

Stakeholder Engagement Procedure (Translation)

Summary:

Table of Contents

1.	Purpose.....	3
2.	Objectives.....	3
3.	Scope.....	3
4.	Authority and Responsibility.....	3
5.	Procedure	5
5.1	Stakeholder Identification	5
5.2	Stakeholder Prioritization	6
5.3	Stakeholder Engagement Planning.....	9
5.4	Monitoring and Report.....	11
5.4.1	Stakeholder Change and Prioritization.....	11
5.4.2	Stakeholder Engagement Monitoring	11
5.4.3	Stakeholder Engagement Report.....	11
5.5	Stakeholder Engagement Disclosure.....	11
6.	Key Performance Indicator: KPI.....	12
7.	Procedure Diagram	13
8.	References	14
9.	Glossaries.....	14
10.	Appendices.....	15
10.1	Stakeholder engagement plan.....	15
10.2	Stakeholders, Communication Channels, and Material Issues.....	16
10.3	IRPC's Supplier Sustainability Survey.....	18

1. Purpose

The purpose of stakeholder engagement procedure manual is to acknowledge the stakeholders' opinions concerns and comments in order to utilize these as input for the proper engagement plan for each stakeholder as well as to report stakeholders' topics of concern in the Corporate Sustainability Report.

2. Objectives

To establish the relevant functions to collect, analyze, monitoring, and report their stakeholder engagement systematically as refer to AA1000 Stakeholder Engagement Standard (AA1000SES). In consequence, the engagement result will contribute IRPC to set the corporate direction for the efficient stakeholder issue management, risk and reputational management, and stakeholder engagement transparency.

3. Scope

The scope of stakeholder engagement includes all 5 stakeholders of IRPC Public Company Limited and its subsidiaries as follows;

1. Shareholders
2. Customers and Communities
3. Suppliers/ Competitors/ Creditors
4. Employees
5. Society and environment

However, IRPC shall regularly reconsider the stakeholder prioritization due to change of business strategies and direction.

5. Procedure

5.1 Stakeholder Identification

The relevant departments that are direct functions to business-related stakeholder shall be responsible for consideration for grouping stakeholders as defined in section 3. Stakeholder Identifications allow the organization to determine its role, responsibility of related department or personnel including developing efficient and suitable engagement plan.

Factors for considering related stakeholders are as follows;

- **Responsibility:** The person who has relation in law, finance or business that related to the contract, policy, or ethics in managing business of the company.
- **Influence:** The person who influences in company operations in order to achieve the goals of the company by direct or indirect for making decision. Actions of that person may support or obstruct the company operations.
- **Relationship:** The person who closely relates to the company such as an employee who joins the company for a long period, daily contractor, or people who live nearby the operations.
- **Dependence:** The person who relies on the operational performance of the company such as employees and family-related, and customers
- **Representative:** The person who is trusted to represent a group of people such as community leader, union trader, and etc.

Reference: UNEP, The Stakeholder Engagement Manual, Volume 2: The Practitioner's Handbook on Stakeholder Engagement

After the relevant department considers the relation between stakeholders and the company, the relevant department can consider for more specific list of stakeholders as questions follows;

- Who has impact from the operations of the company?
- Who potentially make the company operations fail or delay?
- Who oppose to the company's project, activities, or operations in the past, or has risk to oppose, or has behaviors that indicate risks to the company's project, activities, or operations?
- Who shall engage in the company's operations but never reveal for consultation?

Reference: IFC, Stakeholder Engagement: good practice handbook for companies doing business in emerging markets

In addition, identifying stakeholder shall conform to stakeholder engagement policy and objectives as defined by the sustainability committee.

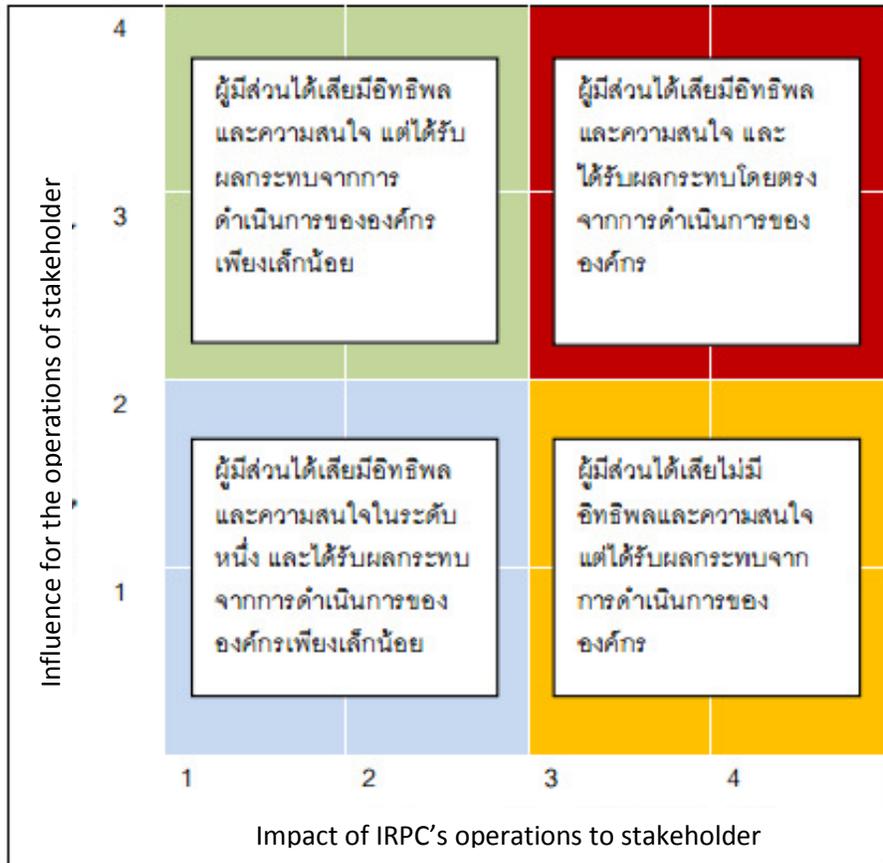
5.2 Stakeholder Prioritization

The relevant departments shall consider the importance of stakeholder and prioritize by considering as follows;

- Considering that who would impact the most and the least for preliminary evaluation by considering part of activities
 - Considering the maximum benefits of stakeholders
 - Considering stakeholders who support or oppose to the project change that may significantly impact the project including reasonable reasons
- Considering the stakeholder process if it is forced by laws.
- Considering the stakeholder that will be affected significantly by environment and society around the operations.
- Considering preliminary process to remedy stakeholder who are potentially affected by the operations.
- Considering the steps of the project that may impact stakeholder the most.
- Considering benefits from various aspects of stakeholder and how it impact the project
- Considering the stakeholder who support for the design development or cost from the operations

The relevant departments assess an importance of stakeholder by considering 2 factors, which are influence for the operations of stakeholder, and impact of IRPC's operations (Figure 1).

Figure 1 Stakeholder Prioritization Framework



Assessment criteria for influence level is shown as Table 2, and Assessment criteria for impact level from IRPC's operations to stakeholder is shown as Table 3 divided into 4 levels, which are high, medium, low, and very low. The assessment results illustrates in Table 4. (Table 2,3, and 4 refer to the original document (TH)).

5.3 Stakeholder Engagement Planning

The relevant department develops stakeholder engagement together with the stakeholders in order to define the remedy and interested aspects. Table 5 shows the framework for designing engagement for each group of stakeholder before submitting for the supervisor approval. Table 5 shows objectives of engagement and suggested engagement ways for 4 levels of stakeholder importance.

5.4 Monitoring and Report

5.4.1 The relevant departments shall monitor changes of stakeholder and concerns that relate to importance of stakeholder, which impact engagement planning.

Factors that shall be followed up are;

- Strategy change or business efficiency change
- Scope of responsibility of relevant department change
- External change i.e. social context, laws, and etc.

5.4.2 The relevant departments shall monitor participation of all stakeholders whatever the important level they are in order to ensure stakeholder management efficiency and related issues. The relevant department shall report engagement way forward and results to the supervisor to acknowledge and develop suitable preventive plan.

5.4.3 The relevant department shall report stakeholder participation to sustainability department in order to assess critical concerns that impact to sustainability. Then, materiality issues about stakeholder shall be reported to the sustainability committee for approval.

5.5 Stakeholder Engagement Disclosure

Sustainability department gathers the assessment results aligning with the engagement plan from the relevant department. The data will be used for summarizing and assessing materiality in order to develop annually sustainability report as Global Reporting Initiative (GRI), criteria G4-24 to G4-27 and to be reference for assessing Dow Jones Sustainability Indices.