PTT Exploration and Production Public Company Limited

Stakeholder Management Guideline

Document Code: 12144-GDL-001-R04

3 December 2024

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<tr><td>Document Subject</td><td>Stakeholder Management Guideline</td></tr>
<tr><td>Document Code</td><td>12144-GDL-001-R04</td></tr>
<tr><td>Document Owner</td><td>Stakeholder Management and Corporate Social Responsibility Department (TSR)</td></tr>
<tr><td>Prepared by</td><td>Montarat Panyadee
Nutnicha Limpanawat</td></tr>
<tr><td>Effective Date</td><td>3 December 2024</td></tr>
</table>

	Approval		
	Name	Signature	Date
Document Owner	Vanduan Vijintanasarn Manager, Stakeholder Management Section (TSR/M)		3 December 2024
Approval Authority	Bussaban Cheencharoen Vice President, Stakeholder Management and Corporate Social Responsibility Department (TSR)		3 December 2024

Revision History			
Rev.	Description of Revision	Authorized by	Effective Date
0	New Document	CCP	12 March 2018
1	1. Additional Sustainable Development Framework 2. Revise Stakeholder Management Process 3. Additional stakeholder attitude, KRI, CSV, SE	CAA	28 December 2018

2	1. Revise Introduction
	 2. Revise References: PTTEP Documents to
	 Update document
	    2.1) 12145-GDL-004-R04 Crisis Communication Guideline
	    2.2) 12140-GDL-001-R03 Donation Guideline
	    2.3) 12052-GDL-008-R04 Issue and Stakeholder Management System Guideline
	    2.4) 11001-STD-003-R03 Standard of Practices for Anti-Corruption
	    2.5) SD-2000-GDL-001-R02 Sustainable Development Management Guideline
	 Remove document
	    2.6) CMS-0790-RPR-316 Project Stakeholder Management
	 3. Revise Acronyms
	 4. Revise Group of Stakeholders and definition
	 5. Revise Stakeholder Prioritization Matrix
		HCA	10 May 2021

3	1. Revise introduction
	    • Revise PTTEP Sustainability Framework
	    • Add Stakeholder Management Strategy
	 2. Add reference document
	 3. Revise scope of application
	 4. Revise role and responsibility
	 5. Revise definition
	 6. Revise group of stakeholder and definition
		TSR	8 December 2023

	Revision History		
Rev.	Description of Revision	Authorized by	Effective Date
	7. Revise description of Power/Impact and Interest/Relevance 8. Add ranking criteria of Power/Impact and Interest/Relevance 9. Revise stakeholder engagement 10. Revise stakeholder engagement survey methodology 11. Add review period 12. Add effective date		
4	1. Revise definition 2. Revise Role and Responsibility 3. Add RACI matrix in roles and responsibility 4. Revise stakeholder management process 5. Revise the details of stakeholder engagement and monitoring and evaluation 6. Revise references documents 7. Add the details of Stakeholder Management Digital Platform in Appendices	TSR	3 December 2024

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1. Objective

The purpose of this guideline is to outline the process and details of stakeholder management, including

- Identifying stakeholders who could affect or be affected by the company's activities or operations.

- Prioritizing and analyzing stakeholders' needs and expectations, including issues, concerns, and requirements.

- Designing an appropriate engagement plan for stakeholder management, such as stakeholder engagement activities, social development projects, philanthropy and donations.

- Monitoring and evaluating the results of the engagement plan to achieve agreed outcomes and enhance the effectiveness of the approach to addressing stakeholders' needs.

2. Scope of Application

The Stakeholder Management Guideline shall be applied to PTTEP and its subsidiaries to ensure that all responsible staff understand their stakeholders and effectively implement the company's stakeholder management framework as planned.

3. Definition

Terminology	Description
Engagement	An organization's efforts to understand and involve stakeholders and their concerns in its activities and decision-making processes
Issue	Refers to events or circumstance that result in positive or negative impacts on the company. The issue may involve environmental and social aspects or a combination of multiple issues. The issue may be short-term or long-term depending on the management approach with scope covering local, national or global levels.
Risk	Refer to effect of uncertainties on an event. Once it happens, there will be unpleasant consequences e.g. property damage, financial loss, project value deterioration, reputation damage, environmental impact, unachievable target/objective, etc.

Definition (Cont')

Terminology	Description
Stakeholder	Individual or groups who affect and/or could be affected by an organization's activities, products or services and associated performance. An organization will have many stakeholders, each with distinct types and levels of involvement, and often with diverse and sometimes conflicting interests and concerns.
Stakeholder Engagement	A process used by an organization to engage relevant stakeholders for a purpose to achieve agreed outcomes.
Stakeholder Management	A process by which you organize, monitor, and improve your relationships with your stakeholders. Usually this involves identifying stakeholders, analyzing their needs and expectations, and then planning and implementing various tasks to engage with them.

4. Roles and Responsibility

The Stakeholder Management Guideline shall be under the responsibility of the Stakeholder Management Section (TSR/M), under Stakeholder Management and Corporate Social Responsibility Department (TSR), for its preparing, reviewing, and updating. Additionally, the TSR/M will provide support, advice, and recommendations for stakeholder analysis and developing engagement plans to PTTEP internal functions. They will assist in coordinating and facilitating interactions with PTTEP internal functions and external organizations, both domestically and internationally. This is to ensure that the engagement plan is aligned with company strategies and will be implemented across the company, thereby ensuring compliance and performance.

The RACI matrix is applied to define the roles and responsibilities of PTTEP's units in stakeholder management. The primary objective of the RACI matrix is to provide clarity on each individual's role, ensuring that time is not wasted on tasks outside their designated responsibilities. This helps eliminate confusion and miscommunication, fostering alignment across stakeholder engagement plans.

This matrix categorizes tasks into four key areas: Responsible, Accountable, Consulted, and Informed. It clarifies who is doing the work, who makes the final decisions, whose input is needed, and who needs to be kept in the loop for each task, milestone, or decision.

Table 1: RACI Matrix for roles and responsibilities in stakeholder management

	Meaning	**Detail**
R: Responsible	This refers to the person or role that performs the task or work. They are the ones "doing the work."	• Who is responsible for getting the work done • This is the individual who executes a task, also known as the 'hands on' individual
A: Accountable	This is the role that has ownership of quality and the end result. They are the ones who delegate work to those responsible and have the authority to make final decisions.	• Who oversees the task • This is the individual who ensures the work gets done properly. • They are not hands-on, but rather responsible for managing the people who are executing tasks and ensuring that work is completed on time and at the required quality.
C: Consulted	These are the people whose input is sought for the task or decision. Their opinions are valued and they contribute to the completion of the work but they do not carry out the task	• Who needs to assist the completion of a task by providing the additional information or assisting the person responsible for a task • This individual is not directly responsible for a task but is involved or associated with it. • They are generally consulted for their expertise in a specific area
I: Informed	These are the stakeholders who need to be kept in the loop about progress and decisions, but they do not have a direct role in the task or decision. They are essentially the recipients of updates and outcomes.	• Who needs to be kept up to date on the progress of a task or deliverable

Reference: Academy to Innovate HR (AIHR)

5. Rationale

The PTTEP Sustainability Framework comprises 3 main components namely; High Performance Organization (HPO); Governance, Risk Management and Compliance (GRC); and Sustainable Value Creation (SVC). The balance among the three components will support PTTEP's journey towards sustainability.

Operating under the sustainability framework, PTTEP is confident that this strong foundation together with conscious consideration of all stakeholders' interests will ultimately enable us to ensure energy security, deliver value, and foster sustainability.


Picture 1: PTTEP Sustainability Framework

Stakeholder Management is one of the processes that helps driving the company to create sustainable value to our stakeholders (SVC). This guideline describes an overall process of PTTEP Stakeholder Management, based on the methodologies from the relevant practices.

Our Stakeholder Management Guideline enables us to build greater trust, synergy, and commitment from valuable stakeholders. By implementing our engagement plan in alignment with stakeholder strategies, we aim to enhance our engagement levels and achieve the company's objectives.

6. Stakeholder Management Strategy

PTTEP determines the stakeholder management framework under 3 strategies: Trust, Synergy, and Commitment.
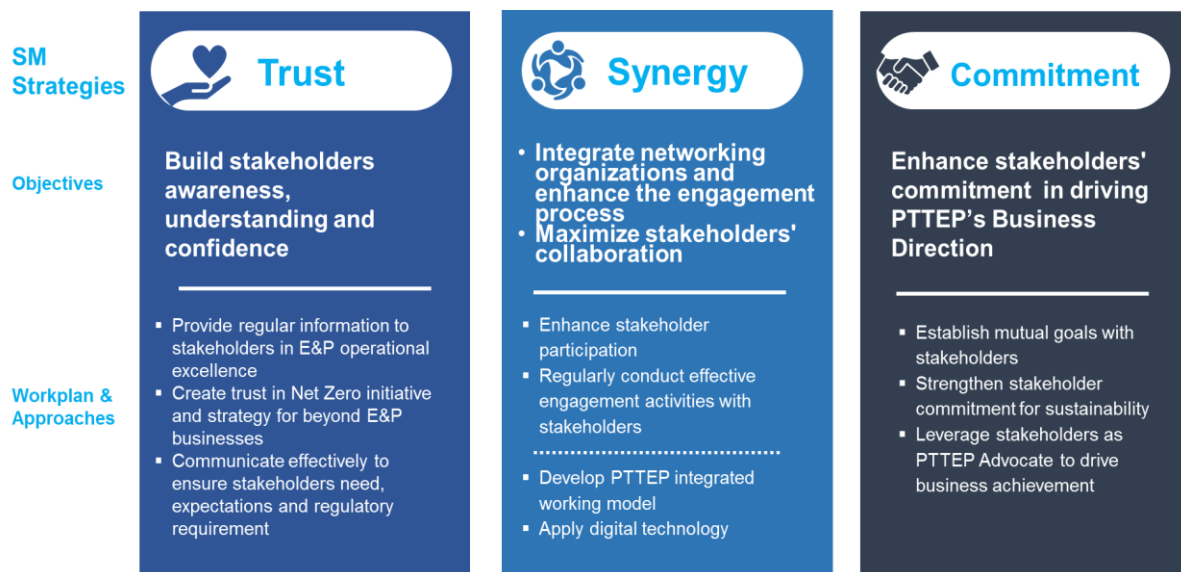
Picture 2: Stakeholder Management (SM) Strategy

"Trust" strategy aims to build awareness, understanding and confidence of stakeholders by regularly providing accurate company information, both of E&P and beyond the E&P business, and creating trust in PTTEP businesses with effective communication to meet stakeholders' expectation and company's objectives.

"Synergy" strategy aims to integrate networking organizations, enhance the engagement process, and maximize stakeholders' collaboration by enhancing stakeholder relationship through effective engagement activities. Moreover, it focuses on internal work process improvement by integrating a work model among PTTEP working units and applying digital technology to support work process.

"Commitment" strategy aims to enhance stakeholders' commitment in driving PTTEP's business direction by establishing a mutual goal among PTTEP and stakeholders and enabling stakeholders to be advocates for PTTEP.

## 7. Stakeholder Management Process

This guideline has divided stakeholder management process into 4 steps; to describe who our stakeholders are, how important they are to the company's business and operations, how to manage the stakeholders by appropriate execute activities/approach with each stage of stakeholder management. The stakeholder management process can be demonstrated as shown in the diagram below.

Picture 3: Stakeholder Management Process

7.1 Stakeholder Identification

The first step in the process of stakeholder management is stakeholder identification to determine who your stakeholders are. The Company may have a large number of stakeholders in different dimensions and concerns. To make it more understandable, PTTEP classified its stakeholders into 8 groups in alignment with international standards and peers.
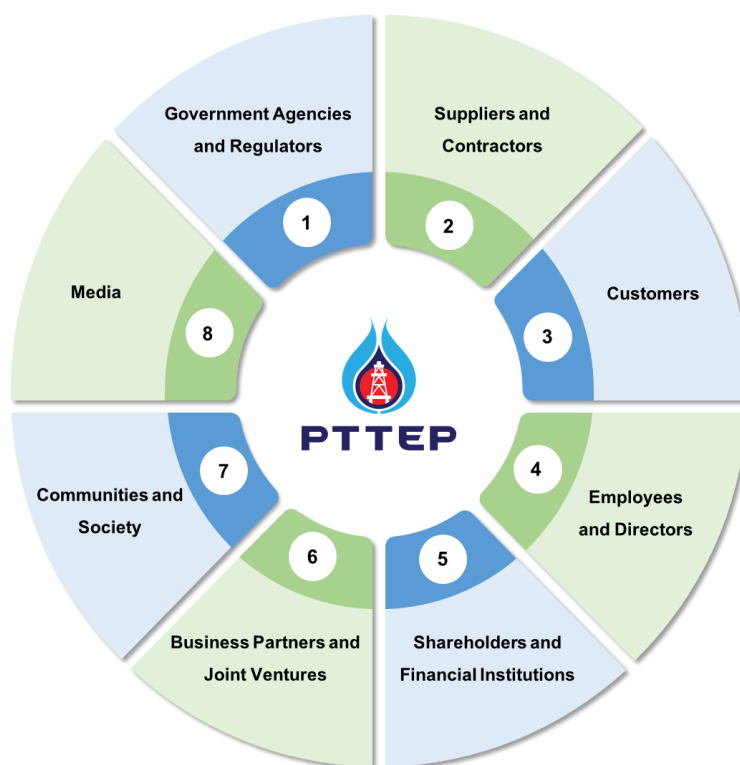
Picture 4: Groups of Stakeholder

Table 2: PTTEP Stakeholders and Definition

Group of Stakeholders	Definition
Group 1: Government Agencies and Regulators	Government agencies refer to ministerial level, sub-ministerial level, departments, public sector units, cover at the reginal, national and international levels, as well as related organizations and institutions with roles in policy formulation, regulatory oversight, business operations, approvals, permits, and the development of standards that companies must adhere to.
Group 2: Suppliers and Contractors	Suppliers refer to individuals or organizations that provide goods and/or services to the company. Contractors refer to individuals or organizations that undertake or contract to perform specific work for the company as specified in the contract.
Group 3: Customers	Customers refer to buyers of products and services from PTTEP.
Group 4: Employees and Directors	Employees refer to employees within PTTEP and employees of companies within the PTTEP Group Directors refer to PTTEP Board of Directors.
Group 5: Shareholders and Financial Institutions	Shareholders refer to institutional investors and individual investors. Financial institutions refer to institutions involved in capital allocation and financial investment transactions (such as banks, investment funds, mutual fund companies), credit rating agencies, securities companies, securities analyst, financial related associations such as the Investors Associations, and insurance companies.
Group 6:Business Partners and Joint Ventures	Business partners refer to organizations that collaborate to achieve common objectives, which may involve working under a mutual agreement or cooperating closely. Joint Ventures refer to organizations that jointly engage in business with shared investments, including capital, assets, labor, technology, land, personnel, or other resources, under mutual agreements or contracts

Table 2: PTTEP Stakeholders and Definition (Cont')

Groups of Stakeholders	Definition
Group 7: Communities and Society	Communities and society refers to the communities in proximity to operation areas, communities along the pipeline route, fishery groups in offshore operation areas, occupational groups, volunteer groups, non-profit organizations, independent organizations, associations, foundations, private companies, educational institutions, as well as local and regional government organizations in the areas where the company operates and do not have authority or permission to control or approve the company's operations. This also includes the people in the area/province/country where the company operates.
Group 8: Media	Media refers to a person or group in the profession or media business, serving as intermediaries in presenting information, news, and various types of content to the public at large, whether in traditional media formats such as print, radio broadcasting, television broadcasting, and online media, such as websites, Facebook, etc.

7.2 Stakeholder Prioritization

After listing all concerned stakeholders, the next step is to prioritize them by power/impact and interest/relevance and plot the details on a stakeholder prioritization map as shown in Picture 5, to classify them by their impact and interest in PTTEP business activities. One purpose of this methodology is to help identify and categorize stakeholder groups, so that appropriate attention can be given to each group according to the level of engagement needed. Description of power/impact and interest/relevance is shown in table 3.
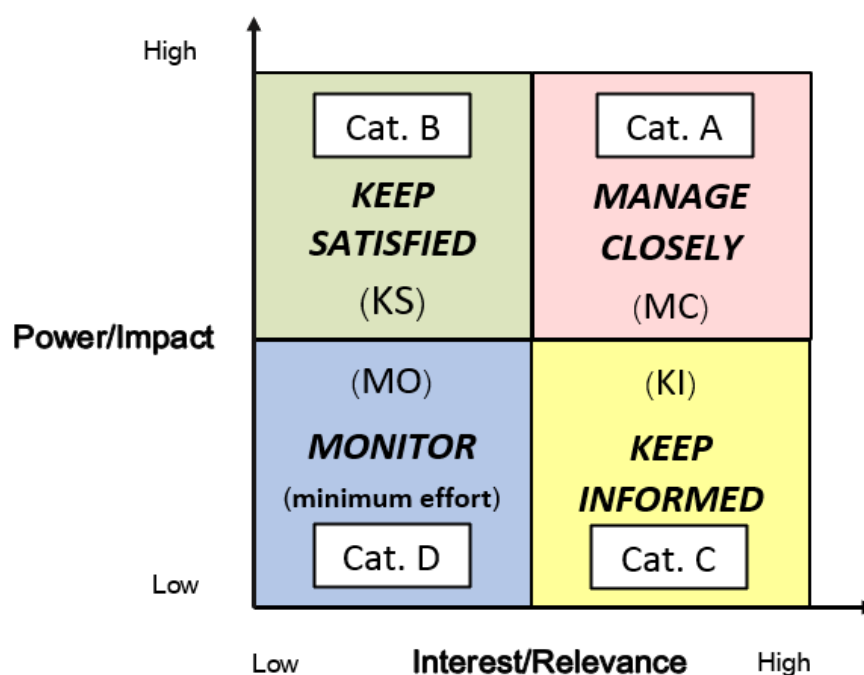
Picture 5: Stakeholder Prioritization Mapping

Table 3: Description of Power / Impact and Interest / Relevance

Power/Impact	Power / Impact means the ability of stakeholders to create an impact on organization's operations. For example, • Remove, grant or influence "license to operate" • Restrict access to resources, operating sites or intellectual capital • Damage or build company reputation • Contribute or detract from companies' ability to learn and innovate • Restrict or provide access to investment funds • Provide useful early warning signals about emerging issues and risks or cause distractions diverting management attention and time from core activities depending on the context of engagement
Interest/ Relevance	Interest / Relevance means the response of stakeholder to the organization's operations. For example; • Direct financial dependence (e.g. who depend on you for wages, purchases, grants) • Indirect financial dependence (e.g. whose livelihoods depend on you through your contributions to the regional economy, or for example low income customers who depend on low prices for basic goods which you may provide) • Non-financial dependence (e.g. those who depend on you for essential services) • Non-financial impairment or risk from your operations (e.g. through air or noise pollution or from risk to health for consumers of your products)

Source: Account Ability, the United Nations Environment Programme, and Stakeholder Research Associates, 2005.

The Stakeholder Engagement Manual Volume 2: The Practitioner's Handbook on Stakeholder Engagement No. ISBN 1-901693-220.

Tables 4 and 5 show the criteria and examples of level of impact / interest to be used as a guideline for impact / interest evaluation.

Table 4: Level of Power / Impact

			Shareholders and Financial Institutions	Employees and Directors	
				Suppliers /Contractors	
			Business Partners and JV		Media
	Government Agencies and Regulators		Customers	Communities and Societiey	
	Policymaker and Governance	Laws and Regulations	Finance	Operation	Reputation
Very high (4)	Able to use orders to suspend or terminate operations	Able to enforce the law and regulations that affect the payment of fines according to Thai law > 5 million baht or according to foreign law > 1M USD	Impact on the present value / sales / net profit / earnings per share at > 5% change	Delay in project operations or activities in any area at > 10%	Impact to reputation and image at international level i.e. official complaints from international organizations, disseminate company's information to create awareness to society at international level.
High (3)	Able to set or change policies, strategies and governance.	Able to enforce the law and regulations that affect the payment of fines according to Thai law 1 - 5 million baht or according to foreign law 200k - 1M USD.	Impact on the present value / sales / net profit / earnings per share at 1- 5% change	Delay in project operations or activities in any area at 5 - 10%	Impact to reputation and image at national level i.e. community complaints/ protests in collaboration with national groups/ organizations, disseminate company's information to create awareness to society at national level.
Medium (2)	Able to use rights to designate individuals to change policies and strategies and supervision	Able to enforce the law and regulations that affect the payment of fines according to Thai law 300,000-1 million baht or according to foreign law 10k - 200k USD	Impact on the present value / sales / net profit / earnings per share at 0.04 - 1% change	Delay in project operations or activities in any area at 1.25-5%	Impact to reputation and image at regional level i.e. community complaints/protests in collaboration with regional groups/ organizations, disseminate company's information to create awareness to society at regional level.
Low (1)	Be a follower of policies, strategies, and governance.	No fines or penalties. Or be able to enforce laws and regulations that affect fines under Thai law <300,000 baht or under foreign law <10k USD.	Impact on the present value / sales / net profit / earnings per share at < 0.04% change	Delay in project operations or activities in any area at < 1.25%	Impact to reputation and image at local level i.e. complaints from communities surrounding the operation area or people affected by operations, disseminate company's information to create awareness to society at local level.

Table 5: Level of Interest / Relevance

	Government Agencies and Regulators	Suppliers/Contractors, Customers, Shareholders and Financial Institutions	Business Partners and JV	Employees and Directors	Communities and Society	Media
Very high (4)	Participate in work planning, decision making and evaluating situation and impact in order to prevent and solve the issues	Participate in every activity or more than 90% in 1 year i.e. meeting, training, seminar, emergency exercise, customer relations activities, shareholder meeting, analysts meeting, etc. Monitor company's information with a frequency of approximately more than 70%	Participate in joint planning and goal setting to determine business direction, investment proportion, business expansion.	Participate in work planning, decision making in company's operation Participate in every activity or more than 90% in 1 year	Participate in project planning, setting the scope of CSR activities, collaborative projects, research and development projects Participate in every activity or more than 90% in 1 year	Publish company's information with a frequency of approximately more than 70%
High (3)	Provide the suggestions on operation and evaluating situation and impact in order to prevent problems and solve the issues	Participate in activities continuously and regularly or more than 80% in 1 year i.e. meeting, training, seminar, emergency exercise, customer relations activities, shareholder meeting, analysts meeting, etc. Monitor company's information with a frequency of approximately 50-69%	Closely monitor business operation, provide the suggestions or have an intension to increase investment proportion and business expansion	Closely monitor and provide the suggestions on company's operation Participate in activities continuously and regularly or more than 80% in 1 year	Provide the suggestion on CSR activities, collaborative projects, research and development projects Participate in activities continuously and regularly or more than 80% in 1 year	Publish company's information with a frequency of approximately 50-69%
Medium (2)	Periodically follow up on operation, situation assessment, the prevention and correction of impacts	Participate in activities periodically or 50-80% in 1 year i.e. meeting, training, seminar, emergency exercise, customer relations activities, shareholder meeting, analysts meeting, etc. Monitor company's information with a frequency of approximately 31-49%	Possibility to increase an investment proportion or expand the business	Understand the company's operation, business direction and target Participate in activities periodically or 50-80% in 1 year	Understand the objectives and have a confidence in CSR activities, collaborative projects, research and development projects Participate in activities periodically or 50-80% in 1 year	Publish company's information with a frequency of approximately 31-49%
Low (1)	Acknowledge the company's operation, situation assessment, the prevention and correction of impacts	Participate in activities from time to time or less than 50% in 1 year i.e. meeting, training, seminar, emergency exercise, customer relations activities, shareholder meeting, analysts meeting, etc. Monitor company's information with a frequency of approximately less than 30%	Low possibility to increase an investment proportion or expand the business	Acknowledge the company's operation Participate in activities from time to time or less than 50% in 1 year	Acknowledge information of CSR activities, collaborative projects, research and development projects Participate in activities from time to time or less than 50% in 1 year	Publish company's information with a frequency of approximately less than 30%

According to the stakeholder prioritization mapping in Picture 5, the level of engagement for each group can be identified as follows:

Category A: High Power / High Interest (Manage Closely: MC)

These group are stakeholders who have high influence to create an impact to the company activities or company license to operate and pay high interest to company activities. These groups must be fully engaged with make the greatest efforts to satisfy and ensure that they understand and support company activities or project.

Category B: High Power / Low Interest (Keep Satisfied: KS)

These group of stakeholders have power to create any impact to the company activities, however they pay minimal attention to company activities and movement. These stakeholders should keep them satisfied by providing adequate information. Regular visits and consultations on their interest should be conducted with these groups.

Category C: Low Power / High Interest (Keep Informed: KI)

These group of stakeholders don't have enough power to create any impact to the company activities, but they pay high attention to company activities and movement. They should be given enough information and engaged for consultation and decision on some issues. Keeping these groups adequately informed and regularly talked to will ensure that no major issues will be raised from them.

Category D: Low Power / Low Interest (Monitor: MO)

These groups do not have any impact and they also pay low attention to company activities. Company should keep monitor these groups of people; occasional communication should be made. There is no specific methodology of communication for these groups.

After stakeholder prioritization, we should evaluate stakeholder attitude that affect PTTEP or E&P business, to find out stakeholder engagement methods.

Table 6: Stakeholder Attitude Definition

| Stakeholder Attitude	Definition
Negative Neutral Positive	**Negative (Red)** • Stakeholders explicitly show or express negative attitude / action / comments towards company business. **Neutral (Yellow)** • Stakeholders show no sign of objection or no sign of support towards company business. Allow the company to carry on business. **Positive (Green)** • Stakeholders are eager to show or express positive attitude / action / comments towards company business. • Stakeholder responds on behalf of company when there is a question. • Stakeholder expresses that existence of company business improves their quality of lives and welcome to have company business in as neighbor.

Once stakeholder groups have been identified and prioritized according to the degree of potential project impacts, either positive or negative, and capacity to influence the project, a strategic approach will be developed.

The information of stakeholders (i.e. organization, name, contact detail, role and responsibility, expectation, concern, etc.) will be used as a data base to input to the stakeholder engagement for a further analysis and then develop the strategic plan and key engagement activities.

7.3 Stakeholder Engagement

Stakeholder engagement is the process through which an organization actively involves relevant stakeholders to achieve agreed outcomes. Recognized as a fundamental accountability mechanism, it requires organizations to engage stakeholders in identifying, understanding, and responding to key issues and concerns. There are various engagement methods, depending on the nature and extent of stakeholder involvement, and can include both formal and informal activities. By fostering communication and collaboration, stakeholder engagement not only enhances support and minimizes resistance but also enables organizations to capture valuable insights that can inform adjustments and address emerging challenges.

Stakeholder engagement process includes four stages:
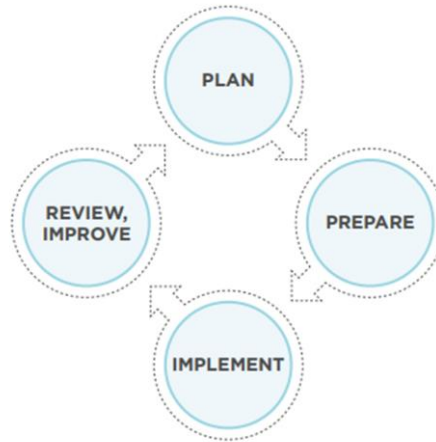
Picture 6: Stakeholder Engagement Process
(Reference: AA1000 Stakeholder Engagement Standard (SES) 2015)

7.3.1 Plan

The planning stage of engagement requires a clear understanding of the needs and expectations of relevant stakeholders. The following steps should be taken:

7.3.1.1 Determine purpose and scope: To understand why an organization is engaging (the purpose), what issues to engage with (the scope), and who needs to be involved (ownership, mandate, stakeholders).

- The purpose of the engagement should align with the overall company strategy and operations. For example, it may involve developing or improving strategy, identifying and addressing operational issues, building trust-based relationships, fostering positive stakeholder interactions, or addressing a specific project or need.

- The scope of the engagement should be defined by outlining the subject matter, identifying relevant parts of the organization (e.g., regions, divisions), associated activities, and the time frame for engagement.

- The mandate and ownership for engagement should be clearly defined and aligned with its purpose and scope. It can originate from an organization, partnership, or collaboration that dedicates its authority and resources to stakeholder engagement. This includes individuals or groups, both internal and external, who participate in various stages such as planning, implementation, and communication.

7.3.1.2 <u>**Determine method:**</u> To select best meet the needs, capacity, expectations, and prioritization level of the relevant stakeholders. More than one method may be selected for any given engagement. Different methods may be used concurrently or sequentially. For example:

Type of Activities	Examples of Methods
Communication	newsletter, fact sheet, report, press release, social media, meeting, focus group, survey, public participation, public meeting, etc.
Interactive engagement	workshop, advisory committee, courtesy visit, site visit, knowledge sharing sessions, event participation, networking activity, etc.
Partnership / Collaboration	task force, joint planning session, project partnership, CSR project and donation, etc.

7.3.1.3 <u>**Draft engagement plan:**</u> To outline the key elements of the engagement process and ensure that the plan is able to respond to the purpose or key issues. The key elements should include as following:

- Engagement activities (i.e. task, method, tool, etc.)
- Participant lists and relevant organizations
- Timeline and frequency
- Contact persons and/or responsible person
- Resource requirements and budget
- Channels of communication
- Monitoring and evaluation
- Reporting the engagement outputs and outcomes

When developing engagement plans, it is also important to consider factors that can impede the ability of stakeholders to engage and to address these in the plan. Such factors may include:

- The accessibility and neutrality of the engagement location
- Capacity to travel or participate the activity
- Availability of Information and Communication Technologies (ICT)
- Timing
- Local conflicts

- Lack of shared understanding of expectations
- Religion or Culture-specific
- Need for language translation

7.3.1.4 <u>Establish indicators</u>: To measure and monitor an engagement plan. These indicators can be quantitative or qualitative and will help demonstrate the impacts on both the organization and the stakeholders involved in the engagement process.

At the end of this stage, the outcome - the stakeholder engagement plan - will be implemented using various methods and tools to develop effective stakeholder management.

Currently, PTTEP is engaging with stakeholders through the various methods[1] in alignment with its objectives, which include enhancing the collaboration, preventing and minimizing impacts, managing grievances, and providing necessary support.

7.3.2 Prepare

The preparation stage requires resources for the engagement process, including financial, human resource (including capability building), and technological resources, along with risk management strategies related to stakeholder engagement. These elements are essential for addressing capacity gaps and ensuring effective engagement planning to prevent stakeholder exclusion and avoid disengagement.

1) **Capability Building:** areas may be relevant and beneficial include:

<u>Knowledge</u>

- Understanding and awareness of the issues, the organization, the local culture and politics
- Knowledge of relevant approaches to stakeholder engagement (i.e. Principle of Stakeholder Management)
- Understanding of the stakeholders involved, their expectations and new perspectives they may bring to the process.

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[1] Related documents:
- PTTEP Philanthropy Guideline (12052-GDL-006-R02, Revision No. 2, May 2023)
- Donation Guideline (12140-GDL-001-R05, Revision No. 5, September 2022)
- Issue and Stakeholder Management System Guideline (12052-GDL-008-R04, Revision No. 4, 3 May 2021
- Grievance and Issue Handling Guideline (12140-GDL-009-R02, Revision No. 2, June 2024)
- PTTEP Involuntary Resettlement Guideline (12088-GDL-002-R02, Revision No. 2, October 2022)

<u>Skills</u>

- Communication skills (i.e. Negotiation & Influencing Skill for Stakeholder Engagement, Conflict Management)
- Ability to examine and interpret the outputs of stakeholder engagement in a way that captures the key facts and figures, as well as messages and insights.
- Individual personality traits such as integrity, empathy, motivation, adaptability, active listening, accountability, etc.

2) Risk Assessment: identify, assess and address engagement risks for effective engagement planning and positive relationship building.

Picture 7: Identification of Potential Engagement Risks

(Reference: AA1000 Stakeholder Engagement Standard (SES) 2015)

7.3.3 Implement

The implementation stage involves organizing engagement activities around key stakeholders, following the stakeholder engagement plan that was created. This plan is tailored to address the specific issues and concerns of each relevant stakeholder in every department or functional group, ensuring that current and future decisions and actions take into account stakeholder concerns, expectations and perceptions, as well as key discussions.

During the engagement, the purpose and scope should be revised as needed. Additionally, line partners working with each functional group should provide the closely support, coordinate, and facilitate the resolution of any potential issues and engagement actions.

7.3.4 Review and Improve

The reviewing and improving stage should involve analyzing the engagement plan and its outputs to develop an action plan. This allows the company to learn and improve the process based on engagement activities, outcomes, and experiences, ultimately strengthening and optimizing future initiatives.

However, PTTEP has established a **"Stakeholder Management Digital Platform"** for centralizing the corporate stakeholder database and monitoring stakeholder engagement plans of all related departments. This platform will help the company to have integrated stakeholder management, capture the outputs of engagement plan, evaluate the importance of stakeholder issues, and lead to development of impact mitigation plan. Additionally, it supports data analysis and reports in dashboard monitoring format. (Please see Appendix 1 for more information.)

7.4   Monitoring and Evaluation

This stage is the process of monitoring and evaluation of overall stakeholder management process focusing on relationships and adjusting strategies as well as plans for engaging stakeholders. Monitoring and evaluation process involves collecting data, assessing the level of engagement, and using insights from the data collection to adjust strategies and tactics for engaging effectively with stakeholders.

The company has the mechanism to receive ongoing direct feedback from key stakeholders through stakeholder engagement survey.

Stakeholder Engagement Survey is a methodology to obtain and track the engagement levels of stakeholders. The result of a survey will be used as a reference and database to improve the stakeholder management process to be more effective.

➢ **Stakeholder Engagement Level**: PTTEP defines five levels of stakeholder engagement, aiming to target the highest two levels, Support and Advocacy, based on the specific needs of each stakeholder group. This approach aims to build trust and fostering strong relationships. The engagement levels are as follows:

1. <u>Awareness</u>: PTTEP stakeholders understand the situation or subject at the present time based on PTTEP business activities / operations.

2. <u>Recognition</u>: PTTEP stakeholders accept and trust in PTTEP business activities / operations.

3. <u>Participation</u>: PTTEP stakeholders take part in or are involved in PTTEP events or activities.

4. <u>Support</u>: PTTEP stakeholders work together to collaborate and contribute to achieve corporate objectives and targets.

5. <u>Advocacy</u>: PTTEP stakeholders can be advocate on behalf of PTTEP and share goals and / or drive PTTEP business success.
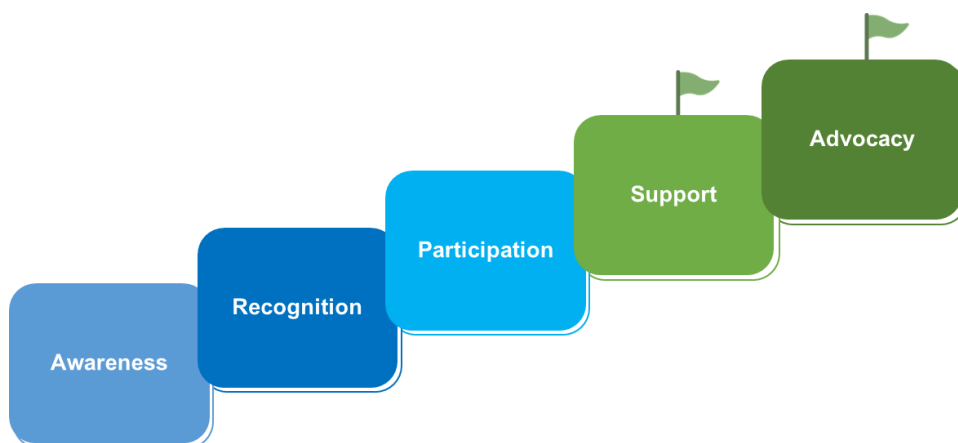
Picture 8: Stakeholder Engagement Level

(Reference: AA1000 Stakeholder Engagement Standard (SES) 2015)

➢ **Stakeholder Engagement Survey Methodology**: consist of 4 main processes, starting with target group identification and setting the sample size then developing the questionnaire to be used for the survey which can be conducted through a face-to-face interview and answering the questionnaire. After all data is obtained from the survey, it will be checked for completeness, accuracy, and consistency of the data before being analyzed and processed both quantitatively and qualitatively. When all data has been analyzed and processed, the results will be reported to concerned parties for further gap analysis and development of work plans. The details of stakeholder engagement survey methodology can be referred to Stakeholder Engagement Survey Guideline (12144-GDL-002-R00).
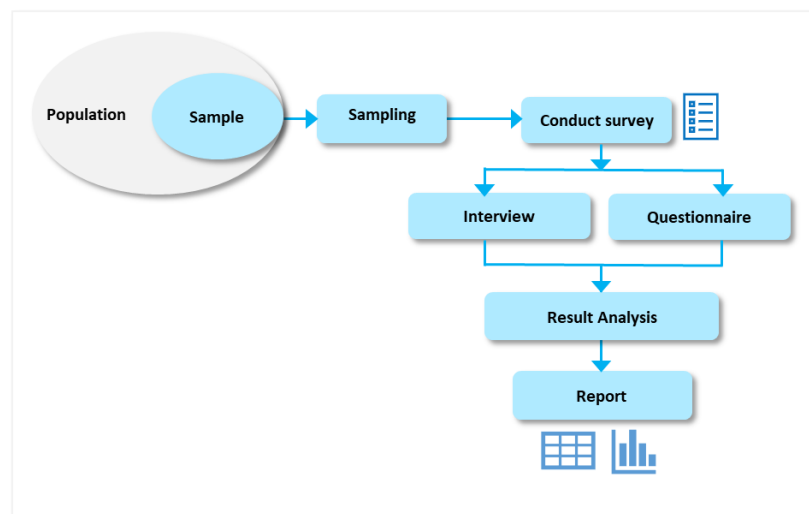
Picture 9: Stakeholder Engagement Survey Methodology Process

However, stakeholder management process and associated documents are not static. The methodology, application tools and information documents should be reviewed and updated in timely manner to ensure the strategy meets project expectations and implementation revisions if required.

8. Review Period

This guideline shall be reviewed every 5 years.

9. Effective Date

This guideline shall become effective on 6 December 2024.

10. References

10.1 PTTEP Documents

| Document Number	Document Title
12140-GDL-001-R03	Donation Guideline
12140-GDL-009-R01	Grievance and Issue Handling Guideline
12052-GDL-008-R04	Issue and Stakeholder Management System Guideline
12088-GDL-02-00	PTTEP Involuntary Resettlement Guideline
12052-GDL-006-R02	PTTEP Philanthropy Guideline
12144-GDL-001-R00	Stakeholder Engagement Survey Methodology
-	Stakeholder Management Digital Platform Manual

10.2 Other Reference Documents

Document Number	Document Title
-	AA1000 Stakeholder Engagement Standard 2015
-	A Strategic Approach to Early Stakeholder Engagement, IFC World Bank Group
-	Account Ability, the United Nations Environment Programme, and Stakeholder Research Associates, 2005.
-	Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets, IFC World Bank Group
-	Stakeholder Engagement Manual, UNEP
-	Stakeholder Engagement Tools for Action, Western and Public Child Welfare Implementation Center
ISBN 0-9738383-0-2	The Stakeholder Engagement Manual Volume 1: The Guide to Practitioners' Perspectives on Stakeholder Engagement
ISBN 1-901693-220	The Stakeholder Engagement Manual Volume 2: The Practitioner's Handbook on Stakeholder Engagement
-	The Toolkit: A better way to do business – External Affairs in the 21st Century
	Stakeholder Management Guide: Definitions, Processes & More, Retrieved from https://simplystakeholders.com/resources/guides/stakeholder-management/

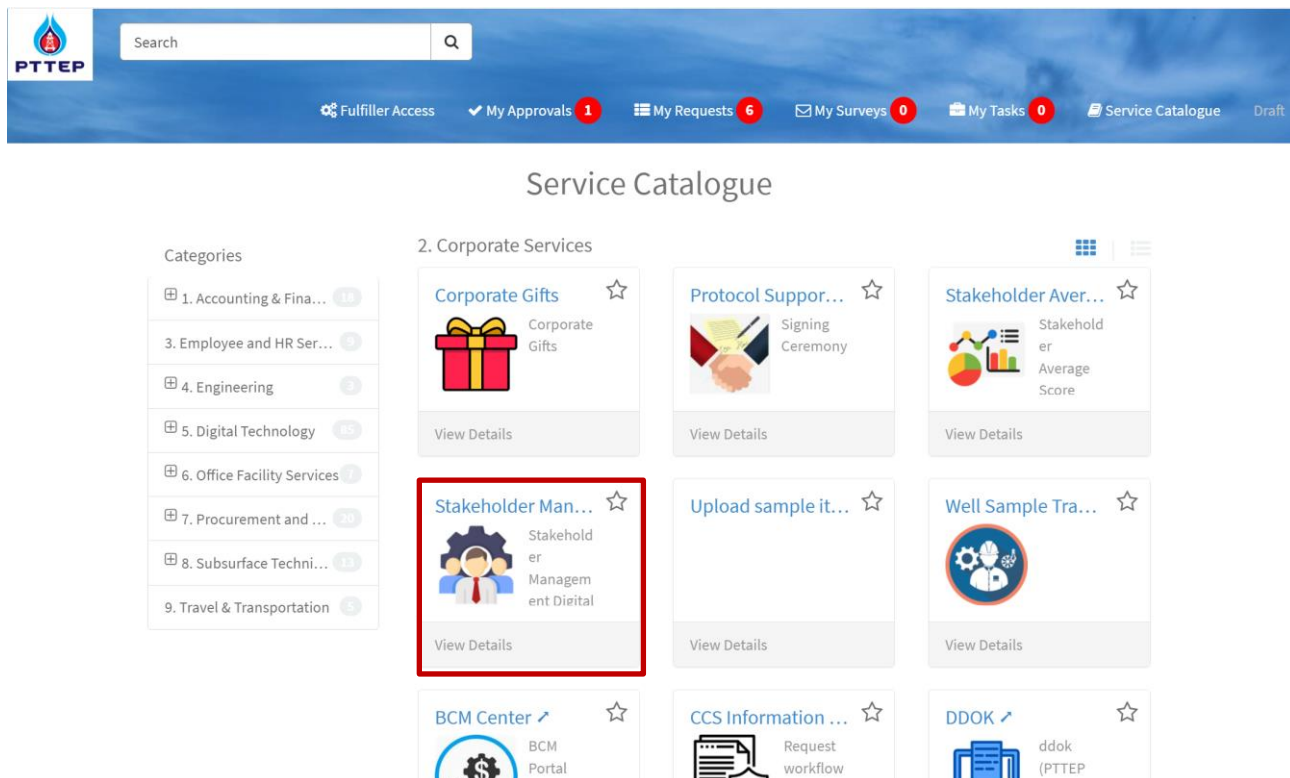## 11. Appendix: Stakeholder Management Digital Platform

Users or authorized personnel from each department and/or division should access the stakeholder management system to create engagement plans and provide details such as key issues, stakeholder names, activities/methods, risk factors, timelines, and expected results. Additionally, they should report on progress and any issues throughout the year using the following link: https://oneclick.pttep.com

The Stakeholder Management Digital Platform Manual is available on SharePoint.

➢ Users or authorized personnel can access the system and select the Stakeholder Management Digital Platform on the Corporate Services page.
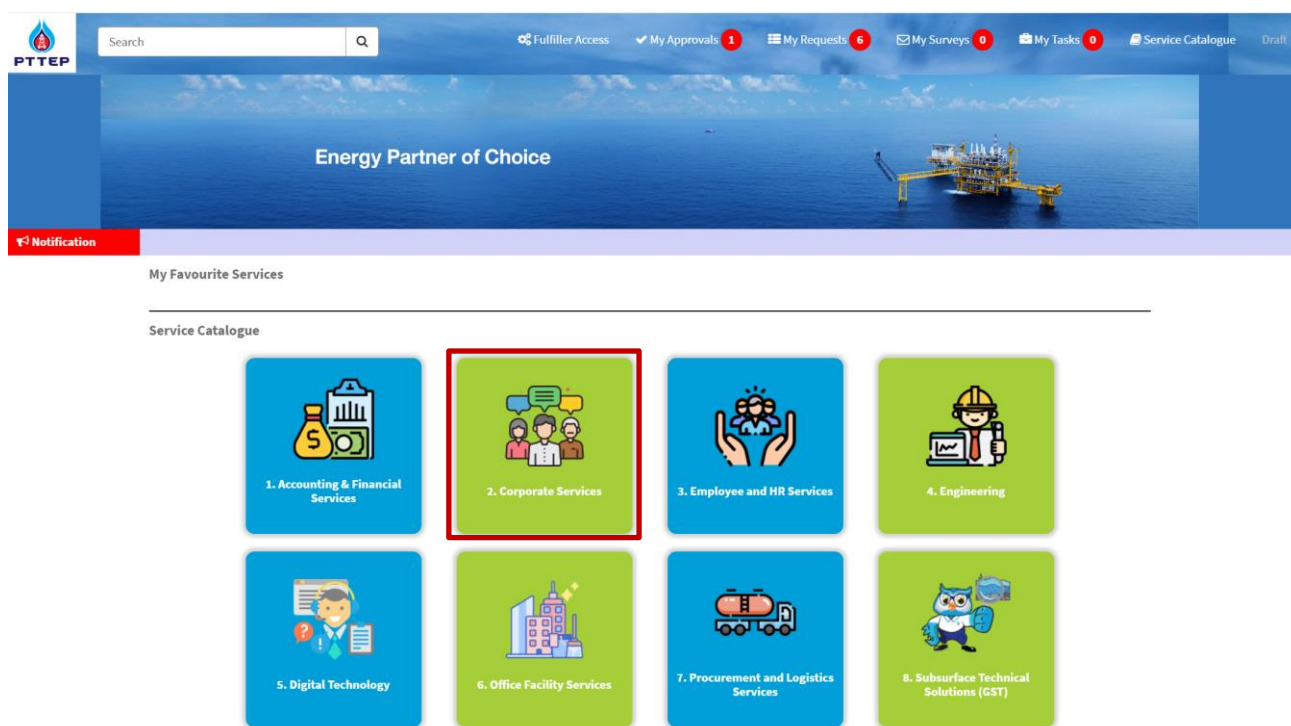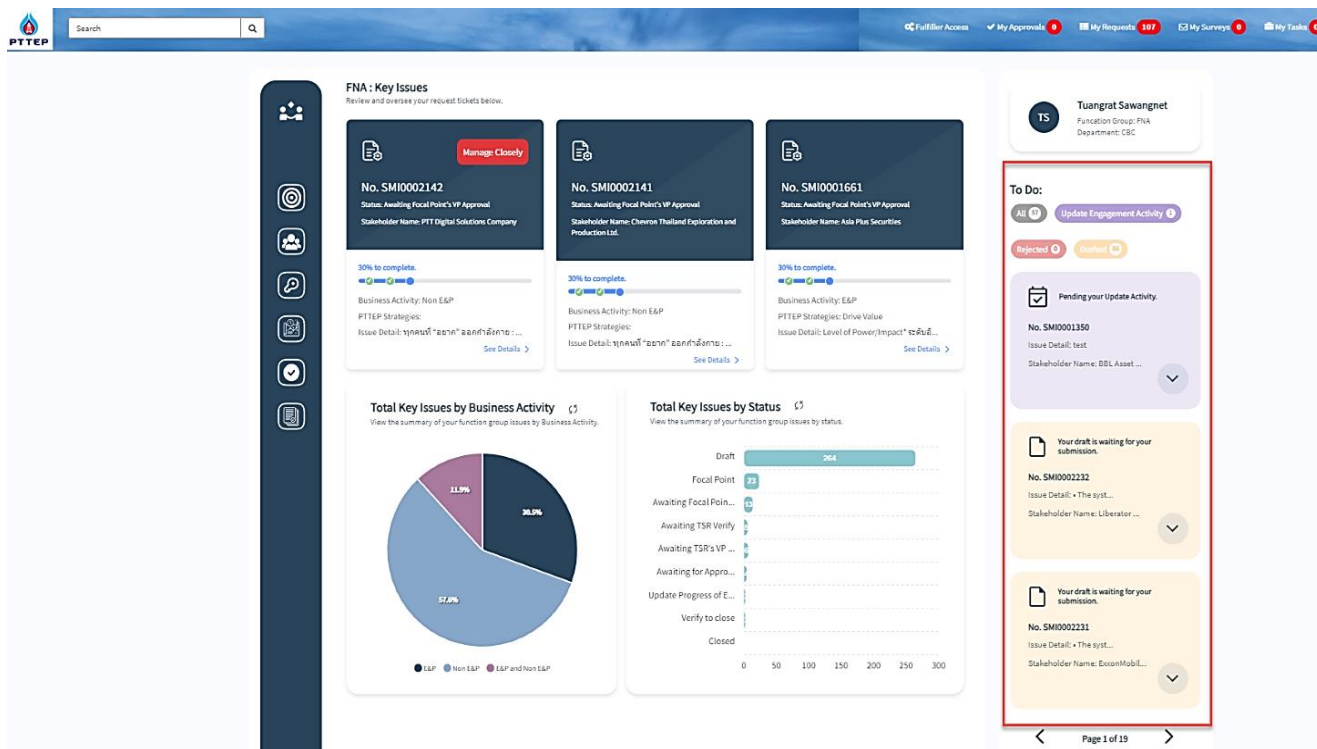

Picture 10: Display of the PTTEP service portal

Picture 11: Display of the Stakeholder Management Digital Platform on the Corporate Services page

➢ Users or authorized personnel should fill in the necessary information according to the approved engagement plan.

Picture 12: Display of main menu page

Personal Information

Request by

| Tuangrat Sawangnet |

First name

| Tuangrat |

Last name

| Sawangnet |

Email Address

| ztuangrat.s@pttdigital.com |

Employee ID

| |

Function Group

| FNA |

Department

| CBC |

Key Issues

Function Group

| FNA |

Business Activity

| Non E&P |

Key Issues Details

| click Submit for submitting the issues into approval process |

Stakeholder Group

| Gr.1 Government Agencies and regulators |

Stakeholder Name

| กระทรวงพลังงาน |

Sub-Organization 1

| กรมเชื้อเพลิงธรรมชาติ |

Sub-Organization 2

| กองบริหารสัญญาและสัมปทานปิโตรเลียม |

Position

| ผู้อำนวยการกองบริหารสัญญาและสัมปทานปิโ |

Prioritization Scoring

| Manage Closely |

Engagement Plan

Engagement Level:

Current

| Awareness |

Target

| Advocacy |

Risk Factors

| create Manual |

Expected Results

| create Manual |

Activity:

Activity No.	Activity Details	Budget(USD)	Year	Month	Status	
1	Create Manual	10	2024	September	😐	See Detail
2	create Manual	500	2024	September	😐	See Detail

Picture 13: Report of stakeholder engagement plan