

รายงานความยั่งยืนประจำปี 2558 องค์การคลังสินค้า

Public Warehouse Organization (PWO) 2015 Sustainability Report

Content of the report

1	CG&CSR CHAIRMAN STATEMENT (สารจากประธานคณะกรรมการ)	3
2	OVERVIEW AND BUSINESS MODEL (ภาพรวมขององค์กร และโมเดลทางธุรกิจ)	5
	ABOUT PUBLIC WAREHOUSE ORGANIZATION : PWO (เกี่ยวกับองค์กรคลังสินค้า)	5
	2015 ACTIVITY HIGHLIGHT (กิจกรรมเด่นในรอบปี 2558)	10
	SUSTAINABILITY AT PWO (การจัดการความยั่งยืน)	13
3	STAKEHOLDER AND MATERIALITY (ผู้มีส่วนได้เสีย และประเด็นความยั่งยืนที่สำคัญ)	16
	PWO STAKEHOLDERS (กลุ่มผู้มีส่วนได้เสียของ อคส.)	16
	MATERIALITY ASSESSMENT (การประเมินประเด็นที่สำคัญต่อองค์กร)	17
4	GROWING SUSTAINABLY (การเติบโตอย่างยั่งยืน)	19
	MANAGEMENT EXCELLENCE (การจัดการที่เป็นเลิศ)	19
	INFORMATION TECHNOLOGY IMPROVEMENT (การปรับปรุงระบบเทคโนโลยีสารสนเทศ)	19
	DISBURSEMENT IMPROVEMENT (การปรับปรุงการเบิกจ่าย)	21
	CASE STUDY : ISO9001:2008 (กรณีศึกษาของ อคส. : ISO9001:2008)	24
	BUSINESS CONDUCT AND ETHIC (จรรยาบรรณทางธุรกิจ)	28
	TRANSPARENCY ON PROCUREMENT (ความโปร่งใสของข้อมูลการจัดซื้อจัดจ้าง)	28
	CASE STUDY : ANTI-CORRUPTION (กรณีศึกษาของ อคส. : การต่อต้านการคอร์รัปชัน)	30
	RISK MANAGEMENT (การบริหารความเสี่ยง)	33
5	GROWING TOGETHER (การเติบโตร่วมกัน)	40
	RESPONSE TO COMPLAINT (การตอบสนองต่อข้อร้องเรียน)	40
	PRODUCT AND SERVICE QUALITY (คุณภาพของสินค้าและบริการ)	45
6	RESPONSIBLE FOR ENVIRONMENT (การจัดการสิ่งแวดล้อมอย่างรับผิดชอบ)	47
	OPERATIONAL ENVIRONMENTAL MANAGEMENT (การดูแลสิ่งแวดล้อมรอบพื้นที่ปฏิบัติการ)	47
7	HUMAN VALUE (การดูแลพนักงานอย่างมีคุณค่า)	49
	HUMAN RESOURCES MANAGEMENT (การบริหารทรัพยากรบุคคล)	49
8	2015 SUSTAINABILITY PERFORMANCE DATA (ผลการดำเนินงานด้านความยั่งยืนประจำปี 2558)	54
9	GRI CONTENT INDEX (CORE)	59
10	เกี่ยวกับรายงานฉบับนี้ (ABOUT THIS REPORT)	62

1 CG&CSR CHAIRMAN STATEMENT (สารจากประธานคณะกรรมการ)

Dear Readers,

I am happy and deeply honoured for the opportunity to work with Public Warehouse Organization (PWO) as board of director member since 2014 and chaired Corporate Governance and Corporate Social Responsibility Committee (CG&CSR Committee) in January 2015 after being a chairman of Information Technology Management Committee.



I am well aware that the main responsibility as a chairman of CG&CSR Committee is to develop policy and provide guidelines to manage corporate governance and corporate social responsibility issues for PWO. Another task is to promote awareness and inclusiveness of PWO's board of director, executives, and employee to drive the organization forward on CG and CSR management together. One of the reasons is to ensure that prior plans are successfully accomplished and another reason is to lay the solid foundation for CG&CSR in order to become resilient with rapidly changing environment in the business world.

During my 11 months tenure, the song entitled “คนสำคัญ...ฉันสัญญา” (For important person, I promise) was composed to engage with public that since the establishment of PWO, it is, as a public institution, is responsible for diverse agricultural issues and will always be on Thai farmers' side to solve any problems together on the basis of transparency. Apart from that, I and every executives agreed to develop the first-ever Sustainability Report of PWO that had to be in accordance with Global Reporting Initiative's guideline (GRI). This marked the new dawn for

PWO and I truly wish that State Enterprise Policy Office (SEPO), who is responsible for the annual assessment of every Thailand's State Enterprise, will recognize the importance of this initiative. Nevertheless, before I resigned from PWO for other duties, there was a sad news that there was a work-related car accident to one of PWO's employee which resulted in losing one of his leg. The CG&CSR committee investigated and found that one of the causes was work-related stress. It was decided that there has to be a dedicated function to handle and mitigate this issue for employee.

As stated above, I would like to express my appreciation and gratitude toward other board members and every PWO employee whose Not only the accomplishments I previously outlined, every initiatives can never be succeeded if there is no excellent coordination from all parties. I truly hope that there will be an opportunity for me to return and work together with PWO again.

Thank you very much.

Yours sincerely,

Assistant Professor Dr. Visanu Vongsinsirikul



2 OVERVIEW AND BUSINESS MODEL (ภาพรวมขององค์กร และโมเดลทางธุรกิจ)

ABOUT PUBLIC WAREHOUSE ORGANIZATION : PWO (เกี่ยวกับ องค์การคลังสินค้า)

Public Warehouse Organization (PWO) was established by the Royal Decree on 20 Apr 1955 under the objectives to “carry out all activities related to rice, agricultural and other products to ensure that their quantity, quality, and price are appropriate for the public.” Its status is considered as state enterprise under the authority of Ministry of Commerce.

The origin of PWO began during Second World War where price of consumer goods skyrocketed which suffered Thai citizens. The Ministry of Commerce was assigned by Thai government to seek mitigate the situations. Therefore, "the Central Warehouse Tower" was established in 1942 under the authority of the Department of Internal Trade to be used as an instrument to stabilize the market price of consumer products.

In 1944, the 'Central Warehouse Tower' was renamed as "the Central Warehouse" in order to be consistent with its roles, and then was elevated to "the Division of Warehouse" in the same year. After the war ended, the Division of Warehouse was responsible for storing and importing of essential goods such as clothes, agricultural equipments, medicines, and other consumer products for distribution to farmers and the public at reasonable prices in order to stabilize the prices of those commodities. Further in 1954, having realized the important roles of the warehouse in national agricultural development, the Ministry of Commerce expanded the scope of warehouse's functions by setting up rice barns and warehouses in various provinces for purchasing and storing of both rice and other agricultural products.



After the establishment of PWO, there was further amendment of the Royal Decree in 1997 to change the objective to “conduct any businesses involving agricultural and consummable products as well as services involving such products” in order to be in-line with current business trend and Thailand’s mission.

Vision (วิสัยทัศน์)

To be excellent in warehouse, trade, and agricultural products management with commitment to the principles of corporate governance

Mission (พันธกิจ)

- To conduct core businesses, namely agriculture, trade, and warehousing services with professionalism, including providing logistics and related services
- To manage government policy efficiently and transparently by keeping the balance between the quantity and the price of goods
- To focus on continuous human resource development, create team culture, and develop the organization in a sustainable fashion with social and environmental responsibility
- To continuously improve management system in compliance with international standards and conform with customers’ and stakeholders’ requirements.

PWO is operating with ethic and integrity under corporate governance practices and with consideration of every stakeholders relevant to the organizations. There are 7 rule of ethic as follows;

1. Maintain neutrality in terms of politic
2. Support and collaborate government policy and activities as well as preserve good Thai culture
3. Handle customers and stakeholders with equality, transparency, and openness
4. Maintain good internal quality control and sufficient risk management program
5. Utilize resources efficiently and maintain asset integrity as well as not utilizing for non-relevant purposes
6. Strongly preserve confidentiality of clients, related stakeholders, and public as well as not utilizing any confidential information unlawfully
7. Engross in continuously developing the organization to move it forward



In addition, PWO also operates under 6 good governance principles as follows;

1. Rule of law, which is to develop regulations according to modern and justice practices as well as being well-accepted by society. Every members of the organization are entitled to operate fairly and equally.
2. Virtue, which is to believe and trust in the good cause by creating awareness and value for employee to follow such as ethic, sacrifice, tolerance, diligence, and discipline.
3. Transparency, which is to embed Thai society with openness and direct disclosure of verifiable information by constantly improving the system and operating conditions within the organization. Easy communication channels are to be set up so that public can access the information easily to create trust and make business zero corruption.
4. Inclusiveness, which is to embed Thai society with engagement process so that stakeholders' voices are being heard and being taken into account during decision making process. Tools are such as notification channel, public hearing, voting, etc.
5. Responsibility, which is to let executives, employee, and contractors performing their duty excellently with focus on provide quality services/facilities and convenience to clients. Any wrongdoing during work is to be acknowledged and rectified immediately.
6. Value-based, which is to confirm that management must aware of limited resources. Therefore, cost saving and effectiveness must be realized with aims to satisfy customers and public.

In 2015, PWO has several notable initiatives which are under good governance and ethic & integrity principle such as;

Crude Palm Olein import initiative

Because of very low crude palm olein stock nationwide to the extent that it fell below safety stock level set at 200,000 ton, relevant government agencies and organizations together came up with the solution to import limited stock of crude palm olein and appointed PWO as the main authority to manage the initiative. PWO therefore imports crude palm olein to sell to palm oil refinery for nationwide distribution under price set by the Ministry of Commerce.



Fresh Food for Prisons initiative

Retail and service business have let PWO to increase revenue stream. Those products has been commercialized at various retail shops, Took Jai shops by Department of Internal Trade, distributors domestically and internationally. Service business includes rice delivery service for Ministry of Justice’s prisons. Data shows that proportion of PWO revenue from this initiative is among the highest comparing to other business streams. Therefore, PWO has to expand strategically in order to create perceptions and awareness as well as to acquire new partnerships. Currently, PWO has received privilege to buy-sell daily products for prisons under the Department of Corrections.

On 27 Nov 2014, because of the incident at Ban Wan Tako school and community infant development center, Amphur Muang, Chonburi province where individuals suffered from negative impact due to beevile and chemical spraying to preserve rice quality, PWO board of directors and executives inspected the area to solve the problem. On a short-term basis, air conditions were provided and on a medium-term bases, every rice inside the warehouse was transported out of the perimeter.

On 13 Jan 2015, PWO organized social activity that let management, employee, and contractors to donate for an improvement of Wat Pra Baht Nam Phu's HIV rehabilitation center, Lopburi province, as well as for supporting disable individuals at the Redemptorist Foundation for People with Disbalities, Chonburi province.



On 10 August 2015, PWO joined the Ministry of Commerce activity chaired by General Chatchai Sarikulya, Minister of Commerce to release 830,000 fishes to commemorate Her Majesty Queen Sirikit during the 83th birthday celebration on 12 Aug 2015. The event was conducted at Office of the Permanent Secretary Ministry of Commerce building.

On 11 Aug 2015, PWO organized social activity to improve positive relationship with community surrounding PWO's warehouse. During the day, drinking water making machine was given to Wat Bukkalo school and activity stage of Wat Daokanong community was repaired.

On 4 Sep 2015, PWO organized 2015 CG&CSR day. During the course of the day, sustainability knowledge was shared to PWO employee and awarding ceremony to outstanding employee was conducted. The category included outstanding warehouse manager, outstanding employee, and outstanding contractor.

On 6 Sep 2015, management, employee, and contractors of PWO participated in 2015 National Anti-corruption day under the concept of "Active Citizen – The citizen power – Anti corruption." It was done in order to demonstrate commitment to reduce corruption and to support any reforms so that corruption can be effectively suppressed which will lead to the sustainability of the nation.



On 17 - 19 Sep 2015, PWO organized workshop on anti-corruption to build the awareness. Results on internal control improvement initiative were communicated during the course of the workshop. Management and employee of PWO attended the workshop and planned for future operation. Apart from that, PWO awarded the scholarship to selected students at Baan Nong Song Ton school, Kanchanaburi province. Selection is based on anti-corruption initiative by letting students submitting Painting under anti-corruption topic. Totally 10 distinguished students were awarded the scholarship.



On 28 Sep 2015, PWO organized “PWO Zero Corruption” event, with special lecture under the topic “Corruptio Prevention and Suppression” by Office of Public Sector Anti-Corruption Commission deputy secretary general Korntip Daroj in order to raise awareness of corruption issues.



SUSTAINABILITY AT PWO (การจัดการความยั่งยืน)

Nowadays, various organizations want to develop themselves into organizations which are responsible for economy, society, and environment with the aim of being sustainable. Therefore, PWO has developed the sustainability management process by ordering that the sustainability

governances be managed by CSR committee whose member includes one of the board of director and every senior executives vice presidents. Director of Central Administration Department acts as a secretariat to the committee.

Under the operation mentioned above, the committees have issued the “Corporate social responsibility policy of PWO”. The policy consists of 7 parts in accordance with ISO26000, which are;

1. Corporate Governance

PWO promotes good corporate governance to be organizational culture because it is considered as an important factor in creating efficient management system in accordance with related regulations and in ensuring responsibility to stakeholders with transparency and verifiability. The operating system is adjusted to improve efficiency and integrity. Moreover, all employees are instilled with good moral traits in order to create good images to the organization.

2. Human Right

PWO considers and provides fair treatment on education, training, access to information, employment, as well as physical and mental health. Therefore PWO also develops communication channel and announcing correct information to all employees. Employee is to be supported given opportunities to show their competence with aims to increase employee's morale.

3. Labour Practice

The working condition at PWO is operated with safety and occupational health in compliance with regulations and international standard. Appropriate employment terms and career progression pathway is to be provided along with continuously sufficient training and education in order to enhance skills and quality of life of employee.

4. Environment

PWO realizes the importance of pollution prevention, climate change mitigation, and being participated in ecosystem and nature conservation with emphasis on well-being of employee and communities as well as continuously supporting societies. Environmental awareness raising activities are to be held regularly. In addition, PWO supports other organizations' relevant activities as well as provides monetary and help to educational sectors and non-profit foundations.

5. Consumer stewardship

PWO realizes the importance to provide quality service and correct information to customers as well as to offer quality and safe products. The organization, therefore, produces and develops only high quality products, and informs the customers with precise and adequate information.

6. Fair operating practices

PWO governs the organization transparently in all operations. It places an emphasis to anti-competition, anti-monopoly or anti-market power, anti-corruption, and anti-distortion of competition. Also, the organization takes part in the political issues responsibly and promotes business competition fairness, social responsibility, and respect to asset right.

7. Social and community development

PWO operates for sustainable development of the communities and societies with aim to mitigate environmental and social impact to create acceptance from the people in communities. The organization also vows to place the society at the first priority and holds any activities that will fulfill the needs of people, such as art, cultural, and sport.

3 STAKEHOLDER AND MATERIALITY (ผู้มีส่วนได้เสีย และประเด็นความยั่งยืนที่สำคัญ)

PWO STAKEHOLDERS (กลุ่มผู้มีส่วนได้เสียของ อคส.)

PWO has categorized the stakeholders into 7 groups. Each group is able to participate with the organization through different means and frequencies. PWO has placed an emphasis on how our business has an impact on the stakeholders, and has tried to find a chance to hold any activities that bring the positive outcomes. Each department constantly strive to build a good relationship with related stakeholders in order to understand what is the best solution for any event and to make appropriate response.

Stakeholder	Channel of participation	Frequency
Media	Line group / สื่อประจำหน่วยงาน / phone / fax / email / questionnaire	Case-by-case
Employee/ contractor	Questionnaire	Once a year
Partner/ co- worker	Province: meeting the Ministry of Agriculture / military / police the Ministry of Finance	Once a month Case-by-case Questionnaire : once a year Other means : case-by-case
Supplier/ vendor	Letter / email / Damrongdhama Center / Line / phone	Case-by-case
Government	Letter / email / Damrongdhama Center / Line / phone / comment box	Case-by-case
Business sector client	Damrongdhama Center / via relevant government agencies / Line / hotline / email	Case-by-case
Agricultural sector client	Private and one-to-one discussion	Case-by-case

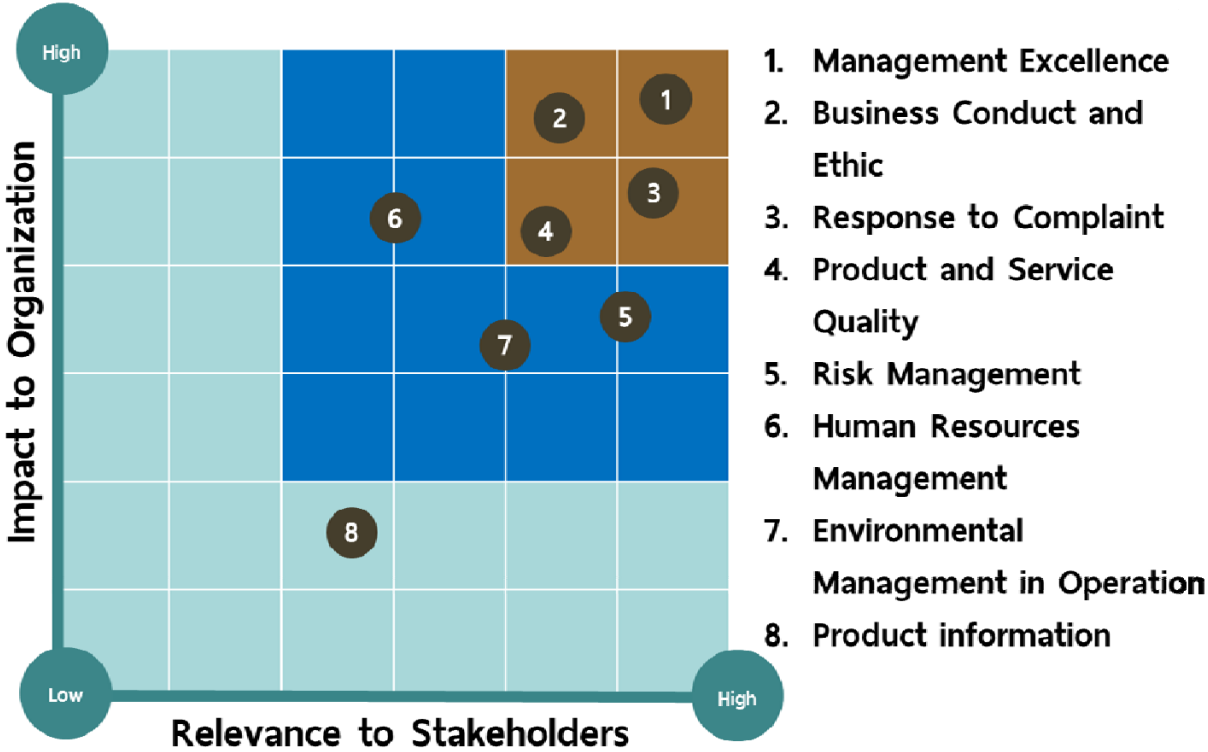
MATERIALITY ASSESSMENT (การประเมินประเด็นที่สำคัญต่อ องค์กร)

PWO has assessed material issues to the organization using the methodology outlined by Global Reporting Initiative version 4 (GRI-G4) comprising of 4 steps, which are

1. Identification : Analyze the data received from both internal and external sources in order to indicate the trend and direction of sustainability issues, for both general and related industries
2. Prioritization : Engage with stakeholders from inside and outside the organization to identify key issues and to prioritize the issues according to their impact to the organization
3. Validation : Check and review the accuracy of material issues based on scores and to present management for approval
4. Review : Review the sustainability issues by using feedbacks from stakeholders to be included for subsequent year's publication



After material issues have been reviewed and approved, they are presented in the form of chart according to GRI-G4 guideline. Results from materiality identification are as follows;



Using materiality assessment has lead PWO to implement various aspects during 2015 under each issue. It can be classified into 4 main topics, namely Growing Sustainably, Growing Together, Responsible for Environment, and Human Value.

4 GROWING SUSTAINABLY (การเติบโตอย่างยั่งยืน)

MANAGEMENT EXCELLENCE (การจัดการที่เป็นเลิศ)

Information Technology Improvement (การปรับปรุงระบบเทคโนโลยีสารสนเทศ)

To achieve management and operational excellence, PWO has brought the use of Information Technology since 1995. Twelve systems were classified in order to support business operation. Working committee on Information Technology chaired by PWO's executive director along with members at senior executive vice president and executive vice president level is supervising and governing the implementation process. Dedicated function, the Office of Information Technology, has been established and set as a main responsible department to spearhead the system development. So far, several new systems have been developed such as risk management and internal control system, employee performance evaluation system, and rice stock status tracking system. In 2016, PWO has set the initiative to integrate PWO diverse information systems so that every functions are able to share and use the system. The aim is to improve service quality level to clients and business partners as well as support rice trading business during normal operation. Rice stock status tracking system was completed and demonstrated during the Sixtieth Anniversary of PWO's establishment on on 20 Apr 2015.

In 2016, PWO plan to spend 45 million baht investment to develop the organization integrated Information System so that it can be used officially in 2017. The scopes cover the replacement of network and security equipments, the new integrated system to replace 12 separated systems, and the development and integration of 3 systems, namely cost-accounting system, vendor list-contract management-bid guarantee returnee system, and warehouse cost management system. Totally it will comprise of 15 systems. Moreover, usage authorization of PWO's employee will be developed to complement the system.

PWO currently develops the new version of Master Plan on Information Technology and Communication. The process is overseen by Office of Information Technology and the results must be approved by PWO board of directors. Annual review process is set according to the plan and when the approval process is completed, content will be communicated by means of;

- Internally via Intranet, signboard, memorandum to each office's director with request to forward to every employee, and via Line application
- Externally via www.pwo.co.th website under corporate governance topic

The development of Information Technology is considered as multi-stakeholders. Every offices are invited as either committee members, or participants to hear and voice opinions in order to efficiently and effectively design the system. As such it can be said that the system is developed based on users' requirement. Training has been conducted every time new system was successfully developed. One example is the rice stock status tracking system, which was developed for warehouse managers throughout Thailand and every employee/managements. The system can even be applied to other products such as palm oil. There was training for every warehouse managers and hotline service desks from 08:00 – 19:00 during weekday and from 08:30 – 16:30 during weekend and holiday.

During Thailand's Rice Subsidy Scheme in 2014, PWO has installed several hardwares to support the grand policy. At present, the scheme is halted. Office of Information Technology has therefore developed the utilization plan for such hardwares. On a short-term basis, they will be allocated into several internal offices and on a long-term basis, they will be used to support the Information Technology Integration initiative in 2016. Currently PWO has computer-for-employee rate at 1:1 and in 2016, parts of the obsolete models will be replaced.

In 2016, risk assessment of the aforementioned initiative will be conducted particularly on linking of information and system risk in order to prevent unforesee incidents. The plan will be monitored and reported to the responsible committee as well as managements quarterly. Also, satisfaction survey will be conducted annually to continuously improve the system.

Disbursement Improvement (การปรับปรุงการเบิกจ่าย)

Disbursement that is correct, fast, and on-time is one of the main missions of PWO to bring the organization to achieve business target toward every stakeholders. It has to be based on ethic and stakeholders' interest protection with fairness, openness, and transparency with sufficient budget for any initiatives. The process can be categorized into 3 sections as follow;

1. Disbursement Audit section
2. Disbursement section
3. Account Receiving section

Disbursement process begins with Disbursement Audit Section, responsible officers will acknowledge relevant plans and initiatives so that timeline and method of payment are set according to the regulation. The workflow continues with officers from disbursement documentation, who will receive and check related documents from every internal offices under eDocument system. Afterwards, officers at Disbursement Audit Section will review the correctedness and, in case of no further correction, will print all necessary papers for final management check. The documents will be reverted back to users if any revisions are required.

Every documents will be categorized into type, fiscal year, initiative and remaining budget for final confirmation. Cheques or transfer slip will be prepared on a case-by-case basis to be paid to clients. Every processes will be recorded in a logbook under each project. Disbursement section manager will rund final checking and forward to management for signing confirmation.

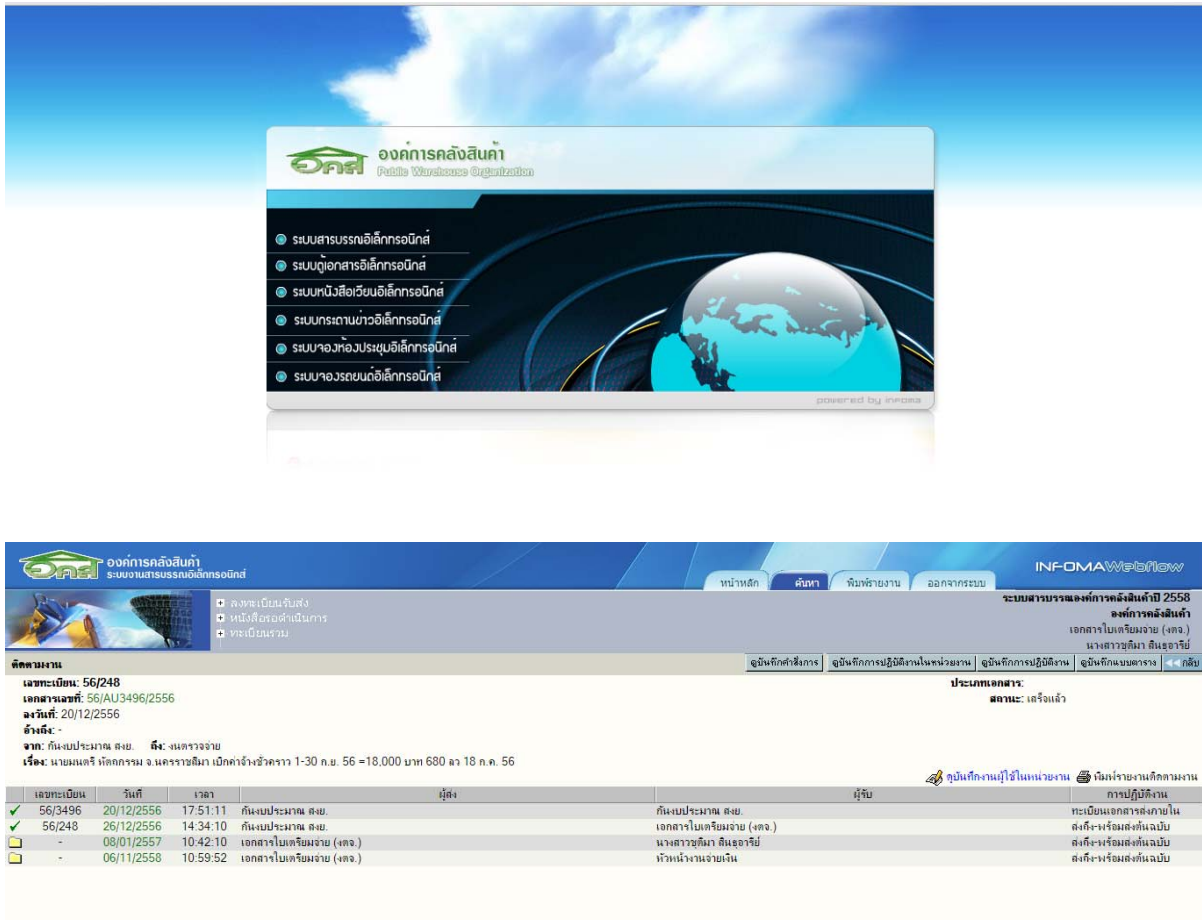
- In case of teletransfer, disbursement officer will compose the paper and Withholding Tax Certificate as well as took note into daily logbook. Afterwards, the transfer will be proceeded at responsible bank.
- In case of receiving personally, disbursement officer will contact clients to pick up the cheques and will check every detail including the authority of person. The disbursement paper and Withholding Tax Certificate will be printed and sent to clients along with cheques.

When disbursement is completed, officers will stamp "PAID" onto every papers including date of payment for any future audit. Those documents will be forwarded to accounting section and the copy of Withholding Tax Certificate will be sent to account receiving section for further proceeding with the Revenue Department.

Based on the aforementioned process, PWO has applied eDocument system as the tool for collecting and distributing information as well as letters electronically. Because any processes within PWO requires the use of document system, integration into eDocument system provides better orderliness and status tracking to respond any users in a timely fashion.

In 2015, PWO manages to achieve disbursement target set by the government and reduces outstanding balance than previous year because of system improvement and better strategic management. Several overlapping processes have been cut such as the contract detail check during disbursement audit process. In the future, PWO hopes that every stakeholders are able to access and track current disbursement status in the eDocument system by themselves. The system is planned to be further applied into specific usages such as disbursement preparation paper. Information technology that links the processes from contract drafting until legalization can be achieved. As a result, the operation at PWO will be more secured and gaining confidence among stakeholders.

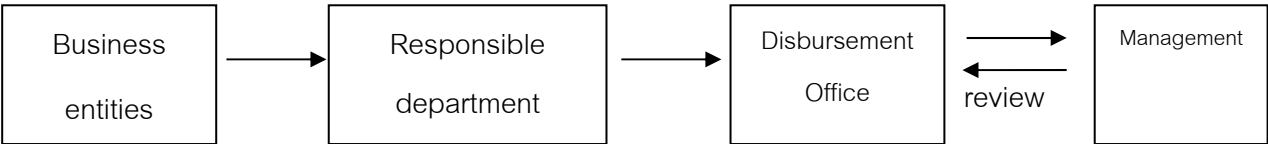
Screenshot of eDocument system



Disbursement at PWO is categorized into four zone, called zone 1 to zone 4. In the past, disbursement was done by manually filling of information into one book per one project for each province. Those information was never shared or forwarded to headquarter, rendering the data tracking inefficient and difficult. Disbursement at upcountry units were slow and unclear with insufficient communication and no clear direction. In 2015, PWO applies Google Drive Technology to be used as a central data storage to complement the manual filling process. This results in better information access and tracking. The technology is implemented nationwide along with the rice stock tracking system. Manual is developed and training is given to every warehouse managers to ensure effective use of the system via PWO's website. Currently, data on cost, remaining stock, and coordinates/locations of each warehouse is successfully tracked and PWO aims to expand into other products in the future as well.

In 2016, PWO plans to improve the warehouse stock monitoring system. Information Technology Office will coordinate with other offices to design the system that is able to calculate cost, due balance, remaining cost as well as descriptions of each cost. It allows better tracking and monitoring of the status which will reduce any faults which might occur during routine operation. The system will be business-friendly so that debtors can view the status of disbursement, which ultimately will decrease number of complaint.

Disbursement system of PWO



Case study : ISO9001:2008 (กรณีศึกษาของ อคส. : ISO9001:2008)

PWO began the implementation of ISO 9001:2008 since 2012 in order to achieve quality excellence and efficiency of internal processes. Stakeholders can be ensured that each process is constantly controlled and is verifiable by detailed systems and procedures. Employee understand their responsibility and role and are trained properly to improve relevant competencies. Data is collected and audited regularly so that the operation is in compliance with the management system.

From such results, PWO has improved its operation to be more systematic with better efficiency and effectiveness due to better document control process. Customers and business partners are more satisfied with the quality of products and services. Hence, PWO has maintained competitiveness in the business.

In 2012, PWO requested to have external certification under ISO 9001:2008 for Human Resource Section under Central Administration Office. This was done as a pilot function under Human Resource Management to assess expansion potentials. Certification was successfully awarded by Bureau Veritas (Thailand) Ltd. On 17 Sep 2012.

As a result, PWO expand the program to cover other functions and in 2013, twelve Offices were successfully certified. In 2014, it was further expanded so that every Offices and work system were certified.

In 2015, PWO operates in compliance with ISO 9001:2008 management system. Internal verification in accordance with operating manuals is conducted along with workshops and trainings. Internal Quality Audit is performed and its results are communicated during management review. Continuous improvement during subsequent years will be performed.

Scope of ISO 9001:2008 certification covered totally 13 Offices within PWO as follows;

1. Internal Audit Office
2. Central Administration Office
3. Finance Management Office
4. Accounting Office
5. Law Office
6. Central Information Office
7. Strategic Management Office
8. Information Technology Office
9. Logistic Management Office
10. Asset Management Office
11. Service Business Office
12. Government Policy Management Office
13. Quality Improvement Office

Under quality management control process, PWO was evaluated based on process effectiveness from customer satisfaction survey. Results are as follow;

Results from satisfaction survey of rice delivering services

Vendors	Customer name	
	Department of Corrections	Department of Juvenile Observation and Protection
Koo Charoen Rice Mill	Good problem solving and communication as well as transport on-time	Transport on-time with correct quantity
Ayuttaya Panich	Transport on-time and correct. Good product quality and packaging with efficient problem solving. Excellent coordination.	Efficient problem solving and excellent coordination
Udom Siam Rice	Transport on-time with good product quality and good problem solving	Good service and product quality
Singhawat Rice Mill	Good product quality and coordination. Transport on-time with well-manner operators	Transport on-time and adhere to regulation with correct detail
Eastern Rice	-	Good service quality but should improve prior communication before handling the goods. Quality of products should be improved.

Results from satisfaction survey of rice mill and PWO clients toward each PWO's office

Office	Satisfaction effectiveness	Level
Internal Audit Office	-Quality of work, qualification, and relationship	-Satisfactory
Central Administration Office	-Service providing officers -Service steps and facilities	- High - Medium
Finance Management Office	-Effectiveness, duration and service steps as well as service providing officers -Facilities and general service quality	- High - Medium
Accounting Office	-(Accounting system section) Service duration, processes, related officers, facilities, and general service quality level -(Goods accounting section) Duration and facilities -(Goods accounting section) Service processes and related officers -(Debtor service) Quality of services and officers as well as facilities	- Medium - Medium - High - High
Law Office	-Service processes, service providing officers, competencies of officers and quality of service	- Medium
Strategic Management Office	-Service processes -Service providing officers, facilities, and quality of service	- Medium - High
Information Technology Office	- Service processes and officers as well as supporting facilities	-High
Logistic Office	-Product and service quality of transporter and service quality of PWO officers	- High
Service Business Office	-Pproduct, price, place, service	- High
Asset Management Office	-Service processes and officers as well as supporting facilities	- High
Warehouse Ratburana	- Service processes and officers as well as supporting facilities	- High

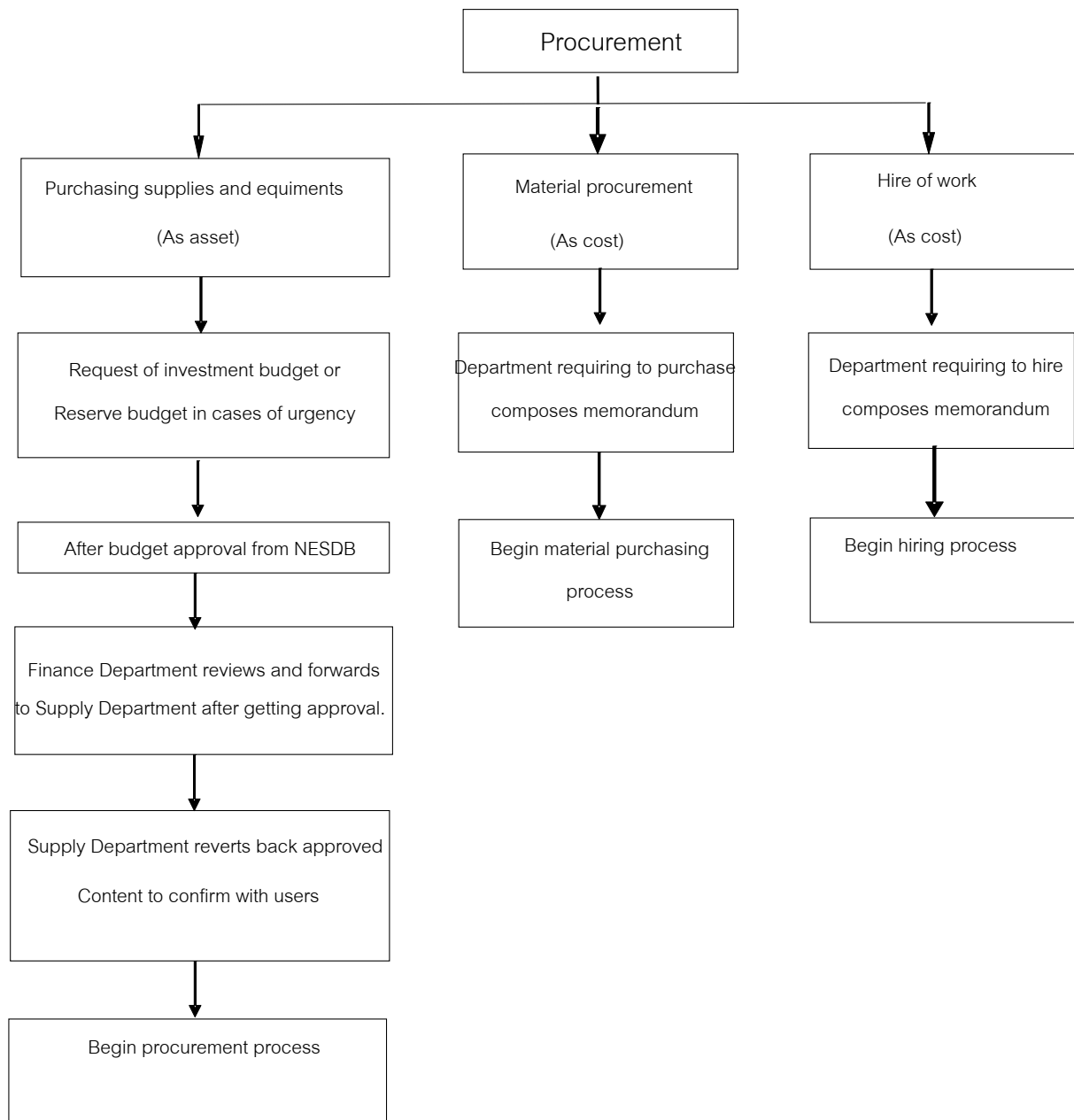
Evaluation on process effectiveness and products/services conformity

At present, every processes have been successfully evaluated. Relevant data is being collected, in which critical success factors are database system used for planning purpose and work status monitoring system. In most cases, the integration has yet to be completed and some important statistical data has been missing such as time required to process at each Process Station, personal action plan, fault rate for each workflow, etc. PWO is undergoing process and system revision where some simple programs such as Microsoft Excel will be utilized and some database system review will be occurred. This is done to ensure that performance report of each process can be tracked and monitored in order to having continuous improvement.

BUSINESS CONDUCT AND ETHIC (จรรยาบรรณทางธุรกิจ)

Transparency on Procurement (ความโปร่งใสของข้อมูลการจัดซื้อจัดจ้าง)

PWO conducts procurement process with transparency and in compliance with Regulations of the Office of the Prime Minister on Procurement B.E.2535 (1992) as well as corresponding amendment on B.E.2552 (2009) and Regulations of the Office of the Prime Minister on e-Government Procurement B.E.2549 (2006). Related processes are described as follows;



Note: NESDB: Office of the National Economic and Social Development Board

In principle, there are 6 methods of procurement, namely Price Agreeing Method, Price Inquiry Method, Competitive Bidding Method, Special Method, and eAuction method. Each method must conform with the Office of the Auditor General of Thailand announcement on “Procurement Action Plan B.E.2546 (2003). As a results, PWO has to develop the action plan as well as report detailed performance according to plan.

Case study : Anti-corruption (กรณีศึกษาของ อคส. : การต่อต้านการคอร์รัปชัน)

PWO strongly realizes the importance of Anti-corruption and put “Zero Corruption” theme as one of the strategic directions since 2014 so that every management, employee, and contractors of PWO must adhere to as follows;

1. Responsibility of PWO workforce
2. Responsibility of management at every level
3. Prevention and mitigation measures on procurement fraud
4. Prevention and mitigation measures on central warehouse management
5. Measures on competency building
6. Measures on merchants and business partners coordination

In 2015, several initiatives under Zero Corruption aspect are implemented, namely the establishment of anti-corruption policy and let every staffs vow to be good officer with ethic, integrity, and justice which will lead to zero-corruption in PWO. Anti-corruption policy committee is set up to oversee the implementation. Beside, trainings on anti-corruption are regularly organized such as under various themes such as “Driving Thailand Economy without Corruption : Transparency, Justice, and Verifiable,” “Good Governance and Corruption Prevention and Suppression,” “Public Procurement and Contract Management for Maximum Benefits,” “Moral Evaluation and Transparency in Government’s Operation,” “Awareness Raising and Ethic Hearing as well as Anti-corruption.” Coordinations with other anti-corruption networks are also established such as “Thai Officers without Corruption.”



Those aforementioned activities aimed to build awareness and organizational value along with ethic and integrity toward every functions ranging from the management to contractors level. Additionally, every employee is encouraged to learn and behave accordingly. Several communications have been conducted regularly such as Voice-over-the-line, signboard on “You can stop corruption,” to name but a few. Regarding corruption suppression, PWO has established the management system that can be traced back and let public being able to track and report any risks such as installation of the mailbox.

To enhance the strength for every functions to combat corruption, awareness raising activities were conducted for external parties and strengthen the capability of internal audit functions in terms of Rice Subside Scheme-related documents check, debtor’s advance payment registration, monitoring of bank guarantee return, insufficient use of assets, outstanding stocks accounting, reimbursement of rice quality maintenance fee, distribution of assets and materials, as well as financial statements of PWO.

Apart from that, improving transparency and verifiability of the work process remains an important anti-corruption issue. PWO concerns 4 aspects on transparency, namely procurement,

fraud complaint, government policy operation, and finance. In terms of people, PWO built awareness on corruption prevention and suppression to employee regularly. In 2015, some of the major anti-corruption activities are as follows;

1. Chairman of PWO's board of directors gave speech on anti-corruption policy to PWO management, employee, and contractors on 17 Oct 2014.
2. PWO's board of directors along with management visited and inspected crude palm oil receiving process on 30 Jan 2015.
3. PWO organized special lecture on "zero-corruption wonderland" for management, employee, and contractors on 20 Apr 2015, which was the Sixtieth Anniversary of PWO's establishment.



4. Management and employee of PWO took part in activity organized by Ministry of Commerce's zero corruption network on 28 Apr 2015.
5. PWO chairman of the board of directors, along with representatives from police and military sectors inspected degraded quality of rice on-site at Somsak Klong Samwa central warehouse on 22 Jul 2015.
6. Management of PWO joined with management from the Ministry of Commerce visited and inspected rice separation at Somsak Klong Samwa central warehouse on 28 Aug 2015.

7. PWO organized workshop on “Organization Awareness and collaboration among the board of directors, management, employee, and contractors of PWO” on 29 – 30 Aug 2015.
8. Management, employee, and contractors of PWO jointly participated in 2015 National Anti-corruption day under the concept of “Active Citizen – The citizen power – Anti corruption” on 6 Sep 2015.
9. PWO organized workshop on “Anti-corruption awareness building” on 17 – 19 Sep 2015. Participants included management and employee of PWO. Results on internal control improvement initiative were communicated during the workshop too.
10. PWO organized CG&CSR DAY 2015 with special lecture on “corruption prevention and suppression” for management, employee, and contractors on 28 Sep 2015.

In 2016, PWO plans to continue the policy and implementation of zero-corruption by adhering to business integrity, transparency, good governance, and ethic, as well as by creating value and confidence to every stakeholders. Every operations have to be conformed to organization’s regulation and CSR policy. Relevant data and achievements will be communicated to stakeholders based on correct information without any distortions.

RISK MANAGEMENT (การบริหารความเสี่ยง)

PWO recognizes the importance of risk management as one of the tool that can help PWO to properly response to the risks based on all of our stakeholder’s expectations. PWO believes that efficient risk management will help the business to reach the goals and can achieve the success. This will benefit the organization, enhance the image, and also strengthen the organization corporate governance. PWO has set a risk management policy that focus on proactive risk management, and regularly mitigates the risks with fast, transparency, accuracy and completeness. Therefore PWO has promoted and pushed for the establishment of the effective integrated risk management process that works under PWO risk management standard and the evaluation criteria of the Thailand Ministry of Finance. PWO also has promoted and developed our employees at all levels to make them understand and become parts of the risk management processes across the organization. In addition, PWO has created the system to

continuously monitor, evaluate, verify and report operating performance. The process includes the preparation of documentation e.g. Procedures and Work Instruction in order to ensure that PWO business has operated properly and correctly.



In 2015, PWO has implemented risk management in various fields to achieve our objectives and goals under principles called COSO (COSO: Committee of Sponsoring Organizations of the Treadway Commission), which are classified into 4 types.

1. Strategic Risk (S: Strategic Risk), including the risk of inefficient exploitation of PWO assets such as warehouse or vacant land. The risk mitigation and control measures have been developed in order to benefit economically and to generate income for the organization. To mitigation and control this risk, PWO has controlled and optimized our warehouses land use and also maximize their economic value. The action plan progress has been monitored and reported on a quarterly basis. The measures to create income and asset management organization to benefit worthwhile has been implemented.

2. Operational Risk (O: Operational Risk), including

2.1 The risk of insufficient skills of employees in commercial business. In order to mitigate this risk, PWO has developed program to improve our employee skills, knowledge and abilities to make them ready to cope and deal with circumstances changes such as organization vision, mission and strategy during establishment of the ASEAN Economic Community (AEC). PWO also has controlled this risk by developing the human resource management system in the commercial business. The employee's capability in core commercial business has been evaluated periodically. PWO also creates the career paths and developing the programs for outstanding employees to make them ready for helping and supporting PWO new businesses and the dealing with the challenge of ASEAN Economic Community (AEC). The programs for outstanding employees includes MBA programme, staff development and career advancement along career path through training need survey, human performance assessment and Individual development plan. Moreover, PWO has established a succession plan and guidelines for career management, restructured organisation structure to comply with today organization's mission, and analysed manpower to be in line with current operation workload of agricultural products pawn project. The executive meeting between state policy department and human resource department has been schemed to establish the pathway of commercial business personnel to work at their original affiliation. In addition, PWO has developed information system for human resource management, the evaluation system to evaluate performance-oriented results based on KPI's programs / projects, and to evaluate the key performance of the PWO to analyze and define metrics obligations and distribute them down to the individual level.

2.2 Risk of Loss / damage of related products under the responsible of PWO (such as rice, cassava, maize), perishable agricultural products, loss of products stored in facilities by the misappropriation or theft, including naturally loss such as natural disasters (e.g. floods, fires, wind storms, etc.) are controlled by checking stock inventory for 1-2 times per year, and also random checking stock inventory every month with other agencies involved into the random check process. Suppliers and contractors blacklist has been established, the PWO officials have been instructed to examine and inspect the state asset controlled by PWO. If any irregularity has been examined or inspected, it must be reported to supervisors to find the proper solutions. Moreover, the effective CCTV cameras have been installed to record and monitor PWO product

transporting process at all the time. Military and other agencies have joined together to manage warehouse keys. All operating place is regularly and strictly monitored to prevent goods corruption, and misappropriation. The efficiency improvement management has been optimized in accordance with state policy. The summary of the goods stored in the warehouse is regularly reported to authorities. The reports offer authorities to consider accelerating goods discharge without delay. Surveillance that is coordinated between PWO and polices is provided in high risk area to prevent loss of goods. Information systems have been used to control inventory. Moreover, PWO has hired a consultant to conduct the study on internal controls program and to review PWO internal control to support government programs.

2.3 Information System Risk, the risk that the system cannot update report inventory. The risk has controlled and mitigated by the information system to support operation process for fast and accurate data management. The up to date information can be prepared as the report to support managements to make their decisions to control the rice stock in central warehouse in accordance with state policy. Project Management Information System is established, in order to enhance the services provided by the Agricultural paddy pawn scheme. In Addition, the control system to report the inventory status of rice is established to report current warehouse stock of rice. In 2015 fiscal year, PWO has conducted stock report system training for chief and employees of PWO warehouse. The training had been held in the North and Northeast of Thailand, on 23-24 and 28-29 Oct 2014, which was attended by 87 people. Moreover, on 7 Aug 2015, the training was held with the number of participants at 114. As the result of the training, such system is able to be used to report the amount of rice inventory and provided the position of rice stack at the end of the day.

3. Financial Risk (F: Financial Risk), including

3.1 Credit Risk, the risk that is from operating revenue does not cover the cost of administration. The risk is occurred because PWO needs financial supporting from government. Moreover, PWO logistics and trading business have faced fierce competition from rival companies, which the competitors are increasing in the numbers and becoming stronger. In addition, PWO has limitations in terms of resources, knowledges, expertise and skills of the personnel. Therefore, the annual performance plan has been developed and the meeting on risk

management has been held to accelerate the performance in accordance with the plan. The training programs in business and marketing are provided. Moreover, the projects that can generate revenues from sales and services have been encouraged and promoted to provide additional revenue to PWO , such as sales of packaged rice, sales of import Maize (For export), sales of fresh foods to prisons and rice delivery services for the Ministry of Justice and so on.

3.2 Operational risk, the risk that is from tasks implemented differ from expected investment plan. The risk is mitigated and controlled by unit owners carefully monitoring and tracking the investment projects proceed against their plans. The owners of the projects / programs have prepared the scope of preliminary procurement, including a following-up plan for their action plan and informing their executives, or the relevant authorities on a monthly basis.

4. Compliance and Legal Risk (C: Compliance Risk) contains the risk of closing the project was delayed. The risk that the organization cannot prepare financial reports in accordance with the policy of the state by a certain time period. The risk has been controlled by establishing progress report of the closing projects. The plans to track the progress of project action plan have been established to ensure that the projects are closing in a clear time frame. The responsibilities of personnel for the projects have been allocated in accordance with the progress of works. Checklist documents have been used to record data, and other related documents have been used in project closing. The solutions / actions in cases of lost or information and incompleteness of document have been defined, and then been approved as Transferring data from online database system to warehouse system, that can be linked to account, can optimize PWO's document management such as controlling, checking and maintaining of documents. This will help the organization knows exactly what are the real causes of the problems that can lead organization to find proper corrective actions and to set as KPIs of related entities. Moreover, this will ensure that the projects can be closed within the specified period. The operating result for 2015, the financial report can be published on time as scheduled guidelines for the next action.

PWO has adopted risk control systems to manage risk effectively. So far, PWO has found that the risk control system can be effective intermediary that allows the managements to access to understand the risks within the organization better and faster. Overall, the system makes the organization monitoring its operational risk management by itself easier. The system enables management to monitor risks that could be happen by the situations in order to avoid and minimize the chance of experiencing a loss or an unexpected crisis. Also in the future, PWO intends to use risk control system as an intermediary to manage risks and control risks. This will make all group of stakeholder accesses and understands PWO risks. Moreover, the risks, risk trends and incidents can be systematically reported to the board of directors and management, which help them understand the situation in the same direction across the organization.



Furthermore, PWO has promoted the project called. "The risk awareness program" to enhance the understanding of risk managements that are related to all stakeholders. The results are shown in the following 5 aspects, which are

1. The level of knowledge / understanding / ability in the field of risk management and internal controls of the organization. The opinions is in level 3 (medium), accounted for 73%, followed by 4 (high) accounted for 14%.

2. The use of risk management and internal control. Information / documents such as policy framework for risk management, Guideline to Risk Management, and so on. The opinions is in level 3 (medium), accounted for 70%, followed by 4 (high) accounted for 15%.

3. Training and seminar on risk management and internal control by external speakers. The opinions is in level 3 (medium), accounted for 70%, followed by 4 (high) accounted for 21%.

4. Support from Risk Management Division. The opinions is in level 3 (medium), accounted for 64%, followed by 4 (high) accounted for 27%

5. Risk management to create value and to enhance organizational culture. The opinions is in level 3 (medium), accounted for 69%, followed by 4 (high) accounted for 21%

5 GROWING TOGETHER (การเติบโตร่วมกัน)

RESPONSE TO COMPLAINT (การตอบสนองต่อข้อร้องเรียน)

Evaluation on PWO's internal control regarding response to complaint is done quarterly. Results from public complaint, related persons' complaint by means of letter, websites, and telephone in fiscal year 2015 (From 1 Oct 2014 to 30 Sep 2015) is as follows;

1. Number of complaint was totalled 39 cases, in which PWO has 100% response rate.

2. In summary, complaint was classified based on communication channel quarterly as follows;

No.	Channel	Number of cases each quarter				Total (cases)
		1	2	3	4	
1	Letter	13	7	7	10	37
2	PWO website	-	-	-	-	-
3	Ministry of Commerce website	-	-	-	-	-
4	Government website	1	-	1	-	2
Total		14	7	8	10	39

3. Topics where most complaint occurs are as follows;

3.1 Topic involving the implementation based on government policy comprises of 34 cases (87.18% of total complaint). Examples of cases are as follows;

No.	Topic	Number of case	Complaint detail
1	Government policy implementation	1	<u>Central warehouse problem</u> 1. Request to remove burnt tapioca out of the warehouse
		2	2. Weevil from warehouse damaging surrounding communities
		1	3. Fire incident of tapioca creating disturbance to surrounding communities
		1	4. Request to remove rice out of the warehouse because of low remaining stock
		2	<u>Insufficient quality of rice</u> 1. Receive of low quality rice and request to extend rice receiving date
		1	2. Request to audit and check rice quality
		1	3. Request to have officer from Office of Commodity Standards, Ministry of Commerce to verify and sample the rice
Total Q1		9	
2	Government policy implementation	1	<u>Central warehouse problem</u> 1. Complaint on exceeding storage deadline
		1	2. Incomplete quantity of rice
		1	3. Weevil from warehouse damaging surrounding communities
		1	4. Complaint on annual remaining stock checking process
		1	<u>Insufficient quality of rice</u> 1. Request to redo rice survey
		1	2. Request to solve the restrain disbursement to rice surveyor
		1	3. Receive of low quality rice
Total Q2		7	
3	Government policy implementation	1	<u>Central warehouse problem</u> 1. Providing opinions on damaged rice inside the warehouse
		4	<u>Insufficient quality of rice</u> 1. Receive of low quality rice
		1	<u>Clients inconvenience</u> 1. Request to accelerate disbursement process
		1	2. Request to review service fee
		1	3. Request to return bank guarantee

No.	Topic	Number of case	Complaint detail
Total Q3		8	
4	Government policy implementation	2	<u>Central warehouse problem</u> 1. Request to have new warehouse rice management committee chairman 2. Weevil from warehouse damaging surrounding communities and schools
		5	<u>Insufficient quality of rice</u> 1. Receive of low quality and contaminated rice
		3	<u>Clients inconvenience</u> 1. Request to return bank guarantee 2. Request to accelerate disbursement process 3. Request to be treated fairly from fraud charge
Total Q4		10	

3.2 Totally 5 cases concerning general management topic which was accounted as 12.82% of total cases, as follow;

No.	Topic	Number of case	Detail
1	General management Q1	1	Request to buy cassava from Choksakdapanich warehouse (government website)
		1	Farmer yet to receive compensation at Roi Et Province
		1	Bribe complaint that provincial PWO official receive bribery from surveyor
		1	Accelerate rental fee disbursement
		1	Corruption complaint on cassava subsidy cases at Sa Kaeo Province during 2011-12 fiscal year
	Total Q1	5	
2	Total Q2-Q4	0	

4. Telephone service in 2015 was totalled 52 cases, which can be separated on a monthly basis as follow;

Q1			Q2			Q3			Q4			Sum
Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul 15	Aug 15	Sep 15	
12	2	2	1	11	7	4	2	5	2	1	3	52

5. Four prior years complaint rate demonstrates that in 2015, there is an increase of the number of complaint by 22% comparing to 2014 rate. In most cases, the increase is from letter channel.

6. Complaint cases that PWO has communicated and coordinated to close the cases in 2015 are 33 cases, which is 84.62% from total number of cases. PWO is undergoing complaint closing proces with the remaining 6 cases. Example of case details that have been closed are as follows;



No.	Date acknowledged by PWO	Channel	Complaint	Status	Complaint response
1	15 Oct 2014	Government website	Request to buy cassava from Choksakdapanich warehouse	Case closed	PWO proposed solutions on the release of cassava to Committee on policy and management of the cassava
2	28 Oct 2014	Letter	One merchant has yet to receive compensation on cassava storage, labour, and processing from PWO	Case closed	PWO accelerated the process and responded back to indicate that all compensation has successfully been made since 16 Jun 2015.
3	12 May 2015	Letter	One merchant successfully bid and received 4 unit of rice. Afterwards, one unit was found to have low quality. The merchant then made complaint and requested a replacement or compensation.	Case closed	Surveyor negotiated with the complainer and agreed to compensate. Case was successfully closed on 8 Jun 2015.
4	16 Jun 2015	Letter	Complainer requested to extend the buying and receiving process for 60 days.	Case closed	Complainer and surveyor were invited to negotiation table on 30 Jun 2015 and MoU was successfully signed to close the case.
5	11 Aug 2015	Letter	Complaint to remove rice from warehouse faster	Case closed	PWO accelerated the rice removal process successfully.

**PRODUCT AND SERVICE QUALITY (คุณภาพของสินค้าและ
บริการ)**

Currently, every public and private organizations at any sizes and sectors have adopt safety, occupational health, and work environment policy into organizational management in order to create confidences on life and asset safety, reduce medical treatment cost, and reduce injury/death within the organization. This is to ensure that the organization truly care of its workforces which ultimately will results in quality of products and services it offers. PWO specifies that working safely is the responsibility of employee and contractors so that the organization can run without interruption. Therefore, everyone beginning with the management level must demonstrate commitment to implement safety system and fully support the implementation. Employee must have understanding and put priority on safety during working so that it can be considered as culture. Apart from safety aspect, PWO also clearly specifies policy on human right and labour practice as follows;

Policy on human right

PWO considers human right to be trated fairly and equally in terms of education, training, access to information, hiring, and human well-being. Communication channel has been established and every employee has to be informed without misleading information. It also supports and provides opportunities for employee to express their competencies.

Policy on labour practice

PWO strives to create safe and healthy workplace by promoting safety and occupational health measures according to regulations and international standards, by specifying clear and fair employment terms, by developing employee's competencies for career progression, and by promoting constant learning of employee. This is to ensure employee's quatliy of life and retention rate as well as to create synergy within the organization. Employee and contractors are to be supported and their voices are to be heard especially in terms of safety and security. These aspects are clearly specified in PWO Corporate Social Responsibility Policy



Apart from internal efficiency improvement initiatives such as fire fighting and evacuation at Warehouse Ratburana on 18 Nov 2014, in 2015 PWO has developed manual on work-related safety so that any operations are implemented according to the same standard. Every management and employee must conform with safety, occupational health, and work-related environment policy, which is as follows;

1. Safety is considered the first priority for every employee and contractors during the operation.
2. PWO will support improvement of the work environment to be safe and sound.
3. PWO will support safety awareness activities to help raise awareness of employee and contractors to realize their role in safety management.
4. Conduct 5 S (Sort, Set in order, Shine, Standardize, and Sustain) at workplace strictly in order to prevent any incidents and work-related accidents as well as any sub-standard conditions
5. Every employee and contractors shall take part and fully support any safety and occupational health initiatives as well as have rights to offer work improvement opinions.
6. PWO will arrange the evaluation of performances according to the policy regularly.

6 RESPONSIBLE FOR ENVIRONMENT (การจัดการสิ่งแวดล้อมอย่างรับผิดชอบ)

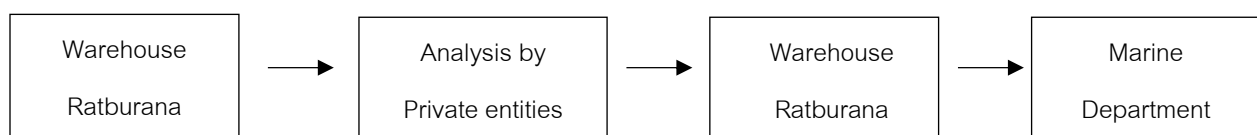
OPERATIONAL ENVIRONMENTAL MANAGEMENT (การดูแลสิ่งแวดล้อมรอบพื้นที่ปฏิบัติการ)

PWO puts great emphasis on the protection of water resources surrounding the operations so that clean and hygienic resources are available for future generation. As such, water quality surveillance program is implemented at operations where wharf is available in order to properly manage, prevent, and have readily available procedures and operating practices in cases contamination occurs.



Not only constant surveillance, regular water quality analysis by certified laboratories are conducted as per PWO's regulation. This is to monitor any contamination of wastewater from operation into water bodies and to provide immediate response in cases any spill occurs. PWO has systematic plan to observe, manage, and rehabilitate natural resources back to normal condition as closely as possible.

PWO has monitored and hired external certified private organizations to sample and analyze both water and air quality. The results are to be sent to headquarter as well as local authorities monthly. Prior results indicated compliance to Thailand regulation. Cold storage space has also been certified based on World Health Organization (WHO) criteria. Every processes has been certified according to ISO9001:2008. Generally, environmental monitoring program process flow is as follows;



Moreover, emergency response plan has been developed to tackle any emergency incidents which may occur unexpectedly. Boom has been prepared to contain any oil spill incidents. Warehouse Ratburana has completed the flood, bomb, and fire prevention plan which is currently under reviewed and be certified by Marine Department in the future.

Such operating performance led PWO to achieve evaluation score of 3 in 2015 because of higher than target revenue (60 million baht) and of better value-added service such as forklift service, etc.



PWO plans to improve operating practices to better respond related stakeholders surrounding the operating area such as protection of raindrop leakage by converting roof tile to metal sheet which is considered more durable than previous materials, landscape improvement, and refurbishment of 30-Rai Bua Yai Warehouse. Currently this warehouse has only 3,000 m² effective area and the plan is to increase the warehouse area to 30,000 m², comprising 20,000 m² as cold area for agriculture products storage, and 6,000 m² as conventional area for consumer goods storage. Apart from that, PWO is considering the development of common marketplace to create price fairness for farmers and communities which will help reducing price pressure from middleman.

7 HUMAN VALUE (การดูแลพนักงานอย่างมีคุณค่า)

HUMAN RESOURCES MANAGEMENT (การบริหารทรัพยากรบุคคล)

Under human resources management aspect, the performance of PWO is evaluated annually under State Enterprise Performance Appraisal (SEPA) criteria deployed by State Enterprise Policy Office (SEPO). PWO specifies requirements for hiring any new employee including job description, job responsibility, and specific qualification for each position. For example, there is no requirement of bachelor degree for a starting-level officer.

In 2015, PWO has implemented major initiative on human resource capital management (HRC), which PWO considers it as an important part to maintain competitive edge over peers. The focus is on developing knowledge, skill, and competency of each individual and integrating all aspects together to contribute as organizational effectiveness.



In addition, PWO is reviewing human resources management master plan up to 2019 by analyzing both internal and external factors that are relevant to the organization. Factors include human resource development (HRD), Thailand logistic development plan, warehouse

management trend, as well as the potentials and impacts of ASEAN Economic Community (AEC). Expected results include the development and retention of high-potential employee to contribute to the organization effectively at present and at any future managerial positions. The aim is to lay the foundation to drive the organization toward “learning organization” and create positive atmosphere for effective knowledge management and sharing. There are 5 strategic directions as follows;

- Strategy 1: Creating the system and mechanism as well as developing human to be in-line with organizational strategic direction
- Strategy 2: Developing information system for better management of human resources
- Strategy 3: Improving competency of management level matching with the requirement of current and future position
- Strategy 4: Developing talent and potential pool of employee to be ready for career progression
- Strategy 5: Enhancing expertise and skill of employee matching with PWO’s vision and capability

In terms of training courses that PWO provides to its employee, there are several courses conducted in 2015 to improve employee's strength such as;

No.	Training course name	Hours	Relevant Working Group	Number of trainee
1	Training on "Fire fighting and evacuation technique"	7	Human development Human resources	85
2	Training on "Analysis technique of manpower plan for efficient human resource planning"	14	Human development Human resources	40
3	Workshop on "Leadership Development"	7	-	47
4	Training on "Corporate Governance and Corruption Prevention/ Suppression in Government Sector"	1	Executive	-
5	Training on "Corporate Governance and Corruption Prevention/ Suppression in Government Sector"	3	-	250
6	General Training for PWO employee	-	-	-
7	Training on "Business Sustainability Management"	24	Management and employee	100

PWO has been ranked satisfactorily high under SEPO evaluation criteria on safety, occupational health, and environmental performance of the organization. It is well-recognized among peers in terms of performance..

PWO also conducted and joined several sport event to demonstrate its support on human well-being of management, employee, and contractors. Such events also create good relationship among government agencies and media. Some of the events are;

1. On 31 Jan 2015, PWO took part in the sport event conducted by Ministry of Commerce at Nimitbut Building, Bangkok.



2. On 21 Jun 2015, PWO organized friendly 4-teams PWO 2015 football event in Nonthaburi. Four teams comprised of Ministry of Commerce, Office of the Auditor General of Thailand, Siam Sport Star Soccer, and PWO.
3. On 10 Jul 2015, PWO organized friendly badminton competition together with badminton player group of Ministry of Commerce and Office of the National Anti-Corruption Commission. There were 56 players joining the competition.
4. On 4 Sep 2015, PWO organized friendly table tennis competition. Teams from several organizations including Ministry of Health, Quartermaster Department Royal Thai Army, Office of the Permanent Secretary Ministry of Commerce, Department of Internal Trade, Department of Foreign Trade, Department of International Trade

Promotion, Department of Trade Negotiations, TMB Bank, Marginal Co., Ltd., and PWO took part in the competition.

5. On 28 Sep 2015, PWO organized “2015 PWO Walk & Run” activities to promote exercises and create synergy among the workforce. Participants include management, employee, and contractors.

8 2015 SUSTAINABILITY PERFORMANCE DATA (ผลการดำเนินงานด้านความยั่งยืน
ประจำปี 2558)

Economic

Performance		2011	2012	2013	2014	2015	G4
Revenue	Baht	124,006,924	4,406,566,621	7,040,264,889	1,244,995,524	2,179,254,103	EC-1
Profit	Baht	-254,398,520	408,008,928	1,170,154,665	740,579,274	560,333,426	EC-1
Employee-related compensation							
- Salary	Baht	178,028,575	175,359,985	169,256,913	152,998,859	159,840,041	
Cost of privileges for employee							
- Employee provident fund		11,958,702	11,660,947	11,459,124	11,635,998	12,438,577	
- Employee pension fund		14,082,414	21,109,968	20,125,871	18,385,491	16,347,801	
Tax and othe privileges	Baht	0	0	0	0	0	EC-1

Note

1. Privileges include Board of Investment Support as well as Research and Development.

Environment

Performance		2011	2012	2013	2014	2015	G4
Effluent							
BOD	mg/L	16.5	2.15	4.85	6	3.5	EN-21
Suspended Solids	mg/L	26.5	8.5	6	10.5	14	EN-21
Chemical spill							
Level 1 : High	time	0	0	0	0	0	EN-24
Level 2 : Medium	time	0	0	0	0	0	EN-24
Level 3 : Low	time	0	0	0	0	0	EN-24

Note

1. Effluent quality and chemical spill data coverage includes data from Warehouse Ratburana.

Social

Performance		2011	2012	2013	2014	2015	G4
Employee-related data							
Total employee	Number	425	441	434	409	378	LA-1
Number of employee based on gender							
—Male	Number	152	158	156	148	140	LA-1
—Female	Number	273	283	278	261	238	LA-1
Number of employee based on age							
— Below 30 years old	Number	1	9	15	9	4	LA-1
— Between 30 to 50 years old	Number	194	223	234	238	239	LA-1
— More than 50 years old	Number	230	209	185	162	135	LA-1
Number of employee based on educational level							
—Below bachelor degree	Number	149	141	122	107	89	LA-1
—Bachelor degree	Number	255	278	289	276	258	LA-1
—Master degree	Number	21	22	23	26	31	LA-1
—Doctoral degree	Number	0	0	0	0	0	LA-1
Number of employee based on level							
Management level	Number	47	40	38	33	30	LA-1
Officer level	Number	378	401	396	376	348	LA-1
Proportion of employee resignation							
Employee	Number	0	0	4	0	1	LA-2
	%	0	0	0.9	0	0.26	LA-2
Maternity leave							
Number of employee	Number	N/A	N/A	4	1	2	LA-3
Number of returnee employee	Number	N/A	N/A	4	1	2	LA-3
Percentage of returnee employee	%	N/A	N/A	100	100	100	LA-3

Note

1. Management-level employee comprises of director-level and above.

Safety and Occupational Health

Performance		2011	2012	2013	2014	2015	G4
Fatality	Number	1	0	0	0	0	LA-6
Injury Case	Number	0	0	0	0	1	LA-6
Occupational Illness Case	Number	0	0	0	0	0	LA-6
Total Recordable Injury Rate (TRIR)	%	0	0	0	0	N/A	LA-6
Total Recordable Occupational Illness Rate (TROIR)	%	0	0	0	0	0	LA-6
Fatality from transporation accident	Number	0	0	0	0	0	LA-6

Note

1. PWO is currently developing calculation methodology and tools to be able to collect TRIR as well as safety performance of contractors.

Anti-corruption

Performance		2011	2012	2013	2014	2015	G4
Percentage of employee being trained	%	N/A	N/A	N/A	N/A	N/A	SO-4
Percentage of employee being communicated	%	N/A	N/A	N/A	N/A	N/A	SO-4
Percentage of business partners being communicated	%	N/A	N/A	0	0	0	SO-4
Total number of confirmed incidents of corruption	Time	N/A	N/A	0	0	0	SO-5
Confirmed incidents in which employees were dismissed or disciplined for corruption	Time	N/A	N/A	0	0	0	SO-5
Termination of contracts with business partner due to confirmed corruption-related incidents	Time	N/A	N/A	0	0	0	SO-5

Note

1. PWO continuously works on anti-corruption initiatives in 2015. Data on the percentage is planned to be consolidated and will be report in next-year publication.

Product- and service-related fine

Performance		2011	2012	2013	2014	2015	G4
Product	Baht	0	0	0	0	0	PR-9
Service	Baht	0	0	0	0	0	PR-9

9 GRI CONTENT INDEX (CORE)

Profile	Page Number (or Link)	External Assurance
GENERAL STANDARD DISCLOSURES		
STRATEGY AND ANALYSIS		
G4-1	3-4	-
ORGANIZATIONAL PROFILE		
G4-3	5	-
G4-4	5	-
G4-5	61	-
G4-6	5	-
G4-7	5-6	-
G4-8	5-7	-
G4-9	5-10, 54-56	-
G4-10	58	-
G4-11	N/R	-
G4-12	5-8	-
G4-13	N/R (first-time report)	-
G4-14	34-39	-
G4-15	13-15, 24-28	-
G4-16	N/R	-
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	5	-
G4-18	17	-
G4-19	18	-
G4-20	18	-
G4-21	18	-
G4-22	N/R (first-time report)	-
G4-23	N/R (first-time report)	-
STAKEHOLDER ENGAGEMENT		
G4-24	16	-
G4-25	16	-
G4-26	16	-

Profile	Page Number (or Link)	External Assurance
G4-27	16, 26-27, 40-44	-
REPORT PROFILE		
G4-28	62	-
G4-29	N/R (first-time report)	-
G4-30	62	-
G4-31	62	-
G4-32	59-61	-
G4-33	62	-
GOVERNANCE		
G4-34	13-15	-
ETHICS AND INTEGRITY		
G4-56	7	-

<i>SPECIFIC STANDARD DISCLOSURES</i>		
CATEGORY: ECONOMIC		
MATERIAL ASPECT: ECONOMIC PERFORMANCE		
G4-DMA	35-38	-
G4-EC1	54	-
CATEGORY: ENVIRONMENTAL		
MATERIAL ASPECT: EFFLUENTS AND WASTE		
G4-DMA	47-48	-
G4-EN21	55	-
G4-EN24	55	-
CATEGORY: SOCIAL		
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK		
MATERIAL ASPECT: EMPLOYMENT		
G4-DMA	49-53	-
G4-LA1	56	-
G4-LA2	56	-
G4-LA3	56	-
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY		
G4-DMA	45-46	-
G4-LA6	57	-

Profile	Page Number (or Link)	External Assurance
SUB-CATEGORY: SOCIETY		
MATERIAL ASPECT: ANTI-CORRUPTION		
G4-DMA	30-33	-
G4-SO4	58	-
G4-SO5	58	-
MATERIAL ASPECT: GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY		
G4-DMA	40-44	-
G4-SO11	44	-
SUB-CATEGORY: PRODUCT RESPONSIBILITY		
MATERIAL ASPECT: COMPLIANCE		
G4-DMA	24-28	-
G4-PR9	58	-

10 เกี่ยวกับรายงานฉบับนี้ (ABOUT THIS REPORT)

PWO has prepared this sustainability report for the first time, and it is the first issue that has been made according to Global Reporting Initiative version 4 – Core Option guideline (GRI-G4). The reporting year provides the information in the fiscal year, starting from October 1, 2014 to September 30, 2015.

Due to the fact that this report is the first issue using GRI-G4 guideline, PWO aims to continuously improve the quality of the report and will consider having the report externally assured by the external organization in the future. The report covers all three businesses of PWO, namely Services, Government Policy Supporting, and Retail. Because of diverse operation, data presented in this report is consolidated with best efforts to be in compliance with the criteria indicated by GRI-G4.

The processes in indicating the content of this report are consistent with the main principles of GRI-G4 guideline. This information is reviewed by management and by identification of material aspects from both internal and external stakeholders. The topics in this report are related to the framework of sustainable development framework of PWO and they are important for the businesses and also the stakeholders.

Contact Information

Further information and comments about this report can be made to;

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