

Community Engagement Work

Management Standard

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Introduction

Due to rapid business expansion at a regional level and diversified locations of operation in various base countries, Banpu Public Company Limited and its subsidiaries require the standardized working system for their community engagement activities in order to attain its business objectives efficiently and effectively, and to ensure its best practices and good corporate governance, leading to community acceptance of the company as a community member.

Objective

The purpose of standard practice manual is to provide standardized working system for community engagement activities in order to obtain both "Social License to Operate" and "Sustainable Community Development " as the ultimate goals. The objective of the standard is to establish a common community engagement planning framework across Banpu.

Scope

This standard practice manual governs all business units, persons and any units having roles and responsibilities related to Community Engagement and Community Relations, under Banpu Public Company Limited and its subsidiaries.

Definitions

CE	Community Engagement
CR	Community Relations
CCC	Community Consultative Committee, a committee comprising of representatives of local people in the area, officials from local authorities and the company's community officers (COs), responsible for planning, implementing and monitoring CD projects with an ultimate that aim to respond to community's real needs.
CDOs	Community Officers, onsite personnel that are directly engaging with community members, have the role of improving the quality of life for various groups in the target community. COs will work closely with community, local authorities and related stakeholders under Banpu's CE policy and framework. Community Officers aim at building and strengthening relationship among relevant stakeholders.

Process / Content

The standard practice manual of Community Engagement Work seeks to improve quality of life. Effective community engagement results in mutual benefit and shared responsibility among community members. Community engagement aims at building community capacity in order to address issues and take advantage of opportunities, find common ground and balance competing interests.



Under this standard practice manual, the specific roles of each party are as follows:

CE Corporate	Set up corporate policy, strategies, and standards for adaptation by Country's community function/unit to suit their legal requirements.
Country's Community Function	Set up company policy, strategies and standards (aligning with corporate policy, strategies, and standards) as the direction for community function/unit at operational site to follow, with adjustment to suit particular local situations.
Community Function/Unit at Operational Site	Set up implementation plans to ensure achievement of the objectives as set in the company policy and strategies as well as perform according to the company standards.

Corporate Requirements:

To comply with this manual, all business units shall meet the following Corporate requirements:

1. Prepare a Community Engagement Plan that outlines short-term (1-3 years) and long-term (5 years and above) strategic objectives linked to the business units' Stakeholder Engagement Plan.
2. Implement and annually update and improve the Community Engagement Plan.

The figure describes community engagement framework is shown below:

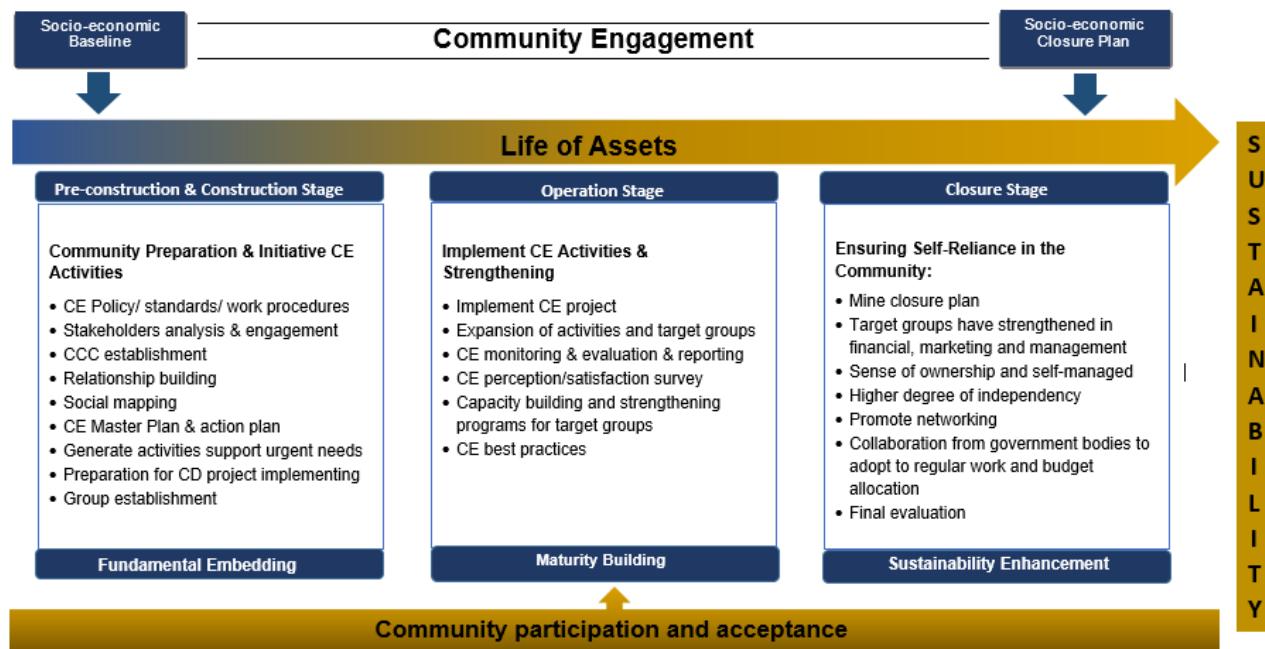




6-Dimension of Community Engagement Projects:

Economic Development and Income Generation	to build sustainable economic income to community
Educational Development	to promote community's capability through education
Basic Infrastructure Development	to support sustainable infrastructure that meets community basic living requirements
Health and Sanitation Development	to improve health and sanitation in communities and increase access to health care especially pregnant women, pre-school children as well as elderly
Environmental Conservation	to promote a good sense of environment and create community ownership & stewardship
Social, Cultural Promotion and Community Relation	to conserve community's uniqueness & identity including relationship enhancement among local people

Process Detail



1. All Banpu's and subsidiaries' CE projects and activities management and execution at all levels shall be conducted in line with the company's and Community Engagement's visions, missions and goals, as well as the stage of mining operation (pre-construction, construction, operation and closure) through the CE working phases (preparation, fundamental embedding, maturity building and sustainability enhancement).

2. All CE projects and activities at all levels shall be conducted in compliance with the corporate CE management standards, consisting of the following key steps:



- 2.1 Preparation: basic actions or preliminary works required prior to the start of community engagement and community relations work, including community/ stakeholder profiling and analysis, community baseline survey/social mapping, etc.
- 2.2 Planning: formulation of the scope of CE projects including key elements to direct the program which are goal, objective, indicator, beneficiary, key involved persons, outlining task and implementing schedule
- 2.3 Implementation: execution of community engagement activities, aiming at achieving the goal as planned
- 2.4 Monitoring: observation of the progress of CE program implementation, ensuring on-track and on-schedule of the program implementation, as well as supporting their improvement
- 2.5 Evaluation: systematic comparative review of actual program accomplishment (action taken/result/output/outcome against the goal as planned). A number of tools, appropriate to local conditions, shall be applied, namely pre-test/ post-test, attitude survey, site visits, group discussions, face-to-face interviews, progress meetings, etc.
- 2.6 Reporting: provision of a written document describing progress/output of CE program implementation, namely progress reports, financial statements, etc.

3. Banpu's and its subsidiaries' CE management and execution at all levels shall be conducted through participatory approach, encouraging for cooperation, coordination and collaboration among all stakeholders and community members.

4. Management and execution of CE projects and activities shall be conducted with the ultimate goal for local empowerment and self-reliance. The community (CCC, local groups, and key community members) would be encouraged in playing roles as necessary in its own development. All CE units shall actively provide opportunity for local self-reliance, by facilitating the development through the provision of knowledge, expertise, guidance, and other resources as appropriate.

5. Management and execution of CE projects and activities shall be conducted in parallel with sustainable/long term community relations establishment, leading to community acceptance of the company as a community member. Close coordination and effective communication will help mitigate the risk of community misunderstanding about the operation project.

6. Management and execution of CE projects and activities shall be conducted in consideration of local potentials, striving to understand the local competency and wisdom as well as compliance with the local rules and regulations, ensuring that the projects/activities align with government requirements and local/international practices.

7. Implementation of CE projects at all levels shall be conducted to ensure that all community members/ groups are equally and fairly treated regardless of gender, age, ethnic, race, culture, language, as well as social and economic status.

8. To ensure success of CE projects, transparency and accountability, comprising a quality of being clear in all working procedures and having responsible persons in each procedure, should be considered and promoted among all involved parties.



Reference

Template of Community Engagement Plan

The format of a Business Unit's Community Engagement Plan may vary; however, it is recommended that the content should include the following information. Additionally, BUS may tailor their Community Engagement Plans to meet unique circumstances and community needs.

Introduction

Include a brief business environment overview in this section. It is recommended that a BU include the following:

- Identify any short- and long-term milestones for the business that are relevant for community engagement planning. Additionally include any stakeholder engagement priorities that may be supported by the Community Engagement Plan.
- Describe any applicable regulations and requirements from government, partners, and/or Banpu that govern community engagement.
- Summarize the Community Engagement program including how the community engagement portfolio will support and align with business priorities over the near-term (1 year) and longer-term (3 or more years) as appropriate.

1. Scoping and Analysis Leading to Goals and Objectives

Summarize analysis of key findings from below inputs to incorporate into community engagement planning:

- Stakeholder Engagement Plan, including related community level participatory stakeholder needs and opportunity assessments.
- Key business issues facing Banpu (as part of issues management).
- Evaluation of current and previous community engagement projects and outcomes.
- Benchmarking of industry peers or other organizations carrying out community engagement programs in areas of operation or comparable locations.
- ESHIA baseline studies if applicable.
- Findings from strategic research or other specific studies; and
- Any regulatory requirements.

Identify the strategic community engagement and social goals and objectives based on above analysis as well as prioritization.

2. Implementation

- Outline at least an annual community engagement program, including activities, milestones and an implementation timeline. A BU may include a short description of each existing and planned project.
- Provide a table or similar indication of the community engagement portfolio budget for the current year using the approved yearly budget. Indicate whether there are any multi-year projects underway, including a brief description.
- Establish a clear timeline for community engagement decision-making, implementation and reporting including the internal, Corporate budget reporting requirements.
- Define the process and criteria for selection of projects and partners.

3. Monitoring and Evaluation (M&E)

- Define the metrics to measure community engagement program effectiveness and impact. Use Corporate M&E metrics and process to shape timeframe and content for data collection. Indicate how Community Engagement will establish clear M&E expectations for both Banpu, including community officers (COs), and partners.
- Explain how monitoring and evaluation will be participatory in nature and tied to ongoing stakeholder engagement.



- Define timeline for evaluation of the community engagement program and/or projects.

4. Communications

In coordination with the communications function, summarize the community engagement plan and activities to communicate to various stakeholders. Where relevant, summarize the BU community engagement “narrative” and communications strategy.

5. Linkage to Business Unit Plan

Describe Business Unit Planning process and schedule and how Community Engagement Plan, budget and reporting budget is linked to it. Include specific dates such as reporting of next year’s budget due date to Corporate.