



EMPOWERING ALL TOWARD
INCLUSIVE GROWTH

Human Rights Summary Report

2026



PTT Oil and Retail Business Public Company Limited (OR) is committed to respecting internationally recognized human rights and managing human rights risks responsibly across its business activities. OR has established a comprehensive Human Rights Due Diligence (HRDD) framework in alignment with the United Nations Guiding Principles on Business and Human Rights (UNGPs) to identify, prevent, mitigate, and address actual and potential adverse human rights impacts.

In 2026, OR conducted a comprehensive Human Rights Due Diligence covering its own operations, subsidiaries, and joint ventures in which OR has management control, throughout the value chain in Thailand and overseas. The scope of the assessment also extends to new business relations, including mergers, acquisitions, and joint ventures, to ensure that human rights considerations are integrated into key business decisions. The HRDD process is reviewed annually and conducted comprehensively every three years through a systematic periodic review process.

The objective of the HRDD is to identify actual and potential human rights risks and impacts throughout OR's operations, value chain, and associated business activities affecting all relevant rights holders, including employees, suppliers and contractors, customers and consumers, and local communities. The assessment also gives special consideration to vulnerable groups, including women, pregnant women, children, older persons, migrant workers, third-party employees, indigenous peoples, LGBTQI+ individuals, and persons with disabilities.

As part of the HRDD process, OR conducts Human Rights Risk and Impact Assessments covering key human rights issues, including working conditions, living wages, occupational health and safety, discrimination and harassment (including equal remuneration), forced and child labour, freedom of association and collective bargaining, data privacy, security management, and community rights. The assessment findings are used to develop mitigation measures, strengthen management practices, and support continuous improvement across OR's operations and value chain.

This report includes:

- Human Rights Due Diligence process and policy commitment
- Methodology and scope for assessing actual and potential impacts
- Human Rights Risk Assessment results and integration of findings
- Tracking, monitoring, communication of performance, and remediation of human rights impacts

OR Human Right Due Diligence Process



1) Policy Commitment : For responsible and sustainable business operations and covers all relevant stakeholders who may be affected by OR's business operations.

2) Assess Actual and Potential Impacts : To identify issues of human rights risks, both actual or likely, that may arise from the company's business operations through the value chain. The representatives from all departments of business under OR's operations participated in this monitoring.

3) Integrate Findings and Take Appropriate Action : OR integrates actions to address and manage human rights risks, as well as identifying groups of stakeholders that may be affected by OR's business operations. It is to be prioritized for the organization, to be used as a way to mitigate and reduce the impact effectively, and in line with human rights issues.

4) Track and Communicate Performance : The department responsible for human rights will review and monitor OR's management guidelines and human rights measures. It also reports the results of operations to the executives and related departments for acknowledgement, to ensure that the human rights risk issues are addressed and resolved in an orderly manner.

5) Remediate Adverse Impacts : OR is aware of the impact of human rights violations that are affected by the company's activities. This has led OR to focus on remedial procedures by providing channels for receiving complaints, and determine the form of compensation for stakeholders in monetary forms, such as compensation for damages, and non-monetary forms, such as establishing an order and customer relationship centre via telephone or website channels. It is to listen to feedback, provide advice, correct, and give step by step remedies to maintain the relationships between OR and all of its key stakeholders.

OR Human Rights Policy



PTT Oil and Retail Business Public Company Limited

Announcement No. ๒-2022

Subject: Human Rights Policy

PTT Oil and Retail Business Public Company Limited and the Companies in OR Group

PTT Oil and Retail Business Public Company Limited ("OR") and the companies in OR Group acknowledge that promotion and protection of human rights is essential for carrying out our business in a responsible and sustainable manner. OR Group, thereby, is committed to operate its business adhering and in compliance with local and international laws, regulations, and rules, with respect to human rights across its own business operations, and throughout the value chain activities. OR Group is committed to prevent and not to cause, including minimize, mitigate, and remedy adverse human rights impacts from its own business activities, and address such impacts when they occur. To achieve this, OR strives continuously, and propagates the policy and guidelines for implementation throughout OR Group. For practical purposes, OR Group seeks to avoid infringing on the rights of all people affected by its operations, products, services, or those of its business partners, as well as continuously strengthens internal management to handle and address adverse human rights impacts in which OR Group can be involved.

OR's Human Rights Policy was developed in accordance with human rights principles under the international standards, including United Nations Universal Declaration of Human Rights, as well as the United Nations Guiding Principles on Business and Human Rights ("UNGPs"), United Nations Global Compact, and the International Bill of Human Rights and The International Labor Organization's Declaration on Fundamental Principles and Rights at Work.

Scope

This Human Rights Policy applies across all of OR's own operations (i.e., direct activities, products, and services), subsidiaries and the companies in OR Group. This policy also extends to its business partners (including contractors, suppliers, agents, and service providers) as well as to its new business relations (i.e., mergers, acquisitions, and joint ventures). Moreover, OR Group expects its joint ventures partners and non-controlled companies to uphold the principles in this policy within their businesses in order to collaborate with OR Group.

The scope of the human rights policy, commitments and principles cover all relevant stakeholders and affected rights holders throughout the entire value chain. This consists of employees, customers and consumers, business partners or vendors, local community, as well as vulnerable groups (i.e. women, pregnant women, children, elderly, migrant workers, third-party employees, local communities, indigenous people, LGBTQI+, and people with disability), who are at risk of human rights impacts by OR Group's operations and value chain activities.

The human rights policy

Policy Commitment:

OR Human Rights Policy adheres to international standards, such as:

- Universal Declaration of Human Rights: UDHR,
- United Nations Global Compact Guide on How to Develop a Human Rights Policy,
- The Ten Principles of the UN Global Compact,
- International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work,
- OECD Guidelines for multinational enterprises, and
- International Finance Corporation (IFC) Performance Standards.

Scope

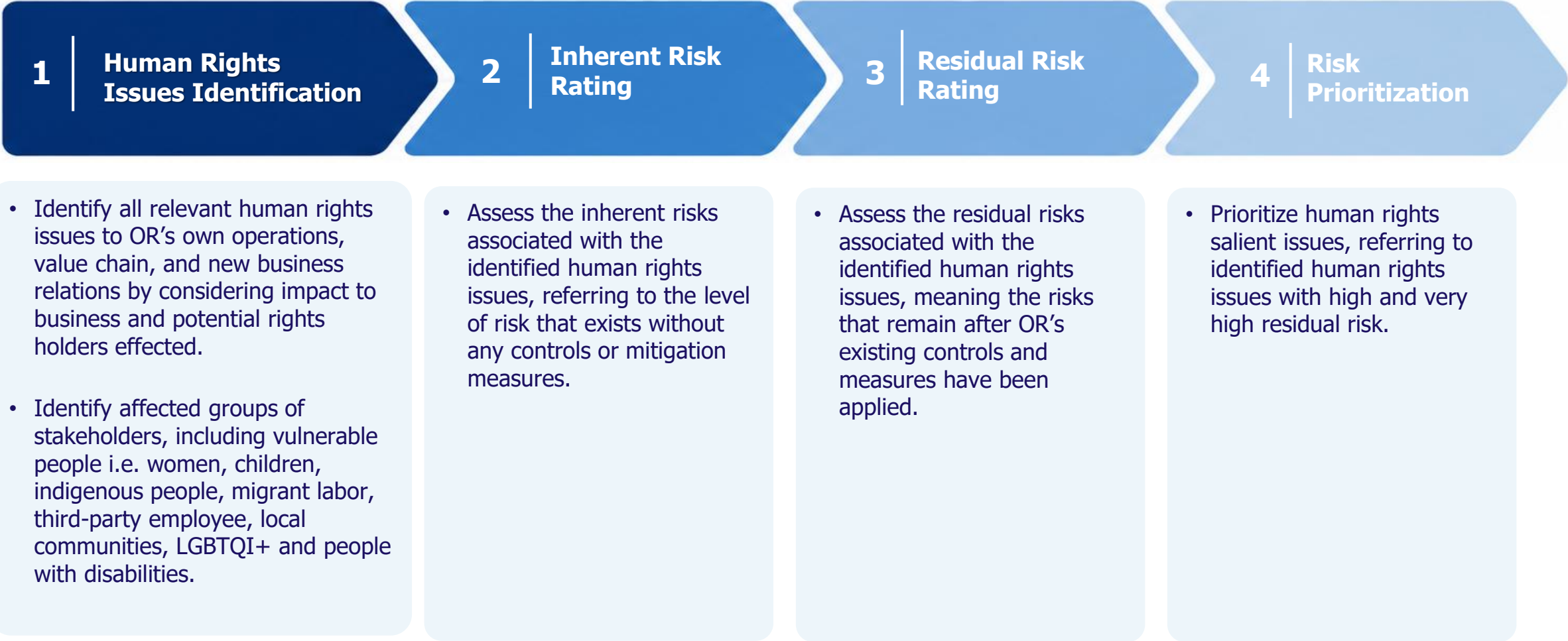
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The Scope of the human rights policy, commitments and principles cover all relevant stakeholders and affected rights holders throughout the entire value chain.

The human rights policy and commitments involves all groups of our stakeholders/ rights holders as follows:

- Prohibition of child labor, forced labor, and human trafficking,
- Zero tolerance for discriminatory behaviors and all forms of harassments (e.g., Sexual, and Non-sexual harassment),
- Respecting the right to freedom of association and collective bargaining, and data privacy,
- Promoting diversity, equal treatment and equal remuneration, fair working condition, health, safety, and the environment.

OR Human Rights Risk Assessment Process



Assess Actual and Potential Impacts Assessment

Scope of Human Rights Risk Assessment: Own operation & Value chain activities

Own operations: Products

The scope of OR's Human rights due diligence and Human rights risk assessment covers **own operations, new business relations** and the entire value chain (Thailand and Overseas), in addition, OR will integrate the assessment of **new business relations** (i.e. Merger, Acquisition and Joint ventures).

It covers all affected rights holders and vulnerable groups that are at risk of human rights violation due to OR's business activities.

Mobility Business

- PTT Station
- LPG
- Lubricant
- Aviation
- Bunker
- Oil for Commercial Market
- Asphalt
- Fit Auto and Fit Express
- EV Station PluZ
- Solar Rooftop
- OR Space

Lifestyle Business

- Beverage, Food and Bakery
- Convenience Store
- Health and Wellness

Innovation Business

- Blueplus+
- EV Station PluZ App

Global Business

- PTT Station
- Fit Auto
- Convenience Store
- Beverage

Value chain & Business Activities



Scope of Human Rights Risk Assessment

Affected Rights Holders covered & Human Rights Issues Assessed



Employee

- Working condition
- Living Wage
- Occupational health and safety
- Freedom of association and right to collective bargaining
- Illegal Forms of Labors (i.e., Child labor, Forced labor, Human Trafficking)
- Discrimination and harassment (Equal Remuneration)
- Data Privacy



Supplier and Contractor

- Working condition
- Occupational Health and Safety
- Discrimination and Harassment
- Vendor Discrimination



Customer

- Health and safety
- Discrimination and Harassment
- Data privacy



Community

- Health and safety
- Standard of living
- Land acquisition and forced resettlement
- Security Forces



Vulnerable groups including **Women, Pregnant women, Children, Elderly, Migrant workers, Third-party employees, Local communities, Indigenous people, LGBTQI+, People with disability**

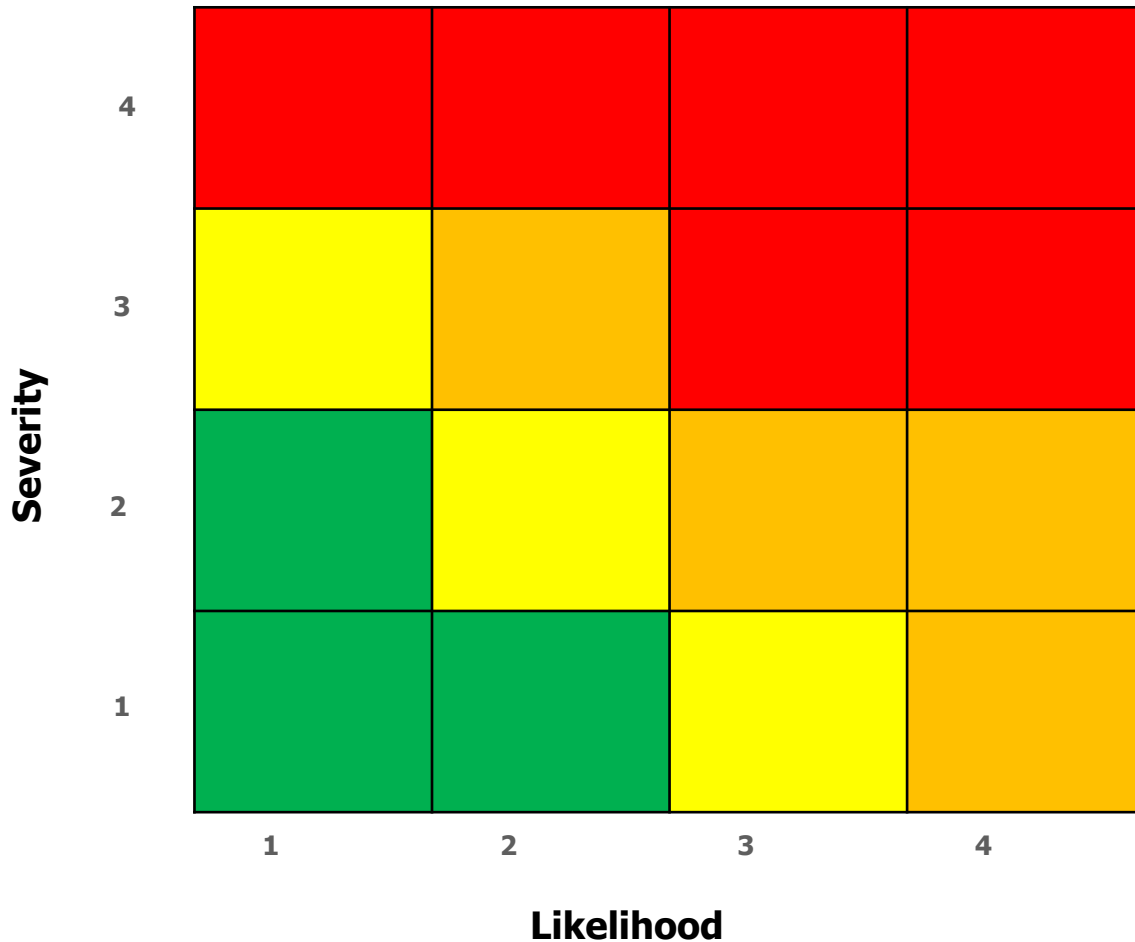
Scope of Risk Identification

Own operations

Value chain & Business activities

New Business relations

Human Rights Risk Matrix



- The assessment of human rights risk level will be conducted using a risk matrix, as shown below. This is used to determine the significance of human rights.
- The human rights risks are assessed through 2 dimensions: **Severity** and **Likelihood**.
- The scope of assessment covers all rights holder groups that may be affected/impacted by human rights violations.
- **Salient Issues** will be issues with risk rating at **"Very High"**



Very High



Medium



High



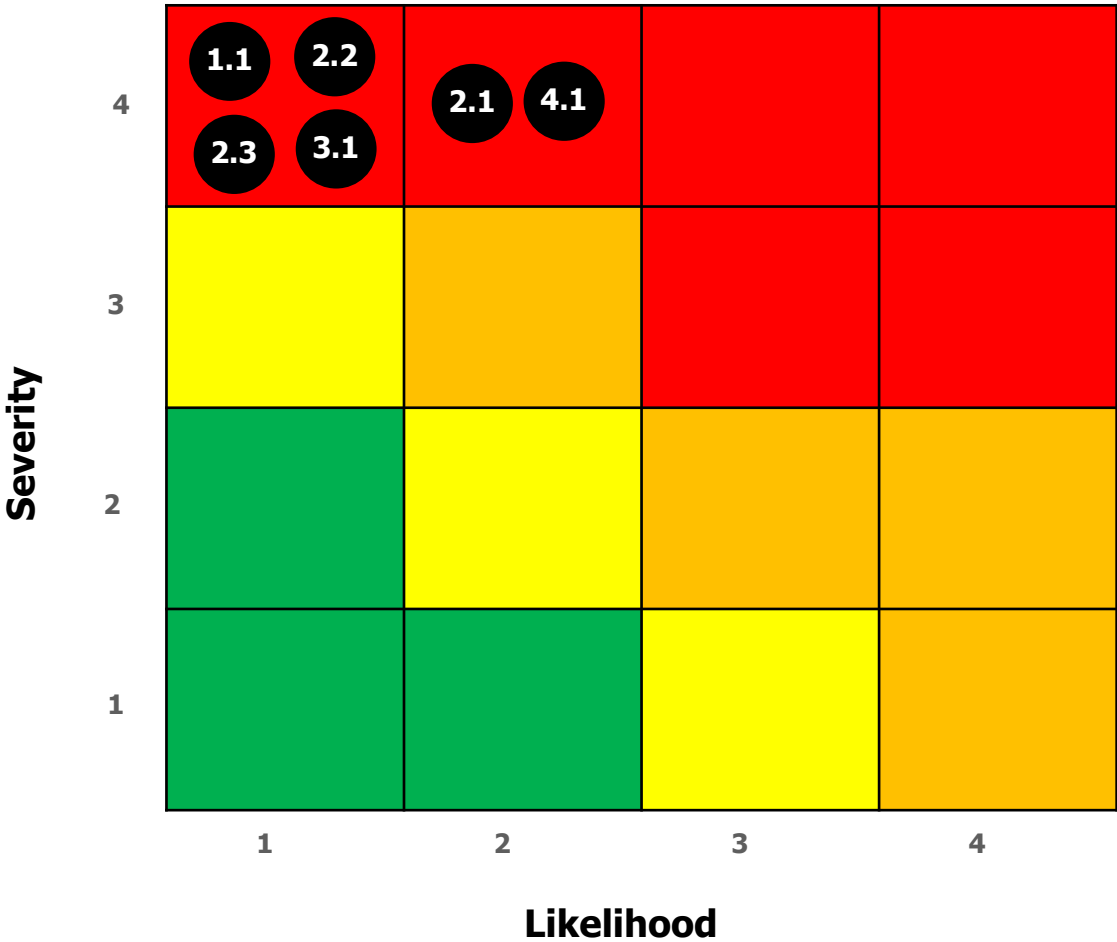
Low

Human Rights Risk Assessment Criteria

Severity Level	Scale	Scope	Irremediability
Very High (4)	Severe impacts on health and safety (e.g., disability or fatality).	Affects all rights holders within the affected group (e.g., all community members, all employees, all contractors, or all customers).	The affected rights holders cannot be restored to their original condition.
High (3)	Significant impacts on health and safety, resulting in absence from work for more than 1 month.	Affects the majority of rights holders within the affected group (e.g., people living in communities surrounding an oil depot or fuel transportation route).	The affected rights holders can be restored to their original condition, but only over a long period (more than 1 year).
Medium (2)	Minor injuries requiring medical treatment and resulting in absence from work for less than 1 month.	Affects some rights holders within the affected group (e.g., customers using a specific branch).	The affected rights holders can be restored to their original condition within 6 months to 1 year.
Low (1)	No significant impact on the health and safety of rights holders (e.g., only basic first aid is required, with no medical treatment or lost work time).	No impact on rights holders.	The affected rights holders can be restored to their original condition within less than 6 months, or no remediation is required.

Likelihood Level	Likelihood	Frequency
Very likely (4)	The event is expected to occur under normal operating conditions, with a probability greater than 90% within the next 3 years.	Expected to occur more than 12 times within a 3-year period, or at least once per month.
Likely (3)	The event is likely to occur under normal operating conditions, with a 50–90% probability within the next 3 years.	Expected to occur 7–11 times within a 3-year period.
Unlikely (2)	The event may occur only under certain circumstances, with a 10–50% probability within the next 3 years.	Expected to occur 2–6 times within a 3-year period.
Very unlikely (1)	The event is unlikely to occur under normal operating conditions, with a probability of less than 10% within the next 3 years.	Expected to occur once or less within a 3-year period.

Human Rights Salient Issues



#	Human Rights Issues
Employee	
1	Occupational Health and Safety 1.1 Mobility – Lubricant
Supplier and Contractor	
2	Occupational Health and Safety 2.1 Mobility - Oil for Commercial
	Occupational Health and Safety 2.2 Mobility - Solar Rooftop
	Occupational Health and Safety 2.3 Lifestyles - Beverage, Food and Bakery
Customer	
3	Health and Safety for Customers 3.1 Mobility - PTT Station
Community	
4	Health and Safety 4.1 Mobility - Oil for Commercial

Human Rights Risk Assessment Performance (own operations)

Products covered in human rights risk assessment	Human rights issues identified (Salient issues)	A. % of total products assessed in last three years	B. % of total products assessed (Column A) where risks have been identified	C. % of risk (Column B) with mitigation or remediation actions taken
Mobility Business • PTT Station* • LPG • Lubricant* • Aviation • Bunker • Oil for Commercial Market* • Fit Auto and Fit Express • EV Station PluZ • Solar Rooftop* • OR Space Lifestyle Business • Beverage, Food and Bakery* • Convenience Store • Health and Wellness Innovation • Blueplus+ • EV Station PluZ App Global • PTT Station • Fit Auto • Convenience Store • Beverage <i>*Products identified with salient issues</i>	• Employee: Occupational Health and Safety • Supplier/Contractor: Occupational Health and Safety • Customer: Health and Safety for Customers • Community: Health and Safety	100% (20 out of 20 products)	25 % (5 out of 20 products) • PTT Station • Lubricant • Solar Rooftop • Oil for Commercial • Beverage, Food and Bakery	100 % (5 out of 5 products) Moreover, all of OR's (20) Products have mitigation measures in place to address potential human rights issues. <i>Remark: The number of products with mitigation actions taken are located in section 4. Integration of Findings and Potential Impacts</i>

Human Rights Risk Assessment Performance (Supply Chain)

A. % of total tier-1 suppliers assessed in human rights risk (in last three years)	B. % of total tier-1 suppliers assessed where risks have been identified	C. % of risk (Column B) with mitigation or remediation actions taken
100% Of Tier-1 Suppliers Assessed 100% of OR’s Tier-1 Suppliers were assessed human rights risk and impact.	0.1% Of Tier-1 Suppliers have been Identified with Risk 1 of 959 OR’s Tier-1 Suppliers have been identified with salient human rights issues related to inadequate human rights policy and labor practices such as working conditions, occupational health and safety, forms of labors, discrimination and harassment (equal remuneration), standard of living, and data privacy.	100% Mitigation Measures and Risk Monitoring in Place Moreover, the Tier-1 supplier identified with salient human rights issues (1 of 959 companies) has implemented mitigation measures, including a Human Rights Policy, Supplier Code of Conduct, risk screening, and supplier audits. OR continues to monitor the supplier’s corrective actions to prevent potential human rights violations among all Tier-1 Suppliers (959 Tier-1 Suppliers).

Remarks: All Tier-1 suppliers undergo human rights risk assessment using Supplier/Outsource Audit Form (F-151.-1005) Form as part of OR’s supplier risk management process.



Human Rights Risk Assessment Performance (JVs without management Control)

A. % of total operating joint ventures assessed in last three years	B. % of total operating joint ventures assessed (Column A) where risks have been identified	C. % of risk (Column B) with mitigation or remediation actions taken
100% Of JVs Assessed 100% of OR’s operating Joint Ventures (total of 15 joint ventures) were assessed human rights risk and impact.	0% Of JVs have been Identified with Risk 0% of OR’s operating Joint Ventures (0 out of 17 joint ventures) have been identified with salient human rights issues.	100% Mitigation Measures and Risk Monitoring in Place Although no operating Joint Ventures were identified as having high human rights risk levels, the Company has established mitigation measures and continues to monitor risks to prevent potential human rights violations across 100% of its operating Joint Ventures .

Employee Occupational Health and Safety

Product with Salient Issue

- **Mobility – Lubricant**

Risk

- **Fatal machinery-related accident** caused by failure to follow machine isolation procedures, inadequate safeguarding, and human error during palletizing robot maintenance.



Mitigation measures and actions to ensure supplier's rights are protected have been implemented in all sites* associated with the product.

- Implement the QSHE Policy, Good Corporate Governance Policy, Code of Conduct, and ISO 45001 Occupational Health and Safety Management System.
- Maintain safety governance through the Safety Committee, annual health examinations, International SOS (ISOS) support, and corporate safety performance targets (e.g., fatalities, LTA, TRIR, vehicle accidents, and Zero Accident).
- Promote a strong safety culture through Stop Work Authority (SWA), Safety Leadership, Safety Coaching, QSHE Talks, QSHE Tours, and Management Walks.
- Provide occupational health and safety training, including risk assessment, machinery safety, scaffolding, crane operations, confined space entry, first aid, and CPR.
- Strengthen transportation safety through vehicle safety guidelines and employees' right to refuse unsafe work.
- Enhance employee well-being through health promotion and mental wellness programmes.
- Following the incident, implement Back to Basic Safety Training, install additional safety sensors and machine guarding, and redesign workstations with appropriate Safety Tools to prevent recurrence.

***All sites associated with the product include 1 site.**

Supplier and Contractor Occupational Health and Safety



Mitigation measures and actions to ensure supplier's rights are protected have been implemented in all sites associated with the product.

Product with Salient Issue

- **Mobility – Oil for Commercial**

Risk

- **Transportation accidents** involves injuries and fatalities involving contractor drivers, accompanying personnel, and third-party road users resulting from accidents during petroleum transportation.

- Maintain the Incident/Substandard Reporting System and enhance it to analyse accident trends and root causes.
- Investigate incidents and follow up on identified causes and corrective actions.
- Implement Transportation Safety Audit Program with PTT Group.
- Communicate safety announcements and accident investigation lessons to employees and relevant departments.
- Review transportation routes and communicate approved routes and the Stop Work Policy to drivers.
- Review work planning and job allocation for drivers.
- Strengthen pre-operation checks of driver fitness and readiness.
- Establish and communicate disciplinary measures for violations of work procedures.
- Review penalties to ensure they reflect the nature and severity of each accident.

***All sites associated with the product include 18 sites.**

Integrate Findings and Take Appropriate Action

Supplier and Contractor Occupational Health and Safety

Product with Salient Issue

- **Mobility – Solar rooftop**

Risk

- **Fatal operational accident** resulting from work-at-height activities during solar panel installation.



Mitigation measures and actions to ensure supplier's rights are protected have been implemented in all sites* associated with the product.

- A Quality, Security, Safety, Health and Environment (QSHE) Policy sets out the company's overall approach to contractor health and safety.
- Contractor Safety Compliance Requirements apply throughout contractor operations, supported by pre-qualification safety assessments and site-specific safety induction.
- Contractors are required to use appropriate Personal Protective Equipment (PPE) and follow safe work procedures and the permit-to-work system.
- Contractor personnel receive safety training, including scaffolding, crane operations, confined-space entry, safety risk assessment, first aid, and CPR.
- Stop Work Authority (SWA) applies to all workers, including contractors, when unsafe conditions are identified.

***All sites associated with the product.**

Supplier and Contractor Occupational Health and Safety

Product with Salient Issue

- **Lifestyles - Beverage, Food and Bakery**

Risk

- **Transportation accident:** Contractor fatalities or serious injuries resulting from vehicle or motorcycle accidents during operations.
- **Operational accident:** Contractor fatalities, disabilities, or serious injuries resulting from machinery-related accidents or unsafe work practices.



Mitigation measures and actions to ensure supplier's rights are protected have been implemented in all sites* associated with the product.

- A Quality, Security, Safety, Health and Environment (QSHE) Policy sets out the company's overall approach to contractor health and safety.
- Contractor Safety Compliance Requirements are applied throughout contractor operations.
- Contractors undergo pre-qualification safety assessments and receive site-specific safety induction and training before starting work.
- Contractors are required to use appropriate Personal Protective Equipment (PPE) and follow safe work procedures and the permit-to-work system.
- Contractor personnel receive safety training, including safety risk assessment, scaffolding, crane operations, confined-space entry, first aid, and CPR.
- Contractor safety performance is regularly monitored and reviewed.
- Stop Work Authority (SWA) applies to all workers, including contractors, when unsafe conditions are identified.
- Conduct regular reviews and risk assessments of transportation routes.
- Strengthen pre-trip driver fitness and readiness checks.
- Review and optimize driver work schedules and job allocation to prevent fatigue and excessive workloads.
- Communicate safety information and lessons learned from accidents to relevant workers and departments.
- Strengthen disciplinary procedures for non-compliance with safety requirements.
- Upgrade machine guarding and safety interlock systems.
- Install additional safety warning signs in relevant work areas.
- Strengthen routine machine safety inspections and preventive maintenance.

***All sites associated with the product include 4 sites.**

Customer Health and Safety

Product with Salient Issue

- **Mobility – PTT Station**

Risk

- **Service station Highway Sign (HWS) accident:** Customer fatality resulting from the collapse of a PTT Station highway sign (HWS).



Mitigation measures and actions to ensure customer's rights are protected have been implemented in all sites* associated with the product.

- The Good Corporate Governance Policy, Sustainability Policy and Strategy, Human Rights Policy, and QSHE Policy provide the overall framework for protecting customer health and safety.
- The Good Corporate Governance Committee, Safety Committee, and Accident and Incident Investigation Committee oversee safety performance and follow-up actions.
- Conduct root cause investigations for all incidents and address identified design deficiencies at their source.
- Strengthen construction quality control, particularly for high-risk signage structures.
- Design and reinforce signage structures to exceed minimum legal and safety requirements.
- Review and strengthen fire and explosion prevention controls and emergency response procedures.

***All sites associated with the product include 236 sites.**

Community Health and Safety

Product with Salient Issue

- **Mobility – Oil for Commercial**

Risk

- **Transportation Accidents:** fatalities, injuries and property damage affecting external road users resulting from collisions including incidents where oil transport truck struck third parties and company vehicles collided with the motorcycle.



Mitigation measures and actions to ensure community’s rights are protected have been implemented in all sites* associated with the product.

- Safety Sharing are conducted to reinforce safe practices among employees and contractors.
- The Incident/Substandard Reporting System is used to report unsafe conditions, incidents, and near misses.
- The 2026 Safety Audit Program is implemented to assess safety compliance and identify areas for improvement.
- The reporting system is being enhanced to support analysis of accident trends and root causes.
- Safe motorcycle riding practices are promoted among employees.
- Review and assess transportation routes regularly.
- Strengthen pre-trip driver fitness and readiness checks.
- Review and optimize driver work schedules and job allocation to minimize fatigue-related risks.
- Communicate safety information and lessons learned from incidents to relevant employees and departments.
- Strengthen disciplinary procedures for violations of safety requirements.
- Upgrade machine-guarding and safety-interlock systems.
- Install additional warning signs in relevant work areas.
- Strengthen routine machine safety inspections.
- Provide refresher training on defensive-driving practices.

***All sites associated with the product include 18 sites.**

Potential Impacts

In addition to addressing actual impacts, OR has identified potential human rights impacts across its operations. To prevent and mitigate these impacts, the Company has implemented the following management measures:

- **Employee Occupational Health and Safety**
→ Strengthened occupational health and safety management through ISO 45001-certified management systems, safety training, incident investigation, and continuous performance monitoring.
- **Employee Discrimination and Harassment**
→ Promoted equal treatment and protected employee rights through human rights and governance policies, grievance mechanisms, whistleblowing channels, and fair employment practices.
- **Customer Health and Safety**
→ Enhanced customer safety through safety risk management, infrastructure controls, customer grievance mechanisms, incident investigations, and emergency preparedness.
- **Community Health and Safety**
→ Improved community safety through transportation risk management, contractor oversight, driver competency, incident reporting, corrective actions, and ongoing monitoring.

These measures are implemented in accordance with OR's Human Rights Policy and other relevant policies and guidelines, including the OR Group Way of Conduct, Supplier Sustainable Code of Conduct, Human Resource Management Policy, Stakeholder Engagement Guideline, Sustainability Management Policy, and QSHE Policy.

Adhering to OR's Human Rights Policy, the Company commits to review and conduct the HRDD process on every 3 years. OR also commits to continuously monitor, evaluate and improve its existing measures, actions and implementations to ensure effectiveness and prevent human rights violations to its relevant rights holders and vulnerable groups in OR's operations and throughout the value chain, as well as in new business relations (i.e. mergers, acquisitions, joint ventures) in future. This continual improvements are considered through enhancing the Company's stakeholder engagement, whistleblowing process and grievance mechanism, as well as implementing management systems, mitigation plans and remediation actions to minimize adverse impacts.

Complaint channels are an important mechanism for OR to be aware of the risks of human rights violations, as well as to be aware of events that are happening or have happened, that are in accordance with or may lead to human rights violations. Therefore, OR has established various communication channels to ensure that all stakeholders, rights holders and vulnerable groups are able to access and provide complaints, feedbacks, or other inputs regarding human rights violations that may be caused by the Company's operations and business activities.

Communication and Complaint Channel

OR has established multiple channels to ensure employees, contractors, customers, communities, and other external stakeholders can raise concerns or report actual or potential human rights impacts.

1. OR employees, contractors and other internal affected rights holders may submit complaints through the following channels:

OR Whistleblowing Website: www.pttor.com. Email: pttorvoice@pttor.com

Written correspondence submitted directly to: Internal Audit Department, Corporate Governance Department, Corporate Governance Committee, Human Resources Welfare Committee, Audit Committee, OR Board of Directors, Other relevant departments, where applicable

2. Customers, communities and other external affected rights holders may submit complaints or report actual or potential human rights concerns through:

- OR Contact Center (1365), available 24 hours ,OR Whistleblowing Website: <https://www.pttor.com/en/contact-us#complaint-form>, Email: pttorvoice@pttor.com, Written correspondence and other available communication channels

3. Upon receipt of a complaint, the responsible personnel will register the case, acknowledge receipt where appropriate, conduct an initial assessment, and gather relevant information and evidence. Complaints may be referred to the Corporate Governance Department, Legal Department, Human Resources Department, Internal Audit Department, or other relevant business functions for further review.

4. The assigned investigator or investigation committee will assess the facts and supporting evidence, determine the nature of the complaint, and recommend appropriate corrective, disciplinary, remedial and preventive actions in accordance with applicable laws, internal regulations and Company policies.

5. OR will monitor the implementation of corrective actions and communicate the outcome to the complainant, where appropriate. Lessons learned from each case are incorporated into OR's management systems, policies and preventive measures to strengthen the Company's human rights management and prevent recurrence.

Lastly, OR will disclose its human rights performance, annually, through Company's website [Human Rights \(pttor.com\)](http://www.pttor.com).

Remediation Actions Taken

OR is committed to conducting human rights risk assessment with a systematic periodic review process aligned with its risk management system and mitigation measures. The Company regularly reviews and updates its Human Rights Policy and commitments to ensure alignment with applicable laws, regulations, and international standards, thereby strengthening its Human Rights Management System.

In case of violations including discriminatory behavior or harassment, OR will ensure that proper and effective remediation actions are implemented with continuous tracking, monitoring, and performance reporting. OR recognizes the importance of considering different forms of remedy to ensure that affected rights holders receive effective remedy. These may include compensation and other measures to address the harm caused, as well as measures to prevent recurrence, such as injunctions or guarantees of non-repetition.

Nonetheless, in 2024 - 2026, there were no confirmed case of human right violation in OR's operation. Therefore, no remediation actions were required.

Example of Human Rights Risk Register

OR Human Rights Risk Register - PTT Station, PTTRS, PTTRM													
No.	ประเด็นสิทธิมนุษยชน	ตัวอย่าง	กลุ่มผู้ทรงสิทธิ	มาตรการบริหารจัดการความเสี่ยงที่มีอยู่ในปัจจุบัน	กรณี/เหตุการณ์การร้องเรียนหรือการละเมิดในรอบปีที่ผ่านมา (ปี 2567 – ปัจจุบัน)	Residual Risk 2569						มาตรการเพิ่มเติมสำหรับกรณี/เหตุการณ์การร้องเรียนหรือการละเมิดในรอบปีที่ผ่านมา (ปี 2567 – ปัจจุบัน)	หมายเหตุ
						Scale	Scope	Remedy	Severity Factor	Likelihood Factor	Residual Risk Ranking		
คู่ค้า/ผู้รับเหมา													
PTT SUP1	สภาพการทำงาน	- ชั่วโมงการทำงานไม่เป็นไปตามที่กฎหมายกำหนด - บังคับให้คู่ค้า/ผู้รับเหมาทำงานที่ไม่ได้ตกลงกันไว้ในสัญญาจ้าง - สภาพการทำงานและแนวปฏิบัติด้านแรงงานที่ไม่เหมาะสมและไม่ปลอดภัย เช่น การจัดโต๊ะทำงานที่ไม่เหมาะสม ระบบระบายอากาศไม่ดี แสงสว่างไม่เพียงพอ การจัดการสุขอนามัยที่ไม่ดี การทำงานล่วงเวลามากเกินไป การจัดการสิ่งของที่เสี่ยงอันตราย บรรดาภาชนะที่ก่อให้เกิดความเครียด - ไม่มีสิ่งอำนวยความสะดวกและโครงสร้างพื้นฐานที่เหมาะสมสำหรับคู่ค้า/ผู้รับเหมา (เช่น ไม่มีห้องอาบน้ำสำหรับสตรีมีครรภ์ โครงสร้างพื้นฐานที่เชื่อมต่อผู้ให้บริการ น้ำดื่มสะอาด หรือระบบสุขาภิบาล)- การกำหนดให้แรงงานต้องพักอาศัยหรืออยู่ในพื้นที่ที่กำหนดตามระยะเวลาที่ระบุ โดยไม่ได้รับอนุญาตให้ออกไปนอกพื้นที่	คู่ค้า/ผู้รับเหมา	- นโยบายสิทธิมนุษยชน - นโยบายการกำกับดูแลกิจการที่ดี - คู่มือการกำกับดูแลกิจการที่ดี - นโยบายการบริหารห่วงโซ่อุปทาน - แนวทางการปฏิบัติอย่างยั่งยืนของคู่ค้า - ข้อกำหนดด้านพื้นที่ปฏิบัติงานและสภาพแวดล้อมการทำงานที่ปลอดภัย - การคัดกรองและตรวจสอบคู่ค้าและผู้รับเหมา - การติดตามการปฏิบัติงานของผู้รับเหมา - ช่องทางการแจ้งเรื่องร้องเรียน	กรณีที่ 1 1. ข้อมูลพื้นฐานของเหตุการณ์/กรณีที่เกิดขึ้น: ผู้รับเหมาหลัก ว่าจ้างให้ผู้รับเหมาช่วงเข้าทำงานในงานบางส่วน แต่ในระหว่างปฏิบัติงานพบว่าต้องมีพื้นที่ขมขืนแรงงานบางอย่างตามข้อจำกัดทางวิศวกรรมของพื้นที่จริง ส่งผลให้ทีมงานบางส่วนอยู่นอกเหนือข้อตกลงการจ้างงาน และภายหลังเกิดเหตุความขัดแย้งเรื่องการจ่ายเงิน 2. สถานที่เกิดเหตุการณ์: PTT station งานก่อสร้างสถานีบริการ 3. ความถี่เหตุการณ์ที่เกิดขึ้น: เกิดขึ้นเป็นประจำ 4. ระดับผลกระทบ: ระดับต่ำ 5. จำนวนผู้ที่ได้รับผลกระทบ : ผู้รับจ้างบางคนได้รับผลกระทบ 6. ระยะเวลาการเยียวยาผู้ที่ได้รับผลกระทบ: ใช้เวลาประมาณ 1 ปี ในการฟื้นฟูหรือเยียวยา 7. วิธีการเยียวยาผู้ที่ได้รับผลกระทบ: ใช้ทุกวิธีการประกอบกัน 8. ผลการเยียวยา: ผู้ได้รับผลกระทบได้รับเงินช่วยเหลือและได้รับการคุ้มครองตามกฎหมาย 9. การป้องกันไม่ให้เกิดเหตุการณ์ซ้ำ: มีการทบทวนและปรับปรุงกระบวนการคัดเลือกคู่ค้าและผู้รับเหมา 10. การติดตามและประเมินผล: มีการติดตามและประเมินผลอย่างต่อเนื่อง	1	2	1	2	1	Low	การเพิ่มมาตรการควบคุมหรือกำกับดูแล และการปรับปรุงนโยบายหรือแนวปฏิบัติที่เกี่ยวข้อง ให้พนักงาน OR ดูแลถึงผู้รับจ้างช่วงด้วย บังคับในสัญญากับผู้รับเหมาช่วง	ผลการประเมินอันตรายแล้วในการประชุม วันที่ 8 ก.ค. 2026 จากทฟ. ฝ่ายวิศวกรรมและซ่อมบำรุงทีสดีเคพลดฟอร์ม (K.Kittisak)
ลูกค้า/ผู้บริโภค													
PTT CUS4	สุขภาพและความปลอดภัย	- ผลิตภัณฑ์ที่ไม่เป็นไปตามมาตรฐานหรือข้อกำหนดด้านความปลอดภัยและคุณภาพ อาจก่อให้เกิดความเสี่ยงต่อสุขภาพและความปลอดภัยของลูกค้า - ลูกค้าร้องเรียนเรื่องให้ข้อมูลด้านความปลอดภัยของผลิตภัณฑ์ไม่ครบถ้วน - ผลิตภัณฑ์มีการปนเปื้อนและมีการ product recall	ลูกค้า/ผู้บริโภค	- นโยบายการกำกับดูแลกิจการที่ดี - นโยบายและกฎเกณฑ์ด้านจริยธรรม - นโยบายสิทธิมนุษยชน - นโยบายคุณภาพ ความมั่นคง ความปลอดภัย อาชีวอนามัย และสิ่งแวดล้อม - คู่มือการกำกับดูแลกิจการที่ดี - ช่องทางการร้องเรียน - ข้อมูแนจกเงิน - ตรวจประเมินเกณฑ์มาตรฐานคุณภาพผลิตภัณฑ์และบริการ - การประเมินความพึงพอใจของลูกค้าและผู้บริโภค	กรณีที่ 4 1. ข้อมูลพื้นฐานของเหตุการณ์/กรณีที่เกิดขึ้น: เกิดเหตุสายจ่ายน้ำมันแตกในระหว่างการให้บริการลูกค้าตอนเติมน้ำมัน ภายในสถานีบริการ โดยน้ำมันได้กระจายโดนบริเวณใบหน้าและผิวหนังของลูกค้า จนต้องรีบเข้ารับการรักษา 2. สถานที่เกิดเหตุการณ์: PTT Station 3. ความถี่เหตุการณ์ที่เกิดขึ้น: เกิดน้อยมา ทุก 10 ปี 4. ระดับผลกระทบ: ระดับสูง 5. จำนวนผู้ที่ได้รับผลกระทบ : ลูกค้าได้รับผลกระทบ มีอาการบาดเจ็บทางดวงตาที่สัมผัสกับสารเคมีในน้ำมัน ต้องพักฟื้น 6. ระยะเวลาการเยียวยาผู้ที่ได้รับผลกระทบ: ใช้เวลานานกว่า 1 ปี ในการฟื้นฟูหรือเยียวยา 7. วิธีการเยียวยาผู้ที่ได้รับผลกระทบ: ใช้ทุกวิธีการประกอบกัน - การขอโทษ - การชดเชยทางการเงินหรือไม่ใช่ตัวเงิน - การสภาพจิตใจ - การให้ความช่วยเหลือเพิ่มเติมแก่ผู้ได้รับผลกระทบ - การดำเนินการทางวินัยหรือแก้ไขสาเหตุของปัญหา ตรวจสอบและตรวจประเมินสายจ่ายน้ำมันที่มีความเสี่ยง ความเป็นไปได้ (Potential) ใน	2	2	1	2	1	Low	ตรวจสอบสาเหตุ ตรวจสอบสายจ่ายที่มีความเสี่ยง เพิ่มมาตรการในการกำกับดูแล กำหนดช่วงอายุสายจ่ายที่ต้องเปลี่ยนตามการเสื่อมสภาพ ทบทวนและปรับปรุงมาตรฐาน (Specification) ของสายจ่าย ให้เป็นไปตามมาตรฐานที่บริษัทกำหนด ดำเนินการเปลี่ยนสายจ่ายที่ไม่ได้มาตรฐานในพื้นที่ที่ได้รับผลกระทบ และทยอยเปลี่ยนสายจ่ายทั่วประเทศตามแผนที่กำหนด กำหนดและปรับปรุงข้อกำหนดทางเทคนิค (Specification) สำหรับสายจ่ายใหม่มีความชัดเจนและครอบคลุมในมาตรฐานของบริษัท เพื่อป้องกันการเกิดเหตุซ้ำ	ข้อมูลจาก PQ จากหน่วยงาน ทฟ. ฝ่ายวิศวกรรมและซ่อมบำรุงทีสดีเคพลดฟอร์ม ผลการประเมินอันตรายแล้วในการประชุม วันที่ 8 ก.ค. 2026 จากทฟ. ฝ่ายวิศวกรรมและซ่อมบำรุงทีสดีเคพลดฟอร์ม (K.Kittisak)



**EMPOWERING ALL TOWARD
INCLUSIVE GROWTH**

OR เติมเต็มโอกาส เพื่อทุกการเติบโต ร่วมกัน

*Harnessing OR
competencies to support,
fulfill, and elevate*

*Sustainable growth
with Living Community,
Healthy Environment, and
Economic Prosperity*

*Moving forward with
strong determination and
leaving no one behind*

*6 groups of
OR stakeholders*