



Guideline:

# Corporate Citizenship

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## 1. PURPOSE

Since its inception, EGCO has always been operating its business in parallel with care for community and social development as we believe that a good start lead to a successful outcome. We established a Sustainable Business Operation Policy and committed to excellent operations, covering economic, environmental, community, and social dimensions with an intention to reduce negative impacts and increase positive impacts on stakeholders, environment, community, and society, as well as business process of the organization.



Further information regarding management approach and Business Sustainability Operation Policy can be found at



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With this strong intention, we develop policy to promote participation in social development. The aim of this policy is to support corporate sustainability to reduce negative and increase positive impact, to support our risk prevention goal in value creation of the company, as well as to support the United Nations Sustainable Development Goals (SDGs). This policy aims to cover the following:

1. Involved in social development projects or activities in alignment with the company's core competency
2. Build employees' awareness, understanding as well as encourage employees and other relevant parties to participate in social development activities
3. Implement long-term projects and activities to generate sustainable results for the society
4. Seek opportunities to exchange and share experiences and information with other organizations for continuous improvement

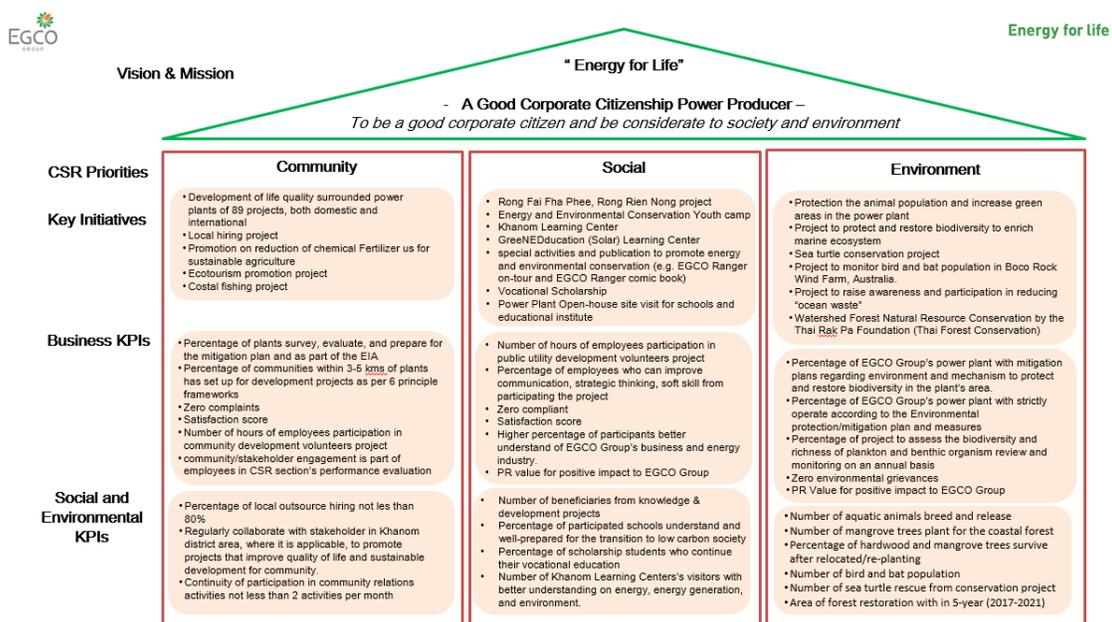
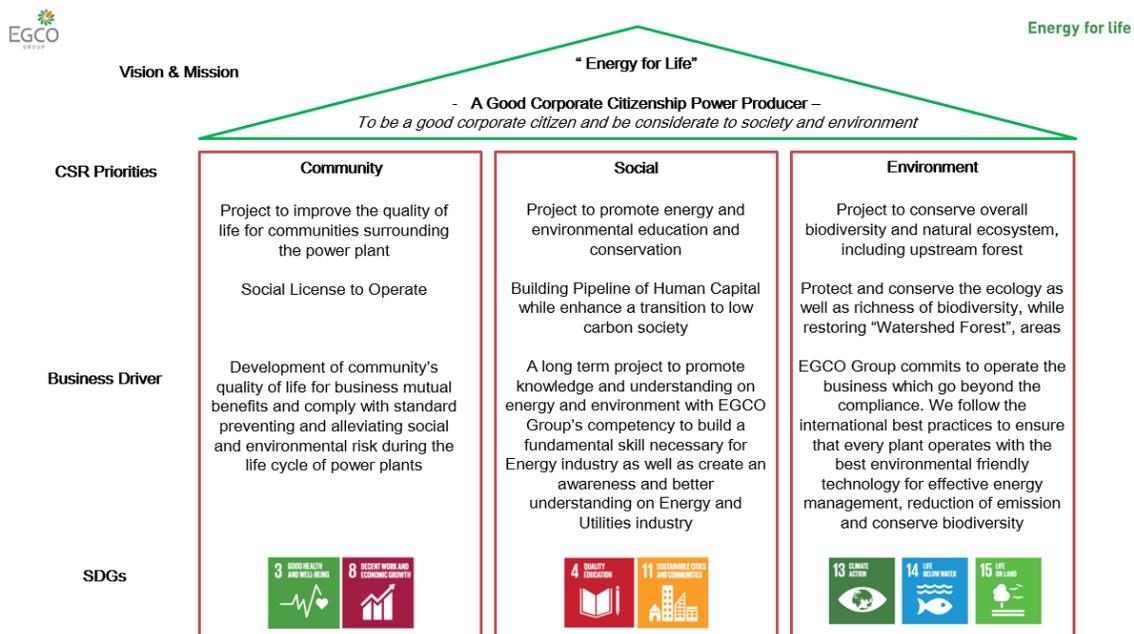
From society drill down to communities in the vicinity area of our operation. We extensively conduct study on the site area, exhaustively assess environmental and social impact, transparently disclose the facts, and enthusiastically promote community engagement. This covers the time period prior to project construction, during construction, and during operation period until the commercial operation contract has ended and/or during the period of any activities which may have impact to relevant stakeholders in local communities. We collaborate with both internal and external parties at local and national levels to continuously initiate projects and development activities for communities. In order to ensure an effectiveness of community engagement strategy is applied consistently across all EGCO Group operations, including its subsidiaries where EGCO has an operational control and will communicate to joint ventures, business partners and all stakeholders to create awareness and acknowledgement as a guiding principles for relevant operations with an aims to cover the following:

1. Comply with laws and regulations related to community engagement and development.
2. Promoting community engagement to build understanding and good relationships with stakeholders in communities around the operation site.
3. Promote operations that take into account transparency, community needs, prevention of negative impacts and increase positive impact thru sustainable development.
4. Cultivate and encourage employees and relevant parties to take on community oriented responsibility.
5. Continuously disseminate the operating results to the community and the public.
6. Promote cross-function exchange of learning and experience sharing, and encourage operation improvement according to best practices from regulatory agencies or relevant operation standards widely accepted at national and international levels.

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## 2. CSR STRATEGY

At EGCO, we believe social contribution is about listening to our communities and understanding their needs, priorities and ideas — and forming partnerships that increase prosperity and sustainability. Therefore EGCO approach to CSR reflects our sustainable development commitment and our company culture.



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When assessing projects, we focus on their positive impact to society in line with company's CSR Strategy and Priorities.

*Internal Society:* Instilling stakeholder importance in employees' alignment with corporate values EGCO Group supports employees to participate in projects and activities that use their knowledge, abilities, and skills, to create additional value throughout business processes. This includes increasing the efficiency of business processes to create value for shareholders and investors, and volunteering in projects for communities and society on a continuous basis. EGCO Group promotes a culture of engagement at all employee levels to realize this corporate value, from management, departmental heads, operational and new employees, through to interns.

*External Society:* Upholding its mission of being a good corporate citizen to society Operations are divided into two levels, as follows.

- **Community Level:** Coexisting with local communities, by committing to reduce negative impacts and increase positive impacts, through participation within communities in areas of operations. Building good, long-term relations through community activities, and participating in developing the quality of life for communities for sustainably growth.
- **Societal Level:** Being a good corporate citizen by increasing the positive impacts, by creating value that aligns with the corporate belief that "A good start will lead to a successful outcome", with two main aspects:

While the objectives are dynamic as a result of changing societal and environmental concerns, EGCO focus our resources to the following priorities:

- Community
- Social
- Environment

Furthermore, EGCO Group has a framework to improve the community and society's quality of life. This framework consists of 6 principles as follows:

1. Support Local Employment
2. Develop Children and Youth
3. Develop Skills that are beneficial to relevant profession
4. Promote good health in the community
5. Develop public utilities
6. Conserve natural resources and the environment.

### 3. GUIDELINE

#### 3.1 Guidelines for participation in social development

##### **1. Participation in social development: Implementation of social development projects or activities which are based on the main capabilities of the organization**

- 1.1 To support or initiate projects/activities which are in alignment with vision, targets, values and beliefs of the organization
- 1.2 To support or initiate projects/activities which are beneficial to the overall public, focusing on operations which are aligned with or based on the main capabilities of the organization including knowledge, resources and personnel.

##### **2. To support employees and relevant parties to learn, understand and partake in the social development operations**

- 2.1 To disclose the progress of the implementation of the social contribution projects to employees and relevant parties at least once a month.
- 2.2 To allow employees and relevant parties to join in the undertaking of social contribution operations or projects of the organization as appropriate.

##### **3. To continuously execute projects or activities to ensure true and long-lasting benefits for society**

- 3.1 To support or initiate projects/activities which match the needs of society and are aimed at enhancing potential and strengths for sustainable social development.
- 3.2 To regularly evaluate operations in terms of output, outcome and impact to ensure that benefits and sustainability of society.

##### **4. To seek opportunities to exchange knowledge and experiences from operations with other functional units to further improve operations on a regular basis**

- 4.1 To participate in the activities/projects of the concerned external agencies to exchange and share experiences with regard to social development at least once per year.
- 4.2 To compile knowledge and experiences from operations and partake in the exchange of experiences with external parties for the benefit of the operations in the future on the basis of at least one issue per year.

### 3.2 Guidelines for participation in community engagement and development

**1. Strictly comply with laws and regulations related to information disclosure, communication on operation performance, and prevention or reduction of impact to stakeholder in local community**

- 1.1 Prepare a complete, updated, and ready to be used list of laws, rules, regulations and/or best practices or relevant regulatory agencies.
- 1.2 Thoroughly conduct a detailed study of laws, regulations and/or best practices and prepare a checklist to verify conformity of relevant operations.
- 1.3 Control all relevant parties to strictly comply with laws, regulations and/or best practices as specified in the checklist.
- 1.4 Verify conformity of the work practices at least once a year.

**2 Focus on promoting community engagement to build understanding and good relationships with stakeholders in communities around the operation sites as well as support the prevention and/or reduction of social risks that may affect corporate sustainability.**

- 2.1 Survey and analyze community and social conditions and the impact from company's operations including monitoring and mitigation plan during the following time periods:
  - During project development
  - During construction
  - During operation period until the end of operation contract
  - And/or during the period of any activities which may have impact to relevant stakeholders in local communities

The scope and guidelines for implementation shall base on laws, regulations and/or best practices of relevant regulatory agencies.

- 2.2 Establish and define the priorities of stakeholders in the community. Identify their concerns about impact on quality of life or the needs of the community relevant to our operations
- 2.3 Provide information and knowledge to the community about our company's operations before performing any activity in an area. Ensure to cover major stakeholders in the community and be relevant to governing laws.
- 2.4 Encourage key stakeholders to engage or give suggestions about the company's operations in a format appropriate to the operational context of such area. For example: tripartite committee, working group, joint project team, or any other suitable format consisting of at least 3 parties from the company, government agencies, and the relevant communities.
- 2.5 Allow key stakeholders to exchange ideas with the organization relating to the community's concerns. This is to be executed in an appropriate format at least once a year.
- 2.6 Review expectations of key stakeholders in the community at least once a year.
- 2.7 Continuously initiate community projects and/or participate in community relations and social activities to promote long-term relationship with the communities.

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### **3. Engage in community activities in accordance with the sustainable development guidelines**

- 3.1 Initiate and implement projects that are in line with our business operations or the needs of communities in relevance to guidelines for sustainable development.
- 3.2 Promote and strengthen the community potential with sustainability in mind.
- 3.3 Help to provide solutions to the community problems and/or contribute to social benefits according to the local context with practicality and sustainability in mind.
- 3.4 Collaborate with agencies, network partners, and all relevant parties while encouraging the community to engage in the projects.
- 3.5 Promote knowledge sharing to communities. Encourage the communities to learn and/or develop their potentials with sustainability in mind.
- 3.6 Promote income distribution to the community. For example: employment support, local job creation suitable to local context, support and promote occupational skill development to generate additional income, etc.
- 3.7 Strengthen self-reliance of the communities while taking into account the various aspects of sustainable development such as education, conservation of local cultures August, 2019 and traditions, promoting safety and good hygiene, technological development accompanying the local wisdom, and infrastructure development, etc.
- 3.8 Promote participation to protect and restore environment, natural resources, ecological systems, and biodiversity in the area preserving all forms of life including terrestrial and marine fauna and flora as they are the basic resources to sustainable development of the community. Other associated elements can be added according to nature of the problems and needs of the communities under the condition that it shall not cause conflicts with any rules and regulations at local, national, and international levels.
- 3.9 Provide assistance to communities during emergency, crisis, and natural disasters including the provision of essential appliances, food and medicine, shelters, and expenses on necessities and other relevant operations.

### **4. Cultivate and encourage employees and relevant parties to take on community-oriented responsibility**

- 4.1 Disseminate the policy, implementation guidelines, goals, and operating results to all employees and relevant parties.
- 4.2 Provide opportunities to employees and relevant parties to attend training or seminars of community engagement topic.
- 4.3 Encourage employees and relevant parties to share experience on community engagement and social projects to other employees and external parties.
- 4.4 Encourage employees to participate in community engagement programs as deemed appropriate.
- 4.5 Encourage stakeholders to participate in community engagement programs as deemed appropriate.

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### **5. Continuously disseminate the operating results to the community and the public**

- 5.1 Provide opportunities to the stakeholders to participate in Plant Visit if requested. Other form of similar activities can also be initiated if deemed appropriate to the local context.
- 5.2 Issue and disseminate an informative document on our company's operations, stakeholder engagement, and community engagement at least one issue per year.
- 5.3 Disseminate information on corporate social responsibility activities and community engagement to communities and the public via suitable channels and to ensure it is in accordance with best practices of relevant regulatory agencies.

### **6. Promote cross-functional exchange of learning and experience sharing to continuously improve operation performance.**

- 6.1 Participate in activities/projects within the networks or of other agencies related to community development at least once a year.
- 6.2 Review the knowledge and experience gathered from past activities and from knowledge exchange with other agencies as deemed appropriate for the benefits of future projects.

### **7. Provide communication channels accessible by stakeholders in the community as to promote effective communication.**

- 7.1 Provide at least one communication channel as deemed appropriate that is practically accessible by stakeholders in each community. The communication channel must be able to support emergency communication of situations threatening life or property.
- 7.2 Identify department/person to be responsible as contact point for the communication channel and ensure that stakeholders clearly acknowledge.

### **8. Continuously follow up, review, and evaluate the results.**

- 8.1 Follow up, review, and evaluate activities under article 1-7 at least once a year.
- 8.2 For continuous improvement, take into account the results of article 8.1 as basis information to plan activities of the following year.

### 3.3 Guidelines for project measurement

#### 1. Integrate measurement into project planning and management processes



Reference LBG Guidance Manual

#### 2. Develop an effective measurement approach:

When setting out to measure, try to consider the what, who, when and how of measurement, i.e.:

- What do you want to measure?
- Who is responsible for measuring which elements of the program?
- When and how often will assessment take place?
- How will you and/or your partners' measure? Which tools are most appropriate?

#### 3. Measure what matters most:

Individual projects and activities can deliver a wide range of results and which can lead to complication and confusion. So identify a small set of key indicators that matter most to project and target stakeholders and focus on capturing data on those.

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 <b>Inputs: What's contributed?</b>	 <b>Outputs: What happens?</b>	 <b>Impacts: What changes?</b>
<p><b>How (form of contribution)</b></p> <ul style="list-style-type: none"> <li>Cash</li> <li>Time</li> <li>In-kind (including pro bono)</li> <li>Management costs</li> </ul> <p><b>Why (driver for contribution)</b></p> <ul style="list-style-type: none"> <li>Charitable gifts</li> <li>Community investment</li> <li>Commercial initiatives in the community</li> </ul> <p><b>What (issue addressed)</b></p> <ul style="list-style-type: none"> <li>Education</li> <li>Health</li> <li>Economic development</li> <li>Environment</li> <li>Arts and Culture</li> <li>Social welfare</li> <li>Emergency Relief</li> </ul> <p><b>Where (Location of activity)</b></p> <ul style="list-style-type: none"> <li>Europe</li> <li>Middle East &amp; Africa</li> <li>Asia Pacific</li> <li>North America</li> <li>South America</li> </ul>	<p><b>Community outputs</b></p> <ul style="list-style-type: none"> <li>Individuals reached/supported</li> <li>Type of beneficiary</li> <li>Organizations supported</li> <li>Other company-specific output measure (e.g. environment)</li> </ul> <p><b>Business outputs</b></p> <ul style="list-style-type: none"> <li>Employees involved in the activity</li> <li>Media coverage achieved</li> <li>Customers/consumers reached</li> <li>Suppliers/distributors reached</li> <li>Other influential stakeholders reached</li> </ul> <p><b>Leverage (additional resources from other sources)</b></p> <p>Total leverage split by:</p> <ul style="list-style-type: none"> <li>Payroll giving</li> <li>Other employee contributions</li> <li>Customers</li> <li>Other organizations / sources</li> <li>Employees involved in own time</li> <li>Hours contributed in own time</li> <li>Foregone Income</li> </ul>	<p><b>Community impacts</b></p> <p><b>On people i: Depth of impact</b></p> <ul style="list-style-type: none"> <li>Made a connection</li> <li>Made an improvement</li> <li>Made a transformation</li> </ul> <p><b>On people ii: Type of impact</b></p> <ul style="list-style-type: none"> <li>Behavior or attitude change</li> <li>Skills or personal effectiveness</li> <li>Quality of life/well-being</li> </ul> <p><b>On organizations</b></p> <ul style="list-style-type: none"> <li>Improved or new services</li> <li>Reached more people or spent more time with clients</li> <li>Improved management processes</li> <li>Increased their profile</li> <li>Taken on more staff or volunteers</li> </ul> <p><b>On the environment</b></p> <ul style="list-style-type: none"> <li>Impact on the environment</li> <li>Impact on environmental behavior</li> </ul> <p><b>Business impacts</b></p> <p><b>On employee volunteers</b></p> <ul style="list-style-type: none"> <li>Job-related skills</li> <li>Personal well-being</li> <li>Behavior change</li> </ul> <p><b>On the business</b></p> <ul style="list-style-type: none"> <li>Human resource benefits</li> <li>Stakeholder relations/perceptions</li> <li>Business generated</li> <li>Operational improvement delivered</li> <li>Uplift in brand awareness</li> </ul>

Reference LBG Guidance Manual

## 4. Roll-out in phases:

Not every social activity and appeal to EGCO qualifies for measurement. Target the projects and activities that are most aligned with EGCO's CSR strategy and most likely to be able to provide the impact data.

#### **4. REFERENCES**

- London Benchmarking Group

#### **5. APPENDIX**

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## Appendix: Indicator Checklist

Project objectives: Note the broad aims of the project?				
Output/ impact indicators by area and type	Tick if indicator applies to your activity	Note the measure used, e.g people, cash, trees, number of organisations etc.	Target	Result
<b>Wider relevance of the activity</b>				
Link to CCI programme objectives	<input type="checkbox"/>			
Links to wider business impact	<input type="checkbox"/>			
<b>Type of people benefiting</b>				
<b>Children &amp; young people</b>				
Children aged up to 11	<input type="checkbox"/>			
Children aged 12 to 16	<input type="checkbox"/>			
Students	<input type="checkbox"/>			
16-24 not in education, employment or training	<input type="checkbox"/>			
Street children	<input type="checkbox"/>			
<b>Social groups:</b>				
Ex-offenders	<input type="checkbox"/>			
Homeless people	<input type="checkbox"/>			
People with learning difficulties	<input type="checkbox"/>			
Refugees	<input type="checkbox"/>			
Unemployed people	<input type="checkbox"/>			
People on low incomes	<input type="checkbox"/>			
People with health/mental health issues	<input type="checkbox"/>			
Substance misusers	<input type="checkbox"/>			
People from ethnic minority groups	<input type="checkbox"/>			
Woman	<input type="checkbox"/>			
Men	<input type="checkbox"/>			
Lesbian/Gay/Bisexual/ Transgender	<input type="checkbox"/>			
Older people	<input type="checkbox"/>			
People with disabilities	<input type="checkbox"/>			
<b>Other</b>				
Developing country communities	<input type="checkbox"/>			
Other general disadvantaged	<input type="checkbox"/>			
<b>Benefits to people</b>				
<b>Making a positive change in people's attitude or behaviour e.g.</b>				
Addressing substance misuse	<input type="checkbox"/>			
Reduction in anti-social behaviour	<input type="checkbox"/>			
Increased attendance at school	<input type="checkbox"/>			
Increased sporting/fitness activity	<input type="checkbox"/>			
Eating more healthily	<input type="checkbox"/>			
Making informed choices	<input type="checkbox"/>			
Stopping criminal activity	<input type="checkbox"/>			
More energy efficient	<input type="checkbox"/>			
Positive attitude to authority (e.g. school/police etc.)	<input type="checkbox"/>			
Positive attitude to school/ higher education	<input type="checkbox"/>			
Positive attitude to subjects (e.g. science)	<input type="checkbox"/>			
Positive attitude to career progression	<input type="checkbox"/>			
<b>Skills and personal development e.g.</b>				
Access to training course	<input type="checkbox"/>			
Completed training course	<input type="checkbox"/>			
Increased academic development	<input type="checkbox"/>			
Gained qualification(s)	<input type="checkbox"/>			
Increased awareness (e.g. of environment)	<input type="checkbox"/>			
Increased employability	<input type="checkbox"/>			
Increased literacy	<input type="checkbox"/>			
Increased numeracy	<input type="checkbox"/>			
Ability to manage finances	<input type="checkbox"/>			
Business skills	<input type="checkbox"/>			
Better parenting skills	<input type="checkbox"/>			
Interpersonal communication skills	<input type="checkbox"/>			
Negotiation/ refusal skills	<input type="checkbox"/>			
Empathy skills	<input type="checkbox"/>			
Cooperation and teamwork	<input type="checkbox"/>			
Advocacy skills	<input type="checkbox"/>			
Decision making/ problem solving skills	<input type="checkbox"/>			
Critical thinking skills	<input type="checkbox"/>			
Stress management skills (e.g. time management)	<input type="checkbox"/>			
<b>Making a direct impact on people's quality of life e.g.</b>				
Able to access information/ public services	<input type="checkbox"/>			
Improved access to shelter/ housing	<input type="checkbox"/>			
Improved financial situation	<input type="checkbox"/>			
Improved physical health	<input type="checkbox"/>			
Increased independence	<input type="checkbox"/>			
Increased confidence / self esteem	<input type="checkbox"/>			
Increased community safety	<input type="checkbox"/>			
Reduced isolation	<input type="checkbox"/>			
Dignity (at end of life)	<input type="checkbox"/>			
Enabled engagement in the community	<input type="checkbox"/>			
Increased access to culture/ leisure	<input type="checkbox"/>			
Increased access to green spaces	<input type="checkbox"/>			
Access to clean water	<input type="checkbox"/>			
Access to health facilities	<input type="checkbox"/>			
Access to educational facilities	<input type="checkbox"/>			
Increased life expectancy	<input type="checkbox"/>			
Access to medicine	<input type="checkbox"/>			
Improved nutrition	<input type="checkbox"/>			
Access to justice/legal services	<input type="checkbox"/>			
Access to basic services (heat, light etc.)	<input type="checkbox"/>			
Access to finance / microfinance	<input type="checkbox"/>			
Access to state benefits	<input type="checkbox"/>			
Opportunity for employment	<input type="checkbox"/>			
Access to positive role models	<input type="checkbox"/>			

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Benefits to organisations					
<b>Capacity building e.g.:</b>					
Provide new services/products	<input type="checkbox"/>				
Improved management systems (e.g. IT, HR, finance)	<input type="checkbox"/>				
Able to spend more time with or reach more clients	<input type="checkbox"/>				
Employ more staff / take on more volunteers	<input type="checkbox"/>				
Train staff / volunteers	<input type="checkbox"/>				
Make cash savings/improve financial situation	<input type="checkbox"/>				
Helped to lobby for legislative change	<input type="checkbox"/>				
Increased/improved public profile	<input type="checkbox"/>				
Access to other sources of funds/resources (Leverage)	<input type="checkbox"/>				
<b>Environmental benefits</b>					
<b>Direct environmental impact e.g.:</b>					
Protect and/or replant tree stocks	<input type="checkbox"/>				
Protect endangered species	<input type="checkbox"/>				
Improve/conservate waterways	<input type="checkbox"/>				
Conserve protected land/sites	<input type="checkbox"/>				
Decrease waste to landfill	<input type="checkbox"/>				
Reduce greenhouse gas emissions	<input type="checkbox"/>				
<b>Impact on human activities e.g.:</b>					
People engaged on environmental issues/activity	<input type="checkbox"/>				
Increased levels of recycling	<input type="checkbox"/>				
Improved energy efficiency	<input type="checkbox"/>				
Reduced water usage	<input type="checkbox"/>				
<b>Business benefits</b>					
<b>Benefits of volunteering for employees</b>					
<b>SKILLS</b>					
<b>Personal effectiveness</b>					
... adeptability	<input type="checkbox"/>				
... teamworking skills	<input type="checkbox"/>				
... communication skills	<input type="checkbox"/>				
... influencing / negotiation skills	<input type="checkbox"/>				
... problem solving skills	<input type="checkbox"/>				
<b>Management effectiveness</b>					
... leadership skills	<input type="checkbox"/>				
... planning & organisation skills	<input type="checkbox"/>				
... decision making	<input type="checkbox"/>				
... maximising performance of others	<input type="checkbox"/>				
<b>Business effectiveness</b>					
... customer focus	<input type="checkbox"/>				
... excellence and continuous improvement	<input type="checkbox"/>				
... business awareness	<input type="checkbox"/>				
... technical / professional skills	<input type="checkbox"/>				
<b>PERSONAL IMPACT</b>					
<b>a. Personal</b>					
... self-confidence	<input type="checkbox"/>				
... sense of well-being / happiness	<input type="checkbox"/>				
... understanding of & empathy with colleagues	<input type="checkbox"/>				
... awareness of wider social issues	<input type="checkbox"/>				
<b>b. Outlook on company/job</b>					
... job satisfaction	<input type="checkbox"/>				
... pride in the company/my job	<input type="checkbox"/>				
... commitment to the company	<input type="checkbox"/>				
... motivation	<input type="checkbox"/>				
<b>c. Toward the community</b>					
... understanding of the issues	<input type="checkbox"/>				
... empathy with other people	<input type="checkbox"/>				
<b>BEHAVIOUR</b>					
... undertake more volunteering	<input type="checkbox"/>				
... recommend volunteering to a colleague	<input type="checkbox"/>				
... talk positively about the company	<input type="checkbox"/>				
... do job better	<input type="checkbox"/>				
<b>Impact of volunteering on the business</b>					
Retention	<input type="checkbox"/>				
Recruitment	<input type="checkbox"/>				
Morale	<input type="checkbox"/>				
Team building	<input type="checkbox"/>				
Pride in the company	<input type="checkbox"/>				
Improved employee 'preposition'	<input type="checkbox"/>				
Transfer of skills to business	<input type="checkbox"/>				
<b>Reputation</b>					
Value/impact of press coverage	<input type="checkbox"/>				
Improved relationship with Gov't/regulators	<input type="checkbox"/>				
Building stakeholder trust	<input type="checkbox"/>				
Improved relationship with the community	<input type="checkbox"/>				
Known as employer of choice	<input type="checkbox"/>				
Brand building/profile	<input type="checkbox"/>				
<b>Customers</b>					
Raised customer awareness	<input type="checkbox"/>				
Meeting customer expectations	<input type="checkbox"/>				