Y2020

**** Environmental & Social indicators of Occupational Health and Safety
<2 years: The facility has been operating or acquired for less than 2 years, thus outside Thai Union's scope of Environmental & Social Reporting.

N/A: The facility is not identified as a manufacturing facility or stop operation, thus outside Thai Union's scope of Environmental & Social Reporting.

In Progress: Environmental & Social Reporting of this facility is in progress.

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GRI CONTENT INDEX, UN SDGs CONTENT INDEX AND UNGC COP

GENERAL STANDARD DISCLOSURES	DESCRIPTION	PAGE OR LINK	EXTERNAL ASSURANCE
ORGANIZATION PROFILE			
GRI 102-1	Name of the organization	Back cover	
GRI 102-2	Activities, brand, products and services	Business Overview, p.12-13 Seafood Sourcing Locations, p.14-15	
GRI 102-3	Location of headquarters	Back cover and Annual Report p. 3	
GRI 102-4	Location of operations	Annual Report p. 8-9	
GRI 102-5	Ownership and legal form	Annual Report p. 3	
GRI 102-6	Markets served	Annual Report p. 8, 14-21	
GRI 102-7	Scale of the organization	Business Overview, p.12-13 1	
GRI 102-8	Information on employees and other workers	Business Overview, p.12 Performance Summary – Human Capital Development, pp.128-129	
GRI 102-9	Supply chain	Seafood Sourcing Locations, p.14-15 Annual Report p. 8-9	
GRI 102-10	Significant changes to the organization and its supply chain	No significant change	
GRI 102-11	Precautionary Principle or approach	Responsible Operations, pp.103-104 https://www.thaiunion.com/en/sustainability/environment	
GRI 102-12	Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses	Sustainability at Thai Union – Collaboration at Thai Union, and 'Partnering for Good', p.21-24 Our Partners, SeaChange Retrospective p.16 Responsible Sourcing – Our collaboration with The Nature Conservancy, Ocean Disclosure Project, Global Ghost Gear Initiative (GGGI), Global Dialogue on Seafood Traceability (GDST), SeaBOS, and Monterey Bay Aquarium, pp.90, 92-96 Responsible Operations – Our collaboration in the EP100, a Climate Group initiative, p.108 and Annual Report, pp.115, 120-121 https://seachangesustainability.org/partnerships-and-collaborations/	
GRI 102-13	Membership of Associations	Sustainability at Thai Union – Collaboration at Thai Union, and 'Partnering for Good', pp.21-24 https://seachangesustainability.org/partnerships-and-collaborations/	

GENERAL STANDARD DISCLOSURES	DESCRIPTION	PAGE OR LINK	EXTERNAL ASSURANCE
ORGANIZATION PROFILE			
GRI 102-14	Statement from senior decision-makers	CEO Message, pp.8-11	
GRI 102-16	Values, principles, standards, and norm of behavior	Business Overview, pp.12-13	
GOVERNANCE			
GRI 102-18	Governance structure	Annual Report pp.28-49	
STAKEHOLDER ENGAGEMENT			
GRI 102-40	List of stakeholder groups	Our Material Issues & Stakeholder Engagement, pp.27-28	
GRI 102-41	Collective bargaining agreement	Performance Summary – Freedom of association – number of employees represented by trade union, p.129	
GRI 102-42	Identifying and selecting stakeholders	Our Material Issues & Stakeholder Engagement, pp.27-29	
GRI 102-43	Approach to stakeholder engagement	Our Material Issues & Stakeholder Engagement, pp.27-29	
GRI 102-44	Key topics and concern raised	Our Material Issues & Stakeholder Engagement, pp.29-34	
REPORT PRACTICE			
GRI 102-45	Entities included in the consolidated financial statements	Annual Report pp.80-93, 254-258	
GRI 102-46	Defining report content and topic boundaries	About This Report, pp.4-7	
GRI 102-47	List of material topics	Our Material Issues & Stakeholder Engagement, pp.29-34	
GRI 102-48	Restatements of information	No change	
GRI 102-49	Changes in reporting	No change	
GRI 102-50	Reporting period	About This Report, p.5	
GRI 102-51	Date of most recent report	About This Report, p.5 https://www.thaiunion.com/files/download/sustainability/sd-report-2019.pdf	
GRI 102-52	Reporting cycle	About This Report, p.5	
GRI 102-53	Contact point of questions regarding the report	Back Cover	
GRI 102-54	Claim of reporting in accordance with the GRI Standards	About This Report, p.5	
GRI 102-55	GRI content index	GRI Content Index, pp.142-153	
GRI 102-56	External assurance	LR Independent Assurance Statement, pp.158-159	

SPECIFIC STANDARD DISCLOSURES

MATERIAL ASPECT	DMA AND INDICATORS	DESCRIPTION	PAGE OR LINK	OMISSION / NOTES	EXTERNAL ASSURANCE
ECONOMIC (GOVERNANCE, TRANSPARENCY AND COMMUNITY)					
Economic performance	GRI 103	Management Approach	Annual Report pp.136-141		
	GRI 201-1	Direct Economic value generated and distributed	Performance Summary – Economic Performance, p.125 Annual Report p.22		
Transparency	GRI 103	Management Approach	Our Material Issues & Stakeholder Engagement – Our Operating Principles, pp.19 Annual Report pp.154-156		
	GRI 419-1	Non-compliance with laws and regulations in the social and economic area	Annual Report pp.188		
	TU's own indicator	Public communications and information disclosure	Annual Report p.190 https://www.thaiunion.com/en/newsroom/press-release https://seachangesustainability.org media/press-releases/		
Community	GRI 103	Management Approach	People and Communities – CSR and Community Investment, Rights Awareness, 'Supporting Communities during a Crisis', 'Early Learning with Thai Union', pp.117-121 https://seachangesustainability.org/about-seachange/people-and-communities/		
	GRI 413-1	Operations with local community engagement, impact assessments, and development programs	Performance Summary – Percentage of Thai Union Group Companies with CSR Programs p.125		

MATERIAL ASPECT	DMA AND INDICATORS	DESCRIPTION	PAGE OR LINK	OMISSION / NOTES	EXTERNAL ASSURANCE
ENVIRONMENTAL (ENVIRONMENTAL PROTECTION, CLIMATE CHANGE AND OCEAN PLASTIC)					
Energy	GRI 103	Management Approach	Responsible Operations – Climate Change and Energy Management, including joining EP100, promoting renewable energy consumption, and 'Au Naturel at ESIP', pp.108-109, 113 https://seachangesustainability.org/about-seachange/responsible-operations/		
	GRI 302-1	Energy consumption within organization	Performance Summary – Energy Management, p.136		
	GRI 302-3	Energy intensity	Performance Summary – Energy Management, p.136		
	GRI 302-4	Reduction of energy consumption	Responsible Operations – Climate Change and Energy Management, including joining EP100, promoting renewable energy consumption, pp.108-109 Performance Summary – Energy Management, p.136		
Water and effluents	GRI 103	Management Approach	Water reduction, SeaChange Retrospective p.15 Responsible Operations – Water Management, pp.104, 110-111		
	GRI 303-1	Interactions with water as a shared resource	Responsible Operations – Water Management, pp.104, 110-111		
	GRI 303-2	Management of water discharge-related impacts	Responsible Operations – Water Management, pp.104, 110-111		
	GRI 303-3	Water withdrawal	Performance Summary – Water Management, p.131		*

MATERIAL ASPECT	DMA AND INDICATORS	DESCRIPTION	PAGE OR LINK	OMISSION / NOTES	EXTERNAL ASSURANCE
ENVIRONMENTAL (ENVIRONMENTAL PROTECTION, CLIMATE CHANGE AND OCEAN PLASTIC)					
Emissions	GRI 103	Management Approach	Greenhouse Gas Reduction, SeaChange Retrospective p.15 Responsible Sourcing – Biodiversity, p.93 Responsible Operations – Climate Change and Energy Management, including joining EP100, promoting renewable energy consumption, and 'Au Naturel at ESIP', pp.108-109, 113 https://seachangesustainability.org/about-seachange/responsible-operations/		
	GRI 305-1	Direct (scope 1) GHG emissions	Performance Summary – GHG Emissions, pp.130		*
	GRI 305-2	Energy indirect (scope 2) GHG emissions	Performance Summary – GHG Emissions, pp.130		*
	GRI 305-4	GHG emissions intensity	Performance Summary – GHG Emissions, pp.130		
	GRI 305-5	Reduction of GHG emissions	Responsible Operations – Climate Change and Energy Management, pp.104, 108-109 Performance Summary – GHG Emissions, pp.130		
Effluents and waste	GRI 103	Management Approach	SeaChange Retrospective, pp.14-15 Responsible Operations – Environmental Protection, Waste Management, 2025 Packaging Commitments and John West's 'Carbon Searo' Program, 'Tackling Food Waste in Norway', pp.103-115 https://seachangesustainability.org/about-seachange/responsible-operations/		
	GRI 306-2	Waste by type and disposal method	Performance Summary – Waste Disposal Data, pp.131-132		*
Ocean plastics	GRI 103	Management Approach	Responsible Sourcing – Reducing Ocean Plastics, p.95 Annual Report, p.118 https://seachangesustainability.org ocean-plastics-and-marine-debris/		
	GGGI Best Practice Framework	Best practices in recovery of fishing gear after it has been lost or abandoned.	Responsible Sourcing – Reducing Ocean Plastics, p.95 Global Ghost Gear Initiative 2020 Annual Report, pp.12, 42-43 (https://www.ghostgear.org/news/gggi-annual-report-2020) Annual Report, p.118		

MATERIAL ASPECT	DMA AND INDICATORS	DESCRIPTION	PAGE OR LINK	OMISSION / NOTES	EXTERNAL ASSURANCE
	SeaBOS Taskforce	Reducing ocean plastic, mapping sources, presences, and types of plastic in seafood production.	Responsible Sourcing – Reducing Ocean Plastics, p.95 Responsible Operations – 'Carbon Searo – Leave No Trace', pp.112-113 Sustainability Packaging Guidelines https://www.thaiunion.com/files/download/sustainability/policy/final-tu-sustainable-packaging-guidelines-short.pdf https://seachangesustainability.org/a-strong-commitment-to-reducing-ocean-plastics/		
Supply chain resilience	GRI 103	Management Approach	Safe & Legal Labor – 'COVID Safety Measures in Factories' and 'Putting Health and Safety First', pp.73-75 Responsible Sourcing, p.89 Responsible Operations – 'COVID-19 Measures' and 'Safety and Occupational Health', p.105-107 Annual Report, pp.106-107		
	Thai Union's own indicator	Measures and support provided to suppliers and employees to mitigate the impacts of the COVID-19 pandemic on our supply chain and operations	Safe & Legal Labor – 'COVID Safety Measures in Factories' and 'Putting Health and Safety First' (e.g. free COVID-19 testing for more than 27,000 employees), pp.73-75 Responsible Sourcing (e.g. online training provided to suppliers), p.89 Annual Report (e.g. business continuity plans for all factories enabled all the factories to remain open and operational), pp. 60, 106		
SOCIAL (HUMAN RIGHTS AND ETHICAL LABOR PRACTICES, RESPONSIBLE SOURCING, HUMAN CAPITAL DEVELOPMENT, AND SAFETY WORKPLACE)					
Human rights and ethical labor practices	GRI 103	Management Approach	Sustainability at Thai Union, pp.19, 23 Safe and Legal Labor, SeaChange Retrospective pp.5-7 Safe and Legal Labor – 'Strengthening Worker Voices' (Tell Us program & Non-Reprisal Policy) and Thai Union's Vessel Code of Conduct audit programs and results, pp. 76-86 People and Communities – 'Early Learning with Thai Union', p.122		

MATERIAL ASPECT	DMA AND INDICATORS	DESCRIPTION	PAGE OR LINK	OMISSION / NOTES	EXTERNAL ASSURANCE
SOCIAL (HUMAN RIGHTS AND ETHICAL LABOR PRACTICES, RESPONSIBLE SOURCING, HUMAN CAPITAL DEVELOPMENT, AND SAFETY WORKPLACE)					
	GRI 412-3	Significant investment agreements and contracts that include human rights clauses or underwent human rights screening	Safe and Legal Labor – Vessel Code of Conduct Audits, pp.78-86 https://seachangesustainability.org safe-legal-labor-making-sure-that-our-workers-and-those-in-our-supply-chains-are-safe-legally-employed-and-empowered/		
	GRI 102-41	Percentage of total employees covered by collective bargaining agreements.	Performance Summary – Freedom of association – number of employees represented by trade union, p.129		
Forced or compulsory labor	GRI 103	Management Approach	Sustainability at Thai Union, pp.19, 23 Safe and Legal Labor – Vessel Code of Conduct Audits, pp.78-86		
	GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Safe and Legal Labor – 'Strengthening Worker Voices' and Vessel Code of Conduct Audits, pp.76-86		
Responsible sourcing and traceability	GRI 103	Management Approach	Responsible Sourcing, including such programs as the Ocean Disclosure Project, Partnership with The Nature Conservancy, New Monterey Bay Aquarium Seafood Watch Rating for Thailand, Reducing Ocean Plastics, Strengthening our Traceability Initiatives /GDST, our Tuna Commitment, Fishery Improvement Projects (FIPs), and Policy for the Responsible Sourcing of Tuna, p.90-96, 98-101 https://seachangesustainability.org about-seachange/responsible-sourcing/		
	FP 1	Percentage of purchased volume from suppliers compliant with company's sourcing policy	Responsible Sourcing, pp.90-91 Ocean Disclosure Project: https://oceandisclosureproject.org/companies/thai-union		

MATERIAL ASPECT	DMA AND INDICATORS	DESCRIPTION	PAGE OR LINK	OMISSION / NOTES	EXTERNAL ASSURANCE
SOCIAL (HUMAN RIGHTS AND ETHICAL LABOR PRACTICES, RESPONSIBLE SOURCING, HUMAN CAPITAL DEVELOPMENT, AND SAFETY WORKPLACE)					
	FP 2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standards	Responsible Sourcing, pp.90-92, 99 Ocean Disclosure Project: https://oceandisclosureproject.org/companies/thai-union		
Supplier assessment for labor practices	GRI 103	Management Approach	Safe and Legal Labor – Vessel Code of Conduct Audits, pp.78-86 https://seachangesustainability.org/about-seachange/responsible-sourcing/suppliers/		
	GRI 414-1	New suppliers that were screened using social criteria	Safe and Legal Labor – Vessel Code of Conduct Audits, pp.78-83		
	GRI 414-2	Negative social impacts in the supply chain and action taken	Safe and Legal Labor – Vessel Code of Conduct Audits, pp.80, 84-86		
Human capital development	GRI 103	Management Approach	People and Communities – Human Capital Investment, p.117		
	GRI 404-1	Average hours of training per year, per employee	People and Communities – Human Capital Investment, p.117 Performance Summary – Human Capital Development, pp.128		
Safety in the workplace	GRI 103	Management Approach	Safe & Legal Labor – 'COVID Safety Measures in Factories' and 'Putting Health and Safety First', pp.73-75 Responsible Operations – 'COVID-19 Measures' and 'Safety and Occupational Health', pp.105-107 Annual Report, pp.106-107 https://www.thaiunion.com/en/about/safety-health-and-environment		
	GRI 403-1	Occupational health and safety management system	Safe & Legal Labor – 'COVID Safety Measures in Factories' and 'Putting Health and Safety First', pp.73-75 Responsible Operations – 'COVID-19 Measures' and 'Safety and Occupational Health', pp.105-107 Annual Report, p.60		

MATERIAL ASPECT	DMA AND INDICATORS	DESCRIPTION	PAGE OR LINK	OMISSION / NOTES	EXTERNAL ASSURANCE
SOCIAL (HUMAN RIGHTS AND ETHICAL LABOR PRACTICES, RESPONSIBLE SOURCING, HUMAN CAPITAL DEVELOPMENT, AND SAFETY WORKPLACE)					
	GRI 403-2	Hazard identification, risk assessment, and incident investigation	Safe & Legal Labor – 'COVID Safety Measures in Factories' and 'Putting Health and Safety First', pp.73-75 Responsible Operations – 'COVID-19 Measures' and 'Safety and Occupational Health', pp.105-107 Annual Report, p.60		
	GRI 403-3	Occupational health services	Safe & Legal Labor – 'COVID Safety Measures in Factories' and 'Putting Health and Safety First', pp.73-75 Responsible Operations – 'COVID-19 Measures' and 'Safety and Occupational Health', pp.105-107 Annual Report, p.60		
	GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	Safe & Legal Labor – 'COVID Safety Measures in Factories' and 'Putting Health and Safety First', pp.73-75 Responsible Operations – 'COVID-19 Measures' and 'Safety and Occupational Health', pp.105-107 Annual Report, p.60		
	GRI 403-5	Worker training on occupational health and safety	Safe & Legal Labor – 'COVID Safety Measures in Factories' and 'Putting Health and Safety First', pp.73-75 Responsible Operations – 'COVID-19 Measures' and 'Safety and Occupational Health', pp.105-107 Annual Report, p.60		
	GRI 403-6	Promotion of worker health	Safe & Legal Labor – 'COVID Safety Measures in Factories' and 'Putting Health and Safety First', pp.73-75 Responsible Operations – 'COVID-19 Measures' and 'Safety and Occupational Health', pp.105-107 Annual Report, p.60		
	GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safe & Legal Labor – 'COVID Safety Measures in Factories' and 'Putting Health and Safety First', pp.73-75 Responsible Operations – 'COVID-19 Measures' and 'Safety and Occupational Health', pp.105-107 Annual Report, p.60		

MATERIAL ASPECT	DMA AND INDICATORS	DESCRIPTION	PAGE OR LINK	OMISSION / NOTES	EXTERNAL ASSURANCE
SOCIAL (HUMAN RIGHTS AND ETHICAL LABOR PRACTICES, RESPONSIBLE SOURCING, HUMAN CAPITAL DEVELOPMENT, AND SAFETY WORKPLACE)					
	GRI 403-9	Work-related injuries	Responsible Operations –Safety and Occupational Health, pp.105-107 Performance Summary – Global Occupational Health and Safety, pp.126-127		*
	GRI 403-10	Work-related ill health	Safe & Legal Labor – 'COVID Safety Measures in Factories' and 'Putting Health and Safety First', pp.73-75 Responsible Operations – 'COVID-19 Measures' and 'Safety and Occupational Health', p.105-107 Performance Summary – Global Occupational Health and Safety, pp.126-127		*
Diversity and equal opportunity	GRI 103	Management Approach	Diversity and Inclusion, and 'Harnessing the Power of the JEDI', pp.119-120 Commitment to zero gender discrimination in workplace, Annual Report p.180		
	GRI 405-2	Ratio of basic salary and renumeration of women to men	Performance Summary – Ratio of average total compensation of women to men, by employee category, p.128		*
FOOD SAFETY AND USE OF ANTIBIOTICS					
Food safety and use of antibiotics	GRI 103	Management Approach	Our Material Issues & Stakeholder Engagement, p. 29 Annual Report pp.58-59, 111 https://www.thaiunion.com/en/products-and-brands/combating-food-fraud-and-food-defense-strategy		
	FP 5	Percentage of production manufactured in sites certified by third party according to internationally recognized food safety standard	Annual Report, pp. 59, 111 Responsible Sourcing, pp.90-92		

MATERIAL ASPECT	DMA AND INDICATORS	DESCRIPTION	PAGE OR LINK	OMISSION / NOTES	EXTERNAL ASSURANCE
FOOD SAFETY AND USE OF ANTIBIOTICS					
	FP 12	Policies and practices on antibiotics	Our Material Issues & Stakeholder Engagement, p. 29 Aquaculture Responsible Sourcing Guideline: https://www.thaiunion.com/en/newsroom/press-release/825/aquaculture-responsible-sourcing-guideline	Omission on reporting identifying species and breed type due to unavailable data and survey methodology used, with initial surveys returning a nil result. Thai Union plans to report on this indicator in the future in line with the requirements of SeaBOS and based on scientific research, and beginning with the shrimp supply chain engage with suppliers in 2022 based on the rollout of a code of conduct related to antibiotic and antimicrobial substance use.	
INNOVATION					
Innovation	GRI 103	Management Approach	Sustainability at Thai Union – Innovation in Sustainable Seafood and SeaBOS partnership, pp.20-21 Innovation at Thai Union, Annual Report pp.54-57, 113 https://www.thaiunion.com/en/innovation/our-approach-to-innovation		
	GRI 203-1	Infrastructure investments and services support	Sustainability at Thai Union – nnovation in Sustainable Seafood and SeaBOS partnership, pp.20-21 Annual Report pp.55-57, 136-137		

UNGC COMMUNICATION ON PROGRESS (COP)		
HUMAN RIGHTS	Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights.	Sustainability at Thai Union, pp.19, 23 Safe and Legal Labor, SeaChange Retrospective pp.5-7 Safe and Legal Labor – 'Strengthening Worker Voices' (Tell Us program & Non-Reprisal Policy) and Thai Union's Vessel Code of Conduct audit programs and results, pp. 76-86 People and Communities – 'Early Learning with Thai Union', p.122
	Principle 2 Businesses should make sure that they are not complicit in human rights abuses.	
LABOR	Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Safe and Legal Labor – 'Strengthening Worker Voices' (Tell Us program & Non-Reprisal Policy) and Thai Union's Vessel Code of Conduct audit programs and results, pp. 76-86 Responsible Operations – Diversity and Inclusion, and 'Harnessing the Power of the JEDI', pp.119-120 Performance Summary – Freedom of association – number of employees represented by trade union, p.129
	Principle 4 The elimination of all forms of forced and compulsory labor.	
	Principle 5 The effective abolition of child labor.	
	Principle 6 The elimination of discrimination in respect of employment and occupation.	
ENVIRONMENT	Principle 7 Businesses should support a precautionary approach to environmental challenges.	Responsible Sourcing, pp.88-101 Responsible Operations, pp.102-115
	Principle 8 Undertake initiatives to promote greater environmental responsibility.	
	Principle 9 Encourage the development and diffusion of environmentally friendly technology.	
ANTI-CORRUPTION	Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.	Sustainability at Thai Union, p.23 https://investor.thaiunion.com/anti_corruption.html

The UN SDGs Content Index

The focus of our sustainability programs is to deliver against the UN SDGs that are most relevant to our strategy, namely Goal 2 - Zero Hunger, Goal 8 - Decent Work and Economic Growth, Goal 14 - Life Below Water, and, starting in 2021, Goal 13 - Climate Action. Aside from these goals, our efforts also contribute directly and indirectly to the realization of the other SDGs.

The following index maps Thai Union's actions and programs that contribute to each of the UN SDGs.

SDGs	Pages/Links
1 No Poverty	Indirect impacts on eradicating poverty through our corporate social responsibility, community investment, and food donation programs.
2 Zero Hunger	'Healthy Living, Healthy Oceans' strategy, pp. 12-13, SeaChange Retrospective p.18, Annual Report pp.10-11 'Supporting Nutrition for All' and 'Disaster Relief' programs, SeaChange Retrospective pp. 11-13 Responsible Operations – 'Tackling Food Waste in Norway', pp.114-115 People and Communities – 'Supporting Communities during a Crisis', pp.117, 121
3 Good Health & Well-being	Materiality – Health and Safety in the Workplace during the COVID-19 Pandemic, p.30 Safe & Legal Labor – 'COVID Safety Measures in Factories' and 'Putting Health and Safety First', pp.73-75 Responsible Operations – 'COVID-19 Measures' and 'Safety and Occupational Health', p.105-107 Innovation to produce healthy and nutritious products, including alternative proteins, ZEAvita nutrition supplements, UniQTMDHA tuna oil, UniQTMBONE, Annual Report pp.54-57 Commitment on Health and Wellness: https://www.thaiunion.com/files/download/sustainability/policy/Commitment-on-Health-and-Wellness.pdf
4 Quality Education	'Investing in Education for Children of Migrant Workers', SeaChange Retrospective pp. 12 Responsible Operations – Rights Awareness, CONNEXT-ED, and 'Early Learning with Thai Union', pp. 118-119, 122
5 Gender Equality	Responsible Operations – Diversity & Inclusion, and 'Harnessing the Power of the JEDI', pp.119-120 Commitment to zero gender discrimination in workplace, Annual Report p.180 Anti-Discrimination and Anti-Harassment Policy:

SDGs	Pages/Links
6 Clean Water & Sanitation	Water reduction, SeaChange Retrospective p.15 Responsible Operations – Water Management, pp.104, 110-111
7 Affordable and Clean Energy	Responsible Operations – Climate Change and Energy Management, including joining EP100, promoting renewable energy consumption, and 'Au Naturel at ESIP', pp.108-109, 113
8 Decent Work and Economic Growth	Safe and Legal Labor, SeaChange Retrospective pp.5-7 Safe and Legal Labor – 'Strengthening Worker Voices' (Tell Us program & Non-Reprisal Policy) and Thai Union's Vessel Code of Conduct audit programs and results, pp. 76-86 People and Communities – 'Early Learning with Thai Union', p.122 Ethical Migrant Recruitment Policy (updated): https://www.thaiunion.com/files/download/sustainability/20210129-ethical-migrant-recruitment-policy.pdf Non-Reprisal Policy: https://www.thaiunion.com/files/download/sustainability/policy/20201123-tu-non-reprisal-policy-en.pdf
9 Industry, Innovation & Infrastructure	Sustainability at Thai Union – Innovation in Sustainable Seafood and SeaBOS partnership, pp.20-21 Innovation at Thai Union, Annual Report pp.54-57, 113, and https://www.thaiunion.com/en/innovation/our-approach-to-innovation
10 Reduced Inequalities	Responsible Operations – Diversity & Inclusion, and 'Harnessing the Power of the JEDI', pp.119-120 UK Modern Slavery Act Transparency Statement: https://www.thaiunion.com/files/download/sustainability/policy/UK-Modern-Slavery-Act-Statement-2019.pdf Ethical Migrant Recruitment Policy: https://www.thaiunion.com/files/download/sustainability/20210129-ethical-migrant-recruitment-policy.pdf
11 Sustainable Cities & Communities	Indirect impacts through our programs on responsible operations and climate action.

SDGs	Pages/Links
12 Responsible Consumption & Production	Responsible Sourcing – Responsible Sourcing of Palm Oil Policy, and Adoption of AlgaPrimeTM DHA into shrimp aquaculture, p.90 Responsible Operations, SeaChange Retrospective, pp.14-15 Responsible Operations – Environmental Protection, Waste Management, 2025 Packaging Commitments and John West's 'Carbon Searo' Program, 'Tackling Food Waste in Norway', pp.103-115 Sustainable Packaging Guidelines: https://www.thaiunion.com/files/download/sustainability/policy/final-tu-sustainable-packaging-guidelines-short.pdf Responsible Sourcing of Palm Oil: https://www.thaiunion.com/files/download/sustainability/policy/20210416-tu-responsible.pdf
13 Climate Action	Greenhouse Gas Reduction, SeaChange Retrospective p.15 Responsible Sourcing – Biodiversity, p.93 Responsible Operations – Climate Change and Energy Management, including joining EP100, promoting renewable energy consumption, and 'Au Naturel at ESIP', pp.108-109, 113
14 Life Below Water	Responsible Sourcing – Programs such as the Ocean Disclosure Project, Partnership with The Nature Conservancy, New Monterey Bay Aquarium Seafood Watch Rating for Thailand, Reducing Ocean Plastics, Strengthening our Traceability Initiatives/GDST, our Tuna Commitment, Fishery Improvement Projects (FIPs), and Policy for the Responsible Sourcing of Tuna, p.90-96, 98-101 Policy for the Responsible Sourcing of Tuna: https://www.thaiunion.com/files/download/sustainability/policy/20200924-tu-responsible-sourcing-of-tuna.pdf
15 Life On Land	Responsible Sourcing – Biodiversity (Mangroves), p.93 Responsible Sourcing of Palm Oil Policy (deforestation-free palm oil): https://www.thaiunion.com/files/download/sustainability/policy/20210416-tu-responsible.pdf Sustainable Packaging Guidelines (more recycled contents help ease the pressure on raw materials sourced from forested areas): https://www.thaiunion.com/files/download/sustainability/policy/final-tu-sustainable-packaging-guidelines-short.pdf
16 Peace, Justice and Strong Institutions	Sustainability at Thai Union – Anti-Corruption, p.23 Anti-corruption policy: https://investor.thaiunion.com/anti_corruption.html Responsible Operations – Diversity & Inclusion, and 'Harnessing the Power of the JEDI', pp.119-120
17 Partnerships for the Goals	Sustainability at Thai Union – Collaboration at Thai Union, and 'Partnering for Good', pp.21-24 Our Partners, SeaChange Retrospective p.16 Responsible Sourcing – Our collaboration with The Nature Conservancy, Ocean Disclosure Project, Global Ghost Gear Initiative (GGGI), Global Dialogue on Seafood Traceability (GDST), SeaBOS, and Monterey Bay Aquarium, pp.90, 92-96 Responsible Operations – Our collaboration in the EP100, a Climate Group initiative, p.108 and Annual Report, pp.115, 120-121 https://seachangesustainability.org/partnerships-and-collaborations/

Lloyd's Register

LR Independent Assurance Statement

Relating to Thai Union Group Plc.'s Sustainability Report for the calendar year 2020

This Assurance Statement has been prepared for Thai Union Group Plc. (TU) in accordance with our contract but is intended for the readers of this Report.

Terms of engagement

Lloyd's Register Quality Assurance Ltd. (LR) was commissioned by TU Group Plc. (TU) to provide independent assurance on its Sustainability Report 2020 "the report" against the assurance criteria below to a limited level of assurance and at the materiality of the professional judgement of the verifier using LR's verification approach. LR's verification procedure is based on current best practice, is in accordance with ISAE 3000 and uses the following principles of - inclusivity, materiality, responsiveness and reliability of performance data.

Our assurance engagement covered TU's subsidiaries in Asia and the United States under its direct operational control only, and specifically the following requirements:

- Confirming that the report is in accordance with:
  - GRI Standards (2016) and core option
  - GRI Food Processing supplement Sector
- Evaluating the accuracy and reliability of data and information for only the selected indicators listed below: [1]
  - Environmental: GRI 303-3 (2018 edition) Water withdraw, GRI 305-1 Direct (scope 1) GHG emissions, GRI 305-2 Energy indirect (scope 2) GHG emissions and Waste by type and disposal method (GRI 306-2)
  - Social: GRI 403-9 and 10 (2018 edition) Work-related injuries and ill health, GRI 405-2 Ratio of basic salary and remuneration of women and men

Our assurance engagement excluded the data and information of TU's subsidiaries where it has no operational control and all its operations and activities outside of Asia and the United States. Our assurance engagement also excluded the data and information of its suppliers and any third-parties mentioned in the report.

LR's responsibility is only to TU. LR disclaims any liability or responsibility to others as explained in the end footnote. TU's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of TU.

LR's Opinion

Based on LR's approach nothing has come to our attention that would cause us to believe that TU has not, in all material respects:

- Met the requirements above
- Disclosed accurate and reliable performance data and information as no errors or omissions were detected
- Covered all the issues that are important to the stakeholders and readers of this report.

The opinion expressed is formed on the basis of a limited level of assurance and at the materiality of the professional judgement of the verifier.

Note: The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

LR's approach

LR's assurance engagements are carried out in accordance with our verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Assessing TU's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this by reviewing documents and associated records.
- Reviewing TU's process for identifying and determining material issues to confirm that the right issues were included in their Report and updated overtime. We did this by benchmarking reports written by TU and its peers to ensure that sector specific issues were included for comparability.

[1] *GHG quantification is subject to inherent uncertainty.*

Lloyd's Register

- Auditing TU's data management systems to confirm that there were no significant errors, omissions or mis-statements in the Report. We did this by reviewing the effectiveness of data handling processes and systems. We also spoke with key people in various facilities responsible for compiling the data and drafting the Report.
- Sampling evidence, to confirm the reliability of the selected specific standard disclosures, remotely at the operations below:
  - Thailand: Thai Union Group PCL. at Samut Sakhon, Songkla eCanning PCL. at Songkla, Thai Union Feedmill Co., Ltd. at Songkla, Thai Union Graphic Co., Ltd. at Bangkok and Thai Union Hatchery Co., Ltd. – Cluster 16 - Chutikarn Branch at Chachoengsao
  - Vietnam: Yueh Chyang Canned Food Co., Ltd.

Observations

Further observations and findings, made during the assurance engagement, are:

- Stakeholder inclusivity:
  We are not aware of any key stakeholder groups that have been excluded from TU's stakeholder engagement process. TU has open dialogue with all of its stakeholders to understand their growing expectations.
- Materiality:
  We are not aware of any material issues concerning TU's sustainability performance that have been excluded from the report. It should be noted that TU has established extensive criteria for determining which issue is material and that these criteria are not biased to the company's management.
- Responsiveness:
  TU has addressed the concerns of stakeholders in all regions in relation to responsible sourcing and ocean plastic. However, we believe that future reports should
  - disclose further action taken on Vessel Code of Conduct Audits
  - discuss policies and practices on antibiotics.
- Reliability:
  Data management systems are considered to be well defined, but the implementation of these systems varies across TU's operational facilities. TU should consider interim verification to further improve the reliability and timeliness of its disclosed data and information.

LR's standards, competence and independence

LR ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only works undertaken by LR for TU and as such does not compromise our independence or impartiality.

Opart Charuratana
LR Lead Verifier

Dated: 25th May 2021

On behalf of Lloyd's Register Quality Assurance Ltd.
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