



**AOT Sustainable Development Master Plan:
Extension Fiscal Years 2020 - 2023**

Strategy 2 Stakeholder Engagement

Ultimate goal

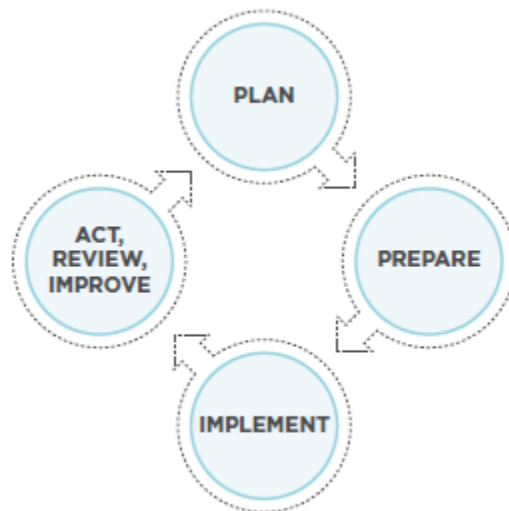
The Airport Being Accepted by Stakeholders and Engaging in Sustainable Development

Objectives of the strategy

1. To have in place stakeholder engagement for all groups.
2. To acquire acceptance from all stakeholders according to AOT's sustainability development practices.
3. To elevate impacts of sustainability initiative towards organization, surrounding communities, and society wide.

Stakeholder engagement's strategy consists of sub-strategies as follows:

Strategy 2.1	Engagement Process
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source: accountability.org

Principle

Stakeholder engagement genuinely has importance in determining strategies and tactics including gaining sustainable development issues of the organization. Efficient engagement processes, therefore, affect directly to the quality of the derived information

and the implementation of social responsibility for sustainable development, suitably applied for AOT.

Objective(s)

To have efficient stakeholder engagement and achieve its objectives.

Operational Guidelines

1. Plan

1.1 Prepare the stakeholders’ profiles, which mean stakeholder groups and/or their representatives, including the following information:

- Stakeholder groups (customers, consumers, business partners, government agencies)
- Issues relating to objectives and engagement boundary
- Engagement expectation
- Level of current relationship between stakeholders and the organization
- Level of dependence between stakeholders and the organization
- Level of influence between stakeholders and the organization
- Level of willingness to engage with the organization
- Cultural context of stakeholders
- Important obstacles of engagement (if any) e.g. language barrier, use of information technology etc.
- Relationship with other groups of stakeholders

1.2 Determine levels and engagement methods to achieve specified goals e.g.

Level of Engagement	Engagement Methods
Low	Support upon request
	Monitor from all kinds of media
	Regularly provide information through website and mail
Moderate	Interviewing
	Dialogue

	Specific meetings
High	Build engagement
	Give authority
	Specific joint program

1.3 Determine and communicate with stakeholders on information disclosure, both from the organization and from stakeholders e.g. disclosure of informant’s name, disclosure levels of sensitive information (business) etc.

1.4 Draft the engagement plan which includes:

- Method, procedure and timeframe
- Details of contact persons
- Technology to be used
- Rules, regulations and fundamentals
- Engagement risks
- Essential resources including budgets
- Monitoring process and engagement evaluation
- Reporting of engagement results

1.5 Determine the engagement KPI on its quality and impact, by allowing stakeholders to provide information on such KPI(s).

2. Prepare

2.1 Prepare essential resources for the engagement (personnel, technology, budget)

2.2 Build essential knowledge and capability for the engagement e.g. knowledge on engagement issues, culture and local politics of community, pattern and method of engagement, language and communication skills, capability in evaluating and interpreting the given information.

2.3 Specify and prepare the engagement risks such as unwillingness of stakeholders to be engaged, conflict of interests among stakeholder groups, uncontrol of engagement issues of the organization, and disagreement of mutual solutions etc.

3. Implement

3.1 Invite stakeholders to join the engagement activities beforehand through appropriate communication channels and provide them with necessary information and details.

3.2 Provide stakeholders with information in advance in order for them to prepare. The provided information includes :

- Objectives and engagement boundaries
- Types of issues, reasons to raise issues, risks and opportunities

relating to those issues.

- Current management methods of organization to handle the issues.
- Future actions of the organization toward the issues.

3.3 Implement the specified engagement, starting from the initial joint agreement.

3.4 Prepare engagement activity document and its occurred results.

3.5 React to the occurred results in terms of methods, rational selection of method and implementation period.

3.6 Communicate information in items 3.4) and 3.5) to the stakeholders.

4. Act, Review and Improve

4.1 Provide monitoring and evaluation of the engagement processes including its results, both output level (achievement of activity arrangement) and outcome level (achievement of issue response).

4.2 Develop the action plan to improve engagement processes, with regard to overall organization and other work units.

4.3 Communicate the action plan to every work unit for process improvement.

4.4 Report value and impact of the stakeholder engagement toward the business strategy of the organization through various media, especially in the Annual Sustainable Development Report, to relay the information to every of the stakeholder groups, which are

- Stakeholder groups that are engaged.
- Engagement method and frequency
- Main issues of the engagement and surrounding issues raised during

the engagement

- The organization's response to the result of the engagement

Index/Goals

1. To have stakeholder engagement plan according to the determined processes and appropriate timeframe and frequency.
2. To have responsive processes on stakeholders' issues which affect the sustainability performance of the organization.
3. To include stakeholder engagement activities in the strategy determination processes and the organization management.
4. To set the comprehensive level of staff relating to the stakeholder engagement processes.

Implementing Area

AOT Head Office and its 6 airports

Expected Results

AOT's stakeholder engagement process is in line with the engagement standard (AA 1000 SES 2015) (the latest version of the master plan's timeframe) and actually results in settling social responsibility implementation for sustainable development. These results shall also influence positive changes in business operations and all groups of stakeholders to receive shared value from AOT's business operations.

Strategy 2.2	Employee Participation
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Principle

Participation work is an important concept for development and improvement of the organization. It will create shared value amongst the participants or employees, generate the feelings of ownership, a compliant opinion and practice, as well as voluntary commitment to their activities or projects. This concept will make the possible opportunity for the organization to achieve the operative goals.

Objective(s)

To promote employees from different levels to take part in driving forward the organization's sustainability management and operation appropriately.

Operational Guidelines

1. Specify participation level of each employee from different levels for sustainable development activities and projects

Activities	Level of Employee	Expected Participation Level
Define sustainable development strategy	AOT's Corporate Social Responsibility Committee for Sustainable Development	Participate in decision-making
	Corporate Social Responsibility Working Group for Sustainable Development (airport-based)	Give feedback
	Executive level	Give motivation
	Operational level	Understand and participate
Create airport sustainable uniqueness	AOT's Corporate Social Responsibility Committee for Sustainable Development	Give feedback
	Corporate Social Responsibility Working Group for Sustainable Development (airport-based)	Participate in decision-making
	Executive level	Give motivation
	Operational level	Understand and participate

2. Set important information and necessary skills for participation at the required levels for employees of different levels/ranks to be aware and understand, such as AOT Sustainable Development Knowledge Kit, Sustainable Development Management, Stakeholder Engagement and the Global Reporting Initiative (GRI) guideline.
3. Conduct activities to build awareness and understanding of information in item 2)
4. Develop employees' participation through mobilization management and various activities, for example

Participation level	Operational Guidelines
Acknowledge and Understand	Training/Morning Talk/E-learning/Information Board
Activities Participation	Motivation/Set as duty/Performance Score
Feedback	Survey/Group meeting/Workshop/Interview
Practice Promotion	Motivation/Set as duty/Operation Score
Decision Making	Committee establishment/Working Group establishment/shared decision-making system

5. Evaluate participation result comparing to the specified goals.
6. Review participation level, information, and necessary skills for participation, and improve the operational guideline.

Index/Goals

1. The level of employee's awareness towards the organization's sustainable development.

2. The level of employee’s acknowledgement and understanding of commitment, strategy, and tactic of social responsibility for sustainable development as well as appropriate level of participation regarding their positions and duties.

Implementing Area

AOT Head Office and its 6 airports

Expected Results

The sustainable development project of AOT is developed efficiently and effectively by the participation of employees from every level.

Strategy 2.3	Communication
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Principle

Communication with the external stakeholders on social responsibility for sustainable development is essential to initiate awareness, knowledge, and understanding, leading to recognition, reliability, and cooperation of stakeholders. This will create good images and drive the social responsibility activities to success.

Objective(s)

To efficiently communicate sustainable development with the external stakeholders, creating acknowledgement, understanding, and positive attitude towards the organization.

Operational Guidelines

1. Determine communication objectives such as building knowledge and understanding, trust, and participation, increasing level of stakeholders’ loyalty, and determining the target group of stakeholders for communication.

2. Design the continual contents for communication (content to be communicated to

every of the stakeholder groups and specific content to be communicated to some stakeholder groups).

3. Select the communication methods include:

3.1 Select to communicate news on the social responsibility activities/sustainable development to stakeholders in a one - way communication manner.

3.2 Select the two – way communication to create interaction which encourages reaction between stakeholders and AOT in order to understand stakeholders’ expectations.

4. Define suitable communication channels for each of the stakeholder groups such as sustainability reports, information via website, discussion, specific group meeting or integrated communication etc.

5. Define communication processes based on accuracy, transparency and credibility.

6. Determine monitoring and evaluation methods of communication.

Index/Goals

The level of stakeholders’ satisfaction towards accessing to AOT’s information and news in terms of content, continuity and perception channel.

Implementing Area

AOT Head Office and its 6 airports

Expected Results

Positive feelings of stakeholders and business acceptance (license to operate)

Strategy 2.4	Network
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Principle

Building the cooperation network of social responsibility for sustainable development is considered as one of the managerial strategies, giving in depth and in width effects. In terms of in depth effect, the strategy would gain higher achievement from the cooperation of all specific potential persons in the way that promotes each other. For in width effect, the operational management, in terms of supply chain, industrial level, and geographical area, would be enhanced.

Objective(s)

To increase the success level of sustainable development projects/activities.

Operational Guidelines

1. Determine the objectives of cooperation network to be consistent with the goal of the projects/activities.
2. Select the cooperation network that fits the following criteria
 - 2.1. Have the same sustainable development objectives.
 - 2.2. Have appropriate core potential for sharing.
 - 2.3. Have capability to create shared value for objective enhancement.
 - 2.4. Have capability to create shared benefits; both to the society and the organization.
3. Determine scope, issues, and management structure for the cooperation network.
4. Determine sharing scope of capability and resource between organization and cooperation network to carry out projects/activities.
5. Hold meeting/seminar between organization and cooperation network to define scope of cooperation development and plan the joint activities.
6. Determine the methods of monitoring and performance evaluation.

Index/Goals

1. Cooperation level of networks in terms of giving opinions, sharing (knowledge, experience and resource), and finding the cooperation conclusion of common acceptance, and projects/activities participation.

2. Level of success of the projects/activities.

Implementing Area

AOT Head Office and its 6 airports

Expected Results

Increase efficiency and effectiveness of sustainable development operations for sustainable development as a result of sharing and exchanging of knowledge and resources between organization and cooperation network.

Extension of Strategy 2 : Stakeholder Engagement

Topics Concerned from Relevant Inputs	Scope of Work of Corporate Social Responsibility Department	Determination of Work Plan	Remarks
2. Determine AOT’s shared process in stakeholder engagement	Promote action by responsible departments	2.1. Promote determination of stakeholder engagement processes, indicate disengagement risks, and synchronize data from unit engagement to be the inputs for strategy determination, both in organizational	<p><u>For weakness (W) improvement</u></p> <p>AOT does not have joint processes in stakeholder engagement which is stakeholder inclusiveness for being a sustainable organization.</p> <p><u>ESG Risks</u></p> <p>To control ESG risks caused by</p>

		level and departmental level.	stakeholder disengagement.
3. Encourage awareness and behavior of all personnel to maintain corporate sustainability continuously.	Self-action and promote action by responsible departments.	2.2. Organize Change Agent Skill Development Project and encourage the change agent to communicate and raise awareness on the importance of sustainable development throughout the organization.	<u>For weakness (W) improvement</u> - Lack of awareness on importance of sustainability since there is no integration on sustainable concept between flagship units and other units. - AOT does not have management process in place for the creation of SD culture within the organization

Summary of Strategy 2 : Stakeholder Engagement

Work Plan 2.1 To promote determination of stakeholder engagement processes in the organizational level and departmental level, indicate disengagement risks, and synchronize data from unit engagement in order to be the inputs for strategy determination, both in organizational level and departmental level.

Objective

To Enable AOT to have the stakeholder engagement of international standard, to reduce disengagement risks, and to have synchronized data for strategy determination in order to balance benefits among stakeholders, both in organizational and departmental levels.

Work Plan 2.2 To organize Change Agent Skill Development Project and encourage the change agent to communicate and raise awareness on the importance of sustainable development throughout the organization.

Objective

To raise awareness among AOT personnel on the importance of being the sustainable organization, and have knowledge and skills to take part in corporate sustainable development processes.