



**Environmental and
Social Management System
(ESMS) Manual**

RATCH GROUP PCL.



Environmental and Social Management System (ESMS) Manual

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72 Ngam Wong Wan Rd., Bangkokhen,

Muang Nonthaburi, Nonthaburi, 11000

T: (66) 0 2794 9999

W: www.ratch.co.th

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1 Introduction

1.1 Background

RATCH Group Public Company Limited (hereinafter referred to as “RATCH”), is committed to enhancing its Environmental and Social (E&S) performance, and prioritizing sustainability in their operations.

Electricity generation is RATCH’s core business, with power plants utilizing both fossil fuel and renewable energy sources located in Thailand, Australia, Lao PDR, Indonesia, Philippines, Vietnam, and Japan. -

Corporate Sustainability Strategy has been established to address concerns of climate change, human rights, community engagement, supply chain management and drive E&S performance. To support the achievement of E&S performance, this Environmental and Social Management System (ESMS) manual has been developed to describe core process required to be incorporated through the project life cycle. The foundations of the ESMS are based on the current norms of International Standards i.e. International Finance Corporation (IFC) Performance Standards, IFC EHS Guidelines, Equator Principle (EP 4), Asian Development Bank’s Safeguard Policy Statement 2009 and concept of International Standard of Organization (ISO) 14001:2015 and ISO45001:2018.

The purpose of this ESMS manual is to provide a systematic approach for managing imposed and associated environmental, health and safety and social risks arising from project activities. This ESMS is expected to be a dynamic framework, routinely updated to ensure achievement of E&S performance and relatability to nature of business.

All personnel and those working on behalf of RATCH are required to adhere to the requirements of this ESMS. Projects and assets operating under RATCH shall be responsible for developing specific standard operating procedures, working instructions and tools in alignment with the asset’s nature of business.

1.2 Scope and Boundary

All RATCH businesses and projects shall implement or demonstrate adherence to this ESMS requirements for all phases of the project life cycle (i.e., feasibility study, project development, construction, and operation). Scope of this ESMS covers the following aspects:

- Environmental impacts resulting from project activities and the associated monitoring and mitigation measures to control identified impacts.
- Social aspects regarding labor rights, community engagement, land acquisitions, resettlements, livelihoods, indigenous people and cultural heritage.
- Occupational health and safety on workforce due to project construction, operation, and maintenance
- Applicable national laws, regulations, international standards on environmental and social aspects.

Projects and/or business with limited operational controls are encouraged to align with this ESMS requirements.

2 Roles and Responsibility

RATCH has designated the ESMS Organization Structure as shown below, roles and responsibilities are clearly defined in this Section. Top management commitment is crucial for successful implementation of ESMS by leading the effort and send a clear message to all employees for commitment for environmental and social sustainability. The ESMS needs collaboration with various functions and employees from all levels of the company to address E&S issues, including supervisors and operators. Environment and Social Committee is responsible to ensure that ESMS is applied to all investments, project development, construction and operation.

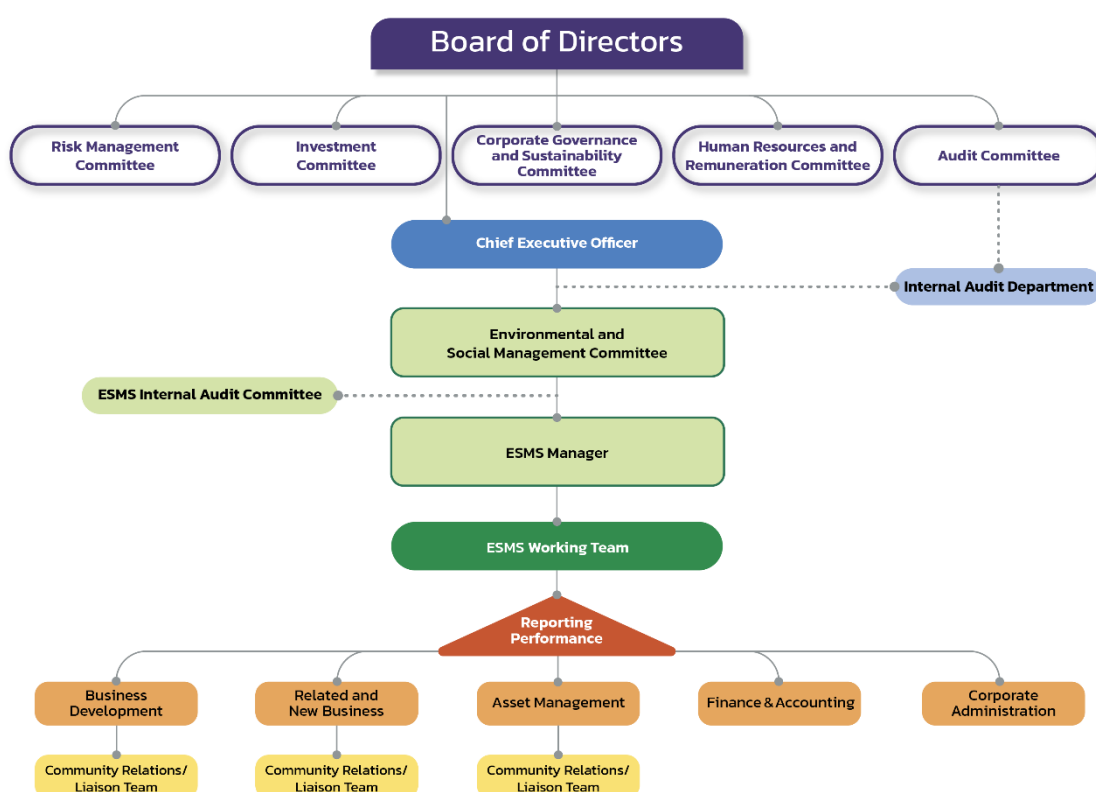


Figure 2.1 ESMS Organization Structure

Roles and responsibilities of each function is prescribed below.

Board of Directors

- Prescribe the direction, governance, recommendations and monitoring of Environmental, Social and Governance Performance of the Company.
- Review the effectiveness of implementing the Environmental and Social Management System (ESMS) as well as providing recommendations to improve performance.

Risk Management Committee

- Consolidate risk relating to environmental and social management as part of the Enterprise Risk Management dashboard.

- Oversee the use of approaches or tools for managing risks, and monitor the effectiveness of the risk assessment.

Investment Committee

- Oversee the use of approaches or tool for assessing impacts and controlling measures relevant to the project investment. Ensuring that measures determined to mitigate negative impacts are implemented throughout the project development and construction phases.

Human Resource and Remuneration Committee

- Oversee implementation of ESMS relevant to management of labour and human rights issues.

Audit Committee

- Ensure completion of the Environmental and Social Management System audit by internal audit team to assess the effectiveness.

Corporate Governance and Sustainability Committee

- Oversee the implementation of the ESMS in managing environmental and social aspects at both Group and Asset level.

Chief Executive Officer

- Appoint Environmental and Social Committee, Environmental and Social Manager and ESMS Internal Audit Committee.
- Provide sufficient resources and assign roles, responsibilities, and authority to effectively implement the ESMS.
- Promote stakeholder engagement to create an inclusive space and achieve continuous improvement.
- Approve and endorse the Environmental and Social Policy.
- Participate in management meetings to acknowledge E&S performance and provide additional guidance and recommendations for the effective implementation of the ESMS requirements.
- Report the ESMS implementation status, performance and any obstructions to the Corporate Governance and Sustainability Committee and Board of Directors on a regular basis.

Environmental and Social Management Committee (E&S Committee)

- Organize committee meetings, at least twice a year or as deemed necessary.
- Review the performance of RATCH Group's environmental and social operations, in order to devise additional/corrective measures or improve/rectify the Group's environmental and social purposes and/or targets as well as the Environmental and Social Management System in accordance with business conditions.
- Consider a review of potential internally- or externally-induced environmental and social risks, their impacts and the likelihood.
- Consider the performance of environmental and social operations as well as the opinions and recommendations concerning the improvement of the Environmental and Social Management System, planning, measures and mechanisms as proposed by the Environmental and Social Management System manager team.
- Support personnels' implementation of the Environmental and Social Management System and steer them towards success.
- Consider actions in the event of environmental and social complaints lodged by internal and external stakeholders.
- Review and give advice on the action plan concerning the prevention and rectification of environmental and social issues as well as the execution of relationship-building activities for relevant stakeholders..

Environmental and Social Management System Manager (ESMS Manager)

- Drive the implementation of the Environmental and Social Management
- System throughout the business life cycle for continuous effectiveness.
- Consider environmental and social issues; review the Environmental and Social Policy by identifying all medium to high risks in full; and submit the revised Environmental and Social Policy for the Environmental and Social Management Committee's approval.
- Prepare the environmental and social master plan and submit it for the Environmental and Social Management Committee's approval.
- If necessary, have official permission to request for the information on environmental and social operations from the business units assigned to implement the Environmental and Social Management System; or inquire relevant units for information and facts, facilitation or documents for the presentation and/or report on environmental and social issues subjected to the Environmental and Social Management Committee's consideration and/or approval.
- Coordinate with the Environmental and Social Management System Working Team for ensuring a comprehensive assessment on environmental and social risks; and the determination of risk mitigation and preventive measures and guidelines.
- Inquire and gather facts concerning a complaint by an external party; and coordinate with relevant units to rectify the impacts and lay down measures to prevent a reoccurrence.
- Report the performance on environmental and social operations as well as recommended rectification/improvement to the ESMS to the Environmental and Social Management Committee.
- Review the ESMS on a regular basis for consistency with universal standards/ practices.
- Communicate the ESMS to operators and relevant parties for their awareness of the significance of environmental and social operations.

Environmental and Social Management System Working Team (ESMS Working Team)

- Give advice and communicate deployment of Environmental and Social
- Management System to operators and relevant persons concerning the development, construction, production and decommissioning stages of a power plant.
- Evaluate risks and likelihood and consider preparing a draft management plan for environmental and social risks and opportunities in the development, construction and operation stages.
- Follow up on legislative amendments in the country where the Company invests and relevant international requirements for conformity assessment; and monitor compliance with legislation and relevant government agencies' requirements.
- Follow up on the preparation, improvement and amendment to the ESMS to ensure the conformity of actual practices, whenever a change occurs.
- Prepare work plans, coordinate assessment, and summarize the assessment of the environmental and social management system.
- Consider the risk assessment report relating to legislative risks and potential risks from natural disaster/climate change.
- Inquire the causes and operational errors in case of complaints; monitor the rectification and preventive measures; and quickly ensure the operations comply with work plans and procedures.
- Review and recommend improvements to the ESMS for compliance with universal standards and/or accepted industry practices; convene meetings to monitor the compliance with the ESMS.
- Assign the working team's coordinator to gather the information on environmental and social operations from relevant units and coordinate on activities supportive of the ESMS.

ESMS Internal Audit Committee

- Inspect the application of ESMS Manual and procedures in operating processes.
- Monitor the correction of non-conformance indicated by internal auditors and external auditors (if any).
- Report the audit to the Environmental and Social Management Committee.

Related and New Business Function

Feasibility Stage

- Conduct feasibility studies for new opportunities and complete E&S screening.
- Determine Go or No Go status and material risk for new opportunity. In event that material risks are presented, inform decision making body and Project Development Team.

Business Development Function

Project Development

- Ensure conceptual design of the project is aligned with regulatory requirements and industry best practices to minimize environmental and social impacts.
- Define scope of Terms of Reference (ToR) for E&S specialist to support impact assessments and select competent party to complete the studies.
- Extract mitigation or control measures determined during impact assessment process as scope of ToR for Engineering, Procurement and Construction (EPC) contractors bidding and selection process.
- Conduct technical review of EPC's proposals to ensure inclusion of E&S aspects.
- Review contractual requirements for EPC to ensure all E&S obligations and requirements (e.g., international standards and lender requirements) have been incorporated.
- Lead coordination between project team, community relation team, engineering team and EPC to execute project development in conformance with ESMS requirements.

Construction

- Identify indicators for EPC to report performance against contractual agreements.
- Coordinate with Engineering Team to oversee the conformance of EPC performance against ToR and Contract requirements or conditions.
- Report EPC performance to project implementing team or E&S working team.
- Provide support and guidance on the implementation of E&S management Plans as required.
- Communicate E&S management plans and mitigations measures required to be conducted during operation phase to Asset Management Function upon hand over.

Asset Management Function

Operation

- Review operational ESMS procedures, management plans and supporting tools for project level to implement.
- Allocate resources for the implementation of the ESMS.
- Conduct assurance programs (e.g., annual audits on projects) to assess efficiency of implementing and maintaining the ESMS.
- Consolidate and review E&S performance of each project and report to Environmental, Social and Governance Working Group.

Community Relation/ Liaison Team

Project Development

- Identify all project related stakeholders (formal and informal).
- Build relationships with local community, and support Business Development Team with social or community related information.

Construction

- Provide on-site support to communicate and receive concerns/ complaints/ expectations from local community.
- Conduct stakeholder engagement measures as indicated in the stakeholder engagement plans (e.g., routine meetings with villagers, village head and surrounding stakeholders).
- Support and drive the implementation of social management plans (e.g., Indigenous People Plan, Livelihood Resettlement Plans, Stakeholder Engagement Plans).
- Report on progress of measures and activities conducted to relevant stakeholders.

Operation

- Support with establishing effective channels for communicating and receiving comments or issues from community-related stakeholders.

Corporate Administration and Finance Functions

- Provide support and inputs where appropriate on actions and activities to enhance ESMS implementation.
- Maintain documentation and performance for corporate-level disclosures to relevant stakeholders.

Internal Audit Department

- Conduct internal audit assessment, whereby reviewing the performance against established targets.
- Prepare audit findings and corresponding corrective actions required to be implemented to the ESMS Internal Audit Committee.

E&S MANAGEMENT SYSTEM STRUCTURE

3 E&S Management System Structure

The RATCH ESMS manual follows the plan, do, check, act cycle to create a systematic management framework. In which the goal is to continuously improve the efficiency of ESMS requirement and improve environmental and social performance. Illustrated in **Figure 3.1** is the RATCH ESMS Framework.



Figure 3.1 RATCH ESMS Framework

Project phase and applicability to ESMS Requirements

- Feasibility Phase: upon arise of a new opportunity, projects shall be screened to identify potential E&S risks and associated liabilities, action plans and studies shall be developed to address E&S risks;
- Development and Construction Phase: in event that projects receive "Go" status and is economically feasible to be further developed, projects shall complete process of conceptual design, planning, engagement of EPC contractor, construction activities and performance monitoring. Whereby E&S aspects shall be taken into consideration at each process; and
- Operation Phase: post commencement operation date, ESMS shall be integrated as part of operations of each operating asset with performance monitoring, reporting and improvement.

4 E&S Leadership and Policy

Purpose:

- Visibly demonstrate commitment and incorporating E&S matters as part of the business planning and operation process.
- Actively participate in activities supporting ESMS implementation internally and externally and recognize effectiveness of Quality, Health, Safety, and Environment Management System (QSHE MS) implementation and performance.

Relevant Documents:

- E&S Policy endorsed by Chairman of the Board (addressing Code of Conduct concerning community, society and the environment, the Corporate Sustainability Policy and the Human Rights Policy)

URL: [Environmental and Social Policy](#) | [RATCH Group PCL. \(RATCH\)](#)

- RATCH ESMS Organization Structure endorsed by Chief Executive Officer

5 E&S Risk Assessment

5.1 Compliance Management

Purpose:

- To ensure conformance to relevant laws, regulations, contractual and other applicable requirements (e.g., lenders requirements).

Relevant Documents:

- Regulatory register and compliance status
- Monitoring, Reporting and Disclosure Procedure and Template

5.2 Site Screening and Categorization

Purpose:

- To determine “Go/ No Go” status of potential project or any potential material risks that requires additional studies.
- To confirm compliance of project against international practices, lender’s policies and exclusion lists.

Relevant Documents:

- Site Screening and Categorization Procedure
- E&S Due Diligence Report
- Monitoring, Reporting and Disclosure Procedure and Template

5.3 Impact Assessment

Purpose:

- To assess the environmental and social risks and associated impacts, in order to determine appropriate control measures and/or corrective actions to mitigate the impacts and risks.

Relevant Documents:

- ADB Safeguard Requirements
- IFC Performance Standards
- IFC EHS Guidelines for Power sector (e.g., Electric Power Transmission and Distribution, Geothermal Power Generation, Thermal Power and Wind Power)
- Monitoring, Reporting and Disclosure Procedure and Template

5.4 Land Acquisition

Purposes:

- To secure land for a development project in a manner that complies with regulatory requirements and provides fair compensation to landowners.
- To minimise the adverse impacts on affected persons through implementation of appropriate mitigation measures.

Relevant Documents:

- Land Acquisition Procedure
- Resettlement Plan
- Livelihood Restoration Plan
- IFC Performance Standard 5: Land Acquisition and Involuntary Resettlement
- ADB's Safeguard Requirement (SR2) on Involuntary Resettlement
- Monitoring, Reporting and Disclosure Procedure and Template

5.5 Biodiversity Plan Development

Purposes:

- To assess the impacts on biodiversity and establish mitigation measures to protect and conserve biodiversity.
- To avoid any impacts on critical habitats and species listed as Endangered on the IUCN Red List of Threatened Species.

Relevant Documents:

- Biodiversity Action Plan
- Biodiversity Management Procedure
- IFC Performance Standard 6: Biodiversity Conservation and Sustainable Management of Living
- Monitoring, Reporting and Disclosure Procedure and Template

5.6 Indigenous People Plan Development

Purposes:

- To avoid adverse impacts of project activities on Indigenous People and where avoidance is not possible, establish measures to minimize and/or compensate for the impacts.

Relevant Documents:

- Implement Indigenous People Action Plan
- Monitoring, Reporting and Disclosure Procedure and Template

5.7 Environmental, Health & Safety and Community Risk Assessment

Purposes:

- To identify environmental, health & safety and community risks and opportunities associated with organizational activities, and to effectively incorporate these risks and opportunities into the environmental and social management of the organization.

Relevant Documents:

- E&S Risk assessment register
- Operational E&S Risk Assessment Procedure
- Technical risk assesses results
- Monitoring, Reporting and Disclosure Procedure and Template

6 Project Design and Development

6.1 Design/ Technology Selection

Purpose:

- To consider best technological options for project design in order to minimize environmental and social risk.

Relevant Documents:

- IFC EHS Guidelines for Power sector (e.g., Electric Power Transmission and Distribution, Geothermal Power Generation, Thermal Power and Wind Power)

6.2 Project Development

Purposes:

- To ensure that risks and control measures identified from the impact assessment process are incorporated throughout the project development and communicated to personnel working with/ and on behalf of RATCH.

Relevant Documents:

- Standard requirements on E&S requirements for EPC contractors
- ESMP for Construction
- Daily, Weekly and Monthly ES reports
- Monitoring, Reporting and Disclosure Procedure and Template
- E&S handover package for asset operation such as, but not limited to,
 - Operational and Maintenance Manual for equipment/ machines/ systems
 - Testing and Commissioning Data
 - Copies of Statutory Approvals/ Waivers/ Conditions
 - EHS&S Operational Control Procedures
 - Punch List (e.g. interior or exterior issues, incorrect installations, mechanical issues, damages during course of the project, any unaddressed items outlined in the contract, etc.)
 - Environmental Management Plan for Operational Phase
 - Construction Contract Records
 - As-built Drawings (documents that allow a compare and contrast between the design and final specifications.)

6.3 *Chance-Find Management*

Purpose:

- To establish a clear process for handling cultural heritage encountered during construction/ operational activities, in order to prevent encountered chance-finds from being damaged, altered or disturbed.

Relevant Documents:

- Chance-Find Procedure
- IFC Performance Standard 8 Cultural Heritage
- Monitoring, Reporting and Disclosure Procedure and Template



ENVIRONMENTAL, HEALTH AND SAFETY MANAGEMENT

7 Environmental, Health and Safety Management

7.1 Operational Control Programs

Purpose:

- To manage risks and mitigate environmental, occupational health and safety risks from operational activities through implementation of control measures.

Relevant Documents:

- Operational control procedures for activities posting high environmental, health and safety risks
- Inspection checklist
- Monitoring, Reporting and Disclosure Procedure and Template

7.2 Environmental Management

Purpose:

- To ensure efficient resources uses for operations through technologies and best practices.
- To mitigate the negative environmental consequences from emissions and discharge.

Relevant Documents:

- Corporate environmental objectives and targets
- Water Risk Assessment Procedure
- GHG Inventory and Reporting Procedure
- Environmental performance report
- Monitoring, Reporting and Disclosure Procedure and Template

7.3 Health and Safety Management

Purpose:

- To eliminate, reduce and control work-related risks in order to prevent any incidents, illness and injury from work.

Relevant Documents:

- Corporate health and safety objectives and targets and results
- Permit to work system procedure
- Monitoring, Reporting and Disclosure Procedure and Template

7.4 Emergency Preparedness and Response

Purpose:

- To identify and prepare response for potential emergency scenarios, with the aim of preventing and mitigating the negative impacts imposed on the environment and surrounding communities.

Relevant Documents:

- Emergency Response Plan
- Emergency equipment readiness inspection records
- Emergency drill records
- Monitoring, Reporting and Disclosure Procedure and Template

8 Social Management

8.1 Stakeholder Engagement

Purpose:

- To identify and prepare response for project impact and potential emergency scenarios, with the aim of preventing and mitigating the negative impacts imposed on the environment and surrounding communities.

Relevant Documents:

- Stakeholder Management Procedure
- Stakeholder Engagement Plan
- Communication records

8.2 Community Health and Safety Management

Purpose:

- To ensure the safety and security of surrounding community and environment within the vicinity of project protected and controlled.

Relevant Document:

- Labour Influx Management Plan
- Traffic Management Plan
- Construction/ Operation Environmental and Social Management Plan
- Monitoring, Reporting and Disclosure Procedure and Template

8.3 Labour Management

Purpose:

- To promote a discrimination-free workplace, treat all workers equally, and provide a safe, healthy environment for personal and career growth.

Relevant Documents:

- Human Resource Policy
- Employee Handbook/ Manual
- Monitoring, Reporting and Disclosure Procedure and Template

8.4 Human Rights Management

Purpose:

- To respect and protect stakeholder's fundamental rights.
- To achieve effective human rights management and prevention of violation within RATCH.

Relevant Documents:

- Human Rights Policy
- Employee Handbook/ Manual
- Monitoring, Reporting and Disclosure Procedure and Template

8.5 Grievance Management

Purpose:

- To establish a process for systematically managing grievances raised by stakeholders.
- To provide remedy for grievances raised that result, in order to avoid negative impacts.

Relevant Documents:

- Grievance Record
- Monitoring, Reporting and Disclosure Procedure and Template

9 Sustainable Procurement

Purpose:

- To develop a systematic process for selecting and engaging with contractors/suppliers providing services and products to RATCH by integrating E&S risk-based control approach into procurement process.

Relevant Documents:

- Corporate Sustainable Procurement Protocol
- Project-specific TOR
- Contractors/ suppliers self-declaration form and records
- Supplier ESG Risk Screening form and records
- Supplier ESG Assessment form and records
- Gaps, corrective, and preventive action plans

10 Capacity Building

Purpose:

- To have organizational capacity related to E&S management and safeguards in alignment with application standards.

Relevant Documents:

- Job Descriptions
- Training Need Matrix, Plan, Record Templates

11 Performance Evaluation

11.1 Monitoring, Reporting and Disclosure

Purpose:

- To establish indicators to monitor, measure, analyze and evaluate E&S performance.
- To set assurance process for ensuring that ESMS requirements have been implemented throughout the project cycle.

Relevant Documents:

- E&S Monitoring and Measurement Plan
- Data collection tools
- Monitoring, Reporting and Disclosure Procedure and Template

11.2 Inspection, Audit and Verification

Purpose:

- To establish processes to assess and assure compliance status against standards, legal requirements, and best practices.

Relevant Documents:

- Inspection and Audit Procedure
- Inspection Records/ Audit Checklist
- Monitoring, Reporting and Disclosure Procedure and Template

11.3 Incident and Accident Management

Purpose:

- To determine, record and take action on any incidents/ accidents and implement measures to prevent future reoccurrence.
- To encourage a culture of safety awareness and responsibility among employees and contractors through feedback and acknowledgment of incident reporting.

Relevant Documents:

- Incident Management Procedure and Records
- Crisis Management Plan
- Monitoring, Reporting and Disclosure Procedure and Template

12 Continual Improvement

Purpose:

- To ensure efficiency of ESMS implementation and management of E&S performance.

Relevant Documents:

- Minutes of meetings

Annex A

	ESMS Section	Equator Principle	ADB Safeguard Policy Statement	IFC Performance Standard (PS)	ISO 14001:2015 EMS	ISO 45001:2018 OHSMS
1	Introduction					
1.1	Background				4.1	4.1
1.2	Scope and Boundary				4.3	4.3
2	Roles and Responsibility			PS 1	4.2 and 5.3	4.2 and 5.3
3	E&S Management System Structure			PS 1	4.4	4.4
4	E&S Leadership and Policy			PS 1	5.1	5.2
5	E&S Risk Assessment					
5.1	Compliance Management		SR 1	PS 1	6.1.3	6.1.3
5.2	Site Screening and Categorization	[x]	SR 1, SR 2, SR 3	PS 1	6.1.2	6.1.2
5.3	Impact Assessment	[x]	SR 1, SR 2, SR 3	PS 1	6.1.2	6.1.2
5.4	Land Acquisition		SR 2	PS 5		
5.5	Biodiversity Plan Development		SR 1	PS 6		
5.6	Indigenous People Plan Development		SR 3	PS 7		
5.7	EHS and Community Risk Assessment		SR 1	PS 1		
6	Project Design and Development					
6.1	Design/ Technology Selection		SR 1	PS 3		
6.2	Project Development		SR 1			8.1.4
6.3	Chance-Find Management		SR 1	PS 8		
7	Environmental, Health and Safety Management					
7.1	Operational Control Programs	[x]	SR 1	PS 1	6.2, 8.1-8.2	6.1.4, 6.2
7.2	Environmental Management	[x]	SR 1	PS 1 and PS 3	8.1	
7.3	Health and Safety Management	[x]	SR 1	PS 1 and PS 2		8.1
7.4	Emergency Preparedness and Response		SR 1	PS 1 and PS 4	8.2	8.2
8	Social Management					
8.1	Stakeholder Engagement		SR 1	PS 1		
8.2	Community Health and Safety Management			PS 4		8.2
8.3	Labour Management			PS 2		
8.4	Human Rights Management	[x]		PS 2		
8.5	Grievance Management			PS 2	7.4	7.4
9	Sustainable Procurement			PS 2		8.1.4
10	Capacity Building			PS 1 and PS 2	7.1-7.5	7.1-7.5
11	Performance Evaluation					
11.1.1	Monitoring, Reporting and Disclosure	[x]		PS 1	9.1	9.1
11.1.2	Inspection, Audit and Verification			PS 1 and PS 2	9.2	9.2
11.1.3	Incident and Accident Management			PS 1 and PS 2		10.2
12	Continual Improvement			PS 1	9.1, 10.1-10.3	9.3 and 10.3



RATCH GROUP PCL.

72 Ngam Wong Wan Rd., Bangkhen,
Muang Nonthaburi, Nonthaburi, 11000
T: (66) 0 2794 9999
W: www.ratch.co.th



STAKEHOLDER ANALYSIS AND ENGAGEMENT PROCEDURE

ENVIRONMENTAL AND SOCIAL MANAGEMENT SYSTEM

August 2024

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1. PURPOSE

The Stakeholder Analysis and Engagement Procedure is to establish an approach for identifying, analyzing, and engaging stakeholders (both internal and external) throughout the entire project lifecycle. It is understood that having open communication channel between stakeholders enables information to be communicated on a routine basis, aligning stakeholder interests, mitigating potential conflicts, and fostering a collaborative environment that supports the project's objectives.

2. SCOPE

The scope of this procedure covers both internal and external stakeholders who may be affected by or have an impact on the project activities throughout the project lifecycle. In order to understand method for interacting effectively with stakeholders. It is required that each construction project and operating asset shall develop own stakeholder identification and mapping plan.

3. DEFINITIONS

Stakeholder	Refers to an individual, group, or organization who is affected by or can affect the success of a project or business. These individuals, groups, or organizations that have an interest in the outcomes. Stakeholders can be both inside and outside the organization operating the project. Their involvement and decisions can either positively or negatively impact the project. Some stakeholders, known as critical or key stakeholders, are particularly important for the project's existence and success.
Stakeholder Engagement	Refers to the process of actively involving and communicating with people or groups who are affected by or can affect a project. This process involves reaching out, listening, and interacting with these individuals to understand their needs, address concerns, and include their input in decision-making. Such engagement is essential for building positive relationships, fostering collaboration, and ensuring that the project aligns with the interests of those involved.

4. ROLES AND RESPONSIBILITIES

4.1 ENVIRONMENTAL AND SOCIAL MANAGEMENT COMMITTEE

- Acknowledge the implementation of the stakeholder engagement plans and efficiency of implementation (e.g., review E&S performance).
- Review and approve the stakeholder engagement plans, targets and goals.
- Review efficiency of on stakeholders' concern and complaint handling process.

4.2 ENVIRONMENTAL AND SOCIAL MANAGEMENT SYSTEM MANAGER

- Implement, maintain and update this procedure as required. Outputs of completing the stakeholder identification, mapping and engagement processes should be communicated to relevant departments.
- Collaborate with various responsible persons and functions to ensure that stakeholder inquiries/ concerns are addressed appropriately.
- Support as a RATCH's point of contact for issues that may require coordination with environmental and social related regulators/ investors.

4.3 BUSINESS DEVELOPMENT FUNCTION/ ASSET MANAGEMENT

Depending on the project development, construction and operation phase, either Business Development Function/ Asset Management shall work and support Community Relations/ Liaison Team to undertake the following:

- Identify all project related stakeholders as part of the stakeholder identification and mapping process.
- Gather input from key departments directly engaging with stakeholders such as the Community Relations/ Liaison Team for community/ sensitive receptors, Legal Department for government bodies.
- Prioritize stakeholders based on the interest and influence level.
- Facilitate session or gather additional information on engagement approach to manage stakeholders concerns and expectations.
- Communicate plans for stakeholder engagement to relevant responsible departments.
- Create, manage and maintain relationships with key stakeholders - ensure implementation of engagement programs (e.g., provision of communication channels).

4.4 COMMUNITY RELATIONS/ LIAISON TEAM

- Provide input for the stakeholder identification and prioritization process as well as during the development of the stakeholder engagement plan.
- Implement the stakeholder engagement plan and update progress to Business Development Function/ Asset Management and the E&S Manager.

5. PROCEDURE

5.1 STAKEHOLDER IDENTIFICATION AND ANALYSIS

- 5.1.1 Identify stakeholders relevant to each part of the project life cycle via conducting a stakeholder identification and mapping workshop. Methods that can be used include: primary/ secondary data collection (e.g., previous project reports) and baseline analysis, engagement activities (e.g., during public participation sessions, household surveys, focus group discussions, key informant interviews etc.), or impact assessment of social receptors. Objectives of the stakeholder identification and mapping workshop is to:
- Identify and understand interest, issues, concerns and expectations of stakeholders relevant to projects;
 - Understand stakeholder's level of influence; and
 - Determine appropriate engagement processes, tools and channels for each stakeholder group.
- 5.1.2 Seek advice from subject matter experts (e.g., departments directly involved in engaging the stakeholder) to gather more insights and perspective of the stakeholder group.
- 5.1.3 Determine the level of interest and influence of each stakeholder group.
- **Influence:** The capacity of an individual or group to impact decisions or results (e.g., regulatory authority/ decision making personnel or lender or financial investor or community nearby project location may have high influence levels).
 - **Interest:** The level of concern or impact experienced by an individual or group in relation to a decision or project (e.g., customers/ employees/ community may have high interest levels in the project development).
- 5.1.4 Consider external factors which may influence the stakeholder involved with the project development/construction/operation.
- **Distance of Community:** Closer communities may have more direct impacts and require more frequent and in-depth engagement.
 - **Vulnerable or Sensitive Groups:** Identify and consider the needs and concerns of vulnerable or sensitive groups within the stakeholder community, such as children, elderly individuals, or those with specific health conditions.
 - **Business Activity in Surrounding Area:** Understand the economic activities in the surrounding areas, as businesses may have specific interests or concerns related to the project's potential impact on their operations.
 - **Cultural and Social Sensitivity:** Understand and respect the cultural differences among the people involved. Adapt engagement strategies to align with local customs and traditions.
 - **Environmental Considerations:** Assess the potential environmental impact of the project on the surrounding areas, including ecosystems, water bodies, and wildlife.
 - **Historical and Social Context:** Consider historical relationships and context with stakeholders. Past interactions and experiences may influence current attitudes and perceptions.
 - **Technological Infrastructure:** Assess the existing technological infrastructure in the area. Stakeholders related to technology and infrastructure may have specific interests and concerns.
 - **Accessibility and Transportation Routes:** Evaluate the accessibility of the project site and transportation routes. Engage with stakeholders involved in transportation to address potential impacts on infrastructure and traffic.

- 5.1.5 Prioritize each stakeholder group based on the stakeholder's interest level and influence level using Figure 5.1. Stakeholders shall be grouped into "Manage Closely", "Keep Satisfied", "Keep Informed" and "Monitor" respectively. Examples of stakeholder groups and the associated mapping levels provided in Table 5.1.

FIGURE 5.1: STAKEHOLDER MAPPING MATRIX

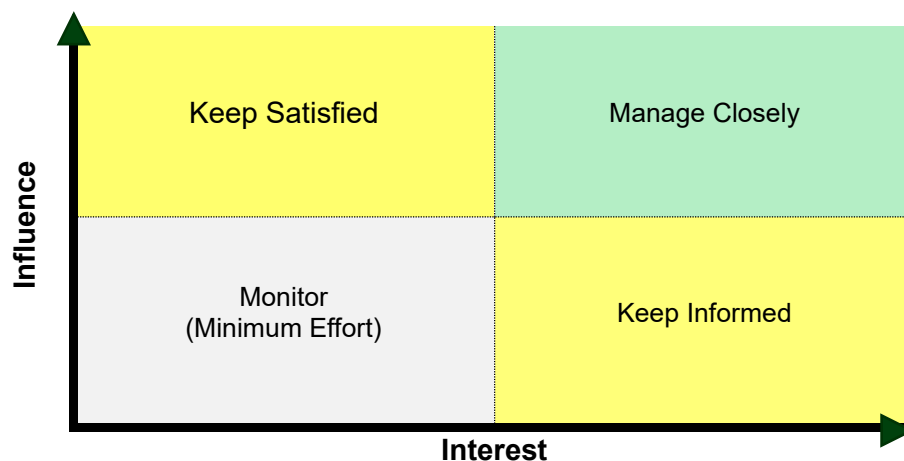


TABLE 5.1: STAKEHOLDER MAPPING MATRIX

Stakeholder	Description	Example of Engagement Activity
Government Regulatory Bodies	Regulatory bodies have a high influence due to their authority in approving and regulating power plant operations. They also have a high interest in ensuring compliance with environmental and safety standards.	<ul style="list-style-type: none"> To secure necessary approvals and regulatory compliance by actively engaging with regulatory authorities. Ensure transparent communication to address concerns and reporting.
Local Community Leaders	Community leaders or representatives who have influence within the local community and a high interest in the project's impact on their activities.	<ul style="list-style-type: none"> Establish a collaborative relationship with community leaders to align project goals with community interests. Develop strategies to mitigate any negative community impacts through inclusive decision-making processes.
Shareholders and Investors	While they hold significant influence due to their financial stake, their interest might be more financial returns.-.	<ul style="list-style-type: none"> To maintain financial support and confidence by providing regular updates on financial /operating performance.
Off-taker and Utility Companies or Grid Operator	These entities may have high influence due to their role in power distribution, but their interest might be more technical and operational than community-focused.	<ul style="list-style-type: none"> Focus on technical and operational collaboration, ensuring alignment with Power Purchase Agreement and power distribution goals. Highlight the project's contributions to the overall efficiency of the utility network.

Stakeholder	Description	Example of Engagement Activity
Local Residents and Environmental Groups	While individual residents may have limited influence, they have a high interest in the project due to potential impacts on their daily lives. Environmental groups may have a strong interest in sustainability and ecological considerations.	<ul style="list-style-type: none"> Address community concerns and ensure minimal disruptions to daily life. Engage with environmental groups to incorporate sustainability measures, demonstrating commitment to ecological considerations.
Media Outlets	Journalists and media outlets may not have direct influence, but they have a high interest in reporting on any environmental, social, or operational issues related to the power plant.	<ul style="list-style-type: none"> Facilitate transparent communication to address media interest. Proactively share information on environmental, social, and operational aspects, mitigating the risk of negative publicity.
Suppliers	Suppliers may have a low level of influence and interest unless there are specific supply chain issues or concerns. Although they have low influence, their cooperation is vital for project success.	<ul style="list-style-type: none"> Maintain a cooperative relationship with suppliers, addressing any specific concerns or supply chain issues promptly. Ensure their compliance with the supplier code of conduct
Some Local Businesses	Depending on the nature of their operations, certain local businesses may have limited influence and interest if their activities are not directly impacted. While their influence and interest may be low, understanding their concerns can contribute to positive community relations.	<ul style="list-style-type: none"> Engage with local businesses based on their operational needs.
International Environmental Organizations	Certain international environmental organizations may have a high interest in ensuring sustainable and environmentally friendly practices, potentially influencing public opinion. While they may not have direct influence, their positive opinion can influence public perception and project reputation.	<ul style="list-style-type: none"> Collaborate with these organizations to showcase the project's commitment to sustainable practices.

Remark: The examples of stakeholders, as shown in Table 5.1, is subject to variation based on the significance of each party's contribution to the project.

5.2 STAKEHOLDER ENGAGEMENT

5.2.1 Determine the stakeholder engagement strategies based on the stakeholder mapping results. Approaches that can be adopted include:

- **Engagement planning:** a proactive method whereby RATCH's project company or Community Relations/ Liaison Team should reach out to key stakeholder groups to encourage involvements, information sharing, and addressing any issues in a timely manner. This approach may be supported by a Stakeholder Engagement Plan.
- **Mitigation measures:** a reactive engagement approach where response to concerns or grievances raised by stakeholders are addressed coherently and in a predetermined manner. This approach may be supported by a Grievance Management Procedure.

5.2.2 Develop a supporting Stakeholder Engagement Plan which should include the following information (at a minimum):

- Brief project overview;
- Stakeholder groups, with supporting identified issue;
- Engagement and communication frequency based on the priority of stakeholder group;
- Disclosure mechanism;
- Monitoring and reporting processes;
- Roles and responsibilities for completing engagements;
- Any linkages to Environmental (and Health) Impact Assessment reports, advocacy and communication plans.

5.2.3 Select appropriate engagement activities based on project phase and stakeholder groups. Examples of engagement activities provided in Table 5.2.

TABLE 5.2: EXAMPLES OF STAKEHOLDER ENGAGEMENT PROGRAMS

Program	Objective	Approach
Construction phase		
Surveys	<ul style="list-style-type: none"> • Gather input and opinions from a diverse range of stakeholders. • Identify key concerns, preferences, and expectations. 	<ul style="list-style-type: none"> • Develop survey questions that align with engagement goals. • Consider using a mix of open-ended and close-ended questions. • Specify the methods and channels for distributing surveys. • Ensure accessibility for all stakeholders.
Meetings with local communities	<ul style="list-style-type: none"> • Facilitate open communication with a large audience. • Address general concerns and provide high-level information. 	<ul style="list-style-type: none"> • Define the frequency and format of meeting sessions. • Prepare an agenda that includes time for Q&A. • Determine whether sessions will be in-person or virtual.
Interviews	<ul style="list-style-type: none"> • Gain in-depth insights from specific stakeholders. • Address individual concerns and expectations. 	<ul style="list-style-type: none"> • Develop an interview guide with targeted questions. • Schedule interviews and ensure a comfortable setting. • Develop an interview guide with targeted questions.
Consultation Meeting	<ul style="list-style-type: none"> • Engage decision-makers and key 	<ul style="list-style-type: none"> • Clearly communicate the purpose and expected outcomes.

Program	Objective	Approach
	stakeholders in strategic discussions. <ul style="list-style-type: none"> Obtain feedback on implementation plans. 	<ul style="list-style-type: none"> Provide pre-meeting materials for preparation.
Operation phase		
Training and Workshop	<ul style="list-style-type: none"> Enhance the skills and knowledge of stakeholders for effective implementation. Foster a collaborative learning environment. 	<ul style="list-style-type: none"> Incorporate hands-on activities and practical scenarios. Choose experienced facilitators with expertise in the subject matter. Establish mechanisms for gathering feedback during and after sessions. Use feedback to refine future training efforts.
Site Visits	<ul style="list-style-type: none"> Investigate on-site aspects relevant to the implementation. Identify potential challenges and opportunities. 	<ul style="list-style-type: none"> Gather a diverse group of experts to thoroughly investigate the matter. Ensure team members have relevant expertise. Define the methods and tools for on-site investigations.
Communication Plan	<ul style="list-style-type: none"> Develop a comprehensive communication plan for the implementation phase. 	<ul style="list-style-type: none"> Define communication channels, frequency, and key messages. Set clear actions, deadlines, and designate a responsible person to ensure the completion of these actions.
Consultation Meeting	<ul style="list-style-type: none"> Engage decision-makers and key stakeholders in strategic discussions. Obtain feedback on implementation plans. 	<ul style="list-style-type: none"> Establish tripartite pacts including key influenced groups within the community as collective dialogue/ discussion panel on power plants' operation and community concerns Clearly communicate the purpose and expected outcomes.

Remark: The stakeholder engagement programs presented in Table 5.2 serve as guidance and should be adjusted, based on project's activities and the priority levels of each stakeholder.

5.3 MONITORING AND REVIEW

5.3.1 Monitor performance of determined activities set out for stakeholder engagement. Key performance indicators may include but is not limited to:

- Frequency of communication made
- Number of complaints
- Number of resolved complaints
- Average time required for resolving issues/ complaints.
- Number of mass media articles/ reports on projects
- Types of mass media article/ reports on project (e.g., positive, or negative);
- Number of stakeholders involved in each engagement program.

5.3.2 Review the effectiveness of implementation and update the stakeholder engagement plan at least once a year (or in the event of change).

- 5.3.3 Communicate updates to relevant departments required to implement the engagement programs.

6. RELATED DOCUMENTS

- Environmental and Social Risk Screening Tool
- Monitoring, reporting and disclosure template

ESMS - PROCEDURE

RATCH GROUP PCL.

72 Ngam Wong Wan Rd., Bangkhen,
Muang Nonthaburi, Nonthaburi, 11000

T: (66) 0 2794 9999

W: www.ratch.co.th

