



SUSTAINABILITY PERFORMANCE REPORT 2024

Your Trusted Partner for a
Sustainable Better Living



INTRODUCTION

This Sustainability Performance Data Report presents a comprehensive overview of the sustainability performance of Berli Jucker Public Company Limited (BJC) operations within Thailand. The report is prepared in accordance with the Global Reporting Initiative (GRI) Standards, which provide a globally recognized framework for reporting on economic, environmental, and social impacts.

BJC is a leading conglomerate in Thailand with a long-standing history of over 140 years, operating across five core business segments: Packaging, Consumer Products, Healthcare, Technical and Industrial Products, and Modern Retail. Through our diverse portfolio and integrated value chain, BJC plays a critical role in serving communities nationwide while contributing to the broader economic and social development of Thailand.

The purpose of this report is to enhance transparency, support informed stakeholder engagement, and demonstrate our commitment to sustainable business practices. It includes key performance indicators related to energy consumption, greenhouse gas (GHG) emissions, water and waste management, labor and human rights, occupational health and safety, and employee engagement.

By disclosing performance data across BJC's operations in Thailand, we aim to track progress, identify areas for improvement, and align our sustainability efforts with national policy directions and international frameworks, which serve as a shared blueprint for peace, prosperity, and sustainability for people and the planet.

Where applicable, the data included in this report has been reviewed for accuracy and completeness, supporting our continued pursuit of responsible growth, operational excellence, and long-term value creation for all stakeholders.



ENVIRONMENTAL PERFORMANCE

Analysis Report



Period Analyzed:
01 January – 31 December 2024

Environmental Performance Data						
GRI Standard	INDICATOR	Unit	2021	2022	2023	2024
302	Energy Consumption					
302-1	Energy Consumption and Generation within the Organization					
	Total Energy Consumption	GJ	10,452,467	10,348,454	10,431,467	10,586,609
		MWH	2,903,463	2,922,197	2,897,629	2,940,725
	Non-renewable sources					
	Total Non-Renewable Energy Consumption	GJ	10,263,272	10,139,921	10,185,827	10,176,304
		MWH	2,850,909	2,864,271	2,829,396	2,826,751
		%	98	98	98	96
	Total fuel Purchased/Consumption	GJ	5,997,590	5,929,861	6,001,624	5,936,608
		MWH	1,665,997	1,647,184	1,667,118	1,649,058
		%	59	58	60	58
	Total Electricity Purchased/Consumption from grid	GJ	4,261,704	4,203,959	4,176,055	4,230,856
		MWh	1,183,807	1,215,392	1,160,015	1,175,238
		%	41	42	40	42
	Steam Consumption	GJ	3,977	6,100	8,147	8,840
		MWh	1,105	1,695	2,263	2,455
		%	-	-	-	-
	Renewable sources					
	Total Renewable Energy Consumption	GJ	189,195	208,533	245,640	410,304
		MWh	52,554	57,926	68,233	113,973
		%	2	2	2	4
	Total Renewable Fuel Consumption	GJ	0	0	0	0
		MWh	0	0	0	0
		%	0	0	0	0
	Total Renewable Electricity Consumption	GJ	189,195	208,533	245,640	410,304
		MWh	52,554	57,926	68,233	113,973
		%	100	100	100	100
	Electricity Consumption					
	Total Electricity Consumption	GJ	4,450,899	4,412,492	4,421,695	4,641,160
		MWh	1,236,361	1,273,318	1,228,249	1,289,211
	% of Electrical Power use from Non-Renewable Sources	%	96	95	94	90
	% of Electrical Power use from Renewable Sources	%	4	5	6	10



ENVIRONMENTAL PERFORMANCE

Analysis Report



Period Analyzed:
01 January – 31 December 2024

Environmental Performance Data						
GRI Standard	INDICATOR	Unit	2021	2022	2023	2024
302-3	Energy Intensity					
	Total Energy Intensity	MWh / Operation	1,832.99	1,757.18	1,629.71	1,600.83
	Total Non-renewable Energy Intensity	MWh / Operation	1,799.82	1,722.35	1,591.34	1,538.79
	Total Renewable Energy Intensity	MWh / Operation	33.18	34.83	38.38	62.04
	Data Coverage		89.98	91.37	91.42	91.81
	RECs Purchased	MWh	0	0	1,224	3,878

Note: ***Non-renewable energy** refers to fuel sources (e.g., diesel, gasoline, natural gas, fuel oil) and electricity consumed or purchased from the Provincial Electricity Authority (PEA) and the Metropolitan Electricity Authority (MEA).

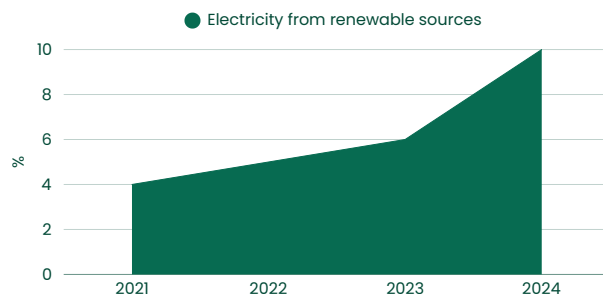
***Renewable energy** refers to energy obtained from renewable sources, such as solar power, including electricity generated by on-site solar panel installations.

***Total energy consumption** refers to the total amount of energy, including fuel (e.g., diesel, natural gas, gasoline), electricity, and steam, used by the organization in a reporting year.

***Energy intensity** is a metric that quantifies the energy consumed within the organization relative to a unit of operational output.

***The number of operations 1,837 site refers to the total number of domestic Big C stores (excluding franchises), domestic factories, distribution centers, and the headquarters.**

- 1,818 Big C Stores : Hypermarket 153 stores/ Big C Market & Big C Food Place 50 Stores/ Big C mini 1,597 Stores/ Big C Depot 11 Stores/ Big C Food Services 7 Stores
- 11 factories : CPC PC/ BP, TMGI/2, TGI, TBCI/2, BJF Snack/Dairy, RIL, TSS
- 7 distribution centers : 5 BJL DC, 2 Big C DC (excluding leased warehouse)
- 1 Headquarters

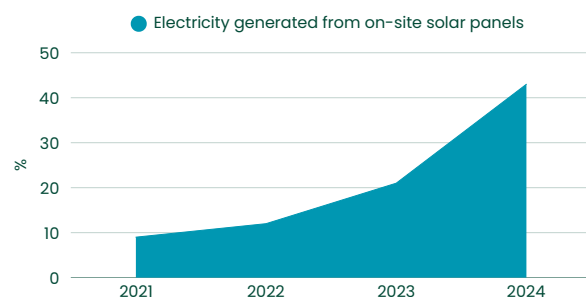


BJC has established a comprehensive energy management strategy to enhance operational efficiency, reduce environmental impact, and align with the BJC Group's sustainability targets. A key focus of this strategy is to increase the use of renewable energy while reducing reliance on non-renewable sources.

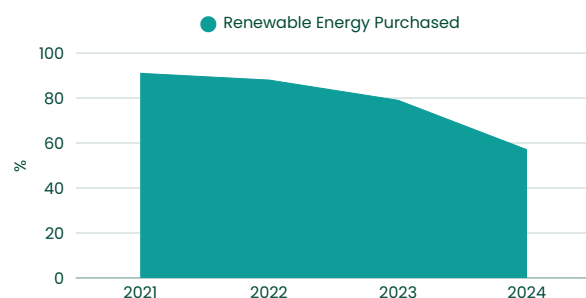
Between 2021 and 2024, BJC increased its renewable energy consumption from 52,554 MWh to 113,973 MWh, representing 4% of total energy consumption in 2024. Importantly, the share of electricity sourced from renewable energy increased from 4% in 2020 to 10% in 2024.

In 2024, Thai Glass purchased 3,878 MWh of International Renewable Energy Certificates (I-REC) representing hydropower generated by the Electricity Generating Authority of Thailand (EGAT). This initiative supports BJC's goal of reducing Scope 1 and 2 emissions by 15% and decreasing reliance on non-renewable energy by the same percentage by 2032.

For more information on energy management, please refer to the Energy Management Report. ➔



The percentage of electricity generated by on-site solar panel installations has grown progressively, from 9% in 2021 to 12% in 2022, 21% in 2023, and reaching 43% in 2024.





Environmental Performance Data						
GRI Standard	INDICATOR	Unit	2021	2022	2023	2024
305	Greenhouse Gas Emissions (GHGs)					
305-1	Direct Total GHGs Emissions (Scope 1)					
	Total Direct Total GHGs Emissions (Scope 1)	Ton CO2 Equivalent	620,972	660,390	622,571	580,320
	Stationary Combustion	Ton CO2 Equivalent	325,221	344,912	340,560	329,804
	Mobile Combustion	Ton CO2 Equivalent	5,007	3,890	5,438	6,342
	Process	Ton CO2 Equivalent	82,195	76,369	69,063	74,812
	Fugitive (Refrigerant & Wastewater treatment)	Ton CO2 Equivalent	75,600	85,800	94,032	103,987
	R-22 (Refrigerant-22)	Ton CO2 Equivalent	132,949	149,419	113,478	65,375
	Biogenic	Ton CO2 Equivalent	101	177	451	454
305-2	Total Indirect Total GHGs (Scope 2)					
	Indirect GHGs – Location Based	Ton CO2 Equivalent	616,367	612,723	618,244	644,573
	Indirect GHGs – Market Based	Ton CO2 Equivalent	648,593	643,497	633,322	620,543
	Total GHG Emission (Scope 1+2 Market Based)	Ton CO2 Equivalent	1,269,565	1,303,887	1,255,893	1,200,863
	GHG Intensity (Scope 1+2)	Ton CO2 /Revenue	8.21	8.67	8.12	7.61
305-3	Other Relevant Indirect GHG Emissions (Scope 3) Scope 3 emissions have been verified by an independent third party, specifically for Category 1 – Purchased goods and services (water), Category 3 – Fuel- and energy-related activities, and Category 5 – Waste generated in operations (organic waste to landfill).					
	Cat 1: Purchased goods and services	Ton CO2 Equivalent	186,236	6,176,779	6,923,857	7,208,802
	Cat 2: Capital goods	Ton CO2 Equivalent		5,743	20,531	9,920
	Cat 3: Fuel and energy-related activities	Ton CO2 Equivalent		207,816	288,554	221,543
	Cat 4: Upstream transportation & distribution	Ton CO2 Equivalent		153,548	146,044	57,680
	Cat 5: Waste generated in operations	Ton CO2 Equivalent		90,379	139,033	52,379
	Cat 6: Business travel	Ton CO2 Equivalent		4,172	751	509
	Cat 7: Employee commuting	Ton CO2 Equivalent		32,193	33,846	98,370
	Cat 8: Upstream leased assets	Ton CO2 Equivalent		1,557	114	119



ENVIRONMENTAL PERFORMANCE

Analysis Report



Period Analyzed:
01 January – 31 December 2024

Environmental Performance Data						
GRI Standard	INDICATOR	Unit	2021	2022	2023	2024
305-3	Cat 9: Downstream transportation & distribution	Ton CO2 Equivalent	37,744	6,508	12,579	4,315
	Cat 10: Processing of sold products	Ton CO2 Equivalent				
	Cat 11: Use of sold products	Ton CO2 Equivalent				
	Cat 12: End of life treatment of sold products	Ton CO2 Equivalent		50,366	61,877	68,357
	Cat 13: Downstream leased asset	Ton CO2 Equivalent	67,641	103,920	103,949	81,956
	Cat 14: Franchises	Ton CO2 Equivalent	7,510	45,365	303	9
	Cat 15: Investments	Ton CO2 Equivalent				
	Total GHG Scope 3	Ton CO2 Equivalent	299,131	6,878,346	7,731,438	7,803,959
	Data Coverage		89.98	91.37	91.42	91.81
Note: *The missions are calculated in accordance with the GHG Protocol, covering all relevant types of GHGs. Scope 1 emissions include emissions from stationary and mobile combustion, process emissions, fugitive emissions, emissions from R-22 leaks, and exclude biogenic emissions. Scope 2 GHG emissions are calculated based only on electricity under the company's direct responsibility, excluding 75.42% of electricity consumed by tenant shops at the branches. **In 2024, BJC revised its GHG emissions data for the years 2021–2023 to align with updated calculation methodologies and emission factors, enhancing the accuracy of reported data. The company now reports a detailed breakdown of GHG emissions, including separate disclosure of emissions from R-22. Additionally, Scope 2 emissions are reported based on the application of renewable energy attributes (e.g., renewable energy certificates or instruments).						
303	Water *Fresh water defined as water that contains ≤1,000 mg/L (milligrams per liter) of Total Dissolved Solids (TDS). **Other water defined as water that contains >1,000 mg/L (milligrams per liter) of Total Dissolved Solids (TDS).					
303-3	Water Withdrawal from All Areas					
	Total Water Withdrawal from All Areas	Million Cubic Meters	8.54	8.51	9.86	10.21
	Freshwater	Million Cubic Meters	8.54	8.51	9.86	10.21
	Other Water	Million Cubic Meters	0	0	0	0
	A. Withdrawal: Total Municipal Water Supplies	Million Cubic Meters	8.40	8.22	9.60	9.90
	Freshwater	Million Cubic Meters	8.40	8.22	9.60	9.90
	Other Water	Million Cubic Meters	0	0	0	0
	B. Withdrawal: Fresh Surface Water	Million Cubic Meters	0.13	0.13	0.09	0.10
	Freshwater	Million Cubic Meters	0.13	0.13	0.09	0.10
	Other Water	Million Cubic Meters	0	0	0	0



ENVIRONMENTAL PERFORMANCE

Analysis Report



Period Analyzed:
01 January – 31 December 2024

Environmental Performance Data						
GRI Standard	INDICATOR	Unit	2021	2022	2023	2024
303-3	C. Withdrawal: Fresh Groundwater	Million Cubic Meters	0.01	0.16	0.17	0.21
	Freshwater	Million Cubic Meters	0.01	0.16	0.17	0.21
	Other Water	Million Cubic Meters	0	0	0	0
	Produced Water	Million Cubic Meters	0	0	0	0
	Freshwater	Million Cubic Meters	0	0	0	0
	Other Water	Million Cubic Meters	0	0	0	0
	Water Withdrawal from Areas with Water Stress					
	Total Water Withdrawal from Areas with Water Stress	Million Cubic Meters	2.50	1.87	2.38	7.34
	Freshwater	Million Cubic Meters	2.50	1.87	2.38	7.34
	Other Water	Million Cubic Meters	0	0	0	0
	Surface Water	Million Cubic Meters	0.10	0.12	0.12	0
	Freshwater	Million Cubic Meters	0.10	0.12	0.12	0
	Other Water	Million Cubic Meters	0	0	0	0
	Groundwater	Million Cubic Meters	0	0	0	0
	Freshwater	Million Cubic Meters	0	0	0	0
	Other Water	Million Cubic Meters	0	0	0	0
	Produced Water	Million Cubic Meters	0	0	0	0
	Freshwater	Million Cubic Meters	0	0	0	0
	Other Water	Million Cubic Meters	0	0	0	0
	Third-party Water	Million Cubic Meter	2.40	1.75	2.26	7.34
	Freshwater	Million Cubic Meters	2.40	1.75	2.26	7.34
	Other Water	Million Cubic Meters	0	0	0	0



ENVIRONMENTAL PERFORMANCE

Analysis Report



Period Analyzed:
01 January – 31 December 2024

Environmental Performance Data						
GRI Standard	INDICATOR	Unit	2021	2022	2023	2024
303-4	Water Discharge to All Areas					
	D. Discharge: Water Returned to the Source of Extraction at Similar or Higher Quality as Raw Water Extracted	Million Cubic Meter	4.70	4.35	6.38	7.46
	Freshwater	Million Cubic Meter	4.70	4.35	6.36	7.42
	Other Water	Million Cubic Meter	0	0	0.02	0.04
	Water Discharge to Groundwater	Million Cubic Meter	3.02	0	0	0.02
	Freshwater	Million Cubic Meter	3.02	0	0	0.02
	Other Water	Million Cubic Meter	0	0	0	0
	Water Discharge to Surface Water	Million Cubic Meter	0.44	0.05	0.06	0.07
	Freshwater	Million Cubic Meter	0.44	0.05	0.04	0.05
	Other Water	Million Cubic Meter	0	0	0.02	0.02
	Water Discharge to Third-party Water	Million Cubic Meter	1.24	4.30	6.32	7.37
	Freshwater	Million Cubic Meter	1.24	4.30	6.32	7.35
	Other Water	Million Cubic Meter	0	0	0	0.02
	Water Discharge to Areas with Water Stress					
	Total Water Discharge to Areas with Water Stress	Million Cubic Meter	1.51	1.07	1.42	4.99
	Freshwater	Million Cubic Meter	1.51	1.07	1.42	4.99
	Other Water	Million Cubic Meter	0	0	0	0
303-5	Water Consumption					
	Total water Consumption (A+B+C-D)	Million Cubic Meter	3.84	4.16	3.48	2.75
	Total Water Consumption from Areas with Water Stress	Million Cubic Meter	0.99	0.80	0.96	2.35
	Data Coverage		89.98	91.37	91.42	91.81



Environmental Performance Data				
GRI Standard	INDICATOR	Unit	2024	Percentage of total violations
303-4	Water Management and Legal Compliance			
	Significant Environmental Violations	Case	38	18

Note: BJC uses the Aqueduct open-source tools developed by the World Resources Institute (WRI) to assess water-related risks, including water stress, flooding, and drought, across its operations and critical Tier 1 suppliers.

For the results of the water risk assessment, please refer to the following sources:

- Critical Tier 1 Suppliers: Water Risk Assessment [Water Use Assessment](#)
- Water Risk Assessment [Climate Change Management Report 2024](#)

Water Management and Legal Compliance

BJC has established a formal grievance mechanism to address water-related complaints from stakeholders, including local communities, regulatory authorities, and internal teams. Given that Big C supermarkets are primarily located in areas closely connected with communities experiencing significant water-related challenges and risks, these locations are more likely to receive such complaints.

All grievances are thoroughly investigated in accordance with company policy. Where necessary, corrective actions are implemented to address the issues raised.

In response to stakeholder concerns regarding water issues at Big C supermarkets, BJC reviewed and enhanced its water management practices. For example, an investigation into complaints about non-compliant wastewater quality revealed that the issue stemmed from malfunctioning components in the wastewater treatment systems. The company responded by developing a comprehensive maintenance plan to repair and restore the systems to full functionality. Additionally, continuous monitoring and follow-up measures were put in place to ensure that wastewater quality at the affected branches consistently meets regulatory standards.

Water Quality Management

BJC routinely monitors Biochemical Oxygen Demand (BOD) as part of its integrated water quality management strategy. BOD is a critical parameter for assessing the environmental impact of wastewater discharges, particularly in areas with sensitive ecosystems. Through consistent monitoring, BJC ensures that effluent quality remains within regulatory limits and that any potential impact on local water bodies is minimized.

Instances of elevated BOD levels were primarily attributed to underperforming or malfunctioning components within the on-site wastewater treatment systems at Big C, including aerators and pumps. These malfunctions compromised the system's capacity to biologically degrade organic matter, leading to increased BOD concentrations in the effluent.

When BOD levels exceed regulatory thresholds, BJC promptly implements corrective actions—such as optimizing treatment processes, repairing or replacing critical equipment, and enhancing system maintenance—to reduce the organic load in wastewater. These efforts are essential to ensuring continued compliance with local water quality standards and reaffirming the company's commitment to environmental responsibility.



ENVIRONMENTAL PERFORMANCE

Analysis Report



Period Analyzed:
01 January – 31 December 2024

Environmental Performance Data						
GRI Standard	INDICATOR	Unit	2021	2022	2023	2024
306	Waste					
306-3	Total Waste Generated	Ton	101,923	84,258	75,896	77,831
	Hazardous Waste Generated	Ton	3,124	1,103	1,329	1,667
	Non-hazardous Waste Generated	Ton	98,799	83,155	74,567	76,164
306-4	Waste Diverted from Disposal	Ton	23,569	29,637	32,741	43,425
	Hazardous Waste Diverted from Disposal	Ton	808	370	645	355
	Reused	Ton	0	0	0	2
	Recycled	Ton	808	370	611	288
	Other Recovery Operations	Ton	0	0	34	65
	Non-hazardous Waste Diverted from Disposal	Ton	22,761	29,267	32,096	43,070
	Reused	Ton	0	5,625	2,622	2,069
	Recycled	Ton	22,761	23,642	26,204	35,276
	Other Recovery Operations	Ton	0	0	3,270	5,725
306-5	Waste Directed to Disposal	Ton	78,354	54,621	43,155	34,406
	Hazardous Waste Directed to Disposal	Ton	10	732	684	1,312
	Incineration (with Energy Recover)	Ton	0	536	483	730
	Incineration (without Energy Recover)	Ton	0	38	33	54
	Landfilling	Ton	10	158	168	526
	Other Disposal Operations	Ton	0	0	0	2
	Non-hazardous Waste Directed to Disposal	Ton	78,344	53,889	42,471	33,094
	Incineration (with Energy Recover)	Ton	2,189	290	474	212
	Incineration (without Energy Recover)	Ton	123	9	107	248
	Landfilling	Ton	76,032	53,590	41,890	32,634
	Other Disposal Operations	Ton	0	0	0	0
	Data Coverage		89.98	91.37	91.42	91.81




ENVIRONMENTAL PERFORMANCE

Analysis Report



Period Analyzed:
01 January – 31 December 2024

Environmental Performance Data						
Summary	INDICATOR	Unit	2021	2022	2023	2024
	Total Waste Recycled/Reused	Ton	23,569	29,637	32,741	43,425
	Total Waste Disposal	Ton	78,354	54,621	43,155	34,406
	Incineration with Energy Recover	Ton	2,189	826	957	942
	Incineration without Energy Recover	Ton	123	47	140	302
	Landfilling	Ton	76,042	53,748	42,058	33,160
	Waste Otherwise disposed,	Ton	0	0	0	2
	2 tons of hazardous waste temporarily stored prior to treatment or disposal.					
	Waste with Unknown Disposal Method	Ton	0	0	0	0
Data Coverage			89.98	91.37	91.42	91.81

Note: Other disposal operations include only waste diverted from disposal for composting.

The total waste generated does not include waste arising from construction and maintenance activities.

Disposal of both non-hazardous and hazardous waste is carried out through off-site disposal operations at a regulated disposal facility.

Total food waste generated is included in the non-hazardous waste category.

For more information about BJC's waste management program, please refer to the Sustainability section of the company's website.

Waste Management



ENVIRONMENTAL PERFORMANCE

Analysis Report



Period Analyzed:
01 January – 31 December 2024

Environmental Performance Data						
GRI Standard	INDICATOR	Unit	2021	2022	2023	2024
306-5	Food waste					
	Total weight of all food loss & waste	Ton	21,226	19,719	16,941	15,563
	Total weight of food loss & waste volume used for alternative purpose	Ton	2,102	2,781	2,623	2,991
	Total discarded	Ton	19,124	16,938	14,318	12,572
	Food loss & waste intensity: Food revenue	Ton	0.25	0.38	0.17	0.15
	Data Coverage		89.98	91.37	91.42	91.81

Note: Other disposal operations include only waste diverted from disposal for composting.

Total waste generated excludes waste from construction activities.

Disposal of both non-hazardous and hazardous waste is carried out through off-site disposal operations at a regulated disposal facility.

Total food waste generated is included in the non-hazardous waste category.

Environmental Performance Data					
GRI Standard	INDICATOR	Unit	Packaging Material		
			Wood/ Paper/ Fiber Packaging	Metal Packaging	Glass Packaging
301-1	Total Weight	Ton	39,858	1,141	352
	Recycled and/or Certified Material (% of Total weight)	%	98	95	100
	Target 2024 (% of Total weight)	%	95	90	100
	Data Coverage (% of cost of goods sold)		92.45	92.45	92.45

Environmental Performance Data							
GRI Standard	Plastic Packaging	Unit	2021	2022	2023	2024	Target for 2024
301-2	Total weight of all plastic packaging	Ton	12,082	11,807	10,553	9,363	10,000
	% of recyclable plastic packaging	%	65	75	72	77	75
	% of compostable plastic packaging	%	0	0	0	0	0
	% of recycled content within plastic packaging	%	21	19	26	29	27
	Data Coverage (% of cost of goods sold)		94.28	91.92	90.73	92.45	

For more information about BJC's waste management program, please refer to the Sustainability section of the company's website.

Waste Management



SUPPLIER ESG MANAGEMENT

Analysis Report



Period Analyzed:
01 January – 31 December 2024

Supplier ESG Management			
GRI Standard	INDICATOR	Unit	2024
308/414	Supplier ESG Management		
308-1, 414-1	New suppliers	Number	600
	New Supplier that were screened using ESG criteria	Number	122
	% New Supplier that were screened using ESG criteria	%	20
308-2, 414-2	All Suppliers (Tier1 Supplier)*	Number	3,056
	Number of Supplier that were screened using ESG criteria**	Number	1,719
308-2	Non – Critical Supplier		
	Non – Critical Supplier that were screened using environmental criteria	Number	1,462
	Non – Critical Supplier identified as having environmental significant Impact	Number	0
	Critical Supplier		
	Number of Critical Supplier that were screened using environmental criteria**	Number	257
	Number of Critical Supplier identified as having environmental Significant Impact	Number	122
	Environmental Criteria Assessment Result		
	Suppliers with significant environmental impacts and improvement plans	Number	122
	% Suppliers with significant environmental impacts and improvement plans	%	100
	Suppliers with significant environmental impacts whose relationships were terminated	Number	0
	% Suppliers with significant environmental impacts whose relationships were terminated	%	0
414-2	Non – Critical Supplier		
	Non – Critical Supplier that were screened using social criteria	Number	1,462
	Non – Critical Supplier identified as having social significant Impact	Number	0
	Critical Supplier		
	Number of Critical Supplier that were screened using social criteria**	Number	257
	Number of Critical Supplier identified as having social Significant Impact	Number	26
	Social Criteria Assessment Result		
	Suppliers with significant social impacts and improvement plans	Number	26
	% Suppliers with significant social impacts and improvement plans	%	100
	Suppliers with significant social impacts whose relationships were terminated	Number	0
	% Suppliers with significant social impacts whose relationships were terminated	%	0

Note : *Tier 1 Supplier : Direct providers of essential goods and services to the BJC BigC with annual spending of at least 1,200,000 baht and not falling under the exemption categories below;

- BJC Group affiliates
- Government agencies
- Public utility providers, such as waterworks and electricity authorities
- Employee welfare providers, such as provident funds and medical services

**During its first year of rigorous ESG criteria implementation, BJC Big C executed intensive initiatives. While certain information may not have been fully comprehensive, the company remains steadfast in its commitment to continuously refine and strengthen its processes to achieve higher standards

BJCBigC actively supports and encourages suppliers with substantial environmental and social impacts to improve and attain recognized certifications, such as Green Industry and ISO 45001. The company has provided initial training to equip these suppliers with essential knowledge and continues to promote compliance with these international standards. For further details, please refer to the Supplier Development section.



SOCIAL PERFORMANCE

Analysis Report



Period Analyzed:
01 January – 31 December 2024

Social Performance Data										
GRI Standard	Indicator	Unit	2021		2022		2023		2024	
	Employee									
2-7	Total Number of Employees	Person	Male	Female	Male	Female	Male	Female	Male	Female
			37,980		34,046		34,114		34,689	
			14,857	23,123	13,742	20,304	13,411	20,703	13,767	20,922
	Employees by Employment Contract									
	Total Employees with Permanent Contracts	Person	37,980		34,046		34,114		34,689	
			14,857	23,123	13,742	20,304	13,411	20,703	13,767	20,922
	Total Employees with Temporary Contracts	Person	0		0		0		0	
			0	0	0	0	0	0	0	0
	Employees by Employment Type									
	Total Full-time Employees	Person	37,980		34,046		34,114		34,689	
			14,857	23,123	13,742	14,857	23,123	13,742	13,767	20,922
	Total Part-time Employees	Person	0		0		0		0	
			0	0	0	0	0	0	0	0
401	Hiring									
401-1	Total Number of New Employee Hires	Person	22,019		18,184		19,065		19,687	
			7,984	14,035	6,910	11,274	6,910	12,155	7,439	12,248
	% of Total Employees	%	21.02	36.95	20.30	33.11	20.26	35.63	21.44	35.31
	% of Open Positions Filled by Internal Candidates (Internal Hires)	%	40.3		39.8		51.8		56.8	
	Average Hiring	Cost/FTE Currency: THB	1,498		1,468		1,429		1,394	
	New Employee Hires by Age Group									
	<30 years	Person	16,482		13,504		13,374		13,277	
			6,186	10,296	5,259	8,245	4,950	8,424	5,357	7,920
		%	16.29	27.11	15.45	24.22	14.51	24.69	15.44	22.83
	30 – 50 years	Person	5,517		4,641		5,593		6,282	
			1,789	3,728	1,633	3,008	2,069	3,524	2,025	4,257
		%	4.71	9.82	4.80	8.84	6.06	10.33	5.84	12.27
	>50 years	Person	20		38		98		128	
			9	11	18	20	36	62	57	71
		%	0.02	0.03	0.05	0.06	0.11	0.18	0.16	0.20



SOCIAL PERFORMANCE

Analysis Report



Period Analyzed:
01 January - 31 December 2024

Social Performance Data											
GRI Standard	Indicator	Unit	2021		2022		2023		2024		
401-1	New Employee Hires by Age Group										
	30 – 50 years	Person	5,517		4,641		5,593		6,282		
			1,789	3,728	1,633	3,008	2,069	3,524	2,025	4,257	
		%	4.71	9.82	4.80	8.84	6.06	10.33	5.84	12.27	
	>50 years	Person	20		38		98		128		
			9	11	18	20	36	62	57	71	
		%									
	Total Employee Turnover Rate		48		45		28		27		
	Voluntary Employee Turnover Rate		42		33		26		24		
	Data Coverage (as a % of all FTEs Globally)		100		100		100		100		
	Employee Turnover Rate Breakdown										
	Total Employee Turnover Rate (%)						Voluntary Employee Turnover Rate (%)				
	Gender		2023		2024		2023		2024		
	Female	%	16.73		17.02		15.98		14.92		
	Male	%	10.78		9.76		10.27		8.60		
	Age Group										
	More than 50 years	%	1.10		0.51		1.10		0.19		
	Between 30 to 50 years	%	11.10		10.68		10.65		9.18		
	Less than 30 years	%	15.30		15.58		14.50		14.15		
	Management Level										
	Top Management	%	0.02		0.00		0.02		0.00		
	Management	%	0.21		0.16		0.21		0.11		
	Junior Management	%	0.58		0.46		0.58		0.38		
	Supervisor	%	2.59		1.87		2.58		1.55		
	Officer	%	24.11		24.29		22.87		21.47		

Definitions

Top Management includes those from the level of President, Senior Executive Vice President (SEVP) and Executive Vice President (EVP)

Management includes those from level from Senior Vice President (SVP), Vice President (VP), Assistant Vice President (AVP), Senior Manager and Manager

Junior Management includes those from level from Assistance Manager

Supervisor includes those from level from Senior Officer

Officer includes those from level from Officer, and Operator



SOCIAL PERFORMANCE

Analysis Report



Period Analyzed:
01 January - 31 December 2024

Social Performance Data										
GRI Standard	Indicator	Unit	2021		2022		2023		2024	
404	Training & Development Inputs		Male	Female	Male	Female	Male	Female	Male	Female
404-1	Average Hours per FTE of Training and Development	Hours	116		123		125		126	
			115	118	122	123	129	121	126	126
	Average Amount Spent per FTE on Training and Development	Thai Baht	467		1,042		774		656	
			510	440	1,022	1,060	815	733	719	614
	Average Training Hours of Employees by Employee Category									
	Top Management	Hours	116		124		145		122	
	Management	Hours	127		126		127		133	
	Junior Management	Hours	143		124		123		160	
	Supervisor	Hours	128		122		124		133	
	Officer	Hours	114		122		124		124	
405	Diversity and Equal Opportunity									
405-1	Employee by Age		Male	Female	Male	Female	Male	Female	Male	Female
	<30 years	Person	6,888	10,988	6,035	8,831	5,919	9,160	6,028	8,852
		%	18.14	28.93	17.73	25.94	17.35	26.85	17.38	25.52
	30-50 years	Person	7,334	11,382	6,886	10,443	6,687	10,528	6,988	11,103
		%	19.31	29.97	20.23	30.60	19.60	30.86	20.14	32.01
	>50 years	Person	635	753	821	1,030	805	1,015	751	967
		%	1.67	1.98	2.41	3.03	2.36	2.98	2.16	2.79
	Employee by Employee Category									
	Top Management	Person	19	13	11	12	8	12	13	18
		%	0.05	0.03	0.03	0.04	0.02	0.04	0.04	0.05
	Management	Person	209	197	206	189	168	188	171	187
		%	0.55	0.52	0.61	0.56	0.49	0.55	0.49	0.54
	Junior Management	Person	481	563	486	551	460	525	499	575
		%	1.27	1.48	1.37	1.62	1.35	1.54	1.44	1.66
	Supervisor	Person	1,663	2,140	1,907	2,384	1,801	2,422	1,872	2,667
		%	4.38	5.63	5.60	7.0	5.28	7.11	5.40	7.69
	Officer	Person	12,485	20,210	11,150	17,168	10,974	17,556	11,212	17,475
		%	32.87	53.21	32.75	50.43	32.16	51.46	32.32	50.38



SOCIAL PERFORMANCE

Analysis Report



Period Analyzed:
01 January – 31 December 2024

Social Performance Data					
GRI Standard	Workforce Breakdown				
405-1	Workforce Breakdown: Country	Unit	Total Employees	Permanent Contracts	Temporary Contracts
	Thailand (FTE in Local 25 companies)	Person	34,689	34,689	–
	Malaysia	Person	414	414	–
	Laos	Person	560	560	–
	Vietnam	Person	6,139	6,139	–
	Cambodia	Person	291	291	–

Remark: Data as of year-end 2024, total 25 Companies in BJC Big C Group exclude JV.

Social Performance Data				
GRI Standard	Workforce Breakdown: Nationality	Unit	% of Total Workforce	% of Total Management Workforce
405-1	Thai	%	99.97	99.73
	SEA (Vietnamese, Malaysian, Cambodian, Lao)	%	0.01	0.07
	Other (American, Chinese, etc.)	%	0.02	0.21
	Workforce Breakdown: Gender			
	Diversity Indicators		Percentage (0-100%)	Public Target
	Share of women in total workforce (as % of total workforce)	%	60	55 Target Year: 2025
	Share of women in all management positions, including junior, middle and top management (as % of total management positions)	%	57	50 Target Year: 2025
	Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	%	54	50 Target Year: 2025
	Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as % of total top management positions)	%	58	50 Target Year: 2025
	Share of women in management positions in revenue generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	%	57	50 Target Year: 2025
	Share of women in STEM-related positions (as % of total STEM positions)	%	60	50 Target Year: 2025



SOCIAL PERFORMANCE

Analysis Report



Period Analyzed:
01 January – 31 December 2024

Social Performance Data					
GRI Standard	Gender Pay Indicators *The coverage of the data reported as a percentage of FTEs is 100%				
405-2	Indicators	Difference between Female: Male		% Differences between Men and Women Employees	
	Mean Gender Pay Gap	1 : 1.13		12.5	
	Median Gender Pay Gap	1 : 1.04		4.5	
	Mean Bonus Gap	1 : 1.40		39.7	
	Median Bonus Gap	1 : 1.07		6.6	
	Employee Category Female (1.00): Male	Salary		Bonus	
		Mean	Median	Mean	Median
	Top Management	1 : 0.96	1 : 0.86	1 : 1.12	1 : 0.77
	Management	1 : 1.03	1 : 0.99	1 : 1.00	1 : 0.94
	Junior Management	1 : 0.96	1 : 0.97	1 : 1.07	1 : 1.02
	Supervisor	1 : 1.12	1 : 1.17	1 : 1.35	1 : 1.27
	Officer	1 : 1.04	1 : 1.07	1 : 1.53	1 : 1.08

Social Performance Data					
GRI Standard	Region Female (1.00): Male	Salary		Bonus	
		Mean	Median	Mean	Median
405-2	North	1 : 0.98	1 : 1.01	1 : 0.86	1 : 0.97
	North-East	1 : 1.02	1 : 1.03	1 : 1.05	1 : 0.98
	Central	1 : 1.08	1 : 1.07	1 : 1.27	1 : 1.64
	East	1 : 1.05	1 : 0.97	1 : 1.44	1 : 0.94
	West	1 : 0.99	1 : 1.01	1 : 1.08	1 : 0.96
	South	1 : 1.00	1 : 0.98	1 : 1.00	1 : 0.93

Freedom of Association	
GRI Standard	% of Employees represented by an independent trade union or covered by collective bargaining agreements
407	3.38



SOCIAL PERFORMANCE

Analysis Report



Period Analyzed:
01 January - 31 December 2024

Trend of Employee Engagement											
GRI Standard	Employee Engagement	Unit	2021		2022		2023		2024		Target 2024
			M	F	M	F	M	F	M	F	
	Employee Engagement	Percentage of Actively Engaged Employees	78	79	81.5	82.5	81.1	83.1	81.5	83.5	82.5
			79		82		82.1		82.5		
	Data coverage	Percentage of Total Employees	100		100		100		100		100

Note : 2023 Data has been recalculated for more accuracy.

Percentage (%) of Actively Engaged Employees					
GRI Standard	Age Group	Unit	2022	2023*	2024
	More than 50 years	%	77	80	81
	Between 30 to 50 years	%	73	84	81
	Less than 30 years	%	70	85	83
	Management Level				
	Top Management	%	92	100	79
	Management	%	72	86	85
	Junior Management	%	69	81	82
	Supervisor	%	72	81	80
	Officer	%	75	82	82

Note :2023 Data has been recalculated for more accuracy



Occupational Health and Safety Performance Data						
GRI Standard		Unit	2021	2022	2023	2024
GRI 403	Occupational Health and Safety (OHS) Management System					
403-9	Number of Working hour					
	Employee	Hour	82,314,925.40	84,530,084.80	86,710,094.85	87,491,785.51
	Contractors	Hour	26,123,570.90	29,384,622.46	35,853,715.14	58,068,924.74
	Lost time Injury and Medical treatment: Employee					
	Number of Lost time Injury	Case	164	151	184	181
	Number of Medical treatment	Case	109	109	113	133
	Lost-time Injury Frequency rate (LTIFR)	Case per 1,000,000 Worked hours	1.98	1.79	2.12	2.07
	Injury Frequency Rate (IFR)	Case per 1,000,000 Worked hours	3.32	3.08	3.43	3.69
	Data Coverage		89.98	91.37	91.42	91.81
	Lost time Injury and Medical treatment: Contractors					
	Number of Lost time Injury	Case	15	15	18	44
	Number of Medical treatment	Case	18	6	20	15
	Lost-time Injury Frequency rate (LTIFR)	Case per 1,000,000 Worked hours	0.57	0.51	0.50	0.75
	Injury Frequency Rate (IFR)	Case per 1,000,000 Worked hours	1.26	0.71	1.06	1.02
	Data Coverage		89.98	91.37	91.42	91.81

Note: LTIFR = Lost-time Injury Frequency rate per 1,000,000 hours worked.

IFR = Injury frequency rate per 1,000,000 hours worked.

Contractor working hours during the transit of goods and services from origin to final destination are excluded from the reported data



Occupational Health and Safety

BJC categorizes work-related injuries based on severity and type, in alignment with the Global Reporting Initiative (GRI) Standards, specifically GRI 403: Occupational Health and Safety 2018. This classification system enables consistent and transparent reporting of occupational health and safety performance across all operations. For reporting purposes, work-related injuries are classified into the following categories:

Fatalities

- Injuries that result in death.

High-Consequence Work-Related Injuries

- Injuries that cause permanent impairment or result in long-term absence from work, excluding fatalities.
- This includes amputations, paralysis, and loss of consciousness.

Recordable Work-Related Injuries

- Injuries that require medical treatment beyond first aid, or lead to days away from work, restricted duties, or job transfers.
- This includes lacerations, fractures, burns, crush injuries, hernias, head injuries, and impact injuries.

By applying this structured classification, BJC ensures that injury data is accurately recorded and aligned with international reporting standards. This approach supports effective risk management, facilitates targeted safety interventions, and promotes continuous improvement in occupational health and safety performance across the organization.

Occupational Health and Safety Performance Data					
GRI Standard		Unit	2024		
GRI 403	Occupational Health and Safety (OHS) Management System				
403-9	High-Consequence Work-Related Injuries		Employee	Contractor	Total
	Amputations	Cases	0	0	0
	Paralysis	Cases	0	0	0
	Loss of consciousness	Cases	0	0	0
	Recordable Work-Related Injuries				
	Lacerations	Cases	64	4	68
	Fractures	Cases	3	0	3
	Burns	Cases	3	0	3
	Crush Injuries	Cases	26	8	34
	Electrical Injury	Cases	1	0	1
	Impact Injuries	Cases	83	6	89
	Animal-related Injuries	Cases	1	0	1

GRI 403	Occupational Health and Safety (OHS) Management System					
403-9	Fatalities	Unit	2021	2022	2023	2024
	Total Number	Cases	0	0	0	0
	Employee	Cases	0	0	0	0
	Contractors	Cases	0	0	0	0
	Data Coverage		89.98	91.37	91.42	91.81

The 2024 Environmental and Occupational Health and Safety performance disclosure has been verified by an independent third party.

[Assurance Statement](#) x

Sustainability Initiatives

	ENVIRONMENTAL MANAGEMENT >>
	CLIMATE CHANGE >>
	ENERGY MANAGEMENT >>
	WATER MANAGEMENT >>
	WASTE MANAGEMENT >>
	RESPONSIBLE RAW MATERIAL SOURCING >>
	BIODIVERSITY >>
	HUMAN RIGHTS, DIVERSITY AND INCLUSION >>
	COMMUNITY DEVELOPMENT >>
	OCCUPATIONAL HEALTH AND SAFETY >>

Contact

The Group Strategy and Sustainable Development/Risk & Portfolio Management Department is responsible for the consolidation of the report, ensuring the quality, accuracy and completeness of the sustainability report in accordance with relevant guidelines. Should you have any suggestions, inquiries or any concerns regarding information disclosed in the sustainability report, please contact the sustainability working team at:

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