

Stakeholder Engagement Plan

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1 INTRODUCTION

This document is a Stakeholder Engagement Plan (SEP) for Duqm Refinery and Petrochemical Industries Company LLC ("DRPIC"), or COMPANY, and forms part of the COMPANY'S Environmental and Social Management System. The SEP is designed to outline a plan for stakeholder engagement, or consultation, going forward for DRPIC. Engagement will provide timely information about DRPIC's projects including project information, potential environmental and social impacts (positive and negative) and allow stakeholders to voice their opinions and concerns and provide an opportunity for feedback to and discussion with, various stakeholders.

For purposes of this plan, a stakeholder is defined as anyone directly or indirectly affected by a project, or those that may have an interest in or influence over a project. Stakeholders may include local communities, private individuals, national and local authorities, neighboring projects, non-governmental organizations etc.

The SEP presents the plan for external stakeholder engagement through the project planning, construction, operation and decommissioning stages of COMPANY Projects. The SEP is a 'living' document and may be revised over time to reflect information gained through the stakeholder engagement process.

The results of the public disclosure and consultation efforts in the EIA and permitting phases have been documented in the present document as a brief overview. These results have been incorporated into the project design/implementation and monitoring by incorporating the EIA and social management plans and the present document into the Engineering, Procurement and Construction contracts to assure that the findings are addressed in project stages.

For clarification purposes, the following terms are used in this SEP:

Stakeholders

Stakeholders are persons or groups of people or organisations who are directly or indirectly affected by a project, as well as those who may have interests in or the ability to influence the Project's outcome, either positively or negatively. Stakeholders may include, amongst others: local communities, national and local government authorities, civil society organisations and other interest groups.

Stakeholder Engagement

Stakeholder engagement is a process whereby stakeholders are informed about the project's progress and involved in certain activities and decision-making processes related to the project.

Consultation

Consultation involves two-way communication between the project developing party or its representatives (i.e. EPC Contractors) and local communities. The consultation process provides local communities with opportunities to express their views on project risks, impacts and mitigations measures, and in turn allows the project developer or its representatives to consider and respond to them.

2 POLICY & LEGISLATIVE REQUIREMENTS

2.1 Corporate Objectives

The overarching goal of this SEP is to define a suitable programme and plan for stakeholder engagement that will apply throughout the project's lifecycle and support the Project in maintaining a productive dialogues with its stakeholders and local communities.

The corporate objectives of COMPANY are set out in the Health, Safety, Environmental and Social (HSES) Policy which states that DRPIC shall "provide information about our project, products, services and operations to partners, customers, employees, government agencies, contractors and the public, as appropriate."

Additionally, DRPIC's Corporate Social Responsibility (CSR) policy provides that CSR is a "fundamental part of the company's objectives and overall culture...the vision is to integrate social responsibility in ways that could benefit both society and business". Though the CSR program, stakeholder engagement activities will occur on a regular basis, focused on identifying and executing CSR projects that are in line with Company objectives and Government and Community identified needs.

2.2 Omani Legislative Requirements

The main national regulatory instruments relating to Stakeholder Engagement come through the Ministry of Environment and Climate Affairs Guidelines on Environmental Impact Assessment which states "Public Information is an important component of an open and balanced EIA process". It goes further on to say that during scoping "the proponent in consultation with the Ministry should determine who is interested in the project, what their concerns are, and how the concerned parties should be involved in the EIA. Interested parties may include government authorities, municipal organizations, local planning committees, non-governmental organizations, private sector and the public. The proponent should develop and implement an efficient public information program that would continue throughout the duration of the project".

2.3 International Guidelines

The main international guidelines applicable to Stakeholder Engagement are the Equator Principles III (EP5, Stakeholder Engagement) and those from the International Finance Corporation (IFC, Performance Standard (PS) 1).

EP5 requires that the client is to demonstrate effective Stakeholder Engagement as an ongoing process in a structured and culturally appropriate manner with affected communities and other stakeholders where appropriate. The client should also make Assessment documentation readily available to the stakeholders in the local language and in a culturally appropriate manner.

The IFC PS 1 states that where the client has conducted an EIA process, the client must publicly disclose the EIA document. If communities may be affected by risks or adverse impacts from the project, the client must provide such stakeholders with access to information on the purpose, nature and scale of the project, the duration of proposed project activities, and any risks to and potential impacts on such communities. For projects with potential adverse

social or environmental impacts, disclosure should occur early in the ESIA process and in any event before the project construction commences, and on an ongoing basis.

If affected communities are expected to be subject to risks or adverse impacts from a project, the client must undertake a process of consultation in a manner that provides the affected communities with opportunities to express their views on project risks, impacts, and mitigation measures, and allows the client to consider and respond to them.

The IFC's Performance Standard 1 also states that effective consultation:

- Should be based on the prior disclosure of relevant and adequate information, including draft documents and plans;
- Should begin early in the ESIA process;
- Must focus on the social and environmental risks and adverse impacts, and the proposed measures and actions to address these; and
- Must be conducted on an ongoing basis as risks and impacts arise. The consultation process must be undertaken in a manner that is inclusive and culturally appropriate. The client must tailor its consultation process to the language preferences of the affected communities, their decision-making process, and the needs of disadvantaged or vulnerable groups.

The consultation process must also ensure free, prior and informed consultation and facilitate informed participation. Informed participation involves organized and iterative consultation, leading to the client's incorporating into their decision-making process the views of the affected communities on matters that affect them directly, such as proposed mitigation measures, the sharing of development benefits and opportunities, and implementation issues. The client must document the process, in particular the measures taken to avoid or minimize risks to and adverse impacts on the affected communities.

The IFC has also published "Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets" which has been consulted in developing DRPIC's strategies for Stakeholder Engagement.

3 ROLES AND RESPONSIBILITIES

COMPANY will act as the main responsible party for the implementation of the project SEP activities except where it falls under each EPC's execution strategy and responsibilities (e.g. training and hiring, construction permitting etc). Where needed, Community Relations activities regarding CONTRACTORS are required, they will be conducted through collaboration between COMPANY's and the CONTRACTOR's Community Relations Officers, following the guidelines established by COMPANY's Stakeholder Engagement Plan.

COMPANY will make available, through its different departments, resources to support Public Consultation and Disclosure and stakeholder engagement activities during the construction phase.

Additionally, as DRPIC is a tenant within Duqm Special Economic Zone, SEZAD has already and will continue to play a key role in the implementation of stakeholder engagement and therefore is a key component in DRPIC's strategy, through interface planning.

3.1 Company Responsibilities

DRPIC responsibilities are as follows:

- COMPANY The Government and Community Relations team within the Sustainability Department leads the SEP.
- COMPANY Sustainability Department will provide accurate and timely information to the stakeholders about community relations programs and adequately consolidated information provided by other departments and CONTRACTORS.
- COMPANY Sustainability Department will obtain, organize and document feedback from the project stakeholders regarding perceptions, concerns and requests.
- COMPANY Sustainability Department will transmit the feedback obtained from stakeholders to COMPANY's Corporate Team, Project Management and CONTRACTORS , as appropriate, so that this information can be addressed in project decision-making and design.
- COMPANY Sustainability Department will provide advice to COMPANY construction management and CONTRACTORS if any construction activities are contrary to agreed social standards or commitments.
- COMPANY Sustainability Department will provide discuss with COMPANY's construction management about all social incidents (potential and registered) which involve construction actions in order to take timely mitigation or remediation measures.

The COMPANY Sustainability Department is organized as set out in the Environmental and Social Management System Manual.

3.2 Contractor Responsibilities

Although COMPANY has ultimate responsibility for the SEP; the CONTRACTOR has specific responsibilities as well:

- CONTRACTORS are expected to follow all COMPANY policies, including the present document and those that pertain to Stakeholder Engagement activities and for commitments made and documented by COMPANY.
- CONTRACTOR shall provide a Stakeholder Engagement Implementation Plan for stakeholder engagement, to be approved by COMPANY.
- The COMPANY shall review and approve the CONTRACTOR's CSR and Communication policies and guidelines.
- CONTRACTORS shall provide information related to actions and activities that involve COMPANY stakeholders and influence areas; specifically those that involve potential social and environmental impacts. This information will be provided in a timely and regular manner to COMPANY Government and Community Relations Team Lead for high level and global activities (such us construction front start up) and to Community Relations Officers for routine actions at the local level. It is important that information on specific activities must be provided in a timely manner such that appropriate stakeholder engagement actions can be conducted by COMPANY before that activity is conducted.
- CONTRACTOR Community Engagement team shall be proactive and available to participate in COMPANY's public consultation and disclosure activities. This participation, intended to allow for specific CONTRACTOR questions (such as design,

- construction techniques and operational processes) to be answered, must be coordinated with COMPANY Government and Community Relations Team in advance.
- CONTRACTOR community engagement officers will address any required day to day interactions between the construction staff and communities / tenants with prior coordination with COMPANY Government and Community Relations Team .
 - CONTRACTORS shall not make any direct agreements with local communities without prior coordination of such actions with COMPANY.
 - CONTRACTORS will not undertake activities that can be construed as part of the public consultation and disclosure effort without prior consent from COMPANY.
 - CONTRACTORS will propose alternatives to activities associated with impacts which are of concern to stakeholders.
 - The CONTRACTOR community engagement team will attend all coordination meetings requested by COMPANY Government and Community Relations Team on a daily, weekly and extraordinary basis as required.
 - The CONTRACTOR CSR management and teams will report to COMPANY Community Affairs on a daily, weekly and extraordinary basis – in regards to social incidents and community relations issues.
 - CONTRACTOR shall provide an organization chart for the management of stakeholder engagement.
 - All CSR programmes and plans of the CONTRACTOR shall be reviewed and approved by the COMPANY CSR Manager

4 ENGAGEMENT PROCESS

There are various levels of engagement and types of engagement that can often involve a combination of approaches and Table 1 describes the key types of engagement.

Table 1 – Types of Engagement

Type of engagement	Description
Information disclosure	Disclosure means making information accessible to interested and affected parties. Communicating such information in a manner that is understandable to the interested stakeholders is an important first (and ongoing) step in the process of stakeholder engagement. Disclosure of project information is one of the requirements of IFC PS1 (paras 19 and 20).
Stakeholder Engagement and Consultation	Stakeholder engagement and consultation includes engaging stakeholders using participatory methodologies throughout the project lifecycle (including construction and operations). The feedback from such consultations will feed the management process. Consultation is also important for identification and analysis of stakeholders and ensures that no relevant groups are excluded.
Consultation with Vulnerable Groups	Typicaly, vulnerable people could include individuals or social groups who are potentially disadvantaged compared to the rest of the population - vulnerability may be based on, among other things: age, gender,

	income/poverty level, physical and/or mental disabilities, etc.
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The main purpose of this plan is to lay out the processes needed to build and maintain over time a constructive relationship with all stakeholders.. It is expected that implementation of this plan will help the Company to eliminate any potential adverse impact resulting from any actions or omissions of any of the stakeholders. This plan presents processes which are free of external manipulation, interference, or coercion, and intimidation, which will be conducted on the basis of timely, relevant, understandable and accessible information. Disclosure of project information also helps stakeholders understand the risks, impacts and opportunities of the project and allows stakeholder buy-in to the development.

This plan addresses issues relating directly to the Company activities including:

- Identification of project stakeholders and mechanisms for stakeholder feedback and information sharing.
- An outline for consultation at the local and national levels starting at the project planning stage, and continuing throughout construction, operation and decommissioning of COMPANY Projects; and
- Mechanisms for ongoing consultation and grievance processes.

Various activities/steps have been undertaken and are planned as part of this stakeholder engagement planning process on the DRPIC project. These include:

- Baseline-collection engagement meetings with key informants and affected community representatives (the latest meetings took place in spring 2017 during baseline data collection carried out by the WSP team);
- Development of SEP to guide the engagement process during the Project's lifetime;
- Update of SEP throughout the life of the project;
- Facilitating ongoing stakeholder input into Project design and implementation;
- Ongoing engagement of stakeholders throughout construction and operation.

4.1 Stakeholder Identification and Prioritization

External project stakeholders are those groups or individuals who may:

- Be directly or indirectly impacted by the project
- Have a role in approving or endorsing an aspect of the project
- Have influence over the success of the project or public perception of the project, or
- Be interested in the project

Initial formal identification occurred through a workshop held in May 2016 through a series of framing questions to aid in the identification. During the working session, stakeholders were initially categorized according to their geographic focus: international, national, and regional / local, and then in to sub-groups such as Ministries, Authorities, Industry Associations, Non-Governmental Organizations etc.

Once the stakeholder groups were identified, they were prioritised (high, medium and low) according to the importance of that group to the project. The following framing questions were

provided to guide to support the prioritisation process recognising that these priority stakeholders may change as the project moves through the construction phase.

- Who will be adversely affected by environmental and social impacts within the Project's area of influence?
- Who is it critical to engage with first (and regularly) and why?
- Who are the most vulnerable?
- What are the interests of the group and how can this influence the project?
- Which stakeholders could help enhance project design or reduce costs?
- Which stakeholders have a good understanding of local issues?
- Who strongly supports or opposes the project?
- Whose opposition could prove detrimental to the project?
- At which stage of the project will stakeholders be most affected?

4.2 International Stakeholders

International level stakeholders tend to have a global reach and while they may not be directly or indirectly impacted by the project, their interests determine them as stakeholders. They may include (but not be limited to) any international level organisations with a particular interest in the area or project. For example:

- Investors
- Financiers / lender organisations
- Special interest groups that actively follow the status of the Arabian Oryx and other vulnerable species (turtles, whales etc.) located in the site vicinity (IUCN, UNESCO and smaller interest groups)

4.3 National Stakeholders

National level stakeholders tend to have a focus within Oman. As with international level stakeholders, they may not be directly or indirectly affected by the project, but their authority or interests determine them as stakeholders. Typically, they may include (but not be limited to):

- National Ministries and Authorities which have a role in approving, supporting or endorsing aspects of the project. Specifically Ministries and Licensing Authorities responsible for:
 - Customs and importation of goods;
 - Immigration, employment, manpower;
 - Energy;
 - Security;
 - Environmental and water resource management;
 - Fisheries;
 - Social development, education, health.
- Any national level wildlife / coastal interest groups (i.e. protected species, oryx, turtles, whales etc.).
- National level NGOs with an interest in the area or agendas which lend themselves to helping mitigate / managing impacts (i.e. health and education etc.).
- Chambers of Commerce or worker associations (representatives of pools of potential workers).

- Industry associations.

4.4 Regional / Local Stakeholders

Regional or local level stakeholders may include (but not be limited to):

- Any communities, businesses or organisations (schools, hospitals, aged care facilities, disable care facilities) which reside nearby or adjacent to transportation corridors (roads, rail, port, airport).
- Any communities, business or organisations which reside nearby product lines (oil, gas, fuel) and electricity lines supporting the construction and operation of Duqm Refinery. Specifically also consider any livelihood activities in these areas (for example herders who use particular corridors in particular seasons, agricultural livelihoods which may be impacted along the lines etc).
- Any existing tourism or recreational tour operators in the area.
- Any stakeholders who have already been resettled as a result of the SEZAD acquisition.
- Any groups which may be affected by water usage, waste water treatment or the use of other natural resources.
- Are there any activities which are permitted within the designated SEZAD 'natural reserve'? i.e. Are the public allowed to utilise this land for any purpose?
- Any stakeholders who utilise nearby existing (or planned) fish landing centres.
- Any research parties (archaeological / paleontological) or universities which may have existing (or planning) studies in the area.
- Regional and / or local government and authority representatives which have a role in approving, supporting or endorsing aspects of the project.
- Other projects / businesses currently located within the SEZAD (or planned).
- Chambers of Commerce or worker associations (representatives of pools of potential workers).
- Any local NGOs, community based organisations (CBOs) or civil society groups which are active in the local area.
- Any stakeholders in regional or local towns which may be impacted (positively or negatively) by an influx of workers (local businesses, hospitals, schools, landlords).

4.5 Local Communities

According to the Refinery EIA, the project area of influence covers eleven small settlements which form part of Ad Duqm Wilayat. The majority of these settlements are located along or nearby the shoreline, of which six were determined to be unpopulated at the time (based on 2010 census data). Due to the lack of current and adequate social baseline data it is difficult to accurately identify and characterise existing settlements within the project area of influence, including identified associated facilities.

The following communities have been identified in the project EIAs and subsequent studies (note that these are including those identified as unoccupied), with the most important ones being marked in bold:

- Ghafat Mahjan
- **Nafun – with an ongoing resettlement led by the Government**

- Wadi Ad Dishayshah
- Wadi Al Khaban
- Wadi Dhanjart
- Wadi Qadih
- **Wadi Say (Duqm Town)**
- Al Hawiyah (1)
- Al Hawiyah (2)
- **Al Tayari - with an ongoing resettlement led by the Government**
- Wadi Qutnah
- Wadi Mudrab
- As Sadanat
- Wadi Rawd
- Dahar Village
- Ash Shuayr
- Al Khalaf
- Qarn Fuad
- An Naamiyah
- Markaz
- **Antoot – where some local fishermen still use the area for off-loading their catch**
- **150 Housing Units**

4.6 Stakeholder Register

The output from the identification workshop was included as a Stakeholder Register, which is a “living document” in that it will be updated through the stakeholder engagement process. A sample of the document can be found in Appendix A. The Stakeholder Register is identified in the ESMS as document number REG-1400-0000-004.

The communication register will be updated regularly throughout the project lifetime. Significant concerns and comments raised during consultations will be taken into account and reflected in updated management plans.

4.7 Stakeholder Engagement Programme

The Stakeholder Engagement Plan for the EIA process comprises three key phases of activity:

- Engagement with stakeholders during the Scoping Phase (already completed);
- Stakeholder Engagement during Baseline Studies (already completed);
- Ongoing Stakeholder Engagement (construction and operation phases).

The programme for the Ongoing Engagement during the Construction and Operation Phases are described in more detail in the sections below.

Construction Phase

Ongoing Stakeholder Engagement during the construction phase has the following key objectives:

- Identify all stakeholders likely to be affected by construction activities and keep aware/abreast of any changes to stakeholder base e.g. through in-migration;

- Keep stakeholders regularly informed of construction activities and schedule, and progress in implementing environmental and social management programme;
- Anticipate, receive and quickly respond to grievances; and
- Identify responsible contractors, and carefully manage and oversee contractors' interactions with stakeholders.

In order to meet these objectives a number of key activities will be undertaken.

Regular update of the stakeholder register and stakeholder risk analysis

In order to ensure all stakeholders affected by construction are identified and engaged, both the EPC Contractor CLO and the DRPIC Government and Community Relations team will be responsible for regularly updating the stakeholder register and re-evaluating risks associated with stakeholders based on information revealed through interactions, engagement and grievance mechanism. Any new stakeholders that may have arrived in the Project area or developed an interest in the Project should be monitored, and strategies developed for engaging with them.

Regularly engage and inform stakeholders of construction activities and schedule

The CLO will be responsible for implementing regular and structured engagement with stakeholders through appropriate methods or forums. This engagement will be focused on informing and updating community members and relevant authorities about the Project construction activities and schedule including anticipated delays or changes for every given month, and on the potential impacts that can be expected to occur along with the measures planned to mitigate these.

These engagements may include:

- Face to face information dissemination meetings with local leadership and other key authorities;
- Community/group meetings or information sharing on topics of community concern such as community health and community safety awareness sessions.

All engagements will be documented (written Minutes of the Meetings or MoMs, or in the case of informal ad hoc meetings in meeting notes) and attendance recorded. MoMs will be shared with and approved by participants. Any issues and or grievances raised during engagements will be logged in the Grievance Mechanism log. Grievances raised in these engagements will be dealt with according to the steps described below (see "Receive, track and respond to Grievances").

Site presence and Contact Details

In order to ensure the CLO is known and accessible to the identified stakeholder base, he will be introduced by DRPIC and his name and contact details will be publicised at a location where information about the Project construction activities and schedule is displayed, and also where grievances could be registered.

A schedule of CLO visits at a regular pre-agreed time/ location will be made available to stakeholders and the rest of EPC Contractors (for coordination of community liaison activities). The need for this engagement will be monitored and if required this frequency will be

maintained into the operational phase of the Project. This visiting schedule could be modified over time (changed to every other week or monthly) after the schedule of activities is well established and had been communicated.

Receive, track and respond to grievances

Unresolved stakeholder grievances can quickly escalate, often leading to unforeseen work stoppages and delay. It will therefore be key during the construction phase to respond quickly and effectively to grievances raised, and work closely through regularly engaging with stakeholders to try and anticipate where stakeholder issues or concerns may arise before they do. DRPIC has prepared "Grievance Procedure" PRO-1400-0000-042 which will be communicated to all EPC Contractors and monitored throughout the lifetime of the Project.

Monitoring Contractor Stakeholder Engagement

Unmanaged or poorly documented contractor-stakeholder interaction or engagement can also present risks to the Project. It may result in inconsistent or contradictory messages or conflicting commitments from the EPC contractor/Project representatives to stakeholders which can give rise to unmet expectations.

The CLO will liaise with and oversee EPC Contractors to ensure that any interaction taking place between contractor workforce and stakeholders is consistent with the standards, core principles and procedures for undertaking, recording and documenting stakeholder engagements, as is outlined in this SEP.

Operation Phase

Ongoing Stakeholder Engagement during the operation phase has the following key objectives:

- Achieve a smooth transition from construction to operations including the integration of social and environmental commitments into the operational management system;
- Maintain visibility (albeit a reduced presence) and continuity of stakeholder relationships;
- Continue with regular engagement and disclosure to stakeholders as required;
- Continue to review and update stakeholder information; and
- Continue to receive, track and respond to grievances.

The operation phase will consist of a continuation of many of the same Stakeholder Engagement activities that have been undertaken during construction, but at a reduced frequency. These are described below:

Continue Regular Engagements

Regular direct engagement will continue between the CLO and key project stakeholders, and will be aimed primarily at maintaining continuity of relationships, monitoring the effects of project impacts on stakeholders and particularly on local communities and fishermen, and demonstrating long term organisational commitment to delivering on social and environmental mitigations or to resolving outstanding issues and grievances.

As at Construction Phase, the CLOs will be responsible for designing and implementing this engagement with stakeholders through appropriate methods. This engagement will be focused on continuing to inform and update community members about the Project operation activities and schedule including anticipated delays or changes for every given month, and on the potential impacts that can be expected to occur along with the measures planned to mitigate these.

These engagements may include:

- Face to face information dissemination meetings with local leadership and other key authorities;
- Community group meetings or information sharing on topics of community concern such as community health and community safety awareness sessions; and
- Focus group meetings with special interest groups with particular concerns (ie fishermen).

Information Dissemination

Information dissemination tools and methods will include:

Design engagements to manage stakeholder expectations around the transition to operation

Operations phase engagement activities will be designed to clearly communicate anticipated changes brought by the transition from construction to operations and to manage community expectations around the associated impacts eg a reduction in migration/presence of migrant workers in the area, and potential changes in Project staff.

Ensure continuity of community liaison staff or sufficient handover period

The loss of people whose faces were familiar to the representatives of local communities, can impact on established stakeholder relationships and cause a loss of institutional knowledge and sometimes a breakdown in trust. If possible, Community Liaison Officers/other staff employed during the construction phase will be retained and or an adequate handover period takes place in order for any new personnel to be introduced and to establish relationships before taking over key liaison roles.

Regular update of the stakeholder register and stakeholder risk analysis

In order to ensure all stakeholders affected by operations are identified and engaged, the CLO will be responsible for ensuring the stakeholder register is regularly updated and risks associated with stakeholders are re-evaluated as necessary based on information revealed through interactions, engagement and grievance mechanism. Any new stakeholders that may have arrived in the Project area or developed an interest in the Project should be monitored and strategies developed for engaging them.

Specific changes in the Project design and economics, affecting Project demands and plans (e.g. change of suppliers, modifications of plans and procedures, etc.) will be monitored, and the stakeholder mapping adapted as necessary, as these can result in new stakeholders arising or lead to a change and stakeholder interest in the Project.

Continue documenting engagements and responding to grievances

Engagements will continue to be recorded and documented in minutes, and all stakeholder issues and grievances logged and managed according to the given procedure ("Grievance Procedure" PRO-1400-0000-042).

5 CONSULTATION AND DISCLOSURE

COMPANY initiated consultation and stakeholder engagement early on in the concept development stage within business and government levels, including key discussions with SEZAD as part of its overall development plans and interfaces. Scoping was undertaken as part of the EIA processes, primarily with Ministry of Environment and Climate Affairs (MECA) and SEZAD and during Permitting with MECA, be'ah (Waste Management) and Environment Society of Oman (for the Liquids Terminal).

During the FEED stages, stakeholder engagement at Duqm has furthered the project consultation and disclosure in Duqm, including community members (students, NGOs and women's association and institutions). The Project EIAs indicate the consultation undertaken. The Project Consultation database will house further stakeholder engagement meetings,

workshops and grievances. This could include any engagement undertaken during CSR Projects.

During EPC, the COMPANY and CONTRACTORS will have Community Liaison Officers that will act as liaisons between stakeholders and the Project and/or SEZAD, providing relevant information and handling grievances where required (see Section 0 below).

Stakeholder Engagement will be planned on an annual basis and reviewed for adequacy quarterly. Additional engagement may be required should there be any changes to significant project milestones, e.g. award of EPC Contracts, start of construction etc. The Stakeholder Engagement Tactical Schedule (Document number REG-1400-0000-005), will provide the schedule, including the following:

- Target stakeholder
- Method and Purpose
- Location
- Supporting Materials
- Actions
- Responsibilities
- Planned date (month)

5.1 Information Tools

COMPANY information is available at all times on the Duqm Refinery website at:

www.duqmrefinery.om

Additionally, different mechanisms will be used to relay updated project information to various stakeholder groups such as information boards, pamphlets and local meetings. Consultation is likely to be done in coordination with SEZAD.

5.2 Disclosure Methods

Depending on the stakeholder / audience, engagement will be undertaken primarily through:

- Phone /email
- One-on-one interviews
- Workshop/focus group discussions
- Distribution of pamphlets and newsletters
- Public meetings
- CSR Projects
- Newspaper/magazines/radio.

5.3 Feedback and Grievance Mechanism

A grievance mechanism is a process that enables a project developer and/or its EPC Contractors to handle and resolve grievances or concerns expressed by stakeholders. DRPIC prepared and implemented the "Grievance Procedure" PRO-1400-0000-042, which

- Provides a context-specific process which respects the confidentiality of all parties, protects all parties from retaliation and builds trust as an integral component of broader community relations activities;
- Provides a predictable, accessible, transparent, and legitimate process to all parties, resulting in outcomes that are seen as fair, rights compatible effective, and lasting; and
- Enables more systematic identification of emerging issues and trends, facilitating corrective action and pro-active engagement.

DRPIC's Grievance Mechanisms include:

- A dedicated address, email and phone number;
- A bilingual form to register an online/written complaint; <http://www.duqmrefinery.om/pillar/community-engagement/grievance-mechanism-procedure/>
- Drop boxes / forms that will be established/available at the EPC Contractor offices/sites;
- Continuous engagement throughout the life of the project, and
- Workforce grievances or feedback to be handled through anonymous locked drop boxes in worker accommodation.

6 VERIFICATION AND MONITORING OF STAKEHOLDER ENGAGEMENT PROCESS

DRPIC will carry out monitoring to ensure that Contractor and subcontractors are adhering to the requirements and commitments contained in the DRPIC's Management Plans and Contractor Implementation Plans. All monitoring requirements shall be established within the Contractor Plans with details of resources, monitoring, and assurance methods included within the Contractor's ESMS. Suggested monitoring and evaluation activities can include the following:

- Monitor the grievance register in terms of response times to address complaints logged as well as the recurrence of complaints over time;
- Regular update of the stakeholder register;
- Keep records of all engagement activities including meetings attended, open-house events, focus group discussions, etc, and
- Revise plans and activities as necessary.

Key Performance Indicators for Stakeholder Engagement will be included into the Social Monitoring Plan (PLN-1400-0000-020) and reported through the ESMS for the Project, including the ones specific to Stakeholder Engagement.

7 ATTACHMENTS

Document Number	Name
REG-1400-0000-004	Stakeholder Register
REG-1400-0000-005	Stakeholder Engagement Tactical Register

APPENDIX A – Sample Stakeholder Register

REG-1400-0000-004

SUBGROUP	ORGANISATION NAME	AREA OF INTEREST	PRIORITY	REP NAME	POSITION	EMAIL	CONTACT NUMBER	
Ministries	Ministry of Heritage & Culture	Excavation & archaeological studies	Medium	Sultan Al-Bakri	General Director	N/A	968 24641 300	
	Ministry of Oil & Gas	Key authority	Medium	Khalid Al Kalbani	Director of Oil Marketing	khalid@mog.gov.om	968 99454 520	
	Ministry of Commerce & Industry	Commerce & industry	Medium	Eng. Mohammed Said Al Mahroqi	Head of Exemptions Section	mohd_almahroqi@hotmail.com	968 24828 332	
	Ministry of Interior	Ad Duqm Wilayat - local related issues	High	HE The Wali Mohsin bin Hamed Al Maskari	Wali of Duqm	N/A	968 25427110	
	Ministry of Environment (MECA)	Environmental regulations and permits	Medium	Dr Waheed Al-Shuili	Environment Expoert	N/A	968 2495 1300	
	Ministry of Agriculture & Fisheries	Directorate General of Fisheries Harbour		Medium	Eng. Zayed M.T. Al Muhrami	Act. Director General of Fisheries Harbour	N/A	968 24952062 -968 24694666
				Medium	Dr. Lubna Al Kharusi	Director General Fisheries Research	N/A	968 24952062 - 968 24694667
				Medium	Abdul Aziz Said Al Marzouqi	Director Marine Science & Fisheries	aa_almarzouqi@ymail.com	968 24952062 - 968 24694668
	Ministry of Transport & Communication	Planning & studies	Medium	Eng. Hanan Al Rahbi	Director General Planning & Studies	N/A	968 9700 8876 - 96824685000	
	Ministry of Tourism	Social Partnership	Low	Dr. Saleh Hamed Al Shuaibi	Director General - Planning	salehs@omantourism.gov.om	968 22088 266	
	Ministry of Health	Health Services	Medium	Abduallah Zafaat Al Junaibi	Director of Health Services in Duqm	N/A	968 99244 420	
	Ministry for Social Development							
	Ministry of Education	People Development	Medium	Dr. Sana Sabeel Sulaiman Al-Balushi	Director General - National Career Guidance Centre	sanasabeel@hotmail.com	968 99437 353	
	Ministry of Manpower	Workforce management		Medium	Gadeer Ramis Said Al Waheibi	Director Labour Department, Duqm	ghadeer_mom@hotmail.com	968 99466 401
			Medium	Rashid Bin Marhoon Al-Khawaldi	Head of Public Relations	rmsk27bh@yahoo.com	968 99325 551	
			Medium	Abdullah Mohammed Al-Rahbi	Webmaster	abdullahm@pasi.gov.om	968 98230 906	
Authorities	Public Authority for Social Insurance (PASI)	Social Insurance Law (workforce insurance)	Medium	Khalid Abdulllah Saleem Al Rawahi	Accountant, Revenues & Treasury Section	khalida@pasi.gov.om	968 99381 285	
	Public Authority for Climate Affairs							
	Public Authority of Civil Aviation (PACA)	Weather and climate authority		Waleed Al-Muqaini			99897897	
	Public Authority for Civil Defence and Ambulance (PACDA)							

APPENDIX B- Draft SEP Tactical Schedule

REG-1400-0000-005

TOPIC / ISSUE / IMPACT	TARGET STAKEHOLDER/S	METHOD (& PURPOSE)	LOCATION	SUPPORTING MATERIALS	ACTIONS	RESPONSIBILITIES	COMMENTS	J16	F	M	A	M	J	J	A	S	C
Grievance Mechanism - roll out Provide Project Update	Neighbouring communities (Wadi Sav, Nafun etc.)	Community meeting (provide information)	At community / settlement	Project update Simple A4 fact sheet Copy of grievance procedure Grievance call cards	Arrange meeting Prepare materials												
	Local schools & hospitals	One-on-one meeting (provide information)	At premises														
	Local businesses	One-on-one meeting (provide information)	At premises														
Duqm Refinery Cup - Sponsorship	Neighbouring communities / Businesses?	Sponsorship / branding opportunity (publicity)	Duqm	Branded materials Signage Press release Internal announcement	Establish number of teams, rules & regulations Logistics Venue booking Arrange photography Draw teams	CSR team to plan and deliver that engages local community and stakeholders.									*		
The Science of a Refinery program	Students aged 6 - 14 years in schools in Duqm area.	Collaboration with EfK and MOE to deliver a customized hands on program in schools. Support STEM.	Duqm	Branded materials Signage Press release Internal announcement, media and social media opportunities	Identify schools Engage teachers and MOE Arrange for logistics and staff volunteers	CSR team to plan and deliver workshops that engages students with hands on activities and inspires them in the subject of science.											
Tahaddi program	15 - 17 years and 18+ years	Collaborate with Outward bound Oman and MOE and government entities to deliver skills for life training.	Oman	Branded materials Signage Press Releases Internal announcements Media and social media opportunities	Identify participants from schools and local communities Seek staff volunteers Motivational speakers Logistics to be coordinated with partner group	CSR team to plan and deliver skills for life training course for young people in Duqm area. Further to inspire them by motivational speakers from across Oman.											
Resettlement by SEZAD	Affected Peoples (by others)	To better understand SEZAD process / requirements / compensation for Resettlement	TBD	Prepared brief of known information	Get on Agenda for when RA in SEZAD returns from leave												
Road Traffic Safety Programme	Local schools	Educational programme	At premises	Educational materials - age group appropriate													
	Neighbouring communities	Awareness raising via media / information provision (press, broadcast etc)	Media / campaign														
	Local businesses	Awareness raising	Notifications to businesses														
EPC AWARD	Ministries SEZAD	Advance notification to key Ministries	TBA	Email notification One-on-one notification to key													