

Environmental
Social
Governance

Sustainability Manual

Contents

Sustainable Business Operation Policy

Scope of Application

Sustainability Framework

Appendices

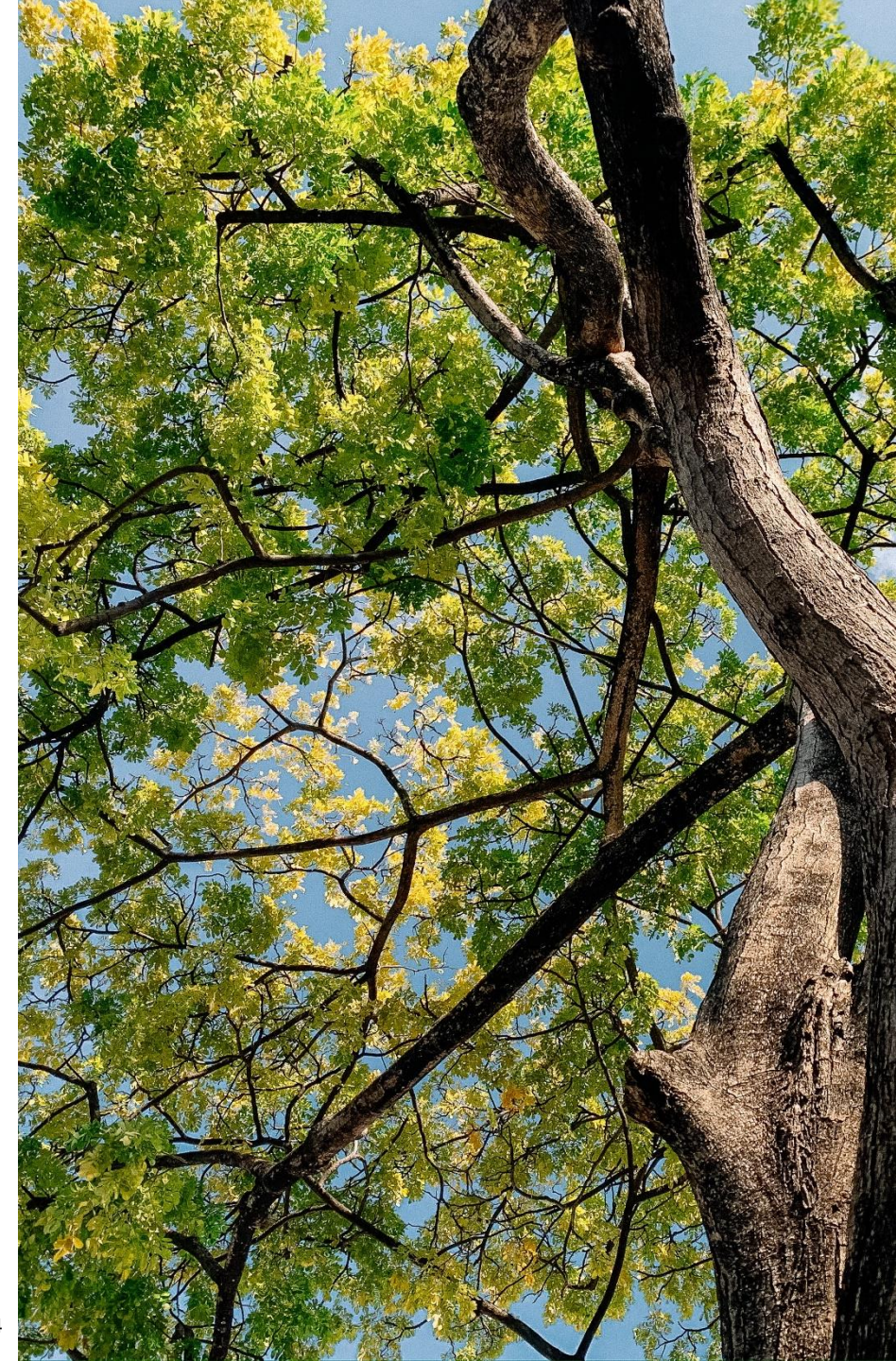
A. References

B. Responsibility Matrix

C. Guidebook

SUSTAINABLE BUSINESS OPERATION POLICY

- 1 Be committed to excellent operations, covering economic, environmental, community, and social dimensions.
- 2 Reduce negative impacts and increase positive impacts on stakeholders, environment, community, and society, as well as business process of the organization.
- 3 Promote development of business and social innovations to enhance efficiency and effectiveness, together with value added to the organization and stakeholders.
- 4 Promote sustainable development of business counterparts involving ethical business operation with transparency and without fraud or corruption, respect for human rights, caring for safety and occupational health, and environmental management



SCOPE OF APPLICATION

Organization	Application	Elaboration
EGCO Operated Businesses and 100% owned by EGCO	Mandatory	Framework is to be applied formally and on a consistent basis in accordance with the prescribed instruction
EGCO invests less than 100% with management control	Adopt	Framework is to be adopted on a consistent basis
EGCO invests less than 100% without management control	Inform	Framework is to be informed and implementation performance is to be reported to EGCO

The boundary of the Sustainability Manual covers all EGCO’s assets utilized for all types of power business conducted by EGCO (i.e. natural gas, coal, biomass, hydroelectric, solar, wind and geothermal).

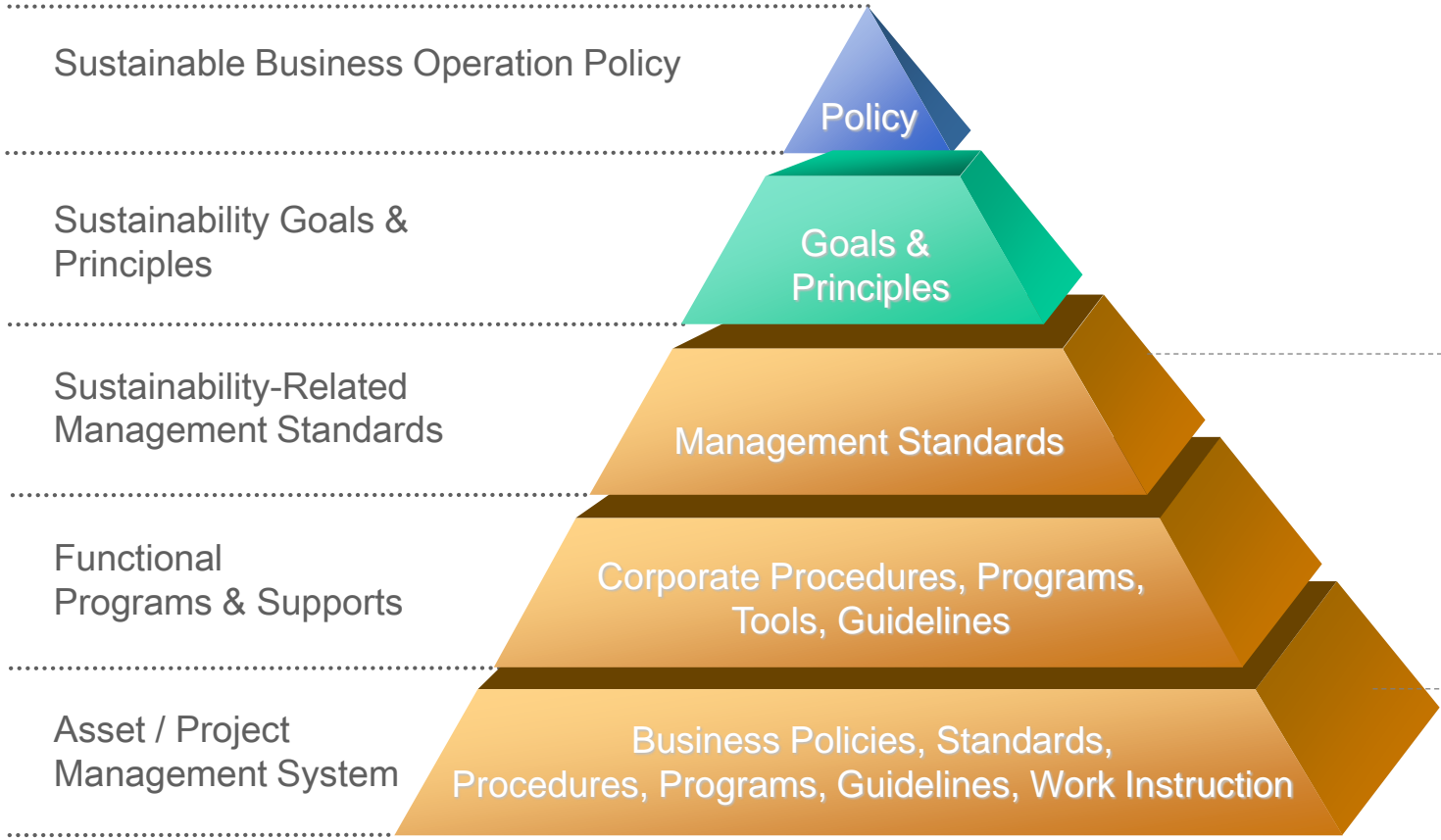
Newly acquired businesses or sites must conform to EGCO’s Sustainability Manual by performing a gap analysis to identify any gaps and implement gap closure actions to ensure conformance within three (3) years or upon the reasonable timeline agreed with EGCO.

Partners in businesses that are not directly under EGCO operational responsibility, such as associate companies, principal contractors, suppliers, and group companies in which EGCO has a substantial involvement, are expected to maintain their own performance standards that align with the EGCO Sustainability Management.

SUSTAINABILITY FRAMEWORK

EGCO Sustainability Management is hierarchical, where documents and systems must meet and support of those at higher levels

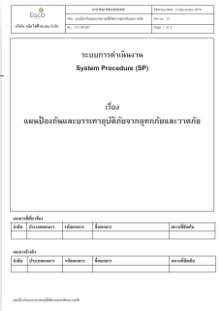
SUSTAINABILITY SYSTEMS AND DOCUMENTS




Example



Example



SUSTAINABILITY FRAMEWORK



Accountability

Integrate ESG issues into formal accountability process in place at the company

ELEMENT

- 1 Governance, Risk and Compliance




Strategic Alignment

Manage core ESG issues to business, products and services, operations and supply chains

ELEMENT

- 2 Ethics
- 3 Environment, Health and Safety
- 4 Contribution to Community and Society
- 5 Human Rights
- 6 Human Capital
- 7 Digital Transformation and Innovation




Stakeholder Engagement

Gather and respond to key stakeholders' feedback on the core ESG issues

ELEMENT

- 8 Stakeholder Engagement



Transparency Reporting

Measure and transparently communicate the company's performance and progress against the core ESG issues

ELEMENT

- 9 Monitoring and Reporting



ACCOUNTABILITY

from the top

Integrate ESG issues into formal accountability process in place at the company

Governance, Risk and Compliance

Notes



ACCOUNTABILITY

Governance, Risk and Compliance

Illustrate EGCO's commitment to account for its impacts on society and the environment

- For more information refer to
- [Corporate Governance](#)
- [Risk](#)

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

1. EGCO shall account for the significant impacts of its decisions and activities on society and the environment.

REQUIREMENTS

1.1 Identify material economic, environmental, social, and governance (ESG) risks & opportunities to business and assess their relative severity, especially issues impacting the company's cost, revenue, products and services, operations, supply chains and stakeholder perception



Tips/Evidence

- Enterprise Risk Management (ERM) policy and framework
- Key Risk Factors and Mitigation Measures include ESG Issues
- Emerging Risks
- Materiality Assessment

1.2 Keep track of emerging hot topics, by industry and public attention level



Tips/Evidence

- Emerging Risks

1.3 Assign accountabilities and develop necessary performance agreements



Tips/Evidence

- Structure and Responsibilities of the Board of Directors
- Sustainability Governance (responsible body or cross-functional body assigned)

1.4 Cascade Sustainability Policy, goals, KPIs and targets to all levels of the organization as appropriate

- Own operations (employees, direct activities, products or services)
- Subsidiaries and joint ventures



Tips/Evidence

- Business Strategy taking into account ESG Impacts, Risks, and Opportunities
- Corporate KPI
- Subsidiaries and joint ventures KPI



ACCOUNTABILITY

Governance, Risk and Compliance

Illustrate EGCO's commitment to respect for the rule of law and international norms of behavior, as well as be transparent in its decisions and activities impacted on society and environment.

- For more information refer to
- [Corporate Governance](#)
 - [Risk](#)

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

2. EGCO shall comply with legal requirements in all jurisdictions in which the organization operates and adhere to international practices and guidelines.

REQUIREMENTS

2.1 Identify and remain informed of all legal obligations

2.2 Comply with legal requirements in all jurisdictions in which the organization operates or significant investments and periodically review its compliance at least on an annual basis

2.3 Align with international policies, standards and management practices to which EGCO Group has committed, such as Sustainable Development Goals (SDG), Global Reporting Initiative (GRI), Dow Jones Sustainability Index (DJSI), and the United Nations Global Compact (UNGC)

2.4 Track and report all cases of violations of requirements or regulations, including any violations of economic, social, and environmental laws and regulations, to ensure transparency and accountability in operations



Tips/Evidence

- Regulatory Register includes ESG related legislation. *Consultation with relevant departments might be needed.*



STRATEGIC ALIGNMENT

the most important ESG issues for EGCO

Manage core Environmental Social Governance (ESG) issues to business and assess their relative severity, especially risks impacting the company's products and services, operations and supply chains

Notes

- Ethics
- Environment, Health and Safety
- Contribution to Community and Society
- Human Rights
- Human Capital
- Digital Transformation and Innovation



STRATEGIC ALIGNMENT

Ethics

Illustrate EGCO's commitment to behave ethically at all times in all interactions.

For more information refer to
• [Corporate Governance Principle](#)

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

1. EGCO shall establish oversight mechanisms and controls to monitor and enforce ethical behavior.

REQUIREMENTS

1.1 Adopt as a minimum the principles of Good Corporate Governance in all interactions :

- Own operations (employees, direct activities, products or services)
- Subsidiaries and joint ventures
- Suppliers (tier1 and non-tier 1), contractors, service providers, key business partners (e.g. non-managed operations, licensees, outsourcing partners, etc.)



Tips/Evidence

- Examples of acceptable audit or third party certification include internal compliance audit, certification against Private Sector Collective Action against Corruption, verification against GRI Standard (e.g. 102-16)



Tips/Evidence

- Good Corporate Governance Principles
- Code of Conduct for Directors
- Code of Conduct for Employees
- Anti-Corruption Policy
- Anti –Corruption Policy Manual
- EGCO Supplier Code of Conduct



STRATEGIC ALIGNMENT

Ethics

Illustrate EGCO's commitment to behave ethically at all times in all interactions.

For more information refer to [Whistle Blowing](#)

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

1. EGCO shall establish oversight mechanisms and controls to monitor and enforce ethical behavior. (cont.)

REQUIREMENTS

1.3 Track and publicly disclose violations, fines or settlements related to anti-competitive business practices, breaches of the Code of Conduct and Privacy, discrimination

1.4 Communicate the standards of ethical behavior expected from its personnel, business partner, suppliers, contractors, and other stakeholders



Tips/Evidence

- Forms of communication should also cover obtaining written/ digital acknowledgement of code of conduct and training.

PRINCIPLES

2. ECGO shall establish mechanisms to facilitate the reporting of unethical behavior without fear of reprisal.

REQUIREMENTS

2.1 Provide communication channels and processes for whistle blowing / notification of information and details



Tips/Evidence

- Whistle-blowing Channel



STRATEGIC ALIGNMENT

Environment, Health and Safety

Illustrate EGCO's commitment to respect and promote environmental, health, and safety issues.

For more information refer to

- [Environment](#)
- [Health and Safety](#)
- [Supply Chain Management](#)

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

1. EGCO should implement programs using a risk-based approach to avoid, assess, and reduce environmental and safety risks and impacts from activities, products and services.

REQUIREMENTS

1.1 Identify all national laws and regulations, as well as international conventions related to environmental, health and safety to which EGCO is committed.



Tips/Evidence

- ❑ Regulatory Register includes ESG related legislation. Consultation with relevant departments might be needed.

1.2 Adopt as a minimum EGCO Environmental, Health and Safety Policy and management system to working practices of:

- Own operations (employees, direct activities, products or services);
- Subsidiaries and joint ventures;
- Suppliers (tier1 and non-tier 1), contractors, service providers, key business partners (e.g. non-managed operations, licensees, outsourcing partners, etc.).



Tips/Evidence

- ❑ EGCO Environmental Policy
- ❑ EGCO's Occupational Health and Safety Policy
- ❑ EGCO Environmental and Social Management System (ESMS) Statement and Manual
- ❑ EGCO Supplier Code of Conduct
- ❑ OHS Manual



STRATEGIC ALIGNMENT

Environment, Health and Safety

Illustrate EGCO's commitment to respect and promote environmental, health, and safety issues.

For more information refer to

- [Environment](#)
- [Health and Safety](#)
- [Sustainability Report](#)

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

1. EGCO should implement programs using a risk-based approach to avoid, assess, and reduce environmental and safety risks and impacts from activities, products and services. (cont.)

REQUIREMENTS

1.3 Verify and validate environmental, health and safety management system of own operations by independent, third party assurance



Tips/Evidence

- Verification through international standards (e.g. ISO 14001, ISO 45001)



Tips/Evidence

- EHS Targets
 - Pollution prevention
 - GHG (Scope 1, Scope 2)
 - Waste (hazardous, non-hazardous)
 - Wastewater
 - Emissions (NOx, SOx, SF6, Dust)
 - Ash
 - Mercury
 - Sustainable resource
 - Energy consumption
 - Water consumption
 - Raw materials
 - Safety
 - Fatality (employees, contractors)
 - Process safety event
- EGCO Group's Biodiversity Statement of Commitments

1.4 Establish and achieve targets that promote cleaner and safer production



STRATEGIC ALIGNMENT

Environment, Health and Safety

Illustrate EGCO's commitment to respect and promote environmental, health, and safety issues.

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

2. EGCO shall mitigate climate change impacts related to EGCO's activities, products and services and reduce vulnerability to climate change.

REQUIREMENTS

2.1 Apply the Task Force on Climate-related Financial Disclosure (TCFD) in the management of climate-related risk and opportunities

2.2 Integrate climate change risks and opportunities into the company's centralized enterprise risk management program

PRINCIPLES

3. EGCO shall assess environmental impacts and opportunities before starting a new activity or project and use the results of the assessment as part of the decision-making process.

REQUIREMENTS

3.1 Conduct an environmental due diligence as part of any restructuring, mergers or acquisitions.

2.3 Use climate-related scenario analysis to inform business strategy and plan to adapt to physical climate risks

- Increase renewable electricity generation
- Phase out carbon-intensive electricity generation




Tips/Evidence

- ❑ EGCO Group Climate Strategy and Roadmap
- ❑ EGCO Climate Change risk and opportunity assessment. This can be done by external experts or embed in corporate risk assessment



Tips/Evidence

- ❑ Environmental Impact Assessment (EIA) Report 
- ❑ Green Investment Procedure



STRATEGIC ALIGNMENT

Contribution to Community and Society

Illustrate EGCO's commitment to community involvement.

For more information refer to

- [Participation in Development of Community and Society](#)

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

1. EGCO shall account for the significant impacts of its decisions and activities on community and society.

REQUIREMENTS

1.1 Develop group-wide Corporate Social Responsibility (CSR) Strategy that provides guidance to corporate citizenship and community activities and aligns with overall corporate strategy and committed Sustainable Development Goals.



Tips/Evidence

- ❑ EGCO Group's Group wide CSR strategy
- ❑ Corporate Citizenship Guidelines
- ❑ Participation in Social Development Policy and Guidelines
- ❑ Community Engagement and Development Policy and Guidelines

Accountability

Strategic Alignment

Stakeholder Engagement

Transparency & Reporting



STRATEGIC ALIGNMENT

Contribution to Community and Society

Illustrate EGCO's commitment to community involvement.

For more information refer to
• [Participation in Development of Community and Society](#)

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

1. EGCO shall account for the significant impacts of its decisions and activities on community and society. (cont.)

REQUIREMENTS

1.2 Adopt as a minimum the principles of Corporate Citizenship Guideline to include adherence to practices across the following aspects:

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

1.3 Focus on investment of corporate citizenship and community activities in order to create shared values and align with CSR priorities, business needs and committed SDGs, and which is applied across the organization from the corporate level to operations



Tips/Evidence

- CSR Priorities include;
 - Community: Project to improve the quality of life for communities surrounding the power plant
 - Education: Project to promote energy and environmental education and conservation
 - Environment: Project to conserve upstream forests and biodiversity
- Components that citizenship/philanthropic activities should comprise;
 - Alignment with CSR priorities, core business needs, stakeholder issues, Sustainable Development Goals
 - Clear objectives, and KPI
 - Effective communication of the approach and its performance to relevant stakeholder Groups



STRATEGIC ALIGNMENT

Contribution to Community and Society

Illustrate EGCO's commitment to community involvement.

For more information refer to

- [Participation in Development of Community and Society](#)

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

1. EGCO shall account for the significant impacts of its decisions and activities on community and society. (cont.)

REQUIREMENTS

1.4 Monitor and evaluate results of corporate citizenship and community activities, including input, output and impact business/ social / environmental indicators, and measure social returns on investment.



Tips/Evidence

- ❑ Recommended practice for measuring social contribution based on [London Benchmarking Group \(LBG\) Guidance Manual](#)
- ❑ Business drivers/KPIs: They may include, but are not limited to, product or business development, local development, reputation/ branding, human capital development and access to talent.
- ❑ Social/Environmental Benefit KPIs: Should be aligned with generally accepted social/environmental goals like the Sustainable Development Goals, Social Progress Index or similar.



STRATEGIC ALIGNMENT

Human Rights

Illustrate EGCO's commitment to respect human rights, including in its sphere of influence

- For more information refer to
- [EGCO's Human Rights](#)
 - [Supply Chain Management](#)

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

1. EGCO shall respect and encourage to any rights prescribed in national and international regulations and practices related to human rights.

REQUIREMENTS

1.1 Identify all national laws and regulations, as well as international conventions related to human rights to which EGCO is committed to:

- The human rights principles of the United Nations Global Compact: UNGC) in Human Rights;
- United Nations Universal Declaration of Human Rights;
- Core Conventions of the International Labour Organization (ILO Conventions)



Tips/Evidence

- Regulatory Register includes ESG related legislation. Consultation with relevant departments might be needed.

1.2 Adopt as a minimum of EGCO human rights policy and practices to working practices of:

- Own operations (employees, direct activities, products or services)
- Subsidiaries and joint ventures
- Suppliers (tier1 and non-tier 1), contractors, service providers, key business partners (e.g. non-managed operations, licensees, outsourcing partners, etc.)



Tips/Evidence

- EGCO's Human Rights Policy and Guideline
- EGCO Supplier Code of Conduct
- Human Rights Due Diligence Manual
- Human Rights Standard Practice
- Human Rights in Subsidiaries and Joint Venture



STRATEGIC ALIGNMENT

Human Rights

Illustrate EGCO's commitment to respect human rights, including in its sphere of influence

For more information refer to
• [EGCO's Human Rights](#)

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

2. EGCO shall develop a due diligence process to investigate and manage the human rights issues.

REQUIREMENTS

2.1 Identify and annually review material human rights issues relevant to own operations, subsidiaries, and joint venture companies, including the new projects that the human rights issues may occur and develop the mitigation measures for human rights issue management

2.2 Prevent the human rights impact which may be occurred from EGCO's operations and conduct a transparent investigation, mitigation, and management of occurred human rights violation incidents.



Tips/Evidence

- ❑ Human Rights Risk Register - consider engaging third party or external expert to support identification of material human rights issues
- ❑ List of material human rights issues covering all the project phases from investment decision, project development, operation to asset retirement. Example of issues labour rights, community and environment, supply chain management, customer rights, other rights



Tips/Evidence

- ❑ Human Right training courses focus on employees and functions with potential human rights violation, i.e. security guards, suppliers, contractors, etc.
- ❑ Transparent and systematic grievance management mechanism covering processes of receiving, submission, investigation, and conclusions of the complaints or lawsuits related to human rights violation.



STRATEGIC ALIGNMENT

Human Rights

Illustrate EGCO's commitment to respect human rights, including in its sphere of influence

- For more information refer to
- [EGCO's Human Rights](#)
 - [Supply Chain Management](#)

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

2. EGCO shall develop a due diligence process to investigate and manage the human rights issues. (cont.)

REQUIREMENTS

2.3 Integrate the human rights principle into the contracts of suppliers and contractors, apply the principles as part of the supply chain management process.

2.4 Adopt the human rights policy as a part of business investment decisions .



Tips/Evidence

- EGCO Supplier Code of Conduct
- Contracts with clause related to human rights



Tips/Evidence

- Human Rights Policy
- Human Rights Due Diligence



STRATEGIC ALIGNMENT

Human Capital

Illustrate EGCO's commitment to ensure fair and equitable treatment for workers lies with governments.

For more information refer to

- [Corporate Governance](#)
- [Employee Care](#)

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES



1. EGCO shall incorporate sustainability into board, executive and employee appraisal and remuneration.

REQUIREMENTS

- 1.1 Embed sustainability criteria in board nomination and expertise



Tips/Evidence

- Board of directors/supervisory board with industry experience and expertise in ESG related issues such as enterprise risk management, cybersecurity.
- Board skill matrix 
- Board charter 



STRATEGIC ALIGNMENT

Human Capital

Illustrate EGCO's commitment to ensure fair and equitable treatment for workers lies with governments.

For more information refer to
• [Employee Care](#)

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

1. EGCO shall incorporate sustainability into board, executive and employee appraisal and remuneration. (cont.)

1.2 Embed ESG into employee culture and reinforcing ESG issues through functional job description and performance evaluation

1.3 Provide reward and remuneration, including short and long-term incentives and benefits which may represent both economic and non-economic metrics



□ Tips/Evidence

- Examples of how to embed ESG related issues into human resource management
 - Employment contract
 - Annual performance review and performance appraisal systems
 - Inclusion of risk management criteria
 - Compliance with codes of conduct for Directors / Employees, information security/cybersecurity
 - Local implementation of the group-wide stakeholder engagement policy/procedure (local operations' top manager)
 - Participation in CSR activities
 - Remuneration
 - Compliance with codes of conduct for Directors / Employees
 - Financial incentives
 - incorporate risk management metric (senior executives, line managers)
 - management of ESG issues including the attainment of targets (such as climate change, emissions, safety, and revenue from low-carbon businesses)
 - other top priority ESG issues (executive level)
 - Training
 - Risk training
 - Code of conduct
 - Information security/cybersecurity awareness training
 - Capacity building and methods of stakeholder engagement as specified in the Stakeholder Engagement policy/procedure (Top local managers)
 - Disciplinary actions in case of breach i.e. warning, dismissal, zero tolerance policy
 - Breach of code of conduct
 - Breach of information security/cybersecurity
 - Breach of privacy policy.
 - Formal and informal engagement with employees to create understanding of ESG management through meetings, trainings, internal communication, etc.



STRATEGIC ALIGNMENT

Accountability

Strategic Alignment

Stakeholder Engagement

Transparency & Reporting

Human Capital

Illustrate EGCO's commitment to ensure fair and equitable treatment for workers lies with governments.

- For more information refer to
- [Employee Care](#)
 - [Corporate Governance Principle](#)

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

2. EGCO shall support fair treatment practices such as guaranteeing diversity, ensuring equal remuneration and supporting freedom of association.

REQUIREMENTS

2.1 Promote equal opportunities for levels and not discriminate either directly or indirectly in any labour practice including on the grounds of race, color, gender, age, nationality or national origin, ethnic or social origin, caste, marital status, sexual orientation, disability, health status or political affiliation



Tips/Evidence

- ❑ Diversity and Inclusion Policy [📄](#)
- ❑ EGCO Employee Engagement Survey
- ❑ Code of Conduct for Employees [📄](#)

PRINCIPLES

3. EGCO shall ensure organization has the appropriate skills set in order to execute the business strategy.

REQUIREMENTS

3.1 Develop comprehensive approach to identifying skill gaps, measuring human capital management



Tips/Evidence

- ❑ Human Capital Return on Investment (HROI) / Return on Employee Development
- ❑ EGCO Group Corporate KPIs



STRATEGIC ALIGNMENT

Digital Transformation and Innovation

Illustrate EGCO's commitment to digitalization and innovation development.

1. EGCO shall integrate digital technology (digital transformation) to advance process and people from operations, supply chains to products and services.

1.1 Embed the digital transformation to all EGCO business operation covered operation processes, human resources, product development, marketing, and corporate culture, as well as setting the growth target to achieve an efficiency business operation and able to support the rapid change.

1.2 Integrate the data linkage/sharing and collaboration across the organizations to able to completely harmonious operation and technology usage.



Tips/Evidence

- CG e-learning system
- e-document system for approval of policies
- PSMS action plan for risk assessment
- Human Resource Information System (HRIS)
- SAP for procurement and accounting
- Risk Management Information System (RMIS)
- Seek to adopt and where appropriate, promote the development and diffusion of environmentally sound technologies and services

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

Accountability

Strategic Alignment

Stakeholder Engagement

Transparency & Reporting



STRATEGIC ALIGNMENT

Digital Transformation and Innovation

Illustrate EGCO's commitment to digitalization and innovation development.

For more information refer to

- [Privacy Protection and Cyber Security](#)
- [Personal Data Protection](#)

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

2. EGCO shall establish oversight mechanisms and controls to monitor and enforce information security and data privacy management.

REQUIREMENTS

2.1 Apply Privacy policy to the entire operations, including suppliers



Tips/Evidence

- PDPA Manual
- Personal Data Protection Policy

2.2 Managed personal data in a transparent manner, and managed personal information security of relevant stakeholders, such as employees, customers, business partners and government agencies, in alignment with international best practices as well as conducted an internal audit and privacy policy compliance.

2.3 Implement procedure to eliminate organization risks and damages impacted to all kinds of data and information security including prevention of data criminals, attacks, subversions, espionages, and errors with the concerns of fundamental element of data security i.e. confidentiality, integrity, and availability



Tips/Evidence

- IT Security Policy and Guideline
- ISO 27001 Certification
- Incident Management Response
- Vulnerability Analysis Summary Report
- Personal Data Protection Act (PDPA) Statement



STRATEGIC ALIGNMENT

Digital Transformation and Innovation

Illustrate EGCO's commitment to digitalization and innovation development.

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

3. EGCO shall accelerate energy transition towards low carbon society with exceptional innovation.

REQUIREMENTS

3.1 Invest and develop the new businesses and services to support accelerate energy transition towards low carbon society

3.2 Offer sustainable, competitive and technologically advanced solutions, through alternative and flexible business models.



Tips/Evidence

- New S-Curve



STAKEHOLDER ENGAGEMENT

engage transparently with stakeholders

Gather and respond to key stakeholders' feedback on the core ESG issues

Stakeholder Engagement

Notes

Accountability

Strategic Alignment

Stakeholder Engagement

Transparency & Reporting



STAKEHOLDER ENGAGEMENT

Stakeholder Engagement

Illustrate EGCO's commitment to gather and respond to key stakeholders' feedback on the core ESG issues

For more information refer to

- [Corporate Governance Principle](#)
- [Environment](#)

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

1. EGCO shall identify and assess stakeholders taking into account the relative ability of stakeholders to contact, engage with and influence the organization.

REQUIREMENTS

1.1 Ensure that the corporate stakeholder engagement strategy is applied consistently across all operations to cover the following stakeholders;

- | | |
|----------------|--|
| ○ Customers | ○ Suppliers and business partners |
| ○ Shareholders | ○ Investors |
| ○ Government | ○ Society |
| ○ Employees | ○ Contractors and subcontractor |
| ○ Community | ○ Media |
| ○ Creditors | ○ Non-revenue generating organization (NGOs) |

1.2 Adopt as minimum of the principles of Good Corporate Governance Principles (Rights of Stakeholders) to include adherence to practices across the following aspects:

- Objective of stakeholder engagement linked to business objectives and milestones
- Identification and Prioritization of stakeholders
- Frequency and method of engagement (e.g. dialogue, consultation, interactive website, etc.)
- Ensuring the stakeholders have sufficient capacity to engage with you (e.g. when and how to introduce capacity building measures)
- Handling stakeholder engagement risks (e.g. disruptive stakeholders, participation fatigue, etc.)
- Communicating the results of Stakeholder Engagement

1.3 Develop and regularly update a Stakeholder Engagement Plan at Corporate and Operation levels

Tips/Evidence

- ❑ Stakeholder engagement in line with international standard such as AA1000SES
- ❑ Good Corporate Governance Principles (Rights of Stakeholders)
- ❑ ESMS Manual (Tool - Stakeholder Analysis and Engagement)
- ❑ Stakeholder profiles and a stakeholder mapping at operation level as part of EIA is also acceptable
- ❑ Train the top local managers on capacity building and methods of engagement as specified in the Stakeholder Engagement policy/procedure

Accountability

Strategic Alignment

Stakeholder Engagement

Transparency & Reporting



STAKEHOLDER ENGAGEMENT

Stakeholder Engagement

Illustrate EGCO's commitment to gather and respond to key stakeholders' feedback on the core ESG issues

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

2. EGCO shall consider the views of stakeholders that may be affected by decisions or activities of EGCO.

REQUIREMENTS

2.1 Develop systematic tracking and monitoring of stakeholder issues and potential stakeholder conflicts

2.2 Develop performance indicators (quantitative or qualitative) to measure and report stakeholder engagement at Corporate and Operation levels

2.3 Integrate opinions, concerns, and recommendations from stakeholder engagement as input for plan improvements and business strategy as appropriate



Tips/Evidence

- Corporate perception survey taking into account sustainability views
- Monitoring of stakeholders
 1. Customer survey
 2. Shareholders
 3. Government
 4. Employees engagement survey
 5. Community survey
 6. Creditors (rating index)
 7. Suppliers and business partners
 8. Investors
 9. Society
 10. Contractors and subcontractor
 11. Media
 12. Non-revenue generating organization (NGOs)



STAKEHOLDER ENGAGEMENT

Stakeholder Engagement

Illustrate EGCO's commitment to gather and respond to key stakeholders' feedback on the core ESG issues

For more information refer to [Whistle Blowing](#)

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

3. EGCO shall provide communication channels for the stakeholders to express grievances and complaints independently.

REQUIREMENTS

3.1 Provide grievance channels for all stakeholders to register grievances and have their concerns addressed

3.2 Provide direct grievance mechanism for stakeholders to reach department responsible for stakeholder engagement at group level in case local communication channels do not function (e.g. hotline, dedicated email)

3.3 Develop corrective actions and respond to key stakeholders' feedback on the core ESG issues



Tips/Evidence

- Whistle Blowing
- Communication Channels



TRANSPARENCY & REPORTING

monitor and communicate transparently with stakeholders

Measure and transparently communicate the company's performance and progress against the core ESG issues

Monitoring and Reporting

Notes



TRANSPARENCY & REPORTING

Monitoring and Reporting

Illustrate EGCO's commitment to monitor and transparently communicate the company's performance and progress against the core ESG issues

In an effort to continuously improve this Manual, please share ideas or comments to worpong.sin@egco.com

Notes

PRINCIPLES

1. EGCO shall evaluate the organization's ESG management for continuous improvement.

REQUIREMENTS

1.1 Conduct evaluation of the organization's ESG performance on based on internationally recognized standard and criteria for continuous improvement

1.2 Be transparent regarding standards and criteria which organization evaluates its own ESG performance



Tips/Evidence

- ❑ Evaluation of organization's ESG thru credible Sustainability Rating Index is acceptable for corporate level. Example of sustainability indexes
 - Thailand Sustainability Investment (THSI)
 - Dow Jones Sustainability Indices (DJSI)
- ❑ Evaluation of organization's ESG thru certification against credible external standard is acceptable for operation level. Example of standards include
 - CSR-DIW
 - Eco-factory
 - Green Industry
- ❑ ESMS Manual (Audit Checklist)

PRINCIPLES

2. EGCO shall be transparent in its decisions and activities that impact on society and environment.

REQUIREMENTS

2.1 Disclose corporate information and performance clearly, correctly, and completely, covering the rationale and adequacy of the policy, decision making, and performance under EGCO's responsibilities

2.2 Undertake independent third party external audit, assurance and verification of sustainability reporting on an annual basis.



Tips/Evidence

- ❑ Disclosure and Transparency
- ❑ EGCO Annual Report
- ❑ EGCO Sustainability Report
- ❑ Independent, third party assurance should be sought to verify and validate sustainability, environmental, health and safety disclosure
- ❑ Examples of credible reporting standards
 - Annual Report 56-1 and 69-1 issued by the Securities Exchange Commission (applicable for publicly listed company)
 - Global Reporting Initiative (GRI)
 - Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)

How can
company get
started?



Company Level Sustainability Check Box

Accountability

How well are core ESG issues integrated into formal accountability process in place at the company?

Element

- Governance, Risk & Opportunity, Compliance

Recommended Evidence

- ESG materiality assessment
- Sustainability governance (responsible body or cross-functional body assigned)
- Systematic tracking and monitoring of regulatory change

Strategic Alignment

How well are core ESG issues integrated into strategy development and monitoring processes in place at the company?

Element

- Ethics
- Environment, Health and Safety
- Human Rights
- Human Capital
- Contribution to Community and Society
- Digital Transformation and Innovation

Recommended Evidence

- Business strategy taking into account ESG impacts, risks, and opportunities
- ESG targets & actions relevant to material issues

Stakeholder Engagement

How well does the company gather and respond to key stakeholders' feedback on the core ESG issues?

Element

- Stakeholder

Recommended Evidence

- Stakeholder mapping
- Stakeholder engagement plan and results
- Systematic tracking and monitoring of complaints and potential stakeholder conflicts

Transparency & Reporting

How well is the company's performance progressing against the core ESG issues?

Element

- Monitoring & Reporting

Recommended Evidence

- One report
- Sustainability report
- Sustainability index



APPENDIX

Consider the following toolkits to design and implement your sustainability journey in the order that best suits your business.

A. REFERENCES

B. RESPONSIBILITY MATRIX

C. GUIDEBOOK

References

Principles & Frameworks

1. United Nations Global Compact (UNGC) Advanced Level
2. The Global Goals for Sustainable Development (SDGs)
3. World Business Council for Sustainable Development (WBCSD)
4. International Financial Cooperation (IFC) Environmental and Social Performance Standards
5. United Nations Universal Declaration of Human Rights (UNUDHR)
6. Guiding Principles on Business and Human Rights (Ruggie Framework)
7. Voluntary Principles on Security and Human Rights

Management Standards / Guidelines

1. ISO 26000
2. ISO 9001
3. ISO 14001
4. ISO 50001
5. ISO 45001
6. TLS 8001
7. OECD Guidelines for Multinational Enterprise
8. Thailand Quality Award (TQA)

Rating & Reporting

1. Dow Jones Sustainability Indices (DJSI)
2. Thailand Sustainability Investment (THSI)
3. Global Reporting Initiative (GRI)
4. Integrated Reporting (IR)
5. One Report (56-1)
6. Sustainability Accounting Standards Board (SASB)
7. Task Force on Climate-related Financial Disclosures (TCFD)
8. FTSE4Good ESG
9. EcoVadis
10. CDP - Climate Change and Water

Selected Guidelines and Standards Mapping

Elements	EGCO		Principles & Framework			Rating		Reporting			
	SMS	2020 Materiality Issues	UNGC	SDG	ISO26000	DJSI	THSI	GRI	IR	SASB	TCFD
Governance, Risk, Compliance	<ul style="list-style-type: none"> - Corporate Governance - Risk and Crisis Management - Privacy Protection and Cyber Security 	<ul style="list-style-type: none"> - Corporate Governance - Risk and Crisis Management - Data Security & Privacy protection 	Anti - Corruption 19 20 21	8. Decent Work and Economic Growth 8.5	4.2 Accountability 4.3 Transparency 4.6 Respect for the rule of law 4.7 Respect for international norms of behavior 6.2 Organization Governance 6.6 Fair operating practice 6.6.3	1.2 Materiality 1.3 Risk & Crisis Management 1.4 Codes of Business Conduct	2. Code of Conduct and Anti-corruption 3. Risk and Crisis Management 4. Materiality	102 General Disclosure 103 Management Approach 205 Anti-corruption	<ul style="list-style-type: none"> - Business Model - Organizational overview and external environment - Risks and opportunities - Strategy and resource allocation - Governance - Outlook 	- Management of the Legal & Regulatory Environment	- Governance
Ethics			Anti - Corruption 12 13 14 15		4.4 Ethical behavior 6.6 Fair operating practice 6.6.3 6.6.4 6.6.5	1.4 Codes of Business Conduct 1.5 Customer Relationship Management 1.6 Policy Influence 1.7 Supply Chain Management 2.1 Environmental Reporting	2. Code of Conduct and Anti-corruption 5. Customer Relationship Management 6. Supply Chain Management	102 General Disclosure 206 Anti-competitive Behavior 415 Public Policy			
Environment, Health and Safety	<ul style="list-style-type: none"> - Environmental Management - Operational Eco-efficiency - Biodiversity - Safety, Occupational Health and Environment 	<ul style="list-style-type: none"> - Environmental Management - Energy Management - GHG Emission - Climate Change - Ecological Impact and Biodiversity - Water & Wastewater Management - Air Quality - Waste & Hazardous Waste Management - Occupational Health and safety 	Environment 9 10 11 15	3. Good Health and Well-Being 3.6 3.9 7. Affordable Clean Energy 7.2 7.3 8. Decent Work and Economic Growth 8.4 8.8 13. Climate Action 13.1	4.6 Respect for the rule of law 6.5 The environment 6.5.3 6.5.4 6.5.5 6.5.6	1.3 Risk & Crisis Management 1.7 Supply Chain Management 2.2 Environmental Policy and Management 2.3 Operational Eco-Efficiency 2.4 Biodiversity 2.5 Climate Strategy 2.8 Water Related Risks 3.7 Occupational Health & Safety	3. Risk & Crisis Management 6. Supply Chain Management 10. Environmental Management 11. Operational Eco-Efficiency 12. Climate Strategy 17. Occupational Health & Safety	201 Economic Performance 302 Energy 303 Water and Effluents 304 Biodiversity 305 Emissions 306 Effluents and Waste 307 Environmental Compliance 308 Supplier Environmental Assessment 403 Occupational Health and Safety 414 Supplier Social Assessment	- Performance	<ul style="list-style-type: none"> - Greenhouse Gas Emissions & Energy Resource Planning - Air Quality - Water Management - Coal Ash Management - Workforce Health & Safety 	<ul style="list-style-type: none"> - Strategy - Risk Management - Metrics and Targets

Selected Guidelines and Standards Mapping

Elements	EGCO		Principles & Framework			Rating		Reporting			
	SMS	2020 Materiality Issues	UNGC	SDG	ISO26000	DJSI	THSI	GRI	IR	SASB	TCFD
Human Capital	- People	- Human Capital Development - Talent Attraction and Retention - Labor Practice - Wage & Benefit	Labour 6 7 8 15	8. Decent Work and Economic Growth 8.1 8.2 8.5 8.8 9. Industry Innovation and Infrastructure 9.1 9.4 9.5	6.4 Labour Practices 6.4.3 6.4.4 6.4.5 6.6.7	1.1 Corporate Governance 1.2 Materiality 1.3 Risk & Crisis Management 1.8 Information Security/Cybersecurity & System Availability 2.5 Climate Strategy 3.2 Labor Practice Indicators 3.4 Human Capital Development 3.5 Talent Attraction & Retention	1. Corporate Governance 3 Risk and Crisis Management 4. Materiality 12. Climate Strategy 14. Fair Labor Practice and Human Rights 15. Human Capital Development 16. Talent Attraction and Retention	102 General Disclosure 103 Management Approach 201 Economic Performance 401 Employment 402 Labor Management Relations 404 Training and Education 405 Diversity and Equal Opportunity 406 Non Discrimination 407 Freedom of Association and Collective Bargaining 408 Child Labor 409 Forced or Compulsory Labor	- Performance		
Human Rights	- Human Rights	- Human Rights	Human Rights 3 4 5 15		4.8 Respect for human rights 6.3. Human Rights 6.3.3 6.3.4 6.3.5 6.6 Fair operating practices 6.6.7	1.4 Codes of Business Conduct 1.7 Supply Chain Management 3.3 Human Rights	2. Codes of Business Conduct 6. Supply Chain Management 14. Fair Labor Practice and Human Rights	102 General Disclosure 205 Anti-corruption 308 Supplier Environmental Assessment 405 Diversity and Equal Opportunity 406 Non Discrimination 407 Freedom of Association and Collective Bargaining 408 Child Labor 409 Forced or Compulsory Labour 410 Security Practices 411 Rights of Indigenous People 412 Human Rights Assessment 414 Supplier Social Assessment			

Selected Guidelines and Standards Mapping

Elements	EGCO		Principles & Framework			Rating		Reporting			
	SMS	2020 Materiality Issues	UNGC	SDG	ISO26000	DJSI	THSI	GRI	IR	SASB	TCFD
Contribution to Community and Society	- Participation in Development of Community and Society	- Corporate Citizenship	15 16 17 18	8. Decent Work and Economic Growth 8.1 8.2	6.8 Community involvement and development 6.8.3 6.8.4 6.8.5 6.8.7 6.8.8 6.8.9	3.6 Corporate Citizenship & Philanthropy	18. Community Engagement	201 Economic Performance 413 Local Communities	- Performance	- Community Impacts of Project Siting	
Digital Transformation and Innovation		- Digitization and Innovation - Digital Transformation		7. Affordable Clean Energy 7.2 9. Industry Innovation and Infrastructure 9.1 9.4 9.5		1.8 Information Security / Cybersecurity 1.9 Innovation Management 1.10 Market Opportunities 1.11 Privacy Protection	8. Business Innovation for Society and/or Environment	102 General Disclosures 418 Customer Privacy			
Stakeholder Engagement		- Stakeholder Engagement	15 21		4.5 Respect for stakeholder interests 5.3 Stakeholder identification and engagement	1.5 Customer Relationship Management 3.8 Stakeholder Engagement	5. Customer Relationship Management 19. Stakeholder Engagement	102 General Disclosures 103 Management Approach 413 Local Communities		- Stakeholder relationships (Principle)	
Monitoring and Reporting			5 8 11 14	8. Decent Work and Economic Growth 8.8		1.7 Supply Chain Management 2.1 Environmental Reporting 2.2 Environmental Policy & Management 3.1 Social Reporting 3.3 Human Rights	6. Supply Chain Management 9. Environmental Reporting 10. Environmental Management 13. Social Reporting 14. Fair Labour Practice and Human Rights	102 General Disclosure 308 Supplier Environmental Assessment 413 Local Communities 414 Supplier Social Assessment	- Basis of preparation and presentation		