

STAKEHOLDER ENGAGEMENT GUIDELINE

1. OBJECTIVE

Minor International PCL (“MINT” or the “Company”) believe that engaging with stakeholders is fundamental to good corporate governance. We seek to engage with both internal and external stakeholders to understand their concerns, expectations, and priorities. In addition, we seek to learn from their expertise and feedbacks to improve our operations and to better serve our stakeholders.

The overarching objectives of stakeholder engagement are to limit the risks and potential reputational damages associated with poor stakeholder relations and create opportunities through constructive engagements.

The Stakeholder Engagement Guideline aims to:

- Provide guidance for identifying and prioritizing stakeholders
- Provide guidance on conducting inclusive and responsive stakeholder engagement
- Provide approaches to engage with stakeholders including methods for responding to stakeholders

The Stakeholder Engagement Guidelines has been developed in accordance with [AA1000 AccountAbility Stakeholder Engagement Standard](#) and incorporating best practices from the [IFC's Stakeholder Engagement Handbook](#).

2. SCOPE

These Guidelines apply to Minor International, all Business Units divisions and offices, across all jurisdictions where we operate, including any subsidiaries and affiliates entities in which the Company has interest and operational control.

3. GUIDELINE

Key Guiding Principles of Stakeholder Engagement

Stakeholder engagement is a two-way dialogue that conducted in good faith and is responsive to the views, experiences and expectations being exchanged. It's an ongoing process focused on building a mutually beneficial relationship, considering the stakeholder's diverse needs and potential impacts to the wider society and environment. The engagement process should be inclusive, timely, transparent, and respectful.

STAKEHOLDER ENGAGEMENT PROCESS

The engagement process shall follow below steps:-

1. Identification

Factors to consider when identifying stakeholders:

- **Interest** – stakeholders who are dependent on or may be directly or indirectly impacted by the Company’s products, services, and performance and stakeholders whom the Company is dependent on in order to operate (e.g. employees, suppliers)
- **Influence** – stakeholders who may have strategic impacts on the Company’s operations
- **Responsibility** – stakeholders to whom the Company has or potentially may have legal, commercial, or operational responsibilities
- **Diversity** – stakeholders who have different views that may lead to a new understandings and opportunities for actions

2. Prioritization

Profiling and prioritizing stakeholders are essential to engagement planning and implementation. In order to prioritize stakeholders based on their interest and influence, the personnel/function(s) responsible for engagement should seek to understand each stakeholder’s:

- **knowledge** of the issue(s) associated with the scope of the engagement
- **expectations** of the engagement
- existing **relationship** with the Company or other relevant stakeholders
- **willingness** to engage and participate in a meaningful dialogue
- **capacity** to engagement taking into account socioeconomic, cultural, and language barriers

Table 1: Stakeholder Identification and Profiling Template

Stakeholder	Stakeholder Group	Reasons to involve the stakeholder(s)	Why the stakeholder(s) may want to be involved (impacts / benefits)	Interest	Influence	Capacity

Stakeholders mapping should be conducted to define the approach and level of engagement.

Figure 1: Stakeholder mapping and approaches to engagement

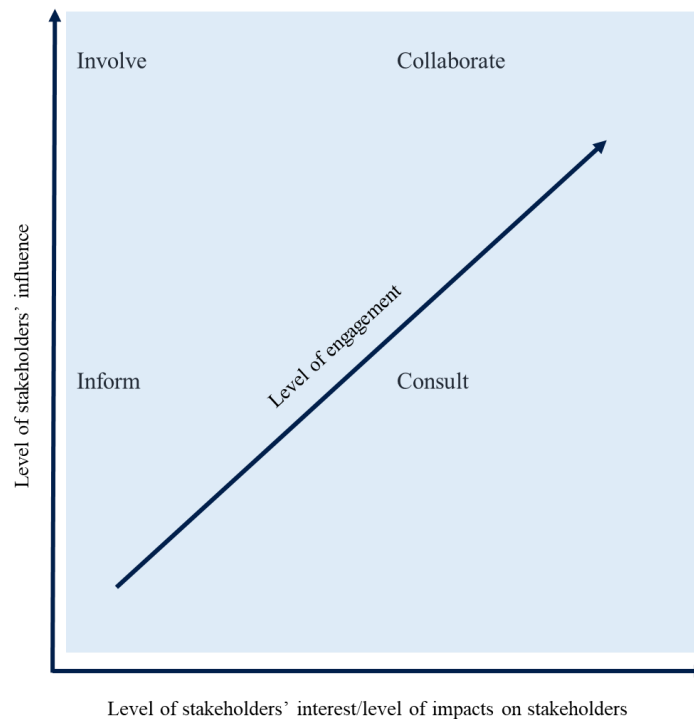


Figure 2: Example of methods and their associated levels of engagement

	Inform	Consult	Involve	Collaborate
Website	✓	✓	✓	✓
Social media	✓	✓	✓	✓
Lectures	✓	✓	✓	✓
Multi-stakeholder forums		✓	✓	✓
One-on-one meetings/interviews		✓	✓	✓
Town Hall meeting		✓	✓	✓
Workshops		✓	✓	✓
Questionnaires/surveys		✓	✓	✓
Practical demonstration			✓	✓
Steering group				✓

For more detail on the level and appropriate methods of engagement refer to [AA1000 AccountAbility Stakeholder Engagement Standard](#), Page 22.

3. Engagement

Engagement should be planned to ensure that:

- Timing and number of engagement events are designed to maximize stakeholder involvement and to avoid disruption to the ‘daily business’ of local stakeholders as well as be mindful of stakeholder ‘fatigue’
- Engagement is managed so that it is culturally appropriate, adequate and timely information and opportunities are provided to all stakeholders to be involved/contribute; and
- Engagement is undertaken prior to key decisions and informed by provision of objective and meaningful information
- Personnel/function(s) responsible for engagement provide feedback to stakeholders after engagement has concluded

Table 2: Stakeholder Engagement Planning Template

Topic of Consultation/Engagement	Engagement Approach	Location and dates	Target Stakeholders	Responsible Function	Intended Outcome

When engaging with local communities, consider holding engagement activities in local venue where stakeholders feel more comfortable to improve engagement productivity, provide transparency, and raise the level of ownership and accountability of the engagement process. In addition, where stakeholders do not have sufficient capacity to engage, capacity building measures should be developed and incorporated into engagement activities.

See Annex 1: Stakeholder Capacity Building Checklist

4. Monitoring, Evaluation, and Reporting

Personnel/function(s) responsible for engagement should document key discussion, open issues, and outputs (e.g., inquiries, recommendations, proposals, agreements, and actions) for each engagement. Summary of the engagement should be communicated to stakeholders involved for transparency and acknowledgement.

Any action plans resulting from the engagement should be monitored (setting relevant metrics to measure the effectiveness, as appropriate) with progress and results reported back to the stakeholders as appropriate. Outputs and outcomes from action plans should be evaluated based on their effectiveness and any lessons learned captured to improve future implementation and inform decision-making/strategy development process.

Disclosure of stakeholder engagement results should adhere to the following principles:

- Disclose early to provide stakeholder with relevant information in advance of decision making
- Disclose objective information
- Design disclosure to support consultation to ensure that stakeholders have the necessary information for an informed participation in future/on-going engagement
- Ensure accessibility of information

Table 3: Stakeholder Engagement Reporting Template

Stakeholder	Engagement Approach	Frequency of Engagement	Stakeholders' Expectation	Company's Initiatives and Responses

4. RELATED DOCUMENT

- [Business Partner Code of Conduct](#)
- [Sustainability Development Policy](#)
- [Whistleblower Policy](#)
- [Human Rights Policy](#)
- [Corporate Communication Framework](#)

Annex 1: Stakeholder Capacity Building Checklist

Stakeholder Capacity Building Checklist

- Take an inventory of current capacities — the skills and knowledge that already exist among stakeholders — and gaps.
- Based on the inventory, determine which capacity-building activities need to be organized.
- Develop, plan, and facilitate group trainings and workshops.
- Develop messages in easy-to-understand language and deliver them using interactive methods, where possible.
- Plan capacity-building activities for and disseminate accurate and appropriate information to selected stakeholders.
- Create spaces for stakeholders to share their experiences.
- Encourage two-way communication and solicit input from stakeholders to voice their needs and concerns, and feedback on capacity-building and engagement activities.
- After each capacity-building activity, assess learning to ensure that the activity met its aims.