



**Environmental and Social  
Management System Manual**

April 2020

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# 1. PROJECT FEASIBILITY

## 1.1 STAKEHOLDER IDENTIFICATION

### *Intent*

To identify all relevant stakeholders within the project scope in order to understand and reflect their interests as input for feasibility analysis.

### *Requirements*

1. Identify and list all potential stakeholder directly influencing or affected by the project development in terms of permitting and accepting the project.

Stakeholders may include those who are able to impact or influence the commencement of the project or stakeholder whom are directly affected by the project whether it is by the land acquisition, effects of the change in environment or socio-economic effects throughout the supply chain.

2. Prioritize the identified stakeholders according to their level of interest and involvement in the project (i.e. stakeholder mapping process). A rating scale, influence diagram, or a chart form to identify the level of power, influence, interest, or impact can be considered for use.
3. Establish a stakeholder engagement plan with associated strategies, this may include: to satisfy, to collaborate, to observe or to communicate. Critical concerns raised by key stakeholders should be satisfied prior further project development.
4. Ensure that results from stakeholder analysis are integrated within the project feasibility study and any other relevant decision-making process.

### *Relevant Document*

- Tool - Stakeholder Analysis and Engagement

## 2. ES IMPACT ASSESSMENT STUDY AND ENGINEERING PREPARATION

### 2.1 STAKEHOLDER ANALYSIS AND ENGAGEMENT

#### *Intent*

To establish a systematic process which allows EGCO to set the direction for efficient stakeholder management, risk and reputation management and transparent stakeholder engagement. Stakeholder Engagement activities associated with a project should continue as Community Engagement through project operation and asset retirement.

#### *Requirements*

1. Identify all potential stakeholders and stakeholder groups in project development area, stakeholder identification process conducted in during the feasibility study can be used as initial input.
2. Prioritize each stakeholder based on their potential influence and impacts on project. Factors to be considered include, but not limited to, followings:
  - Stakeholder that would have the most impact to business operation during preliminary evaluation;
  - Stakeholders whom would be affected environmentally and/ or socially due to operations;
  - Preliminary methods in providing remedies for stakeholders potentially affected; and
  - Stages in the project life-cycle in which would cause impacts on stakeholders;
3. Establish a stakeholder engagement plan, the level of which is based on the complexity of the project, potential ES impacts, proximity to local communities and prioritization of stakeholders. Objectives of engagement at this stage include:
  - Enable the company to identify significant issues and correctly assess their relative importance
  - Build a sense of support for impact assessment findings and minimize later disputes or disagreements
  - Help identify potential partners (for example, NGOs, academic researchers or government agencies) who may assist in designing and implementing mitigation strategies
  - Lay the groundwork for long-term harmonious relationships with neighbours and other key stakeholders
4. Implement 2-way stakeholder engagement which include
  - Provide affected communities and other stakeholders with access to relevant information
  - Enable affected communities and other stakeholders to express their views on operational and project risks, impacts and mitigation measures

- Reporting to affected communities and other stakeholders as early as possible in project planning regarding project decision which might impact them such as relocation, displacement.
- 5. Establish a grievance mechanism allowing project developers to receive affected communities and other stakeholder's concerns and address issues in a timely manner. Provide feedback to stakeholders to ensure that their concerns were addressed.
- 6. Designate responsible team (e.g. community relations) to implement the stakeholder engagement plan.
- 7. Monitor and track progress of the stakeholder engagement program implementation and perception towards project. In the event that plans are deviated or occurrence of changes, stakeholder analysis and engagement plan shall be reviewed and updated to ensure that the objectives are met.
- 8. Disseminate expectations and needs from conducting the stakeholder engagement to relevant functions.
- 9. Incorporate the views of affected communities and stakeholders into project decision-making and operational planning.

#### *Relevant Document*

- Tool - Stakeholder Analysis and Engagement

## 3. OPERATION

### 3.1 STAKEHOLDER ENGAGEMENT

#### *Intent*

To identify and prioritize all stakeholders or interest parties whom affects or are affected by EGCO's activities and operation based on the level of interest and ability to influence environmental and social matters.

#### *Requirements*

1. Identify potential external stakeholders whom has interest in EGCO's business operation, environmental and social performance or has the ability to influence the performance. This may include stakeholders such as workers, business partners, governmental authority, industrial associations, customers, financial lenders, non-governmental organizations.
2. Develop a stakeholder analysis procedure in order to formally engage with relevant stakeholders to achieve their support on the operation and activities conducted. This shall specify the frequency and method of engagement, media and contact persons.
3. Communicate to stakeholders' availability of methods to provide constructive dialogue on environmental and social issues/ performance or concerns through the grievance mechanism.
4. Record information disclosed to stakeholders, from stakeholder engagements sessions and inputs provided by stakeholder.
5. Review stakeholder database consisting of stakeholder detail and stakeholder analysis procedure, at least once a year to ensure relevancy.
6. For employees and contractor, engagement plan shall include participation and consultation for management system improvement

#### *Relevant Documents*

- Tool - Stakeholder Analysis & Engagement

## 4. APPENDIX

### 4.1 ESMS DOCUMENT INDEX

ESMS Element	Procedure	Tool
<b>4.1 Project Feasibility</b>		
<i><b>Greren Field Development</b></i>		
4.1.1 ES Risk Screening	-	ES Risk Screening
4.1.2 Stakeholder Identification	Stakeholder Analysis and Engagement	Stakeholder Mapping Tool Engagement Plan Template
4.1.3 ES Obligations and Permit	-	-
<i><b>Brown Field Development</b></i>		
4.1.4 ES Due Diligence	ES Due Diligence	ES Due Diligence
4.1.5 Post Merger and Acquisition	-	-
<b>4.2 ES Impact Assessment And Engineering Preparation</b>		
4.2.1 ES Implace Studies and Management Plans	ES Impact Assessment Study	Outline of Impact Assessment
4.2.2 Bidodiversity Action Plan Development		-
4.2.3 Resettlement Plan Development		Outline of Resettlement Plan
4.2.4 Indigenous People Plan Development		Outline of Indigenous People Plan
4.2.5 Design	-	-
4.2.6 Stakeholder Analysis and Engagement	Stakeholder Analysis and Engagement	Stakeholder Mapping Tool Engagement Plan Template
4.2.7 EPC Bidding (TOR) & Contracting	-	Contract terms – EHS Management Section
<b>4.3 CONSTRUCTION</b>		
4.3.1 Site Preparation	-	-
4.3.2 Induction	-	-
4.3.3 Execution (Construction and Installation)	- Supplier Code of Conduct - ES Management for Construction	Inspection Checklists
4.3.4 Testing & Commissioing	-	-
4.3.5 Operation and Maintenance Manual Development and Training	-	-

ESMS Element	Procedure	Tools
<b>4.4 OPERATION</b>		
<b>Planning</b>		
4.4.1 Management Leadership and Commitment	-	-
4.4.2 Risk Assessment	ES Risk Assessment	ES Risk Assessment Template
4.4.3 Management of Change	Management of Change	Change Management Request Form
4.4.4 Requirement and Compliance	-	-
4.4.5 Goals and Improvement Plan	-	ES Goals and Action Plan Template
4.4.6 Stakeholder Engagement	Stakeholder Analysis and Engagement	Stakeholder Mapping Tool Engagement Plan Template
<b>Implementation</b>		
4.4.7 Competency, Training and Awareness	-	Training Needs Matrix
4.4.8 Contractors and Suppliers Management	Supplier Code of Conduct	-
4.4.9 Operational Controls	-	-
4.4.10 Emergency Preparedness and Response	Emergency Preparedness and Response	-
4.4.11 Communication and Grievance Mechanism	Grievance Management	Grievance Form
4.4.12 Incident Management	Incident Reporting and Investigation	Incident Investigation Form
<b>Evaluation</b>		
4.4.13 Monitoring and Reporting	-	ES Performance Indicators Template
4.4.14 Assessment and Verification	Internal and External Audit	Compliance Audit Protocol
<b>Improvement</b>		
4.4.15 Handling of Non-conformities	Handling of Non-conformities	Corrective Action Request Form
4.4.16 Management Review	-	-
<b>4.5 ASSET RETIREMENT</b>		



## 4.2 STAKEHOLDER MAPPING TOOL / ENGAGEMENT PLAN



# Stakeholder Analysis Tool

**Objectives:** To determine concerns of key stakeholders who have an ability to impact to and interests in the project/operation.  
To analyse and prioritise the identified stakeholders in order to further define appropriate engagement plan.



*Tips: "Stakeholder" is any group, individual or organisation which:*

- are directly and/or indirectly affected by the project/operation (or the company's operations)
- have "interests" in the project/operation or parent company that determine them as stakeholders
- have the potential to influence project/operation outcomes or company operations

**Scope:** Feasibility, Operation



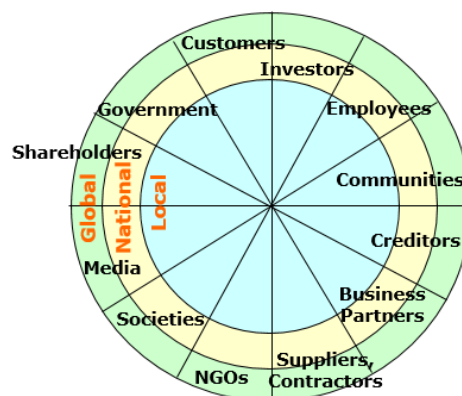
*To be used in opportunity assessment phase for newly developed project/operations to identify potential key stakeholders that might cause impact to the development of project/operation and their concerns. This will be considered as a factor in decision making process.*

*To be used in project/operation development phase and construction & operation phase, in order to review and update existing/potential key stakeholders as well as their concerns. (Stakeholder*

### Instructions:

Identify all stakeholders (include individual/group/organisation) who have ability to impact and/or who are likely to have interests in the project/operation

The following chart, indicating group of stakeholders in different sectors, should be used as guidance in this process to prevent overlooking of some stakeholders.



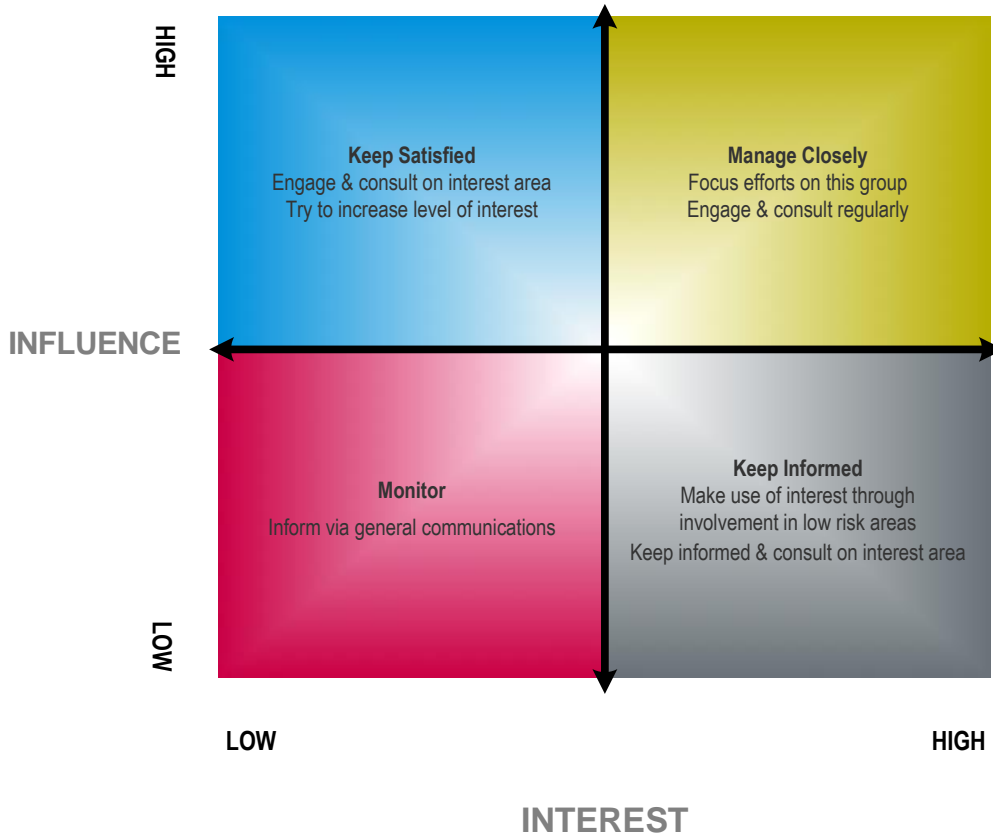


## Stakeholders Analysis

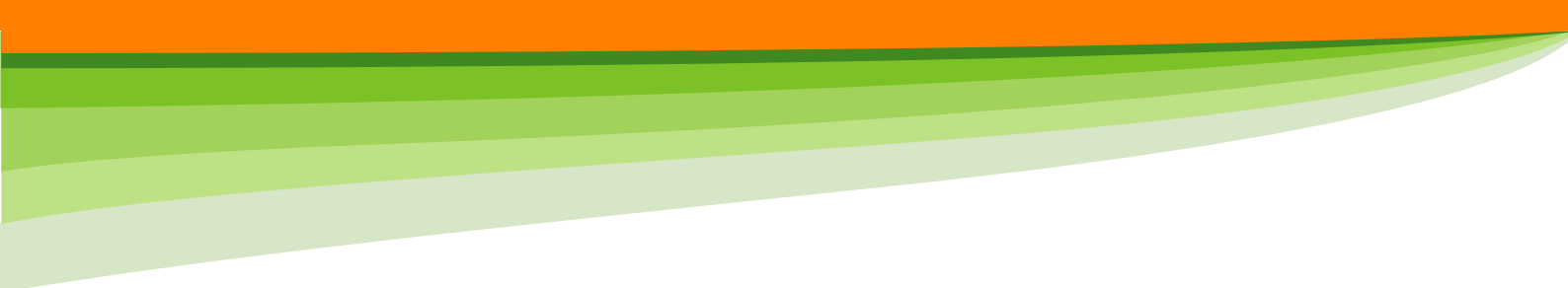
Engagement Objectives

ID	Stakeholders	Issues	Level of interest of stakeholders (X)	Level of influence (Y)	Stance of Stakeholder / Relationship/ position towards project	Priority
			(4 – extreme, 3-high, 2-medium, 1-low)		Positive (+), Neutral (0) or Negative (-) stance.	(Influence x Interest)
S01			3	3		
S02			2	1		
S03			1	1		
S04			1	2		
S05			1	1		
S06			1	1		
S07			1	1		
S08			1	1		
S09			1	1		
S10			1	1		
S11			1	1		
S12			1	1		
S13			1	1		
S14			1	1		
S15			1	1		
S16			1	1		
S17			1	1		
S18			1	1		
S19			1	1		
S20			1	1		
S21			1	1		
S22			1	1		
S23			1	1		
S24			1	1		
S25			1	1		
S26			1	1		
S27			1	1		
S28			1	1		
S29			1	1		
S30			0	0		

# Stakeholder Map







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