



**BJC**  
139 YEARS

**SUSTAINABILITY  
REPORT  
2021**



GROWING SUSTAINABLY  
TOGETHER WITH OUR COMMUNITY

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**Vision:** *Your Trusted Partner for a Sustainable Better Living*



**Mission:**

- To serve customers' personal needs based on customer-centric and data-driven culture
- To deliver quality goods and services through innovative solutions
- To strive for sustainable prosperity to all stakeholders



**Value and Culture:**

The current success of BJC is based on our sound and solid foundation. We are like a tree with roots that reach deep into the earth and branches that reach out to the Thai society. We believe in and adhere to our core values:

## Corporate Value



### Customer at Heart

- Treat customers First, always
- Go the extra mile to exceed their expectation
- Provide best value & quality with efficiently outstanding service and speed



### Drive Change

- Challenge the status quo with better solution and action
- Focus on Life-long learning with WINNING Spirit
- Move fast for maximizing business opportunities



### Strive for Excellence

- Passionate and focus to do ordinary things for superior results with speed
- Commit superior results with professionalism and integrity
- No compromise on quality and services to deliver best values for customers



### Happy Workplace

- Treat our people with fairness, trust and respect
- Create climate for action through pleasant workplace and environment to unleash people potential
- Empower and develop talented people to grow with the organization
- Promote groupwide team spirit and collaboration to achieve shared goals



## Corporate Culture

**W**

### Winning Attitude

Be passionate about goal accomplishment and commit to achieve at the highest with preparation for the best, worst and everything in between.

**I**

### Insights for Customer

Deep empathy to uncover the rich insights of customers and deliver tailored products & services.

**N**

### Nurture Relationships

Work with others both internal and external as business partners towards a win-win cooperation.

**N**

### New Opportunity

Demonstrate business intelligence by grasping the opportunity in the VUCA environment and translating into action and/or strategic execution.

**I**

### Inclusion and Diversity

Respect and treat people fairly based on their uniqueness while feeling a sense of group membership to maximize results and performance achievement.

**N**

### Non Bureauracy

Rationalize and eliminate anything that block the ways of being fast and flexible to survive in a competitive environment.

**G**

### Governance

Do the best possible process for making and implementing ethical decision in a timely, appropriate and responsive manner.



“Despite global economic challenges and limited business operation flexibilities due to various COVID-19 control regulations, BJC remains committed to elevating the quality of life for all customers, to keep

**Growing  
Sustainably  
Together**”



Over the past year, Berli Jucker Public Company Limited (hereafter “BJC”) business operations confronted various domestic and international challenges, impacting numerous business operations to various degrees. Challenges such as volatilities of the global economy, shifting consumer behaviors and emergence of risks and opportunities, have significantly been influenced by the continued outbreak and new strains of the Novel Coronavirus Pandemic (COVID-19), causing extensive direct and indirect impact on global and domestic economies, societal norms, and the environment. This change is further intensified with the continued rapid transition and development of digital technologies, fueled by the new normal market environment, following COVID-19, influencing consumer behavior and expectations, presenting BJC with new sets of challenges and opportunities to overcome. Despite the passive global economy and limited business operation flexibilities due to various regulations to control the spread of the COVID-19, BJC remain committed to elevating the quality of life for all customers, whilst attaining maximum benefits for all stakeholders, achieved through compliance and integration of the established corporate wide sustainability approach “**B.J.C.**”, governed by the Sustainable Development Committee, integrating Environment, Social and Governance (ESG), including human rights considerations, throughout all operations, encompassing BJC’s longstanding commitment to “**Growing Sustainably Together**” with all of our valued stakeholders, ensuring that we are able to adapt to emerging risks and seize all opportunities, within the new market environment.

In 2021, following the continued changes of the market environment, and BJC’s pledge to a ‘Next’ business operation, to seamlessly move into the new normal market environment post COVID-19, the management board has cascaded sustainability considerations as one of the four key strategies of each business units. This is conducted through the newly developed **six key corporate strategies** to ensure business operational adaptability in the new post pandemic error, aligning all operations under the new business model “**To be a leading Consumer Products & Healthcare Business in the SEA Region, Covering from Upstream to Downstream Businesses**”. The six key corporate strategies embodied, short, medium and long-term strategies, constructing BJC to; be a leader in wholesale, retail and international trade, improved customized products development to meet customer needs, expand collaborations with BJC, MM Mega Market and Big C’s vendors, increase value and diversity of food products, form new partners with global suppliers and, advance logistics network in the region, actively integrating sustainability considerations covering the three dimensions of Environmental, Social and Governance (ESG), in accordance with the United Nation’s Global Sustainable Development Goals (SDGs).



Following the annual reassessment of our materiality topic prioritization in 2021, BJC can confirm that BJC's expectations and commitments towards sustainability are aligned with that of stakeholders, prioritizing climate change, energy management, human rights, waste management, sustainable supply chain management, occupational health and safety, health and nutrition, human capital development, and community relations, reflecting the changes, induced by the continued outbreak of the COVID-19 pandemic. As such, BJC remains committed to sustain the identification, development and implementation of relevant initiatives to address the mentioned concerns, improving the quality of life for all relevant stakeholders, conducted in accordance with the WINNING approach, eliminating corruptions and risks, meeting customer's expectations. In the past year, BJC achieved various milestones in BJC's continued transition towards sustainability, including achieving the first Big C carbon neutral store (Pathum Thani Branch), achieved through collaboration with the Thailand Greenhouse Gas Management Organization (TGO), to assess carbon emissions, buying 100% of emitted emissions through carbon credits; Continued installation of solar roof panels throughout Big C stores nationwide, bringing the total Big C branch installed to 46. In addition, other subsidiaries have also begun to install solar panels at their respective operations, starting with BJF and TBC; Continued collaboration with the Thai Scholars of Sustenance Foundation (SOS), continuing BJC's commitment to manage food waste from operations. Furthermore, BJC has continued to improve internal compliance and disclosure of ESG related criteria's, including continued compliance and disclosure to the requirements of the Task Force on Climate-Related financial Disclosure (TCFD), and started consolidation of scope 3 emissions. Lastly, under BJC's compliance with the BJC's Climate change strategy, aspiring to become a green industry, BJC's subsidiaries have successfully elevated operations to be a green industry, especially at Berli Jucker Cellox (CPC) and Rubia Industries (RIL), whom respectively achieved the Green Industry Level 5 (GI5), and Green Industry Level 4 (GI4).

Our sustainability efforts have received recognition from both local and international sustainability standards. In 2021, BJC is proud to be listed in the Thailand Sustainability Investment (THSI) by the Stock Exchange of Thailand for 2nd consecutive years, listed in the ESG100 List for the 4<sup>th</sup> consecutive years, FTSE4Good Emerging Market and FTSE4Good ASEAN 5 for the first year, and the Dow Jones Sustainability Index as a yearbook member for 2<sup>nd</sup> consecutive years, categorized within the silver class in the Food & Staples Retailing Sector.

On behalf of all the Board of Directors, Management Board, and Executives, we would like to extend our sincere gratitude to all of our valued employees, customers, business partners and all stakeholders who have continuously supported BJC throughout our sustainable development, especially through the hardship of COVID-19. We firmly believe that through mutual corporations and compliance from all parties to operate with considerations towards economic, social and environmental, BJC will be able to achieve our vision to be "your trusted partner for a sustainable better living".



**Mr. Aswin Techajareonvikul**  
Chief Executive Officer and President



# ABOUT BJC

## CHINA



1

Representative Office

## MYANMAR



1

Representative Office

## LAO PDR



1

Distribution Center



57

Retail Stores



6

Trucks

## THAILAND



12

Factories



11

Distribution Centers

1,850  
Retail Stores

110,412

MT&TT  
Outlets  
Coverage

166

Small Retail  
Distribution  
Network1,886  
Trucks

## MALAYSIA



2

Factories

## VIETNAM



6

Factories



8

Distribution Centers



103

Retail Stores



125,971

MT&TT  
Outlets  
Coverage

361

Trucks

## CAMBODIA



1

Factory



2

Retail Stores

Scale of Organization  
Total number of employees:

# 37,980



Berli Jucker Public Company Limited (BJC) first began operations in Thailand in 1882, selling miscellaneous goods, importing household products into Thailand, and exporting teakwood overseas. Over time, BJC gradually expanded its portfolio supply chain, into consumer goods manufacturing, distribution, and retailing, capable of meeting all customers' daily needs.

Today, under the leadership of the Thai Charoen Corporation Group (TCC), BJC is a leading company of the trading, manufacturing, service and food and staple retailing sector in Thailand, manufacturing, packaging and distributing goods and services nationwide through the five core supply chains, namely Packaging, Consumer, Modern retail, Healthcare, and Technical, spanning across 43 subsidiaries, in 7 countries, including Thailand, Myanmar, Malaysia, China, Vietnam, Lao PDR, and Cambodia.

Through these five core operations, BJC is presented with various new challenges to manage and opportunities to positively contribute to the corporate wide vision, to be **Your trusted partner for a sustainable better living**. In 2021, BJC continued to integrate sustainability throughout the supply chain, identifying risks and opportunities and impacts from ESG (Environmental, Social and Governance), to evaluate operational capabilities to implement appropriate sustainability initiatives into operations to manage and mitigate these risks and opportunities, while aligning and upholding the company's operations in accordance to good moral and ethical standards and reporting practices, in response to stakeholders and new market environment demand.

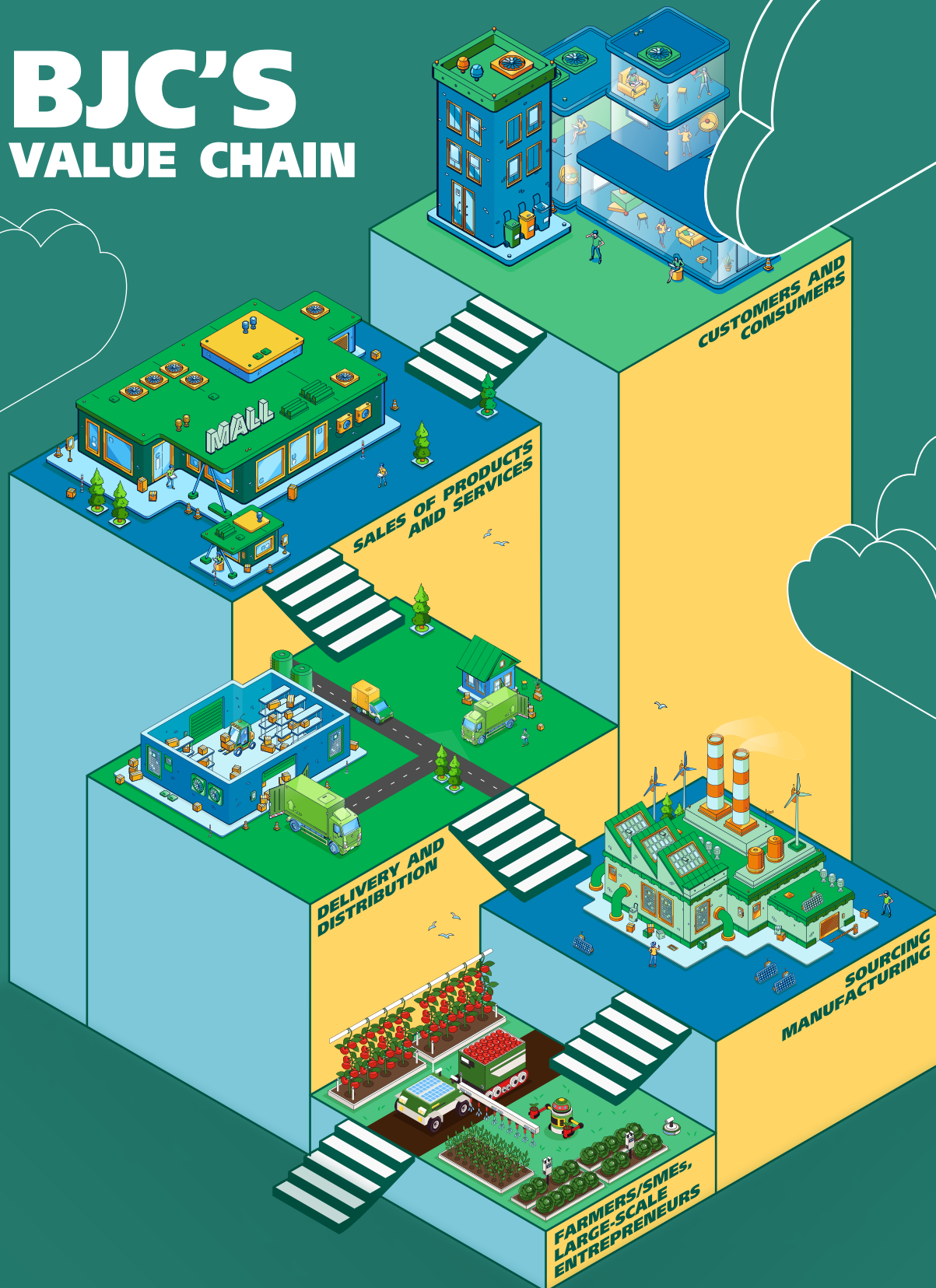
**BJC strives for excellence in developing and producing quality goods and services from upstream to downstream to become the leader in consumer goods distribution in order to respond to daily demands in the lives of our consumers.**

**Berli Jucker Public Company Limited**

Berli Jucker House, 99 Soi Rubia, Sukhumvit 42 Road,  
Phrakanong, Klongtoey, Bangkok 10110, Thailand

**Telephone : 0-2146-5999**

# BJC'S VALUE CHAIN



## 1. Farmers/SMEs, Large-scale Entrepreneurs

Sourcing and procurement of raw materials used in the production and manufacturing of BJC's products and services. All raw material sourced and procured are conducted in accordance with BJC's internal policies, aligned with local and international best practices and standards, integrating environmental, social and governance considerations and risks assessments throughout the entire process, whilst also enhancing the abilities, capabilities and quality of small and medium enterprises (SMEs), and large-scale entrepreneurs throughout the supply chain to align operations with BJC's expectations.



## 2. Sourcing Manufacturing

Process procured raw materials into various products and services offered at BJC. All production processes are conducted in accordance with BJC's internal policies, developed in accordance with local and international best practices and standards, in addition to compliance with applicable laws and regulations. Manufacturing and product development, also considers customer changing demands, including product safety, quality and nutrition.



## 3. Delivery and Distribution

Logistical services available to a broad customer-base, dedicated to delivering the highest level of logistic professionalism and is committed to quality services and customer satisfaction, services are available to both BJC core business units and external parties, covering such segments such as fast-moving Consumer goods, Medical, Industrial Chemicals, Food Specialties, and niche technical and industrial products.



## 4. Sales of Products and Services

Retail finished products and services to a variety of customers and consumers through diverse retail outlets and channels, including online channels. Retail products and services in a responsible manner, in accordance with applicable laws and regulations, providing all customers and consumers with the highest quality, safe and nutritional products and services. Operating sites also take into consideration local culture customs and needs, working together with local retailers to safeguard and promote local products and services, while also promoting local SMEs.



## 5. Customers & Consumers

Customers and consumers of BJC's products and services, includes both corporate and end consumers. Corporate consumers primarily include companies within the TCC Group, such as Thai Beverage Cans Limited, purchasing glass and aluminum can packaging from TGI/TMG and TBC, while end consumers consist of everyday individuals at Big C, purchasing diverse products and services from all BJC's subsidiaries, both are attracted and retained through fostered good customer relationship management, monitored through satisfaction surveys, and grievance mechanisms, enabling BJC to ensure that all customer and consumer's needs are met. These mechanisms also provide BJC with valuable customer feedback, an opportunity to continuously improve products and service offerings to meet the new market. All customer data are stored on a secure internal server, protected in accordance with applicable laws and regulations, accessible by relevant individuals.



Please scan here

For in-depth details  
of each supply chain

Stakeholders in BJC's Value Chain					
	Sourcing Manufacturing	Delivery and Distribution	Operation	Sales of Products and Services	Customers
Farmers / SMEs, Large-Scale Entrepreneurs	•			•	•
Customers and Consumers		•	•	•	•
Shareholders/Investors			•	•	•
Employees	•	•	•	•	•
Business Partners	•			•	•
Suppliers/Vendors/ Subcontractors	•	•		•	
Government/Regulators	•	•	•	•	•
Community/Environment	•	•	•	•	•
Media				•	•
Internal Committees	•	•	•	•	
Rental Property Owner/ Creditors			•	•	•

## Changes to the Organization in 2021

In 2021, BJC remains driven to meet the expectations of all relevant stakeholders, achieved through the following changes and improvements,

- BJC Big C continued to improve digital capability throughout the value chain to meet the expectations of modern customers, this is achieved through the continued expansion of online sales channels, and partnerships and collaborations with various entities, such as Food Panda, and LINE Official, creating new online channels to serve customers.
- Signed a distribution agreement with Unicharm Thailand, commencing the distribution of Unicharm products in all categories for their key accounts in Traditional Trade channel in Thailand.
- Launched our new Donjai model, providing traditional trade store owners an opportunity to modernize their stores through cooperation with the Company, whilst still maintaining the ownership of their stores.
- Continued to expand Big C operations as follow, 2 new Hypermarket format, and 155 new Mini Big C nationwide, in addition to the first SiriPharma, a pharmacy for professional customers, providing wholesale and retail product options

## Membership of Associations 2021



### The Thai Chamber of Commerce

Benefits of Participation; Amongst the first to receive the latest news and information about business news, articles, reports, events and trade shows.



### Board of Trade of Thailand

Benefits of Participation; Assistance on business operations and special discounts for document certification and free training and seminars.



### Carbon Neutral Network

Benefits from this association;

1. Participation in driving incentives and measures to promote greenhouse gas reduction, by working together with state and private sector.
2. Training and knowledge sharing, to enhance readiness of personnel from TGO and related member parties.
3. Elevate climate action certification to align with applicable guidelines
4. Amongst the first to receive news and information update about climate change measures and policies.
5. Elevate and announce the vision as a leading organization in Thailand private sector to manage greenhouse Gas emissions in alignment to TGO, encouraging Thai private sectors executives to announce their vision at an international level, such as the COP meeting.

## Performance Overview 2021

### Economic

2021 Revenue from sales of Goods and Rendering of Services	150,139 Million Baht
Profit for the Year*	4,285 Million Baht
Operating Profits	10,075 Million Baht
Financial Costs	5,093 Million Baht
Employee Benefit Expenses	11,941 Million Baht
Income Tax Expenses	508 Million Baht
Annual Dividend Paid to Stakeholders	2,645 Million Baht
Earnings Per Share	0.89 Baht
Return on Shareholders' Equity	3.11%
Return on Assets	3.02%

\*Profit for the Year includes profit attributable to owners of parent and non-controlling interests.




## Social







CSR Projects Implemented in 2021:	294 projects Total: 105,012,986 baht
Communities Aided in 2021:	<ul style="list-style-type: none"> <li>• BJC Big C foundation donated 3,650 kg of rice to Camelion House to support disabled kids in Ladkrabang district</li> <li>• Donated English books to American State library</li> <li>• Opened for donation of necessary goods to help those affected by the explode plastic pallets, in Samut Prakarn.</li> <li>• BJC Big C foundation donated consumer goods from donation collection to those affected by factory explosion in Samut Prakarn.</li> <li>• Purchased over 200 tonnes of mangosteen from farmers to clear surplus products result of covid-19</li> <li>• Collaborated with UNISEF to deliver nappies to families affected by COVID-19</li> </ul>
Employee donated blood in 2021:	<p>In quarter 2, collected 293,500 cc of blood from employees</p> <ul style="list-style-type: none"> <li>• Donated 2,000 croissants to Samut Sakhon Province and Samut Sakhon Hospital, to distribute to medical personnel and people who are affected by COVID-19 pandemic via “Ob duay jai song pai duay ruk (Croissant Together)” campaign.</li> <li>• Big C collaborated with Scholars of Sustenance (SOS) Thailand to collect unsold products at the end of each day to be processed into meals for needed communities in Bangkok and nearby provinces.</li> <li>• Collaborated with Bangpakok Hospital Group to establish BJC Big C field hospital to support COVID-19 patients at all conditions.</li> <li>• BJC Big C foundation provided 7,000 boxes of rice to medical personnel, officers and volunteers across the country.</li> </ul>

## Environmental

Energy Reduction (non-renewable)	263,423 MWh
Solar Rooftop Installed Performance	45 Big C branches
Water Reduction	0.65 million cubic meters

## Awards, Recognition and Commitments

<p>DJSI</p> 	<p>BJC has been recognized as member of the Dow Jones Sustainability Indices (DJSI) for FY2021 and has been awarded a medal recipient in the S&amp;P Global Sustainability Yearbook 2022 for the second consecutive year, and is ranked in the Silver Class for the year 2022.</p>
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<p>THSI</p> 	<p>BJC has been selected as a member of the Thailand Sustainability Investment (THSI) Index by the Stocks Exchange of Thailand (SET) for the second consecutive year.</p>
<p>ESG100: for the 4<sup>th</sup> year</p> 	<p>BJC has been selected as one of the top 100 registered companies that have outstanding sustainability performance by Thaipat Institute for the 4<sup>th</sup> consecutive year.</p>
<p>FTSE4Good Emerging Market and FTSE4Good ASEAN 5</p> 	<p>BJC has been included in the 2021 FTSE4Good Emerging Markets and FTSE4Good ASEAN 5 indices for the second consecutive year.</p>
<p>Sustainalytics</p> 	<p>BJC scored a 27.0 rating (as of April 15<sup>th</sup>, 2021) in the annual Sustainalytics assessment, in the Food retailers industry group for the year 2021</p>
<p>MSCI</p> 	<p>In 2021, BJC received a rating of BBB (on a scale of AAA-CCC) in the MSCI ESG Rating Assessment.</p>
<p>Won 16 awards for good employer of the year.</p> 	<p>In 2021, BJC Big C received Thailand Labor Management Excellence Award for Labor Relations and Welfare from the Department of Labor Protection and Welfare, Ministry of Labor for 15 consecutive years as following:</p> <ul style="list-style-type: none"> <li>• Highest Honor Award as an Excellent Establishment on Labor Relations and Welfare 2021 <ol style="list-style-type: none"> <li>1. Berli Jucker Public Company Limited (Headquarters)</li> <li>2. Big C Supercenter Pattani</li> <li>3. Big C Supercenter Udon Thani</li> </ol> </li> <li>• Excellence award for outstanding workplace in labor relations and labor welfare 2021 <ol style="list-style-type: none"> <li>1. Big C Supercenter Phetchaburi</li> <li>2. Big C Supercenter Yasothon</li> </ol> </li> <li>• Honorary award for outstanding workplace in labor relations and labor welfare 2021 <ol style="list-style-type: none"> <li>1. Big C Supercenter Phrae</li> <li>2. Big C Supercenter Nakhon Sawan 2</li> <li>3. Big C Supercenter Nan</li> <li>4. Big C Supercenter Lampang</li> <li>5. Big C Supercenter Lampun</li> </ol> </li> <li>• National award for outstanding workplace in labor relations and labor welfare 2021 <ol style="list-style-type: none"> <li>1. Big C Supercenter Trang</li> <li>2. Big C Supercenter Nakhon Sawan 1</li> <li>3. Big C Supercenter Sakon Nakhon</li> <li>4. Big C Supercenter Nong Khai</li> <li>5. Big C Supercenter Ang Thong</li> <li>6. Big C Supercenter Phangkhon</li> </ol> </li> </ul>

# COVID-19 MANAGEMENT:

*The Next Business Chapter*



2020 was a challenging year, full of hardships and changes, as the Novel Coronavirus (COVID-19), continued to ravage across the globe, greatly impacting our business operations, devastating economies, environment, societies and social norms, as people seek safety and stability in the new environment. Despite the challenges faced in 2020, as a member of the Thai society, BJC remains committed to continue striving towards our vision to be “Your trusted partner for a sustainable better living”. For this reason, BJC developed and implemented various initiatives and projects to adapt to the new environment.

- "Extra Care" Project: All Big C nationwide act as donation collection center to collect necessary goods to donate to those affected by COVID-19.
- Donate consumer goods to medical personal at field hospitals.
- Collaborate with business partners to donate equipment necessary to build field hospital for Chulalongkorn hospital.
- Allow Blood Bank Thailand to use 6 Big C branches as blood donation centers.
- Donate masks and alcohol to the Italian Embassy of Thailand.
- Utilize 27 Big C branches all over Thailand to be an official vaccination center for COVID-19, 1,500 dose daily. The branches include Big C Bangbon, Big C Daokanong, Big C Romklao, Big C Rattathibet2, Big C Mahachai 2, Big C Samutprakan, Big C Chacherngsao, Big C Kamphaengphet, Big C Phetchabun, Big C Ban Pong, Big C Nakhonsawan 2, Big C Kanchanaburi, Big C Suphanburi, Big C Chiang Rai, Big C Nan, Big C Sukhothai, Big C Tak, Big C Chaiyaphum, Big C Yasothon, Big C Mukdahan, Big C Lamphun, Big C Satun, Big C Warinchamrab, Big C Na Thawi, Big C Narathiwas, Big C Chumporn, and Big C Pattani.





- BJC Big C foundation donates ventilator machine to Chulalongkorn hospital.
- All Mini Big C branches in Bangkok allow Vaccine booking for people without smart phones.
- Donate alcohol at vaccination centers under Asiatique the Riverfront project.
- Donate consumer goods to Ministry of defense to help people affected by COVID-19.
- Donate Food and beverages to Covid vaccination center staff.
- Donate powdered milk to parents with young children affected by COVID-19 in Phuket province.
- BJC in collaboration with Thai Beverage Can donate recycled can water from Biggie Bear Recycle Project to hospitals.
- Coordinate with Nivea to develop the first Covid vaccine in Thailand.
- BJC Big C foundation coordinates with Bangkok hospital 1 to set the BJC Big C field hospital and hospitals in the Bangkok brand, capable of housing 150 beds.
- BJC Big C foundation donates over 7,000 box meals to medical personal nationwide.
- BJC Big C foundation donates 200,000 unit COVID-19 antigen testing kit, valued at 50 million to donate to front line staff, society and volunteers nationwide.
- BJC Big C foundation supports the high flow oxygen machine to the BJC field hospital and Bangkok hospital.



Please scan here

For detailed information of each initiatives, please see COVID-19 Management on Company Website.

# CORPORATE GOVERNANCE, BUSINESS ETHICS AND ANTI-CORRUPTION PRACTICES

## Key Performance

Percent relative to total number of:	Coverage	Written/Digital Acknowledgement	Training Provided
Employees	100%	100%	100%

Remark: Performance only includes BJC employees. Excluding all oversea employees. Code of Conduct Training include topic of: Conflict of interest, anti-competitive and anti-trust, anti-corruption and bribery, human rights and equality, information security and cybersecurity, insider trading, internal control and audits, responsibility to stakeholders, employee treatment, employee behavior, social responsibility, occupational health and safety, and whistleblowing.

## 2021 Targets:

- Receive zero corruption complaints\* from external entities
- Receive Zero cases related to bribery/corruptions, including critical tier 1 suppliers

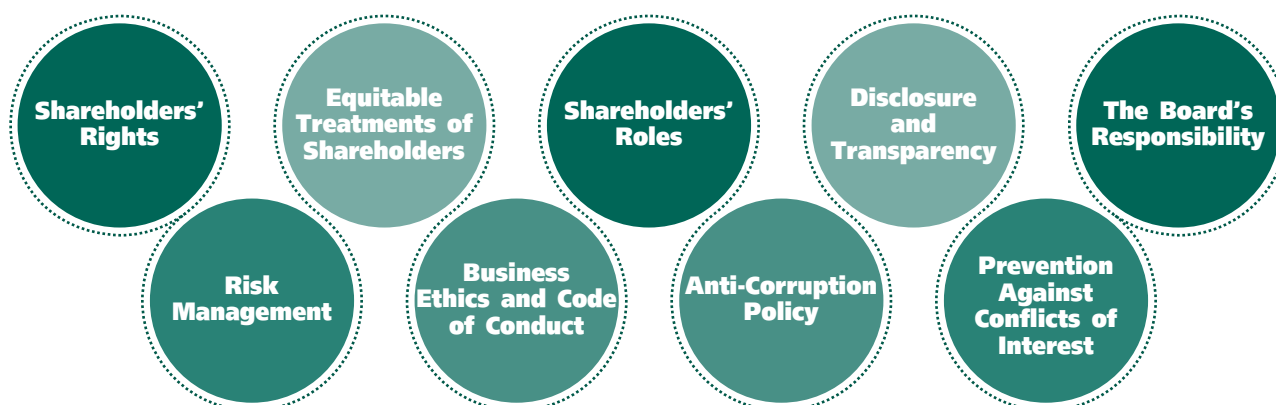
Berli Jucker Public Company (“BJC”) is dedicated to conduct business operations in a transparent, accountable and secured manner, ensuring that BJC operate in accordance with good business ethics and moral standards, making ethical decisions, to align the interests of all relevant stakeholders to the companies. This commitment derived from a strong believes that good corporate governance and business ethics is the foundation to a strong and successful business operations, integrating the principles of fairness, accountability, responsibility, transparency, which reflect the respect of stakeholders' rights. Together with sustainability throughout day-to-day operations, allowing for an effective identification, mitigation and management of potential corruption, fraud, bribes and other business violations, safeguarding corporate trusts, credibility, fostered through a corporate wide good corporate governance culture and effective monitoring and reporting channels. On the other hand, it helps avoid financial loss from fines, penalty throughout all operations in the supply chain. In addition, good corporate governance also safeguards against potential environmental and social violations (such as human rights), ensuring that all operations uphold the same high standards of operations, free from sustainability violations.

The Board of Directors (BOD) is responsible for upholding good corporate governance and ethical standards throughout all operational management, achieved through making independent decisions, with the objective to attain the most beneficial outcome for BJC and all relevant stakeholders. The Board of Directors is accountable for determining and overseeing the creation and implementation of strategies, policies, procedures, objectives, missions and company direction, to ensure that all employees are working towards a common objective as the company, to drive the business forward.

\*Corruption Complaint cases accounted from cases which have been submitted through official channels, which do not include social media such as Facebook, Instagram, etc. and must be the cases which resulted in financial impacts.

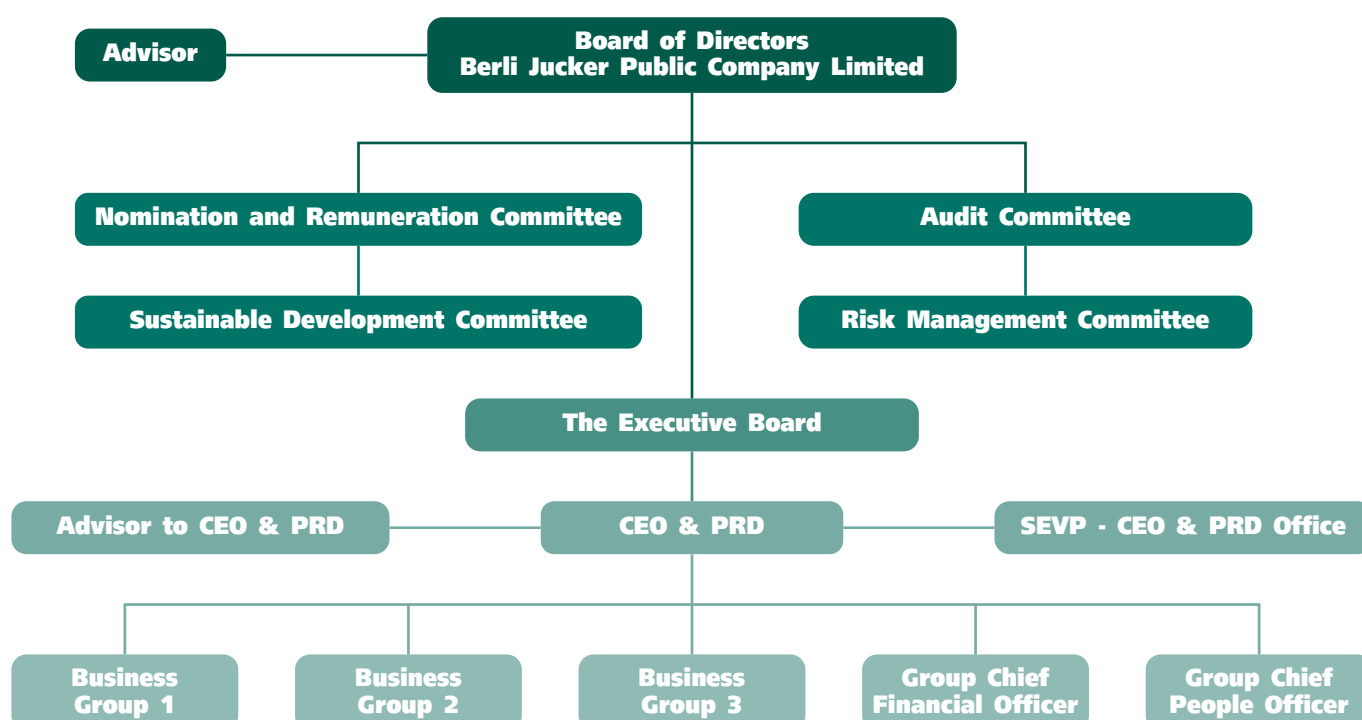
Furthermore, the Board of Directors have long recognized the importance of good corporate governance and its relationship to sustainability, and have always strived to operate on an excellent level, evident through the corporate values, principles, and standards, fostered through various established corporate wide policies and guidelines, such as, Codes of Business Conducts, Anti-Corruption Policy, and Supplier Code of Conduct. These policies are continuously enforced upon all employees from day one, integrated into the training they received during orientation. Training of such policies also extends to all employees under BJC's controls, including part-time workers and contractors. These policies are also continuously reviewed and updated to align with changing market environments. Details of the policies are available on the corporate website at <https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdocuments>. To ensure that all suppliers and business partners understand BJC's values, principles and standards, BJC offer values in both Thai and English language.

## Corporate Governance Policy



Remark: The following are examples of policies BJC developed to ensure good corporate governance throughout all operations.

## Organization Chart



## Berli Jucker Public Company Limited:

### Management Structure

Chaired by Mr. Charoen Sirivadhanabhakdi, the Board of Directors consists of 17 members, comprising of 2 executive directors, 12 independent directors, and 3 other non-executive directors.

#### Total Board of Directors: 17



*Remark: Board of Directors as of 31<sup>st</sup> December 2021.*

To effectively integrate good corporate governance and sustainability consideration throughout the value chain, members of the Board of Directors are selected by the Nomination and Remuneration Committee, in compliance with the Charter of Nomination and Remuneration Committee, selecting members based on individual's ability to conduct their respective roles and responsibilities, which does not discriminate against an individual board member's gender, race or ethnicity, or nationality, country of origin or cultural background. The board comprises of both independent and executive members from various committees, including members of the Sustainable Development Committee (SDC), responsible to oversee all sustainability management, including corporate governance and BJC business ethics. To assist the board of directions, it established the Management Board, chaired by the Chief Executive Officer (CEO) and President, Mr. Aswin Techajareonvikul, along with nine other senior management, presidents and top executives, representing all of BJC's business units to oversee its integration, ensuring that good corporate governance, transparency and sustainability considerations are accurately integrated into all of BJC's activities and decision-making. Members of the management board are also considered by the Nomination and Remuneration Committee, in compliance with the charter of nomination and remuneration committee, prior to appointed by the Board of Directors through a transparent process, under the condition that the Chairman of the Board of Director and the CEO and president must be independent from each other, prohibiting an individual to serve both positions, ensuring that no particular individual holds a monopoly of overpowering within BJC.

Furthermore, the Management Board is accountable to ensure a seamless business operation, in line with established policies, targets and long-term strategies approved by the Board of Directors. The Management Board is responsible for the overall performance, cost control, and investment budgeting as approved in BJC's annual plans. The performance of the board of directors is assessed through both self-assessment and independent external party verification, conducted annually in compliance with assessment criteria of the Stock Exchange of Thailand (SET). A similar performance assessment approach is conducted for the



Management Board, where the performance is assessed against nine key criteria's, such as, effective management, implementation of corporate strategy and plans, performance of implementation, relationship building and corporate image improvement, and sustainable management.

To achieve this, the Board of Directors appointed five sub-committee to work under the Board of Directors to achieve a coherent collaboration with multiple parties to achieve sustainable business growth. The subcommittees comprise of 1) Nomination and Remuneration Committee 2) Audit Committee 3) Sustainable Development Committee 4) Risk Management Committee, and 5) the Executive Board. The roles and responsibilities of each committee and board are as follow.



#### ***Roles and Responsibilities of Nomination and Remuneration Committee***

The Nomination and Remuneration Committee is responsible to oversee the nomination of qualified candidates for the position of chairman of the board, in line with the nomination policy, to be approval from the Board of Directors. The Nomination and Remuneration Committee hold at least 2 meetings per year, in 2021, the committee held a total of 3 meetings.



#### ***Roles and Responsibilities of the Audit Committee***

The Audit Committee oversees compliance and managing risks which may cause potential damages to the company. The committee evaluates the company's performance such as finance, resource utilization, operating, internal control, information technology, and regularly compliance. The Audit Committee hold at least 4 meeting per year, in 2021, the committee held a total of 5 meetings.



#### ***Roles and Responsibilities of Sustainable Development Committee***

The Sustainable Development Committee oversees the development of sustainable policies and guidelines, resources allocations, monitor performance, and reviewing relevant documents, related to sustainability, integrating sustainability throughout the entire organization. The Sustainable Development Committee hold at least 4 meetings per year, in 2021, the committee held a total of 4 meetings.



#### ***Roles and Responsibilities of Risk Management Committee***

The Risk Management Committee oversees the enterprise-wide risks, including traditional risk, emerging risk and ESG related-risk, raise risk awareness across the company, ensuring the performance of all relevant facilities are in compliance with the corporate-wide risk management policy. The Risk Management Committee hold at least 4 meetings per year, in 2021, the committee held a total of 4 meetings.



#### ***Roles and Responsibilities of the Executive Board***

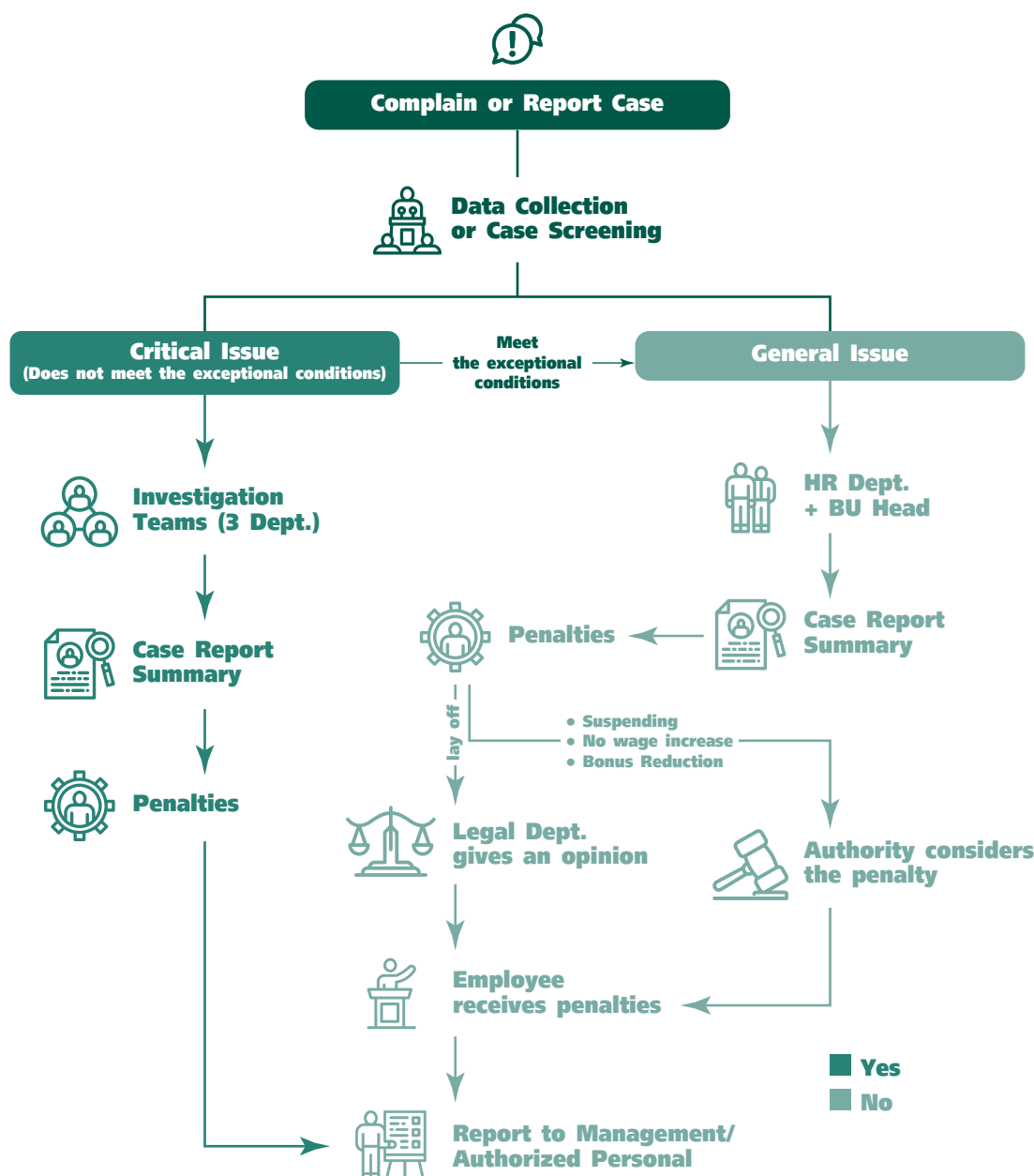
The Executive Board oversee the company's overall performance, cost control and investment budget. The Executive Board members comprise of presidents form all business supply chains within BJC. The Executive Board hold at least 6 meetings per year, in 2021, the committee held a total of 6 meetings.

## **Anti-Corruption Management**

As evident from BJC's corporate-wide **Anti-Corruption Policy**, BJC is committed to controlling and managing risks against corruption and all illegal activities throughout all operations. The policy was developed in accordance with applicable policies, and the Thai Anti-corruption laws which is overseen by the Group.

Human Resource Department and all Business units, requiring that all senior management, directors and employees, strictly adhere to the policy, which clearly states that employees shall not engage with any form of fraud or bribery, and follow protocols instructed regarding the actions of giving or accepting gifts and entertainment. Furthermore, the policy is governed by the legal and HR department, whom routinely consolidates data for further development. To ensure accurate compliance to the policy and business ethics, BJC provide all essential information and training to all employees, assessing employees understanding, with emphasis on new employees to ensure that they understand the significance of the policy as outlined. Moreover, BJC continues to communicate with business partners and relevant stakeholders to encourage and foster awareness regarding this issue, contributing to BJC's intention to create a culture of integrity, absent from any forms of frauds and corruption, fostering a successful and sustainable growth of this business.

In support of the commitment to anti-corruption and transparency, BJC has established channels for employees to report any and all suspicious behaviors, illegal activities, fraudulent activities, violation of the law, Code of Conducts, rules and regulations, or discrimination, harassment or other unethical practices through BJC's corporate-wide Whistle blowing system as illustrated below.



To protect the privacy and confidentiality of whistleblower and reported information. Whistleblowers are protected in conformity with the Organic Act on Anti-Corruption 2018\*, ensuring the complete and lawful protection of whistleblowers, which is adapted by BJC to develop appropriate internal process, as disclosed in the Anti-corruption and Bribery Policy, clause 4 of the Anti-Corruption and Bribery measures, ensuring complete protection of whistleblowers. In addition, access to reported information is strictly restricted to authorized individuals and departments, including relevant business unit heads and the centralized independent audit committee. Incident information is reported to the management for review and managed accordingly. Should the information be classified as a higher case, e.g., involved the management themselves, the incidents will be escalated to the centralized independent audit committee for process.

Appropriate disciplinary actions and training are implemented accordingly to prevent any reoccurrence of violations within BJC. In 2021, BJC initiated an investigation training workshop for all business unit executives, to improve working process and audit guidelines to prevent frauds, emphasizing on wholesale business-to-business (B2B). The Lost and Prevention (LP) department is responsible for conducting the workshop, providing knowledge sharing of various cases, communicated to each branch's month, and conducts training twice a month. For cases that violate applicable laws, BJC will take necessary legal actions accordingly to discipline the individual, including termination of employment.

Following a reconsideration of BJC's corruption and bribery cases in 2020 to only include cases caused internally, where BJC has operation control to remediate the cases accordingly. In 2021, BJC added an additional criterion, which only include cases which incurred at least 500 baht of financial damage, through a thorough review of past cases, that the majority of cases under 500 baht are incurred without intent. Under these considerations, BJC's business unit's corruption and bribery cases against the BJC's as follow.

## Total Number of Substantiated Breach Against the Code of Conduct

	FY2018	FY2019	FY2020	FY2021
a. Total number of substantiated corruption & bribery cases	383	311	270	222
b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	149	198	190	158
c. Total number of confirmed incident when contracts with business partners were terminated or not renewed due to violations related to corruption	33	49	36	23

*Remark: Number of cases for FY2018 to FY2020 has been reconsidered under the updated criteria.*

\*See detail of the act in [https://www.nacc.go.th/files/article/attachments/main\\_old\\_article\\_20190614144832.pdf](https://www.nacc.go.th/files/article/attachments/main_old_article_20190614144832.pdf)

BJC is committed to solving all breach of code of conduct promptly after identification. For this reason, as at 31st December, BJC do not have any legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant. Since 2018, BJC collected data of fraudulent and corruption incident through the Fraud Case Management System (FCS). The system is used to maintain details of fraudulent and corruption incidents on a centralized database, in a way that information can be easily utilized for investigating incidents as well as assessing historical background of potential candidates. The system records each case to an individual, then segregate the case as one of two types: “Prosecuted” or “No legal action required”. The number of reported cases is equal to the number of fraudulent persons. As evident from the table above, the total number of substantiated corruption & bribery cases at BJC has steadily decreased, evidencing the success of implemented corporate governance measures throughout the organization.

Furthermore, to ensure a corruption free operation throughout the value chain, BJC strives to uphold an anti-corruption culture with suppliers, emphasizing on critical suppliers, achieved through integration of anti-corruption commitment into supplier agreements, through annual supplier training (online and in-person) and through regular communications, ensuring the accuracy of compliance to the policy. In 2021, BJC assessed and trained 100% of all critical suppliers on their compliance with the anti-corruption policy, and found no breach of the supplier code of conduct from suppliers assessed. BJC also encourages all suppliers to develop and comply with their respective anti-corruption policy, to further enforce a corruption free operation.

Finally, to better monitor corruption and fraudulent activities, BJC have established an official grievance channel for all Stakeholders to report any information or complaints regarding improper performance of duties or actions that conflict with the Company’s ethics. Depending on the type of complaint, either the Human Resource Department or the Investigating Team will be assigned to handle information and complaints, and investigate any maladministration informed. Once the complaint has been addressed or completed, a report will be prepared as part of closure process.

***Awareness posters, encouraging all employees to be the eyes and ears of the company and report fraudulent behaviors through the 1756 call center.***





# B: BETTER LIVING

*"Quality and Safe Products and Services which Elevates a **Better Living Quality of Life**, starts with a **Healthy Environment**"*

- Response to Climate Change and Energy Management
- Water Management
- Waste Management
- Responsible Raw Material Sourcing



# BIODIVERSITY COMMITMENT

Biodiversity represents the global system which supports all life, including all fauna and flora present. As such, Biodiversity is the core component to the rehabilitation, restoration and protection of the global ecosystem, a critical component to the wellbeing and survival of both the environment and society, from which companies' source raw materials to drive business operations. A lack of functioning biodiversity will result in a chain of direct and indirect consequences to the ecosystem, which in turns effects corporations, from a lack of ability to source quality and reliable raw materials for the production of products and services, chronic and acute climate-related risks, and volatile operational expenses from a lack of resources available.

BJC has longed recognized the important role of biodiversity to the overall health and wellbeing of the ecosystem and has developed the **BJC Biodiversity Roadmap** as an overarching guideline to create a balance between business activities and the environment, to minimize negative implications and foster long-term sustainability for both. Biodiversity commitment has also been integrated within the corporate wide **Environmental Policy**, further evidencing BJC's commitment to protect biodiversity throughout the value chain. To achieve this vision, BJC has developed the **BJC's Standard Operating Procedure of Biodiversity Management**, as a guideline for all business units to take early steps to secure biodiversity, and seize opportunities that enable BJC to remain competitive and to create net positive impact on biodiversity, implemented through diverse initiatives to minimize negative operational impacts on biodiversity throughout the value chain.



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# RESPONSE TO CLIMATE CHANGE AND ENERGY MANAGEMENT



## Climate Change & Energy Indicators

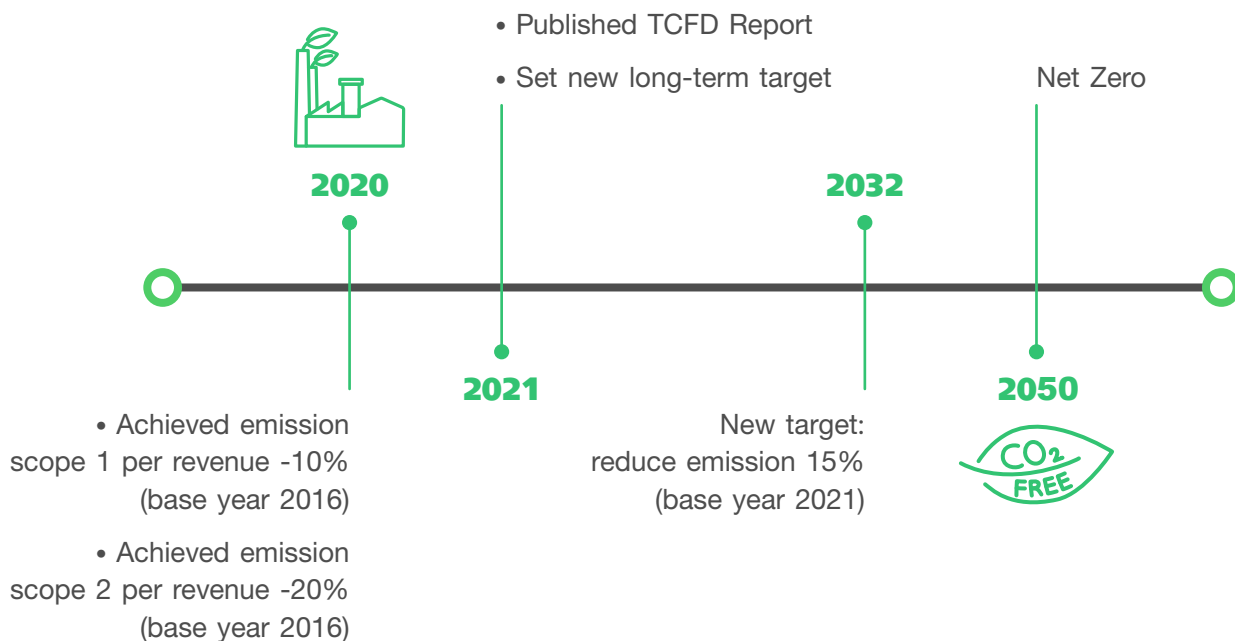
### Key Target

- Net Zero by 2050

### Key Performance

- Total Renewable Energy Consumed in 2021, increase 26% from 2020
- 8 New Solar Panel Roofs Installed
- First Carbon Neutral Big C Hypermarket Store

## Climate Change Milestones



Energy is an essential aspect to life and all living organism on the planet, and is a fundamental operational driving force for companies like BJC, utilized throughout operations and controlled subsidiaries' value chain, enabling the sourcing, manufacturing, transporting and selling of quality products and services to all valued customers. However, as a consequence of these processes, environmentally harmful Greenhouse Gases (GHG) are generated from combustions process, emitting GHG into the global atmosphere, casting various negative consequences to the earth's natural systems, leading to diverse negative economic, environmental and social implications to BJC's operations, through disrupt supply chain flow, resource availability, and

increase occurrence and severity of natural disasters, damaging facilities and assets, and surrounding ecosystems and communities, potentially violating community's human rights to movement and residence, as they are impacted by climate-related risks, which is forecasts to intensify as global energy demand continue to increase to meet growing global population, and increase middle-class. Despite the 4% global energy demand decline in 2021 represents the largest energy decline since World War II, and the largest ever absolute decline, driven by the continued outbreak of COVID-19, the International Energy Agency (IEA), predicts that **“as COVID-19 restrictions are lifted and economies recover, energy demand is expected to rebound by 4.6%, pushing global energy use in 2021 to 0.5% above pre-COVID-19 levels”**, as such, effective energy management is urgently needed, and remain to be an imperative aspect to global companies, to actively manage.



BJC acknowledges the risks associated with climate change and its ramifications towards operations and corporate reputations from poor management, striving to align emission reduction to the Thailand Alternative Energy Development Plan 2018-2037. At the same time, BJC, is aware of the urgency to mitigate climate change, noting that despite global energy demand decrease as a consequence of COVID-19 is a favorable outcome, it is short-term and insufficient to address the prolonged global climate issue,

for this reason, BJC recognizes the opportunities to adapt business operations to serve customers in the new market environment, through the integration of effective energy management initiatives, and have always remain committed throughout 2021 to develop, implement and integrate climate change considerations and initiatives throughout the value chain, continuing to foster good energy management practices. Should BJC fail to conduct good energy management practices, it risks negatively contributing to the issue of climate change, creating a chain of transition and physical climate-related risks, such as increased financial costs, from investments into new technologies and innovations to manage climate related effects, and increase legal requirements, which may result in excessive financial expenses and fines if breaches.

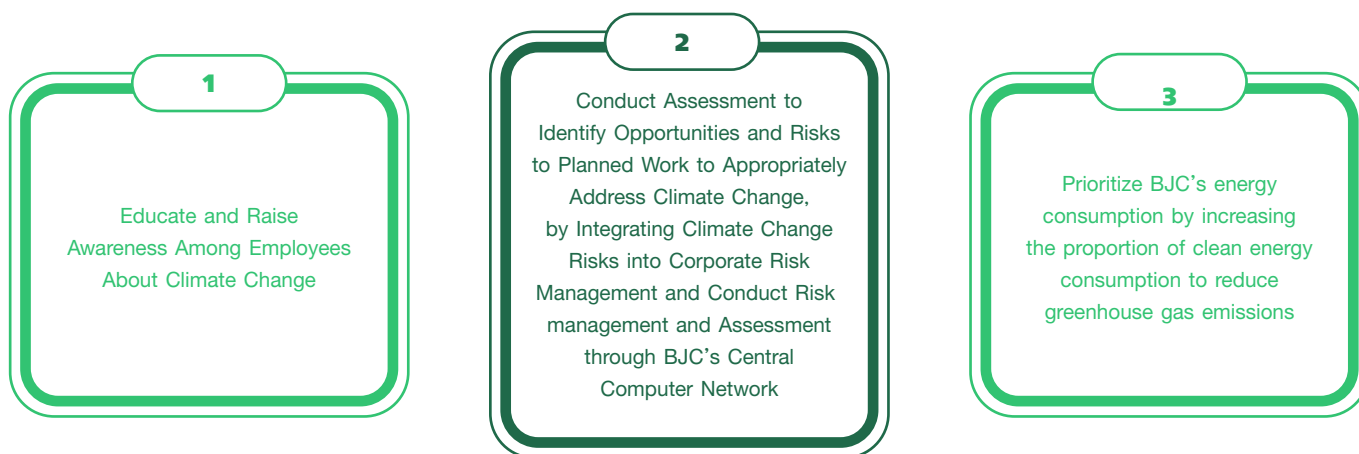
## Management Approach

The commitment to mitigate climate change through effective energy management is achieved by applying the precautionary approach, by states according to BJC's capabilities, through adopting a sustainable business practice. The Board of Directors appointed the Sustainable Development Committee to oversee all sustainability related initiatives within BJC, under which, the Sustainable Development Sub-committee was established, responsible for the development of corporate-wide Climate Change Strategy, to align BJC's business activities impacts with the goals of the Paris Agreements from the 21st session of the United Nations Convention on Climate Change (COP21), which aims to limit the rise of global temperature within 1.5



degrees Celsius, in addition to alignment with the Thailand National Determine Contributions (NDCs) and Goal 7, 12, and 13 of the United Nations Sustainable Development Goals (UNSDGs) and contributing to BJC's climate change action goals achieved through a net Zero Carbon target by 2050, integrating environmental and social considerations throughout all operations. The Climate Change Strategy consists of three key criteria's, which are implemented through four key operational guidelines as follow.

## Climate Change Strategy: Three Key Criteria



## Four Key Operational Guidelines

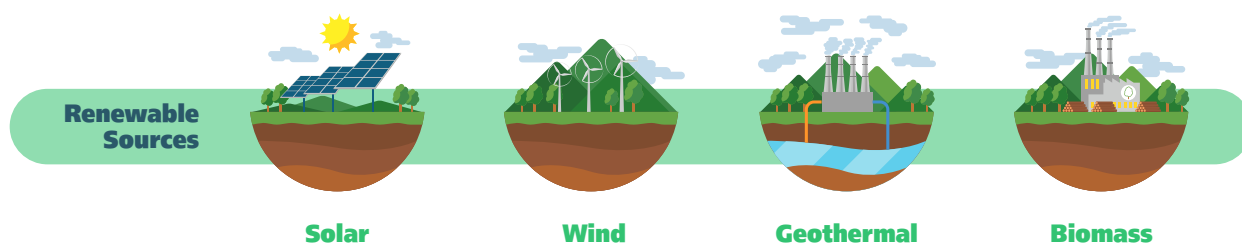


## Risks and Opportunities Identification and Assessment: Climate Change and Energy

Climate related-risks are managed through cultivation and integration of good energy management throughout BJC's business operations, achieved through comprehensive risks and opportunity identification and assessment procedures, conducted in accordance with the frameworks from the Task Force on Climate-Related Financial Disclosures (TCFD), allowing BJC to precisely identify climate-relate risks and opportunities relevant to each business units, and develop appropriate mitigation plans and initiatives to adapt operations to emerging transitional and physical risks. The assessments conducted covers all five key supply chains of BJC Group, including packaging, consumer, modern retail, healthcare and other supply chain, which consists of Specialty and White Group Public Co., Ltd, an in-depth assessment process and results is available in the company website at <https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=16>

As an outcome of the assessment, BJC has attained a deeper understanding of potential climate-related risks and opportunities relevant to each of the three-supply chain assessed for each reporting years, and have since integrated these identified risks and opportunities into the annual risk assessment. These identified risks and opportunities have also been commented to employees under BJC's employment through training, to raise awareness and understanding of climate-related risks and its impacts to operations.

## Evaluation of Management Approach



The performance of implemented climate change and energy management initiatives are actively monitored according to each initiatives monitoring process, which are often in accordance with industry norms and best practices, permitting BJC to systematically track corporate climate change contributions and energy management improvements. Furthermore, disclosed performance data are verified by external third party as assurance of data accuracy.

## Adaptive Climate Change and Energy Management Response

Subsequent from the results of the risks and opportunities identification and assessment procedures, and climate-related awareness training to all employees. BJC has identified and implemented various climate change and energy related initiatives, to assess energy consumption intensity, and identify appropriate reduction measures throughout the value chain as follow.



Environmentally harmful greenhouse gasses emissions (GHG) are emitted throughout the value chain at various stages of the product life cycle in various forms and quantity, often from combustion process within the value chain. To manage these GHG emissions, BJC has implemented extensive initiatives to manage energy consumption and intensity, beginning from upstream process of the value chain, to downstream as follow.

## Raw Materials Sourcing

BJC sources raw materials from trusted suppliers, whom has been screened through BJC's Sustainable supplier selection procedures, ensuring the integration of sustainability considerations in their operations. At present carbon emissions and energy intensity from raw material sourcing are assessed at Thai Beverage Can

Limited (TBC), through the carbon footprint product (CFP) assessment tool, enabling TBC to minimize negative environmental impacts from raw material sourcing through a robust selection process of raw materials and all suppliers.

Assessment results enabled BJC to develop appropriate initiatives to reduce GHG emissions and energy intensity at raw material sourcing, through the following initiatives,



**Process improvements:** BJC continued to actively identify opportunities to improve operational energy efficiency throughout the value chain, including upstream process, where BJC continuously improve internal process such as raw material sourcing to utilize low carbon alternatives where applicable.

#### • New Pallet Batch Project at TGI and TMG

The project aims to reduce energy intensity from glass production throughout Thai Glass Industries PCL (TGI) and Thai Malaya Glass Co., Ltd (TMG) by replacing raw materials, like silica sand, a critical raw material in glass production, which has a high melting point, and thus highly energy intensive, and other unprocessed ingredients with compressed raw material pallets, which has a lower melting point to unprocessed materials. This could result in a reduction of 7,175 Tons of CO<sub>2</sub> annually, once fully implemented

#### • Close-loop Production

Thai Glass Industries PCL (TGI), Thai Malaya Glass Co., Ltd (TMG), and Thai Beverage Can Limited (TBC), has adopted a 'Close-loop' approach to manufacturing, where each companies implemented initiatives to increase utilization of recycled raw materials ingredients, instead of unprocessed raw materials.

##### - Close Loop Recycling by TBC:

TBC initiated the 'Close Loop' project to raise awareness of sustainable packaging and aluminum. The Pilot model for utilized aluminum from collected recycled cans as raw material to recycle into the production of new aluminum cans. Each recycle aluminum cans are labeled with the 'Aluminum Loop' logo to signifies that the can is made from recycled aluminum materials. Under this approach, TBC's aluminum cans has the highest ratio of recycled materials in its products, accounting for 67.92% of all materials used. In 2021, TBC collected over 22,465 metric tons of aluminum cans.

##### - C-Saleng Project by TGI and TMG:

The C-Saleng Project implemented throughout Thai Glass Industries (TGI), and Thai Malaya Glass (TMG's) supply chain is a real time, automated online system for BJC to directly

communicate with recycle material collectors or 'Saleng' to collect glass scraps throughout their respective areas and selling collected glass materials to TGI and TMG to recycle into new high quality glass bottles. Utilizing recycled glass enabled BJC to significantly reduced energy intensity and thus carbon emissions, since recycled glass has a lower melting point to raw silica sand, therefore required to be heated at a lower temperature. In 2021, TGI and TMG utilized 701,469.64 tonnes of recycled glass materials, equivalent to 59.12% of raw materials in the production of glass bottles.

## Manufacturing

Manufacturing stage often accounts for one of the largest sources of combustions and thus GHG emissions and energy intensity of the value chain, making assessment and improvements in this stage is critical to improve operational emissions and energy intensity. This is enforced through the corporate-wide Key performance indicators (KPI), set for all manufacturing-based operations to reduce emissions per ton of productions. Manufacturing energy intensity are assessed through the use of a centralized Environmental, Health and Safety (EHS) data collection template, which consolidates all business unit's material use, energy, water, emissions, and waste consumption, utilization and generation throughout the reporting year, in a standardized document. Results are cascaded down into the development and implementation of diverse initiatives.

Furthermore, since BJC's commitment towards sustainability, each subsidiary has continuously integrated sustainability considerations throughout their respective operations and are gradually developing internal sustainability related goals, including carbon footprint reduction, GHG emissions and energy intensity.

TBC actively monitored carbon footprint in accordance with requirements of the Thailand Greenhouse Gas Management Organization (TGO), which are integrated into a corporate-wide GHG reduction target under the TBC Sustainability goal 2030.

## Carbon Emission Controls & Energy Saving Initiatives

Carbon emissions from Berli Jucker Cellox Co., Ltd (CPC) operations are closely monitored through air quality assessment, which are emitted from on-site chimneys. The assessment is conducted in accordance with air quality guidelines from the Announcement of the Ministry of Industry on Determine the number of contaminants in the exhaust air from the factory 2006 dated 4 December 2006, and found that emitted air quality in Financial Year 2021 is within the requirements by law. Since the assessment of air quality emission from chimneys is conducted in accordance with the law, all subsidiaries of BJC with on-site chimney are also required to assess the air quality.

## Process Improvements & Environmental-Friendly Alternatives

BJC strives to reduce negative impacts from all manufacturing processes throughout the value chain, achieved through process improvements, rechecking and replacing outdated and damaged equipment's and parts with improved equipment's, in addition to identifying applicable environmentally friendly chemical alternatives.

## • RIL Efficiency

- In the last quarter of 2021, Rubia Industries Limited (RIL) initiated initiatives under the commitment to improve energy consumption intensity and thus reduces carbon emission throughout operational value chain. These are implemented through key initiatives, including managed compressed air, high efficiency motor replacements, steam trap part replacements, and steam pipeline repair, which involves the replacement of traditional motors and damaged parts with high efficiency modernized motors and parts, resulting in an increased efficiency within the process. The implemented replacement and repairs could potentially reduce the emission of fugitive steams, leading to reduced energy consumption and thus GHG emissions. As a consequence of these key initiatives, RIL averted 90,526 kg tons CO<sub>2</sub>e per year, equivalent to 646,592 baht cost saving per year.

## • Eco-friendly Fixtures and Equipment's:

- After the implementation to replacement traditional light bulbs with a more energy efficient LED bulbs in various operating facilities throughout TGI in 2020, in 2021, TGI & TMG initiated several new projects to reduce energy consumption from internal operations to reduce GHG emissions, including replacing SB1 booster system transformer, reduced energy consumption in compressed air systems and reduce consumption of non-essential electricity through the operations. This resulted in a reduced electricity consumption of 3,964,400 kWh, GHG emission reduction of 1,232,673 tCO<sub>2</sub>eq, translating to a total saving of 14,567,610 million baht per year.
- Similarly, in 2020, Rubia replaced fuel-oil from two boilers with a more environmentally friendly liquid petroleum gas, improving the efficiency of heating systems and reducing consumption of LPG by 10% per ton products, reducing a total of 416 tCO<sub>2</sub>e and saving 2.93 million baht per year in 2021.
- TBC continued to expand the installation of solar roof top throughout the operation, following a commitment in 2020 to reduce operational GHG emissions. In 2021, to reduce GHG emissions, TBC installed 1 new solar rooftop, and replaced fan blades in cooling tower number 3 and 4, and replace traditional roof metal fan blades, which are significantly heavier than modernized alternatives. This resulted in a total reduction of 1,750,072 kWh per year.

## Transportation and Logistics

As another substantial source of Greenhouse Gas emissions (GHG) within the value chain, transportation and logistics remains to be a critical stage to prioritize the development and implementation of climate and energy related initiatives to achieve tangible reduction for a seamless operation. In accordance with the BJC Climate Change Strategy, BJC Logistic Company Limited (BJL) and BJC Move, as subsidiaries of the group, committed to improve relevant processes and procedures to monitor such emissions with the transportation and logistics stage.

## Environmentally Friendly Fuel

Through a forecast that logistical services will continue to grow in the new market environment, as customers tend to transition towards online shopping channels, and opting for businesses to deliver their products and



services, BJC Move is in the process of evaluating the feasibility to switch fuel source from diesel trucks to Electric vehicles (EV). Should this be feasible, BJC Move will be able to significantly reduce fuel consumption and thus greenhouse gas emissions from its services.

## Stores Operations

Lastly, store operations represent the bridge between BJC and customers, enabling BJC to directly engages with customers to meet their everyday needs. Carbon or energy intensity at store operations are also consolidated into the centralized Environmental, Health and Safety (EHS) data collection template, which consolidates all business unit's material use, energy, water, emissions, and waste consumption, utilization and generation throughout the reporting year, in a standardized document. Results are then adopted to develop and implement the following initiatives.

### Solar Roof Project

For the past 10 years, the “Big C Solar Roof Project” remains to be one of the founding initiatives to mitigate carbon emissions, achieved through continued installation of new solar cell panels on building rooftops to generate electricity for onsite consumptions at Big C stores throughout Thailand, reducing electricity consumption from the grid, where the majority of which are generated from fossil fuel and natural gases. In 2021, BJC installed solar cell panels at 8 new Big C branches, increasing the total number of branches installed to 45, generating 47,416,747 kWh, equivalent to 6.6% of Big C total electricity consumption, translating to a 45.64 MB saving of electricity expense per year.

Year	2018	2019	2020	2021	Target 2022
Number of Branch Installed	6	32	37	45	66
kWh generated per year	1,295,414	23,562,703	40,355,599	47,416,747	53,586,747



After the success of the solar roof project throughout Big C, in 2021, Berli Jucker Food Co., Ltd, also initiated a solar roof project, through the installation of solar cells at Chiang Rai Cool Room, where products are stored for distribution. It is expected that the installed solar cell will be able to save BJC a total of 148,000 Baht in 2022.

## Products Green Certification

CPC developed an eco-friendly product label to certify carbon foot print for the BJC Hygienist Value, 2 layers, 300 meters large roll toilet paper. The certification was issued by the Thailand Greenhouse Gas Management Organization (TGO), signifying that the product is produced in accordance to environmentally process,

reducing GHG by 2.81 kg CO<sub>2</sub>e per year, compared to normal productions.

Furthermore in 2021, CPC has submitted 10 new tissue-based products for the Green Label Program, a voluntary program which tests the environmental quality and performance of products and services. Out of the 10 tissue-based products submitted, 9 received the Green Label certification. These certifications are the consequence of CPC's assessment of product impacts, conducted under the CPC Life Cycle Inventory: LCI of Tissue Product, which aims to assess tissue product production impacts on the environment, and identify appropriate measures to reduce such impacts accordingly. Furthermore, CPC also conducted a Life Cycle Inventory Analysis of Green Product and Service, in collaboration with the institute of Technology and Information for Sustainable Development (TIIS), National Metal and Materials Technology Center (MTEC), National Science and Technology Development Agency (NSTDA) together with the pollution control department.

## Low Carbon Technologies

In 2021, Thai Glass Industries PLC (TGI) and Thai Malaya Glass Co., Ltd (TMG) registered with the Thailand Voluntary Emission Reduction Program (T-VER), committing to reduce GHG emissions from operations through the use of low carbon technologies such as solar cell panels. In 2021 the installed solar panels generated 2,128,100 kWh at TGI, and 1,247,151 kWh at TMG, reducing emissions by 1,848.97 tCO<sub>2</sub>eq per year.

In addition, to reduce emissions from operational activities, in 2021. TGI initiated a project to reduce the use of LPG gas by upgrading the forklift fork for international exports operations, from two fork to four, enabling forklift to lift more products at less LPG consumption, estimating a 42.04 tCO<sub>2</sub>eq GHG emission reduction from the upgrade. Furthermore, TGI also participated in the Low Emission Support Scheme (LESS) by the TGO to assess carbon emissions from TGI's operations and identify reduction opportunities, resulting in a total reduction of 2,074.3 tCO<sub>2</sub>eq per year from waste recycling initiatives. Finally, TMG reduced the use of LPGs through logistical systems by improving logistical route planning to choose the more optimal route, eliminating wasted traveling. This enabled a reduced emission of 19.71 tCO<sub>2</sub>eq per year.

## Carbon Neutral Award

In 2021, Big C participated in the Carbon Footprint Assessment Program by the Thailand Greenhouse Gas Management Organization (TGO), with the objective to increase awareness of carbon offsets to participants, to increase public, private and industrial sector's responsibility towards society, and to drive demands for carbon credit from voluntary GHG emission reduction projects to drive carbon market in Thailand. The assessment was conducted at the Big C Supercenter Public Company Limited (Pathum Thani), and found that the branch currently emits a total of 2,200 tons CO<sub>2</sub>e per year, which can be offset through carbon offset and carbon neutral initiatives.



# WATER MANAGEMENT



## Water Management Indicators

### Key Performance

- Total water withdrawal 8.39 Million Cubic Meters, from Fresh Water\* 100%
- Total Water Discharged 6.85 Million Cubic Meters, from Fresh Water\* 99.88% and other 0.12%
- 100% Coverage of water risk assessment of company's operations
- 100% Coverage of water scarcity risk assessment in critical tier 1 suppliers' operational areas.

The attention to effective water management remains to be an importance influence amongst businesses decision-making throughout 2021, as water resources remains to be one of the world's most valuable resources, consumed and used by consumers and businesses alike throughout the value chain in the production of products and services. The importance of water is further intensified as COVID-19 continue to spread globally, impacting economics, societies and the environment, prompting municipalities around the world to implements various COVID-19 safety best practices, such as frequent hand washing, routine cleaning of environments and surfaces, and restricting access to various public places as recommended by the World Health Organization (WHO) to control the spread of the virus. This has eternally changed the sociocultural water consumption norms and behaviors, since water is an irreplaceable aspect to the maintenance of hygiene. As such water consumption is expected to increase, intensifying the issue of water scarcity and a need for an effective water management.

BJC sincerely acknowledge the severity and urgency to effective water management, since water is a fundamental resource to sustain life, and essential to business operations. A lack of effective water management not only pose physical risks to companies, affecting operations and value chains, but also reputational risks, as media and publics become more aware of some company's contribution to unsustainable water consumption. Reputational risk is further intensified for companies located in water-stress areas, since companies risk imposing the human rights to water and sanitation of surrounding communities, especially in 2021, as water is an essential aspect to safeguard employees and surrounding societies against the spread of COVID-19.

The prioritization of effective water management remains in place, despite the appearance that water scarcity is not a material issue in Thailand. Yet, in reality, water related issues such as flooding and droughts are important considerations and are actively integrated in strategic planning to ensure sufficient access to clean water resources for consumption. As such, water remains to be a critical challenge to Thailand and BJC to develop long-term plans to achieve efficient and sustainable water utilization and consumption. For these reasons, BJC continued to identify, developed and implement diverse water management programs to assess BJC's exposure to water related risks, whilst identifying potential opportunities, in order to actively manage and optimized water resource utility throughout the value chain.

\*Fresh Water Refers to water with concentration of total dissolved solids equal to or below 1,000 mg/L

## Management Approach

BJC's exposure to water related risks derived from water utilization throughout the value chain, which are amplified from the diverse supply chains in which BJC operates, intensifying the company's water-related risks from a water resource mismanagement. Water resources are withdrawal from various sources throughout BJC, depending on the accessibility and availability of water resources in each location. Sources of water includes, Metropolitan Waterworks Authority of Thailand, whom provides surface water, providing groundwater, and municipal water used at the following sites.

**Packaging:** Thai Glass Industries (TGI), Thai Malaya Glass (TMG), and Thai Beverage Cans (TBC) are manufacturing based operations, which utilize water throughout the facility for production purposes, including cooling and cleaning of glass and aluminum cans, withdrawing water from both groundwater and municipal water sources. Due to the chemicals used in the production process, wastewater is contaminated with chemicals and metal particles, which if discharged untreated, will negatively impact surrounding ecosystem and communities. For this reason, throughout 2020, TGI, TMG and TBC has extensively invested to improve water utilization system, to reuse waters throughout facilities.

**Consumer:** Berli Jucker Food (BJF), produces food snacks from raw materials such as potatoes, sourced from farmers. As such, water is withdrawal from municipal sources, used to clean raw materials from farmers, such as potatoes, thus does not use any chemicals in the process.

Rubia Industries Ltd. (RIL), manufactures, confectionaries and consumer goods products, withdrawing water from municipal water sources, used to wash and clean boiling pots in soap and candy production. These are often reused for on-site utilities.

**Modern Retail:** Big C stores sourced water from municipal sources, used for a variety of objectives such as washing of fresh food related products, and washing facilities, these waters are often reused to water on-site green areas.

**Healthcare:** BJC Healthcare sourced water from municipal sources, which are used to clean facilities.

To manage water-related risks throughout the value chain, BJC appoint the Sustainable Development Committee (SDC) to oversee the integration of the corporate wide **Environmental Policy**, developed by the Sustainability and Risk Management Department as a guideline to govern and raise awareness of BJC's utilization of natural resources, including water, to reduce environmental impacts throughout the supply chain. SDC oversees the overall integration of water management to ensure compliance with the environmental policy, and is assisted by the Sustainable Development working team, comprised of members from environmental management department to coordinate with relevant business units to ensure that implemented water management programs are effective. The Environmental Policy is applicable throughout all supply chains, and is adopted by the SHE department at each facility, as a foundation to develop their own Environmental Policies, most suited to fit each business unit's needs.

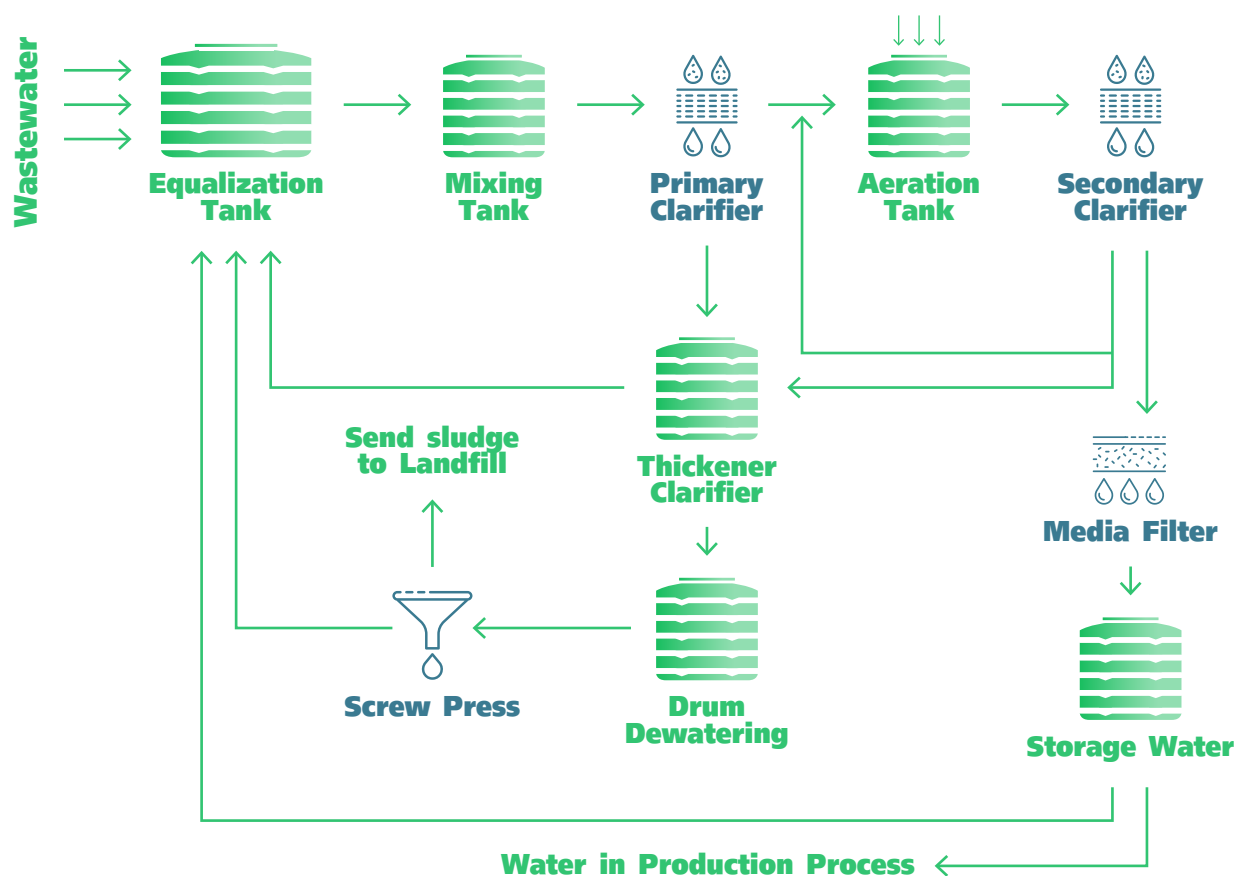
In order to regularly monitor and measure water-related risks, and foster awareness to the importance of effective water management throughout the value chain, BJC integrated water-related risks considerations such as flooding and identification of water stress areas into the corporate wide strategy, encouraging BJC to actively identify potential water-related risks. Assessments are conducted through two primary approaches. Water-related risks assessments at operations with production and manufacturing activities such as TGI, TMG, TBC, and RIL, are conducted in accordance with applicable international standards, such as ISO 14001:2015, while other operations such as headquarter and office-based operations are assessed by Group internal audit department, in accordance with internal standards, which are developed based on ISO 14001 criteria. Furthermore, to accurately identify operations located in water-stress areas, BJC employs the open-source data tool Aqueduct Water Risk Atlas, developed by World Resource Institute (WRI), used to identify whether BJC's operations or that of suppliers are located in areas of water stress. In 2021, BJC assessed 100 own operations and 100% of critical tier-1 suppliers' operations.



Please scan here

For detailed information  
to water management website page

## BJC Water Treatment Process



Following the assessment, BJC utilized results to develop a comprehensive Business Continuity Plans (BCP) to appropriately manage water resources at each facility. Apart from long-term business continuity, the BCP also emphasized on the management capabilities and efficiency of BJC during a natural disaster related to flooding and droughts. Moreover, the central Crisis Management Steering Team (CMST) is responsible to



closely monitor all water related updates from reliable sources such as the Meteorological Department, to actively update water related events such as floods, and droughts in the area, enabling BJC to develop appropriate best practices for each business units to manage each event accordingly, prior to regular report of results to relevant management.

In 2021, through the analysis from the Aqueduct Water Risk Atlas Data Tools, BJC have identified water stress areas from own operations, and suppliers' operations accordingly. In-depth results are available on the company website at <https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=20>

## Water Consumption/Withdrawal Targets

BJC established and integrated an ambitious water consumption/withdrawal target, to foster a water-related risk awareness throughout all supply chain. The target was developed through the consolidation of water-related performance over the past four years, where BJC calculates the average water reduction performance, and adjusts to make the target ambitious and applicable in a corporate-wide format. This ensures that all operations are able to reduce water consumption/withdrawal effectively. Water consumption/withdrawal targets/water consumption/withdrawal targets are also developed in accordance with BJC's ambition to proceed on all business operations with environment and social responsibility by creating innovations to reduce negative impacts on the environment, promoting the sustainable use of natural resources and energy, protecting ecosystem and biodiversity, as mentioned in the corporatewide Environmental Policy.

## Water Management Initiatives

Subsequent to the water related risk assessment through the Aqueduct Water Risk Atlas Data Tools, BJC has identified, implemented and monitored performance of customized initiatives to reduce water withdrawal, consumption and monitor water discharge.

## Water Withdrawal

BJC's water conservation efforts begin from upstream, product production, where systematic programs are established to measure water footprint of core products and services through various programs as follow.

### Zero-Wastewater Discharge by CPC

Berli Jucker Cellox Co., Ltd (CPC) committed the Bang Plee Facility to a 'Zero-wastewater Discharge' since 1988, and have since continued to implement initiatives to contribute to this commitment. In 2021, following the development of a new engineering approach such as the installed Disc Filter, which replaces standardized sand filtration system to maximize recovery of freshwater whilst minimizing the cumulation of wastewater from operations. Filters are fitted in the on-site treatment pond, permitting a close-loop water management. In 2021, the installation averted both Prachinburi and Bang Plee from withdrawing 910.463 cubic meter of water, saving an equivalent of 18,406,677 baht, by reusing recovered freshwater throughout both facilities.

## Recycle Water at BJF

Similar to CPC, Berli Jucker Food Co., Ltd (BJF) is committed to conserve and reduce the amount of water withdrawal and consumption from operational activities. The primary approach to BJF's water withdrawal reduction remains to utilize recycle water through its value chain, primarily during the processing of potatoes, a primary raw ingredient in a variety of snack products it manufactures. Water from potatoes washing process is filtered through specialized filter systems and reused in the peeling and washing process. In 2021, BJF averted 7,831 cubic meter of water, equivalent to 125,301 baht, from 149ML potatoes process cycle.



## Upcycle Water Management at TGI

Continuing from 2020, in 2021, Thai Glass Industries PLC (TGI), continued to implement various water management initiatives to reduce internal water consumption intensity, while increasing water efficiency. To accommodate for the increase utilization of treated wastewater throughout the facility, TGI has increased the capacity of on-site wastewater storage tanks, in 2021, TGI's on-site wastewater storage is capable of storing 150 cubic meters of water, providing TGI with a large supply of water, without the need to withdrawal additional water resources.

All wastewater is treated in conformity with applicable laws, regulations, and standards including compliance with the Ministry of Industry Sewage Control Standards for Factories 2017, monitored through bimonthly assessments to ensure compliance, prior to storage for reuse.

## Water Consumption

### Water Spray by TGI

TGI utilizes glass scraps from recycle glass, known as cullet stored on-site prior to processing. Cullet dusts are affected by strong winds, blowing into surrounding communities, located in close proximity to TGI's operations. To remedy this, TGI utilizes automated water spray, to spray treated wastewater over cullet to control dusts. This is an important initiative to not only reduce water consumption from municipal water source, but to also maintain a strong positive relationship with surrounding communities, and reduce dust pollution. Through the utilization of wastewater for the cullet water spray, TGI was able to save a total of 2,767 m3 of water per month, equivalent to a saving of 48,607 baht per month.

### Wastewater Treatment at RIL

Similarly, all wastewater from Rubia Industries Ltd. (RIL) operations are treated through on-site wastewater treatment process, in compliance with applicable water discharge laws, prior to discharge to the public. Furthermore, treated wastewater are also utilized along the value chain, as RIL strives to reduce water consumption, utilized at the following stages,

## In 2021, RIL reduced water consumption by 9,859 cubic meter, equivalent to 16% from FY2020



**Soap Plant  
Cooling Tower**



**Wash floors  
surrounding  
facilities**



**Wet Scrubber  
System in  
soap Production**



**Water on-site  
Garden  
and Fields**



**Wash Filter  
Plate in water  
treatment ponds**

## Water Discharged

BJC prioritizes compliance with applicable laws, regulations and standards to appropriate water discharge, such as the Thailand Industrial Effluent Standard, since poor water discharge management directly impacts surrounding environments and communities, significantly effecting ecosystems and living standards. The standard closely monitors water treatment procedures, prior to discharge, ensuring compliance with effluent standards parameter and hazardous substance such as PH, temperature, Biochemical Oxygen Demand (BOD), Chemical Oxygen Demand (COD) and hazardous substance such as Lead (Pb), which must not exceeding 0.2 mg/l, and Mercury (Hg) which must not exceed 0.005 mg/l.

For more details of the standards, see [https://www.jetro.go.jp/ext\\_images/thailand/pdf/MOIEffluentStandards2560.pdf](https://www.jetro.go.jp/ext_images/thailand/pdf/MOIEffluentStandards2560.pdf)

## Water Management Compliance by TGI/TMG

TGI and TMG conducts all water discharge from operations, in compliance with applicable laws, regulations, and standards, which includes requirements from the notification of the Ministry of Industry, Determination of Standards for Controlling Wastewater Discharge from Factories 2017, notification of the Ministry of Natural Resources and Environment, and Determination of Industrial Wastewater Control Standards in Industrial Estates, which provides a TGI and TMG with clear guiding principles to monitor,

- Substance of concerns,
- Water discharge limit criteria, and
- Discharge limit for priority substances of concerns

TGI and TMG strictly enforce compliance to all operations along the value chain. For operations located in areas with no local discharge requirements, TGI and TMG will set minimum requirements through consolidation of minimum legal requirements applicable to the operation, a determine relevance and applicability to the operation, ensuring that the operation at least is in compliance to legal requirements. This strict compliance to water quality standards is expressed through the integration of legal requirements as a compliance requirement, in addition to any applicable industry specific requirements, such as the announcement of the ministry of industry on determine the number of contaminants in the air emitted from the glass and glass factory 2012 for glass factories.

Similarly, RIL actively monitors the quality of discharged wastewater, conducted through external third party, qualified by the department of industrial works, in accordance with wastewater standards compared with criteria in the announcement of the ministry of industry subject: determination of factory effluent control standards, 2017. Report of the company's wastewater quality analysis is reported in accordance with criteria prescribed by law.

Through BJC subsidiaries' strict compliance with the Supplier code of Conduct clause 2.1 Environmental Management, which states that all suppliers shall conduct their business in an environmentally responsible manner, follow relevant environmental laws, regulations, and standards. They must also utilize natural resources responsibly, and conduct appropriate management for waste, as well as chemical and hazardous substances. For this reason, there were no incidents of non-compliance with water discharge limits in 2021.

### Aeration Water Treatment

Aeration is a process which involve evenly circulating oxygen throughout wastewater, removing dissolved gases and oxidizing metals and other volatile organic chemicals present. The process is an effective wastewater treatment process, which fosters growth of microbial, cleaning the water. This process is utilized at various subsidiaries for its ease of use, and efficiency to treat wastewater.

Berli Jucker Logistics Co. Ltd. (BJL) wastewater are treated prior to discharged/reuse. These are treated through the 4 treatment ponds housed at the CDC, treated through the aeration process, which are closely monitored through the monthly PM to control the water quality.

Berli Jucker Food (BJF) also utilize the aeration process, conducted by the industrial settlement.

### External Water Project:

Through BJC's recognition of water as a resource to all stakeholders, in addition to its growing importance in the next coming years, BJC continuously strives to ensure that water utilization by operations under BJC's control are conducted in the most efficient manner in compliance to the environmental policy. Furthermore, BJC is also committed to extend sustainable water management to suppliers and stakeholders such as surrounding communities throughout the value chain.

All operations have fostered an open and transparent communication with surrounding communities, creating trust and open communication between BJC subsidiaries and communities. Prior to initiating a new project which may cause minor nuisance to communities, BJC subsidiaries will always inform community representatives of the implemented dates and time and make appropriate protection and changes should communities be affected. This engagement approach is also utilized for water-related management approach, where should communities have any concerns related to BJC subsidiaries water consumption, a community representative will inform each facility's community engagement personal to voice their opinions.

### Construction of Dam by BJF

Berli Jucker Food Co., Ltd collaborated with the Fai Kwang Subdistrict Municipality Office of Phayao Province to initiate the Construction of an irrigation dams for agriculture purposes, ensuring the availability of water resources for potatoes farmers within the Fai Kwang subdistrict, a critical growing region for contracted potatoes farmers with the company. The construction of the dams will benefit the Fai Kwang communities, spanning across 500 hectares, which will also benefit the development of the community's irrigation systems, providing a stable water source for drought season, in addition to being a spawning pool for aquaculture, diversifying the community's food source, while also preventing soil erosion. Performance of the dams is expected to be available in 2022.



# WASTE MANAGEMENT



## Waste Management Indicators

### 2021 Targets

- Group-wide: Reduce Food Waste by 15% from the 2021 baseline by 2032
- Group-wide: Reduce Packaging Waste by 15% of total weight volume from the 2021 baseline by 2032

### Key Performance

- Increased number of Big C stores actively donating to SOS from 8 in 2020 to 26 in 2021

Throughout the past year, waste management remains to be a material topic for many companies to address, continuously seeking new and improved procedures and processes to appropriately and sustainably manage the diverse types of wastes generated from upstream, downstream and post-consumption stages throughout the value chain. Appropriate waste management remains to be enforced by the growing number of environmentally conscious consumers, encouraging companies to take accountability for wastes generated and disposed from their value chain. This effort is also in line with the Thailand 4.0 policy, which adopted the Bio-Circular-Green Economy Model to foster a more sustainable economic development. A lack of appropriate waste management will lead to a series of negative consequences to BJC, impacting surrounding societies, potentially violating communities rights and well-being, impacting the standards of living in their respective homes and communities, and environment, impacting local ecosystems and biodiversity.

In 2021 the conventional flow of waste management underwent a drastic transition, as the continued outbreak of COVID-19 pandemic forced societies to implement various safety practices such as lockdown procedures and social distancing, has resulted in an intensifies production and consumption of single-use products and panic buying, hindering past effects to manage global waste problems, such as plastic pollutions, packaging and food waste. As a company with a large revenue proportion within the packaging industry, BJC have always prioritized the effective production, consumption and management of wastes from upstream, downstream and post-consumption stages of the value chain, and have established customized policies, procedures and initiatives to manage the diverse types of wastes throughout the value chain and post-consumption. The commitment to waste management is also applied to the modern retail industry, where BJC also holds a large proportion of revenue where food loss and waste are key concerns companies are held accountable by stakeholders.

## Management Approach

Wastes are generated throughout various stages within the value chain, from upstream, downstream, and post-consumption in different forms and quantities, depending on the nature of the production processes, each requiring specific management procedures to manage in accordance with applicable laws, regulations and standards. To appropriately regulate the management of wastes throughout the value chain, BJC strictly complies with the corporate wide **Environmental Management Policy**, developed by the centralized Sustainability and Risk Management Department and oversee by the Safety Health and Environment (SHE) team of each department. The policy has been developed using criteria from the ISO 14001 as a founding guideline, along with requirements from applicable laws, regulations and standards of operating countries and international best standards. Inspired by this policy, BJC progresses with the integration of a circular economy approach to waste management, applied through the **7R's** principles striving to reduce wastes, while fostering a consistent approach to manage waste in each supply chain.



## Waste Impacts Management

The Environmental Management Policy is integrated through BJC's active monitoring and assessing of waste generation and implications to surrounding communities and ecosystems. Assessments are conducted by two primary groups, the Group Internal Audit Division and certified ISO body representatives. The Independent Group Internal Audit Division assess all operations without ISO certifications, which includes head office and all office bases operations, ensuring that waste practices are aligned with ISO criteria and requirements. On the other hand, productions and manufacturing based operations which operates in

compliance with international standards such as ISO 14001:2015 are assessed annually by relevant ISO body representative, ensuring accuracy of compliance. Assessments results are reported to relevant business unit heads and head of operations, whom analyses results against past performance for comparison to analyze improvements from previous years, emphasizing on waste generation. Each supply chain will then utilize assessments results to develop appropriate policies, and initiatives to manage waste and its implications accordingly. In an event of a significant issues identified, such an official complaint from communities or violations to waste management laws and standards, the case will be presented to the management board and the audit committee for review and process accordingly. In 2021, BJC did not receive any complaints related to waste management.

### Packaging:

Packaging supply chain design, manufactures, and sell packaging products, including glass bottles, and aluminum cans, to corporate customers, to meet customers specific requirements. Packaging manufacturers includes Thai Glass Industries (TGI), Thai Malaya Glass (TMG), and Thai Beverage Can (TBC) generate wastes throughout the value chain in the form of scrap glass, aluminum, sludge from water treatment ponds and other hazardous waste materials from production processes. Inappropriate waste management from this supply chain will leached into surrounding soil and waterways, significantly impacting surrounding communities and ecosystems.

### Consumers:

Consumer supply chain manufactures, market, distribute and sell consumable products used in everyday life of consumers, such as tissues, snacks and personal care products. Rubia Industries Limited (RIL), Berli Jucker Cellox Co., Ltd. (CPC) and Berli Jucker Food Ltd. (BJF) are the main business units within this supply chain, generating food loss and waste, paper and plastics.

### Modern Retail:

The Modern retail supply chain represents one of the largest operations within BJC, consisting of both fully integrated physical and online stores, offering packaging and distribution of modern retail (including food and food related) products and services under both Big C brand and other subsidiaries to customers nationwide. Through the supply chain's operation, the primary types of waste generated from this supply chain are food loss and waste and food related waste, which if directed to landfill, are significant contributors of greenhouse gas emissions, casting long-term and irreversible impact on global communities and ecosystems should BJC fail to manage appropriately.

### Healthcare:

The Healthcare supply chain provides a full service, including marketing, sales and distributions of pharmaceutical and healthcare products, medical imaging, medical equipment and medical supplies to government, private hospitals and clinic nationwide. The primary type of waste generated form this supply chain includes medical equipment's such as latex gloves, used and infected medical tools and expired medicines, presenting surrounding environment and communities with hazardous infected waste should BJC lack appropriate controls.

## Upstream

### Circular Economy Supply Chain

Following a circular economy approach, which is a part of the Bio-Circular-Green Economic Model (BCG) Model, as promoted by the Thai government, Berli Jucker Cellox Co., Ltd (CPC) collects and recycles paper-based waste to be processed into recycled paper pulps for new paper production. In 2021, the project recycled over 6.28 tonnes of paper-based waste.

### Zero Waste to Landfill

Thai Malaya Glass (TMG) and Thai Glass Industries (TGI) remain committed to reduce operational waste throughout the value chain, achieved through various alternative waste management strategies, striving to extract maximum benefit from all types of waste (if possible) prior to disposal, minimizing waste management expenses.

In 2021, following the implementation of the “Waste Water Treatment” project in 2019, TGI recovered 566.78 tonnes of sludge from the American Petroleum Institute (API) cleaning process, to be converted into high quality fertilizers, used on-site to grow local herbs for employee’s consumption. This amount is expected to finished processing in 2022. In addition, continuing from the Zero Waste to Landfill commitment (ZWL) since 2019 by BJC Glass, TGI processed a total of 38.7 tonnes, while TMG is in the process of finalizing waste management process into operations, which should be complete in 2022. TMG forecast that the process should process 60 tonnes of waste into fertilizer annually. The ZWL commitment is conducted with strict compliance to applicable regulations and standards, such as ISO 14001:2015, to eliminate all wastes, such as food, plastic and waste water throughout the value chain, identifying new opportunities to utilize waste as new sources of raw materials for operations. Similarly, Thai Beverage cans (TBC) also implemented a project which process sludge into high quality fertilizers. this project.

### Production Process Improvement

Subsequent to the implementation of a comprehensive product and service safety mechanism into the internal process at Rubia Industries Ltd. (RIL), which includes, product and process testing and inspections, conduct audits by third parties, and train relevant employees on the standard of work, RIL was able to reduce the following waste from upstream processes,

- Reduced waste from toothpaste tubes from 3.38% in 2020 to 1.10% in 2021.
  - Reduce stock of chemicals in the QA-Lab room to prevent expired chemicals.
- Target to decrease stock by 50% from the year 2020, and resulted in a 65% decrease since the projects implementation.





## Downstream

### Product Mark Down

As an operator within the food and staple retailing industry, Big C products, sells and distribute diverse food and food related products in various forms at over 100 difference Big C branches. However, not all food products are sold within the day, often resulting in leftover food products. While certain types of products can be sold in the following days such as fresh fruits and vegetables and other frozen food products as they are stored in accordance with best practice and food safety standards, others such as ready to eat products and freshly baked bakeries cannot, and are often disposed daily, ensuring that customer have access to fresh and high-quality food products daily. To divert waste direct to landfill, Big C mark down product prices to encourage sales of such perishable products.

In addition, Big C also mark down nearly expire products and defective products, further reducing waste directed to landfill from Big C stores.

### Waste to Fertilizer

Through the production of packaging and food products throughout the value chain, BJC generates different types of wastes and byproducts in different forms and quantity. Through the commitment to appropriately manage waste throughout the value chain, BJC has implemented different initiatives to convert this waste into high quality fertilizers and soil conditioners as follow.

#### Zero Landfill from Sludge



In October 2021, under the “Zero landfill from sludge” commitment, CPC initiated a collaboration with external expert to manage sludge waste from operations, diverting sludge from on-site water treatment into high quality fertilizers.



A primary byproduct of Rubia Industries Ltd. (RIL) lye water, an alkaline solution, derives from soap production, traditionally managed through incineration. Today, RIL utilized this byproduct in the production of fertilizers and soil conditioners, diverting 1,288.51 tonnes (71%) of all lye water from incineration.

Similar to CPC, RIL also converted sludge from water treatment into fertilizers. In 2021, RIL converted 78.23 tonnes (64%) of all sludge into fertilizers.

### Process Improvements

RIL reduced paper waste from bar soap packaging by improving the wrapping process and work procedures, reducing 1,556 kg paper waste per year, equivalent to a 15% reduction from 2020.

### Hazardous Waste Management at TBC

In 2021, Thai Beverage Can Public Co., Ltd collaborated with Insee Ecocycle Disposal Process to manage hazardous waste from operational processes, such as fluorescent light bulbs, oil and paint contaminated materials, silica gels, and resin through the co-processing in cement Kilns, which utilizes high temperature to

combust all hazardous waste as supplemental fuel in the cement production process. The high heat of over 1,800 degrees at a high residual time of up to 5 second represents an ideal condition for virtually complete destruction of any organic matter. Incinerated ash is also incorporated into the finished product, thus leave no residual waste for further processing or landfill.

## Post-Consumption

Finally, over the decade, BJC has implemented various waste management projects to manage post-consumption wastes, enabling the collection and upcycle of waste from communities, processed and traded into valuable resource for needed communities.

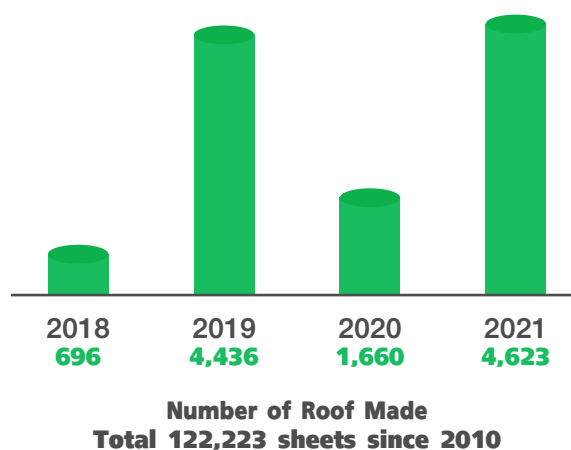
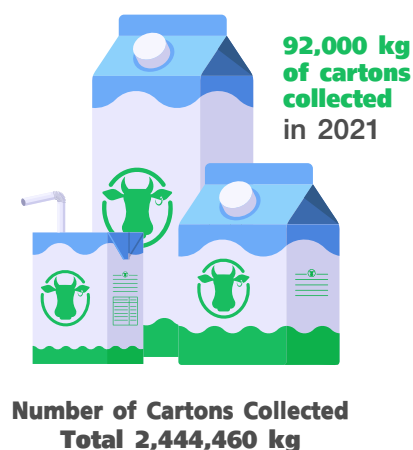
### Yag, Lag, Tissue Zilk by CPC

Since 2016, the “Yag, Lag, Tissue Zilk” (Separate, Exchange for Zilk Tissue) project by Berli Jucker Cellox Co., Ltd. (CPC) has been an influential waste management project to educate communities surrounding both the Bang Plee and Prachinburi factories to correctly separate waste, emphasizing on paper-based waste, such as documents, notebooks, and tissues (excluding all types of colored papers, laminated paper, brown paper bags, newspaper and paper bags). Encouraging communities to exchange separated paper-based waste for CPC’s high quality tissue products in a ratio of 1 kilograms of reuse products for 3 rolls of tissue products, valued at 18 baht. In 2021, the Bang Plee factory recycled 38,338 kilograms (38.338 tonnes), while the Prachinburi factory recycled 11,106 kilogram (11.106 tonnes) of paper-based waste, equivalent to 766,760 baht and 222,120 baht annual cost saving for communities for Bang Plee and Prachinburi respectively, resulting in a combined paper-based waste recycled of 49,444 kilograms (49.444 tonnes), equivalent to a total of 462,129 baht per year for reduced waste management expenses.

### “Kradard Pun Ruk” (Molding Love with Paper)

All Big C branches nationwide established donation boxes to collect paper-based waste, such as, A4 papers, booklets, postcards, receipts, and green paper, which will be recycled into paper pulps for tissue production, producing clean, and safe products, manufactured in accordance to international standards. Recycled tissue products are donated to various field hospitals nationwide, used by medical personnel’s and patients alike. In quarter 2, the project collected over 300 kg pf paper waste, producing 720 rolls of tissue products, donated to hospitals in Samut Prakarn Province.

**Green Roof with Tetra Pak:** Collaborated since 2010, the Green Roof for Friends in Need with Tetra Pak has been a critical project to shelter communities affected by natural disasters, through the collection, reuse and recycle of beverage cartons, processed into corrugated roofing sheets, which are donated to the “Phuen Pung Dai” Princess Pa Foundation (part of the Thai Red Cross Society) to build shelters and homes for victims of natural disasters, throughout Thailand. In 2021, Big C provided additional beverage cartons collection points, spanning across 146 branches nationwide, enabling the collection of over 37,610 kg cartons, recycled into 1,880 sheets of green roof sheets.



## Food Loss & Waste

Food waste remains to be a critical and influential issue over the past year, with more customers and consumers pressuring companies to be more accountable for their respective food loss and waste, to integrate sustainability considerations throughout the value chain, and often reprimanding those that don't, resulting in environmental and social impacts such as air pollution from decomposing food loss and waste, creating nuisance smell to employees and surrounding communities, violating their respective human rights well-being, customer complaints and boycott BJC's brands. BJC firmly believes that effective food loss and waste management is a necessary foundation to reducing global greenhouse gas emissions from food waste in landfills, and remediate world hunger. For these reasons, BJC has continuously striven to be an agent for good, practicing and implementing appropriate initiatives to identify, manage and mitigate food loss and waste throughout the supply chain.

Through the increase prioritization of food loss and waste in recent years, BJC is committed to implement programs to measure food loss and waste, in line with the BJC Food Loss and Food Waste Management Policy, developed by the centralized Sustainability and Risk Management Department, applicable to all relevant employees. At present, food loss and waste, are measured through Big C's monthly inventory assessment of shrinkage and loss.

### BJC Big C X Thai SOS (Scholars of Sustenance Foundation)

Following the success of the collaboration with the Thai Scholar of Sustenance Thailand (Thai SOS) from previous years, in 2021, BJC continued to collaborate with Thai SOS to donate unsold food and food related products for needed communities and schools nationwide. Today, 26 Big C branch actively participated in the initiative, enabling the collection and donation of over 5,935.15 kg of unsold food, resulted in the reduction of 12,463.83kg co2e GHG emissions in 2021. Customers can also participate in the collaboration through sharing food-related idea, such as recipes to utilize unsold food products to create delicious menu for communities.

Donatable Products			Non-Donatable Products	
				
<b>Fruits &amp; Vegetables</b>	<b>Bakery &amp; Breads</b>	<b>Cooked Products</b>	<b>Seafoods</b>	<b>Cakes &amp; snacks with fillings such as Eclair</b>
				
<b>Can Food Products</b>	<b>Spices &amp; Condiments</b>	<b>Dairy Products</b>	<b>Meat Products (Pork, Beef, Chicken)</b>	<b>Expired Products, Rotten Products, smelly, moldy</b>
				
<b>Dried Goods, Sweets, and Candy</b>	<b>Frozen Foods</b>		<b>Products with broken packaging, defects</b>	

## Food Waste Management Collaboration

Over the past year, the Thai Government has emphasized the promotion of the Bio-Circular-Green Economic Model (BCG) as a new economic model for an inclusive and sustainable growth. The model leverages Thailand's strength in biological diversity and cultural richness, as well as technology and innovation, to transform the country into a value-based and innovation-driven economy. The model also aligned with the UN Sustainable Development Goals (UNSDGs) and the Sufficiency Economy Philosophy (SEP), which is also a key principle of Thailand's social and economic development.

To support the Circular Economy part of the model, BJC has directed focus on initiating projects to foster responsible consumption and production of food, food related products and services to manage food loss and waste throughout the value chain. In 2021, BJC collaborated with specialize external parties to initiate a Food Waste Management Project, striving to minimize food related waste sent to landfill, with the intent to apply to all Big C Stores nationwide.

In preparation for the project, BJC has revisited and adjusted existing food waste management process throughout Big C stores. The adjustment introduced additional classification to separate food waste, into fresh-cut, and cooked foods, enabling an accurate daily food waste weight measurement.

The Project consists of 2 key phases as follow.

### Phase 1: Collaboration

- BJC collaborated with partners who have expertise in food waste management i.e., academic institutions and social enterprises. Solutions and plans have been discussed in order to manage and utilize food waste from supermarket at Big C stores.

- Conducted knowledge sharing sessions and workshops on food waste management and identify new business models. Expected participants include related departments and business units, with the aim to explore the most effective and efficient food waste management solutions to adopt.



## Phase 2: Utilization

- Separated food waste are appropriately store, awaiting collection and transferred.
- Partners such as academic institutes and their respective network of farmers collect waste from selected Big C stores to process food waste into high quality and nutritious animal feed and soil conditioners.
- Environmental impacts from food waste directed to landfill, generating harmful GHG emissions is measured from the amount of food waste diverted.



The project's expansion is dependent on the success of phase 1 and 2. Should result be positive, BJC will continue to expand the project, enabling the continued support of a circular economy.

## Packaging

Through BJC's operations within the packaging and modern retail supply chain, BJC manufactures, market and sell products and services, which are often packaged in a form of plastic, wood/paper fiber, metal, glass or aluminum cans to safeguard products and services safety and quality, prior to consumer's consumption. These daily consumptions resulted in the generation of packaging waste, that can be difficult to manage for companies, resulting in negative impacts to the environment, such as plastic pollution and community's nuisance. BJC have always acknowledged the importance of packaging management and have always strived to be accountable for all waste generated from upstream, downstream and post-consumption stages of the value chain, Contributing to the Thailand Roadmap on Plastic Waste Management 2018-2030. This is



achieved through active integration of sustainability considerations in packaging management processes, safeguarding operations against environmental and social violations, including human rights, such as plastic pollutions, and right to live in a pollution-free world, throughout the production value chain.

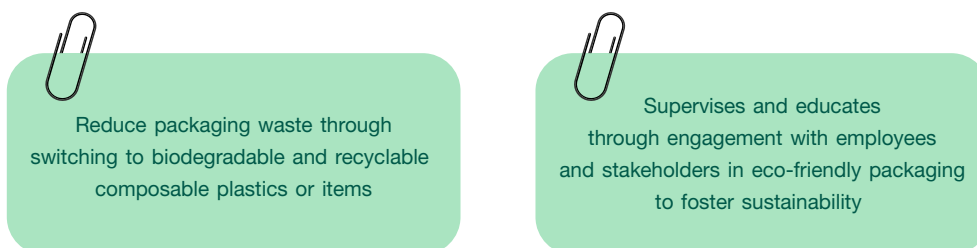
The topic of packaging management is further prioritized over the past two years, as consumers continue to use packaging as an indicator to product health and safety amidst the continued outbreak of COVID-19, resulting in an increase demand for certain types of packaging, while decrease for others. BJC remain to observe this transition of packaging demand as an opportunity to continue the integration of sustainability, to minimize packaging waste, while meeting the changing customer needs in the process.

BJC is aware of these negative implications and continuously seek new innovations to integrate into the company's packaging, to mitigate negative environmental and social consequences. This is governed by the corporate-wide Packaging Policy, which developed in accordance with the United Nation's Sustainable Development Goals, striving to minimize negative impacts from packaging waste on the environment, society and economy, and foster tangible contribution to minimize waste.

## BJC Group-wide Commitment to Reduce the volume and/or Weight of Packaging



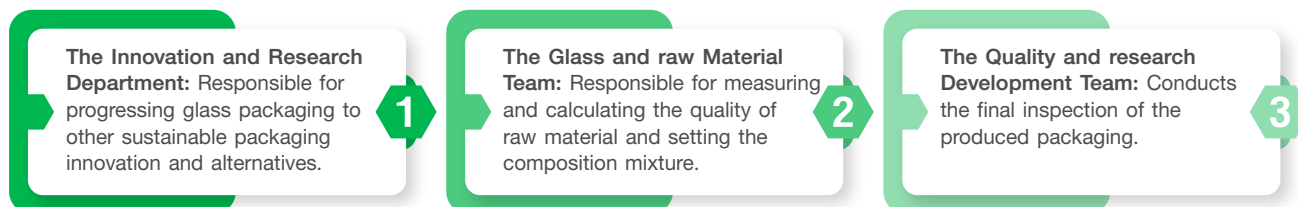
BJC actively assesses existing processes throughout the value chain, to identify BJC's baseline packaging footprint, to develop appropriate targets and milestones to achieve short and long-term goals, which includes,



To achieve this commitment and goals, active contributions from the centralized Research and Development (R&D) Department of each facility is necessary, since the R&D department is responsible for the development of new packaging requirements for new products, identify packaging trends and lead packaging improvement initiatives to save costs and minimize negative environmental impacts.

The importance of R&D into packaging remains to be an important criterion for customers, as packaging is often the first indicator used to determine product quality, and safety, thus directly impacts their decision making to buy products and services. For this reason, in 2021, BJC strives to develop and implement the next phase of packaging, which not only improves product protection, but also integrated sustainability considerations to develop green packaging which are environmentally friendly, utilizes less raw materials, are

light weight, designed to be recyclable, utilizes a single type of materials that is not multilayered, and utilizes environmentally friendly materials. BJC forecasts that these criteria's will be more important and demanded by consumers in the near future, this have since integrated these criteria into the R&D process. The following departments are accountable for packaging improvements.



## Reduce Portion Size

Since 2021, Rubia Industries Ltd. (RIL) redesigned the packaging bottles of Parrot and dmp soap brands. The new design 'Parrot Shower Cream' comes in two size, 450 ml. and 500 ml. and the new dmp bottles contains 400 ml. and 480 ml. All redesigned bottles contain less High-Density Polyethylene (HDPE), resulting in less utilization of plastics in each bottle, while retaining sufficient head space in conformity with the office of the consumer protection board requirement. In 2021 RIL reduced approximately 50 tonnes of HDPE plastic from the new design packaging, equivalent to approximately 15% of HDPE consumed in 2019, equal a saving of 6.5 million baht.



## Programs to Increase the Use of Reusable Packaging

Big C collaborated with IP One Trading Ltd. to initiate Big C's very first 'Hygiene Refill Station Store' on the 1st October 2021, at Big C Hypermarket (Mega Bangna). the initiative aims to change consumer behavior and consumption of single use plastics, emphasizing on fabric softener bottles. As such, the 'Hygiene Refill station' encourages customers to refill their used Hygiene fabric softener bottles in store. In 2021, the refill station generates an average of 5,949 baht per day, contributing to 2.2% of total Dry food product category, and a 14% increase of fabric softener group at the Mega Bangna branch, and attracting an additional 74,034 new customers to fabric softener products at Big C.

## Refill Box by Cellox

In December 2021, BJC Cellox initiated the “Sweet Fancy Refill Box”, a 170 grams (140 sheets) refillable tissue box, designed to be refillable through the removable sides, allowing customers to refill tissues without the need to dispose the paper box. In December 2021, the sweet fancy refill box generated a total of 1,891,247.74 baht.



## Programs to Ensure that Recyclable Packaging is actually Recycled

“P” Mee Biggie Chuan Recycle” (Brother Bear Biggie invites Recycling) established collection point to collect Aluminum cans and PET plastic bottles, recycled into new bottles and PPE, donated to medical personal and field hospitals combating COVID-19. In quarter 2 of 2021, the project collected 122Kg aluminums cans and 301 Kg PET plastic bottles.

## BJC x Indorama Ventures

BJC collaborated with Indorama Ventures, to donate recycle plastic packaging waste, from plastic bottles, to recycle into Personal Protective Equipment's (PPES), diverting waste from landfill. In 2021, the collaboration produced 1,000 sets of Personal Protective Equipment's (PPES), which are donated to front line hospitals, combating COVID-19, including, Sampran Hospital Nakhonchaisri Hospital Kamphaeng Saen Hospital Samasmatsart Hospital Field Hospital, and Nong Chok District.

## "BJC Glass Yag Kaya Pun Nam Jai" (BJC Glass Waste Sorting, to share Kindness)

Collected and sort over 216 Kg glass, cans, and plastic bottles waste between 1 -30 June 2021, donated to the Nong Prue Subdistrict Administrative Organization to be sold, which income from the sale will be used to buy consumer goods for the disabled and underprivilege in the Nong Prue Community.

## Programs to Phase out Single-use Plastic Packaging

As a consequence of the announcement from the Ministry of Natural Resources and Environment (TAT), which set a goal for Thailand to end use of single-use plastic bags by 2021, Big C announced that it will stop giving out single-use plastic bags from January 1, 2020. An initiative to change the Thai consumers behavior towards single-use plastics, and instead encourages consumer to bring their own bags from home. Consumers without a reusable bag can,

- Redeem 2,000 Big card points for a reusable bag for free in-store
- Big card customers who refuse to accept single-use plastic bags will be awarded with 200 points
- Big c has designated a 'green Lane' for customers refusing single-use plastic bags.



## Increase the use of Recycled Materials as Packaging Solution

Following the commitment to stop the use of single-use plastics, Big C continued with the “Bag for Life” initiative throughout 2021. The initiative is a collaboration between Big C and the King Corporation Group Co., Ltd., manufactures, marketed and sales eco-friendly plastic bags, under the 3Rs principles (Reduce-Reuse-Recycle). The Bag of Life plastic bags are produced from 80% recycle plastic pellets, with a thickness of 80 micros, strengthening the bag for reuse and recycle. The bags are available for sale at Big C at 3.5 baht for medium-size bags, and 5 baht for large-size bags.



## Environmentally Friendly Packaging

To minimize waste from packaging of products and services, emphasizing on large packaging, in 2021, the home line products under Big C initiated the ‘Brown Box’ project, which replaces traditional box packaging with brown corrugated cartons for furniture products. This enabled BJC to reduce the use of 698,265 kg of carton box, equivalent to a saving of 2,349,643 baht per year.



# RESPONSIBLE RAW MATERIAL SOURCING

## Raw Material Sourcing Indicators



### Key Performance

- Zero Raw Material Sourcing Grievance Case\*
- Zero Environmental Grievance Case\*
- 0% critical tier-1 supplier operates in protected areas

Influenced by the volatile market environment and continuously changing customer demands, companies must actively adapt their respective business operations, manufacturing practices and distributions strategy to efficiently replace and/or replenish inventories, to meet the current market products and service's needs, enabling consumers to meet their respective daily needs. This is achieved through raw material sourcing, conducted in a responsible manner, which determines a company's ability to control the quantity, quality and origin of raw materials, ensuring that raw materials sourced are grown, processed and transported with Environmental, Social and Environmental (ESG) considerations, minimizing negative environmental and social impacts throughout the value chain. This consideration extends to all raw materials sourced, including animal products, fruits and vegetables and raw materials. Furthermore, the need for responsible raw material sourcing is expected to intensify, as global biodiversity continues to be affected from climate change, as reported by the World Economic Forum, resulting in ecosystem degradation, effecting the quantity, quality, and availability of raw materials, driving up operational expenses and product and service prices.

Following a disruptive 2021, as a consequence of the continued outbreak of the COVID-19 pandemic, BJC remains committed to incorporate responsible raw materials sourcing practice throughout the value chain, recognizing that such practice not only enabled BJC to secure a reliable source of high-quality raw materials, but also safeguards and prevent business operations from contributing to negative environmental and social risks, such as unsustainable/unethical collection of raw materials and agricultural practices, depleting natural reserves and impacting surrounding ecosystems, to violation of human rights such as child labor and poor working conditions from some suppliers seeking to minimize operational expenses. These risks may result in an inability to effectively replace and replenish products and services in a timely manner, impacting BJC's reputation, revenue and social's living standards.

## Management Approach

BJC has integrated responsible raw material sourcing practices throughout the value chain, providing all operations with a clear guideline of BJC's expectations and standards to raw material sourcing. Guided by corporate-wide Environmental Policy, which prioritizes sustainable and traceable raw material sources, in addition to commitment to do no harm to forests, followed by related policies relevant to responsible raw

\*Grievance Cases are formal complaint, submitted through official channels, which are illegal in nature.



material sourcing, including Sustainable Sourcing of **Agricultural Raw Materials Policy**, **Animal Welfare Policy**, and **GMO Policy**, BJC actively identify and manage risks and opportunities arising from raw materials sourcing.

Guided by the **Sustainable Sourcing of Agricultural Raw Material Policy**, BJC have actively implemented initiatives to reduce environmental impacts, paralleled with committing to positively support local communities and suppliers through local spending initiatives through the following responsible raw materials programs,

#### Significant Location of Operations



refers to suppliers with the majority of their business operations within Thailand

#### Local Suppliers



refers to a supplier or service provider whose products or service offered are procured and/or sourced from raw materials available from surrounding areas

## Local Spending

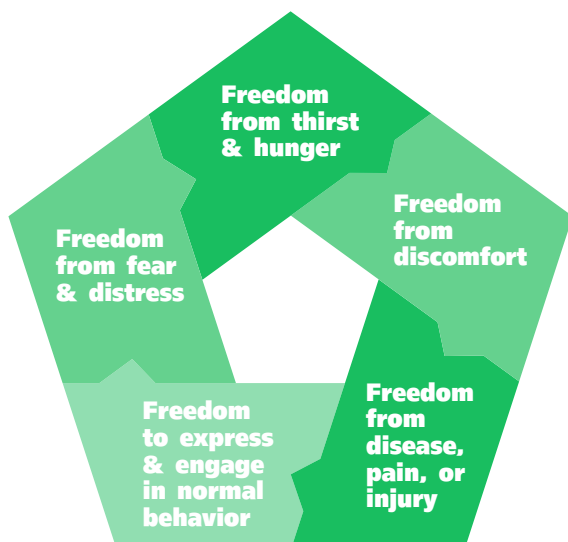
Performance	Unit	FY2018	FY2019	FY2020	FY2021
Total Procurement Spending	Baht	135,798,142,394	134,542,067,780	122,085,241,282	123,342,954,911
Spending on purchasing of products and services from local suppliers and contractors for significant operations (i.e. In Thailand)	Baht	130,288,850,472	129,297,875,351	118,468,556,667	115,543,666,329
Percent of spending from local supplier comparing to the total general procurement budget	Percentage (%)	95.94	96.10	97.04	94.68

In 2021, the percentage of spending from local suppliers comparing to the total general procurement budget decreased from 97.04 to 93.68, representing a 3.2% decrease from FY2020. This decrease spending can be attributed to two key reasons as follow,

first, due to the continued outbreak of the COVID-19, BJC Big C now has experience in managing supply chain risks from COVID-19, and thus increased raw material procurement volume per purchase to mitigate potential supply chain disruptions, and second, the prolonged COVID-19 safety measures has impacted consumer behaviors, due to inability to travel overseas, consumers seek more international products and services, thus BJC Big C increased procurement of overseas products to meet consumer needs.

## Animal Welfare

Responsible animal welfare is often accepted as the foundation to responsible raw material sourcing of



animal-based products, which includes meat, poultry and seafood, directly impacting the quality and safety of food products, from the humane treatment of animals throughout its lifecycle throughout the supply chain. Guided by the corporate-wide **Animal Welfare Policy**, BJC is committed to uphold and enforce animal welfare practices throughout the value chain, including cooperating with business partners to practice the five freedom of animal welfare, safeguarding the quality of life of all animals throughout the supply chain.

For more details of the BJC Animal Welfare Policy, please see <https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=20>

## GMO

Given the increase awareness and concerns for Genetically Modified Organisms (GMOs) amongst modern customers, BJC has developed a clear policy, committing to deliver high quality and safe products to consumers, achieved through compliance with the corporate-wide **Genetically Modified Organism Policy**, committing BJC to adhere to all applicable GMOs laws, regulations and standards of any country in which it operates, ensure procurement of raw materials from a reliable source, which are traceable. Should any sourced raw materials contain GMOs, it must be managed and stored according to prevent contamination

or leakages. GMOs products must publicly disclose information on products label as required by applicable laws and regulations, to regulate the sourcing of raw materials containing GMOs, and uphold customer trusts.



Please scan here

Health and nutrition website

## Organic Products

Recognizing a growing number of health-conscious consumers, expressing an interest in healthy products, such as organic fruits and vegetables, BJC is committed to sourced high quality organic products, which are safe and nutritious in a responsible manner for all customers. This commitment is evident in the **Sustainable Sourcing of Agricultural Raw Materials Policy**, clause 11, where BJC is committed to support the distribution of organic products to promote the health and safety of customers. To achieve this commitment, organic products are offered through three key channels as follows;

### We Are Fresh

Over 2,000 products are sourced direct from local and international farmers grown, using one of the three key organic approach, Organic, Hydroponic, and Hygienic. Products offered include, fresh fruits and vegetables, meat products and eggs, sourced from certified farmers, which meets the department of livestock

farming standard quality, carefully controlling every step throughout the value chain, free from red meat accelerators growth hormone and safe from antibiotics, for all fish, pork, chicken, eggs and seafood products (for both freshwater-saltwater) fish, white shrimp and dried seafood products. All products are guaranteed to have freshness, cleanliness and safety from toxic chemical residues. In addition, over 200 We are Fresh products are organic.

### N&P Organic

Natural and Premium Food Company Limited offers organic products including vegetables, herbs, mushroom, eggs and ready to cook foods, grown in the most optimum climate to ensure the quality. The farming approach also ensure that no harmful chemicals and additive hormones are used, ensuring that products such as eggs are free range, antibiotics free, artificial and other growth Hormone free, chemical free, artificial coloring free and free from the use of bird flu vaccines, resulting in a more natural and healthier, lower in cholesterol and more nutrition, especially vitamin E, Beta carotene and Omega 3.

### Royal Project Vegetable

The Royal Project was first implemented by the late his majesty King Bhumibol Adulyadej, the 9th King of Thailand to improve the standard of living of the hill tribes' communities, to replace opium poppy cultivation with a more sustainable highland agriculture practice. Today, organic vegetable production by the Royal Project is well known throughout Thailand, producing high quality fruits and vegetables products throughout Thailand.

### Others

'Other' organic products include all other municipal organic suppliers, whom provides organic products to BJC Big C. In 2021, organic products account for 214 out of 5,601 SKUs sold at Big C, contributing to a total of 62,140,288 Baht. Please see <https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=21> for more detail of organic products in 2021.

## Share of Organic Products

Paralleled to organic products, BJC strongly believes that products certifications are not only a robust indicator to the quality and safety of products, but also signifies its accountability in the sourcing of raw materials throughout the value chain, providing a clear and inclusive compliance guideline for BJC to follow. For this reason, BJC strives to source products which are certified with internationally recognized certifications when available. This includes committing to source all palm oil from suppliers with Roundtable on sustainable palm oil (RSPO) certifications, which protects both environmental and social aspects, such as human rights of supplier's operations. Safeguarding fundamental freedom of individuals and people, beef, dairy and cotton products from accredited suppliers. BJC products certifications and coverage are available at <https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=68>.



## COVID INITIATIVE:

In August 2021, Berli Jucker Cellox LTD. (CPC) initiated the “Plant Thai Herbs, against the threat of COVID-19” a project, encouraging employees and surrounding communities of the Prachin Buri plant to farm Thai herbs to consume and process into natural remedies to elevate against the COVID-19 outbreak.

## Certified Sources

**Responsible Sourcing at CPC:** As a provider of paper-based products, paper is a valuable resource for Berli Jucker Cellox Ltd. (CPC), who remains devoted to protect the well-being of society and the environment alike. To minimize negative impacts from operations upon the environment and societies, CPC is committed to sourced its paper pulp wood from suppliers whom have been certified. In 2021, 100% of all paper pulp sourced are from certified suppliers.

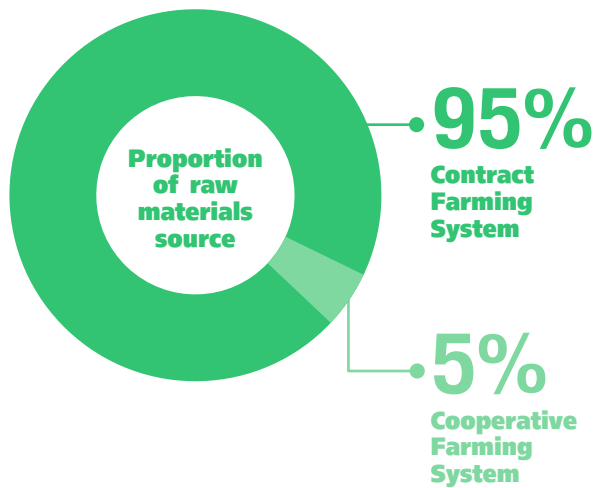
## Sustainable Wood Sourcing at RIL

Continuing from 2020, Berli Jucker Rubia Industries Ltd. (RIL) use cartons from suppliers that use 100%recycle paper fibers, to reduce paper-based waste from operations. The transition is estimated to reduce a total of 800 tons of paper waste from BJC’s products.

## Local Farming Capabilities Building at BJF

As a continuation from the past 30 years, Berli Jucker Food Co. Ltd. (BJF) remains committed to product superior quality products, through a firm belief that quality starts from the beginning. For this reason, BJC continuously strives to secure high quality raw materials, central to BJF’s operations, achieved through development and implementation of management approach to safeguard product quality. This is implemented through two key sourcing approach, contact farmers and cooperative farming systems.





### Contract Farming System

The contract farming accounts for 95% of all raw materials sourced, implemented through formation of contracts with selected approved suppliers of key raw materials, such as potatoes, sweet potatoes and rice, necessary to BJC's production of core products, such as Testo brand potatoes snacks, Party snacks and Dozo Rice Cracker. This provides BJC with access to a secure and reliable source of high-quality raw materials to product high quality products in any market conditions.





In return, contracted suppliers benefit from a contracted price for raw materials, which is often superior to prices offered by Government Sectors. Suppliers are also provided with continuous knowledge training and resources to improve their farming capabilities, trained through the employment of 26 agronomists to train and share modernized farming techniques they can implement, elevating the quality of products to meet relevant sustainable production standards, producing a more sustainable end product.

Contracted farmers are located across 7 provinces in Northern Thailand, supplying fresh produces to one of BJC's 10 purchase center available. BJC purchase products from 1,000-1,100 suppliers annually, whom control approximately 4 acre of land each.

### Cooperative Farming System

The remaining 5% of all raw materials sourced by BJC derived from Cooperative Farming Societies, where BJC monitors product quality by assigning expert knowledge personal to monitor product quality at point of contact, elevating product quality to meet relevant production and sustainable standards.

BJC also actively strives to elevate farming practices, by continuously demonstrating modernized farming practices through the Farm Mechanization, which emphasis on potatoes farming with the use of large agricultural machineries, performing as a centralized learning center to share and apply research to farmers across 41 acres. Furthermore, BJC continuously support registered farmers to adopt farming practices, in accordance with Good Agricultural Practices (GAP) of the Department of Agriculture for the fourth consecutive years. In 2021, 10,748 tons of all raw materials produced has been registered with GAP. The GAP system enabled participating farmers to accurately collect data of farming practices, including production yield, growth duration, quality and fertilizer use. The GAP practice encourages farmers to reduce the use of chemical fertilizers, protecting farmers health and safety and surrounding environment. Registered farms are also regularly monitored and audited by personal from the Department of Agriculture, to ensure compliance accuracy, fostering good relationship between BJC and farmers, and reduce negative environmental consequences. These efforts to elevate the capabilities of potatoes farmers resulted in an average income of 37,000 to 50,000 Baht per acre.

## Responsible Development

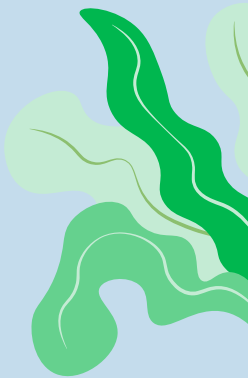
Big C Property is accountable for the development of new Big C stores nationwide. One of these responsibilities is to conduct survey of surrounding communities and biodiversity prior to building a new store, ensuring that surrounding communities and ecosystems are protected from any unforeseen impacts, and gain maximum benefits from the new store



# J : JOINT SUCCESS

*“A Well-managed Internal System, not only Improves the Quality, Safety & Personalization of Products, but also Fosters Brand **Transparency** and **Governance**, Increasing the Living Quality for People, Resulting in a Seamless Operation, Creating a Positive Impact and Value for All Stakeholders, Leading to **Joint Success for All**”*

- Risk & Crisis Management
- Sustainable Supply Chain Management
- Technology, Innovation, Research & Development
- Customer Engagement
- Cybersecurity & Data Privacy
- Product Health, Quality, Safety and Nutrition



# RISK AND CRISIS MANAGEMENT



## Key Performance

	2021 Performance	2021 Target
% of Business units that have been accessed on ESG risks	100%	100%

The business landscape has become substantially precarious in 2021 as a result of prolonged uncertainty and confusion in COVID-19 pandemic response approaches, challenges with vaccine distributions in many developing countries, emerging virus variants and spillover effects into other risks such as workforce's health and well-being and financial risks. Moreover, there has been a rise of public concern about vaccine inequality, pressuring public and private organizations to use all available means to facilitate faster and more equal access to vaccines worldwide.

To move forward sustainably into the next normal, businesses including BJC, have to deal with dual economic and health crises, which has resulted in new employee and customer engagement protocols, unprecedented remote working and supply chain re-engineering.

Thus, during this unpredictable recovery era, businesses must be prepared for a chaotic transformation. BJC realizes that to boost its resistance to future disruptions, the company needs to reinforce and continually review its risk and crisis management procedures.

## Management Approach

BJC places a high value on corporate risk management. For Corporate Risk Governance, the risk management supervision is carried out by the Board of Directors and the Risk Management Committee, as well as having senior management closely monitors the risk management of each business unit. The company has followed the principles of supervision and risk management outlined in The Three Lines Model (2020) of Institute of Internal Auditors: IIA, with the following roles;

**1<sup>st</sup> line roles**

Business units associated with production, purchasing, sales, customer services, including supporting BUs such as human resources, information technology and administration; the BUs are responsible for assessing risks and finding ways to manage risks associated with the business operations. The objective is to facilitate the business operations to be aligned with BJC's strategy and business goals.

**2<sup>nd</sup> line roles**

Business units related to risk management, compliance, laws and regulations, Group Internal Audit, quality assurance, IT security, sustainability and risk management; the BUs is responsible for ensuring the adequacy and effectiveness of risk management and internal control.

**3<sup>rd</sup> line roles**

Group Internal Audit, which is independent, impartial, and separated from the management, and it reports directly to the Audit Committee. It is responsible for providing advice to management and the governing body on the adequacy and effectiveness of governance and risk management (including internal control) to support the achievement of BJC objectives and to promote and facilitate continuous improvement.



## Three Lines of Defense

*Three Lines of Defense Model*

**First defense**

Establish policies/procedures that give employees ownership of risk management.

**Second defense**

Build a compliance function to interpret rules, provide training and advise the business.

**Third defense**

Use internal audit to uncover governance issues and avoid surprises.

## Roles of Working Groups in Corporate Risk Governance

### Board of Directors

The **Board of Directors** is responsible for overseeing the overall risk of the organization and is reported through the **Risk Management Committee** at least once a quarter. The Board of Directors uses business-related risk information to regulate and formulate strategies, and plan the business operations to achieve the company's goals.

### Risk Management Committee

The **Risk Management Committee** is a subcommittee authorized by the Board of Directors to directly oversee the risk management of the Group company. It consists of 14 members from independent directors and senior executives. The committee is responsible for supervising and supporting the implementation of the risk management of the company, having at least one meeting per quarter to monitor the risk management and report to the **Board of Directors**. In addition, the Risk Management Committee also monitors the global and Thailand risk trends each year in order to plan for proper actions in response to the trends.

### Risk Management Subcommittee

The **Risk Management Subcommittee** consists of senior executives of the business units which own the risk. The subcommittee is responsible for monitoring risk management in their units and will meet with **Sustainability and Risk Management Department** at least once a quarter to discuss appropriate risk management. The subcommittee then reports to the **Risk Management Committee** on Significant risks.

### Sustainability and Risk Management Department

**Sustainability and Risk Management Department** is responsible for supporting the efficiency and effectiveness of the company's risk management. The Department promotes risk culture and employees about risk management and the application to their work. The department also prepares risk report and present to the Risk Management Committee quarterly, and performs other related tasks as assigned by the **Risk Management Committee**.

### Internal Audit Department

The **Internal Audit Department** is responsible for ensuring that each business unit's internal control is adequate and appropriate, and each unit is able to manage risks effectively and efficiently.

### Audit Committee

The **Audit Committee** consists of 4 independent committee members, and is responsible for overseeing and supporting the operations of the **Internal Audit Department**. The committee provides suggestions on risk management and internal control of various business units, as well as working with external auditors by considering the auditing fee, discussing on the scope of auditing, reviewing the report before presenting to the **Board of Directors** and monitors the auditing process.

## Risk Culture

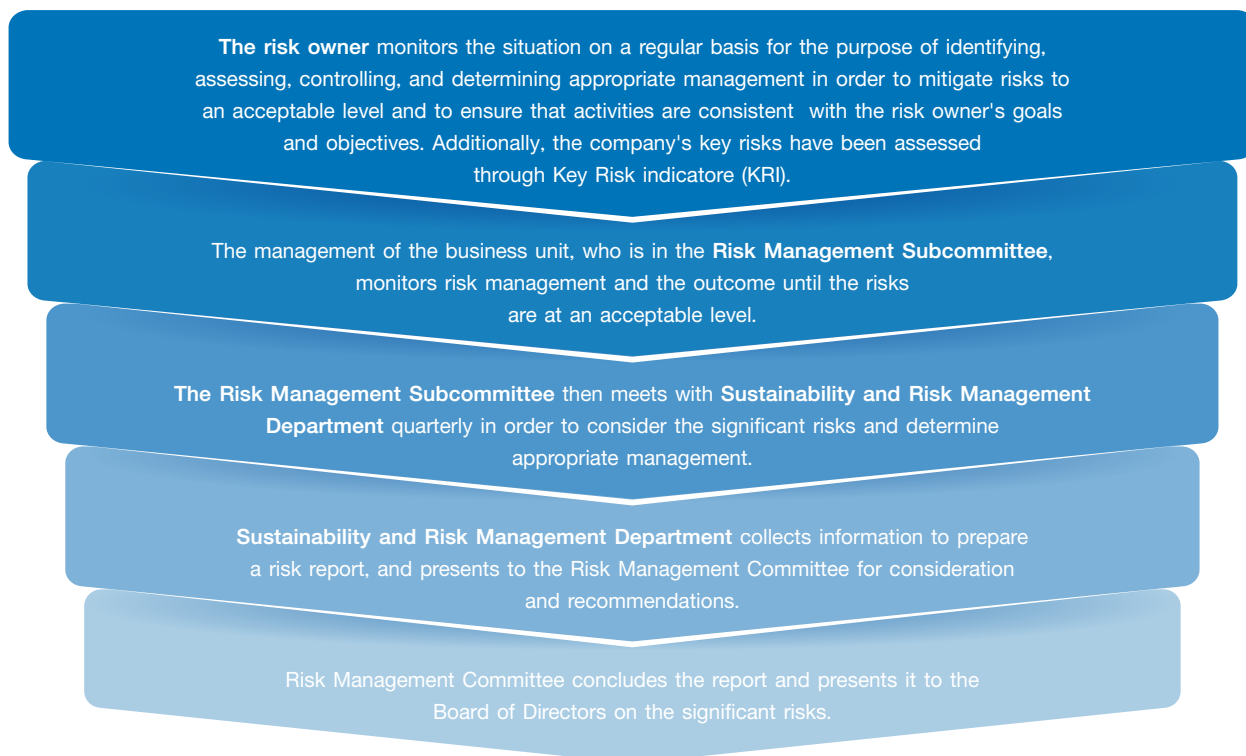
The BJC has been focusing on creating risk culture for the organization so that all employees from the management level to operation can apply risk management principles to their work, in order to manage the risks of the company to an acceptable level. The BJC has established **Risk Management Policy** as a guideline for employees and the company reviews the policy every year in response to the current situation. To further enhance BJC's risk culture, there is regular workshop for all business units on enterprise risk management conducted, as well as the risk assessment on business-related risks such as launching new product, opening new store and merger and acquisition. Risk management has also been designated as one of the factors used to evaluate employee performance.





## Risk Assessment and Management Process

BJC has a continuous risk management with the following Risk Assessment and Management Process:



Furthermore, BJC uses **RM online system** to collect data and prepare risk reports of business units to achieve more efficient risk management. As for the risk assessment, the risks are categorized as follows;



**Strategy Risk**



**Operation Risk**



**Compliance Risk**



**Financial Risk**



**ESG Risk**

The RM online system enables the business units to access risk management real-time, anytime and anywhere. The system also saves time for BUs by providing risk evaluation tools, which are relevant to the objectives of each BU. This allows the **Risk Impact** to be more accurately calculated and the risk impact can better reflect the current situation of different business operations.

Finally, the root causes of the risks are determined as well as the impact of the risks, which includes financial impact and non-financial impact. The **Risk Level** is then determined by assessing the impact and likelihood of the risks. The company assess the risk level before inherent risk, and then identify the existing management and management that needs to be done so that the level of residual risk is acceptable. For the risk management that needs to be done, responsible persons are assigned and the due date is also set.

## Risk Management 2021

In 2021, there have been risks affecting the business operation including emerging risks. BJC pays attention to the risks and continues to maintain the risks at an acceptable level. Further details on significant risks and their management can be found in BJC One Report 2021 and BJC's sustainability website.

Taking the 2021 situation into consideration, BJC acknowledges that only risk management within the company is not enough to support the business to grow sustainably. As a matter of fact, other risks concerning the supply chain of the business can also cause negative impacts on the business. Hence, BJC and its business units also focus on **supplier risk management** and regard it as a part of company's risk management. Moreover, BJC also develops **supplier risk assessment process** for both ones assessed by related employees and one assessed by the suppliers. In order to achieve this mission, the purchasing department is responsible for the operation in order to achieve best supplier risk management.



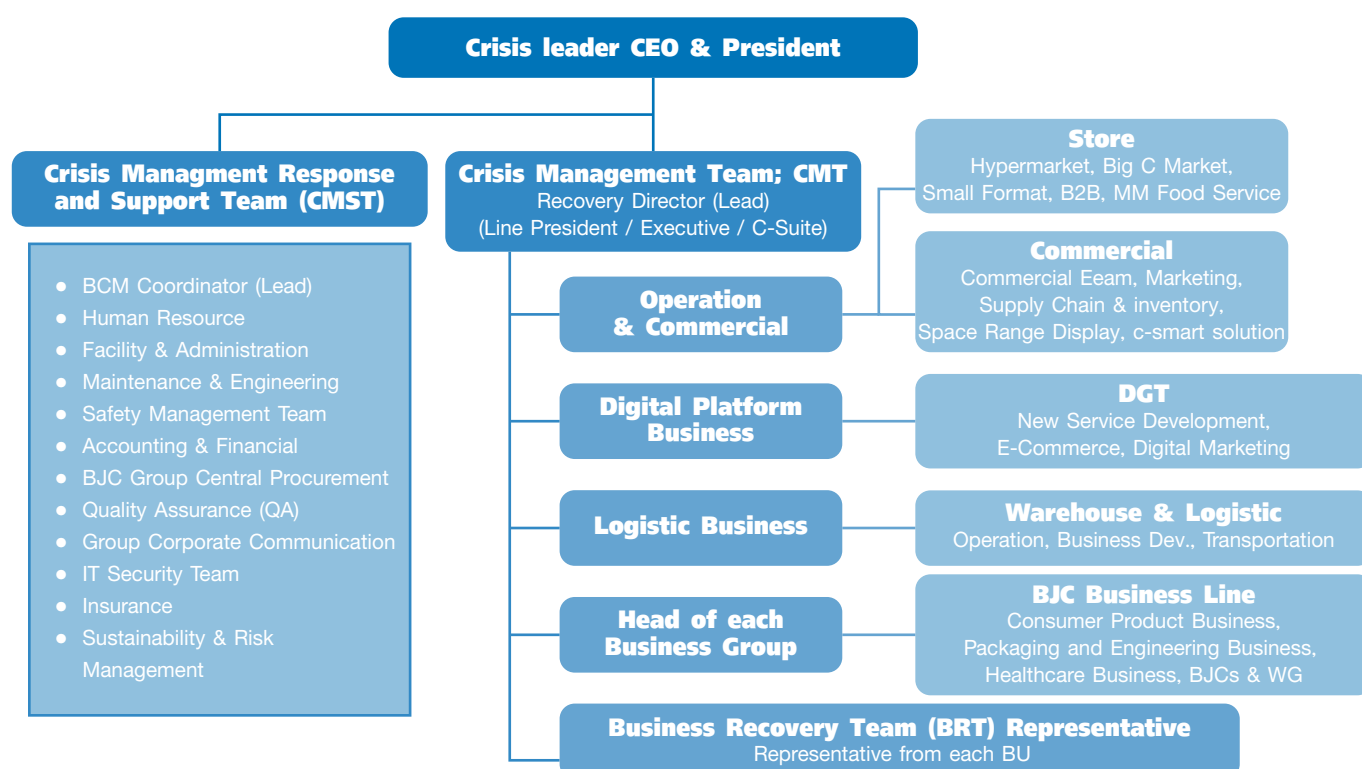
Due to various disruptions in 2021 such as the COVID-19 pandemic, the change in customer behavior and intensive business competition, BJC has been pressured to digitalized its platforms more and more. The business operations and customer services have been conducted a lot more via online platforms. This makes **digital and cybersecurity risks** become even more critical to the company. In response, BJC has enhanced the safety, efficiency and effectiveness of the business operations, as well as providing supportive tools and equipment. Moreover, BJC also develops its employees on digital competencies, and **information technology risks** are constantly monitored by the risk management committee and related executives.

In addition, **climate change risk** is also a significant risk in 2021 that can affect the sustainability of the company. Thus, BJC has put more effort on climate change risk evaluation and planning, which include physical risk and transitional risk. The detail of climate change risk management can be found in “**Climate Change Management Report**” which can be accessed via the company’s sustainability website.

## Crisis Management 2021

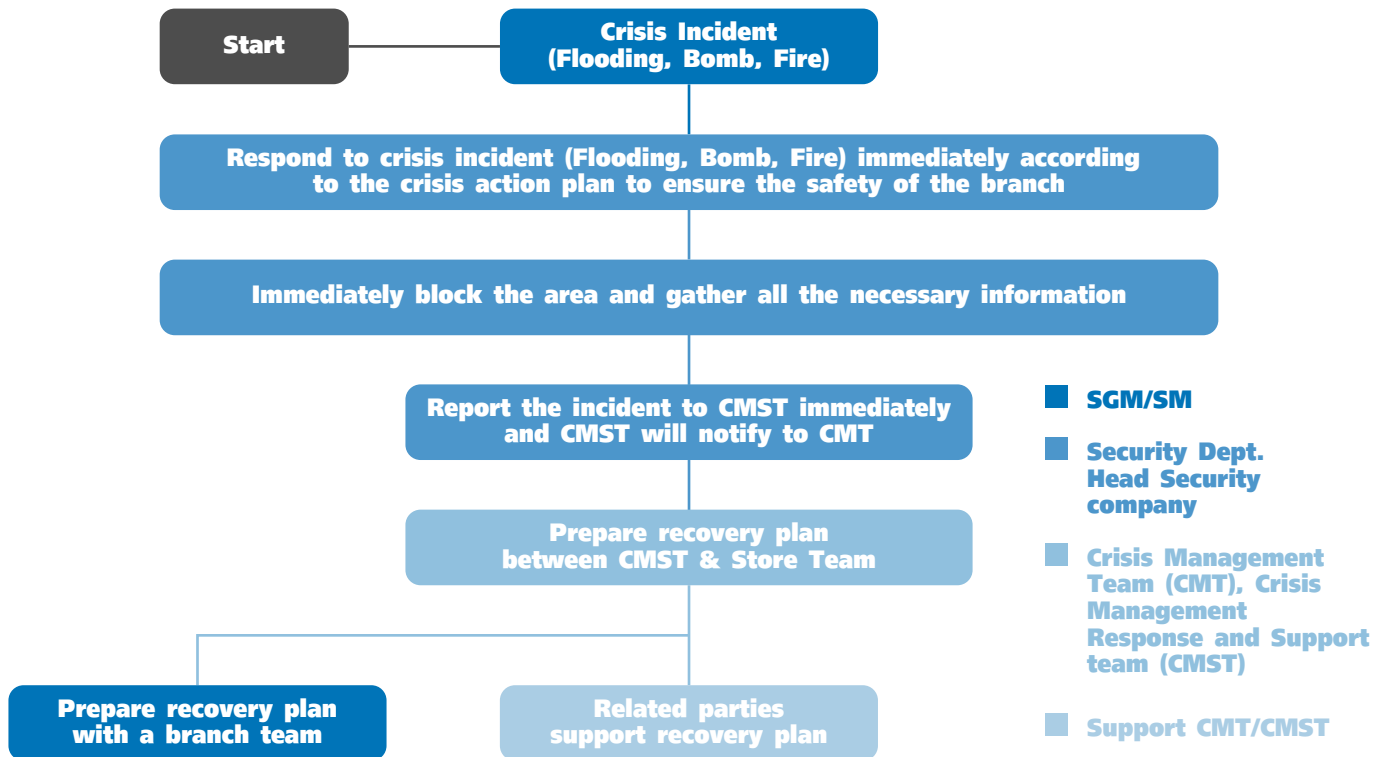
2021 has been a very challenging year for the BJC's business operations due to the crisis and unforeseen external factors that occur throughout the year, such as the COVID-19 pandemic, which in Thailand is more severe than the previous year, flooding in many areas and major fire at Mingty Chemical Company Limited, near Ladkrabang Industrial Estate. These situations have a significant impact on the company's business operations and stakeholders. However, BJC is well prepared for dealing with the crisis. **Crisis Management Response and Support Team** has been established along with the continuous preparation of crisis management and business continuity. The company has also formed a Crisis Management Team, consisting of executives with the right knowledge, abilities and experience to cope well with incidents.

## Crisis Management Structure





## Crisis Management Process: Procedures of Crisis Incident



## Highlight of Crisis Management in 2021

### 1. COVID-19 Pandemic

- Communicating protocols, preventive measures and guidelines to all employees, in case of having COVID-19 infected employees in the workplace.
- Conducting meetings with Crisis Management Response and Support Team to update current issues and relevant government announcements.
- Ensuring all business units strictly follows the measure of Distance – Mask - Hand Wash.
- Facilitating Working From Home arrangement.
- Organizing vaccine distribution and Antigen Test Kits for employees.
- Establishing community isolation venue at Thanyaburi and Ladkrabang distribution centers.
- Providing home isolations kits for employees who are infected with COVID-19 and staying at home.
- Establishing field hospital, in collaboration with Bangpakok hospital, accommodating 150 patient beds
- Allocating areas in 27 Big C stores to be vaccination center.
- Donating Antigen Test Kits and common necessities to public organizations.

### 2. Major Flooding in 2021

- Keeping updated with government agencies and alerting business units for surveillance.
- Establishing protocols on flood prevention and closely monitor high-risk Big C stores.

- Establishing a war room for coordinating with high-risk Big C stores
- Coordinating with other Big C stores and suppliers to support high-risk stores on transferring products and flood prevention.
- Draining water from stores' surrounding areas.
- Providing customers with store-city transfer service during flooding.
- Providing common necessities to effected employees and communities.

### 3. Major Fire at Mingty Chemical Company Limited

- Crisis Management Response and Support Team closely monitors updates from government agencies and alerts Big C stores within 10 kilometers radius from Mingty Chemical Company Limited.
- Allocating areas of Big C Bang Pli and Big C Suanlaung to be temporary evacuation center and donation center.
- Coordinating with government agencies for permission to investigate damage at BJC Logistics, arranging inventory transfer and employees transfer, including arranging working from home for some departments.
- Emphasizing the inspection of flammable areas and storage facilities to prevent fires.





# SUSTAINABLE SUPPLY CHAIN MANAGEMENT



## Supply Chain Management Indicators

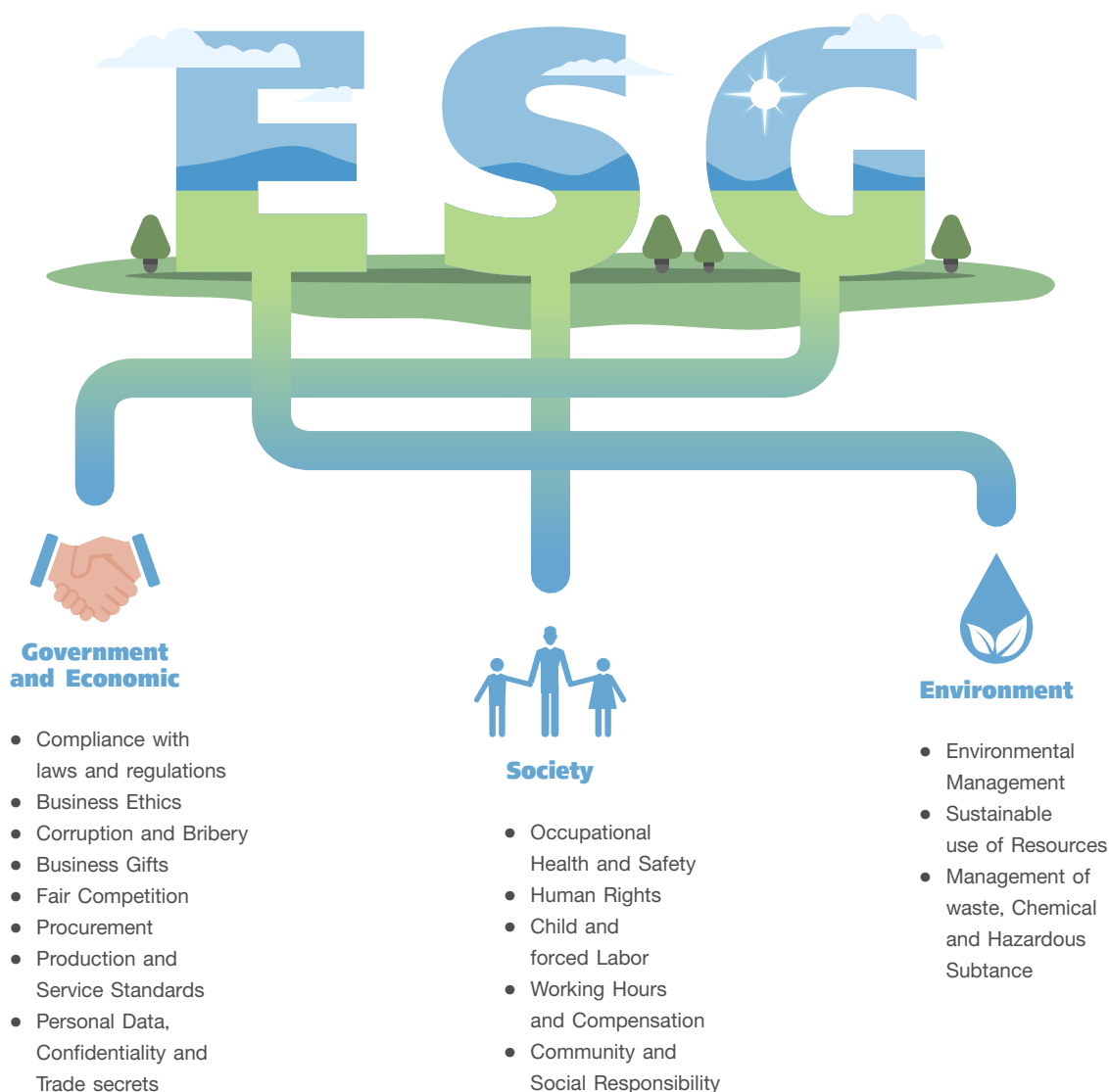
### Key Performance

- 84% of all critical suppliers have been assessed through the proactive onsite audits.
- 100% of all critical suppliers classified as high sustainability risk has been assessed through proactive onsite audits.
- 100% of all critical suppliers with high sustainability risks have corrective action plans.

In the aftermath of a troublesome year, many companies are in the process of recovering from risks and challenges presented by the continued outbreak of the COVID-19 pandemic. As a consequence of various COVID-19 safety practices implemented, such as lockdown procedures, business operations have substantially slowed or temporary pause, significantly disrupting the normal flow of raw materials, finished products and services and manufacturing, disorganizing the global value chain. This disruption has developed into a string of products and services shortage for certain categories, while creating a surplus for others, impacting the quality of products and services and ultimately the company's revenue and reputation. This have caused some suppliers within the supply chain to utilize unethical approach, such as forced and child labor or employed minority groups to control operational expenses. On the other hand, the disruption have highlighted BJC to potential vulnerabilities within the supply chain, advocating BJC's commitment to practice sustainable supply chain management, achieved through the integration of Environmental, Social and Governance (ESG) considerations throughout the value chain, enabling BJC to adapt operations to the new market environment, minimizing negative environmental and societal impacts from operations and emerging risks post-pandemic, as well as safeguarding against potential human rights violations throughout the value chain.

## Management Approach

Seamless integration of sustainable supply chain safeguard BJC's business operations against emerging risks, such as post-pandemic risks, while encouraging the effective identification and management of new opportunities relevant to business operations. Sustainable supply chain takes into considerations environmental, social and governance (ESG) aspects and how business operations generate impacts towards society, environment and human rights throughout the value chain, this is guided by strict compliance to the corporate-wide **Supplier Code of Conduct**, developed by the Centralized Sustainability and Risk Management Department, oversee by the Merchandise Department, practiced by all suppliers (including critical tier 1 suppliers) and relevant business partners, ensuring consistent risk management through the following guidelines.



The Supplier Code of Conduct is subjected to a review every two years, to assure that the policy is applicable to cover all relevant emerging sustainability topics, safeguarding the company against risks, since potential risks are not constant, but continuously expand in line with environmental, social and economic development.

## Supplier Code of Conduct Management 2021

Supply Chain Criteria		Performance (%)	Target (%) / Year
Supplier Code of Conduct	Inform	100	100/2022
	Acknowledge	94.19	70/2025
	Training	94.18	70/2025
Risk Assessment	Risk Assessment in ESG	85.71	100/2022
Sustainability	Acknowledge staffs about supply chain's sustainability	91	100/2022
	Acknowledge suppliers about sustainability	3	70/2025

Remark: Supply Chain Strategy focus awareness assess improvement as at December 2021.

## Sustainable Supplier Management Procedures

### Screen Sustainable Suppliers and Identify Critical Suppliers

- Screen potential suppliers using ESG indicators
- Identify critical suppliers, critical tier 1 suppliers, critical

### Supplier Risk Assessment

- Suppliers Risk Assessment and Management Process
- On-site Assessment

### Corrective Action Plans

- Assessment Results and Management Actions

### Foster and Maintain relationship with suppliers to achieve sustainability objectives

- Sustainability Supply Chain training
- External Collaborations

### Screening Sustainable Suppliers & Identify Critical Suppliers

In 2021, BJC has a total of 9,413 suppliers, which consists of 8,836 domestic suppliers (attributing to 93.87% of all suppliers), 577 international suppliers (attributing to 6.13% of all suppliers). 100% of all suppliers have been informed of the Supplier Code of Conduct 94.19% have acknowledge and 94.18% have received training, committing uphold BJC's supplier code of conduct, to conduct business operations in accordance to all applicable laws, regulations and standards, in a responsible and traceable manner, taking into account potential impacts on the environment and societies, as well as human rights, and occupational health and safety throughout the value chain.

All potential suppliers are evaluated through a new supplier evaluation process first introduced in 2020, which integrates Environmental, Social and Governance (ESG) considerations such as natural resource utilization, Human rights and corruption in the supplier's evaluation. This process enabled BJC to improve identification of compatible suppliers with BJC's core values, leading to a long-term sustainable relationship. The evaluation process also includes post-selection performance evaluation, including fundamental topics such as products/services safety, quality and price suitability, reliability of services, payment terms, financial stability and delivery capabilities, ensuring that suppliers are of high capabilities. Should suppliers fail the evaluation, they are required to remediate their gaps in accordance with BJC's requirements within a set period of time, or risk being terminated as a supplier with BJC.



Please scan here

See detail of BJC's supply chain transparency & reporting

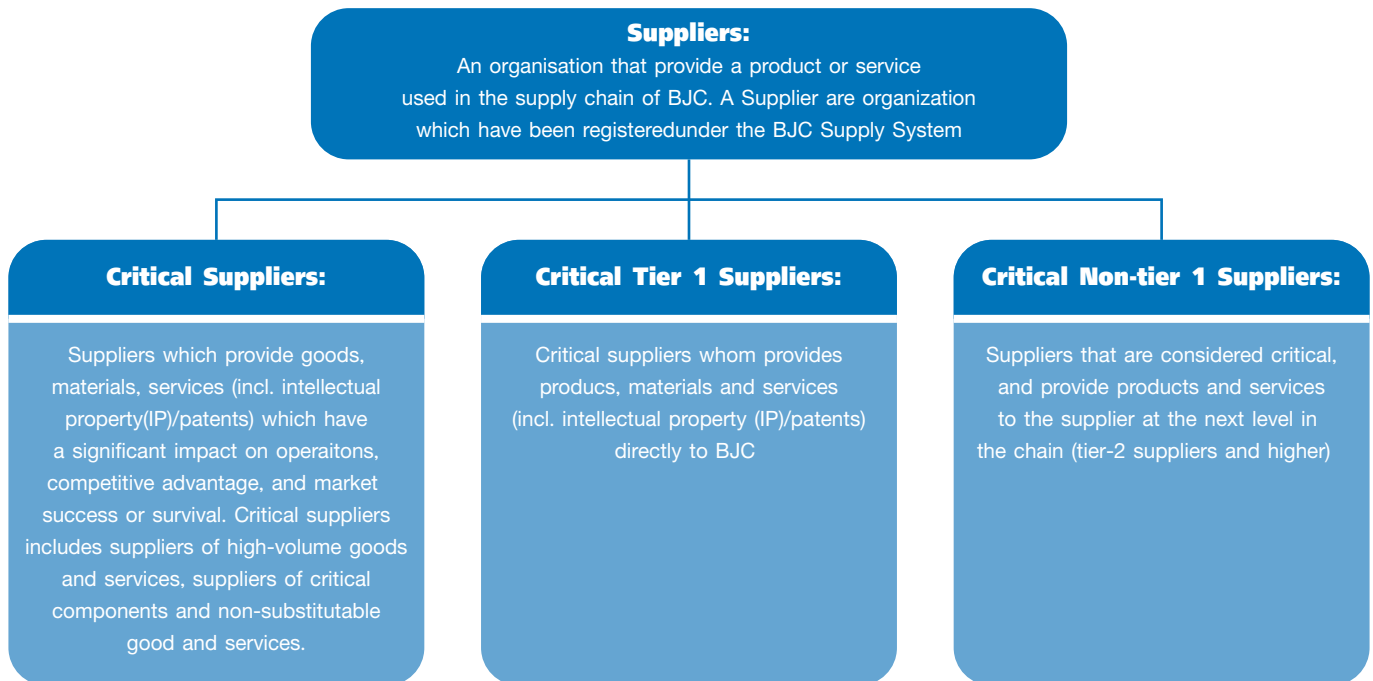
### Process of identify critical supplier

Identify "Critical Supplier" by using the following criteria:

- Total Spending per year
- Critical component suppliers
- Non-substitutable suppliers
- Key Strategic supplier



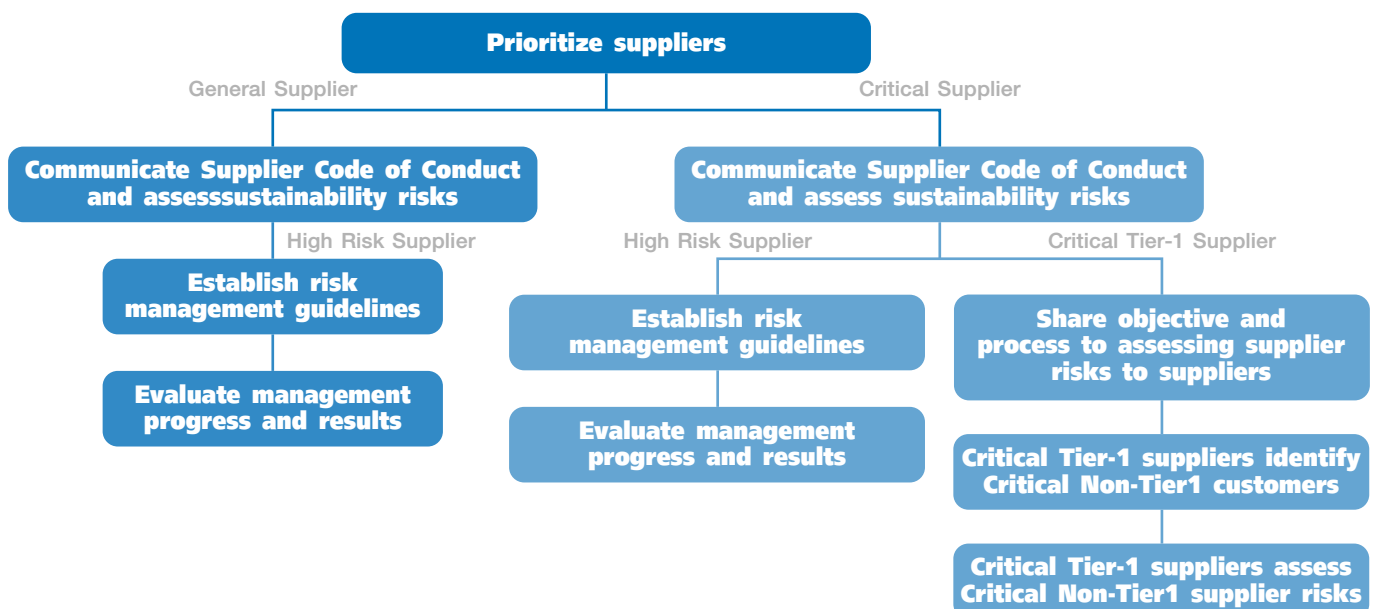
After consolidating all suppliers, BJC categorize suppliers into management tiers, assessed based on the total spending and criticality to BJC's business operations. The management tiers are separated into critical suppliers, critical tier 1 suppliers, and critical non-tier 1 suppliers, each with distinct management approach, increasing BJC' management efficiency.



## Suppliers Assessment:

1. Total spending per year: for trade suppliers, the spending must be over 70% of total procurement expenses, while for non-trade suppliers, the spending must be over 80%.
2. Critical for Business Strategies: Including suppliers with key components (i.e., high dependency) and non-substitutable suppliers. E.g., after sale service providers and high demand product suppliers.

## Supplier Risk Assessment Process



As a consequence of BJC's diversified business operations, BJC is exposed to wide range of potential risks across the multiple supply chains. To manage these risks throughout the supply chain, the procurement department, with the Sustainability and Risk Management Department developed and conducts the **Supplier Risk Assessment and Management Process**, applicable to all tier 1 and critical non-tier 1 suppliers, assessing risks and opportunities within each supplier, to identify potential and actual ESG related risks within the suppliers' current operations to develop appropriate customized management approach to manage each suppliers accordingly, based on their respective risk levels. Each suppliers' risks level is managed by the self-assessments, to evaluate current level of awareness and risk identification accuracy, and supplier training sessions to increase supplier ESG risk related awareness and gap closure.

**On-site Assessments:** Ensuring critical supplier's compliance with the Supplier Code of Conduct, and minimize risks of potential violations, BJC conducts on-site assessments of supplier's operations, evaluating supplier's products and services quality, business ethics, and labor practices. These include child labor, forced labor, compensation, working hours, migrant labor, human rights and occupational health and safety, and environmental criteria such as energy management, climate change, waste and wastewater management. In addition to farms, animal welfare and aquaculture, which are regularly audited.

In 2021, BJC conducted on-site visit on 256 suppliers, equivalent to 84% of all critical suppliers.

### Corrective Action Plans

As a result of the assessment, BJC found that 13 suppliers are considered 'high risk', based on the assessment criteria of the corporatewide supplier code of conduct. As a consequence of these violations of the Supplier code of conduct, BJC has informed the relevant suppliers of the pending issues for them to implement corrective action plans accordingly, and closely monitor and follow up such actions.

## Foster and maintain relationship with suppliers to achieve sustainability objectives

### Sustainability Supply Chain Training

#### GI5 by CPC

In 2021, Berli Jucker Cellox LTD. (CPC) was awarded with the Green Industry Level 5 Green Network award, signifying CPC's transition towards a more sustainable operation. To achieve this award, CPC is required to actively support various key suppliers to improve their respective operations, elevating the Green industry level to level 2 Green Activity. In 2021, the training was conducted by the CPC's steering committee for sustainable, purchasing team, HR team, Quality Management Team, Safety & Environment Team, and project consultant for the Green industry Level 5 Green Network award, for 255 suppliers, on the following topics.

- Cellox/BJC sustainability Program Implementation.
- Background of project to upgrade towards a green industry supplier & partners toward green industry level 2, green activity.
- How to develop a sustainable organization, lesson from BJC section 2.1/2.2.



- Green industry level 2 requirements, Green activity and guidelines for obtaining level 2 green industry certifications to the Department of Industrial Works, Ministry of Industrial work.
- Workshop on environmental project writing and implementation within the organization.

After the training, 173 suppliers out of the 255 suppliers participated the training session passed the Green Industry Level 2 Certification, Green Activity and above.

In today's operating environment, various operational factors and influences often changes quickly, many of which are interrelated, such as ineffective climate change management's effect on supply chain, and ineffective supply chain management affecting climate change and biodiversity etc. Through BJC's recognition of this interrelationship, BJC has hired external experts to review and manage all the group's value chain, to ensure that the value chain and suppliers management are conducted appropriately, and accurately, allowing the identification of improvement gaps to supply chain management to be more efficient and accommodating to next future changes.



# TECHNOLOGY INNOVATION AND RESEARCH & DEVELOPMENT



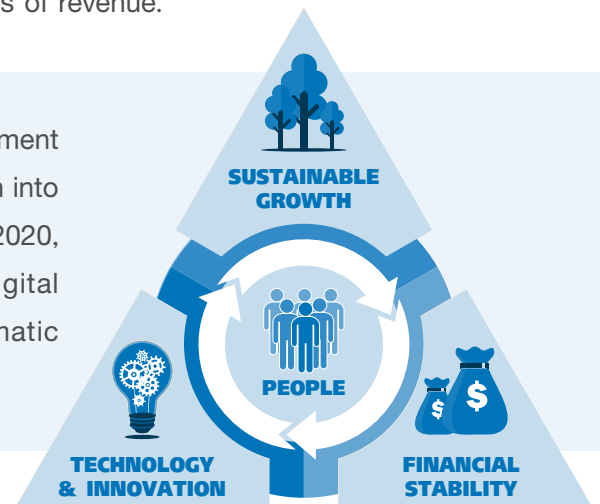
## Key Performance

- NEXT Hackathon and NEXT Ideas Challenge have generated over 100 new innovative ideas.

The global economy has experienced an unprecedented disruption over the past year, a consequence of the continued outbreak of the COVID-19 pandemic, presenting corporations with one of the greatest challenges ever faced in the past decades, casting expanded effects throughout the economy and forever changing the global socioeconomic norm. As a consequence, of the disruption, companies like BJC must formulate comprehensive strategies for a post pandemic reality, significantly different from the ‘normal’ environment in the past, and develop systematic management approach to operate within the ‘New and Next normal’ environment. This is often achieved through utilization of technology, innovation and R&D, an integral factor for an effective post-pandemic recovery, enabling the development of superior solutions, increase productivity, and improve products and services quality, contributing to the corporate vision to be **“Your trusted partner for a sustainable better living”**. Furthermore, the disruption has extended technology, innovation and R&D to its limits, enlightening various improvement opportunities for internal systems to adapt to new changes and build resiliency against future disasters.

BJC recognize the importance of technology, innovation and R&D as an essential contributor to a rapid recovery from the continued disruptions caused by COVID-19. By utilizing the **Corporate Technical Strategy**, applicable to all employees, BJC actively strive to develop an innovation culture throughout BJC, achieved through the established Innovation and Technology Center, accountable to continuously drive the development of innovation and innovative projects, elevating operational efficiency within the new market environment, whilst striving to minimize negative impacts from operations on the environment, society and governance (ESG), including potential human rights violations, acknowledging negative implications should BJC fail to modernize its technology, innovation and R&D, which could lead to, loss of product and service product development competitive advantage, unidentified human rights violations throughout the value chain, loss of customer interest, low production capabilities and loss of revenue.

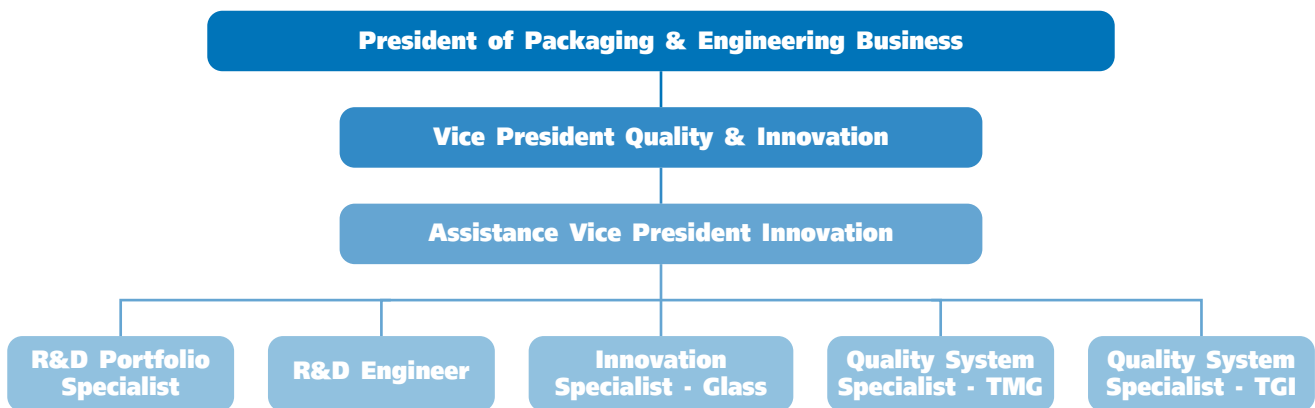
Technology and Innovation in products and services development have long been prioritized at BJC, evident from the integration into the key vision and mission of BJC’s corporate strategy in 2020, focused on the implementation of innovative projects, digital transformation, data analytics, online platform and automatic tools, implemented through representatives at each site.



Successfully adoption of technology, innovation and R&D throughout BJC's value chain, is guided by the corporate strategy, where technology and innovation has been integrated as a primary focus of BJC. The strategy focuses on the implementation of innovative projects, such as digital transformation, data analytics, online platform and automated tools organized through innovation management tools, customized to fit each business units or business groups accordingly. This is especially emphasized for packaging and engineering supply chain, where innovation is especially important to remain competitive.

The Research and Development Department from each facility are accountable for the implementation of innovative projects, which aim to encourage business competitiveness and to accommodate the highly dynamic, uncertain and complex competitive environment together with human resources management and financial stability to serve personalized customers' expectations, including the amount of time spent on non-essential tasks, limiting human errors, and minimize operating cost in production process.

## Management Approach



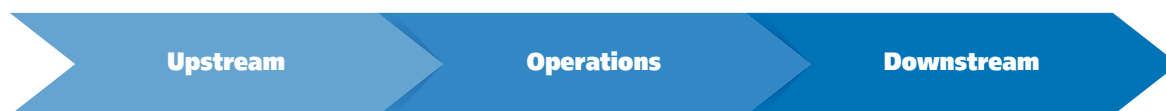
Governed by the **BJC Innovation Working Group**, which is overseen by the vice president of the quality and innovation in packaging and engineering business. The group comprises of innovation representatives from all relevant businesses, composing of three primary responsibilities.



The group strives to identify potential process improvements of technologies and mechanisms throughout all value chain, conducted through in-depth analysis of mechanisms and processes in each business,

enabling BJC to develop improved technologies, innovations and R&D through the integration of sustainability considerations, reducing negative impacts to surrounding environment and societies. To monitor the integration of technology, innovation and R&D, the innovation working group meets at least annually, to discuss the potentials of new initiatives to be developed and communicate across the organization.

## Innovation throughout the value chain



BJC has always supported the development of new technology, innovation and R&D throughout the value chain, fostering a robust innovation culture, and improved working processes efficiencies. Guided by the **Innovation Strategies in 2021**, BJC continue to transform technological, and enhance knowledge competencies throughout the value chain, motivating employees to improve their understanding and performance.

### Definition: Innovation

Innovation is the creation, development and implementation of new products, services or processes, with the aim of improving operational efficiency, and effectiveness, allowing for the creation and development of new business opportunities, resulting in competitive advantage.

## Innovative Strategies in 2021

1. Increase corporate competitiveness through application of technological innovation, such as automated processes and equipment's, reducing operating costs and energy consumption, while enabling the production of high quality and safe products, through decrease production time.
2. Acquiring necessary innovation, in accordance with project plan to build innovative culture with following plan;
  - Fostering knowledge preservation and management by launching innovative news within BJC via online or social media platform
  - Sharing technology innovation knowledge via [innovation.bjc.co.th](http://innovation.bjc.co.th)
  - Building up culture for promoting innovation by establishing young engineering innovation competition on automation and bottle design
  - Developing Research and Development (R&D) workforce strategy through many programs with internal and external partnership such as long-term student internship in six months to one-year program, matching fund with Thai government or universities, In-house training about innovation idea and partnership with other companies to promote innovative projects





## Upstream

### BJC-Big C Intelligence Network (B2IN)

The BJC-Big C Intelligence Network (B2IN) implemented by the Innovation Working Group in 2020 remains to be a platform for all employees to share knowledge and innovative ideas which have the potential to be developed into new processes, products or services, to meet customer expectations and demands. All employees can register to be an applicant to the B2IN, and submit their respective knowledge and/or innovative ideas. It is considered as the open-source innovation platform within BJC to foster employee creativity to initiate projects and enhance competitiveness through learning and addressing customer needs throughout the value chain.

Submitted ideas with the high potential for development is selected by the Innovation Working Group to process into applicable innovation to be showcase on Innovation.bjc.co.th. This enables BJC to secure a rapid and sustainable source of innovation for future development. In 2021, the B2IN yielded the following projects/activities

1. Online Customer Complaints Record (CCR) at BJC Glass: an innovative web-based tool for organizational managed by TGI Process Development Team, to improve customer complaints records and management. Enabling better management of complaint cases.
2. Cooling tower with Ozone Technology at Big C: A cooling tower with an integrated ozone technology, enabling simultaneous cooling and water filtration for water recycling.



3. The “D.I.Y. AI” Workshop: A workshop aimed to provide technological practitioners with a deep understanding of neural network algorithm, and their practical applications, further fostering an innovation culture throughout BJC.



**BJC Innovation Network**

# D.I.Y. AI

An online workshop for practical uses of AI  
Wed Nov. 17, 2021  
2-5 P.M.  
Online meeting via MS Teams

- This workshop will
- Addressable (AI)
- Detecting presence
- Training AI model
- Using the trained AI model
- In your work

Register today at  
<https://forms.gle/nFK4DkrpmACUyQg6>

**Steps**

- Register! (the earlier the better)
- so we can send you necessary material
- Install software's
- we will provide you a simple instruction set to follow
- Join the meeting on Nov. 17 and have fun together

BYE TESTO POTATO CHIPS  
FLAVORS MAX, DEVI, SALT & SOUR  
WE WILL DETECT AND CLASSIFY THEIR FLAVORS

we recommend using dual monitors, one for MS Team meeting, and another one for your AI testing

Building upon the BJC-Big C Intelligence Network (B2IN), in 2021, BJC Glass held a “Khon Lun Maii Chaii Gaew” (New Generation use of Glass) competition Project, which aims to demonstrate and generate ideas of how a recycled bottle can be reused innovatively.

A coffee siphon made from recycled glass bottles.

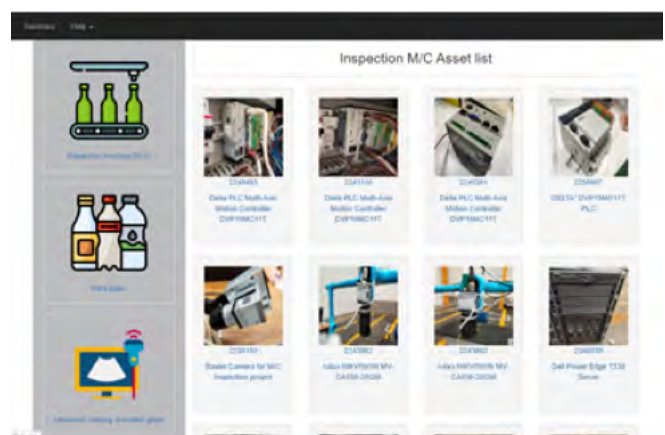


*Engineering design and test of a coffee syphon made from recycled glass bottle*

FB link: [https://m.facebook.com/story.php?story\\_fbid=4762689987079340&id=100000151580251&sfnsn=mo](https://m.facebook.com/story.php?story_fbid=4762689987079340&id=100000151580251&sfnsn=mo)

## Web Application for Innovation Asset Management:

Additionally, to accommodate to the increasing number of innovative assets and projects, the innovation division developed a “Online asset management system” to assist in the tracking and locating of innovative projects and items to improve operational efficiency.



Beyond the B2IN project, BJC also established “The Next Idea Challenge” project in 2020, striving to increase work efficiency and minimize avoidable operational expenses through submission of innovation ideas.

### The NEXT Hackathon

Following the integration of an innovation-oriented business approach, BJC has initiated the ‘NEXT’ Hackathon, a platform which fosters the generation and development of new innovation throughout BJC, striving to generate income for the organization through innovation to attain an exponential and sustainable growth.

<b>New Value</b>	New things/new processes that create value and generate income
<b>Explore to Innovate</b>	Innovate
<b>eXponential Growth</b>	Create exponential growth
<b>Transformation to Sustainability</b>	Change towards a sustainable world

Registered employees work in teams of 7-8 individuals from at least three different divisions to develop a new project and/or business idea which has the potential to be developed into a product or service for BJC. Developed ideas are carefully analyzed and processed with mentors, whom are senior management officers within BJC-Big C to assess the feasibility and applicability of the idea to the business, emphasizing on the following focus areas.



**Customer Experience**



**Process Improvement**



**Technology & Innovation**



**Financial Stability**



**People Capability**



**Sustainable Growth**

The winning teams are awarded with prize money and recognition



Almost 100 employees participated in the 'NEXT' Hackathon, divided into 12 teams, pitching their respective innovative ideas to 5 judges. The judges then proceeded to review all the submitted ideas and identify ideas with development potentials to implement throughout BJC, which ranges from process improvements through utilization of existing and new technologies, processes and approaches, to development of new business approaches and reduction of materials, enabling BJC to reduce operational expenses, reduce generation of waste and improve cybersecurity and data privacy.

### NEXT Ideas Challenge



*Generated over 100 ideas under the theme "The more you save, the more you earn"*



*Aimed to increase productivity, effectiveness and efficiency of working process*

## Operations

### Duct Airflow Multiplier at Thai Glass Industries (TGI)

A well-management and control air circulation and air pressures is a critical factor in the production of glass bottles at Thai Glass Industries (TGI), since air is utilized in various production processes such as furnace cooling and bottle molding with varied volume of air pressure and temperature. To control air volume, air pumps are used to generate the specified air volume, controlled through automated computer systems. Large operational expenses are accumulated from the need such systems, especially in large scale operations. To remediate this issue, TGI has developed the duct airflow multiplier system, which expand air for processes which needs to be ventilated, such as heating ventilation, air-conditioning (HVAC) and exhaust systems with high heat. The duct airflow multiplier significantly increases the volume of airflow, in addition to protecting air

supply equipment's from high heats. This resulted in a saving of 150,000 baht, compared to installing a high temperature resistance blower.

### Automated Screw Capping Machine at Rubia Industries (RIL)

Rubia Industries (RIL) installed an automated capping machine at the cosmetics department to resolve production flow at the bottleneck point, which was turning the pump caps, to avoid employee injuries caused by the rotating bottleneck. The installation reduced total of 14-man hours per shift per production line, equivalent to 1.5 million baht per year.

### Germ care & Cushion Natural touch by CPC

Following the continued outbreak of the COVID-19, Berli Jucker Cellox Co., Ltd (CPC) recognized the opportunity to introduced the 'Cellox Purify', a new and improved tissue product line, developed through the use of Germclear+ technology, resulting in softer, non-flaky tissue products even when wet, and the only tissue brand in Thailand, able to prevent bacteria by up to 99.9%, and prevent the buildup of Influenza A H3N2 virus. Furthermore, Cellox Purify also use the cushion Natural Touch technology, resulting in more absorbent tissue products by 50% compared to other brands, allowing consumers to use less tissues.



## External Collaboration

### MOU with Nakhon Phanom University

Continuing from 2016, BJC has continued its commitment to the Memorandum of Understanding (MOU) with Nakhon Phanom University (NPU) to promote technical development through bilateral programs developed by both BJC and NPU for diploma level students. Students are selected from electrical, electronic, industrial mechanic and retail programs, through BJC's commitment to develop quality labor force and ensure availability of new joiners with necessary competences and skills during high demand in labor market due to shortage of qualified workers' recognition to the shortage of qualified workers versus the demand of business sectors. Furthermore, BJC has also offered scholarships for high-achieving students, to adapt and apply learned practical skills at BJC, and attain real world working experience. Upon graduation, these students are offered the opportunity to work with BJC in Thailand, Vietnam and Cambodia.

## Cooling Innovation Fund (CIF)

As a large retailer of food and food related products and services, temperature and cooling technologies is a critical tool to preserve the high quality and safety of products. Without a reliable temperature and cooling technologies, food products, especially highly perishable products such as fruits and vegetables have a short shelf-life, leading to increase food loss and waste. Despite the benefits to preserve food products, the majority of cooling technologies available also emits harmful greenhouse gas (GHG) into the atmosphere, from refrigerant chemicals required to operate.

Through Big C's commitment to reduce operational impacts on the environment and surrounding communities, Big C has been active to seek new opportunities to reduce impacts through technology, innovation and R&D from both internal and external sourced. This led Big C to collaborate with the Cooling Innovation Fund (CIF) by the Electricity Generating Authority of Thailand (EGAT) to install the Water-Loop Cooling System by AHT. The Water-Loop Cooling System by AHT, utilizes the more environmentally friendly refrigerant R290 (Propane), which can be used as a cooling agent for refrigerators, freezers and cold rooms, enabling the same temperature and cooling functions, with less environmental implications. Through this collaboration, Big C is in the process to integrate this technology into New Stores, to present as a Demonstration & Pilots Store for EGAT.

## Downstream

### Transport Management System (TMS) by BJC Move

First implemented in 2020, the Transport Management System (TMS) implemented at BJC Move Company Limited (BJC Move) increases logistical efficiency, enabling the identification and utilization of the most optimal logistical route, minimizing wasted energy consumption and thus saves logistical expenses. The TMS also takes into consideration environmental and social impacts on each route, striving to minimize negative impacts from logistical operations. This is achieved through accurate real-time tracking, permitting for an on-time logistical services, compared to traditional manual approach. The system is implemented at over 1,200 Mini Big C Stores nationwide, and BJC Move is in the process of developing an accurate tracking and monitoring system to measure performance accordingly.



**Route Planning**



**Assigned Work Order**



**GPS Tracking**



**Transport Status**



**Truck Maintenance**



**Integration with  
Logistic Companies**



**BI Dashboards  
& Reporting**



**Providing  
Multi Language**



# CUSTOMER ENGAGEMENT



## Customer Engagement Indicator

### Key Performance

- 100% of Customer Complaints have been managed within the reporting year.

BJC have always recognized the importance of a strong relationship with all customers, and recognized the value of customers satisfaction, acknowledging that customers are a fundamental driver of BJC's success in achieving long-term and sustainable growth, since customers are highly influential stakeholders to BJC. Over the past year, BJC faced great challenges to uphold customer satisfactions through business-as-usual channels, due to the disruption caused by the continued outbreak of the COVID-19 pandemic, limiting operational flexibilities through various safety and lockdown procedures to control the spread of the virus, disrupting BJC's customer relationship management with existing and new customers. This have pushed BJC to increase reliance on digital technologies, forever redefining business processes and customer relationship management strategies, since failure to do so will result in a chain of negative consequences from loss of customers, negative reputation and ultimately revenue. Despite the challenges presented from the evolving customer demands in the new market environment, BJC remains committed to continue fostering a robust customer relationship engagement, through active and customized customer management services to meeting all customer's everyday needs, and become a top-of-mind brand amongst customers.



## Management Approach

BJC deals with many forms of customers throughout the different supply chains, including both business-to-business (B2B) and business-to-customers (B2C), with the largest proportion of customers being B2C from the modern retail supply chain, where Big C operates. For this reason, B2C customer engagement is selected as the primary customer engagement procedure.

To uphold good customer relationship management with existing and new customers in an increasingly digitized environment, as a consequence of the COVID-19 pandemic, BJC is guided by the corporate-wide **Customer Relationship Management Process**, developed by the Big C Marketing Department, and oversee by the Big C Customer Relationship Management Department, which operates within the Marketing Department. The customer relationship management process provides all relevant employees with a coherent procedure to follow when receiving complaints from customers. This process enabled BJC to precisely manage all complaints in a timely manner.

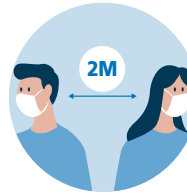
Step	Process
1	<p>Call Center teams receive complaints and categorize the case that contacted via Call center 1756, Facebook and website channels to proceed as follows.</p> <p><b>1. Prioritize the case</b></p> <p><b>1.1 Urgent cases:</b> Coordinate and send e-mails to take urgent actions such as the utility service was suspended. Related departments will feedback to customers within 24 hours.</p> <p><b>1.2 Normal case:</b> Follow the below process.</p> <p>1.2.1 Solve the problem and close the case by call center teams</p> <ul style="list-style-type: none"> <li>• Solve the problem and feedback the problem to customer by the information received from responsible business unit.</li> <li>• Correct information can be operated according to the agreed condition only by taking into account the data security and process.</li> <li>• Edit information that operated by call center team will be set priority as medium or low only.</li> <li>• Enter information in the system for tracking as a report.</li> <li>• Close the case according to Service Level Agreement (SLA) as required.</li> </ul> <p>1.2.2 Can't solve the problem and forward to related parties</p> <ul style="list-style-type: none"> <li>• Received the case and coordinate the counter service and related parties via E-mail or Call</li> <li>• Follow up on cases reported by customers via E-mail or Call</li> <li>• Receive case or follow up on a case by send e-mails or call based on the urgency of the case</li> </ul>
2	<ul style="list-style-type: none"> <li>• Customer service team forwards the case to relevant departments or branches to check the details, along with report results to customers such as, New Service Development or Operation Department check customer information in the system.</li> <li>• In case of IT system, the IT Service desk team solves the problem or coordinate with relevant parties to check operational system such as customers name are not in the online system or no customer names on receipt</li> <li>• IT service desk or branch or related departments will investigate and report the information back to the customer service department for further process.</li> </ul>
3	<p>After receiving feedback case from relevant departments, customer service team will perform data checks to close the case, send a case to call center team to contact customer, collect the case as a report or follow up feedback as specified by customer.</p>
4	<p>Counter service team will collect the case on a daily, weekly and monthly basis and sent to the relevant departments for further improvement in service management</p>

In order to promptly serve all customers in a timely manner, to better meet all expectations, BJC classifies customers communications into two distinct groups (high and medium), each requiring different range of working days to process, determined by the complexity of each complaint.

## Covid Prevention at Big C



Creating communication channels including Facebook, Website, Signboard and Line Official to strengthen customer's confidence in products and services



Maintain social distancing at least 1 - 2 meter



Implementing new online channels to receive orders from customers (Call-Chat-Shop, Big C shopping online application)



Introducing Drive-thru and Home Delivery to minimize physical interactions



Managing demand and inventory control to meet customers' needs



Enabling special payment channel for high risk customers which elderly, pregnant women and disabled person



Regularly clean high-touch surfaces including desks, doors and door handles, keyboards and lifts, including lift buttons and handrails



Designated sanitation area at the entrance of facilities for employees and visitors can use, prior to entering BJC Head Office, Big C Head Office and factories

Following BJC's observation of the fluctuating COVID-19 pandemic over the past year, BJC has developed and implemented various new online channels to better meet customer's needs, enabling BJC to uphold relationships with all valued customers, paralleled with minimizing physical contacts, which contributes to limit the spread of COVID-19. This is supported by collaborations with various organizations and the use of a reliable and secure online channels and delivery services implemented, allowing BJC Big C to become a one-stop service for all customers.

## Big C Online

Guided by the "easy order, fast delivery, complete your needs" approach, Big C online offers products and services available in Big C stores with the same in-store promotions online, through [www.bigc.co.th](http://www.bigc.co.th) website and Big C application. Creating a digital hub, combining online shopping function and Big Points in one platform. Today, Big C Online also utilizes services from trusted partners nationwide to accommodate for the diverse customer shopping and payment needs. These services include "Click-and-collect", enabling customers to make orders online, and paying at the most convenient store, or the "Home Delivery" an all-inclusive delivery service, delivering over 47,000 types of products (fresh foods, consumables, furniture's, electronics, and PURE products) direct to the customer's home. In 2021, the service has been extended to cover 60 provinces nationwide where Big C operates. Furthermore, customers within Bangkok Metropolitan

Region can get products delivered within 1 hour with the “Express Delivery” service, a free delivery service for a minimum of 799 baht per bills, meeting the needs of modern customer, whom often prioritize a quick delivery service.

In the past year, Big C Online has actively collaborated with various brands to developed new products to better serve customer needs, under the “Brand Shop-in-shop” brands, developing over 20 brands. These are promoted throughout the year, through the “Big Brand Day” campaign increasing brand options for customers, such as VR Fresh, Happy Price, Happy Price Pro, and Besico, offering customers value with high quality products. Customers can also collect points from shopping, to be redeemed for discounts and delivery services, meeting customer’s needs.

## Big C Loyalty Program & Mobile Application

As government continued to implement lockdown procedures to control the spread of COVID-19, the ‘Big C Mobile Application’ represents a new digitized channel to increase customer engagement, guided by the theme “Right Offer, Right Person and Right Time” the mobile application offers a location-based targeting system, personalizing offers, cross-sell and up-sell to meet customer needs. The application allows customers to conveniently access product information, and receive personalized offers under a single platform. The Big C Mobile Application has 3 key features as follow;

- 1. Big Card Loyalty & Rewards Program:** Through the integration of Big Data, Big Card Points can be redeemed for personalized coupons and lifestyle privileges. In 2021, 1.4 million customers have registers as a Big Card member.
- 2. Big C Shopping Online:** As the primary online shopping service of Big C, the ‘Big C Shopping Online’ allows customers to shop anywhere, anytime, through the online application.
- 3. Big Wallet:** In supporting a cashless society, the ‘Big Wallet’ allows customers to top-up and withdraw cash at Big C stores.

## Call-Chat-Shop at Big C

Following the continued outbreak of COVID-19 over the past year, customers are unable to freely shop products and services in Big C stores. This has since accelerated the popularity and utility of online channels such as the “Call-chat-Shop” and delivery services. The channel provides customers with an alternative channel to order products online, available through the 1756 call center, LINE application and Drive-Thru. Customers can select Drive-Thru service and pickup location most convenient for them, eliminating the need to enter Big C stores, minimizing the risk of COVID-19. In 2021, Big C observed that customers only had the pay Cash on Delivery (COD) option, which still utilizes cash payment. As such, Big C developed additional payment channels the “Payment Link”, to better serve customers. Upon ordering the desired products and services, customers are able to immediately make the payment online, eliminating the need to pay cash on delivery, reducing COVID-19 exposure from cash transactions. The Payment Link is available for



Credit/Debit Cards, QR PromptPay, eWallets (Rabbit LINE Pay, Alipay, and WeChat Pay). In the last quarter of 2021, Big C also introduced the Facebook LIVE channels, where customers can also pay for products and services through the Payment Link options.

## Marketplace Platform

In the past year, Big C extended online channels through Marketplace Platform, Shopee and Lazada, some of the most popular online platforms used in Thailand, meeting customer's needs through the "Anywhere, anytime" approach, enabling customers to purchase consumer goods and electronic appliances from Big C, getting it delivered to their homes. In addition, Big C has also collaborated with HappyFresh, Foodpanda, and Nasket to serve customers through the Grab Mart for instant home delivery, offering customers with more alternative channels to access their needs under the Big C brand.

## Big C Banking Agent

Following BJC's efforts to continuously meet the various customers needs and minimize customer's exposure risk to COVID-19 from visiting multiple locations throughout Bangkok. Big C offers various services available at Big C, through a 'One-Stop Shop' approach. Amongst one of the many services available is the 'Big C Banking Service' initiative since 2019, enabling Big C customers to conduct all banking services, including deposit and withdrawal from the safety of Big C. Banking services available includes, Kasikorn Bank (KBank), Siam commercial Bank (SCB), Bank of Ayudhya (BAY), and Bank for Agriculture and Agricultural Cooperatives (BAAC). Moreover, customers are also able to perform proof of identify to open a "LINE BK" or get a "K Pay Later" Loan in one stop.



On average, Big C conducted around 800,000 transactions per year, generating almost 10 million baht per year.

## Big C Delivery Agent





Big C collaborated with Kerry Express (Thailand), allowing customers to conduct all Kerry services at Big C and Mini big C Throughout Thailand, offering a one-stop service for all customers. In 2021, the collaboration introduced the “Kerry Drop Off” service to better accommodate for the growing number of online customers. Online customers can select drop off location at any Big C and Mini Big C throughout Thailand to be transported to desired destination through two simple steps.

1. Print and attached the unique parcel barcode on the package, or
2. Show the unique parcel barcode from your mobile phone at the counter

Customers can check Big C branch with the Drop Off service at <https://corporate.bigc.co.th/send-parcel>

## Big C Social Security Office (SSO) Agent

In 2021, Big C was appointed as an over-the-counter representative to the Social Security Officer (SSO), allowing customers to conduct all Social Security Officer Services at Big C, including apply for and register as an insured person, under section 40, a payment service unit of the Social Security Officer, providing services to receiving contributions payments for both section 39 and section 40, meeting all customer’s needs as an “One-Stop Service”.

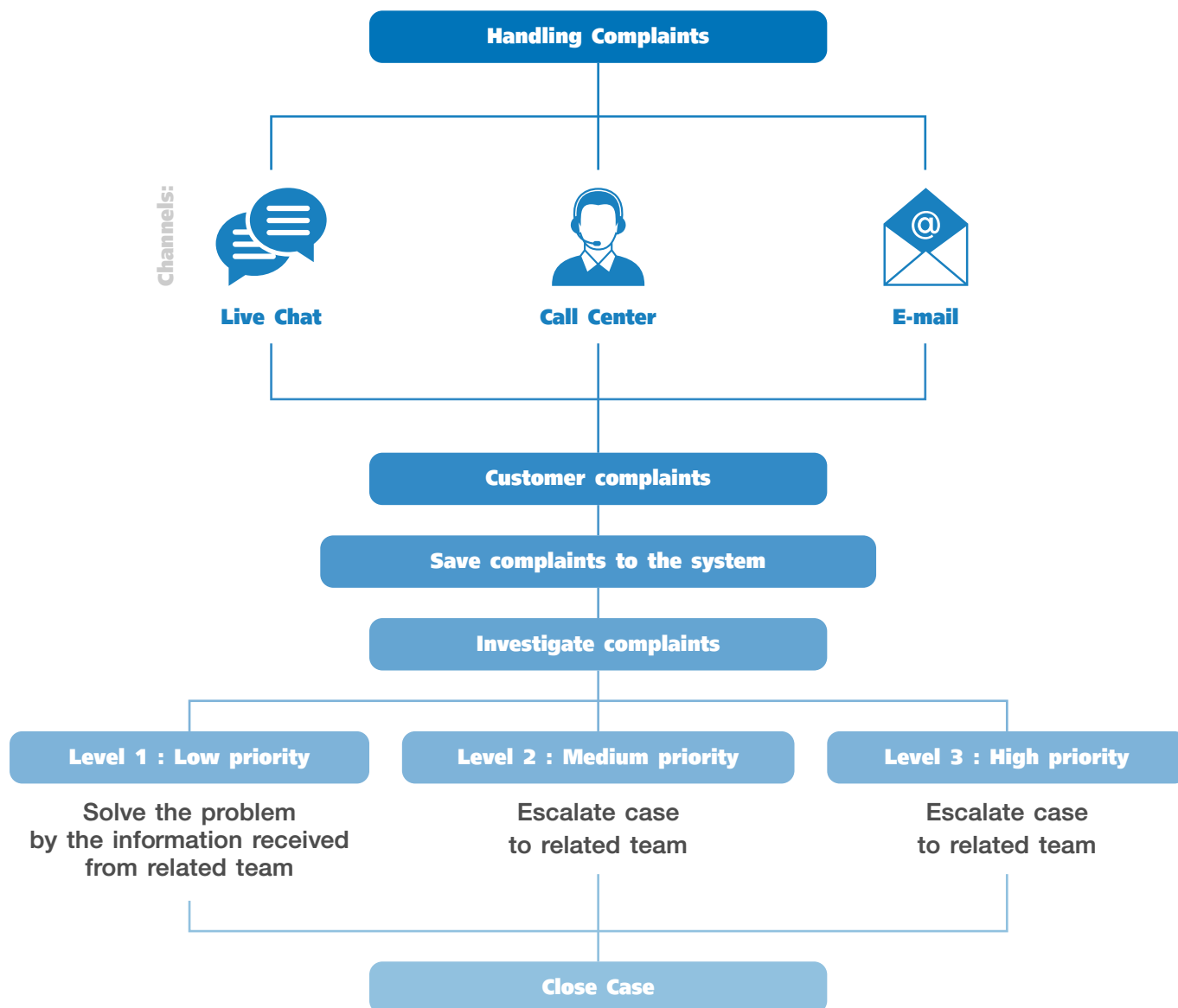
## Big C International

To accommodate for the growing interest of Big C products from international customers, in 2021, Big C initiated a test to sell products and services to Chinese consumers through WeChat, a super application in China, with over 1,200 billion users. Consumers can choose popular products under the category of health and beauty, and pay via the WeChat Pay channel.

All of these implemented initiatives have enabled BJC to achieve the goal to be a trusted retailer, where customers’ needs are always met at the most valued offerings. This is a critical cornerstone for BJC to achieve the Big C’s vision to be “The Thai retailer with customer at its heart”, a one-stop-shopping destination to meet all the daily needs of all customers.



## Customer Complaint and Grievance Management



BJC values the opinions and feedback from all customers, and has always fostered a transparent communication with all customers. Customers can provide feedback and other grievances through numerous offline and online channels as follow.



**Call Center Service**  
(1756)



**Social Media Platforms  
such as Facebook Pages**  
(Big C, Big Power, Pro P Big, Live Chats)



**Online Market Place**  
(Lazada, Shopee)



**Emails**



**Website**



**Live Chats**

In 2021, significant customer complaints revolved around staff knowledge, customer services, cashier queue, product availability and general policy. To counter this, BJC Big C continued to conduct appropriate training courses, to educate employees on necessary soft skills and service minds under the “Customer @Heart” course, improving the relationships between customers and Big C. Furthermore, BJC is actively seeking new programs, focused on improving employee’s customer service skills, through Key Customer Touch Points, related to staff service quality, quality of products, hygiene and cleanliness in toilet and parking lot security.

## Voice of Customer (VOC) Program at Big C

Through BJC’s commitment to uphold customer satisfaction, Big C have evaluated customer satisfaction since 2017, through the Voice of Customer (VOC) Program, collecting customer data through the use of QR Codes, printed at the end of all customer shopping recipes or through a connection to Short Messaging Service (SMS). Providing customers with easy access customer satisfaction survey on their smartphones. When Big C received notification of a dissatisfied customer, this information is passed on to the responsible department in order to identify the issue and improvement opportunities, which are conducted through a close-loop feedback service, where relevant department communicates with the customer in question to inform them that the issue is being investigated accordingly. BJC utilized this data as a primary method to consolidates data and analysis customer’s needs in each supply chain, enabling BJC to developed high-quality products and services which meets the needs to all customers.

Satisfaction Measurement	Unit	FY2018	FY2019	FY2020	FY2021	FY2021 Target
Satisfied respondents	% Of satisfied respondents out of total number of respondents to the survey	93	93	94	94	94
Data coverage: % of customers/consumers surveyed (both respondents and non-respondents) out of total number of customers/consumers, % of revenues, etc..	percentage of Big C Customers	100	100	100	100	100

*Remark: Satisfaction are consolidated from the Voice of Customer (VOC) program.*

In 2021, the Voice of Customer (VOC) results indicated that 94% of all customers are satisfied with their respective shopping experience at Big C services. The performance can be attributed to four key factors, namely poor staff manners and knowledges, long cashier ques and price tags, products stock availability, and general policy, related to COVID management. Big C remains committed to improve customer satisfactions throughout the value chain through customized customer satisfaction initiatives to improve product and services quality. Following the results of the VOC in 2021, Big C is developing initiatives to improve VOC in the future.

# CYBERSECURITY AND DATA PRIVACY



## Key Performance

	2021 Performance
Total number of data breaches	0
Total amount of fines/penalties paid in relation to information security breaches or other cybersecurity incident	0

Over the past year, the continued outbreak of COVID-19 pandemic has significantly impacted routine business operations, disrupting supply chains, limits products production flexibility, and diminished corporate revenues, resulting in expanded effects to the economy, environment and societies alike. Beyond the evident negative implications from COVID-19 mentioned, the disruption has also revealed diverse improvement opportunities for companies such as BJC to address the significant acceleration in the digitization of internal processes, operations and the value chain by three to four years, enabling BJC to retain competitive advantages within the new normal market environment, to serve modernized customers whom has significantly transitioned towards online channels, as a consequence of COVID-19.

Moreover, Thailand's Personal Data Protection Act 2021 (PDPA) ,which will take effect on 1 June 2022, would bring significant changes to the country's current data protection regulatory environment. This presents difficulties for companies doing business in Thailand both before and after the deadline.

The increasing utilization of digital technologies and transactions has also increased exposure to cybersecurity risks, including data privacy, which may be detrimental to BJC, leading to customer's human rights violation, loss of customer's trust, cyberattacks and substantial legal expenses. A comprehensive cybersecurity and data privacy management approach is needed in place.

## Management Approach

BJC has always committed to uphold a comprehensive and robust Cybersecurity and Data Privacy, evident by the corporate-wide **Information and Cybersecurity Policy**, which provides a complete guideline for all business operations under BJC and subsidiaries, educating them to the appropriate practice to ensure data security and the process to promptly manage all cybersecurity attacks. The policy was developed and overseen by the Centralized Management Information System under the guidance of the **Information Technology Management Structure**, which is responsible for the management and prevention of all cyber security, and cyberattack related topics, including revision of the information and cybersecurity policy, strategies Disaster Recovery Plan (DRP), Vulnerability Assessment (VA) oversight, and penetration/stress tests.

The management structure is also accountable to oversee cybersecurity management and foster a corporate-wide cybersecurity culture, which has been achieved through raising awareness amongst all employees by online learning courses and the newsletters that aim to reduce the risks of cyberattacks.

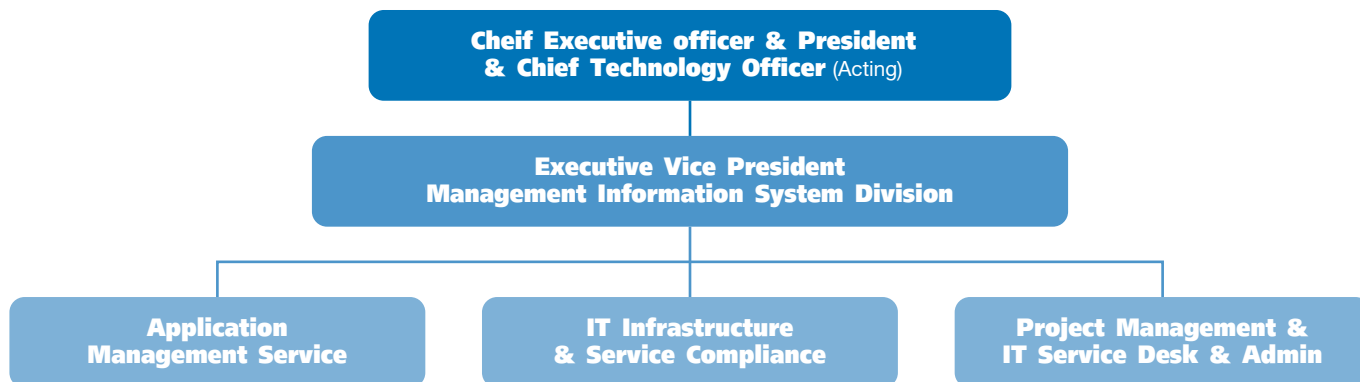
BJC regards information security as one of the most critical aspects of the organization and includes it on the agendas of Management Board meeting held on a monthly basis and Risk Management Committee meeting held on a quarterly basis. The Management Board acknowledges any a process in place to prevent information system interruptions and cyberattacks within a timely manner, and actions for preventing recurrence of situation.

The Company has an **Information Technology Committee** that defines, evaluates and reviews strategies, scope, and operations in information technology structure. The committee has a monthly meeting and it consists of MIS Technology department personnel and other departments involved in information technology structure. These set overall operational guidelines, including best practices regarding personal information security, as well as training and education for employees and stakeholders. Moreover, there is **Data Protection Officer** or DPO that educates and trains employees involved in data processing, ensures compliance and proactively addresses potential issues. The DPO is also a contact point between the company and Personal Data Protection Act (PDPA) regulator, monitoring the effectiveness and the impact of data protection efforts.





## Information Technology Management Structure



The Management Board places great importance to cybersecurity by approving the Information Technology Management Structure, which is led by the Chief Executive Officer & President & Acting Chief Technology Officer, who invests in big data development through the C Smart Solution Co., Ltd (CSS), a data analytic company which invests in technology for database analysis systems, supervising the overall IT management systems assisted by the Executive Vice President of IT department, which is equal to Chief Information Officer (CIO), evidencing BJC's prioritization of information security and cybersecurity. Management structure integrates cybersecurity throughout the value chain through the corporate-wide information technology strategy. It has been developed in accordance with principles stipulated in the Confidentiality, Integrity and Availability (CIA), ensuring that all business goals have been developed with technology information management considerations.



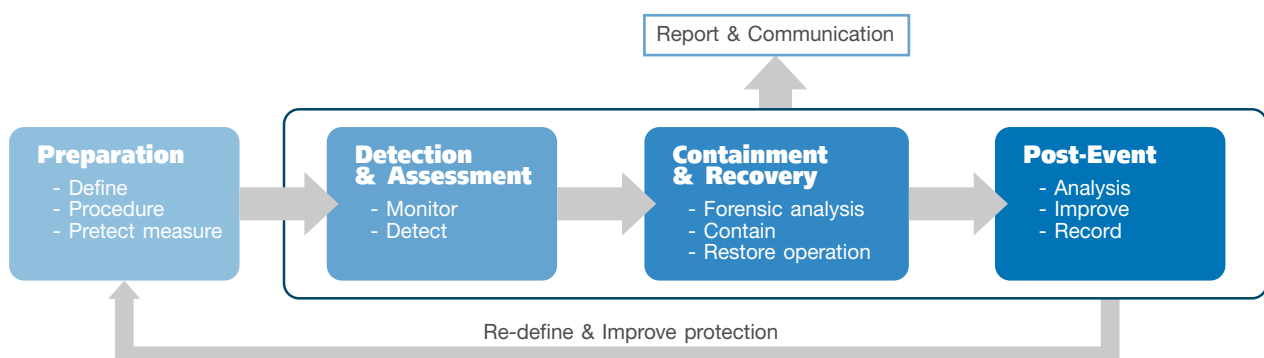
BJC's internal information technology is controlled by the Management Information System department, providing assistance related to information technologies, including the development of a robust cybersecurity infrastructure, and cybersecurity guidelines. The **Information Technology Security** department is accountable for all cybersecurity incidents management, ensuring that all digital risks management, and data protection initiatives are conducted in alignment with internal guidelines and all applicable external laws, regulations and standards, monitored through the following process;



## Cybersecurity Management Process

BJC's information technology systems that have been audited to certify **Information Security Management System: ISMS (ISO 27001)** to ensure that internal information is handled effectively by international standards. Additional protocols, policies, and preventive mechanisms have also been developed in response to the pandemic to accommodate the transition in working styles. **Cybersecurity Management Process** has also been used to eliminate and prevent cyber threats. In the process, all employees are encouraged to report all suspicious cyber activities, which can be reported through various channels including company's secretary's email, hotline and direct supervisor.

All information technology risks incidents are reported to the **Risk Management Committee** quarterly to manage in accordance with Enterprise Risk Management framework (ERM), and internationally recognized standards such as ISMS (ISO 27001), ensuring that all information and cybersecurity risks are effectively and promptly managed to prevent operational impacts.



## Customer Privacy Protection

To address customers' personal information protection, with regards to the national Personal Data Protection Act (PDPA) that would take effect in 2022, BJC has established **Personal Data Protection Policy** to be applied to BJC and subsidiaries business operations, including suppliers. The policy determines how personal data has collected, stored and used, including the actions to be taken in case of personal data breach incident. According to the policy, **The Data Protection Officer (DPO)** is responsible for integrating data breach issues into enterprise risk management, assessing the impact and raising employee awareness on the personal data protection issues.

Moreover, in order to comply with the Act, BJC has established a **customer data collection process** that emphasizes customer data storage, authorized use of personal data, and data protection methods. The company has developed a process to inform customers about the purpose and use of personal information via a privacy notice on the company website and a consent letter.

## 2021 Highlight

### 1. Preventive Actions for Mail Phishing

BJC has firmly ensured that all employees are aware of mail phishing, by conducting compulsory cyber security training for all new recruits as well as sending an email to the employees on mail phishing warning regularly. The key message to create the awareness includes the nature of Business Email Compromised (BEC) and the preventive actions all employees must take as follows:

#### Business Email Compromised (BEC)

1. Forged email using the names of personnel in the company and sent via email in the manner of senior executive.
2. Forged email by changing the company's supplier email, and changing transaction destination account.
3. Evading the protection from the filter system by sending the emails in the form of regular emails, and there is no pattern that can be easily intercepted.



#### Preventive Actions

1. Do not open unusual email, strange links or attachments.
2. Do not enter User ID or password on an unfamiliar website.
3. During the transaction if there is an anomaly, check directly with the supplier or the related account and report to executives and related department immediately.





## 2. SAP PI Software Upgrade and Migration

SAP Process Integration (PI) is an intermediary for linking between BJC group platforms. To maintain SAP PI system to work efficiently and capable of supporting modern technology and cybersecurity, in 2021 BJC has upgraded the SAP SI software. The upgraded SAP PI would facilitate the integration of business processes that span different departments. The communication messages contain the business data exchanged between the systems involved in an integration scenario. As the central infrastructure for exchanging business documents, the upgraded SAP PI supports the company to make sure that the involved processes can be executed in a secure manner, protecting communication messages against eavesdropping and unauthorized access.



## 3. Cybersecurity Insurance

To reduce the risk of cyber threats, data breaches, business disruptions, and to reduce damage from complaints and lawsuits, BJC has planned to purchase **Cybersecurity Insurance**. The insurance would support the company's data liability, data administrative procedures and company's reputation. Cyber Security Insurance is expected to be effective in 2022.

# PRODUCT HEALTH, QUALITY, SAFETY AND NUTRITION



## Product Health, Quality, Safety and Nutrition Indicators

### Key Performance

- BJC offers 61 SKUs of "We are Fresh" organic product range

As an outcome of the continued outbreak of the COVID-19 pandemic, the eating and drinking habits of global consumers have significantly changed. This is especially true as consumers concerns about COVID-19 extends to both health and financial considerations, pushing consumers to be more health conscious, yet seek to do so on a budget, turning to everyday foods such as fruits and vegetables to improve their personal immunity and reduce vulnerability to disease and illness. This has resulted in a 73% increase of global consumers expressing an interest to increase their intake of healthier foods products, through adopting a back to basic approach, turning to everyday food and drinks, deemed healthy as a nutritional aid. This prioritization for product quality also holds true for non-food related products, as consumers use product quality as an indicator to ensure their safety.

BJC has continually been a driver of product health, quality, safety and nutrition food and food related products, striving to provide all consumers with high quality, safe and nutritional products, while ensuring the accessibility of such products to all consumers, as indicated by the vision, "providing top quality products and services that are involved in the everyday life of people", committing to comply with local/national food safety standards and to promote adequate, quality and healthy food which is a fundamental right for human-being. This vision is especially reinforced over the past year, as consumers remain impacted from the continued outbreak of the COVID-19, affecting the quality of life of consumers from prolonged difficulty to access markets on a daily basis and financial stability from a volatile income stream for consumers whose jobs has been affected by safety procedures such as lockdown procedures. This volatility has impacting company's supply chain to secure quality raw materials, decreasing consumer's accessibility to quality, healthy, safe and nutritious products, lowering accessibility of consumers, due to logistics disruption.

## Management Approach

To solve supply chain impacted by COVID-19 and achieve the corporate-wide vision, BJC implemented a corporate-wide **Health and Nutrition Policy**, developed and overseen by the Group-wide Health and Nutrition Committee, which are cascaded down to all relevant BJC business units, such as the Quality Assurance Research & Development Department, Sales & Marketing Department and subsidiaries' business operations under BJC's control, striving to offer the most nutritious and safe products and services, most suited for the diverse health conditions of consumers groups, as well as promote a greater understanding of quality and nutrition food and non-food products, paralleled with ensuring accessibility for all customers. The



policy provides BJC and relevant subsidiaries with a clear and comprehensive protocol and management approach to; safeguard product quality and safety, access and communication of health and nutrition information, offering a wide variety of high quality, safe, healthy and nutritious products, suitable for different health conditions and consumer groups, and promote understanding and increase accessibility of such quality and nutritious food and food related products to all consumers, marketed and labeled in accordance with applicable laws, regulations and standards.

## Product Quality & Safety Process

Product quality and safety are sourced, produced, and controlled through the comprehensive corporate-wide **Product Quality & Safety Process**, applicable to all of BJC's five core supply chains, namely packaging, consumer, modern retail, healthcare, and technical supply chain, safeguarding the quality and safety of products and services throughout the value chain. Furthermore, as BJC has continued to transition all operations towards sustainability, the process has been integrated with sustainability considerations, minimizing negative environmental and social impacts throughout the value chain.



### 1. Sourcing Quality and Safety Product

Sourcing of quality and safety products and services are fostered throughout BJC, through the integration and compliance with domestic and internationally recognized quality and safety best practice laws, legal requirements and standards related to raw material sourcing and food quality and safety standards, such as, Good Manufacturing Practices (GMP), Hazard Analysis and Critical Control Points (HACCP), Customs-Trade Partnership Against Terrorism (C-TPAT) and the International Organization of Standardization Quality

Management System (ISO 9001), safeguarding products quality and safety at BJC. In 2021, 100% of all food operating sites are certified by an independent third party according to internationally recognized food safety management system standards.

This requires BJC to source raw materials from qualified suppliers, whom are thoroughly screened through the sustainability supplier selection procedure, ensuring that raw materials are produced in accordance with responsible production considerations. Furthermore, all critical tier-1 suppliers are regularly trained on BJC's quality assurance standards annually, upholding a standardized product quality and safety throughout all operations.

### Definition of Quality and Safety

At BJC, product quality and safety refer to the cumulative attributes of a products that contribute to its ability to meet the need and demands of the specific customers, fulfilling what the end user wants and perceives as value, in addition to being reliable and able to perform all its functions seamlessly, while adhering to all applicable standards and being safe for all users when used for intended purposes.

### Quality Glass at BJC

The priority to product quality and safety sourcing is evident at Thai Glass Industries PLC (TGI), and Thai Malaya Glass Co., Ltd. (TMG). In addition to sourcing from selected suppliers, all raw materials also undergo a meticulous component analysis process, to analyses the chemical compositions of raw materials prior to production, ensuring that chemicals compositions of raw materials are in accordance with the Glass and Raw Material Technology Department.

### Sustainable Agricultural Practice Improvement by BJF

As part of the corporative farming system agreement with registered farmers, Berli Jucker Food Co. Ltd. (BJF) has continuously provided knowledge training to farmers to elevate their respective farming practices and internal procedures to operate in accordance with legal and international standards such as Good Agricultural Practices (GAP) of the Department of Agriculture for the fourth consecutive years. This ensures that BJF has access to a secure source of high quality, safe and nutritious raw materials such as potatoes and sweet potatoes to process core snack products.

### Private Label Quality and Safety Agreement at Big C

Food quality and safety has always been a priority to Big C Supercenter Public Company Limited (Big C), striving to elevate the quality of everyday consumer lives, through the provision of high quality and safe products, especially consumables and food products. This is especially true for private label products, where all suppliers are required to comply with the "Agreement for Product Quality and Production Site Inspection from the Quality Control Department for Products under the specified Brands by the Buyer" agreement, developed to control the quality and safety of products from suppliers, ensuring that they are produced in accordance with the standards as agreed. The agreement is divided into two key sections, first outlining the

product quality and safety control process Big C will be enforced, while the second section outlines the commitment to quality and safety suppliers are held accountable to uphold.

- Product Quality Test outlines product quality testing before and after shelf placement to ensure that products are produced in accordance to legal standards.  
The test also evaluates ingredients use, such as contamination of GMO ingredients and flavoring. Assessments are conducted in accordance with Thai legal requirements by external third-party laboratory, certified by ISO/IEC 17025. In 2021, all private label brands passed the inspections.
- Fines, compensation in the event that the products do not meet the agreed quality outlines procedures for the event that products quality agreement violation are found by Big C and end consumers
- Annual Production Site Assessment outlines the annual site assessment of suppliers, to ensure compliance with legal requirements, and applicable standards as required by the consumers, including GMP (Good Manufacturing Practices), HACCP, or ISO9001. Assessments are conducted by external third-party from NSF Asia Pacific, whom evaluate products in accordance with the Big C checklist to evaluate all production procedures and certifications, in addition to labor practices and environmental impacts.

Should the inspection identify any violations, corrective action plans will be enforced accordingly, to uphold the quality and safety of products for customers.

### Softline Product Quality and Safety

In 2021, to uphold the high product quality and safety standards throughout the value chain, Big C employs NSF Asia Pacific Co., Ltd. to conduct a supplier audit for Softline products. The audit assesses Softline products suppliers based on three key criteria's, quality (90%), labor (7%) and Environment (3%), which covers management responsibilities, resource management, production process, measurement of equipment and calibration, measurement analysis, labor practices and environmental impacts from operations. In 2021, BJC audited a total of 43 factories, representing 89.58% of all Softline suppliers. Of all the factories audited, 6 factories did not meet the minimum passing grade of 70% and have since been in close collaboration with relevant BJC representatives to close the pending gaps for re-audit in 2022.

### Fresh Food Product Quality and Safety

Similar to the Softline product category, the fresh food product line also employs the use of external standards to uphold product quality and safety, through strict compliance with Good Manufacturing Practices (GMP). In 2021, Big C assessed a total of 89 onsite farms, 52 through internal personals, and the remaining 37 (fruits and vegetables) are assessed by suppliers, in accordance with standards. The assessment found that out of the 89 sites audited, 34 factories were found to have minor non-conformity issues which needs to be remediated. Issues include, poor labelling and storage of chemical onsite, and a lack of designated area to store chemicals, all of which have been resolved within an appropriate timeframe.

## 2. Producing Quality and Safety Product

After BJC obtains high quality and safe raw materials, they are processed into finished products and services throughout each respective supply chains, processed in accordance with the diverse quality and safety manufacturing processes and procedures, in conformity with applicable laws, regulations and standards, preserving the standardized quality and safety standard that BJC is committed to all customers.

### 5S Management Philosophy

Initiated in 2020, the 5S Management Philosophy remains to be an important principle used to maintain a standardized standard to safeguard product quality and safety throughout Thai Glass Industries PLC (TGI), and Thai Malaya Glass Co., Ltd. (TMG). The 5S ensures product quality and safety by encouraging the removal of nonessential items throughout the production, shop and office areas, minimizing contaminations to finished products and developing an efficient working procedure.

In 2021, TGI and TMG actively have fostered the 5S Management Philosophy through the “TGI & TMG Best 5S Award”, where each departments compete to attain the highest departmental score from the bi-monthly audit done by both external and internal auditors. In 2021, the departmental winners of the award are; Mold Engineering TMG1, TMG2, and Finished Products SB3.



## 3. Control and Inspecting Product Quality and Safety

Following the manufacturing and process of raw materials into finished products, finished goods are subjected to through quality and safety controls and inspections, in accordance with laws, regulations and standards, applicable to each industry, affirming all consumers to the highest possible quality and safety of products and services to meet their daily needs.

### Food Quality & Safety Inspections and Training at Big C

Finished products and fresh products at Big C are required to undergo a thorough inspections at the Central Lab Thai, certified by the Department of Medical Sciences, Ministry of Public Health, and ISO 17025 prior to shelf placement. This is the 1st production Lot Testing, conducted to test the product quality and safety after production. All products are then subjected to regular inspections 1-4 time annually depending on the product category, in accordance with the developed Product Monitoring Plan. Fresh products such as fruits and vegetables undergo inspections to control residual chemicals including pesticide, herbicides and fungicides. In 2021, the inspection emphasized on 13 types of fruits, and 26 types of vegetables, of which inspections did not detect residual chemicals.

Furthermore, to ensure accurate quality and safety compliance, all Fresh food employees at all types of Big C stores, such as supermarkets, markets, and food places, are required to undergo Good Manufacturing

Practice (GMP) and Food Safety Training twice a year, to elevate the quality, and safety of work environment, production line and products, safeguarding the health and nutrition of consumers.

In 2021, Big C conducted the following training and inspections.

Store Quality Certifications	Number of Branch Trained/Inspected
Good Manufacturing Practices (GMP), inspected by bsi	192
Q Modern Trade, certified by the National Bureau of Agricultural Commodity and Food Standards	206
Meat Safety under ปลอดภัยOK, certified by local government offices	200
Egg Safety under ปลอดภัยOK, certified by local government offices	200
Organic certified by the National Bureau of Agricultural Commodity and Food Standards	20
Food Safety certified by the Department of Medical Sciences	46
Safety market NONT, certified by Nonthaburi Provincial Public Health Office	4

## Packaging Inspection

TMG & TGI utilizes annual audits to inspect and control products quality and safety. This is done through both internal and external auditors, in accordance with internationally recognized standards such as the International Organization for Standardization (ISO 9001:2015, and the Food Safety System Certification (FSSC 22000:5.1). In 2021, TMG & TGI employed SGS as an independent external auditor, while the internal quality assurance & quality control department conducted the internal audits.

## Quality and Safety Certification

Berli Jucker Logistics Co., Ltd. (BJL) and BJC Move, the primary logistical services subsidiary and provider to BJC remain active to uphold a high quality and safety standard throughout all operations. This is evident in 2021, where both companies were awarded with the following quality and safety awards,

- ISO 9001:2015, a designated assessment to evaluate a company's management and implementation of quality.
- GSDP, the Good Storage and Distribution Practice for pharmaceutical products throughout their supply chain efficiently, ensuring that pharmaceutical products are appropriately stored and transported, safeguarding the quality and safety of products for end consumers.
- Q-Mark, a certification by the Department of Land Transport Authority Thailand, certifying that BJL and BJC Move are operating in accordance to applicable laws, regulations and standards.

Moreover, BJC acknowledges the importance to an efficient product recall in an even of a product quality and safety violation, to ensure such efficiency, BJL regularly conducts a mock recall at least annually, to evaluate the efficiency of all personals and process in place in an event of a product recall. To pass the mock recall, customers must be notified of the resolved issue and presented with a solution within two hours of the



initial report. In 2021, all business units have passed the mock recall.

Furthermore, BJC closely monitors the safety performance of products/services sold, monitored through feedback channels from customers, evaluating the products/services safety post productions.

### Product Inspection at RIL

Rubia Industries Ltd. (RIL) has integrated a comprehensive product quality and safety mechanism into the internal operational process, beginning compliance to inspect and test products during the production process and finished products prior to product release, to manage audits by government agencies and third parties, and to train relevant employees on the standards of work within the company, to uphold a high product quality and safety standards.

In 2021, following the integration of this assessment criteria, RIL implemented and achieved the following quality and safety results,

- Reduced the number of occurrences of Non-Conformance Report (NCR) with no Barcode on FG packages and promotion of soap by setting NCR targets to decrease by 30% from 2020. In 2021, RIL achieved this target and reducing NCR related issues by 54.55%

### Product Quality and Safety Training for Employees

To uphold a high product quality and safety standards throughout the value chain, BJC regularly develops and conducts training for all employees, regarding the maintenance and practice to identifying product quality and safety.

In 2021, TMG & TGI conducted the “Refresh FSSC22000 Version 5.1 and ISO 9001” training program for all 1,188 employees through the corporatwide AMPOS Application. Employees are educated on relevant FSSC2200 version requirement updates, Good Manufacturing Practices (GMP) changes to Good Hygienic Practice (GHP), review of Pre-Requisite Programs to pest controls food defenses and hygiene. To pass the training, employees must score 80% or more. In 2021, all employees, from TMG & TGI whom participated in the training passed the program.

## 4. Corrective Action Plans & Grievance Mechanisms

BJC is committed to actively remediate all identified negative impacts, following relevant onsite inspections and assessments conducted by both internal and external auditors. Results are utilized to identify suppliers whom have not met or are in violations of an agreed product quality and safety requirements. BJC will evaluate the severity of the violations and determine the length of corrective period and collaborate with suppliers, providing consultation assistances to improving their processes and accordingly. In addition, relevant stakeholders, such as grievance customers are also included in the remediation process. Customer's feedback and opinions are consolidated to identify the root cause of the issue and are integrated into remediation strategies to prevent future occurrence of the same/similar issue. The effectiveness of implemented remediation initiatives is routinely tracked through customer feedback, and identified if a similar issue has been identified.

## Grievance Channels

BJC has established a transparent and inclusive channel for customers to voice their opinions and report any quality and safety violations regarding BJC's products and services through the following channels, enabling BJC to promptly identify source of violations and amend efficiently.



**Quality Assurance  
Department**



**Procurement  
Department**



**Store**



**Distribution  
Centers**



**Hotline (1756)**



**Logistic Operators**



**District Director**

Once the product quality and safety violations has been reported and identified, the quality assurance department or related department proceeds in accordance to the Complaint Management Procedure, as follow,

### Customer Complaint Management



#### Report

BJC get report of quality and safety violations from stakeholders through various complaints and proceed according to customer complaint procedure



#### Investigation

BJC identifies the root cause of the violations and report cause to relevant manager. If resulted in a product recall, the procurement department will proceed to trace product back to the source.



#### Removal

After receiving the recall report, stores and distribution centers will remove all product from distribution centers and shelves, reporting the district director.



#### Solution

Procurement and business partners identify solution to manage recalled products and developed reimbursement strategy to customers prior to contacting suppliers. All of which are conducted within 1-7 working day(s)



## Private Labels

In 2021, the number of incidents regarding product quality and safety for private label brands was 51 cases, representing 0.000019 percent of total ticket count. These 51 incidents involving product quality and safety include 35 incidents involving food products, 4 incidents involving non-food products, and 12 incidents involving home line products. The root cause of cases in 2021 has been identified and varies from metal contamination in animal food products, suspicious product appearance and smell, customer misunderstanding of product use and damage from logistics. All cases have been remediated appropriately, which includes identifying source of product defect in the value chain and communicating with relevant suppliers to improve their respective productions and/or product labelling, communicate with customers to explain product utilization and recommend alternatives to meet customer's needs, send replacement products to compensate for defected products and replace outdated parts within the value chain to prevent future metal contaminants in animal food products. All conducted within a set timeframe, with no legal penalties from any stakeholders.

Similarly, to private label products, other business units have established various forms of procedures to monitor, identify and control product quality and safety. For more information of each, please see company website <https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=13>



## Product Health and Nutrition Process

As a large proportion of BJC's operations derived from the modern retail sector, where food and food related products are consumed, product health and nutrition are a priority, paralleled to product quality and safety. To foster product health and nutrition within BJC, the Management Board appointed a central **Health and Nutrition Advisory Panel** was formed in 2021, comprising of internal experts from Research & Development, Quality Assurance, Marketing, Sales, Product Development, Specialty and Sustainability and Risk Management, and external experts from the Government Pharmaceutical Organization (GPO). The advisory panel is accountable for the active assessment, identification, research, upgrade policies, business framework, laws and initiatives related to health and nutrition, which are applicable to BJC. This includes updating information on new market knowledge and innovations related to health and nutrition, elevating the health and nutrition quality of products and services. The advisory is committed to meet at least once a year, and in 2021, the panel met 2 times.





### Plant-based Food

BJC has continued to observe growth in the demand for plant-based food products such as plant-based meat products. In response to this increase demand, BJC has continued to make plant-based products range available in stores. Today BJC offers over 13 plant-based meat products in the frozen section, available at 23 Big C stores nationwide.



### Responsible Product Labelling & Marketing

BJC acknowledge the important role product labelling & marketing has as the main source of information about products and services offered to customers, and recognize the risks associated with poor product labelling and marketing, in compliance with applicable laws, regulations and standards, which may lead to health issues including food allergies and issues related to diabetes, damaging corporate reputation and revenue. Products labels and marketing is often used as a channel to provide customers with information of ingredients



contained in the products, possible health risks from consumptions as a warning to individual with certain allergies, instructions to use products, and a channel to promote products and services.

Lastly, BJC acknowledge the important role product labelling & marketing has as the main source of information about products and services offered to customers, and recognize the risks associated with poor product labelling and marketing, in compliance with applicable laws, regulations and standards, which may lead to health issues including food allergies and issues related to diabetes, damaging corporate reputation and revenue. Products labels and marketing is often used as a channel to provide customers with information of ingredients contained in the products, possible health risks from consumptions as a warning to individual with certain allergies, instructions to use products, and a channel to promote products and services.

BJC strictly adhere to all applicable laws, regulations and standards regarding product label and marketing to ensure that customers are provided with accurate information about the products.

## Private Labels

All private label products, marketing are disclosed in conformity with the requirements of the Food and Drug Administration (FDA), while fresh and dry food house brand product must disclose product labelling in accordance with the Ministry of Public Health.

## Rubia Product Labelling

Rubia Industries Ltd. (RIL) strictly complies with the 'QP-7-27' procedure to control product design and development, the 'WI-73-034' procedure for inspecting cosmetic labels, 'WI-73-053' procedure for food label inspections, and 'WI-73-058' procedure for inspecting label of hazardous substances products to be used as working standards within the company. Through compliance with these internal procedures, in 2021, RIL was able to developed new products and get all 31 products certified with the Food and Drug Administration (FDA).

Nutrition Information			
Serving size :44 pieces (30g)			
Servings per container : 3			
Amount per serving			
Total energy 150 kcal		(Energy from fat 70 kcal)	
		Percent Thai RDI*	
Total fat	8g		12 %
Saturated fat	3.5g		18 %
Cholesterol	0mg		0 %
Protein	2g		
Total carbohydrate	18g		6 %
Dietary fiber	1g		0 %
Sugars	3g		
Sodium	450mg		23 %
Percent Thai RDI*			
Vitamin A	0 %	Vitamin B1	0 %
Vitamin B2	0 %	Calcium	0 %
Iron	2 %		
* Percent Thai Recommended Daily Intakes for population over 6 years of age are based on a 2,000 kcal diet.			
Energy needs vary by individuals. If your activities require energy of 2,000 kcal per day, your daily diet should provide the following nutrients.			
Total fat	less than		65 g
Saturated fat	less than		20 g
Cholesterol	less than		300 mg
Total carbohydrate			300 g
Dietary fiber			25 g
Sodium	less than		2,000 mg
(Energy (kcal) per gram : Fat 9 ; Protein 4 ; Carbohydrate 4)			

In 2021, through BJC's strict compliance with applicable product labelling and marketing, BJC had no incidents of non-compliance concerning product and service information and labeling according to local regulations/voluntary code. This also hold true for marketing practices, where in 2021, BJC had no incidents of non-compliance concerning marketing communications.





## C : CARING FOR COMMUNITY

*"People are the Heart of All Success, connected through a Strong Community. **Caring for the Community** and the people within it leads to a Positive Working Environment and a Sustainable Growth with Our Community."*

- Community Contribution & Development
- Human Rights
- Employee Management
- Employee Development
- Occupational Health & Safety

# COMMUNITY CONTRIBUTION AND DEVELOPMENT



## Key Performance

	2020	2021
Number of Communities Engaged	390	402
Number of Philanthropic Activities	250	294
% of Stakeholder Satisfaction	85%	95%

Recently we all have witnessed many global challenges including COVID-19 pandemic, climate change and the biodiversity crisis. Damages to ecosystems and nature may lead to the emergence of new diseases, possibly with a much higher case fatality rate. Climate change has already led to a sharp rise in natural disasters, including droughts, floods and the impact of rising sea levels. For businesses to survive, adaptability, strengthening partnerships, coordinated responses, and resilience to critical risks are the key.

It also has been proven in the business world that businesses cannot stand alone to survive, and **community involvement** is an excellent way to create a strong sustainable business ecosystem. Community involvement is directly linked to the companies' reputation, customer loyalty and brand equity, especially during this challenging period. In accordance to our commitment, “**Growing Sustainably Together with Our Community**”, BJC has been continuously fostering sustainable relationships with communities against all disruptions, risks and opportunities, especially the global outbreak of COVID-19 throughout 2020 – 2021.

In 2021, BJC continues to prioritize community contribution and development as the company strongly believes that to achieve sustainable growth and success, it must create business growth while simultaneously addressing societal needs and challenges from those communities surrounding our business operations nationwide.

## Management Approach

With reference to BJC's group-wide CSR strategy established in 2019, the focused areas of Corporate Philanthropy Activity and Corporate Social Responsibility include education, community and society, art and culture and environment. The Sustainable Development Committee oversees the group-wide CSR strategy as well as the development of sustainable policies and guidelines, resources allocations and performance monitoring. The strategy is committed to fulfill the needs of communities, enabling them to grow sustainably and creating sustainable positive impact to both society and BJC's business.

All BJC's business units and subsidiaries have been taking community relations as top priority, especially those surrounding local communities at the factories and operating sites. Along with regular CSR and community engagement activities, the company always ensures that all voices of its surrounding communities are heard and they are satisfied with the activities and operations.

The standard communication channels where all community members can voice their feedback and concerns are as follows;



#### **Facebook channels**

which consist of BJC and subsidiaries' Facebook pages such as BJC House, BJC Big C Share, CSR BJC Cellox, Your TBC, BJC Glass and Big C Big Service



#### **BJC's head office**

at Berli Jucker House, 99 Soi Rubia, Sukhumvit 42 Road, Phraknong, Klongtoey, Bangkok



#### **BJC's main phone line**

at 0-2146-5999



#### **Direct contact at BJC and subsidiaries' operation sites,**

where the contact details are publicly available on the website <https://www.bjc.co.th/contact>

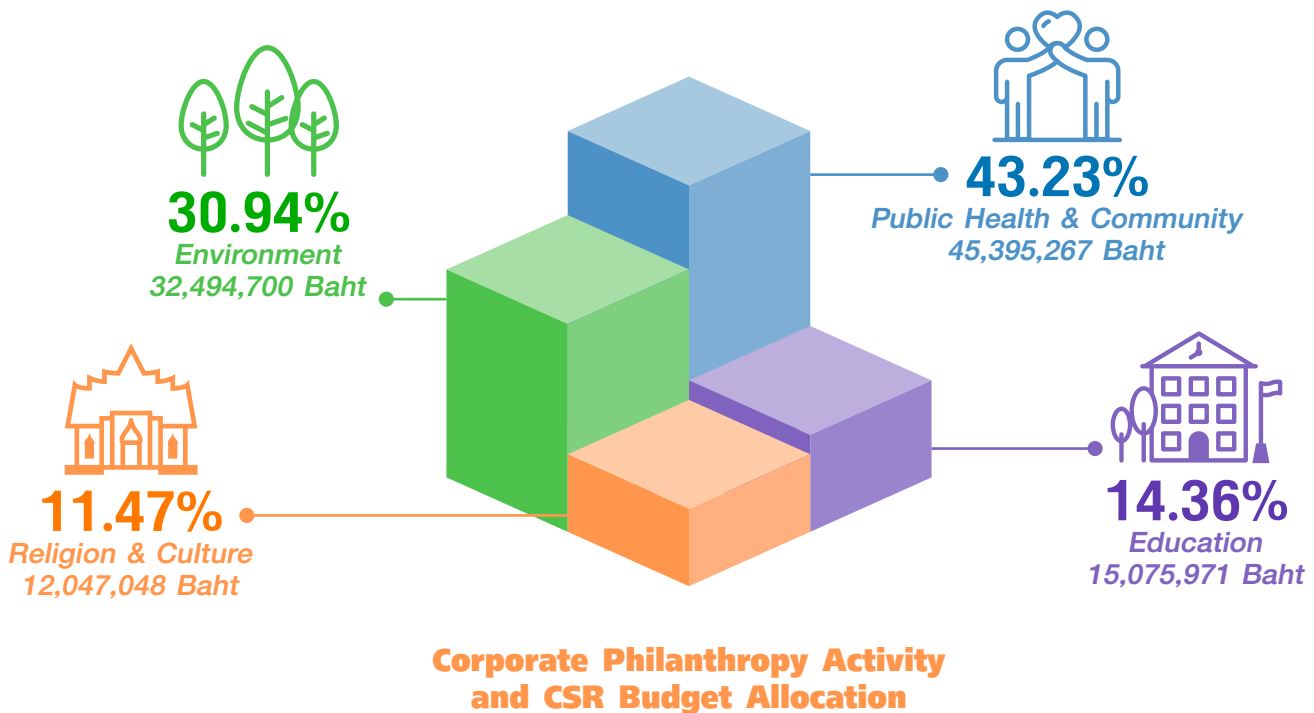
Apart from the standard communication channels, BJC also takes proactive approach to ensure two-way communication with its communities, which includes the following actions;

- All operation sites make inquiries about complaints from government offices in the areas every year to ensure community satisfaction.
- Regular sharing sessions with the local communities are conducted at the communities surrounding operation sites.

CSR department of each business unit is responsible for the communication channels and so far there is zero complaint from the communities regarding BJC's CSR activities.

In 2021, BJC has dived deeper in each aspect in the CSR strategy and has made some changes for the titles of the focused areas, and the titles are **Education, Environment, Public Health & Community and Religion & Culture**. The adjustments have been made due to the fact that the COVID-19 pandemic has pushed the public to be more health conscious, and the title Public Health & Community should cover BJC's contributions to the health and well-being of its stakeholders. Moreover, to address diversity in the society, BJC would like to point out that the company supports diverse religions of the country, thus the title Religion & Culture has been used.

In 2021, BJC allocated a budget to the focused areas of Corporate Philanthropy Activity and Corporate Social Responsibility as follows:

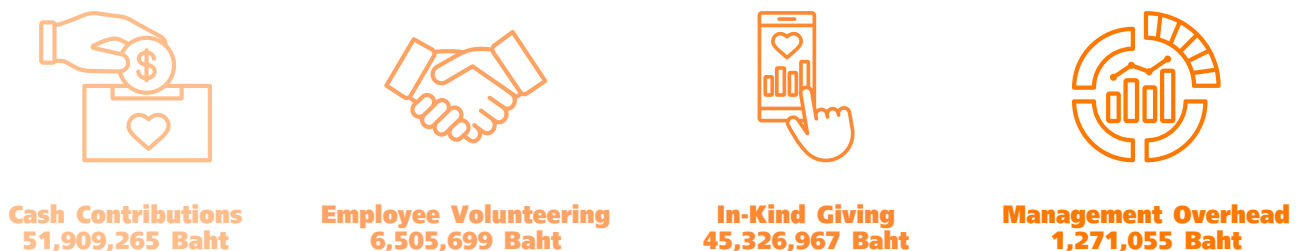


## BJC's Corporate Citizenship & Philanthropy

BJC uses the group-wide CSR strategy for guiding philanthropic activities as well as for measuring the effectiveness of the programs. The company has also ensured that the corporate citizenship and philanthropy programs are aligned with the UN Sustainable Development Goals and the current issues of the society such as the COVID-19 pandemic.

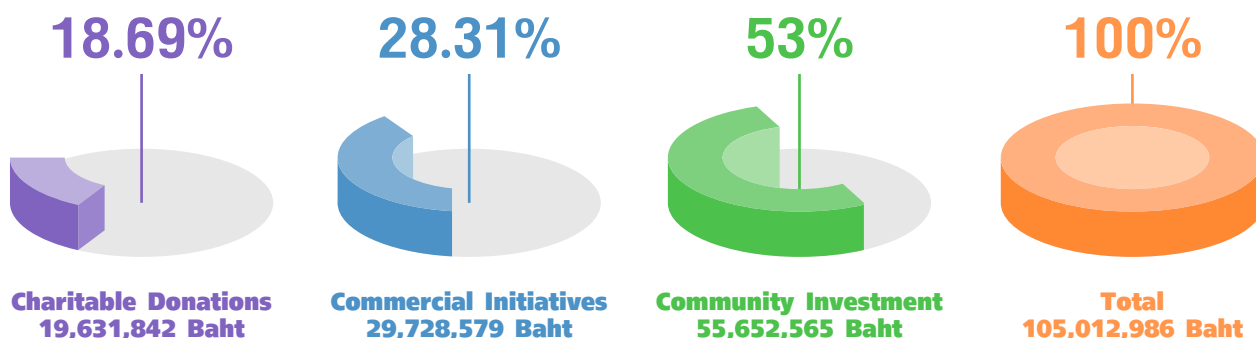
In order to effectively support the group-wide CSR strategy in Education, Environment, Public Health & Community and Religion & Culture throughout the year, all related business units operate coordinately. They also record monetary value of corporate citizenship and philanthropic contributions for each of the following categories; cash contributions, employee volunteering during paid working hours, in-kind giving and management overheads, as shown below:

## Total Contributions 105,012,986 Baht



## Corporate Citizenship & Philanthropic Contributions

## Type of Philanthropic Activities



### Type of Philanthropic Activities

The updated data on corporate citizenship and philanthropic contributions and philanthropic activities has been gathered by CSR team, under the framework of BJC's CSR strategy. The data is then summarized into an informative report quarterly for the Sustainable Development Committee to supervise and plan for budget allocation. Moreover, the committee also ensures that the budget and resources are allocated effectively, in alignment with the material topics and corporate strategy.

In addition, to confirm the effectiveness of each activity, as well as to see a room for improvement, a **stakeholder satisfaction survey** is conducted for each activity. BJC's CSR team distributes a questionnaire to employees and communities who are engaged with the activities, the satisfaction scores are then summarized for each activity.

## 2021 Highlights

### Education

Similar to the importance of human capital development at BJC to maintain company's competitive advantage, BJC realizes the importance of high-quality workforce which will create better quality of their life, family and will become value asset for the society. BJC has laid out social activities to support education and youth in accordance with the business approach: **creating activities that create a full range of benefits from upstream, midstream and downstream**. To enhance the quality of education from **upstream** or teachers who create the future of the nation, **midstream**, namely schools and educational institutions, and **downstream**: youth or students.

#### Kru Thai Khong Phan Din (BJC Thai Teachers of the Land)

Since 2014, the project has been contributing to the quality of education in Thailand by improving teacher competency in innovative teaching methods and recognizing role model teachers. In 2021, BJC remains committed to driving education for youth. The company continues to follow up on the application of knowledge in the teaching of the trained teachers. This is to contribute to the creation of academic potential and quality of life for the youth, supporting them to grow up to be good and talented people of families, society and the country.



In 2021, due to the COVID-19 pandemic, other form of activities such as camping, seminars and workshops have been replaced by online trainings. The online trainings on **enhancing digital tooling skills** have been conducted 2 times, having 80 teachers participating.

**Social benefits:** The project has trained 80 teachers, from 80 schools from all over the country, benefiting over 1,000 students. Since 2014, 2,294 teachers from all over Thailand have been participated in the project.

**Business benefits:** BJC gives importance to education with a strong believe that good education creates a strong foundation of economy. To elaborate, when people in the society have good education background, supported by skilled teachers, their career path is more sustainable, so is their income. With sustainable income, there is a higher purchasing power in the economy which could contribute to higher sales volume at Big C stores.



### Remote School Project

The project aims to help schools in need, especially for buildings and facilities. Since 2003 to date, BJC has built 59 school buildings in total, for 58 schools nationwide, contributing over 87 million baht. The buildings and facilities would enhance the quality of teaching and for the students and teachers to have a modernized and safe school building.

In 2021, BJC undertook a renovation program for damaged school buildings including: Big C School Building 16 at Pibul Prachabal School, Samut Prakan province, Big C School Building 29 at Ban Khlong Farang School, Nonthaburi province and library building at Pridaram Wittayakhom School, Nakhon Pathom province, contributing over 180,000 baht.

**Social benefits:** Each year more than 30,000 students and teachers are utilizing the school buildings, or more than 500,000 people since 2003.

**Business benefits:** Similar to Kru Thai Khong Phan Din, the project also strengthens the education of the society, this project provides students with proper and safe learning environment. When the economy is strong and the society realizes BJC's continuous support to Thailand's education system, there is a tendency of higher numbers of customers coming to Big C stores, thus, higher sales volume.

## CONNEXT ED Project

Since 2016, BJC has overseen 4 schools, pushing **professional programs** to be established and in line with the context of each school, contributing over 700,000 baht. In 2021, BJC aims to create a major opportunity for Thai education and supports the following programs;

**1. "Young Barber Skill Development Program"** of Baan Buak Krok Noi Community School in Chiang Mai province, which is underfunded by 190,000 baht to create alternative careers for their students.

**2. "English Tutoring Program to Enhance Learning Skills"** of Wat Soda Pradittharam School, Ratchaburi province, which is short of 110,120 Baht to support English language teaching equipment.

**Social benefits:** More than 30 students who participated in Young Barber Skill Development Program, have a professional career with applicable knowledge. More than 200 teachers and students have also gained knowledge in English language skills.

**Business benefits:** The project has given good career path for students, as well as the English language skills which are now required almost everywhere in the world. With good career and sustainable income, sales volume of Big C stores is likely to increase along with the higher purchasing power of the economy.

## Environment for Community

Continuously operating every year, BJC's **Responsible Consumption and Production Initiative** focuses to promote responsible and sustainable consumption and production at local communities nationwide. The initiative consists of 3 highlight projects with 2021 updates as follows:



## Green Roof Project

Since 2010, the project has been producing roofing sheets from recycled beverage boxes shelters of victims and communities in need, across Thailand.

**Social/Environmental benefits:** In 2021 the project has collected used beverage boxes for 92,460 kilograms, produced 4,623 roofing sheets, donated to local communities in need. Since 2010, the project has collected used beverage boxes for 2,444,460 kilograms, produced 122,223 roofing sheets, donated to local communities in need.

**Business benefits:** Positive image and brand awareness have been created among local communities all over Thailand and via Facebook fan page <https://www.facebook.com/Thai-greenroof>, having over 71,000 likes and over 72,000 followers. These people in the fan page are engaged with the activity and likely to become Big C's potential customers.

## Surplus Food Donation Project

Started in 2020, in collaboration with Scholars of Sustenance Foundation (SOS), this on-going project aims to reduce food loss and waste by donating food surplus to local communities in need.



### Social/Environmental benefits:

In 2021 the project has donated 81,675 kilograms of food surplus to low-income communities, homeless shelters, schools, hospitals and other public organization. The donated amount is 344,252 meals served equivalent. Moreover, 172,126 kilograms of carbon dioxide have been saved by preventing surplus foods from going into landfills.

**Business benefits:** The project has created PR value for the company worth 1,596,516 baht in 2021. Moreover, the reduction of 81,657 kilograms of food surplus is equivalent to 127,000 baht of food waste management cost saved.

## Exchange Silk Tissue Project

BJC Cellox has been encouraging surrounding communities of its factories (Bang Pli and Prachin Buri) to separate waste and reduce waste. After waste separation, the communities then exchange paper waste with Cellox tissue products. BJC then uses the waste as raw material to produce more tissue products.

**Social benefit:** In 2021 the project has received 49,444 kilograms of recyclable tissue paper from 56 local communities, organizations and schools, where they also received tissue products in total of 98,888 tissue rolls in exchange. The household expenses have decreased by 988,880 baht.





**Business benefits:** The received recyclable tissue paper have been used to produced 32,633 kilograms of new tissue paper, which has reduced the production cost in 2021 for 1,087,333 baht. The project has also contributed to the increase in community satisfaction for both factories as follows;

Bang Pli: the 2021 overall satisfaction is 85.21%, increased from 81.6% in 2020.

Prachin Buri: the 2021 overall satisfaction is 85.34%, increased from 83.9% in 2020.

## Extra Projects

### Biggie Bear Recycling Project

More than 190 large-scale Big C branches nationwide are open as drop points for depositing recycled materials, plastic bottles and aluminum cans, which to be passed into the right processing process. In 2021, recycled materials have been collected in the following details:

**1. “Plastic bottles”** 1,836 kilograms of plastic bottles have been collected and carbon dioxide reduction amount can be accounted for at 2.83 metric tons of carbon dioxide (28,300 kilograms of carbon dioxide). Furthermore, in collaboration with Indorama Ventures, the collected plastic bottles have been processed into Personal Protective Equipment suit (PPE) to support hospitals and field hospitals that treat patients from the COVID-19.

**2. “Recyclable materials”** 300 kilograms of aluminum cans have been collected and the amount of carbon dioxide reduction can be accounted for 3,080 kilograms of carbon dioxide. Thai Beverage Can (TBC) then processed the collected can into recycled aluminum cans.

### BJC Cellox’s Big Tree Planting Project

In collaboration with suppliers and surrounding communities, BJC Cellox plant trees to increase green space for communities as well as to reduce global warming. This on-going project has been organized since 2020. In 2021, BJC Cellox has planted 1,777 trees, with 4 local communities engaged. Since 2020, 4,564 trees have been planted, absorbing carbon dioxide at the rate of 599 tons per year approximately.



## Community & Society Contribution during the COVID-19 pandemic

Due to the continuous COVID-19 pandemic in 2021, BJC has put another focus on supporting and improving communities' health and safety through various activities. The strongest connection between health and the economy is sustaining a healthier community, thus healthier potential customers. Thus, to grow sustainably with the communities, BJC believes that everyone should have fair access to healthcare and safety.



### BJC - Big C Vaccination Centers

In collaboration with Bangpakok Hospital Group, BJC has allocated spacious area at 27 Big C branches all over Thailand to be an official vaccination center for the public. The branches include Big C Bangbon, Big C Daokanong, Big C Romklao, Big C Rattathibet2, Big C Mahachai 2, Big C Samutprakan, Big C Chacherngsao, Big C Kamphaengphet, Big C Phetchabun, Big C Ban Pong, Big C Nakhonsawan 2, Big C Kanchanaburi, Big C Suphanburi, Big C Chiang Rai, Big C Nan, Big C Sukhothai, Big C Tak, Big C Chaiyaphum, Big C Yasothon, Big C Mukdahan, Big C Lamphun, Big C Satun, Big C Warinchamrab, Big C Na Thawi, Big C Narathiwat, Big C Chumporn, and Big C Pattani.

**Social benefit:** In 2021, 755,673 doses of COVID-19 vaccine have been provided by the vaccination centers.

**Business benefits:** The project has created PR value worth 6,720,000 baht, and over 500 employees have engaged in working with the Vaccination Centers.



## BJC Big C Field Hospital

BJC has joined hands with Bangpakok Hospital Group to establish a field hospital to support COVID-19 patients at all conditions. The capacity of the field hospital is 150 patient beds and in 2021 the total of 930 COVID-19 patients have been admitted to the hospital.



**Social benefits:** 930 COVID-19 patients have been accommodated by the field hospital.

**Business benefits:** PR value 8,236,115 Baht and 50 employees have volunteered to engaged in the project.

## Support Farmers

The outbreak of COVID-19 led to a decline in domestic demand for several food products due to reduced tourism and temporary lockdown measures. The reduced demand has caused some supply chain disruptions such as an over production of agricultural products and thus, farm households have suffered greater negative impact from COVID-19 than general households. Farmers are also key stakeholders of BJC's value chain, and during the crisis the company has been supporting them at its best in order for them to survive and remain having sustainable income.



In collaboration with the Ministry of Commerce and 10 leading rice brands, Big C initiated campaign 'Think of Thai Rice, Think of Big C 2021'. During the campaign in September and October, the leading rice brands offered quality Thai rice to customers at very special price, aiming to reduce the cost of living for the customers as well as to generate income for rice farmers in Thailand. The campaign sold 6,666 tons of rice, generated revenue of 173.2 million baht, which increased the profit margin for rice selling by 11.2%.

Moreover, in 2021, Big C has purchased 4,548 tons of seasonal fruits directly from fruit farmers, aiming to relief the oversupply of fruits during the COVID-19 pandemic.



### Proactive COVID-19 Test

Together with Bangpakok 9 Hospital, BJC launched COVID-19 monitoring unit with COVID-19 test kit (Rapid Antigen Test Kit), which proactively served over 200 people, in the community surrounding the hospital with COVID-19 testing service.

### Donations

Meal Box from the Heart project provided 200,000 meal boxes for 1 month to 63 provinces all over Thailand. The project was to support healthcare staff and volunteers who provided healthcare services during COVID-19 pandemic.



BJC provided 12 High Flow Oxygen Dispensers to BJC Big C field hospital and the hospitals under Bangpakok Hospital Group.





Together with Unicharm (Thailand), BJC donated 6,690 packs of diaper to UNICEF Thailand, in order to distribute to over 2,200 families who were affected by COVID-19 pandemic across Thailand.



Big C supported a total of 4,000 bottles of drinking water and 315 sets of consumer goods for government agencies, hospitals and COVID-19 waiting centers across the country.

## Religious Institution and Cultural Heritage

The focus on religion and culture is one of the key goals that BJC is committed to contribute to. Each community member is company's stakeholder and also potential customer. It is important that BJC constantly creates community engagement and increase satisfaction. Most communities are religious and the company is thus determined to promote the religions that are in the country, maintain good relationships with the communities, and to continue the traditions and cultures of Thailand.

### Buddhist Lent Day

Every year, when all monks take a vow to stay in a temple for 3 months, and BJC has supported Buddhism by various activities throughout the period. The activities included donations of consumer goods, drinking water, candles, LED lights, rice and dry food for to temples around Thailand. In 2021, 4 temples have received the donations.



### Royal Kathin Ceremony

After the Buddhist lent period, BJC organized the annual merit-making ceremony in which new robes are presented to Buddhist monks. In 2021, BJC organized Royal Kathin Ceremony, in the name of The King, at 5 temples around the country.

## Wat Moli Dhamma Education School

Wat Molilokkayaram or Molilokkayaram Temple is a royal monastery with Dhamma Education School that is open to monks. Each year there are more than 400 monks applying to participate and there is a need for teaching and learning support in many areas. BJC supports the school by providing over 10,000 books annually.

## Islamic Calendar

Islamic calendars are printed and distributed to BJC's Islamic customers every year. The calendar accurately provides important details of Islamic activities in accordance with lunar principles. Each year 5,000 households have received the calendar.

## Other Projects in 2021

### Flood Relief Project

Quarter 3 - 4 of 2021 had been the time of heavy flood in some provinces of Thailand. BJC conducted various flood relief activities to support those local communities affected by the natural disaster.

- Big C provided survival bags to help flood victims of more than 1,000 households in four provinces: Sukhothai, Nakhon Sawan, Chaiyaphum and Nakhon Ratchasima.
- BJC Cellox provided necessary products for flood victims for 180 households.
- BJC Cellox organized a volunteer project to support over 100 households building flood barrier from sandbags.



### Don Jai Project

Don Jai Project has been established with the objective to develop local grocery stores to be able to grow sustainably and compete with competitors in both large and small markets. The project allows local grocery stores all over the country to apply. Once qualified and approved, the stores would be supported with modernized store format, new product display and new information system that enables effective sales of the stores. Moreover,

the stores do not have to share profits with BJC, thus the profit is 100% of the stores and the owners still have freedom to run their own business. The project also creates more distribution channels for Big C stores and higher brand awareness of BJC Big C products. These new distribution channels are also more **localized** in terms of **customer service** and **product assortment**, which is typically differentiated by customer segmentation, region, and store location.

Currently there are 147 local grocery stores running under Don Jai Project and over 1,000 stores are already in the approval process.



# I HUMAN RIGHTS



## Key Performance

	2021
%Business units & operations assessed for human right risk	100%
% Business units with risk management plan on human rights	100%
% of BJC's employees trained about human rights	100%

In an increasingly interconnected world, there is closer attention of corporate impact on people and communities, as stated by the United Nations Global Compact that “Human rights are universal and every person around the world deserves to be treated with dignity and equality”. BJC also realizes the human rights field is the fastest-growing area of sustainability, and the company finds it one of the most challenging areas in order to move forward sustainably.

2021 has been another long year of COVID-19 pandemic, followed by lockdowns, curfews, graded relaxations and the freedom of movement has been denied or restricted. The pandemic has left people vulnerable to human rights violations such as the right to freedom of association, the difficulties accessing public information and healthcare services, the access to vaccine, and the lack of sufficient resources for an adequate standard of living due to higher unemployment. Human rights performance in daily operations, supply chains, and business relationships is increasingly being held accountable by companies. Businesses that are involved in human rights violations face financial, legal, reputational, and stakeholder relations risks. To take any next step sustainably, businesses, including BJC then have to adapt to these disruptions by minimizing human rights violations and maintaining a safe, inclusive and diverse working environment.

## Management Approach

BJC has always placed human rights as one of our top priorities in conducting businesses. Later, when COVID-19 pandemic occurred, human rights became a hot topic that everyone was concerned about, and the company became more focused on, and placed a high value on it. That is because inequalities have become more apparent for some groups during working from home, such as women who tend to face more anxiety and depression, youths who do not have proper working space, and working parents whose children need constant care.

As the world has become even more aware of diversity and equity in 2021, whether it is racial diversity, religious diversity, or even gender diversity, BJC's next step is to make "diversity", especially gender diversity and "equity" as the new normal of the working environment at the company and its subsidiaries.

At BJC, the company believes that focusing on protecting human rights and cultivate positive relationships with all stakeholders can ensure our business to grow sustainably, especially when the pandemic has raised many human rights issues and concerns in the society. Throughout 2021, BJC continues to prioritize and conduct human rights best practices through various initiatives and activities, with an adaptation to the pandemic. The company is committed to treat employees and other stakeholders fairly, regardless of race, gender, nationality, ethnicity, language, religion, or any other status, having the commitment stated our corporate-wide Human Rights Policy and incorporating human rights into our corporate culture and corporate value. Moreover, BJC also rigorously follows the human rights principles and requirements of national and international renowned human rights standards, for instance, The United Nations Universal Declaration of Human Rights (UDHR), The United Nations Guiding Principles on Business and Human Rights (UNGPs), The United Nation's Sustainable Development Goals (SDGs), The International Labor Organization (ILO) and Thailand's Labor Protection Act. In addition, there is no operation nor suppliers at significant risk for incidents of child labor and forced or compulsory labor.

BJC continues to promote its corporate value of 'Happy Workplace', encouraging all employees to treat others fairly, trustingly, and respectfully, valuing individual differences regardless of age, race, gender, sexual orientation, skin color, country of origin, physical disability, or marital status, and empowering individuals to develop talent and maximize potential. This strives to promote community rights, local traditions, and social equality by advocating for employee diversity throughout the value chain, defending individual employees' rights as well as the rights of neighboring communities, and promoting community rights, local traditions, and social equality.



## Labor Union and Collective Bargaining Agreement

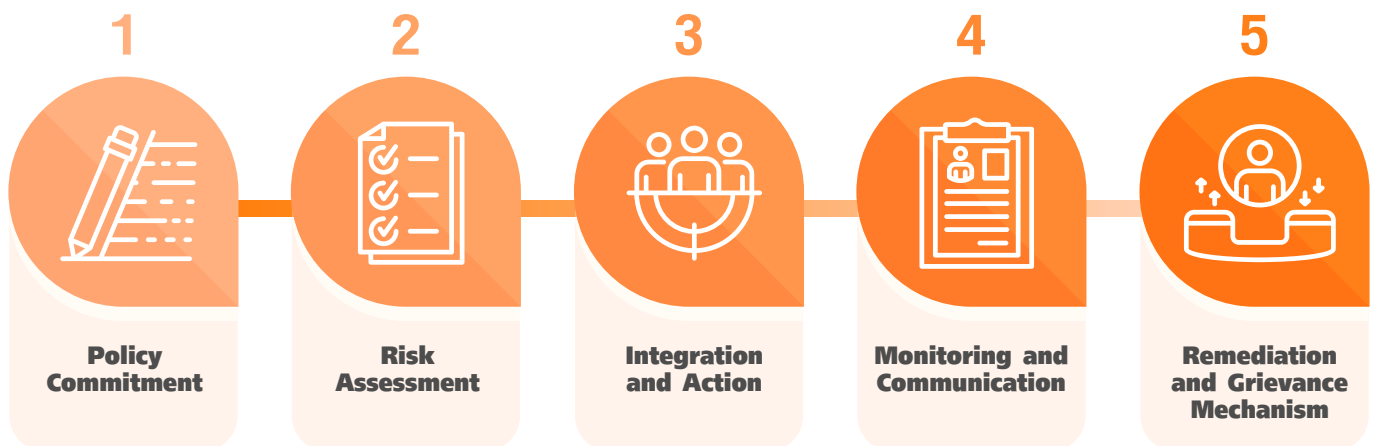
Employees can communicate their issues, criticisms, and suggestions through a hotline and meetings, which BJC has made available. Furthermore, in order to promote positive relationships with employees, BJC encourages employees to form and join labor unions, fostering employee freedom of association. There are currently 4 labor unions operating across 4 plants, namely 1. Berli Jucker Foods Labor Union 2. Rubia Thailand Labor Union 3. The Glass Union of Thailand and 4. Fasai Labor Union.

- 100% of BJC's employees are under welfare committee and 0.43%\* of which are representative of BJC, participating in the welfare committee.
- 3.1 % of employees represented by an independent trade union and covered by collective bargaining agreements.

Moreover, according to labor law and regulation, all employees are allowed to participate in the group and have the right to express their ideas through an in-house online communication channel and the welfare committee. Monitoring and encouraging and encouraging suppliers and subcontractors to observe human rights norms and guidelines in line with BJC's operation are all part of this.

## Human Rights Due Diligence Process

Regarding the UN Guiding Principles on Business and Human Rights (UNGPs), The Human Resource Department conducts Human Rights Due Diligence on an annual basis or at least every three years, and it analytically evaluates potential human rights risks associated with BJC business activities throughout the value chain. BJC's Human Rights Due Diligence Process includes.



## Policy Commitment

As stated in BJC's Group-wide **Human Rights Policy**, BJC places a high value on upholding best human rights practices throughout the value chain, and expects all employees and relevant business partners, including executives, suppliers, joint ventures, and other stakeholders, to comply with all applicable human rights laws, regulations, and standards, as well as international standards, in order to ensure that all

\*Under the Thai Labour Protection Act, a company having 50 or more employees must found a welfare committee. The welfare committee shall consist of at least 5 employee representatives who are elected among the employees.

stakeholders are equally respected and protected. Moreover, as stated in the company's **Diversity and Inclusion Management, and Non-Discrimination Policy**, BJC is committed to recognize the importance of equality and nondiscrimination treatment. BJC always encourages utilizing the diverse thoughts, skills and experiences of employees to create value added, new innovation to drive company's business forward. In 2021, BJC conducted human rights due diligence in accordance to the process above, the results are stated publicly on company's sustainability website. (<https://sustainability.bjc.co.th/>)

In addition to evaluating human rights based on common standard topics, BJC has added gender diversity topics this year, believing that equity (in all aspects), particularly gender equality, is a driving force for everyone to reach their full potential. This enables the organization to grow in sustainable manner.



## Human Rights Training and Human Right Projects

### 1. Human Rights Training

BJC has established human rights training for all employees in order to raise human rights awareness and equal respect among all levels of staff in the organization. As a result of the continuous COVID-19 pandemic in 2021, human rights training sessions are delivered via an online platform using the AMPOS mobile application and 100% BJC employees have completed the training session. The total number of hours devoted to training on human rights is 2,376 hours. The content of the training session includes BJC's Human Rights Policy and Supplier Code of Conduct, The UN Guiding Principles on Business and Human Rights (UNGP), guidelines for human rights violations and Human Rights Due Diligence Process (HRDD), whistle blowing procedure for reporting on human rights issues and BJC's framework for business practices in accordance with the human rights principles.



## 2. Knowledge Sharing Session: Women Empowerment & Workforce Diversity

BJC believes that creating a more accepting culture has a strong positive effect on individuals and connects everyone in the company. In August 2021, BJC conducted a knowledge sharing session on Women Empowerment & Workforce Diversity via AMPOS mobile application, which all employees could simply participate via their mobile phones and other devices. The guest speaker was Ms. Napaporn Triwitwareekul, one of Thailand's most famous DJs and speakers who had been promoting women empowerment, diversity and inclusion on media for over a decade. The session aimed to enhance workplace diversity and inclusion mindset of the employees, creating a more inclusive workplace for people of varying gender, age, religion, race, ethnicity, cultural background, sexual orientation, languages, education, abilities, etc. 246 employees participated in the session and 69 employees have viewed the recorded session.



## 3. Sustainability Handbook

Suggested by Sustainable Development Committee, in 2021 BJC has published Sustainability Handbook to set ground knowledge on Sustainable Development for all employees, regardless of their position, department or business unit. The handbook has been distributed to all employees via email and it is also available offline on request. The main content consists of BJC's sustainability strategy, sustainability in workplace and important topics from the dimensions of Environment, Social and Governance (ESG) such as climate actions, human rights and corporate governance. In the social part, Human Rights and Diversity topics have been highlighted to encourage all employees to be aware and realize the importance of the topics. The handbook addresses BJC's Human Rights Policy and Diversity and Inclusion Management, and Non-Discrimination Policy, as well as the benefits of having a diverse working environment. Moreover, to ensure that the employees pay close attention, the company has conducted a campaign to give away prizes for those who have read the handbook and answered all the questions correctly. Over 800 employees have participated in the campaign.





#### 4. Human Rights and Diversity Training for HR Personnel

BJC believes diversity in recruitment process is an important step toward creating an inclusive workplace that is reflective of the customers it serves, and best prepared to compete in a changing economy and marketplace. The training on Human Rights & Diversity for HR Personnel has been conducted virtually, as an interactive sharing session where the HR personnel of BJC and its subsidiaries could share and discuss their related cases. The ground knowledge and global trends on human rights and diversity, especially for recruitment process has been provided by Sustainability & Risk Management Department. 48 HR personnel who are involved in recruitment process have participated in the training.

In addition, BJC has initiated the recruitment campaigns to promote hiring staff without age limitation such as Pee Yai Jai Dee (Kind Hearted Senior Colleagues) and Advisory Package.



# EMPLOYEE MANAGEMENT



## Key Performance

- BJC received 19 Awards in Labor Relations and Welfare
- BJC has been recognized as 1 of the Top 20 Employers in Thailand

The business world is changing at the speed of light, and today's businesses are nothing like those of ten years ago. In 2021, the COVID-19 pandemic, digital transformation, cultural shifts and generational differences have all contributed to this change. Failure to respond to the change may lead companies, including BJC to face with difficulties in managing their employees since people are changing how they work. For example, employees will need to collaborate more digitally as organizations shift to more remote work operations. To retain talents, the companies must be prepared to adjust employee experience strategies and consider whether and how to modify performance objectives and employee evaluations for a remote context.

To ensure the organizations' success and competitive advantage, BJC quickly uptakes in navigating and adapting to the upcoming workforce management trends such as working remotely, flexible working hours, the shift toward a better employee experience and employee well-being, digitalization and diversity and inclusion.

## Management Approach

At BJC, the company believes that improving the competitive edge begins with human capital, and the level of employee engagement reflects work efficiency and achievement. BJC has always prioritized human capital and committed to create great employee experience through the corporate value and related corporate-wide policies. The company always aims to take next step and move forward sustainably together with all employees.

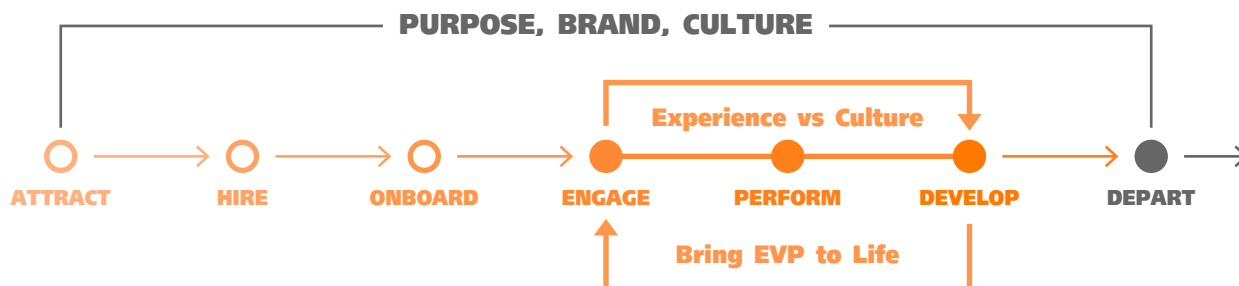
BJC's corporate value has incorporated **"Happy Workplace"**, which the company is committed to treat all employees with fairness, trust and respect, create pleasant workplace and environment and empower people to grow with the company. Moreover, BJC has reviewed **"Diversity and Inclusion Management, and Non-Discrimination Policy"** in March 2021, ensuring that the company encourages utilizing the diverse thoughts, skills and experiences of employees to create value added performance. Furthermore, the policy also assures that all employees are not discriminated against gender, age, physical disability, race, ethnicity, skin color, religion, nationality, country of origin, cultural background or marital status, for all processes from recruiting to promoting career growth.

Additionally, BJC has also established **Work from Anywhere Policy** in addition to Work from Home Policy as an extra benefit for employees, in order to increase workplace flexibility and maintain a healthy, safe and happy work environment. For Work from Anywhere Policy, employees get to work from anywhere every Friday each week, plus 1 additional day upon their preference.



## Employer Branding

As the digital age progresses, attracting talent becomes not only more difficult, but also more important. The digital environment is full of distractions, and in response to this next normal, BJC realizes that the company must focus on catching the attention of a talents. Regarding to the management direction in 2021, BJC focuses on creating its identity or **Employer Branding** as an **employer of choice**, with Employer Value Proposition (EVP) as **Bring Up Better Life for All**, where the company focusses on all stage of employment.



The Employer Value Proposition (EVP) consists of 5 core pillars which comprises Growth Opportunities, Exploring Experience, Collaborative Community, Legacy & Pride and Challenge for Success & Society. The 5 pillars provide coverage across individual, team and finally link to the business growth of the company.



In 2021, Work Venture, a leading employer branding consulting company for major organizations in Thailand, conducted a survey of the relevant target group of new generation candidates, which included recent graduates and young professionals in the workforce between the ages of 21 and 35. Over 10,000 people were polled in total.

As a result of the survey, BJC has been included in Top 20 Employers in Thailand 2022, at the 19th place and the employer branding has been communicated to the public via BJC and Big C's social media constantly.

## Workplace Diversity, Equity and Inclusion

In 2021, BJC has rethought, updated, and revamped the company's diversity and inclusion strategies and initiatives to shape a more equal and inclusive workplace where employees feel appreciated and valued regardless of their diversities. Various of trainings and programs to promote Diversity, Equity and Inclusion at work have been conducted throughout the year as stated in Human Rights chapter.





In 2021, the ratio of BJC's male and female employees are 40% and 60% respectively. As for base salary, BJC has been conducting fair remuneration, considering previous employment, knowledge and competency, among all employees at all levels without discrimination against their gender, age, physical disability, race, ethnicity, skin color, religion, nationality, country of origin, cultural background or marital status. Additionally, for appropriate employees' performance evaluation, BJC conducts an effective **multidimensional performance appraisal** which includes 180-degree and 360-degree feedback from their subordinates, colleagues and supervisors. The evaluation is commonly used for skill and behavior development, assisting in encouraging individual ability to serve skill needed.

By 2021, BJC has evaluated employee's performance as follows;



### Type of Performance Appraisal

## Gender Pay Indicators by Employee Category and Region

Gender Pay Indicators	Female (1.00) : Male			
	Salary		Bonus	
	Mean	Median	Mean	Median
Employee Category				
Top Management	1.13	1.07	1.04	0.76
Management	1.00	1.05	0.89	0.87
Junior Management	0.99	0.98	0.96	0.97
Supervisor	1.11	1.20	1.26	1.29
Officer	1.04	1.07	1.52	1.05

Gender Pay Indicators	Female (1.00): Male			
	Salary		Bonus	
	Mean	Median	Mean	Median
North	1.00	1.01	0.94	1.00
North-East	1.02	1.01	1.12	1.00
Central	1.18	1.11	1.41	1.28
East	1.10	1.10	1.07	0.94
West	1.07	1.03	1.11	0.98
South	1.03	1.00	1.11	1.02

### BJC Gender Pay Indicators

Indicators	Difference between Men and Women Employees
Mean gender pay gap	15%
Median gender pay gap	11%
Mean bonus gap	10%
Median bonus gap	0%

The coverage of the data reported as a % of FTEs : 100%



## Talent Attraction

BJC has utilized and reinforced Employer Branding to attract more talents. Work from Home Policy and Work from Anywhere Policy have also implemented to make the company more attractive. Strategic Workforce Management and People Analytics are a supporting tool used by BJC to identify employees. It consists of work processes and systems related to the assessment, development, transition, and retention of a superior workforce. The company uses information and analytics to improve employee career development, succession planning, and employee retention, ensuring continuity and growth and propelling our business forward. As for Talent Attraction, the tool support BJC to plan the workforce of each function and the entire organization, reviewing where people needed to be hired or where savings should be generated in order to increase manpower productivity.

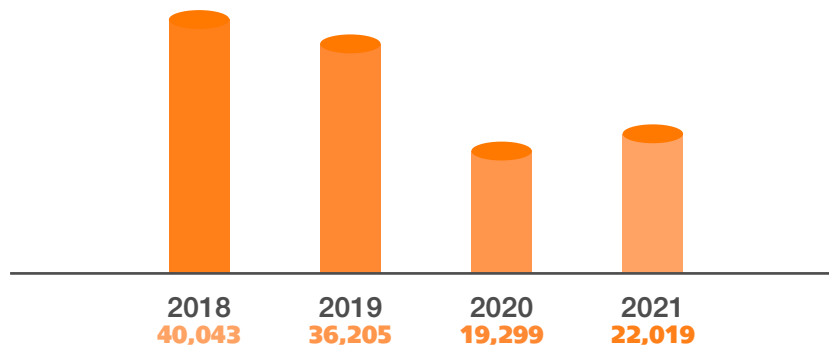
BJC sees that recruiting looks very different today than it did a year ago. Changes that were expected to take years are now happening in months, owing to COVID-19 pandemic and the racial justice movement. At the company, virtually recruiting has become the new norm, internal mobility and upskilling programs are being enhanced and diversity is being treated with the urgency.



BJC continues to utilize **online recruitment platform** to reach out to potential recruits, increasing the chances of hiring talented employees. BJC has continued to implement a digital platform in its recruitment system in order to attract qualified candidates for each job function. There are also a monthly **employee referral program** where current employees could refer to their qualified candidates, and social media platform, <https://www.facebook.com/bjccareers>, to communicate the company's employer branding to attract new talents.

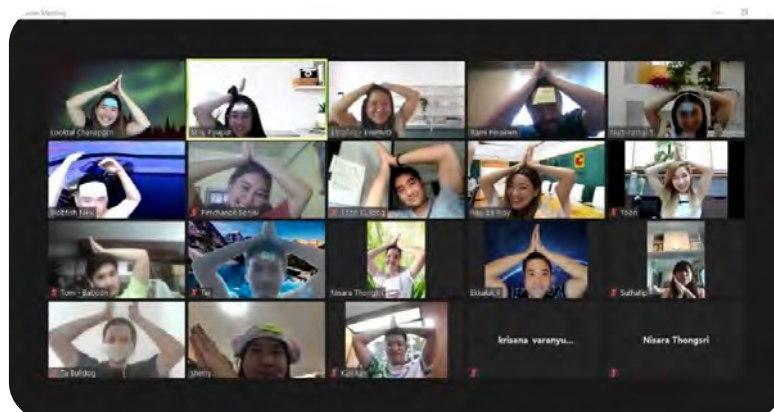


## Total Number of New Employee Hires



## Employee Engagement

Beside promoting a culture of diversity, equity and inclusion throughout various programs, BJC continues to allocate resources to facilitate employee to **work from home** every Friday, and additional 1 day to **work from anywhere** each week. That includes IT system and infrastructure allowing employees to stay connected with their working team, as well as conducting team meeting and team building virtually. The employees are also encouraged to engage with various activities online via email communication and social media, <https://www.facebook.com/bjcbigcesociety>, where hashtag **#proudtobeBJCBigC** is used.

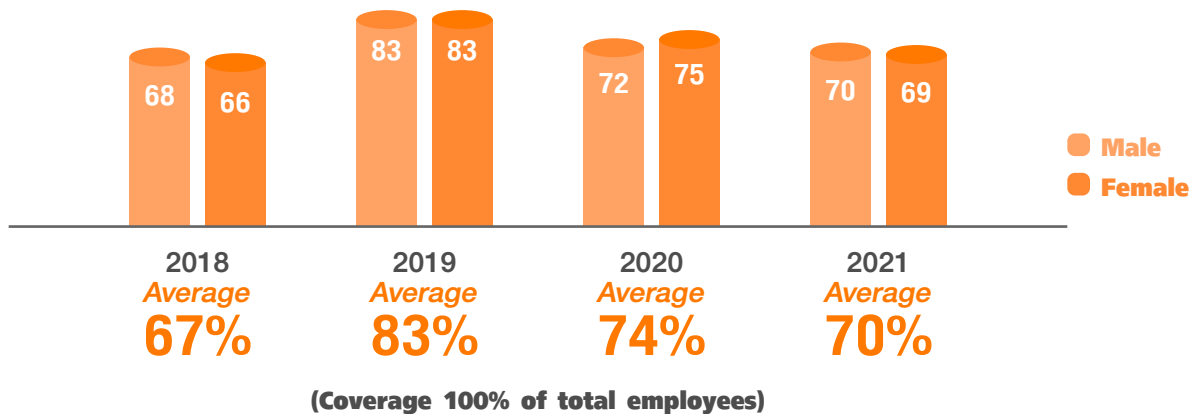






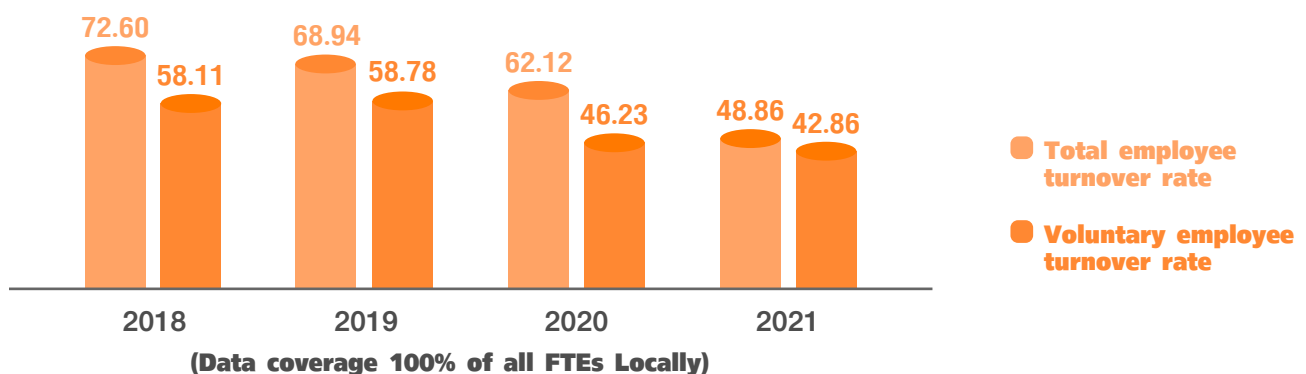
## Actively Engaged Employees

BJC is committed to creating a happy working environment and employee engagement survey is conducted annually. The result of the survey has been analyzed in order to plan for an improvement. More details of the action plan are provided on BJC Sustainability website: <https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=36>



## Turnover Rate

Turnover is a challenging issue for retail business as the turnover rate is generally higher than other industries' average. Every year, BJC aims to reduce the company's turnover rate by putting its efforts in hiring the right people, offering competitive pay and benefits, giving praises, showing the career path and allowing more flexible working hours. In 2021, the total employee turnover rate significantly decreased from 62.12% to 48.86% of all employees.



## Awards and Recognition

BJC is committed to support the quality of life of all employees, which is a vital driver of the company.



In 2021, **BJC's head office** has received the award for excellence in "Labor Relations and Labor Welfare" or "Thailand Labor Management Excellence Award 2021". The company has been presented with the award for 15 consecutive years from the Department of Labor Protection and Welfare, Ministry of Labor.

**15 Big C stores** all over the countries have also been awarded for excellence in Labor Relations and Labor Welfare in 2021, which include Big C stores in Pattani, Udon Thani, Petchburi, Yasothon, Prae, Nakhon Sawan 1, Nakhon Sawan 2, Nan, Lampang, Lampun, Trang, Sakon Nakhon, Phang Khon (Sakon Nakhon), Nong Khai and Ang Thong.



**Berli Jucker Cellox Co., Ltd.** has received Thailand Labor Management Excellence Award 2021, from the Department of Labor Protection and Welfare, Ministry of Labor.

**Rubia Industries Ltd.** has received an award for excellence in Labor Relations and Labor Welfare from the Department of Labor Protection and Welfare, Ministry of Labor.

**Thai Malaya Glass Co., Ltd.** has received an honorary award in for excellence in Labor Relations and Labor Welfare, for 6 consecutive years, from the Department of Labor Protection and Welfare, Ministry of Labor.

# EMPLOYEE DEVELOPMENT



## Key Performance

	2021 Performance	2021 Target
Employee with career development plan	100%	100%

2020 and 2021 were unlike any other year in modern history, as COVID-19 pandemic triggered a global shift toward remote work, becoming the period of powerful accelerant of digitization. Customer relationship management issues and increased customer complaints may result from a failure to understand customers' needs and behavioral changes. Furthermore, the ongoing COVID-19 pandemic may impede employee capacity development, resulting in a reduced ability to adapt to the new normal. One action that BJC has had to take as the next step to a new and remote world is to evolve company's learning and development strategies in order to equip employees with required skills and to remain competitive.

In 2021, BJC focuses to target the right learning opportunities, curating employees at the right depth, at the right time in the employee journey, with more flexibility in learning methods, in order to drive their growth forward. BJC also ensures that all employees have equal opportunity to participate in the training programs provided by the company. Moreover, some programs the employees have a freedom of choice to participate upon their preference. The company is also faced with the challenge of delivering a wide range of employee learning experiences that are more personalized, in order to foster career growth and support the retention of top talents.

## Management Approach

BJC continues to execute human capital development strategy through the Learning & Development Activity Roadmap, providing long-term knowledge, skills, and competencies to employees and enables them to be able to compete in the new business environment. In 2021, the company enhances **employee's freedom of choice** to choose a variety of training programs upon their preference of interest and career development. The training programs that employees can choose to participate freely are available both **offline and online**, as a classroom/workshop format and e-learning format where they can access easily via HR mobile application. BJC also utilizes the HR mobile application to support this **blended learning approach** further by conducting many more virtual programs all year round, consisting of in-trend topics such as resilience, stress management, data-driven for next normal and workforce of self-leaders.

Moreover, the roadmap also includes a continuous monitoring and evaluation process to ensure that each employee reaches their full career potential.

## Blended Learning Approach

Employees do not come from the same backgrounds or learning environments. They are also likely to learn in different ways and respond to different types of incentives. BJC uses **personalized training programs** that can be tailored to each employee's specific learning needs and skill gaps.

In 2021, as smartphone users continue to outnumber desktop users, BJC realizes that it is prudent to adapt employee training and development to this mobile-first environment more. Using HR mobile application for training, along with other formats of development programs has allowed employees to access the material on their phone whenever they want. It has also created more engaging and interactive learning environments, as indicated by the total of **88,322 views from employees**, accessing training programs available on the mobile application in 2021.



BJC has continued to enhance its **blended learning approach** by creating partnerships with leading organizations in the market in order to develop more effective development programs, both offline and online.





## Whole-brain Thinking Approach

In 2021, BJC has been working on creating and promoting learning to develop **whole brain leaders** to prepare for any change in the new normal and to be ready for the next normal. BJC has begun to apply **Whole-brain Thinking Approach** into its learning and development. The company has conducted **whole-brain development courses** for top executives throughout the year, with an objective for the executives to view their own thinking preferences and show how they can relate more effectively to those around them, enabling better productivity, communication, collaboration and innovation for the company.



**The Whole Brained Thinking Power is a powerful tool that ...**



- Can **UNLOCK** the doors **TO HIGHER LEVELS OF ACHIEVEMENT**, personal growth, and human relations.
- Has many applications in helping people **UNDERSTAND THEMSELVES AND ONE ANOTHER**, such as in interpersonal communications, personal relationships, counselling, sales, management, team building, and job placement.

This knowledge of thinking styles can **HELP** us relate to one another **MORE SKILLFULLY** by **UNDERSTANDING THE DIFFERENCES** that make us all unique.

Moreover, throughout the year, regarding **Whole-brain Thinking Approach**, there were also 4 development courses available for all employees, under The **P-O-W-E-R Thinking Development Program**, which the employees could choose to enroll free of charge.

- Topic 1 :** Power of Positive Thinking
- Topic 2 :** Ownership Mindset & Organization Awareness
- Topic 3 :** Women's Empowerment
- Topic 4 :** Enhancing Creativity & Re-skilling People

## 2021 Performance

	Performance	Target
Percentage of employees receiving regular performance and career development reviews	100%	100%
Create 100% of sustainability knowledge and mindset training for new comers	100%	100%

### Training hours and Training Costs



Average hours  
per FTE of training  
and development  
**116** hours



Average amount  
spent per FTE  
on training and  
development  
**467** baht



The percentage  
of local FTEs  
data coverage  
**100** %

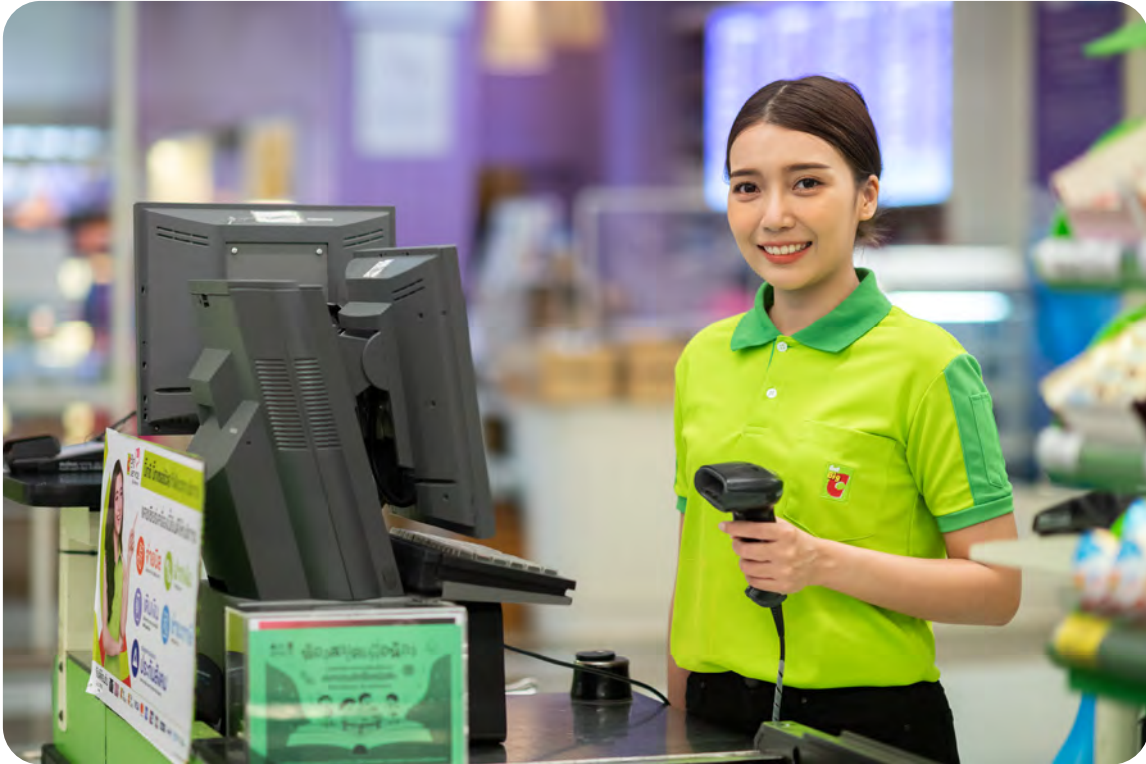
## 2021 Highlights

### 1. Big C's Customer Satisfaction Enhancement Program

Under Big C's "Customer@Heart" scheme, every year the company focuses on reducing customer complaints and increasing customer satisfaction by improving service quality and encouraging good employee behavior in accordance with the company's core values. In 2021, Big C conducted 4 training courses under **Customer Satisfaction Enhancement Program**.

- **"Operational Excellence"** – the course aims to improve operational skills for Mini Big C's store managers and assistant store managers. The participants have learnt about sales analysis, service and operation standards, Mini Big C's operating system, human resource management, work monitoring and work evaluation.
- **"Service with Heart, Smile at every Shop"** – the course is for Mini Big C's store managers, aiming to continuously improve customer experience at every store. The store managers have learnt about service excellence, creating good impression, complaint management and creating customer touchpoints.
- **"Skills Enhancement for CE Manager"** – the target participants of the course are customer experience Managers with an objective to enhance them to run customer experience department effectively. The managers have learnt new knowledge on customer experience, operation and service standards, cashflow management, human resource management, and work monitoring and evaluation.
- **"Strengthen Retail & Service Knowledge"** – the course aims to enhance retail business knowledge and service excellence of Big C's store staff. The store staff includes those employees who have direct contact with customers. They have learnt the revolution of retail business in Thailand, the categories of retail business, retail business operations, the future of retail business and the significant innovations in retail business.

There were 5,559 Big C employees from all store formats participated in the Customer Satisfaction Enhancement Program in 2021. In 2022, the company has planned to increase customer satisfaction further by redesigning the training contents and establishing “train-the-trainer program”, a 5-day intensive program where 40 trainers will be stationed at 13 operation hubs across the country to transfer the knowledge on a monthly basis, act as a coach, and evaluate the training sessions.



## 2. Highlight Online Training Programs

Given COVID-19 bringing new normal to all business, BJC is committed to upskill employees to be able to adapt with new work and business environment and deliver good products and services to customers. In terms of hard skills, BJC has provided online training such as data & technology and business trends and strategies, while other online courses such as happy work and happy life trends, effective work from home and communication in crisis aiming to enhance employees' soft skills to remain competitive in the new normal.



In accordance to BJC's Blended Learning Approaches, a variety of online training programs have been developed and offered for all employees to participate. In 2021, BJC focuses on creating and promoting learning that employees can study anytime and anywhere, especially during the COVID-19 pandemic. Employees can choose to learn about a wide range of topics such as data & technology, happy work trends, health trends, happy life trends, business trends, business strategies, work from home effectively and communication in crisis. There were a total of 88,322 online views, from 41 learning topics. Some highlight online training programs are as follows;

### Survival Mindset in The New Normal

The program provides participants with a guideline to have a mindset that is best fit for the new normal. The content focuses on adaptation of employees' mindset to embrace changes in the new normal, which consists of 5 following steps; 1. Awareness to change 2. Growth & Corporate entrepreneurship mindset 3. Inspiration to change 4. Excellence in execution and 5. Self-learning, Lifelong learning

### Whole Brained Leader by Creative Leader

The content focuses on promoting business operations and work, using creativity to increase competitiveness in the new and next normal business world. The program aims to encourage the employees to **Energize** - awakening the creativity of the right hemisphere, **Embrace** - creating a work culture using the power of the right hemisphere, **Extend** - deploying the mental power of the right hemisphere to improve business operations, and **Edge** - increasing competitiveness for sustainability in the business world. The program was firstly organized offline for high-level executives. However, since the COVID-19 pandemic continues, the program was then conducted online for other-level of employees.





# OCCUPATIONAL HEALTH AND SAFETY



## Key Performance

	2021
Number of occupational fatalities	0
Lost time injury frequency rate – Employees	1.99
Lost time injury frequency rate – Contractors	0.57

COVID-19 has caused some significant shifts in workplace health and safety. The pandemic has compelled organizations across all industries to reconsider and adapt how they keep employees healthy and safe in the face of new threats. Fear of job security and stability is everywhere, and constant structural changes have been implemented in businesses across all industries to deal with the pandemic. Apart from the pandemic, the state of occupational health and safety (OHS) is constantly transforming based on evolving employee expectations. BJC is noticing the change that will influence occupational health and safety during the upcoming years and beyond.

BJC always prioritizes all employees' health and safety, as evidenced by the incorporation of occupational health and safety into the corporate value, Happy Workplace. The priority is also reflected in BJC's 2021 materiality matrix, where occupational health and safety has been ranked as high priority by BJC and stakeholders. BJC is committed to preventing workplace injuries, illnesses, and deaths, as well as the suffering and financial hardship these events can cause for employees and their families. Moreover, we are committed to supporting physical health, mental health and well-being of all individuals, ensuring the sustainability of the business.

## Management Approach

BJC firmly operates business in compliance with applicable occupational health and safety laws, regulations and standards, including OHSAS 18001:2007, and ISO45001:2018. In doing so, BJC established BJC Worker Health and Safety Committee to engage with employees and contractors and to be their voice in monthly management meeting. Moreover, BJC also developed **Systemic Occupational Health and Safety Management System (OHSMS)** and a corporate-wide **Safety, Occupational Health and Working Environment Policy**, applying to all business operations of BJC and subsidiaries. The system and policy aim to maximize safety at all stages of operation to reduce the rate of accidents and hazards, which employees, visitors and all individuals who work at BJC may encounter while working to minimum or zero.

To be compliance with applicable OHS laws, regulations, and standards, **BJC Worker Health and Safety Committee** has been established, which has been revisited in 2021 to even improve the working environment further. The committee ensures that OHS compliances are implemented correctly and oversees the OHS compliance at each business unit. The Worker, Health, and Safety Committee is responsible for representing the voice of employees and contractors at monthly management and Safety, Health, and Environment (SHE) meetings, providing employees and contractors with a channel to voice their concerns.

The committee also actively engages with employees, and contractors to gain OHS insight, integrating employee engagement results as part of the process to identify and assess hazardous environments, investigate incidents, audit inspections, and organize appropriate training to improve the Occupational Health and Safety Management System (OHSMS). As part of the ISO 45001 and ISO 14001, management's reviews of the OHSMS are conducted annually, to ensure that BJC is able to create a safe and healthy working environment for all employees, and contractors.



## Performance

### Fatalities

	FY2018	FY2019	FY2020	FY2021
Employees	0	0	0	0
Contractors	0	0	0	0

### LTIFR – Employees

	Unit	FY2018	FY2019	FY2020	FY2021
Employees	n/millions of hours worked	2.45	2.26	3.31	1.99
Data Coverage (% of revenues)	% of revenues	89.93	87.69	87.58	89.98

### LTIFR – Contractors

	Unit	FY2018	FY2019	FY2020	FY2021
Employees	n/millions of hours worked	0.66	0.87	0.79	0.57
Data Coverage (% of revenues)	% of revenues	89.93	87.69	87.58	89.98

### Working Hours

	Hours
Employees	82,314,925
Contractors	26,123,570

In 2021, there are only minor injuries occur at BJC. The company has grouped those injuries into 3 groups and analyzed them for causes, corrective actions and prevention as follows;

1. Injuries from moving products in stock room: the company retrains related employees on the usage of Hand Pallet and ensures the safety shoes are always used during working hours.
2. Injuries from fresh food operation - the company retains related employees on the usage of a knife and cutting techniques, as well as providing food-grade safety gloves for them.
3. Injuries from moving and displaying products at stores - the company retrains the related employees on in-store safety as well as having supervisors closely monitor the operation.



## Systemic Occupational Health and Safety Management Systems

To accommodate the diverse business industries under BJC's control, each with its own set of legal requirements and standards, BJC actively monitors and identifies relevant laws, regulations, and standards for each of its supply chains, ensuring compliance with the most recent version, and ensuring compliance covers all potential violations of occupational health and safety (OHS). BJC established the Systemic Occupational Health and Safety Management System (OHSMS) to manage compliance, which encourages each supply chain to adapt the process to accurately collect, report, and disclose occupational health and safety incidents data, reporting to relevant departments such as business unit heads and factory managers to accurately monitor types and frequency of incidents in order to develop appropriate managing controls.

As stated in the Safety Policy, BJC actively strives to reduce the number of illnesses, injuries, and fatalities related to work, with the goal of achieving a zero-accident rate. This commitment is realized by closely monitoring and adhering to applicable laws, regulations, and standards, ensuring that BJC does not violate legal OHS requirements. In accordance to the policy, BJC is committed to the following actions;

- regular conducting occupational health and safety risk assessments to identify hazardous working environments that may result in injuries and fatalities,
- raising awareness of occupational health and safety among employees, suppliers, and contractors through training sessions to foster safety culture, and
- monitoring OHS performance at each site through the establishment of formal safety committees, and implement customized OHS initiatives throughout each supply chain.

## Hazard Identification, Risk Assessment and Management Process

All occupational health and safety risks and hazardous environments in all BJC operations are regularly assessed to minimize the risk of injuries, guided by the established Systemic Occupational Health and Safety Management System (OHSMS). This assessment is particularly important in production, manufacturing-based



operations, and all Big C stores where large and heavy machinery is present, posing a high risk of injury to employees and contractors.

In accordance with ISO45001 standards, OHS assessments are conducted at least semiannually, once annually by the Group Internal Audit Department and semiannually by on-site OHS personnel who have been certified by ISO45001. The assessment with ISO45001 is a part of BJC's standard audit program, which is conducted on annual basis, with the goal of actively identifying operations with significant negative OHS risk and allowing BJC to manage accordingly. In addition to assessments of BJC operations managed and maintained by BJC employees, assessments are also conducted on all service providers and external contractors to assess the efficiency and effectiveness of OHS management, as well as the frequency of OHS incidents in normal, abnormal, and emergency conditions, in order to prioritize risk levels accordingly.

Throughout 2021, BJC has continuously developed and implemented various controls and mitigation measures to manage relevant OHS risk and lower risk impacts on employees, contractors, and BJC's operations. Controls that have been implemented include updating operational controls to account for OHS risks, improving engineering designs to reduce risks, and integrating ambitious OHS objectives or targets into operations. In order to evaluate the continuous improvement of the OHSMS, the performance of implemented changes is monitored by on-site OHS personnel and reviewed by the responsible department head.

## Incident Investigation Process

Employees are responsible for following the Incident Investigation Process if they identify or observe a work-related hazardous environment or situation. The same procedure applies if contractors identify or observe work-related hazardous environments or situations.



### 1. Incident Response

Employees are responsible for reporting incidents to relevant supervisors, who are responsible for addressing each concern and following the investigation process to remediate the hazardous incident as soon as possible. It is emphasized that if any employee believes that an incident poses a high risk to the health and well-being of employees and their respective peers, all employees have the right to declare a stop work situation in order to remove themselves and their peers from the unsafe environment, and they are guaranteed to be protected from retaliation.

## 2. Record Data

All identified or observed work-related hazardous environment or circumstance must be accurately recorded by relevant supervisors into the centralized system.

## 3. Root Cause Investigation & Preventive Actions

Relevant supervisors are responsible for conducting a transparent incident investigation process to review the situation and identify the root cause of such event so that it can be managed appropriately and avoided in the future.

## 4. Report

To finish, if a hazardous event occurs in an operation that poses an obvious OHS risk, BJC will disclose the incident to all subsidiaries for investigation, in order to reduce the possibility of a similar incident occurring in other subsidiaries.

## Occupational Health and Safety Training



To effectively reduce OHS incidents, BJC believes that all employees must actively participate in identifying and reporting potential OHS risk environments and incidents to supervisors. To accomplish this, all employees must be equipped with the knowledge and skills required to effectively identify potential OHS hazards in the workplace. BJC has included OHS training as part of the mandatory training that all employees must complete as part of the orientation process. This is to raise OHS awareness and highlight BJC's commitment to employee occupational health and safety.

Moreover, all employees are also given training in office ergonomics, basic first aid and CPR, and basic firefighting. Relevant topic professionals such as Advance Firefighters and the Emergency Response Team conduct training sessions for first aid and CPR, ensuring competent and accurate training material for employees. To protect the health and safety of contractors and visitors, all contractors receive OHS training, which ensures compliance with safety practices and lowers the risk of injuries throughout the value chain.



## Occupational Health and Safety Services

BJC implemented a number of initiatives to protect, foster, and promote employee health and well-being, in addition to regular assessments of hazardous and occupational health and safety in all operations. Flexible working environments, childcare facilities and maternity and paternity leave (both mother and father) initiatives all comply with applicable laws, regulations, and standards.

In 2021, the mentioned OHS services are continuously provided to employees along with new OHS initiatives, established in response to societal shifts. BJC realizes the immense societal shifts underway have changed company cultures and employee perceptions around mental health. Employees have rightfully increased their expectations for sustainable and mentally healthy workplaces, which requires taking on the real work of culture change. The company thus remains taking care of employees' physical health, and for the next step, programs to promote mental health have been initiated.

### 1. Meeting Management Program

The massive societal shifts underway have changed company cultures and employee perceptions around mental health. Although employers have started to invest more, employees have rightfully increased their expectations. Employees need and expect sustainable and mentally healthy workplaces, which requires taking on the real work of culture change.

The program has been initiated with an objective to encourage all employees to have a more effective and productive meeting. Moreover, the program also aims to promote employees' mental health by reducing



stress from the overlength and high numbers of the meetings, which could lead to stress and extra workloads. All meetings are expected to have a clear objective, prioritization, limited participants, limited time and finish within working hours. The presentation slides are also expected to be precise and do not take much time in the meetings.

**"สาวทุ้มทุ้ง"**

- 01 Clear Objective Meeting
- 02 Priority/ Urgent Meeting
- 03 Limit Participant
- 04 Time Management
- 05 Finished Before 18.00 hrs.
- 06 Working Day

- มีชื่อเรื่อง (Topic) ของ PowerPoint แต่ละหน้า และแยกเรื่องที่จะนำเสนอ
- นำเสนอแบบกระชับ ตรงประเด็น โดยเรียงลำดับตามการนำเสนอ และไม่นำเสนอข้ามหน้าไปมา
- การนำเสนอแต่ละครั้งควรมีจำนวนไม่เกิน 15 หน้า และใช้เวลา 3-5 นาที/หน้า

**"สาวทุ้มรีเซนต์"**



## 2. OHS Communication Channels

The standard communication OHS channels for employees include formal emails from the company informing them on any OHS matters and team meetings conducted by team leaders or supervisors. In 2021, new OHS communication channels have been established in order to encourage more 2-way communication. Regarding the Meeting Management Program, all employees are now able to provide their feedback and suggestions on any meeting via AMPOS mobile application. Moreover, via the same mobile application, **Pulse Survey** is also established, as a pilot project, allowing all employees to inform the company how happy they are each day. The survey results are summarized and evaluated by human resource development division, and will be used for further discussion with team leaders.

The new communication channel aims to check employee's feelings of day-to-day operations, allowing the company to take better care of the well-being and mental health of the employees. The project is expected to be developed further and executed in the next year.



## COVID-19 and Employee's Well-being

BJC sees that the COVID-19 pandemic is a good time for us to create more personalized responses to workplace challenges and employees' expectations. BJC has improved employee experience during the pandemic by focusing more on employees' health and safety needs, along with the corporation to prevent and slow the spread of COVID-19, aiming to prevent and reduce transmission among employees, maintain healthy business operations, and maintain a healthy work environment.

BJC's COVID-19 preparedness, response, and control plans have taken into account workplace factors such as feasibility of social distancing in the workplace, feasibility of accomplishing work remotely, constant communication about COVID-19 information and necessary healthcare services and procedures.

In 2021, BJC has established **Work from Home Policy and procedures**, which focusses on the well-being, health and safety of the employees during and after the pandemic and enhances the efficiency and effectiveness of employees by leveraging operational technology, creating flexibility and improving the quality of life. Moreover, BJC announced **"Work from Anywhere" Policy**, allowing the employees who work at BJC head office to work from anywhere every Friday, plus 1 additional day of each week. The policy has been implemented regardless of COVID-19 period and is likely to extend to the next year. The employees can now choose their own work environment to fit their lifestyle, achieve a better work-life balance, and stimulate creativity.



## Additional COVID-19 Healthcare Services for Employees

In response to the COVID-19 pandemic, BJC provides all employees with extra healthcare services for those who are high-risk groups for COVID-19 and those who are infected with COVID-19. Those employees can access to the services as follows;



- Providing COVID-19 vaccine for employees and their families, upon registration.
- Providing Antigen Test Kit for all employees prior their return to work at office.
- For employees who are in COVID-19 risk group, BJC provides free COVID-19 testing.
- Providing isolation kits and up to 100,000-baht medical allowance for employee who catches COVID-19, as an addition to normal medical insurance, and the allowance is also extended to employee's family members.
- Providing 25% random ATK check for employees, on a weekly basis.



## OHS Standard

- Berli Jucker Cellox (CPC)
- Thai Beverage Can (TBC)
- Thai Malaya Glass (TMG)
- Berli Jucker Food (BJF)
- Thai Glass Industries (TGI)

## OHS Awards and Recognitions in 2021

### Berli Jucker Cellox (CPC)



Excellent Practices Establishment  
on Occupational Health and Safety,  
National Level, as the 3<sup>rd</sup> year of achievement.

**From: The Ministry of Labor**



Excellent Practices Establishment  
on Occupational Health and Safety,  
National Level, as the 5<sup>th</sup> year of achievement.

**From: The Ministry of Labor**



The Standard on Prevention  
and Solution to Drug Problems.

**From: Samut Prakan Province**



Zero Accident Campaign 2021.

**From: The Ministry of Labor**

### Thai Glass Industries (TGI)



Gold Level for  
Healthy, Safety and Happy Workplace Project,  
National Level, as the 3<sup>rd</sup> year of achievement.

**From: The Ministry of Public Health**



Excellent Practices Establishment  
on Occupational Health and Safety,  
National Level, as the 3<sup>rd</sup> year of achievement.

**From: The Ministry of Labor**



### The Implementation of COVID-19 Measures at Workplace in the New Normal

**From: Department of Disease Control,  
Ministry of Public Health**

## Thai Malaya Glass (TMG)



Gold Level for Healthy,  
Safety and Happy Workplace Project,  
National Level, as the 3<sup>rd</sup> year of achievement.

**From: The Ministry of Public Health**



Zero Accident Campaign 2021.

**From: The Ministry of Labor**



Excellent Practices Establishment  
on Occupational Health and Safety,  
National Level, as the 2<sup>nd</sup> year of achievement.

**From: The Ministry of Labor**



The Standard on Prevention  
and Solution to Drug Problems.

**From: Samut Prakan Province**



Recognition of WHA Saraburi  
Industrial Land's Safe Work Practices  
and Accident Prevention Program.

**From: Saraburi Province**



# ABOUT THIS REPORT

Berli Jucker Public Company Limited (BJC) and subsidiaries (hereafter “BJC”) remained committed to integrating the corporate-wide sustainability approach **B.J.C.**, throughout all operational supply chains. Governed by the commitment to ‘Growing Sustainably together’, BJC is proud to publish the annual sustainability report for the third consecutive years, a continuation from 2020. The sustainability report serves as an additional reporting channel for BJC to communicate its sustainability commitment, approaches, and performance to all relevant stakeholders, to inform them of BJC’s strategic direction, as influenced by sustainability policies and framework.

BJC’s sustainability report for the year 2021 covers BJC’s economic, social and environmental performance, and has been reported in accordance with the GRI Standards: Core Option, for the period 1st January to 31st December 2021. Details of BJC’s net profit is available on the corporate website <https://investor.bjc.-co.th/misc/one-report/20220401-bjc-one-report2021-en.pdf> and the Annual Form 56-1 (one report) 2021 on PDF Page 439.

The Sustainability Report has been developed, by integrating the perspectives of both internal and external stakeholders to gain a comprehensive and complete view of BJC’s sustainability performance. In 2021, the report theme is **Next**, encompassing BJC’s strategic commitment to transition beyond corporate survival alone within the new market environment as the Novel Coronavirus (COVID-19) pandemic continue to spread, but have since continuously seek new opportunities to make positive contributions towards the surrounding environment and societies.

BJC’s ability to adapt to the new market environment, following the continued outbreak of the COVID-19 pandemic, to grow alongside our communities. This is achieved through continued identification and implementation of sustainability related initiatives and projects, developed with the aim to improve the quality of lives of every-day customers, offered through high quality product and services, enabling BJC to meet the expectations of all valued stakeholders throughout the value chain.

All economic performances are consolidated and disclosed according to the requirements of the Form 56-1 (One report) 2021, while social and environmental performance data were subjected to independent third-party verification by Lloyd’s Register International (Thailand) Limited. The sustainability report will cover all the performance from BJC’s three out of five main supply chains, namely Packaging Supply chain, Consumer Supply chain, and Modern Retail Supply chain, while only the social performance from the Health Care Supply Chain will be included, and disclosed within the report. As a consequence of information availability restrictions, performance from the Technical Supply chain is excluded from the report. Furthermore, only performance from subsidiaries registered in Thailand, which BJC holds over 50% shares, are reported, as such, environmental and social performance information collected and disclosed in the report account for approximately 90% and 85% of the total revenue, respectively, while the performance of Full-time equivalent employees covers 90% of all employees are disclosed in the report.

## Reporting Boundaries for Social and Environmental Performance

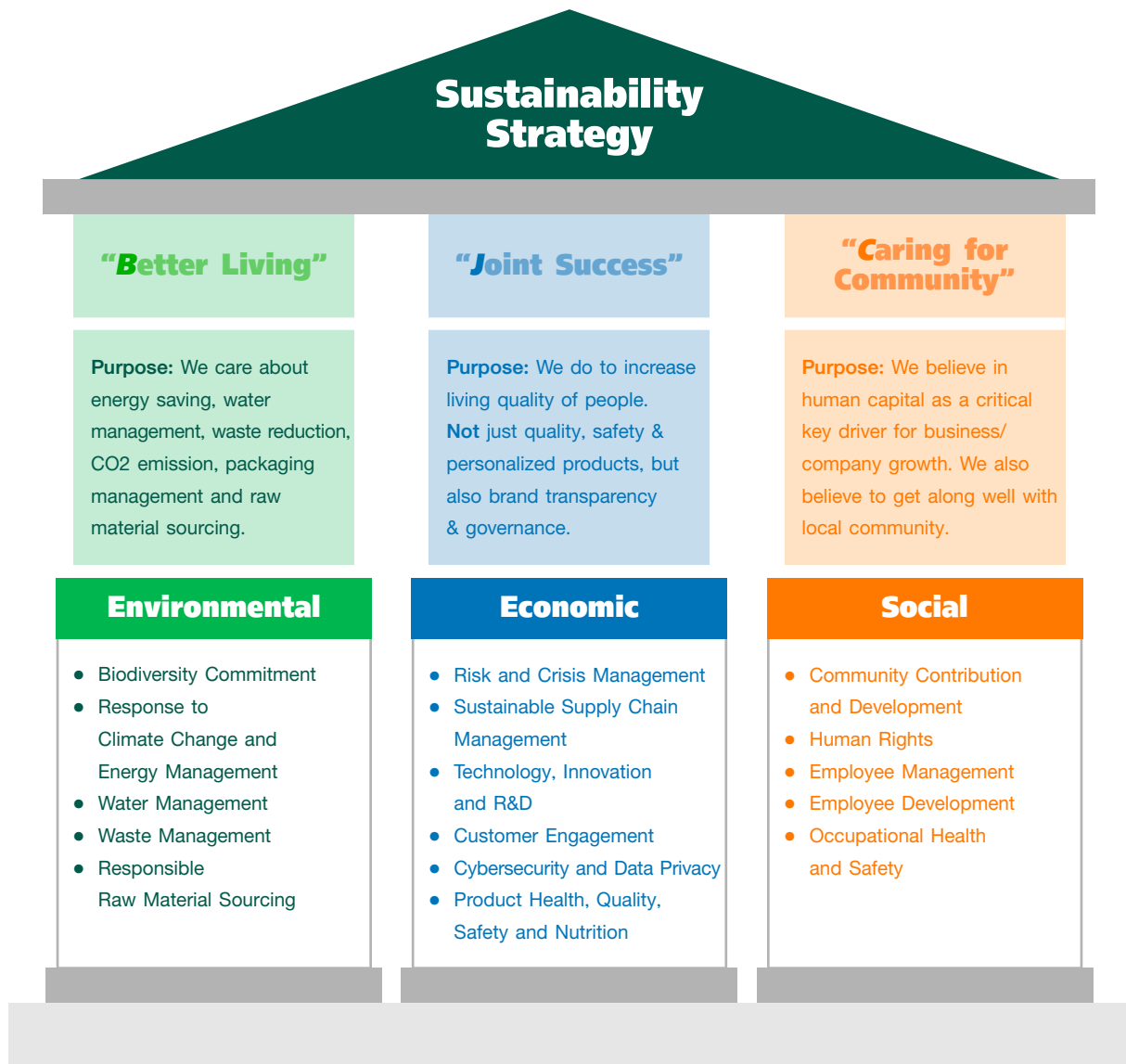
Name of Company	Social Performance		Environmental Performance			
	OHS	Human Resource	Energy	Water	Waste	Emission
1. Berli Jucker Public Company Limited	●	●	●	●	●	●
Packaging Supply Chain						
2. Thai Glass Industries Public Limited Company	●	●	●	●	●	●
3. Thai Malaya Glass Company Limited	●	●	●	●	●	●
4. BJC Glass (Thailand) Company Limited	●	●	●	●	●	●
5. Thai Beverage Can Company Limited	●	○	●	●	●	●
Consumer Supply Chain						
6. Berli Jucker Cellox Company Limited	●	●	●	●	●	●
7. Rubia Industries Limited	●	●	●	●	●	●
8. Berli Jucker Food Limited	●	●	●	●	●	●
Modern Retail Supply Chain						
9. Big C Supercenter Public Company Limited	●	●	●	●	●	●
10. Berli Jucker Logistics Company Limited	●	●	●	●	●	●
11. BJC Move Company Limited	●	●	○	○	○	○
12. Asia Books Company Limited	○	●	○	○	○	○
13. C Smart solutions Company Limited	○	●	○	○	○	○
Healthcare Supply Chain						
14. BJH Investment Company Limited	●	●	●	●	●	●

Remark: Economic performance including BJC, subsidiaries, and associated companies are disclosed in the annual Form 56 - 1 One Report 2020

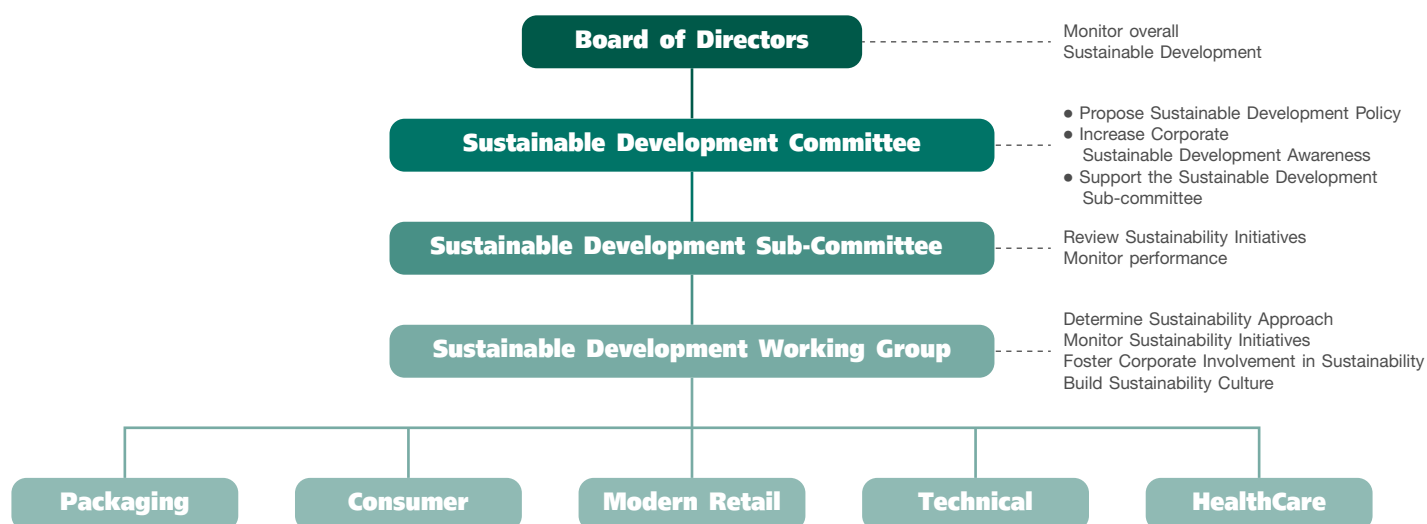
**Contact Point:** For additional information or inquiries about content published in the report, please contact the sustainability working team at: Berli Jucker Public Company Limited - Sustainability and Risk Management Division Address: Berli Jucker House (Headquarter) 99 Soi Rubia, Sukhumvit 42 Road, Phraknong, Klongtoey, Bangkok, Thailand Tel: 0-2146-5999 Email: sustainability@bjc.co.th

# BJC SUSTAINABLE DEVELOPMENT

Throughout 2021, BJC continued to conduct business operations in accordance with the established corporate-wide Sustainability Strategy “B.J.C”, integrating sustainability principles and considerations into all business decision-making, strategies, and targets, integrating Environment, Social and Governance (ESG) dimension throughout the value chain, striving to achieve the company’s vision to be **‘Your Trusted Partner for a Sustainable Better Living’**. The integration of sustainability not only drives corporate sustainability, enabling business operations to continuously adapt to emerging and unpredictable risks and seize new opportunities, in the new market environment, but also reduces BJC’s negative impacts upon ESG dimensions, enabling BJC to continued positive contributions towards the United Nations Sustainable Development Goals (UNSDGs) promoting sustainability throughout the entire communities.



The Board of Directors have long recognized the importance of sustainability and its influence as a key business driver, enabling BJC to grow sustainably whilst reducing negative environmental, social and governance impacts. To ensure the successful integration of sustainability throughout the value chain, the Board of Directors have assembled the Sustainable Development Committee (SDC), to oversee all matters related to sustainability, including the annual review and approval of all information and data disclosed in the sustainability report, prior to presentation to the Board of Directors for acknowledgement, prior to publication. SDC members consists of individuals, such as independent directors with sustainability specific knowledge and understanding, providing insightful decisions towards sustainability. Furthermore, BJC also enabled employees to suggest the development of sustainability related projects through the 'NEXT' projects.



## Materiality Topics and Boundaries

In 2021, BJC reassessed the materiality matrix, to reaffirm that sustainability commitments, strategies and projects implemented are positively contributing to the economy, society and the environment, and are in line with the interests and expectations of relevant stakeholders, assuring stakeholders that BJC's sustainability approach is continuously updated and communicated throughout the value chain, allowing BJC to develop and initiate appropriate mitigation strategies and management of new risks and opportunities accordingly in a timely manner, enabling BJC to adapt to next normal operations.

Materiality topics are identified through a comprehensive assessment process, which takes into considerations the views and opinions of both internal and external stakeholders. This is conducted through consolidating a list of sustainability topics, relevant to the food and staple retailing sector, sourced from through benchmarking topics against global trends, social trends, accepted global standards\*, and industry peers.

In 2021, as a result of a comprehensive materiality assessment conducted in 2020, relevant external stakeholder's view is consolidated through stakeholder engagement as primary research, while secondary research is conducted through desktop review, which affirms that the materiality topics in 2020 remain representative of stakeholder's interests and expectations. Topics are then presented to relevant internal stakeholders for endorsements.

\*World Economic Forum, S&P Global, UN Global compact (Ten Principles), and SASB.



## Materiality Consolidation Process

1. Identification	<p>Identify material topics based on impacts on the business</p> <ul style="list-style-type: none"> <li>Stakeholder engagement               <ul style="list-style-type: none"> <li>Engagement channel</li> <li>Key topics (additional material topic(s))</li> <li>Interest/concerns</li> <li>BJC's Response</li> </ul> </li> <li>Standards and Peers review               <ul style="list-style-type: none"> <li>Material topics</li> </ul> </li> </ul> <p><b>Outcome:</b> BJC's Topic Universe (Material Topics)</p>
2. Prioritization	<p>Prioritize BJC's Material topics</p> <ul style="list-style-type: none"> <li>BJC Internal stakeholder point of view</li> <li>BJC External stakeholder point of view</li> </ul> <p><b>Outcome:</b> BJC's 2021 Materiality Matrix</p>
3. Validation	<p>Validate with Group Management</p> <ul style="list-style-type: none"> <li>Validate material matrix of BJC Group with management level</li> </ul> <p><b>Outcome:</b> Validated BJC's 2021 material topics &amp; materiality matrix</p>
4. Review	<p>Publish Sustainability Report</p> <ul style="list-style-type: none"> <li>Report BJC's material topic, management approach, and performance evaluation of management approach according to GRI Standards, THSI, and DJSI CSA</li> </ul> <p><b>Outcome:</b> BJC Sustainability Report 2021</p>

## Stakeholder Engagements Categorization

BJC treasures the input and opinions from all relevant stakeholders, integrating provided feedbacks into new strategic developments, thus strives to continuously engage with all stakeholders. To accomplish this, the Sustainable Development working group, along with representatives from each business unit identifies relevant stakeholders to each business unit throughout the value chain, prioritizing each group based on the dependency and influence each group has to BJC, categorizing and identifying appropriate channels and frequency of engagement accordingly. Stakeholder categorization and engagement process are then reported to the Sustainable Development Committee for approval. Stakeholder engagement provided BJC with a better understanding of each stakeholder group requirements and expectations towards BJC, leading to the development of a clear and comprehensive commitments, policies, strategies and projects to foster and achieve these expectations. BJC engages each stakeholder groups differently, through various online and offline channels as follow.

## BJC Stakeholders



**Customers  
and Consumers**



**Shareholders  
/Investors**



**Employees**



**Business Partners**



**Suppliers/Vendors  
/Subcontractors**



**Government  
/Regulators**



**Community  
/Environment**



**Media**



**Internal  
Committees**



**Rental Property  
Owners/Creditors**

## Stakeholder Engagements Approach




### Internal Stakeholders





Stakeholder	Engagement Channel	Engagement Frequency
Employees	Survey	Annually
Internal Committees	Survey	Quarterly

### External Stakeholders




Stakeholder	Engagement Channel	Engagement Frequency
Customers and Consumers	Survey	Monthly
Shareholders/Investors	Primary Data	Quarterly
Business Partners (Joint Ventures)	Face-to-Face Interview	Quarterly
Suppliers/Vendors /Subcontractors	Survey	On occasion/ At least semi annual
Government/Regulators	Face-to-Face Interview & Calls	On occasion/ At least semi annual
Local Community	Primary Data	Monthly
Media	Face-to-Face Interview	Bi-Monthly
Rental Property Owners /Creditors	Survey	Monthly

## BJC Stakeholder Engagement 2021

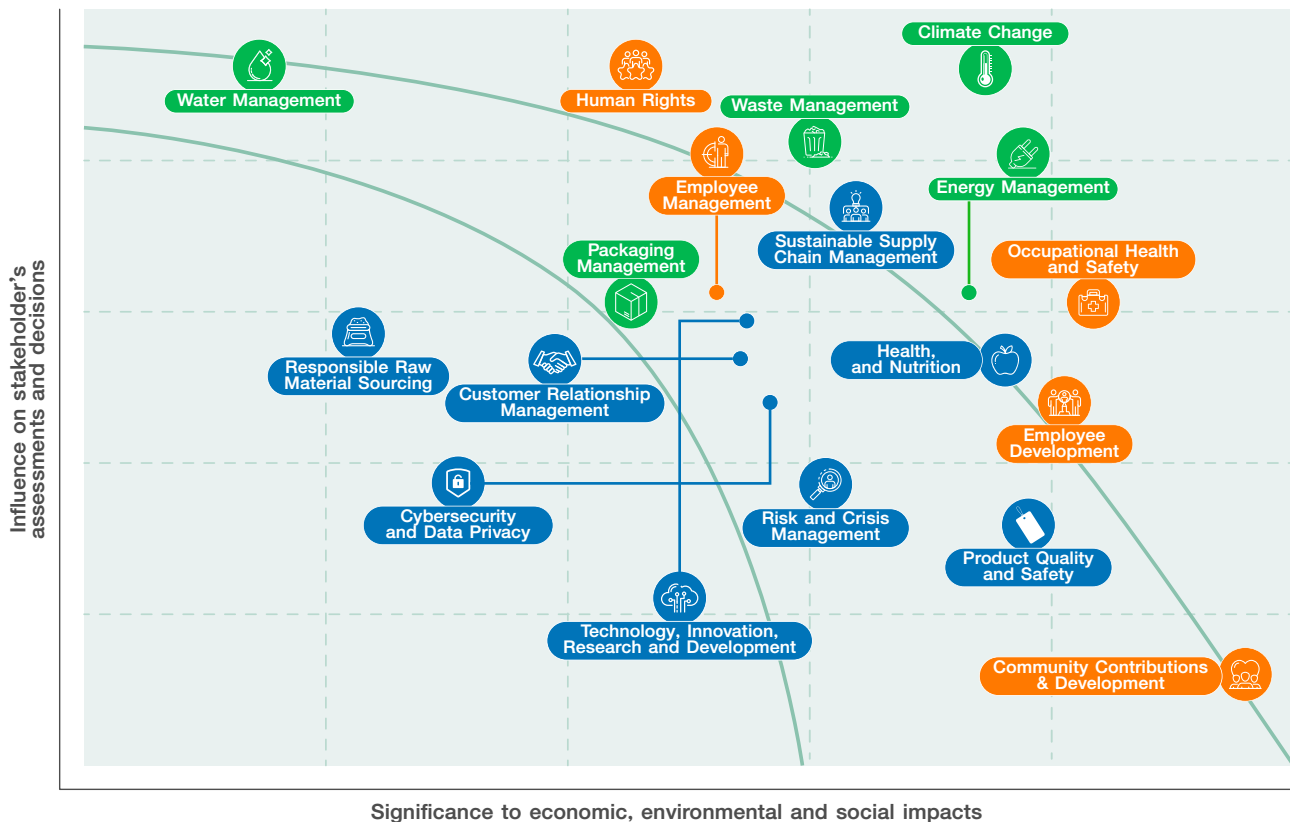
Stakeholder Group	Engagement Channel	Stakeholder's Key Interests and Concerns	Key Response Actions
<b>Customers and Consumers</b> 	<ul style="list-style-type: none"> <li>Joint business planning</li> <li>Meeting with Key customers</li> <li>Customer service hotline and sales person</li> <li>Customer satisfaction surveys through "voice of customer"</li> <li>Social media platforms</li> <li>Call centers</li> <li>Emails</li> <li>Websites</li> </ul> <p>Customer service desk at retail stores</p> <ul style="list-style-type: none"> <li>Big Card Program</li> <li>Focus Group meetings</li> <li>Events organized by the company</li> </ul>	<ul style="list-style-type: none"> <li>Business opportunities regarding improvement and innovations</li> <li>BJC's performance regarding profitability and business growth</li> <li>Quality and safety of product and services</li> <li>Environmental Impacts</li> <li>Raw material sourcing practices</li> <li>Price perception and promotions</li> <li>Customer behavior</li> <li>COVID-19 Management</li> </ul>	<ul style="list-style-type: none"> <li>Foster innovation culture to continuously develop new innovation to remain competitive</li> <li>Develop business strategy and appropriate action plans</li> <li>Continue regular market research to identify market and customer trend to improve product and services</li> <li>Integrate ESG criteria into corporate strategy</li> <li>Conduct activities to build customer loyalty</li> <li>Develop preventive and corrective action plans to ensure the achievement of expected performances during COVID-19 pandemic</li> </ul>
<b>Shareholders /Investors</b> 	<ul style="list-style-type: none"> <li>Meetings and Conferences (virtual)</li> <li>Corporate Website</li> <li>Annual General Meeting</li> <li>Through the Stock Exchange of Thailand</li> <li>Telephone</li> <li>Emails</li> <li>Conference Calls</li> </ul>	<ul style="list-style-type: none"> <li>Business and economic performance in the volatile market conditions due to COVID-19</li> <li>COVID-19 control measures impact on the business performance</li> <li>Changes in the competitive landscape</li> <li>Increasing raw material and oil prices impact on the business performance</li> <li>Business outlook post-COVID-19</li> </ul>	<ul style="list-style-type: none"> <li>Developed various initiatives and projects to ensure business resilience against new and emerging risks and ability to recognize new opportunities (including COVID-19)</li> <li>Actively conduct risk and opportunity assessment to develop appropriate management plans</li> <li>Ensure that responsible teams are accessible and responsive</li> <li>Continue developing online and other non-store channels to better cater to customers during the COVID-19</li> </ul>
<b>Employees</b> 	<ul style="list-style-type: none"> <li>Employee orientation</li> <li>Various comment, complaints and whistleblower channels</li> <li>Annual Employee Satisfaction surveys</li> <li>Emails/Phone calls</li> <li>Meetings (i.e. frontline and executive meeting)</li> <li>Mobile application AMPOS</li> <li>BJC News (Intranet System)</li> </ul>	<ul style="list-style-type: none"> <li>Protection and support against COVID-19</li> <li>Clear career development pathway</li> <li>Culture Development</li> <li>Occupational Health and Safety</li> <li>Diversity and Equal Opportunities in the workplace (e.g. Compensation, welfare)</li> <li>Human Capital Development</li> <li>Employee well-being</li> <li>Adherence to Human Rights and Protection of Human Rights</li> </ul>	<ul style="list-style-type: none"> <li>Implement appropriate COVID-19 screening measures and initiatives in compliance to government regulations (e.g. Monitor body temperature, work from home arrangements, work from anywhere arrangement and promote good hygiene practices)</li> <li>Provision of soft and hard skill development initiatives</li> <li>Welfare committee</li> <li>Permitted representation through labor unions</li> </ul>

Stakeholder	Engagement Channel	Stakeholder's Key Interests and Concerns	Key Response Actions
			<ul style="list-style-type: none"> <li>Conduct Human Rights Due Diligence</li> <li>Establishment of investigation systems</li> <li>Conduct corporate social responsibility activities with communities</li> </ul>
<b>Business Partners</b> 	<ul style="list-style-type: none"> <li>Meeting</li> <li>Phone calls</li> <li>Email</li> <li>Face-to-face meetings</li> <li>Joint Business Planning (JBP) Sessions</li> </ul>	<ul style="list-style-type: none"> <li>Business forecast and performance</li> <li>Safety and security</li> <li>COVID-19 impact on business</li> <li>Compliance with new regulatory and standards</li> </ul>	<ul style="list-style-type: none"> <li>Develop Business Plans to monitor market changes</li> <li>Conduct monitoring and follow-up of performance</li> <li>Monitor new and updated regulations and update compliance accordingly</li> </ul>
<b>Supplier/Vendors /Subcontractors</b> 	<ul style="list-style-type: none"> <li>Supplier conference</li> <li>Joint Business Planning (JBP)</li> <li>Supplier call Center</li> <li>Email</li> </ul>	<ul style="list-style-type: none"> <li>Business growth and direction</li> <li>Product development</li> <li>Transparency of supplier selection</li> <li>COVID-19 Impact on business operations</li> </ul>	<ul style="list-style-type: none"> <li>Develop business strategy</li> <li>Develop internal protocols including code of conduct, supplier selection standard and supplier gap analysis</li> <li>Implement various COVID-19 management initiatives, in compliance with government regulations and best practice</li> </ul>
<b>Government /Regulators</b> 	<ul style="list-style-type: none"> <li>Through the Stock Exchange of Thailand, The securities and Exchange of Thailand, office of Trade Competition Commission and Department of Intellectual Property</li> <li>Face-to-face interview</li> <li>Email</li> <li>Phone Calls</li> <li>Meeting</li> <li>LINE Application</li> </ul>	<ul style="list-style-type: none"> <li>Ensure compliance to regulatory requirements (e.g. accurate document disclosures, to requirements)</li> <li>Labor Management (labor welfare, OHS, employee engagements, talent attraction &amp; retention, labor and human rights etc.)</li> <li>Community engagement/ support for communities within 5 km from operating sites.</li> <li>Occupational Health and Safety Frequency and Severity</li> <li>Environment monitoring report</li> <li>COVID-19 Infection case</li> </ul>	<ul style="list-style-type: none"> <li>Follow and update compliance with applicable laws, regulations and standards</li> <li>Provide appropriate resources and benefits for employees (e.g. Annual health checkup, and appropriate PPE for the job)</li> <li>Coordinate with government /regulators to operate in compliance with applicable laws, regulations and standards.</li> <li>Established procedures to mitigate and control emergencies and disasters.</li> <li>Establish procedures to mitigate and control the spread and infection rate of COVID-19</li> </ul>
<b>Community /Environment</b> 	<ul style="list-style-type: none"> <li>Visit/meeting with local authorities and communities' representatives</li> <li>Communities' visits through communication with employees at factories</li> <li>Website</li> <li>Telephone</li> <li>Email</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with regulatory requirements</li> <li>Environmental impacts (e.g. Air pollutions, wastewater, noise, dust)</li> <li>Local economic development</li> <li>Local hires</li> </ul>	<ul style="list-style-type: none"> <li>Conduct regular community engagement activities (e.g. safety training for schools, knowledge sharing sessions)</li> <li>Conduct various CSR activities to support local community development and well-being</li> </ul>



Stakeholder	Engagement Channel	Stakeholder's Key Interests and Concerns	Key Response Actions
			<ul style="list-style-type: none"> <li>Support local communities through hiring and providing concession to sell products within the company's facilities</li> </ul>
<b>Media</b> 	<ul style="list-style-type: none"> <li>Organize press conferences and group interviews to provide business directions</li> <li>Organize press trips to maintain media relationship</li> <li>Organize events to present products and services</li> <li>Write press releases and share key activities of the organization to the media</li> </ul>	<ul style="list-style-type: none"> <li>Accuracy of public communication</li> <li>Frequency of activities such as press conference, group interview and press trip</li> <li>Brand engagement</li> <li>Product quality and service of each business under BJC Big C</li> <li>Expand media platform</li> <li>Crisis management plan to coordinate with the media to edit/delete press releases in various channels to avoid issues escalation, which may affect organization image.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain strong relationship with media</li> <li>Support activity organized by the media such as anniversaries and rally activities</li> <li>Present good quality and service via sending new product to press to effect on good customer perception and experience (media = customer)</li> <li>Increase level of new media relationship via KOL, Micro-influencer to gain more customer reachability</li> <li>Plan of 24 hours to protect company's reputation</li> <li>Design and release company news in Thai and English versions</li> <li>Rapidly solve risks and crisis cases, which affect organization image</li> </ul>
<b>Internal Committees</b> 	<ul style="list-style-type: none"> <li>Meetings</li> <li>Phone calls</li> <li>Email</li> <li>Face-to-face meetings</li> </ul>	<ul style="list-style-type: none"> <li>Business direction and performance</li> <li>Compliance to regulatory requirements</li> <li>Compliance and support for Business Sustainability</li> <li>Occupation Health and safety at workplace</li> </ul>	<ul style="list-style-type: none"> <li>Develop strategy, business direction and action plan to deal with change that impact to the achievement of Company's objective.</li> <li>Provide mitigating measures, preventive and corrective action plans for non-compliances</li> <li>Provide business strategy and action plan to support Business Sustainability</li> <li>Develop preventive action plans to ensure the effective Occupation Health and safety at workplace</li> </ul>
<b>Rental Property Owners/Creditors</b> 	<ul style="list-style-type: none"> <li>Meeting</li> <li>Email</li> <li>Call Centers</li> <li>Letter of Proposal by landlord/project developer</li> </ul>	<ul style="list-style-type: none"> <li>Business direction and performance</li> <li>COVID-19 Management and impact</li> <li>Land or Project Proposal</li> <li>Compliance to regulatory requirements</li> </ul>	<ul style="list-style-type: none"> <li>Develop business strategy and appropriate action plans</li> <li>Implement COVID-19 screening procedures for people going in/out of building</li> </ul>

## BJC Materiality Matrix 2021



## Changes to the Materiality Matrix in 2021

In 2021, BJC has a total of 18 materiality topics, compared to 19 in 2020. BJC discloses relevant management approach and performance data of these topics in accordance with the GRI Standards: Core options, ensuring a complete, transparent and reliable information disclosure. In 2021, these are the changes to the BJC materiality topics.

- The topic of Corporate Governance and Transparency, which includes Business Ethics, and Anti-Corruption have been removed as a materiality topic, since BJC view that these practices are a business-as usual standards, required to uphold.
- Supply Chain Management has been renamed as Sustainable Supply Chain Management.
- Raw Material Sourcing has been renamed as Responsible Raw Material Sourcing, which will cover, GMO, Animal Welfare, Organic Products and Biodiversity & Ecosystem within the chapter.
- Climate Change in this report chapter, has been renamed as Responsible to Climate Change & Energy Management
- Customer Data Privacy has been moved from Customer Relationship Management to Cybersecurity and Data Privacy.
- Product Quality and Safety in this report chapter, has been renamed as Product Health, Quality, Safety and Nutrition, which covers Responsible Product Labelling & Marketing within the chapter.
- Waste Management will now cover Food Loss & Waste and Packaging Management within the chapter.

- Water and Wastewater Management has been renamed as Water Management.
- Talent Attraction, Retention, Diversity and Equal Opportunities has been renamed as Employee Management, which covers Talent Attraction, Retention, Employee Engagement, and Labor Practices.
- Human Capital Development has been renamed as Employee Development.
- Customer Relationship Management has been renamed as Customer Engagement.
- Community Relations has been renamed as Community Contributions & Development.

## SDGs Contribution Matrix

Chapters	GRI Topics	Internal Stakeholders	External Stakeholders	Topics Disclosed in the Report	Sustainable Development Goals
<b>Risk and Crisis Management</b>	GRI 102-31 Review of economic, environmental	All Businesses	Government /Regulators, Shareholders /Investors	Risk and Crisis management Procedures	16
<b>Sustainable Supply Chain Management</b>	GRI 102-9 Supply Chain, GRI 308-1 New Suppliers that were screened using environmental criteria, GRI 308-2 Negative environmental impacts in the supply chain and actions taken, GRI 414-1 New Suppliers that were screened using social criteria, GRI 414-2 Negative social impacts in the supply chain and actions taken, and GRI 2-6 Activities, value chain and other business relationships	All Businesses	Supplier/Vendors /Subcontractors, Business Partners	Sustainable Supply Chain Management	9, 12, 15
<b>Technology, Innovation, R&amp;D</b>	GRI 103 Management Approach Technology, Innovation, R&D	All Businesses	Supplier/Vendors /Subcontractors	Technology, Innovation, R&D	8, 9
<b>Customer Engagement</b>	GRI 102-43 Approach to Stakeholder Engagement	All Businesses	Customer and Consumers	Customer and Consumer Engagement and Relationship Management	2, 3
<b>Cybersecurity &amp; Data Privacy</b>	GRI 418 Customer Privacy	All Businesses	Customer and Consumers	Cybersecurity, Data Privacy and Customer Data Security	2, 3
<b>Product Health, Quality, Safety and Nutrition</b>	GRI 416 Customer Health and Safety, <b>GRI-G4-Food-Processing-Sector-Disclosures FP5-FP6-FP7</b> , GRI 417 Marketing and Labeling	All Businesses	Customer and Consumers Shareholders /Investors	Product Quality and Safety Assurance	2, 3, 8, 12

Chapters	GRI Topics	Internal Stakeholders	External Stakeholders	Topics Disclosed in the Report	Sustainable Development Goals
<b>Community Contributions &amp; Development</b>	GRI 413 Local Communities	All Businesses	Community /Environment	Community Relationship Management	4, 8, 9, 11
<b>Human Rights</b>	GRI 412 Human rights Assessment, GRI 405 Diversity and Equal Opportunity, GRI 406 Non-discrimination	All Businesses	Supplier/Vendors /Subcontractors. Business Partners	Human Rights Commitment and Controls	5, 8, 10, 16
<b>Employee Management</b>	GRI 401 Employment, GRI 402 Labor/ Management Relations	All Businesses	Supplier/Vendors /Subcontractors. Business Partners	Labor Management Procedures  Talent Attraction and retention Procedures	1, 4
<b>Employee Development</b>	GRI 404 Training an Education, GRI 404-1 Average hours of training per year per employees, GRI 404-2 Programs for upgrading employee skills and transition assistance programs, GRI 404-3 Percentage of employees receiving regular performance and career development reviews, GRI 410-1 Security personnel trained in human rights policies or procedures	All Businesses	Supplier/Vendors /Subcontractors. Business Partners	Talent Attraction and Retention Procedures	1, 4
<b>Occupational Health &amp; Safety</b>	GRI 403-5 Worker training on occupational health and safety GRI 403-9 Work-related injuries	All Businesses	Supplier/Vendors /Subcontractors. Business Partners	Occupational Health and Safety Procedures and Controls	3, 8
<b>Response to Climate Change &amp; Energy Management</b>	GRI 102-11 Precautionary Principle or Approach, GRI 302 Energy, GRI 305 Emissions	All Businesses	Community /Environment	Climate Change and Energy Commitment and Management	7, 12, 13
<b>Water Management</b>	GRI 303 Water and Effluents	All Businesses	Community /Environment	Water and Wastewater Management	6, 14
<b>Waste Management</b>	GRI 306 Waste	All Businesses	Community /Environment	Waste Management and Controls	12, 13
<b>Responsible Raw Material Sourcing</b>	GRI 3-3 Management of material topics, GRI-G4-Food-Processing-Sector -Disclosures FP1-FP2-Procurement/Sourcing Practices FP9-13 Animal welfare	All Businesses	Customer and Consumers. Suppliers/Vendors /Subcontractors	Responsible Raw Material Sourcing Practices	12, 13, 15



## Performance Data and Breakdown

### Environmental

#### Direct Greenhouse Gas Emissions

Direct GHG (Scope 1)	Unit	FY 2018	FY 2019	FY 2020	FY 2021
Total direct GHG emissions (Scope 1)	Metric tonnes CO2 equivalents	466,230.02	481,811.80	415,219.09	501,212.18
Data coverage (as % of denominator)	<i>Percentage of:</i> BJC Group total revenues	89.93	87.69	87.58	89.98

#### Indirect Greenhouse Gas Emissions

Direct GHG (Scope 2)	Unit	FY 2018	FY 2019	FY 2020	FY 2021
Indirect greenhouse gas emissions from energy purchased and consumed (scope 2)	Metric tonnes of CO2 equivalents	702,006.00	729,029.00	594,703.65	659,298.51
Data coverage (as % of denominator)	<i>Percentage of:</i> BJC Group total revenues	89.93	87.69	87.58	89.98

#### Energy Consumption

Total Energy Consumption	Unit	FY 2018	FY 2019	FY 2020	FY 2021
a) Non- renewable fuels (nuclear fuels, coal, oil, natural gas, etc.) purchased and consumed	MWh	1,548,751.72	1,586,919.92	2,044,934.73	1,665,997.24
b) Non- renewable electricity purchased	MWh	1,423,271.73	1,485,063.00	1,206,571.66	1,321,850.62
c) Steam/heating/cooling and other energy (non-renewable) purchased	MWh	4,015.38	2,851.31	869.27	1,104.81
d) Total renewable energy (wind, solar, biomass, hydroelectric, geothermal, etc.) purchased or generated. Please Specify: Biodiesel and Solar Energy	MWh	2,056.99	24,325.40	41,723.33	52,554.20
e) Total non- renewable energy (electricity and heating & cooling) sold	MWh	0	0	0	0

Total Energy Consumption	Unit	FY 2018	FY 2019	FY 2020	FY 2021
Total Non-renewable energy consumption (A+B+C-E)	MWh	2,976,038.83	3,074,834.23	3,252,375.66	2,988,952.67
Data coverage (as % of denominator)	<b>Percentage of:</b> BJC Group total revenues	89.93	87.69	87.58	89.98

### Water Consumption

Water Consumption	Unit	FY 2018	FY 2019	FY 2020	FY 2021
A. Withdrawal: Total municipal water supplies (or from other water utilities)	Million cubic meters	9.79	10.83	9.56	8.39
B. Withdrawal: Fresh surface water (lakes, rivers, etc.)	Million cubic meters	0.07	0.08	0.01	0.13
C. Withdrawal: Fresh groundwater	Million cubic meters	0.19	0.18	0.18	0.01
D. Discharge: Water returned to the source of extraction at similar or higher quality as raw water extracted (only applies to B and C)	Million cubic meters	7.67	7.98	7.42	6.85
E. TOTAL NET FRESH WATER CONSUMPTION (A+B+C-D)	Million cubic meters	2.38	3.11	2.33	1.68
Data Coverage (as % of denominator)	<b>Percentage of:</b> BJC Group total revenues	89.93	87.69	87.58	89.98

### Waste Generated

Waste Generated	Unit	FY 2018	FY 2019	FY 2020	FY 2021
a) Total waste generated	metric tonnes	129,035.00	129,621.00	68,957.13	96,619.32
b) Total waste used/recycled/sold	metric tonnes	24,373.47	20,853.05	27,695.74	16,079.35
<b>TOTAL WASTE DISPOSED (A - B)</b>	metric tonnes	104,297.53	108,767.95	41,261.39	80,539.97
Data coverage (as % of denominator)	<b>Percentage of:</b> BJC Group total revenues	89.93	87.69	87.58	89.98

## Food Loss & Waste Impact

Food Loss & Waste	FY 2018	FY 2019	FY 2020	FY 2021
Total weight of all food loss & waste	18,563	18,610	13,268	21,226
Total weight of food loss & waste volumes used for alternative purposes	1,841	1,992	2,020	2,102
<b>Total discarded</b>	<b>16,722</b>	<b>16,618</b>	<b>11,248</b>	<b>19,124</b>
Data Coverage	89.93	87.69	87.58	89.98

## Social

### Employees

Performance	Unit	FY2018		FY2019		FY2020		FY2021	
		Male	Female	Male	Female	Male	Female	Male	Female
Total Number of Employees	Person	40,294		40,491		35,400		37,980	
		17,305	22,989	16,802	23,689	14,291	21,109	14,857	23,123
Employees by Employment Contract									
Total Employees with Permanent Contracts	Person	39,513		39,640		35,187		37,980	
		17,066	22,447	16,516	23,124	14,208	20,979	14,857	23,123
Total Employees with temporary contracts	Person	781		851		213		0	
		239	542	286	565	83	130	0	0
Employees by Employment Type									
Total fulltime employees	Person	34,855		35,428		29,373		37,980	
		15,083	19,772	14,943	20,485	11,934	17,439	14,857	23,123
Total parttime employees	Person	5,439		5,063		6,027		0	
		2,222	3,217	1,859	3,204	2,357	3,670	0	0

### Hiring

		FY2018		FY2019		FY2020		FY2021	
		Male	Female	Male	Female	Male	Female	Male	Female
Total number of new employee hires		40,034		36,205		19,299		22,019	
		16,245	23,789	13,396	22,809	7,222	12,077	7,984	14,035
Percentage from total FTE (%)		40.32	59.04	33.08	56.33	20.40	34.12	21.02	36.95
Percentage of open positions filled by internal candidates (internal hires)		14.5		22.8		51.4		40.3	
Average hiring cost/FTE Currency: THB-Baht		3,228.93		3,449.69		3,378		1,498	
	New employee hires by age group								
<30 years	Person	31,157		28,093		14,485		16,482	
		13,130	18,027	10,702	17,391	5,646	8,839	6,186	10,296
	Percentage from total FTE (%)	32.59	44.74	26.43	42.95	15.95	24.97	16.29	27.11

		FY2018		FY2019		FY2020		FY2021	
		Male	Female	Male	Female	Male	Female	Male	Female
30 - 50 years	Person	8,804		18,023		4,767		5,517	
		3,085	5,719	10,702	17,391	1,549	3,218	1,789	3,728
	Percentage from total FTE (%)	7.66	14.19	26.43	42.95	4.38	9.09	4.71	9.82
>50 years	Person	82		89		47		20	
		39	43	39	50	27	20	9	11
	Percentage from total FTE (%)	0.10	0.11	0.10	0.12	0.08	0.06	0.02	0.03

## Employee Turnover Rate

	FY 2018	FY 2019	FY 2020	FY 2021
Total employee turnover rate	72.60	68.94	62.12	48.86
Voluntary employee turnover rate	58.11	58.78	46.23	42.86
Data coverage (as % of all FTEs globally)	100	100	100	100

## Training & Development Inputs

	Unit	FY2018		FY2019		FY2020		FY2021*	
		Male	Female	Male	Female	Male	Female	Male	Female
Average hours per FTE of training and development	Hour	79		71		114		116	
		76.73	81.71	65.03	76.47	109.00	119.22	114.56	117.63
Average amount spent per FTE on training and development	THB Baht	4,868.63		6,012.62		567.42		467	
		5,496.46	4,240.79	5,870.00	6,155.23	583.42	551.42	509.86	439.83

### Average Training hours of employees by employee category

Top Management	Hour	8		102.19		147.56		116	
		11.41	4.58	61.27	143.10	138.31	156.80	113.51	119.51
Management	Hour	45		59.45		169.88		127	
		47.35	42.64	55.07	63.82	169.78	169.97	123.58	130.01
Junior Management	Hour	41.28		34.27		167.84		143	
		41.65	40.91	31.85	36.69	166.02	169.66	139.36	145.72
Supervisor	Hour	56.68		54.94		74.27		128	
		47.07	66.28	48.40	61.48	76.70	71.84	126.25	129.93
Officer	Hour	79.24		67.64		108.31		114	
		76.84	81.64	62.24	73.04	103.97	112.65	111.90	115.43

\*In 2021 BJC has revised the calculation approach for Training & Development Inputs by introducing weighted method.

## Diversity and Equal Opportunity

	Unit	FY2018		FY2019		FY2020		FY2021	
		Male	Female	Male	Female	Male	Female	Male	Female
Employees by age									
<30 Years	Person	8,309	10,767	7,852	11,075	6,469	9,498	6,888	10,988
	%	20.62	26.72	19.39	27.35	18.27	26.83	18.14	28.93
30 - 50 years	Person	8,166	11,197	8,108	11,556	7,153	10,857	7,334	11,382
	%	20.27	27.79	20.02	28.54	20.21	30.67	19.31	29.97
>50 years	Person	830	1,025	842	1,058	669	754	635	753
	%	2.06	2.54	2.08	2.61	1.89	2.13	1.67	1.98



	Unit	FY2018		FY2019		FY2020		FY2021	
		Male	Female	Male	Female	Male	Female	Male	Female
Employees by employee category									
Top Management	Person	29	27	31	26	22	10	19	13
	%	0.07	0.07	0.08	0.06	0.06	0.03	0.05	0.03
Management	Person	207	159	210	151	212	194	209	197
	%	0.51	0.39	0.52	0.37	0.60	0.55	0.55	0.52
Junior Management	Person	415	405	428	403	453	530	481	563
	%	1.03	1.01	1.06	1.00	1.28	1.50	1.27	1.48
Supervisor	Person	1,305	1,189	1,370	1,244	1,492	1,786	1,663	2,140
	%	3.24	2.95	3.38	3.07	4.21	5.05	4.38	5.63
Officer	Person	15,349	21,209	14,763	21,865	12,112	18,589	12,485	20,210
	%	38.09	52.64	36.46	54.00	34.21	52.51	32.87	53.21

### Information on Employees and Other Workers

Country	Total Employees	Permanent Contracts	Temporary Contracts
Thailand	40,065	37,980	2,085
Malaysia	115	96	19
Laos PDR	105	105	0
Vietnam	6,105	5,850	250
Cambodia	570	570	0
Myanmar	2	2	0

*Remark: Data is at the end of year 2021, excluding joint venture. For Thailand, data covers local 22 companies.*

### Workforce Breakdown: Gender

Diversity Indicator	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)	52	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)	41	40 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.)	54	50 Target Year: 2025
Share of women in STEM-related positions (as % of total STEM positions)	46	50 Target Year: 2025

## Gender Pay Indicators

Indicators	Female : Male
Mean gender pay gap	1 : 1.18
Median gender pay gap	1 : 1.13
Mean bonus gap	1 : 1.11
Median bonus gap	1 : 1

## Freedom of Association

% of employees represented by an independent trade union or covered by collective bargaining agreements	3.1
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## Trend of Employee Engagement

Employee Engagement	Unit	FY2018		FY2019		FY2020		FY2021		Target FY2021
Employee Engagement	% of actively engaged employees	67		83		74		70		70*
		M 68	F 66	M 83	F 83	M 72	F 75	M 70	F 69	
Data coverage	% of total employees	82		84		98		100		

\*The target setting of 2021 employee engagement is elaborated on

BJC Sustainability Website, under Employee Management.

## Fatalities

Fatalities	FY 2018	FY 2019	FY 2020	FY 2021
Employees	0	0	0	0
Contractors	0	0	0	0

## Lost-Time Injury Frequency Rates (LTIFR) – Employees

LTIFR	Unit	FY 2018	FY 2019	FY 2020	FY 2021
Employees	n/million hours worked	2.45	2.26	3.31	1.99
Data coverage (as % of employees, operations or revenues)	percentage of: Revenue	89.93	87.69	87.58	89.98

## Lost-Time Injury frequency Rate (LTIFR) – Contractors

LTIFR	Unit	FY 2018	FY 2019	FY 2020	FY 2021
Contractors	n/million hours worked	0.66	0.87	0.79	0.57
Data coverage (as % of employees, operations or revenues)	percentage of: Revenue	89.93	87.69	87.58	89.98

# GRI Content Index

## General Disclosure

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102-45	Entities included in the consolidated financial statements	Form 56-1 (One Report) 2020	<a href="https://investor.bjc.co.th/misc/one-report/20220401-bjc-one-report2021-en.pdf">https://investor.bjc.co.th/misc/one-report/20220401-bjc-one-report2021-en.pdf</a>	

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102-56 External Assurance	External Assurance	Website: Under 'Assurance Statement of SR 2021' in the 'Other' Documents of the About Page	

## Topics-specific Disclosure

GRI Standards	Disclosure	Chapter	Page /Website	PDF	External Assurance
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<b>GRI 103: Management Approach 2016</b>					
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<b>GRI 102: General Disclosures 2016</b>					
102-15	Key impacts, risks, and opportunities	Risk and Crisis Management Form 56-1 (One Report) 2021	90/163 - 103/163	92 - 105	
102-17	Mechanisms for advice and concerns about ethics	Corporate Governance, Business Ethics & Anti-Corruption Practices	17 - 18	18 - 19	



GRI Standards	Disclosure	Chapter	Page /Website	PDF	External Assurance
102-18	Governance structure	Corporate Governance, Business Ethics & Anti-Corruption Practices	18	19	
102-29	Identifying and managing economic, environmental, and social impacts	Corporate Governance, Business Ethics & Anti-Corruption Practices	Website: Risk Management Process under the Risk and Crisis Management Page		
102-30	Effectiveness of risk management processes	Risk and Crisis Management	66 - 67	67 - 68	
102-32	Highest governance body's role in sustainability reporting	Corporate Governance, Business Ethics & Anti-Corruption Practices	Website: BJC Sustainable Development		
<b>204 Procurement Practices 2016</b>					
103-1	Explanation of the material topic and its Boundary	Sustainable Supply Chain Management	71	72	
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204-1	Proportion of spending on local suppliers	Responsible Raw Material Sourcing	Website: Local Spending under Responsible Raw Material Sourcing Page		
<b>205 Anti-corruption 2016</b>					
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205-2	Communication and training about anti-corruption policies and procedures	Corporate Governance, Business Ethics & Anti-Corruption Practices	20 - 21, 23	21 - 22, 24	
205-3	Confirmed incidents of corruption and actions taken	Corporate Governance, Business Ethics & Anti-Corruption Practices	22	23	
<b>301 Materials 2016</b>					
103-1	Explanation of the material topic and its Boundary	Waste Management	42	43	
103-2	The management approach and its components	Waste Management	43 - 44	44 - 45	
103-3	Evaluation of the management approach	Waste Management	45 - 50	46 -51	
301-1	Materials used by weight or volume	Performance Data and Breakdown	Website: Packaging Materials Under Waste Management		
301-2	Recycled input material used	Performance Data and Breakdown	Website: Packaging Materials Under Waste Management		

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103-1	Explanation of the material topic and its Boundary	Response to Climate Change and Energy Management	26 - 27	27 - 28	
103-2	The management approach and its components	Climate Change and Energy Management	27 - 28	28 - 29	
103-3	Evaluation of the management approach	Climate Change and Energy Management	29 - 34	30 - 35	
302-1	Energy consumption within the organization	Appendix: Performance Data and Breakdown	169 - 170	170 - 171	✓
302-4	Reduction of energy consumption	Performance Data and Breakdown			
303 Water and Effluents 2018					
103-1	Explanation of the material topic and its Boundary	Water Management	35	36	
103-2	The management approach and its components	Water Management	36	37	
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303-1	Interactions with water as a shared resource	Water Management	36	37	
303-2	Management of water discharge-related impacts	Water Management	40 - 41	41 - 42	
303-3	Water withdrawal	Appendix: Performance Data and Breakdown	Website: Under Water Management Page		✓
303-4	Water discharge	Appendix: Performance Data and Breakdown			✓
303-5	Water consumption	Appendix: Performance Data and Breakdown			✓
305 Emission 2016					
103-1	Explanation of the material topic and its Boundary	Climate Change and Energy Management	26 - 27	27 - 28	
103-2	The management approach and its components	Climate Change and Energy Management	27 - 28	28 - 29	
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305-1	Direct (Scope 1) GHG emissions	Appendix: Performance Data and Breakdown	169	170	✓
305-2	Energy indirect (Scope 2) GHG emissions	Appendix: Performance Data and Breakdown	169	170	✓
305-3	Other indirect (Scope 3) GHG emissions	Performance Data and Breakdown (from table in appendix of Climate Change chapter)	Website: Under 'Scope 3 Emissions' in the Climate Change Page		
305-4	GHG emissions intensity		Website: Under 'GHG Emission Intensity' in the Climate Change Page		

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103-1	Explanation of the material topic and its Boundary	Waste Management	42	43	
103-2	The management approach and its components	Waste Management	43	44	
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306-1	Waste generation and significant waste-related impacts	Waste Management	43 - 44	44 - 45	
306-2	Management of significant waste-related impacts	Waste Management	43 - 50	44 - 51	
306-3	Waste generated	Appendix: Performance Data and Breakdown	Website: Under Waste Management Page		✓
306-4	Waste diverted from disposal	Appendix: Performance Data and Breakdown			✓
306-5	Waste directed to disposal	Appendix: Performance Data and Breakdown			✓
308 Supply Chain management					
103-1	Explanation of the material topic and its Boundary	Sustainable Supply chain Management	71	72	
103-2	The management approach and its components	Sustainable Supply chain Management	71 - 72	72 - 73	
103-3	Evaluation of the management approach	Sustainable Supply chain Management	72 - 76	73 - 77	
308-1	New suppliers that were screened using environmental criteria	Sustainable Supply chain Management	73	74	
308-2	Negative environmental impacts in the supply chain and actions taken	Sustainable Supply chain Management	75	76	
401 Employment 2016					
103-1	Explanation of the material topic and its Boundary	Employee Management	131	132	
103-2	The management approach and its components	Employee Management	131	132	
103-3	Evaluation of the management approach	Employee Management	132 - 138	133 - 139	
401-1	New employee hires and employee turnover	Employee Management	136 - 137	137 - 138	
403 Occupational Health and Safety 2018					
103-1	Explanation of the material topic and its Boundary	Occupational Health and Safety	145	146 - 147	
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403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	152	153	
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403-6	Promotion of worker health		Website: Under 'Employee Well-being' in the Employee Management Page		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	148 - 150	149 - 151	
403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety	Website: Under 'Systemic Occupational Health and Safety Management Systems' in the Occupational Health and Safety Page		
403-9	Work-related injuries	Appendix: Performance Data and Breakdown	174	175	✓
<b>404 Training and Education 2016</b>					
103-1	Explanation of the material topic and its Boundary	Employee Development	139	140	
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103-3	Evaluation of the management approach	Employee Development	140 - 144	144 - 145	
404-1	Average hours of training per year per employee	Appendix: Performance Data and Breakdown	172	173	
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404-3	Percentage of employees receiving regular performance and career development reviews	Employee Development	139	140	
<b>405 Diversity and Equal Opportunity 2016</b>					
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103-2	The management approach and its components	Employee Management	131	132	
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103-3	Evaluation of the management approach	Employee Management	132 - 138	133 - 139	
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405-1	Diversity of governance bodies and employees	Corporate Governance and Transparency	Website: Under Corporate Governance Page		
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405-2	Ratio of basic salary and remuneration of women to men	Appendix: Performance Data and Breakdown	174	175	✓
<b>412 Human Rights Assessment 2016</b>					
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103-2	The management approach and its components	Human Rights	125 - 126	126 - 127	
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412-2	Employee training on human rights policies or procedures	Human Rights	125	126	
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407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		Website: under 'Freedom of Association' in the Human Rights Page		
412-1	Operations that have been subject to human rights reviews or impact assessments	Human Rights	Website: Under 'Employee Well-being' in the Employee Management Page		
412-2	Employee training on human rights policies or procedures	Human Rights	125	126	
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103-1	Explanation of the material topic and its Boundary	Community Contribution & Development	112	113	
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413-1	Operations with local community engagement, impact assessments, and development programs	Community Contribution & Development	Website: under 'Priorities & KPIs' in the Community Contribution & Development Page		
<b>414 Supplier Social Assessment 2016</b>					
103-1	Explanation of the material topic and its Boundary	Sustainable Supply Chain Management	71	72	
103-2	The management approach and its components	Sustainable Supply Chain Management	71 - 72	72 - 73	
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103-1	Explanation of the material topic and its Boundary	Product Health, Quality, Safety and Nutrition	100	101	
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<b>417 Marketing and Labelling 2016</b>					
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103-2	The management approach and its components	Product Health, Quality, Safety and Nutrition	100 - 101	101 - 102	
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417-1	Requirements for product and service information and labelling	Product Health, Quality, Safety and Nutrition	109 - 110	110 - 111	
417-2	Incidents of non-compliance concerning product and service information and labeling	Product Health, Quality, Safety and Nutrition	110	111	
<b>418 Customer Privacy 2016</b>					
103-1	Explanation of the material topic and its Boundary	Cybersecurity & Data Privacy	94	95	
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