	STAKEHOLDER ENGAGEMENT FRAMEWORK	0110-006-01E
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INTRODUCTION

International best practice requires a company to have a Stakeholder Engagement Framework (SEF) to guide its approach to communicating and working with stakeholders and obtaining their feedback on issues that impact them. Thus, this Stakeholder Engagement Framework (SEF) outlines Forest First Colombia S.A.S. (“FFC”) approach to communicating and working with stakeholders in alignment with IFC Performance Standards. Engagement is an integral part of developing an understanding of our stakeholders’ needs, interests and expectations and assists FFC with strategic, sustainable decision-making.

Partnership and regular interaction with all stakeholder groups is vital to the long-term resilience and to the effectiveness of FFC’s integrated sustainability approach. Stakeholder engagement is undertaken with a broader aim than merely communicating to various stakeholder groups. Rather, FFC considers its various stakeholders as key partners in its forestry development operation in Vichada, Colombia.

While ultimate responsibility for stakeholder engagement rests with our management team, our various teams are mandated to maintain inclusive, mutually beneficial relationships with their stakeholders, and to be proactive in engaging them in a transparent and on-going manner.


SCOPE

This SEF outlines our overarching approach to engagement, management and coordination with various stakeholder groups.

It has been put in place to ensure that the stakeholder engagement is applied consistently across all operations. It:

- sets out principles for engagement;
- forms part of the operating philosophy, policies, standards and values as evidenced by our Code of Conduct;
- applies to all of our employees;
- will be extended throughout our supply chain where possible;

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- is monitored for compliance by management; and
- supports and should be read in conjunction with our Code of Conduct and other policies.

PURPOSE

The purpose of this framework is:


- to set out a method of engagement with stakeholders who impact and influence our long-term goals;
- to guide the development of an open relationship between FFC and its stakeholders;
- to develop and promote a good understanding of stakeholder needs, interests, and expectations;
- to offer guidelines on how we should engage with stakeholders,
- to reinforce our commitment to all stakeholders, and
- to establish channels, processes and procedures for receiving and acting on feedback or grievances from stakeholders.

OBJECTIVES

The objectives of this framework are to

- identify stakeholders and to assess the level of their interest and support for our operations;
- establish a systematic approach to stakeholder engagement that will help to build, strengthen, and maintain constructive relationships;
- identify the opportunities and threats arising from stakeholders' material issues;
- assist with strategic and sustainable decision-making;
- improve effective two-way communication between our teams and stakeholders,
- be able to review issues and grievances raised by stakeholders and respond accordingly through effective and timely actions;

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- set targets and objectives for monitoring the performance and detailing regular assessments and reviews of the performance of the SEF by senior management and adapting it to our changing circumstances; and
- identify the necessary management authorizations and resource requirements to effectively develop and implement the SEF.

STAKEHOLDER IDENTIFICATION AND MAPPING

Stakeholders are those individuals, groups of individuals or organizations that impact and/or could be impacted by our activities or products, and associated performance. We identify our stakeholders and monitor our relationships through a multitude of communication channels including regular dialogue, meetings, workshops, interviews and other.


Our key stakeholders are our staff, shareholders, communities, contractors, regulators and local government, associated conservation and civil society groups and in the future, once we have customers, they will be part of our primary stakeholders. These along with our secondary stakeholders are discussed in detail in the matrix table below.

Each stakeholder is mapped according to the level of influence that our operations have or could have on it. The map is organized by stakeholder group and geographic distribution.

Local government

- Vichada Government
- Puerto Carreño municipality and its agencies (planning, government, social development, indigenous affairs, UMATA)
- Municipal Council, Ombudsman's office
- Police Inspection of La Venturosa and Puerto Murillo (Aceitico)
- Maritime General Direction (Puerto Carreño Captaincy)
- Police (Puerto Carreño and La Venturosa)
- Navy (Puerto Carreño)

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Neighbouring Communities

- Cattle farmers
- Subsistence agriculture farmers
- Agro-industrial sector
- Other forestry companies
- Fishermen
- Local community board

Neighbouring Villages

- La Venturosa
- Aceitico
- Puerto Murillo

Indigenous Communities

- Legal Reserves
- Non recognized settlements
- Indigenous organizations that are present in the region

Environmental authority

- Corporinoquia principal office
- Corporinoquia Puerto Carreño office


Health Institutions

- Puerto Carreño Hospital
- Clinic at La Venturosa
- Clinic at Aceitico

Education Sector

- Local schools in the villages
- SENA Puerto Carreño

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- La Conquista (La Venturosa)
- Aceitico

NGO'S, Foundations, Universities

- Orinoquia Foundation
- Omacha Foundation
- Von Humboldt Institute
- National University

Other organizations and foundations

- Vichada Women Foundation
- Marañon Producers Association
- Religious organizations
- Colombian Agricultural Society
- Regional Producer Associations

National Government


- Ministry of Environment
- Ministry of Interior (Prior Consultation Agency)
- Ministry of Agriculture (UPRA, Land National Agency)
- Ministry of Transport
- Presidential Office (PINE Designation)

Stakeholder analysis

Methodologically, once relevant stakeholder groups have been identified, the next step is to discern their interests in FFC's operations and how their interests may be affected. Identification of stakeholder interests can help illuminate the motivations of different actors and how they may influence FFC's operations, including potential project opponents.

Stakeholder interests may be quite diverse and extend far beyond potential material benefits, such as maintenance of cultural practices and livelihoods.

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In 2017, we established stakeholder concerns through a social base line. We identified the information about our stakeholders through workshops, direct interviews, surveys and meetings held during field work involving all stakeholders we had identified.

Next, we prioritized stakeholders based on the interests, rights, concerns, and influence of each stakeholder. The main tool used in prioritization was a matrix that organizes stakeholders according their “importance” and “influence” as identified in this table.

Where five (5) is the highest score and one (1) the lowest.


Stakeholders	Interests, expectation, concerns	Effect (+ o -)	Importance	Influence
Employees and managers	Success in the business of the company.	+	5	4
Neighboring communities	Provide land to FFC’s operations and not be negatively affected by FFC’s operations. Interested about environmental aspects of FFC’s operations.	+	3	2
Neighbors settlements	Expect job opportunities, development of the region, new commercial opportunities. Transparency in hired process and payments Social investment with local authorities to improve social infrastructure like roads.	+	4	4
Local Government	Expect job opportunities, development of the region, new commercial opportunities.	+	4	4

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Stakeholders	Interests, expectation, concerns	Effect (+ o -)	Importance	Influence
	<p>Improve communication channels</p> <p>Interested about environmental aspects like environmental impacts due the activities and management plan.</p>			
Indigenous communities	<p>Expect job opportunities, development of the region, access to ecosystem services.</p> <p>Support in water supply services</p> <p>Support education and recreational activities.</p>	<p>+</p> <p>Could be -</p>	3	4
Local Environmental Authority	Issues environmental permits and oversees compliance with national and local environmental requirements	+	5	5
Health Institutions	Interested in receiving help and support for the many needs of the community.	+	4	2
Educational institutes	<p>Interested in receiving help and support for the many needs of the community.</p> <p>Expect job opportunities.</p>	+	3	1
NGO'S- Foundations Universities- investigation foundations	Provide data, research, and information for key environmental and social aspects about the region and guidance on defining the sustainable project pathway.	+	5	4


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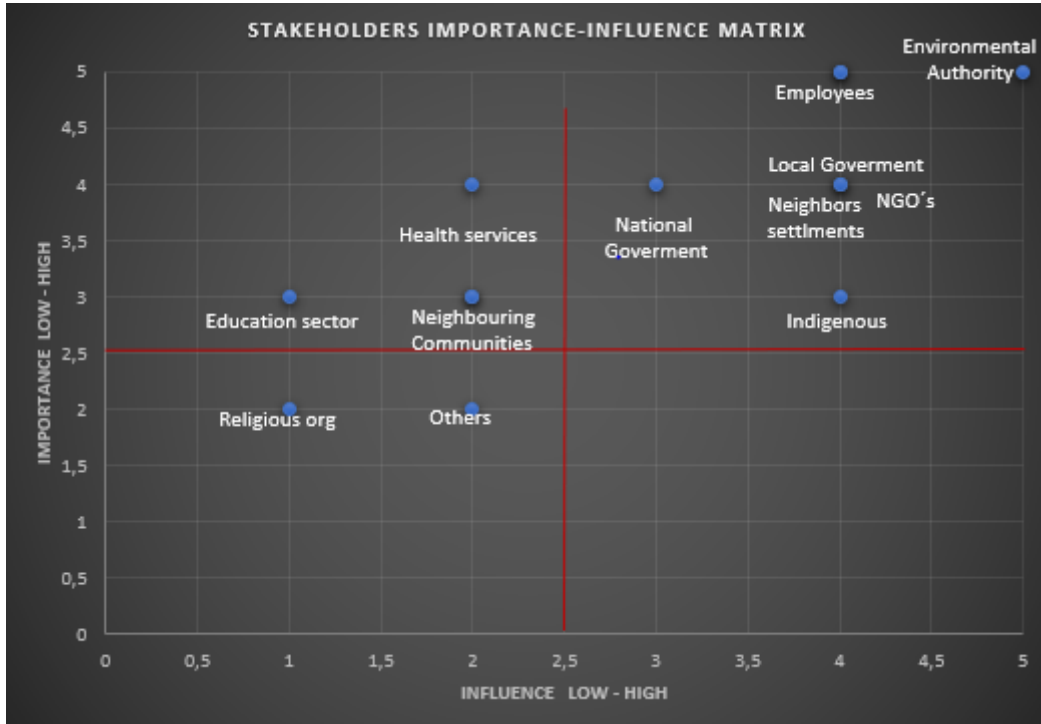
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Stakeholders	Interests, expectation, concerns	Effect (+ o -)	Importance	Influence
Other organizations	No concerns or interests identified		2	2
Foundations				
Religious organizations	no concerns or interests identified		2	1
NATIONAL STAKEHOLDERS				
National Government	Provide critical information to develop FFC's operations.	+	5	3
-Environmental Ministry	Support prior consultation with indigenous people if necessary.			
-Interior Ministry (Prior Consultation Agency)	Provide information about the protected ecosystem and natural parks.			
-Agriculture Ministry (UPRA, Land National Agency)	Provide information about legal indigenous reservations and land that is property of indigenous people.			
Importance of stakeholder for success of project 1: Little/no importance 2: Some importance 3: Moderate importance 4: Very important 5: Critical player		Degree of influence of stakeholder over project 1: Little/ no influence 2: Some influence 3: Moderate influence 4: Significant Influence 5: Very influential		

The results of previous analysis can be visualized in the next graph, which locates stakeholders according to their importance and influence.

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Religious organizations and other organizations present in the area are not the central stakeholders for FFC's operations and have little influence on its success or failure. We could provide disclosure of information as part of the other stakeholders. MONITOR


Health services, education institutes and neighbouring communities are important to the success of FFC's operations but have little influence on FFC's operations. They require special emphasis to ensure that their interests are protected, and their voices are heard. INFORM

Regional environmental authority, employees, local government, neighbors, NGO's, Indigenous people and the national government are central to the planning process as they are both important and influential. They are key stakeholders for partnership building. WORK TOGETHER

METHOD OF ENGAGEMENT

Our method of engagement includes various channels and means of communication reliant on each specific stakeholder group. These methods differ with the type of


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stakeholder. The method of engagement follows the overarching objective to engage and collaborate with each stakeholder group. This is best illustrated in the following table.

Methods	Disclosure	Consult	Involve	Collaborate	Empower
Goal	To provide the relevant stakeholders with balanced and objective information to assist them in understanding FFC's activities and any problems, alternatives, opportunities and/or solutions.	To obtain feedback from the stakeholders on FFC's activities, alternatives and/or decisions.	To work directly with the stakeholders throughout the process to ensure that stakeholder concerns and aspirations are consistently understood and, if appropriate, considered.	To partner with the stakeholders in each relevant aspect of the decision including the development of alternatives and the identification of the preferred solution.	To use the decisions made by the stakeholders with respect to those elements of FFC's operations that are relevant to such stakeholders in FFC's ultimate determination regarding its activities.
Pledge	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how stakeholder input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternative developed where possible and provide feedback on how	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will use what you decide in our own decision-making process.

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Methods	Disclosure	Consult	Involve	Collaborate	Empower
			stakeholder input influenced the decision.		
Tools	Workshops Community meetings Fact sheets Website Corporate notices Virtual meetings	Community meetings Team meetings Surveys	Workshops Group discussions Workers committee	Consensus building Participatory decision - making where appropriate	Meetings Focus meetings

STAKEHOLDER ENGAGEMENT PRINCIPLES

Accessible: We are committed to considering stakeholder needs and tailor our means of access and communication to ensure all can participate based on location, language, scheduling, and physical needs.


Consistent: We are committed to always providing facts about the reality of our operations, to mean what we say and say what we mean regardless of the stakeholder or communication channel.

Consultative: We aim to develop relationships where stakeholder views are considered in decision-making and we provide various channels to foster this.

Collaborative: We aim to establish deep and meaningful partnerships with stakeholders (individuals or organizations) with aligned values and work closely with selected partners and interested stakeholders to build a more sustainable business and society.

Communicative: We value open, honest, and on-going communication with all stakeholders and are proactively committed to such.

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Responsive: We strive for continuous improvement and proactively respond to changing business conditions and stakeholder needs, interests, and expectations.

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