



Human Rights Risk and Impact Assessment Methodology

Updated 2024 Version

CONTENT

1 OVERVIEW	1
1.1 INTRODUCTION	1
1.2 PURPOSE.....	2
1.3 SCOPE	2
1.4 DEFINITIONS	2
1.4.1 Human Rights	2
2 HUMAN RIGHTS RISK AND IMPACT ASSESSMENT PROCESS	4
2.1 SCOPING	4
2.2 Identification of Human Rights Risks.....	6
2.2.1 Human Rights Risk Assessment Workshop	7
2.2.2 Human Rights Risk Assessment Tool	9
2.3 ASSESSMENT.....	9
2.3.1 Human Rights Risk Assessment Criteria	9
2.3.2 Analyzing Human Rights Impact.....	11
2.4 MITIGATION AND MANAGEMENT.....	13
2.5 REPORTING AND EVALUATION.....	14
3 REFERENCES.....	16
4 APPENDICES.....	18

LIST OF FIGURES

Figure 1 CP ALL's Human Rights Due Diligence Process.....	1
Figure 2 CP ALL's Human Rights Risk and Impact Process Flow.....	4
Figure 3 The Human Rights Risk Assessment Matrix.....	9
Figure 4 Example of assessment of inherent and residual risk levels for employee's health and safety issues.....	11
Figure 5 Prioritization of Human Rights Residual Risks (Salient Issues).....	12
Figure 6 Human Rights Mitigation and Management Process.....	13

LIST OF TABLES

Table 1 Examples of Human Rights.....	3
Table 2 Scoping relevant human rights issues in CP ALL's value chain.....	5
Table 3 Example of human rights risks in convenience store services.....	7
Table 4 Human rights risk assessment criteria for severity and likelihood	10
Table 5 Example of mitigation measures on Supply Chain Management	13
Table 6 Example of Human Rights Risk Register.....	15
Table 7 Normative Reference.....	16

1 OVERVIEW

1.1 INTRODUCTION

The introduction of the *Protect, Respect and Remedy Framework* as outlined in the UN Guiding Principles on Business and Human Rights marked the establishment of new requirements for business conduct. Companies are expected to respect human rights, or in other words, avoid infringing upon the rights of others. In practice, this involves adopting a human rights policy to guide a company's operations, and understanding a company's impacts and risks, which should be mitigated and monitored over time. The *Protect, Respect and Remedy Framework* requires companies to carry out a human rights due diligence process in order to identify, prevent, mitigate, and account for how the company addresses its adverse human rights impacts and risks.

As CP ALL's operations could be exposed to human rights related risks, which can negatively impact the business, its reputation, and its stakeholders, the company needs to develop a systematic approach for assessing and addressing human rights risks, mitigating impacts, and monitoring and reporting performance, accordingly. For this reason, CP ALL has developed a Human Rights Due Diligence process in reference to the process of Charoen Pokphand Group, CP ALL's parent company, as shown in **Figure 1**.



Figure 1 CP ALL's Human Rights Due Diligence Process

This Human Rights Due Diligence process has been designed to be an ongoing process. This will be applied to all CP ALL activities, where potential human rights impacts and/or risks exist. This includes operational activities (i.e. employment practices) and activities within the value chain (i.e. sourcing raw materials, delivery of goods) as well as extension of new business relations.

One of the critical steps in the Human Rights Due Diligence process is to assess human rights risks and impacts.

To concretize and standardize this process to all relevant CP ALL functions, a human rights risk and impact assessment (HRIA) methodology is developed. The purpose of the HRIA methodology will be further described in more detail in Section 1.2.

1.2 PURPOSE

The Human Rights Risk and Impact Assessment (HRIA) Methodology is aimed to inform CP ALL about its potential human rights impacts on internal and external stakeholders associated with the company's operations and subsidiaries, its value chain and new business relations (mergers, acquisitions, joint ventures). In addition, this Methodology will enable CP ALL to identify and prioritize actual and potential human rights risks. This, therefore, will help CP ALL to effectively plan and manage these critical human rights risks through existing and additional mitigation measures.

Objectives of this Methodology are to provide a structured process through which relevant functions/ units of CP ALL can identify, manage, and monitor potential human rights impacts associated with their operations. Results of the HRIA will guide management strategies of the company to lower risk impacts to acceptable levels, as well as to prevent and/or mitigate the potential impacts before they occur.

1.3 SCOPE

This Methodology applies to all operations and subsidiaries of CP ALL, its value chain (e.g., suppliers, contractor) and new business relations (mergers, acquisitions, joint ventures) as well as also relevant external stakeholders (e.g. customer, communities) that are impacted from CP ALL's operation activities.

This Methodology has been developed based on international standards and guidance materials, such as the United Nations Guiding Principles on Business and Human rights (UNGP) and the International Finance Corporation (IFC)

1.4 DEFINITIONS

1.4.1 Human Rights

Human rights are the basic freedoms and protections that all people are entitled to simply because they are human beings. All human rights are underpinned by the following 4 principles (the Guide to Human Rights Impact Assessment and Management; HRIAM) including

- **Universal:** All people are born with and are entitled to the same human rights, regardless of nationality, residence, gender, race, ethnicity, religion, and cultural heritage.
- **Inalienable:** Human rights should not be taken away or compromised except in specific situations and according to due process.
- **Indivisible:** All human rights should be equally considered. Civil and political rights are of equal importance to economic, social, and cultural rights.
- **Interdependent and interrelated:** Human rights are mutually reinforcing. The enjoyment of one human right often relies wholly, or in part, on the existence of other human rights. Similarly, the interference of one human right often negatively affects other human rights.

Furthermore, the 30 plus human rights that exist are defined by the International Bill of Rights, which consists of the Universal Declaration of Human Rights (UDHR), the International Covenant on Civil and Political Rights (ICCPR), and the International Covenant on Economic, Social and Cultural Rights (ICESCR) **(Box 1)**.

There are other relevant international conventions and declarations, including the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work and the Declaration on the Rights of Indigenous Peoples by United Nations (UN).

BOX 1. HUMAN RIGHTS

Human rights are typically divided into two categories – civil and political rights and economic, social and cultural rights.

International Covenant on Civil and Political Rights: ICCPR. Civil and political rights protect the individual from unwarranted infringement by government and private organizations and guarantee the individual the ability to participate in civil and political life without discrimination or repression. Examples of civil and political rights includes the: right to life, freedom of religion, freedom of speech, freedom of assembly, and rights to due process and a fair trial.

International Covenant on Economic, Social and Cultural Rights: ICESCR. Economic, social and cultural rights are found on the belief that people can enjoy rights, freedoms and economic justice all at the same time. Examples of economic, social and cultural rights includes the right to work, the right to just and favorable working conditions, the right to an adequate standard of living and the right to education.

The business sector is expected to respect human rights, as set out in the *Protect, Respect and Remedy Framework* (https://www.ohchr.org/documents/publications/guidingprinciplesbusinesshr_en.pdf) provides examples of the human rights that may be impacted by an operation. This includes rights held by local community members (e.g. right to an adequate standard of living) as well as the rights held by an operation's workforce (e.g. right to equal pay for equal work).

Table 1 Examples of Human Rights

Topic	Right	Source
Labor	Right to belong to a trade union	ILO/ UDHR
	Right to equal pay for equal work	ILO/ UDHR / ICESCR
	Right to work	ICESCR
	Right to the enjoyment of just and favorable conditions of work	ICESCR
Livelihood	Right to an adequate standard of living	UDHR
Security	Right to life, liberty and security of person	UDHR
Cultural	Right to take part in cultural life	ICESCR

2 HUMAN RIGHTS RISK AND IMPACT ASSESSMENT PROCESS

The human rights risk and impact assessment involves 3 steps, which are outlined in **Figure 2**.



Source: IFC's Guide to Human Rights Impact Assessment and Management

Figure 2 CP ALL's Human Rights Risk and Impact Process Flow

2.1 SCOPING

In this step, CP ALL needs to scope out the most relevant human rights issues. Such findings can be obtained from following means:

- Review of peers' human rights issues through company websites, public information, and news update
- Review of risks within the geography of operation (e.g., country risks) and
- Review of industry's human rights issues from United Nation agencies and NGO references (**Box 2**).

BOX 2 DATA SOURCES

Applicable sources of information include reports generated by reputable non-governmental organizations, such as Human Rights Watch, Amnesty International, and the United Nations Human Rights Council, as well as government agencies.

For example, the United Nations has appointed a Special Rapporteur on the Human Rights Situation in Myanmar. As part of his role, the Special Rapporteur produces regular status reports on Myanmar; these reports will contain a host of relevant data that should be included in scoping.

In addition, it is important to consider human rights issues throughout CP ALL's business value chain. For CP ALL's type of business, potential human rights risks can occur not only in direct operations, but also indirect business activities undertaken by suppliers, contractors, or joint ventures leading to complicity (**Box 3**).

BOX 3 DEFINING COMPLICITY

There are three forms of complicity that need to be addressed during the HRIA. This includes:

- **Direct complicity:** This occurs when a business assists another organization or individual in perpetrating a human rights violation. For example, a company uses suppliers who involve with employment or contracting of child labor or other illegal forms of labor.

- **Beneficial complicity:** This occurs when a business directly benefits from a human rights abuse committed by another organization or individual. For example, state security forces may use disproportionate force in protecting a company's interest.
- **Silent complicity:** This occurs when a company fails to challenge systematic human rights violations regardless of whether these violations relate to its business. For example, a business may choose not to engage with the local (or host) government about its human rights performance.

Source: United Nations Global Compact

These potential human rights issues are then grouped by topics. Examples of relevant human rights issues for CP ALL's own operations, subsidiaries and its value chain are presented in **Table 2**.

Table 2 Scoping relevant human rights issues in CP ALL's own operations, subsidiaries and its value chain

Relevant human rights issues	1. Sourcing raw materials, products, and services	2. Production, research and products development	3. Logistic and distribution	4. Retail and marketing	5. Customer support and after sale service
Employee Practices					
Working Condition					
Occupational Health and Safety					
Discrimination and Harassment Including Equal Remuneration					
Illegal Forms of Labors					
Freedom of Association and Right to Collective Bargaining					
Data Privacy/ Cybersecurity					
Supplier and Contractor Practices					
Working Condition					
Occupational Health and Safety					
Discrimination and Harassment					
Illegal Forms of Labors					
Data Privacy/ Cybersecurity					
Unfair Vendor Treatment in Procurement Process					
Community Practices					
Health and Safety					
Standard of Living					

Relevant human rights issues	1. Sourcing raw materials, products, and services	2. Production, research and products development	3. Logistic and distribution	4. Retail and marketing	5. Customer support and after sale service
Customer Practices					
Health and Safety of Customers (Food Safety & Well-being)					
Discrimination and Harassment					
Data Privacy/ Cybersecurity					
All Rights Holders Practices					
Security Management/ Security Forces					

Definitions and examples of relevant human rights in CP ALL's value chain are shown in **Appendix 1**.

2.2 IDENTIFICATION OF HUMAN RIGHTS RISKS

Following the scoping of relevant human rights issues, CP ALL needs to explore actual and potential human rights risks associated with CP ALL's own operations, subsidiaries and its value chain based on the scoping set. Expected outcomes of this step are, including:

- Actual and potential human rights risks and impacts associated with CP ALL's own operations, subsidiaries and its value chain which human rights issues cover forced labor, human trafficking, child labor, freedom of association, rights to collective bargaining, equal remuneration, and discrimination and harassment in any forms.
- Identification of affected rights holders (receptors) to be impacted by CP ALL's own operations, subsidiaries and its value chain, especially vulnerable groups, i.e., as women, children, indigenous people, migrant workers, third-party contracted workers, local communities, people with disabilities, elderly people, LGBTQ+.
- Existing mitigation measures/ controls that CP ALL currently uses to manage these risks; and
- Significant human rights risks and impacts associated with CP ALL's own operations, subsidiaries and its value chain, referring to high priority risks (i.e. salient issues) that require further actions to appropriately mitigate the risks. (More detail on salient issues on section 2.3.2).

Identification and assessment of Human rights risks are also used as assessment criteria in merger and acquisition, joint venturing, or any new business investment.

The findings can be collected through engagement with internal stakeholders and/or use of the human rights risk register tool as described in the following sub-sections.

2.2.1 Human Rights Risk Assessment Workshop

One approach is to conduct a workshop with key representatives from relevant departments and functions who are responsible for managing the identified potential human rights risks.

The procedure to conduct a workshop is as follows.

- Participants are divided into groups based on the predefined topics from step 2.1 (i.e., sourcing, production and distribution, sales and marketing and customer and services.
- Each group explains the way its functions operate.
- Each group identifies all human rights risks associated with its functions that may potentially occur as well as receptors for each risk. An example of human rights risks is presented in **Table 3**.
- Each group shares how human rights risks are being managed through existing mitigation measures and/or controls.
- All groups convene and conduct human rights risk assessment to identify and rank inherent and residual risks against pre-defined scoring criteria (See the criteria in Section 2.3).

Table 3 Example of human rights risks in convenience store services

Activity	Respective rights	Description of human rights risks	Receptors							Mitigation/ Control	
			Employees	Local community	Children	Migrant workers	Third-party contracted workers	Indigenous people	Etc.		
Employee Practices											
Employment of staff and workers (full time and part time)	<ul style="list-style-type: none">• Right not to be subjected to slavery, servitude, or forced labor• Right to freedom of association• Right to work• Right to enjoy just and favorable conditions of work (including rest and leisure)• Right of protection for the child	<ul style="list-style-type: none">• Labour practices (extensive working hours, holidays, change in job description)• Safety and well-being (electricity shock, accident from using machines, etc.)• Employment of child labor aged under 18 years.	/		/						

Activity	Respective rights	Description of human rights risks	Receptors							Mitigation/ Control	
			Employees	Local community	Children	Migrant workers	Third-party contracted workers	Indigenous people	Etc.		
Community Practices											
Establishment of new branches and operation of existing convenient stores and distribution centers	<ul style="list-style-type: none">• Right to life• Right to adequate standard of living• Right to health	<ul style="list-style-type: none">• Controllable risks (impact from noise, heat, and odor)• Uncontrollable risks (impact on local entrepreneur, increased traffic congestion and being a assemble for gangster)		/	/						
Customer Practices											
Selling food and product	<ul style="list-style-type: none">• Right to life• Right to health	<ul style="list-style-type: none">• Health and safety of customers (food safety)		/	/						
Supplier and Contractor Practices											
Supply chain management	<ul style="list-style-type: none">• Right not to be subjected to slavery, servitude, or forced labor• Right not to be subjected to torture, cruel, inhuman, and/or degrading treatment or punishment• Right to enjoy just and favorable conditions of work• Rights of minorities	<ul style="list-style-type: none">• Supplier’s employment of illegal forms of labor, i.e., undocumented migrant workers forced labor and child labor			/	/	/				

See results of the 2023-24 Human Rights Risk Assessment Workshop in **CP ALL Website, Sustainability, Social Dimension, Human Rights.**

2.2.2 Human Rights Risk Assessment Tool

Another approach is to collect findings by the human rights risk assessment tool with relevant departments and functions (**Appendix 2**). The human rights risk assessment tool includes, at a minimum, the following information: the human rights risk (by topics), relevant human rights issues, existing mitigation and/or controls, scoring of likelihood and severity of the risks.

2.3 ASSESSMENT

The key difference between the human rights risk assessment and traditional risk assessment is that the human rights risk assessment assesses risk from the **perspective of the affected stakeholders**, whereby traditional risk assessment most often assesses risk from the **perspective of the company**.

The human rights risk assessment criteria have been developed to support the risk assessment process based on the Protect, Respect and Remedy Framework and the UN Guiding Principles. The level of risk will be assessed against the human rights risk assessment matrix, ranging from high, medium and low (**Figure 3**). The human rights risk assessment matrix consists of 2 dimensions: severity and likelihood, which will further explained in Section 2.3.1.

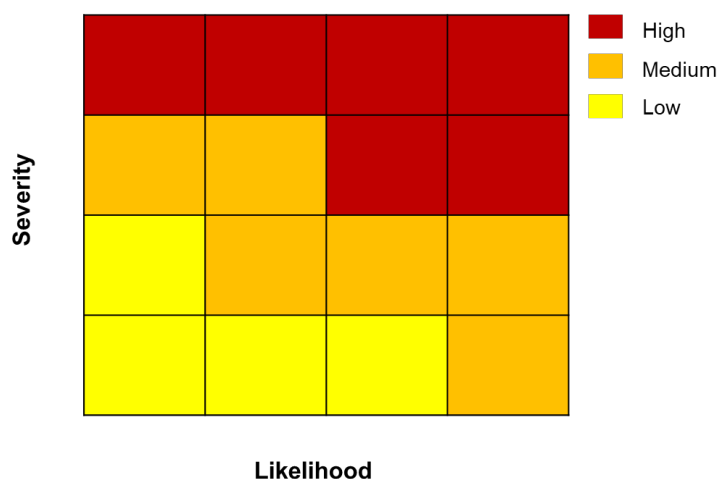


Figure 3 The Human Rights Risk Assessment Matrix

Risk Level

Low, Medium and High level

Remarks: Inherent risks levels “High” and “Medium” are considered key risks that CP ALL needs to understand the effectiveness of its existing controls.

2.3.1 Human Rights Risk Assessment Criteria

According to the UN Guiding Principles, **severity** is not an absolute value, but is relative to the other human rights risks and impacts that have been identified. Severity of the identified human rights risks should be

considered based on three characteristics (**Box 4**).

BOX 4 HUMAN RIGHTS ASSESSMENT CRITERIA: SEVERITY

Severity can be considered based on three following characteristics:

- **Scale:** How grave the impact is, for instance, impacts on the right to life or the health and safety of individual workers
- **Scope:** How many people are or will be affected - for example, impacts on the livelihoods of entire communities or the freedom of association of an entire workforce
- **Remediability:** Whether it will be difficult to restore the people impacted to a situation that is equivalent to their situation before the impact – for example where religious and cultural heritage of indigenous people has been destroyed

Source: UN Guiding Principles on Business and Human Rights Article 14

For **likelihood**, it will be considered based on the local environment or context as shown in **Box 5**.

BOX 5 HUMAN RIGHTS ASSESSMENT CRITERIA: LIKELIHOOD

The likelihood of a risk occurring is greater in a high-risk operating environment, including in the following locations

- Conflict zone
- Weak governance
- A mismatch between local practices and international human rights standards and
- Legacy issues

Source: UN Guiding Principles on Business and Human Rights Article 19

By considering these two dimensions (severity and likelihood), human rights risk assessment criteria is developed to identify level of risks as presented in **Table 4**.

Table 4 Human rights risk assessment criteria for severity and likelihood

Criteria for Severity				
Level of severity	Low (1)	Medium (2)	High (3)	Very High (4)
Scale	No or minor impact to health and safety: first aid case	Slight impact to health and safety: minor injury or illness (no loss-time injury)	Moderate impact to health and safety: serious injury that needs rehabilitation (loss-time injury)	Significant impact to health and safety: physical disability or fatality
Scope	No negative impact to rights holders	Impact to some rights holders in a particular right holder group (less than or equal to 50%)	Impact to most rights holders in a particular right holder group (more than 50% but less than 100%)	Impact to all rights holders in the group e.g., all of members in the community, all employees, all suppliers, all customers (100%)
Irremediable Nature	Take less than a year (<1 year) to restore the impact	Take 1-3 years to restore the impact	Take 3-5 years to restore the impact	Impossible to restore or will take longer than 5 years (>5 years) to restore the impact

Criteria for Likelihood				
Level of likelihood	Very unlikely (1)	Unlikely (2)	Likely (3)	Very likely (4)
	<p>Almost never (every 10 years or more)</p> <p>Such human rights issues have never occurred in our business operation, but have occurred in other operations of industry peers</p>	<p>Occurs rarely (every 5-10 years)</p> <p>Such human rights issues have happened in the past and also occur sometimes at the present, may occur in some organizations/ business activities sometimes</p>	<p>Occurs very often (every 2-5 years)</p> <p>Such human rights issues have happened in the past and also occur very often at the present</p>	<p>Occurs frequently, or ever year</p> <p>Such human rights issues have occurred consistently from the past until present</p>

2.3.2 Analyzing Human Rights Impact

In the HRIA, two types of risks are assessed:

- The **inherent risk**, which is the level of risk inherent, or natural, to the situation. It is based on the nature of the context when no mitigation measures are in place.
- The **residual (or net) risk**, which is the level of risk with all the measures and controls are in place.

To assess impact of identified human rights risks, CP ALL will conduct following steps.

- Assess **inherent risk level** of identified human rights risks by using the human rights risk assessment criteria and the risk assessment matrix to determine the significance of the human rights impact when there is no CP ALL's existing mitigation measures in place.
- Assess **residual risk level** of identified human rights risks by using the same criteria and matrix. However, in this step, CP ALL needs to consider the mitigation measures and controls identified (Section 2.2) when determining the residual risks.

An example of an assessment of inherent and residual risk levels is presented in **Figure 4**.

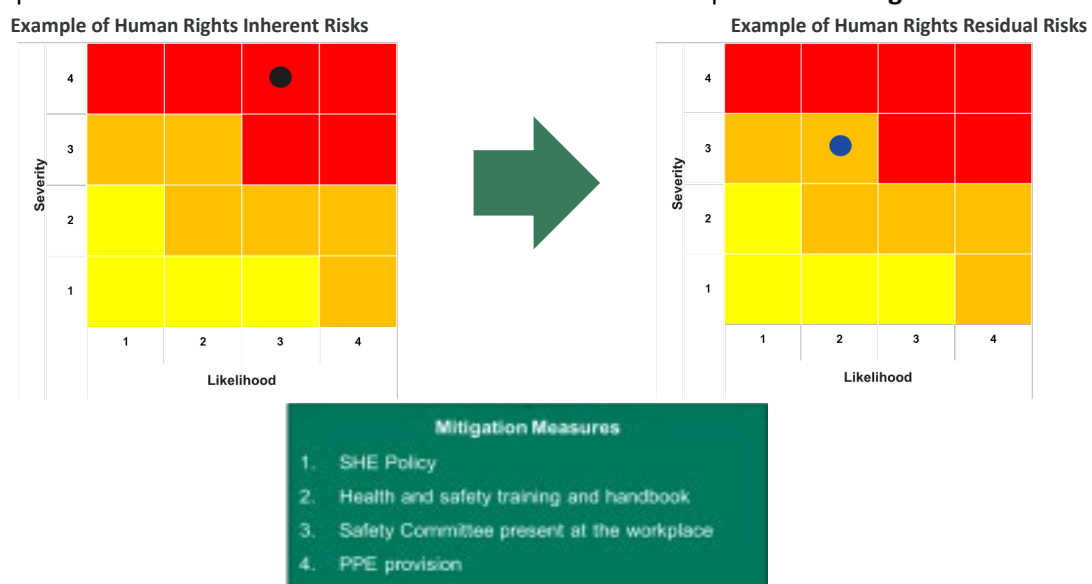
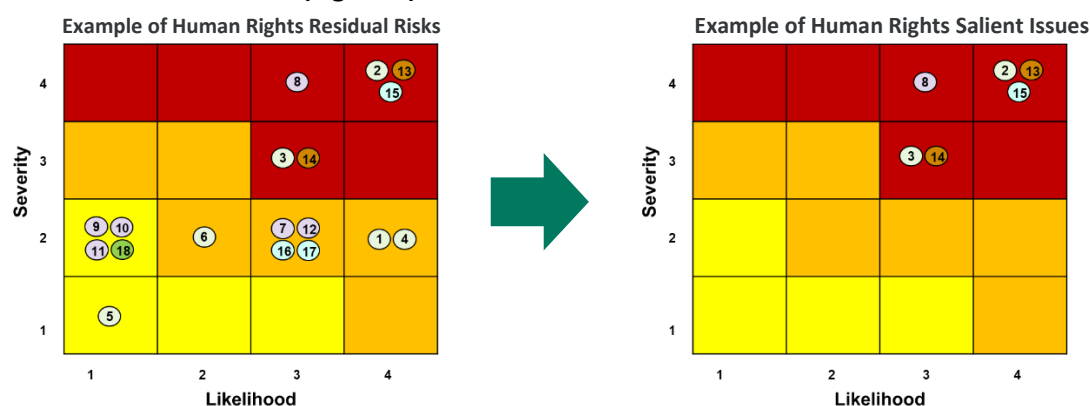


Figure 4 Example of assessment of inherent and residual risk levels for employee's health and safety issues

- c) Select the top **human rights salient issues** once all residual risks are finalized and placed in the matrix. The salient issues refer high priority risks that require further actions to appropriately mitigate the risks. In the other words, those human rights risks that are determined to have high level of impact to CP ALL are considered as the salient issues (**Figure 5**).



Human Rights Risk Issues in CP ALL	
Employee Practices	
1	Working Condition
2	Occupational Health and Safety
3	Discrimination and Harassment Including Equal Remuneration
4	Illegal Forms of Labors
5	Freedom of Association and Right to Collective Bargaining
6	Data Privacy/ Cybersecurity
Supplier and Contractor Practices	
7	Working Condition
8	Occupational Health and Safety
9	Discrimination and Harassment
10	Illegal Forms of Labors
11	Data Privacy/ Cybersecurity
12	Unfair Vendor Treatment in Procurement Process
Community Practices	
13	Health and Safety
14	Standard of Living
Customer Practices	
15	Health and Safety of Customers (Food Safety & Well-being)
16	Discrimination and Harassment
17	Data Privacy/ Cybersecurity
All Right Holder	
18	Security Management/ Security Forces

Figure 5 Prioritization of Human Rights Residual Risks (Salient Issues)

2.4 MITIGATION AND MANAGEMENT

Upon identification of high human rights risks, CP ALL shall develop mitigation measures to reduce the likelihood of adverse human rights risk occurring. The actions to be considered shall include ongoing monitoring, performance tracking of how CP ALL will monitor and/or audit, reporting of the outcome, etc. (Figure 6).

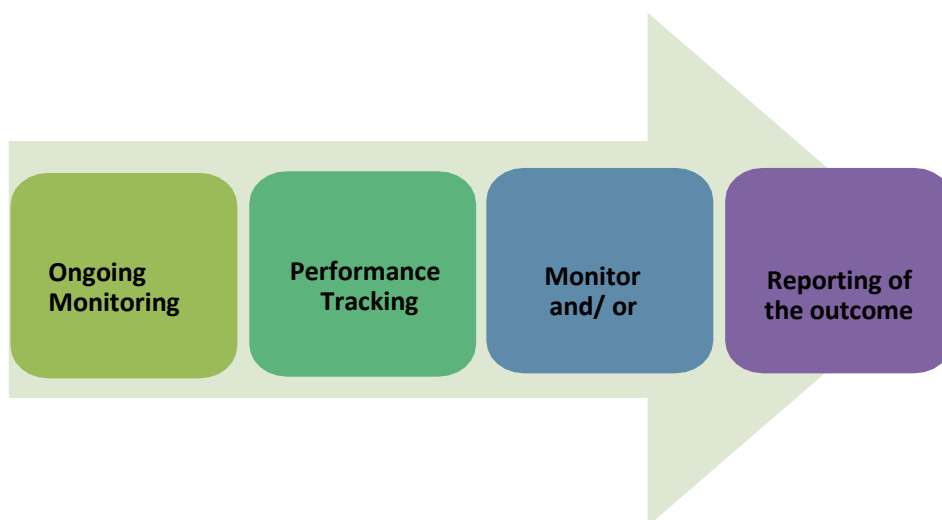


Figure 6 Human Rights Mitigation and Management Process

The focus should be on mitigating the potential negative impacts to as low as reasonably practicable and enhancing the potential positive impacts. The development for management measures is applied to business activities which have been assessed to have medium to high level of human rights impacts. An example of mitigation measures is presented in **Table 5**.

For human rights impact is caused by the company's activities, CP ALL has also remediation actions in form of financial and non-financial compensation to alleviate the affected people.

Table 5 Example of mitigation measures on Supply Chain Management

Identified risks	Proposed mitigation measures	Timeline of implementation	Responsible functions
Supply Chain Management			
Lack of a comprehensive Supply Chain Policy	• Develop a Sustainable Sourcing policy with explicit mention of Human Rights topics	Q1	Merchandising

Lack of Sustainability criteria (i.e. human rights aspects) in the supplier selection process.	<ul style="list-style-type: none"> • Conduct initial due diligence for selected high-risk suppliers • Integrate sustainability questions into a pre-qualification process (new vendor list) • Include the requirements and expectations of suppliers (relating to human rights) in the TOR and/or the contract clause 	Q2 Q2 Q3	Merchandising
Lack of systematic monitoring and evaluation of supplier's sustainability	<ul style="list-style-type: none"> • Conduct supplier audit through self-assessment, site visits, depending on levels of risk associated with suppliers • Establish timeframes (audit plan) for monitoring based on the activities and level of risks associated with the supplier • Provide capacity building for non-conformance suppliers (Q4) 	Q3 - Q4 Q4 Q4	Merchandising

2.5 REPORTING AND EVALUATION

Results of the assessment of both inherent and residual risk levels (identified from 2.3.2) are needed to be consolidated in a human rights risk register, which is a human rights risk reporting tool. CP ALL's responsible functions will need to update human rights risks and impacts associated with their business activities within the risk register annually or appropriate period as agreed by CP ALL. An example of human rights risk register is presented in **Table 6**.

Table 6 Example of Human Rights Risk Register

1. Human rights issue	2. Description of issues and impacts	3. Inherent risks	4. Individual human rights	5. Preventive and mitigation measures	6. Residual risk	7. Additional measures
Labour practices						
Occupational Health and Safety	Employees in the 24-hour convenient stores face risks to their safety and well-being mainly from working over-time, working nightly hours, operating machines, and road accidents during 7Delivery service. Accidents can easily occur when employees are in fatigue, and even without fatigue, the stores have multiple points of risks (i.e. electrical machines being used close to water, objects falling from aisles). There may also be risks from crime in the workplace (i.e. robberies). This may lead to negative impacts on employees' emotional health (i.e. trauma from robbery) and physical health (i.e. bruise, electric shots). There must be proper training and measures in place to ensure that employees are able to maintain safety and well-being while working.	Severity: 4 Likelihood: 4 Risk level: • Very High	<ul style="list-style-type: none"> • Right to life • Right to access to effective remedies • Right to enjoy just and favorable conditions of work (including rest and leisure) Right to adequate standard of living • Right to health 	<ul style="list-style-type: none"> • Corporate policies • C.P. Group life saving rules and SHE standard • OHS system development plan 2023 • Providing PPE and tools with monthly PPE checks • Whistleblowing channel • Standard operating procedures • Machine maintenance • Employee's physical and mental health check 	Severity: 4 Likelihood: 4 Risk level: • Very High	<ul style="list-style-type: none"> • Trade areas adjustment for safety and convenience • Pre-work meetings including case studies from accidents • Emphasizing safe driving and speeding practices • Setting limits of trips and driving distances • Collaboration with Bangkok Metropolitan Administration to monitor illegal riders, issue warnings for any violations to prevent accidents

3 REFERENCES

Table 7 describes information sources for development of the HRIA methodology and supported data (as normative References of human rights risk and impact assessment). CP ALL's responsible functions should be aware of human rights issues, situations, standards, and laws and regulations which could affect to human rights risks in business operation and impact on relevant stakeholders.

Table 7 Normative References

Normative Reference	Hyperlink	Description
International Bill of Human Rights	http://www.ohchr.org/Documents/Publications/Compilation1.1en.pdf	<p>International Bill of Human Rights consists of:</p> <ul style="list-style-type: none"> • Universal Declaration of Human Rights 1948 as the fundamental human rights framework · International Covenant on Civil and Political Rights 1966 states to Civil and Political Rights such as the right to life, the right to freedom of thought, conscience and religion, the right to freedom of association, etc. • International Covenant on Economic, Social and Cultural Rights (ICESCR) 1966 aims to ensure the protection of economic, social and cultural rights, such as, the equal right of men and women, the right to work, the right to an adequate standard of living, etc.
International Labour Organization: ILO	http://www.ilo.org/declaration/la ng--en/index.htm	<p>International Labour Organization (ILO) aims to promote rights at work, encourage decent employment opportunities, enhance social protection and strengthen dialogue on work related issues.</p> <p>The ILO Declaration on Fundamental Principles and Rights at Work consists of principles and rights in four categories, whether they have ratified the relevant Conventions:</p> <ul style="list-style-type: none"> • Freedom of association and the effective recognition of the right to collective bargaining, • The elimination of forced or compulsory labor, • The abolition of child labor, and • The elimination of discrimination in respect of employment and occupation
Business & Human Rights Resource Center	http://businesshumanrights.org/en/regions countries	<p>Business & Human Rights Resource Center is the knowledge hub that tracks human rights policy and performance of various global industries. However, the Business & Human Rights Resource Center still lacks overview of crucial human rights issues in each country.</p> <p>Business & Human Rights Resource Center commits to represent fairly all sides of debates on business and human rights issues, including highlighting good practice as well as criticisms of companies' impacts which are advocated by civil society organizations, media agencies, companies and governments.</p>

Normative Reference	Hyperlink	Description
	http://businesshumanrights.org/en/sectors	Business & Human Rights Resource Center presents case studies and human rights data which are link to various business sectors.
Office of the High Commissioner for Human Rights (OHCHR)	http://www.ohchr.org/EN/Countries/Pages/HumanRightsintheWorld.aspx	Office of the High Commissioner for Human Rights (OHCHR) represents the world's commitment to universal ideals of human dignity. Human rights reporting, such as concluding observations, are provided specific recommendations of human rights to country members of United Nation (UN).
World Report by Human Rights Watch	https://www.hrw.org	Human Rights Watch is a non-profit/ non-governmental human rights organization which is known for its accurate fact-finding, impartial reporting, effective use of media, and targeted advocacy, often in partnership with local human rights groups. The organization has published the World Report which is assessed the human rights risks and impacts in a country worldwide. The Report aims to promote civil and political rights rather than social, economic and cultural risks.
International Finance Corporation (IFC)	http://www.ifc.org/wps/wcm/connect/to_pics_ext_content/ifc_external_corporate_site/guide+to+human+rights+impact+assessment+and+management/guide+to+hriam/tools+and+tables/hriam+table/hriam++table	International Finance Corporation (IFC) provides a principle-based framework, best practices, resources and networking events related to human rights. IFC presents a linkage among human rights with business risks, impacts and opportunities, which can be used as a human rights identification manual in individual level in operating areas. Moreover, the manual also presents: <ul style="list-style-type: none"> • Identification of actual or potential human rights risks • Assessment of actual or potential human rights impact Application of human rights assessment results to companies' management.

4 APPENDICES

APPENDIX 1: DEFINITION OF POTENTIAL HUMAN RIGHTS AT RISK

Relevant Human Rights	Definition
Employee Practices	
Working Conditions	Employees in the 24-hour convenience stores face risks in working conditions, especially with working overtime and working beyond conditions of contract. Measures must be in place to ensure fair compensation and adequate facilities to support employees. Failure to do this may create adverse impacts for employees' livelihoods and interferes with the right to enjoy just and favorable conditions of work and the right to adequate standard of living (inadequate pay to ensure livelihood). Other issues include data privacy, etc.
Occupational Health and Safety	Employees in the 24-hour convenience stores face risks to their safety and well-being mainly from working over-time, working nightly hours, operating machines, and road accidents during 7Delivery service. Accidents can easily occur when employees are in fatigue, and even without fatigue, the stores have multiple points of risks (i.e. electrical machines being used close to water, objects falling from aisles). There may also be risks from crime in the workplace (i.e. robberies). This may lead to negative impacts on employees' emotional health (i.e. trauma from robbery) and physical health (i.e. bruise, electric shots). There must be proper training and measures in place to ensure that employees are able to maintain safety and well-being while working.
Discrimination and Harassment Including Equal Remuneration	7-Eleven employees, especially vulnerable groups, are at risk of being discriminated by colleagues and those in higher positions. These can be occurred both verbally and physically. Some situations are considered as discriminatory mock or insult. The issues of discrimination cover both recruitment, treatment, employment (i.e. prohibiting Muslim staffs from wearing hijabs), advancement (i.e. only accepting light skinned females to work with customer service, not acceptable vulnerable groups to work, and only allowing male staffs aged over 50+ to take on management positions), as well as equal remuneration between male and female employees in the same positions. Moreover, cases of verbal abuse or disrespectful conduct by supervisors or colleagues also create adverse impacts on employees' emotional health. Additionally, employees may be discriminated and harassed by customers and other employees (i.e., harassment by verbally, sexual harassment, harassment, hate speech, and discrimination against gender identity and breastfeeding). These all create adverse impacts on employees' livelihoods and opportunities in life, and are rights violations.
Illegal Forms of Labors	There have been reported cases of employees bringing their children to the convenient stores and employees' underage friends "helping out" at the convenient stores. Measures must be in place to prevent this occurring - not only training, but also perhaps responding to employees' need to bringing children to work (i.e. daycare services). Moreover, inappropriate child labor (e.g., trainee below 15 or employee below 18 under hazardous position) can lead to unexpected incidents (e.g., slipping, workplace accident), which could injure children, reduce children's time to education and further development, and interfere children's growth. Having underage individuals at the workplace is a risk to being liable for child labor and violating not only human rights, but also local regulations. As additional workforces could be demanded on some occasions, illegal forms of labors (e.g., child labor, and forced labor or illegal migrant workers) may be expected.

Relevant Human Rights	Definition
Freedom of Association and Right to Collective Bargaining	Freedom of association and the right to collective bargaining are guaranteed by the ILO conventions and other significant international instruments. They are key elements that enable employees to discuss their common interests with their employers and ensure fair wages and working conditions. Therefore, the company has the responsibility to ensure that its employees are able to exercise their rights by freely establishing or joining groups without any obstacles or threats.
Data Privacy/ Cybersecurity	The HQ holds highly sensitive center data which can be used for a variety of purposes. It must firstly be sure that employee data is properly secured and there will be no data leakage that can harm employees (i.e. leakage of contact information of an individual to criminals, leakage of employees' personal information). Additionally, left-up the data privacy / cybersecurity awareness/skills for all level of employees can decrease or prevent the leakage of their own personal.
Supplier and Contractor Practices	
Working Conditions	Since 7-Eleven supplies products from various sources, there is a possibility that their suppliers might be associated with the maltreatment of workers. This malpractice includes but is not limited to safety measures, fair compensation, confiscating travel/identity documents, and working overtime. Products with high risk of labor abuse include seafood and agricultural related products.
Occupational Health and Safety	Suppliers or contractors who are driver that deliver products to Convenient stores and distribution center operations. There is a risk of car accidents in the traffic congestion during transportation. Moreover, it may be risk during the product movement (i.e., products falling on head and heavy product left-up without corrective ergonomics).
Discrimination and Harassment	The employees of the company's suppliers or contractors are at risk of being discriminated by colleagues and those in higher positions. These can be occurred both verbally and physically. Some discriminatory actions are inaccessibility to buildings or workplace's facilities. Moreover, the rights holders may be harassed and threatened by other employees, suppliers or customers.
Illegal Forms of Labors	Since 7-Eleven supplies products from various sources, there is a possibility that their suppliers might be associated with the use of illegal forms of workers and the maltreatment of workers (i.e. labor practices migrant labor, force labor, child labor). Products with high risk of labor abuse include seafood and agricultural related products.
Data Privacy/ Cybersecurity	CPALL usually collects, processes, and possibly publicizes privacy data on a daily basis. Therefore, data management must be conducted in a careful manner and should not cause any harm to relevant parties, especially when dealing with sensitive information. Thus, CPALL has the responsibility to ensure the security of its data in order to prevent unauthorized access and breaches, as well as to ensure that data is used in accordance with proper protocols. Any negligence or inadequate measures could be considered a violation of data privacy.
Unfair Vendor Treatment in Procurement Process	Vendor selection must be conducted with fairness, equality, and without prejudice. The character of business owners or representatives should not be considered when it comes to selecting suppliers. Additionally, all processes must be transparent to demonstrate the company's dedication to fairness and equality. However, different treatment may occur if the company has a valid justification, and it is the only way to achieve the company's goals and objectives.
Community Practices	
Health and Safety	Effective management of waste including hazardous and non-hazardous waste can prevent risks of environmental contamination and public's health and safety.

Relevant Human Rights	Definition
	<p>Wastes from convenient stores are general wastes. Different types of waste are managed differently. For example, food waste is sold to suppliers to be used as feedstock. Infected wastes are properly stored before transferring them to authorized service providers for elimination. Additionally, leakage of hazardous wastes may happen during natural disasters (e.g., flood). Moreover, traffic congestion from offloading trucks can increase risk of accident (e.g., car accident).</p>
Standard of Living	<p>The convenient stores which are located all around Thailand face various contexts. However, they are all liable to their surrounding communities.</p> <p>Controllable impacts from convenient stores to the community include noise disturbance (from door buzzing, groups of people gathered in front of the stores, potentially loud customers, transport trucks offloading), heat ventilation from indoor air conditioning and refrigeration systems (neighboring houses may be impacted from this heat), odor from improper waste management, water scarcity from improper water use systems, etc. This all impacts the community's livelihoods and may interfere their standards of living.</p> <p>Uncontrollable (or less controllable) impacts from convenient stores to the community include impacts on local entrepreneurs (taking customers away from local businesses, decreased their revenue), increased traffic congestion from offloading trucks, and being an assembly place for gangsters. These are impacts that may be difficult to control, although some mitigation measures may help alleviate adverse effects to communities.</p>
Customer Practices	
Health and Safety of Customers (Food Safety & Well-being)	<p>Products selling in 7-Eleven that do not meet standards and regulations may adversely affect customers' health and safety e.g., expired products, faulty products, contaminated products. Additionally, the company may be liable for accidents in the store, such as products falling on customers or customers being electrocuted and product supplying falling on customers. Due to the large number and variety of 7-Eleven customers and products, impacts may range from minimal (e.g., stomach illness) to fatal (e.g., death from poisoning/allergies or misuse of product).</p>
Discrimination and Harassment	<p>Customers are at risk of being discriminated by company's employees based on their gender, skin color, nationality, race, social status, etc. This can be occurred both verbally and physically (e.g., being denied access to products or services). Moreover, customers may face harassment or threat by employees in various forms (e.g. physical, verbal, sexual) including verbal abuse and disrespectful conduct which impacts emotional health of customers.</p>
Data Privacy/ Cybersecurity	<p>The convenience stores hold highly sensitive customer data which can be used for a variety of purposes (e.g., information from All Member, 7Delivery application). It must firstly be sure customer data is properly secured and there will be no data leakage that can harm customers (e.g., leakage of contact information of a high-spending individual to criminals and sexual harassment). Additionally, using customer data for marketing purposes must also be properly managed such that customers are aware of this use (e.g., no selling customer's spending data without customer consent).</p>
All Rights Holders Practices	
Security Management/ Security Forces	<p>Security forces have the responsibility to protect individuals and property in the company's area. In order to do that, they are trained to use force and necessary measures to mitigate harm and any jeopardy in the area. However, the security forces in the company belong to a private company. Therefore, it is the company's accountability to ensure that the private security forces do not use excessive and unwarranted force.</p>

APPENDIX 2 HUMAN RIGHTS RISK ASSESSMENT TOOL

Potential Risks (by Topic)	Issues (Examples)	Existing Mitigation and/ or Controls	Likelihood Score	Severity Score (highest score from 3 criteria)	(Inherent ¹) Risk Level (from matrix)	Relative (Residual ²) Risks Ranking (Pick Top 5)
Employee Practices	<ul style="list-style-type: none"> Working Condition Occupational Health and Safety Discrimination and Harassment Including Equal Remuneration Illegal Forms of Labors Freedom of Association and Right to Collective Bargaining Data Privacy/ Cybersecurity 					
Supplier and Contractor Practices	<ul style="list-style-type: none"> Working Condition Occupational Health and Safety Discrimination and Harassment Illegal Forms of Labors Data Privacy/ Cybersecurity Unfair Vendor Treatment in Procurement Process 					
Community Practices	<ul style="list-style-type: none"> Health and Safety Standard of Living 					
Customer Practices	<ul style="list-style-type: none"> Health and Safety of Customers (Food Safety & Well-being) Discrimination and Harassment Data Privacy/ Cybersecurity 					
All Rights Holders Practices	<ul style="list-style-type: none"> Security Management/ Security Forces 					

¹Inherent (or gross) risk is the level of risk when there is no mitigation measure or control in place, or of all measures and controls were failing.

²Residual (or net) risk is the level of risk with all the measures and controls in place.