

Thai Union's vision and mission

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

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





Seachange

changing seafood for good



Dow Jones
Sustainability Indices
In Collaboration with RobecoSAM



Our Sustainable Development Strategy

SeaChange®

Our overarching objectives:

THE SEAS ARE SUSTAINABLE NOW AND FOR FUTURE GENERATIONS;

OUR WORKERS ARE SAFE, LEGALLY EMPLOYED AND EMPOWERED;

THE VESSELS WE BUY FROM ARE LEGAL AND OPERATE RESPONSIBLY.



SeaChange: an overview

Safe & Legal Labor

We take reports of human rights abuses in the global seafood industry very seriously and are determined to stamp out illegal and unsafe labor practices wherever they exist.

Responsible Sourcing

Caring for our natural resources is critical for the health of the world for generations to come. We are working with suppliers to ensure that Thai Union and the wider seafood industry works towards maintaining the health of the global environment, including the protection of species and the marine environment.

Responsible Operations

We have initiatives in place to ensure our operations are as advanced, effective and innovative as possible while minimizing our impact on the environment.

People & Communities

We want to have a positive, practical impact on the communities in which we work.
Our CSR programs, community work and local engagement will improve the lives and facilities of those living near us and working with us.

Good Governance

Robust leadership, policies and processes will ensure our business is focussed on delivering our sustainability objectives and is ethical across all its operations

Transparency

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

Partnerships and collaboration

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



SeaChange® will also help deliver against three of the UN Sustainability Development Goals for People, Planet and Prosperity:











Our Milestones

- We will treat all workers, whether migrant or local employees, fairly and with dignity. They will have safe and freely-chosen employment.
- 2. Our supply chains, from vessel to factory, will comply with labor regulations and our Business Ethics and Code of Conduct.
- 3. With full traceability of all the seafood we purchase, we will have information about the labor practices on board vessels.
- 4. Through education and open dialog, we will empower our workers, giving them a voice today and into the future.
- 5. We are committed to leading an ongoing and active dialogue with industry, government and civil society to ensure lasting improvements in labor practices across the entire industry.

Our Partners















Thai Union Confidential

Our Progress



Verifying legal labor in our shrimp feed supply chain

In 2016, 100% of our shrimp feed supply chain was externally audited by UL. As a member of the Seafood Task Force, this is part of our work towards establishing traceability systems – from the vessel to the feed mill.



Zero recruitment fees

In 2016, as part of our ethical migrant recruitment policy, we launched a zero recruitment fees commitment for all future recruitment of workers for our Thai facilities. This reduces the risk of workers becoming involved in debt bondage or forms of forced labor.



Helping victims of human trafficking

In 2015, we initiated a pilot program with LPN to deliver counselling, medical assistance, temporary food and shelter, and to provide legal aid to repatriated men who had been victims of human trafficking.



Our Progress











Ensuring our migrant employees

Our Business Ethics and Code of Conduct

In 2015 we updated our stringent Business Ethics and Labor Code of Conduct and in 2016 started rolling this out to suppliers globally. The aim is to promote higher levels of accountability and transparency throughout the supply chain and is applied to all of our group companies and business partners.

Helping our suppliers to improve In 2014, Chicken of the Sea (COSI), decided that audits alone were not enough to help suppliers improve their labor standards. Many wanted to improve their practices, but lacked the in-house knowledge to do so promptly and effectively. So COSI has introduced "performance improvement plan (PIP)" approach with the NGO Verité. In 2016 Verité began training our own auditors in Thailand to extend this program.

Providing workers with a voice
Since 2014 we have been
partnering with the Issara Institute
to improve the conditions for
workers in Thailand. In 2015 we
worked together to provide workers
with access to Issara's independent
worker helpline – available in five
languages – in our factories and
ports and we continue to support
the Issara Institute's Inclusive Labor
Monitoring Program in our own
facilities and supply chains.

know their rights
Since 2014 migrant workers
employed in our facilities across
Thailand have received formal
training on Thai labor and social
welfare regulations. The program
provides workers with information,
support and empowerment through
knowledge and communication,
working on delivery with local NGO
partners as well as the International

Labor Organisation.



Thai Union Confidential

Upcoming Milestones

- Develop & trial traceability program in Thailand
- Implement Ethical Migrant Worker Recruitment Policy in all global facilities
- Issara Institute hotline details available in all facilities and ports, roll out to supply chains
- Develop a standard social audit tool across the seafood industry, working with the Seafood Task Force
- Develop capacity building program in Thailand for labor and human rights in the seafood industry



Our Milestones

- 1. Traceability is the backbone of seafood sustainability. We will be able to trace each of our products back to its source from the boat that caught it or the pond that produced it allowing us to monitor the operations, actions and labor conditions of our suppliers.
- 2. Our branded tuna will be responsibly sourced from fisheries that are either Marine Stewardship Council (MSC) certified, or engaged in Fishery Improvement Projects (FIPs) to move them towards MSC certification. We will aim to achieve a minimum of 75% by the end of 2020.
- 3. Our aquaculture products will be sourced from sustainable farming, with a milestone of sourcing at least 75% of our branded aquaculture raw materials from certified sources by 2020.

Our Partners

















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Our FIPs Roadmap

Thai Union has launched its Global Tuna Strategy and 2020 commitment. The strategy is built around traceability and is designed to address stock sustainability, labor issues and Illegal, Unregulated and Unreported fishing (IUU) in the fishing industry.

Thai Union's commitment is for all of our tuna to be sustainably sourced, with an aim to achieve a minimum of 75% of our own brands of tuna coming from fisheries that are Marine Stewardship Council certified or in a Fishery Improvement Project (FIP) by the end of 2020. Thai Union will invest US\$90 million in initiatives, including establishing new FIPs, that bring together stakeholders to identify environmental challenges in a fishery, develop a plan to address them, and work together to implement the plan.



Priority FIPs

2018

W. Pacific Ocean

Indian Ocean WCPO, Tropical Tuna, Purse Seine



Post-2018 FIPs

- Thailand, Tonggol, Purse Seine
- · Vietnam, Skipjack, Purse Seine
- Indonesia, Skipjack and Yellowfin, Pole & Line
- Western Pacific Ocean, Albacore, Longline
- Indonesia, Fairtrade Yellowfin, Handline

Indian Ocean, Albacore, Long Line



 Indian Ocean, Tropical Tuna, Purse Seine



- Brazil, Pole & Line
- Atlantic Ocean, Tropical Tuna, Purse Seine
- 2018) Ser

Senegal, Pole & Line



Our Progress



Supporting sustainable tuna fishing in the Indian Ocean

As a key partner of the tuna Fishery Improvement Project (FIP) in the Indian Ocean, we will work to meet the sustainability standard set by the Marine Stewardship Council (MSC).

100% tuna traceability

We have 100% traceability for all our tuna, with all of our major brands offering consumers a cantracker allowing them to trace their tuna back to the ocean it came from and the boat that caught it.



Cleaning up the shrimp feed supply chain

We have conducted an external audit of our full shrimp feed supply chain to ensure compliance with sustainability requirements.



Sourcing from vessels that are taking meaningful sustainability efforts

We are committed to source from vessels that are on the Proactive Vessel Register (PVR) by the International Seafood Sustainability Foundation (ISSF). From the 1st January 2016, 100% of the large-scale purse seiners we source from were registered.



Our Progress



Auditing the European fleet
We have initiated a full and
comprehensive audit of the entire
fleet supplying tuna to our
European markets to ensure every
vessel fully complies with our
sustainability commitments.



Advocating for sustainable Mahi-Mahi fishing in Peru We supported WWF's petition to encourage Peru to engage in a Mahi-Mahi Fishery Improvement Project (FIP).



Supporting sustainable feed fishing

in the Gulf of Thailand
In 2016 we worked with the Thai
Sustainable Fisheries Roundtable
(TSFR) to adopt international
standards for a feed FIP in the Gulf
of Thailand. The main goals of this
feed FIP is to ensure that all its
fisheries are traceable and
transparent throughout the supply
chain; deters and eliminates IUU
fishing and overfishing; and
protects the wider marine
ecosystem.



in Sri Lanka
As a partner of the blue swimmer crab Fishery Improvement Project (FIP) in Sri Lanka, we will support the research and formulation of a harvest control strategy. Since the FIP was active in 2016, it has completed the assessment on the ecological impact of the fishery in the Palk Bay (Bay of Bengal).



Upcoming Milestones

Publish aligned tuna and wild caught fish sourcing policies and roadmap for the whole Thai Union group

Publish aligned aquaculture sourcing policies and roadmap for the whole Thai Union Group

Launch a Global Responsible Sourcing Committee for the Thai Union Group

Fully digitally map the shrimp supply chain in Thailand

Develop and trial traceability program in Thailand

Launch Indian Ocean, Brazil, and Atlantic Ocean tuna FIPs

Launch WCPO and Senegal tuna FIPs

Fully map the shrimp supply chain in India

Launch ASEAN, Vietnam, Indonesia,
Western Pacific Ocean, Indian Ocean
Albacore, and Fairtrade Yellowfin tuna FIPs

Complete tuna stock assessment



2017

Responsible Operations

Our Milestones

- 1. We will reduce our greenhouse gas (GHG) emissions by 30% (total emitted GHG per ton of production) in our factories, against our 2016 baseline.
- 2. We will reduce water consumption in our plants around the world by 20% (total cubic meter of consumed water per ton of production), against our 2016 baseline.
- 3. We will reduce our waste sent to landfills by 20% (ton of generated waste to landfill per ton of production), against our 2016 baseline.
- 4. We will ensure the safety of everyone at our sites around the world by targeting a 0.5 Lost Time Injury Frequency Rate (LTIFR) for every 200,000 hours worked.



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Responsible Operations

Our Progress



Reducing accidents and injuries In 2015, our ongoing focus on standardizing safety practices saw year-on-year improvement in our LTIFR, from 0.77 in 2014 to 0.7 in 2015 (per 200,000 work hours).

Improving water efficiency in water-stressed areas

In 2015 we used the Aqueduct global water risk mapping tool to map the water stress at our key factories and facilities globally. In 2016, we included assessed 11 more sites. This assessment identified 4 out of 25 factories that were located in areas of high watershortage risk.

Exploring alternative energy sources

In 2014, we conducted an energy audit to understand the consumption sources, and explored alternative energy sources and technology to reduce energy consumption. In 2015, Songkla Canning Company replaced using fuel oil in its steam production to biomass energy, which resulted in energy reduction of 124,570.4 GJ per year.

Reusing wastewater

In 2015, Songkla Canning Company developed alternative water sources that accounted for 79% of all water consumption at the facility, through a private surface water pond and its own rain reservoir. It also developed water treatment facilities to enable wastewater reuse.



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Responsible Operations

Our Progress



Our Business Ethics and Code of Conduct
In 2015 we updated our stringent Business Ethics
and Labor Code of Conduct and in 2016 started
rolling this out to suppliers globally. It is applied
to all of our group companies and business
partners, and has a focus on the protection of
workers' health and workplace safety. Our Code
of Conduct is available in 19 languages.



Promoting environmental awareness
In 2014 we established our 'Garbage Bank'
program to help staff become more aware of
waste, both at home and at work; reduce plastic
waste in the communities in which we operate;
and, with everyone getting involved, build
collaboration between all levels of staff within
our facilities.



Creating biogas from wastewater

In 2014 we initiated a bio-gas project at Thai Union Manufacturing Co. Ltd. The project allows us to capture bio-gas from the treatment of our wastewater; this is then used to generate electricity. In the first year, this project delivered a CO2 reduction of 0.00961CO2eq for every ton of production. And in 2015. In 2015, the project reduced our electricity consumption by just under 9,000 GJ.



People & Communities

Our Milestones

- 1. We will support the UNSDG of Zero Hunger through direct food donation to programs throughout the world, and partnership with the World Food Program.
- 2. We will work with our local communities to reduce ocean plastic.
- 3. We will focus on a positive future through education of our staff and children.

Our Partners









People & Communities

Our Progress



Building pre-schools for the children of our workers

We have opened three preschools for children of our migrant and local workers in Thailand, which help the children enter into the Thai education system so they can progress to primary school. They also ensure the children are safe during the day.



Humanitarian relief for those in need around the world

For many years, we have been providing food relief to communities suffering the after effects of natural disasters including famines, earthquakes and tsunamis.



Cleaner beaches and sea in Seychelles

Since 2013, our teams in the Seychelles have been running the 'Caring for our Ocean' initiative to ensure the beaches and coastal waters are cleaned regularly and are free from litter and plastic waste. From the initial launch, our work has developed and now encompasses cleaning the rivers that flow into the ocean as this is a significant source of rubbish from local household waste.



Self-sufficient fishing communities
With the Right Livelihood
Foundation, we have developed a
model for a sustained fishing
community with social enterprise
initiatives that encourage local
fishermen to sell their sustainablycaught fish and earn their own
income.



People & Communities

Our Progress



Improving artisanal tuna fisheries in the Indian Ocean

Thai Union Europe funds WWF's Coastal East Africa (CEA) program, which supports greater food security and sustainable resources for millions of people, and will also contribute to the management of migratory tuna in the Indian Ocean.



Encouraging healthy lifestyles among Americans

Following the US launch of "Dietary Guidelines for Americans 2015-2020" that encourage Americans to choose seafood in place of other protein foods for two meals per week, Chicken of the Sea launched "Sea the Possibilities" challenge that asked consumers to broaden their horizons through bold new foods, everyday experiences and once-in-a-lifetime adventures.



Football clinic for the children of our Thai workers

In 2015, we organized a football clinic session led by legendary permit league footballers Dietmar Hamann, Jari Litmanen and Stéphane Henchoz for the children from Wat Sri Suttharam School. The session was a great success and achieved its aim of getting more of the children interested in sports which can link to a healthier lifestyle.



Centenary awards to community projects

In 2014, to celebrate its 100th anniversary, Chicken of the Sea donated \$1m to local good cause in the US to ensure their ongoing community support.



Sustainability Governance

SUSTAINABILITY GOVERNANCE

Sustainability governance flows all the way from the top of the organization.

The Board of Directors is composed of an experienced team of managers, including several members of the Global Leadership Team. The Board of Directors meets eight times per year.









Executive Director







Executive Director



MR. RAVINDER SINGH GREWAL SARBJIT S







Global Sustainability Committee

The Global Sustainability Committee, chaired by the Group Director of Sustainable Development, brings together team members across functions and locations throughout the world. The Global Sustainability Committee meets twice per year. The subcommittees lead their work streams throughout the year, reporting on progress at the biannual Global Sustainability Committee.

There were four subcommittees for sustainability in 2016:

- Code of Conduct Implementation
- Data Collection and Reporting
- Corporate Social Responsibility
- Sustainable Packaging



Group Director for Sustainable Development/Chairperson, Global Sustainability Committee

The Global Sustainability Committee meets twice a year. The subcommittees lead their work streams throughout the year, reporting on progress at the biannual Global **Sustainability Committee**



Thai Union Confidential

Our Sustainability Culture

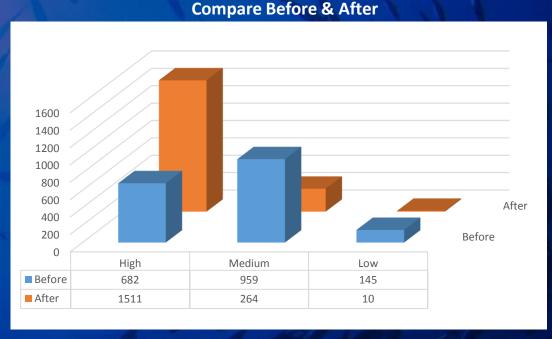
- Business Ethics and Labor Code of Conduct. Applied to all Thai Union employees, while all our business partners are asked to acknowledge and comply with it.
- As a member of UNGC, Thai Union complies with and reports progress on UNGC principles every year



Our Sustainability Culture

Sustainable Development (SD) Training, a compulsory course for Thai
Union employees, raises awareness of sustainability and their
responsibility to the issue. The training also addresses the UNGC
issues of Human Rights, Environment, Labor Standards, and AntiCorruption

 Employee attitudes towards their role in sustainability improves significantly after training





Materiality

	Our stakeholders	Issues	Thai Union responses
	a Dio O	Improvement of business performance Good governance Transparency of information	 Transparency and governance (anti-corruption, data disclosure, tax policy and reporting) Investor Relations Communications team, quarterly face-to-face investor updates with a sustainability briefing
	INVESTORS	Social and environmental responsibilities	Climate change and environmental protection
•	SUPPLIERS	Fair trade Consistency expectation Increasing orders	 Responsible sourcing (traceability, viability) Code of Conduct Supplier audits and capacity building
	B	 Product quality (health and nutrition) Food safety Service quality Competitive price 	Innovation and product responsibility (quality food safety) Increased customer communication and face-to-face meetings on sustainability held globally Offering more sustainable alternatives to meet customer demands
	CUSTOMERS	 Social and environmental responsibilities Eco-labelling (e.g. MSC, dolphin safe, ASC, BAP, carbon footprint of products) 	Responsible sourcing Climate change and environmental protection

Our stakeholders	Issues	Thai Union responses
	 Eco-labelling Competitive price Food safety Product quality (health and nutrition) 	Innovation and product responsibility (quality, food safety)
END-CONSUMERS	 Social and environmental responsibilities Eco-labelling (e.g. MSC, dolphin safe, ASC, BAP, carbon footprint of products) 	Responsible sourcing Climate change and environmental protection
EMPLOYEES	 Fair compensation and benefits Fair labor practices Safety and wellness Career development and opportunity Career security Work-life balance 	 Human rights and fair labor practices Human capital development Management program Global program of harmonization of work standards Brand ambassador program and Thai Union Global rollout
DAILY/MIGRANT WORKERS	 Fair compensation and benefits Fair labor practices Safety and wellness 	Human rights and fair labor practices Human capital development



Our stakeholders	Issues	Thai Union responses
	Legal compliance	Transparency and governance (anti-corruption, data disclosure, tax policy and reporting)
COMMUNITIES	 Social and environmental responsibilities Partnership in community development Socioeconomic development 	 Climate change and environmental protection Communities
GOVERNMENT	Legal compliance Participation in government programs	Transparency and governance (anti-corruption, data disclosure, tax policy and reporting)
	 Social and environmental responsibilities Marine conservation Participation in social and environmental programs 	 Climate change and environmental protection Communities
NGOS	Transparency of information	Transparency and governance (anti-corruption, data disclosure, tax policy and reporting)



Our stakeholders	Issues	Thai Union responses
(FS)	Regulatory compliance Transparency of information	Transparency and governance (anti-corruption, data disclosure, tax policy and reporting)
INTERNATIONAL ORGANIZATIONS	 Social and environmental responsibilities Participation in social and environmental programs 	 Climate change and environmental protection Communities
ACADEMIA	Social and environmental responsibilities Marine conservation Participation in social and environmental programs	 Climate change and environmental protection Communities
MEDIA	Transparency of information Timeliness of information Timeliness of information	Transparency and governance (anti-corruption, data disclosure, tax policy and reporting)



Creating Shared Value (CSV): Sustainable Tuna fishing

Stakeholders

Fisherman - Value added to product (TU buys at premium price)

- Sustainable Tuna

Raw material,

FIPs and PVR

Society - Traceability

- Protein for generations to

come

Environment – Ecology system

Employee - Capacity building from complying standard of work

- Good working conditions

- Quality of life

Society - Less impact due to

responsible operations

Environment – Waste management

- Energy reduction

- Most efficiency of raw

material used

Responsible operation

Customer - Product responding to their needs

- Quality product

Product: Traceability and quality

Company

- Quality Tuna
- Response to customer' needs
- Sustainable raw material

- Social licence to operate
- Sustainable raw material

- Comparative Advantage
- Trustworthy



Emerging risk and management

Name	Description	Company's management
1. Politics	 1.1 Political risks from new US government's policy especially risk from tariff and non-tariff trade barrier. Possible Risk factors: Downgrade in U.S. – China Relations Negotiate Tough and Smart Trade for the U.S. Regulatory Changes 1.2 Political risks from BREXIT Possible risk factor: UK trade condition after leave EU GBP exchange rate situation New fishery Policy under consideration 	 The company has been closely monitoring the situation and the status of political risks, especially on the Monetary Policy / Fiscal Policy of US government and possible changes on international trade regulation and tariff of both US and Europe. The monitoring and risk impact assessment process has been performed through management evolution and 3rd party expert. The assessment results are regularly reported to the company BOD in order to prepare for prompt decisionmaking.



Emerging Risk and Management

2. Customer concentration

The company canned tuna business in France and United Kingdom where are company's key markets in Europe facing customer concentration due to sales are majority from few large customers' accounts. Moreover, with the development of market, there is the trend that customers will be more likely consolidated from M&A or alliance and increase purchasing advantage.

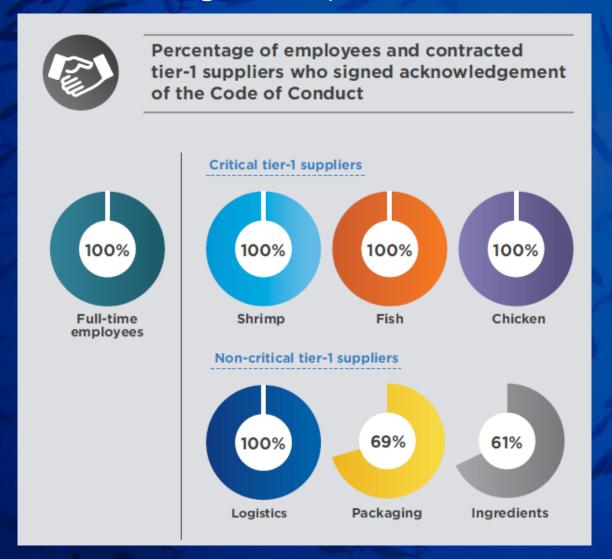
The risk could resulting in potential loss of significant sales revenue if the company loss a customer or lower of profitability from tariff alignment after the consolidation.

To manage risk of customer concentration, the company monitor sales performance as well as customer extension of trade concentration in the market, following new alliances or merger and acquisition.

Moreover, the company also develop and build market share in new markets for example; export, discounters, convenient stores and online.



Supply Chain Management (Good Governance and Labor Standard)



Focus on critical Tier-1 suppliers: raw materials, ingredients, packaging

2017 expansion to all contracted suppliers

Roll-out of electronic CoC tracking



Supply Chain Management (Inventory management)

- Since 2015, Thai Union has conducted the Global Inventory Management Assurance Project
- In 2016, a new standard operating procedure (SOP) of physical stock taking was released to all subsidiaries. The objective was to improve physical inventory management, reducing losses from fraud, damage, and to improve the quality of the inventory process



Innovation

- Thai Union launched the Global Innovation Incubator in Bangkok in 2015, investing over THB 600 million. The R&D facility is tasked with deploying unconventional investigations of seafood to:
 - Enhance product quality, nutrition and consumer satisfaction
 - Accelerate our sustainability through smarter utilization of fishery resources, optimization of processes and technology, and value creation of byproducts
 - Create new corporate revenue streams from research and development tailored for new business growth



Innovation for business and society (Tuna Oil)

- From Tuna's eye and head, Thai Union has always sold the eye and head as scrap; with innovation, the company has adopted studies to extract tuna oil for human consumption
- The plants, both in Thailand and Germany, are currently under construction, with product launch expected in Q1 2018
 - Adding value to raw material (Company)
 - Nutrition (Society)
 - Waste reduction (Environment)



Recognition and Awards



- Thai Union Named to Dow Jones Sustainability Index for Third Consecutive Year
- Thai Union Named to FTSE4Good Emerging Index
- PublicAffairsAsia's Gold Standard Award for Global Corporate Citizenship
- CSR Club 2016 Award for Outstanding Sustainability Report
- Thai Union Awarded Environmental, Social and Governance (ESG) 100

 Award from Thaipat
- Thai Union Ranked in Transparency International's Top 25 for Transparency among 100 Multinational Companies
- 2016 Best Corporate Social Responsibility in Thailand from FinanceAsia Magazine's Annual Best Managed Companies Poll
- 2015 Best for Corporate Social Responsibility from ASIAMONEY Corporate Governance Poll 2015 of Thailand
- Inclusion in the list of 2015-2016 Thailand Sustainability Investment (THIS) by the Stock Exchange of Thailand



Shortlisted

Thomson Reuters Foundation's Inaugural Stop Slavery Award

Asia Sustainability Reporting Awards 2016: Asia's Best Sustainability Report, Asia's Best Online CSR Communication, and Asia's Best Materiality Reporting





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REVIEW SEACHANGE®

SeaChange[®] is designed to deliver real and lasting changes in the way that we operate and in the wider Thai and global fishing industries.

EXPLORE MORE

www.seachangesustainability.org

