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EXTERNAL AFFAIRS	
Prepared by: Georgina Colin	Authorized by: Cristina Kessel

COMMUNITY RELATIONS AND STAKEHOLDER ENGAGEMENT PROCEDURE

1. Purpose and Scope

The general purpose of this procedure is to ensure the viability and sustainability of the IEnova's projects in Mexico through the creation of positive long-term community relations based on respect for human rights. IEnova recognizes that effective communication with its stakeholders may reduce or limit the legal challenges, save time and resources, as well as promoting the success of projects.

Specifically, the intention is to generate a dialog with different stakeholders to learn about their significant concern (or of greatest concern) and obtain feedback on the development of the projects and the work of the Company as a whole.

This procedure applies to all employees of IEnova's business units.

2. Definitions and Terminology

Stakeholders: persons, communities, organizations, institutions, authorities or any other that may have an influence on the design, implementation and sustainability of the project (Sener, 2016).

Analysis of Stakeholders: method used to: i) identify the stakeholders affected or involved in a project; ii) evaluate their interests; and iii) analyze the effect of these interests on the implementation and viability of the project.

Simplified Risks Analysis: a study conducted to identify the stakeholders that are most prone to conflict and to define the level of risk that they may represent for the development of the project.

Area of Influence: physical area that will most likely be affected by the development of all the phases of the energy project, including in the medium and long terms (Sener, 2016).

Direct Area of Influence: the physical area surrounding or adjacent to the core area inhabited by people and house the socio-economic and socio-cultural elements that may be affected directly by the works or activities performed during the different stages of the energy project (Sener, 2016).


Indirect Area of Influence: the physical area surrounding or adjacent to the core area inhabited by people and house the socio-economic and socio-cultural elements that may be affected indirectly by the works or activities performed during the different stages of the energy project (Sener, 2016).

Core Area: the physical area in which the infrastructure of the project is intended to be built and where the component activities and processes will be performed. This area includes a buffer zone in which the activities may have a different impact on the people who live in existing settlements.

External Communication: any communication received by IEnova, whether verbal or written, of any external stakeholder (member of the community, contractors, Civil Organization/Non-Governmental Organization, authorities and investors, etc), as well as requests, suggestions or complaints related to project activities.

Community: a group of people who inhabit a specific place and share a sense of identity, interests and daily interactions and have common political and/or social institutions.

Indigenous Community: members of an indigenous people who form a social, economic and cultural unit settled in a territory and that recognizes its own authorities based on its uses and customs, in

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the terms established in Article Two of the Political Constitution of the United Mexican States (Sener, 2016).

Free, Prior and Informed Consultation: a fundamental right of indigenous peoples to participate in the taking of decisions on the implementation of projects, works and activities in their territory. The purpose of this procedure is to reach agreements or achieve consent on the decision in question.

External Consultants: individuals and/or companies engaged by IEnova to prepare specific studies for its projects, such as the Social Impact Assessment, the Environmental Impact Statement, the Environmental Risk Study, the Technical Justification Study, among others.

Contractor: the individual or company engaged by IEnova to perform a work, construction or service.

General Administrative Provisions for the Social Impact Assessment in the Energy Sector (DACGs): elements for the preparation and presentation of the Social Impact Assessment, as well as the procedure to be followed by the Sener through the General Social Impact and Land Use Department for the issue of the respective resolution and if applicable, the admissible recommendations and their follow-up. This definition also covers the methodology to establish the area of influence and for the identification, characterization, prediction and evaluation of the social impact of energy sector projects (Sener, 2018).

Company: Infraestructura Energética Nova, Variable Capital Public Limited Company, engaged in the development, construction and operation of energy infrastructure.

Stakeholder Participation and Engagement Strategy: actions proposed based on the analysis of stakeholders conducted to establish productive and respectful relations with different stakeholders based on their levels of power/influence, interest and risk.


Construction Phase: the phase of the project in which IEnova or the contractor performs the activities necessary for the preparation of the site, the construction and installation of the energy infrastructure in question.

Permit Obtainment Phase: phase in which all the permits necessary (Environmental Impact Authorization, Change of Forest Land Use Authorization, Social Impact Resolution, among others) are obtained to be able to develop a project once its viability is confirmed in the prospecting phase.

Operation and Maintenance Phase: the phase in which the preservation activities of the functioning of the installation or equipment, measurement and evaluation of the installation or equipment are performed to avoid or mitigate possible malfunctions and if applicable, replace and/or correct any element during its useful life.

Prospecting Phase: the initial phase of any project, which represents the first approach to the physical space in which the works will be performed to install any type of energy infrastructure.

Social Impact Assessment (SIA): the document that states the identification of the communities and peoples located in the area of influence of the energy sector project, as well as the identification, characterization, prediction and evaluation of the consequences that may arise therefrom and the respective mitigation measures and social management plans (Sener, 2015).

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Trust: contract through which the Contract transmits its own assets, money or rights, either present or future, to a third party for it to manage or invest said assets for own or third-party benefit, always in compliance with the objectives defined from the outset in the same contract.

Community Service Helpline. telephone number to be used by the different stakeholders to communicate with the Company.

Grievance Mechanism (MAC): a set of procedures, functions and guidelines to receive, record, evaluate and deal with any external communication methodically, whether a request, suggestion or complaint.

Key Messages: the main component of the Communication Plan that refers to the ordered and integral information provided to stakeholders about a project (development, health and safety measures, social and environmental impacts, benefits, among others). They are based on the Company's principles and values.

Level of Influence/Power: the capacity of a stakeholder to exert influence on the results of the project taking into account their leadership and capacity to mobilize human and/or financial resources in such a manner that may facilitate or affect the development of the project.

Level of Interest: the importance given to a project by a stakeholder, either based on their involvement or on the level at which it may be affected by the development of the project.

Communication Plan: strategy that forms part of the Social Management Plan and that proposes the information circulation mechanism (timely, impartial and accurate) that applies to the project, its associated risks, as well as the social management measures being or to be taken by the Company.


Social Management Plan: the system, strategy or program that includes steps to be followed by the Company to promote the participation and engagement with stakeholders, communicate the main aspects of the project, present the social investment guidelines and manage the social impact and other actions that guarantee the sustainability of the project correctly.

Project: denomination given by the sponsor of new works or activities to be developed in relation to task to be permitted and based on which the Social Impact Assessment will be submitted (Sener, 2016).

Indigenous Peoples: the communities that descend from populations inhabitants of the current territory of the country beginning from the colonization and who preserve their own social, economic, cultural and political institutions or a part, in the terms established in Article Two of the Political Constitution of the United Mexican States (Sener, 2016).

3. Responsible Parties

Responsible	Functions and Responsibilities
Environmental and Social Regulation Manager/Regulation and Industry Department	Requests the external consultants to analyze the stakeholders as part of the SIA.
	Requests the external consultants to analyze the simplified risks as part of the SIA.

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	Requests the consultants to prepare the Communication Plan as part of the Social Management Plan of SIA.
External Affairs Manager	Informs the project personnel (including contractors and subcontractors) in coordination with the Project Director/Manager, of the social context and the main stakeholders in the zone.
	Implements and follows-up on the Stakeholder Participation and Engagement Strategy during the construction and operation phases.
	Implements and follows-up on the Communication Plan.
	Defines the communication channels and presents the MAC to the project's stakeholders.
	If there is an indigenous presence in the project, the External Affairs Manager defines the communication strategy to transmit the key messages to the contractors and subcontractors on the socio-cultural context, the prior consultation process, if applicable, and the standards to be followed.
Institutional Relations and Sustainability Director	Reviews and approves the materials developed as part of the Communication Plan.
	Follows-up on the implementation of the Stakeholder Participation and Engagement Strategy and the Communication Plan.
Supply Chain Department	Provides the Code of Ethics and the policies and procedures to the contractors and subcontractors who participate of the project.
Project Director/Manager (construction and/or operations)	Approves the Communication Plan.
	Provides the Code of Ethics and the policies and procedures to the contractors and subcontractors who participate of the project.

4. References

- AE-01-P01. Pre-Feasibility Studies Procedure.
- AE-01-P03. Grievance Mechanism (MAC) Procedure.
- AE-01-P04. Social Impact Assessment Development Procedure.
- AE-01-P05. Social Investment Procedure.
- AE-01-P06. Indigenous Communities and Peoples Communities.

5. Procedure

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5.1 Preliminary Stakeholder Identification

5.1.1. The Environmental and Social Regulation Manager shall conduct a general study of the socio-economic, political, institutional, demographic and cultural context in which the project will be developed, through a bibliographical and statistical review. The foregoing includes contemplating the foregoing aspects: the main demographic characteristics, the economic situation, safety and beliefs.

5.1.2. Once the context study is complete, the Environmental and Social Regulation Manager shall identify the main stakeholders, on a preliminary basis, through a bibliographic and indexing review.

The following main stakeholders should be considered:

Political Stakeholders: authorities of municipal and state governments, delegates, political party leaders, communal land commissioners, among others.

Community Stakeholders: the population in the area of influence, vulnerable group, communal land owners, traditional authorities, community committees, religious groups.

Economic Stakeholders: relevant companies, land owners, entrepreneurs, cooperatives, associations and chambers, among others.

Civil Society Stakeholders: Non-governmental organizations, multilateral bodies, civil associations, among others.

Academic Stakeholders: professors, scientists, researchers, among others.

Companies: that have developed similar or large impact projects in the zone.


Means of Communication: publishing boards or directors, editorial managers, journalists and other magazine contributors, television channels, newspapers, radio stations, blogs and social media.

5.2 Analysis of Stakeholders for the Social Impact Assessment

5.2.1. Once the project site has been defined, the Environmental and Social Regulation Manager shall inform the external consultants engaged to prepare the SIA of the site location and the information collected during the pre-feasibility analysis.

5.2.2. The Environmental and Social Regulation Manager shall request the external consultants to identify and update the stakeholders through fieldwork to corroborate and complement the results already obtained. Participative methods such as surveys, interviews, community workshops, focus groups, observations, among others, must be used. The instruments must include questions that allow the stakeholders to be identified, their perception in relation to a project, as well as the power dynamics existing among the different stakeholders.

5.2.3. Once the full list of stakeholders is obtained, the Environmental and Social Regulation Manager shall also check that the consultants have categorized them into at least three

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groups: i) key interest stakeholders; ii) general interest groups and individuals, and, iii) secondary interest stakeholders. The categories and methods that may be used to identify them are described below.

Key Interest Stakeholders: stakeholders located in the area of influence of a project and will be directly affected by its development. These include, although not limited to the communities, they may alter their way of life, work or interaction with the physical, territorial, social, cultural or spiritual environment and the manner in which they organize themselves to meet their needs.

Within this group, particular attention must be paid to the vulnerable population that may be affected by the project. These groups include women, children, the elderly, people with special needs, the migrant population and those who live in extreme poverty, in accordance with the definition established by the National Social Development Policy Evaluation Board (Coneval).

Depending on the location of a potential project, one of its main stakeholders of interest in this category are the indigenous peoples and communities (please refer to Procedure 6 "Indigenous Communities" for more information).

Finally, this category may also include all the stakeholders involved in the acquisition or leasing of land for the development of the project. These include communal land owners, private owners, holders, arable and livestock farmers.


General Interest Stakeholders: stakeholders located in the area of influence of a project and even though will not be directly affected, have some degree of interest, power or influence: over its development. This category may include the persons and/or groups that have a strong interest for academic, philosophical and political reasons; for example, local government politicians and officials, Civil Organizations and Non-governmental organizations, community committees, schools, religious leaders, the media, among others.

Secondary Interest Stakeholders: stakeholders who, although are not located in the area of influence, have an interest, power or influence on the development of the project. State governments, Federal departments, such as Ministries, Semi-State Productive Companies (Pemex and CFE), other authorities, civil organizations and Non-governmental organizations, among others, are identified.

A summary of stakeholders by category type is described as follows.

Table 1. Stakeholder Type

Category	Definition	Stakeholders
Key-interest stakeholders	Stakeholders located in the area of influence that will be directly affected by the project or may have a direct effect on the project.	<ul style="list-style-type: none"> ○ Communities in the area of influence. ○ Vulnerable population.. ○ Indigenous peoples and communities.

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		<ul style="list-style-type: none"> ○ Land owners. ○ Communal land owners. ○ Arable and livestock farmers. ○ Individuals employed by the owners and/or who work the land.
General-interest stakeholders	Stakeholders located in the area of influence that will not be directly affected by the project or will have a direct effect on the project, but declare a level of interest, power or influence on the development of a project.	<ul style="list-style-type: none"> ○ Academics. ○ Local government. ○ Civil/Non-governmental organizations. ○ Community groups. ○ Religious groups. ○ Academic groups. ○ Traditional leaders. ○ The media.
Secondary-interest stakeholders	Stakeholders located outside the area of influence that will not be directly affected by the project or will have a direct effect on the project, but declare a level of interest, power or influence on the development of a project.	<ul style="list-style-type: none"> ○ State government. ○ Federal government. ○ Civil/Non-governmental organizations. ○ The media.

This categorization is only a general guide to identify the stakeholders; therefore, it must be modified based on the context of each project.

5.2.4. The Environmental and Social Regulation Manager shall supervise to ensure that the consultants have identified the main interests and expectations related to the project of the different stakeholders, the benefits that may be sought and/or the conflicts that may arise from the implementation of the project. Thus, a profile can be determined of the stakeholders to be used as a base to establish their level or power/influence. As part of the foregoing, a directory will also be obtained (telephone numbers, addresses and direct means of contact).

The following matrix may be used to list the stakeholders and summarize the main results obtained:

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Table 2. Stakeholder Profile

Stakeholder Type	Stakeholder	General Description	Interest	Possible Relationship to Project
Key-interest stakeholders				
General-interest stakeholders				
Secondary-interest stakeholders				

5.2.5. Once the stakeholders' interests are defined, the Environmental and Social Regulation Manager shall confirm that the consultants have specified their power/influence/interests. Keep in mind that the level of power describes the stakeholder's level of influence over the project and the extent to which the stakeholder can support or block, whereas, the level of interest defines the level of importance that a stakeholder can attribute to the project and how it may react to its development.

This classification serves to determine the effect or impact that the stakeholders may have in the development of the project. For example, the stakeholders who are the main decision-makers may be identified, as well as those that may facilitate or obstruct the implementation of the project. Based on these results, the consultants shall make the respective recommendations and design the Stakeholders' Engagement Strategy.


As a result of this analysis, the environmental and social regulation manager shall confirm that the analysis conducted by the external consultants contains the map of the level of stakeholder power/influence in the Gardner matrix. This matrix is shown as follows.

Table 3. Stakeholders Classification Matrix

Power/Interest Ratio		Interest	
		Low	High
Power/Influence	Low	Do not play a significant role or have an influence on the project.	Despite having a high level of interest, their power of influence is low; therefore, they cannot influence the result of the project.
	High	Have a high level of influence, but little interest in the project.	They can affect the course of the project by having a high level of influence in it.

Source: Own preparation based on Gardner (1986) and De López (2001)

In this vein, depending on the categorization, a general proposal of how to deal with the relationship with each of the stakeholders is shown as follows. However, this should be modified based on the particular characteristics of each project and the context in which it will be developed.

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- Low interest and low power/influence: requires a minimum effort and they must only be kept informed.
- High interest and low power/Influence: must be at least informed of the progress of the project at key times (prior to construction, commencement of construction, commencement of operations, etc.).
- Low interest and high power/influence: efforts must be made to establish a relationship with them from an early stage of the project. Their concerns and complaints must be dealt with carefully.
- High interest and high power/influence: active participation and on-going engagement with these stakeholders must be fostered from an early stage of the project. Their concerns and complaints must be dealt with carefully.

5.2.6. Once all these stakeholders have been categorized based on their levels of power/influence, the Environmental and Social Regulation Manager shall examine to ensure that the analysis made by the consultants states their position toward the project, in the following manner:

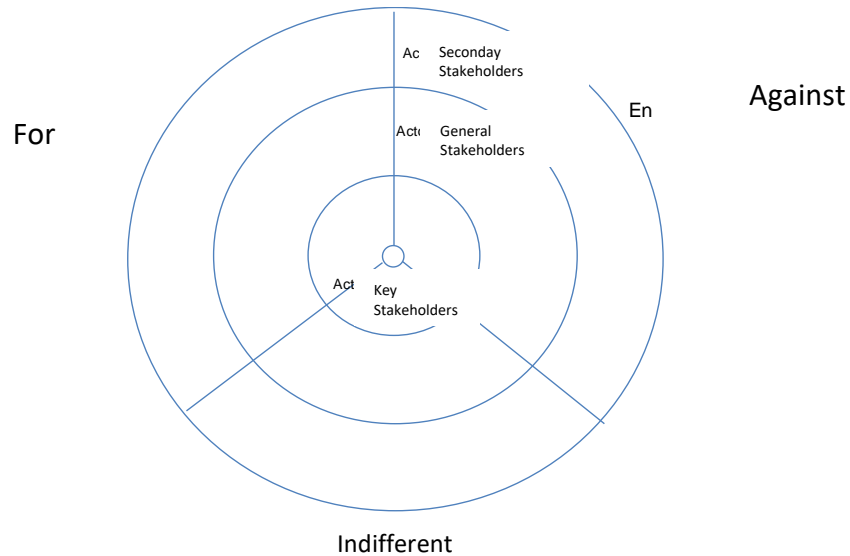
- **In favor:** stakeholder supports the development of the project due to the benefits expected to be obtained from it or its perception of it.
- **Indifferent:** stakeholder has a neutral stance toward the development of the project, mainly because the level of interest is low or due to a lack of sufficient information.
- **Against:** there are reasons why the stakeholder may oppose the development of the project, whether due to their expectations (justified or not), risks perceived, past experiences with similar projects, among others.

Based on this analysis, the external consultants shall place the stakeholders in the following graph to identify the key stakeholders considering their power/influence, interest and stance toward the project, as well as to design an adequate and effective Stakeholder Communication and Engagement Strategy based in their positioning.

Figure 1 Positioning of Stakeholders

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Source: Own preparation.

5.3 Preparation of Simplified Risks Analysis

5.3.1. Once the stakeholder analysis is conducted, the Environmental and Social Regulation Manager shall request the consultants to provide a Simplified Risks Analysis. The objective is to obtain a more accurate classification on identifying the level at which the stakeholders may be affected by the project. Specifically, this tool permits the stakeholders that are more prone to create conflicts or risks during the implementation of the project to be identified. This depends on their level of power/influence in the community, their level of volatility based in their history with similar project, their interested in the project and their stance toward it. Some of the questions that must be answered to conduct this analysis are:

Are there any similar projects in the area of influence? How have they been developed? What was the role of the stakeholder?

What are the stances of the stakeholders toward energy infrastructure project and/or other types of infrastructure?

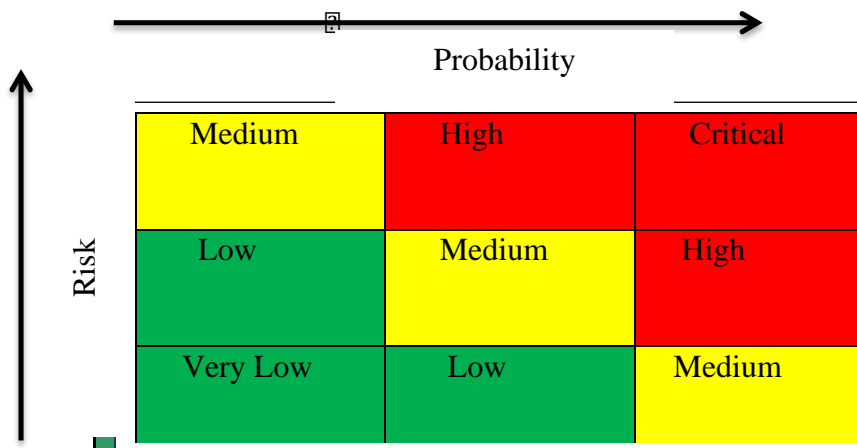
Has the stakeholder been part of any type of demonstration or conflict? Of what kind? What was the cause of the demonstration or conflict?

Does that stakeholder have a relationship with other stakeholders or group that have been troublesome in the past?

5.3.2. The Environmental and Social Regulation Manager shall ensure that the external consultants illustrate the results of the analysis in a matrix that shows the level of risk that the stakeholders represent for the project and the likelihood that the risk will manifest itself. Therefore, the following figure may be used as a guide:

Figure 2 Example: Simplified Risks Matrix

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Source: Own preparation based in the Occupational Health and Safety Assessment Series (OHSAS) standard, which is commonly used in risk management.

5.3.3. Once the risks and their probability of occurrence is identified, the Environmental and Social Regulation Manager shall confirm that the appropriate prevention and mitigation measures are defined and taken. A holistic approach to the integration of stakeholders interested and the management of risks will lead to an efficient allocation of resources, as well as effective communication and engagement with the stakeholders. These measures proposed to mitigate and/or prevent the risks must be included in the Stakeholder Participation and Engagement Strategy

5.4 Design of the Stakeholder Participation and Engagement Strategy and the Communication Plan.

5.4.1. Once the stakeholder analysis is conducted, the Environmental and Social Regulation Manager shall supervise the Stakeholder Participation and Engagement Strategy and the Communication Plan prepared by the external consultants.


The Environmental and Social Regulation Manager may request the consultants that the strategy be presented in the following table or in a similar format:

Table 4 Example of Presentation of Strategy

Stakeholder	Level of power/influence and interest.	Type of strategy and key messages	Type of contact in each phase of project		
			Prospecting	Construction	Operation

This phase must be flexible and fluid in such a manner that if during the monitoring and evaluation process, stakeholder changes its attitude or interest toward the project, the strategy and the type of approach may be adopted to reflect this change.

5.4.2. Prior to commencing the construction of the project or the acquisition of a project, the Institutional Relations and Sustainability Department shall appoint the person to be responsible for community relations.

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5.4.3. Taking the elements of the Stakeholder Participation and Engagement Strategy and the Communication Plan as a guide, the Institutional Relations and Sustainability Department, together with the External Affairs Manager or the person responsible for community relations, shall define the main issues to report to the stakeholders.

The messages to be transmitted shall be adapted to each audience and consider their main interests and needs.


The main communication issues to be included are the following:

- General project information: general information about the project, including the main activities to be performed in each phase, the purpose, the potential associated social and environmental impacts, negative impact prevention and mitigation measures, as well as the positive impact enhancement measures.
- Health and safety: principles and methods that allow projects to be performed within the respective standards.
- Land management: description of the land negotiation process to be followed based on the Company's standards, as well as the main aspects of the associated contracts.
- Employment and acquisition of local services: information on how to access the web page to consult the publication of the employment opportunities offered by the project, the contracting requirements and procedures and the training provided.

Besides informing about where to consult the employment opportunities, this message must explain that most of the jobs, goods and services, especially during the construction, are entrusted to contractors and subcontractors.

- IEnova's Code of Ethics and suppliers' conduct guidelines: both employees and contractors and subcontractors who work on the project shall follow the Code of Ethics and its respective guidelines in order to ensure a healthy working environment and foster respectful relationships with the communities.
- Social Management Plan: steps to be taken by the Company to guarantee effective social management, including the implementation of measures to prevent and mitigate negative social impacts, the enhancement of positive social impacts and social investment proposals.
- Community Service Mechanism: system to receive and deal with external communications (requests, suggestions and complaints) from the communities to which IEnova belongs and from the different stakeholders.

It must be mentioned that these are generic issues; therefore, the External Affairs Manager, or the person responsible for community relations, shall define more or less information should be included, depending on the context of each project and based on the results of the SIA.

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5.4.4. Once the messages have been defined, the Institutional Relations and Sustainability Director, together with the External Affairs Manager or the person responsible for community relations, shall define the appropriate channels to publish the messages established beforehand, the frequency with which the information shall be published, the main persons responsible for generating it and the budget to be allocated to these activities.

Some of the main communication channels that may be considered are:

- Informative meetings: presentations, community workshops and training talks for stakeholders. The material to be used in the meetings must have a language, visual code and information treatment suitable for the target audience, as well as guaranteeing the cultural pertinence of the content.
- Guided visits of the project: site visits may be held during the construction and operation phases of the project, when feasible, for students from the schools in the area of influence and the general population. The purpose of the visits will be to explain how the technology used works and the benefits that the project will generate.
- Posters: tabloid-size posters designed to be placed in meeting points and centers of the communities (schools, health centers, community centers, public offices, among others). The information presented must mention the importance of being aware of the project, keeping informed and detecting and reporting anomalies. These posters may also inform about opportunities, community meetings, project progress and when relevant, health and safety issues.
- Public announcement (PA) systems: in isolated communities or those with limited access to the media, PA systems can be used to call informative meetings related to a project.
- Pamphlets: leaflets containing information about IEnova, the project, the Social Management Plans, the Community Service Mechanism, among others. They may be distributed to local governments and other stakeholders.
- Mass media (printed and electronic): will be used depending on the scale of the project and the characteristics of the community.
- Internet: web page, e-mail and social media when permitted by the characteristics of the location.

It is important to consider that the communication channels and materials must be selected based on the stakeholders, the messages to be transmitted and the context of the area of influence of the project.

The External Affairs Manager, or the person responsible for community relations, shall prepare a budget to implement the Communication Plan, which shall include the cost of producing the materials necessary to transmit the project information. Once complete, it shall be sent to the Institutional Relations and Sustainability Director for authorization.

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5.5 Implementation of the Communication Plan and the Stakeholder Participation and Engagement Strategy

5.5.1. The External Affairs Manager, or the person responsible for community relations, coordination with the Project Director/Manager, prior to commencing the project, shall give a presentation on the social context in which the project is to be developed to the IEnova workers who will participate in it. The training shall include the information on the main stakeholders who are present in the area of influence of the project and on the operation of the Grievance Mechanism (MAC)

5.5.2. The External Affairs Manager, or the person responsible for community relations, coordination with the Project Director/Manager, shall inform the contractors and subcontractors of the main social aspects to be kept in mind during the development of the project and the main stakeholders present in the area of influence.

They must also be informed of the operation and scope of the MAC to make them aware that if IEnova receives any external communication on aspects related to the contractor's activities, said communication will be sent to them in writing.

5.5.3. The person appointed by the Supply Chain Department and the Project Director/Manager shall provide all the contractors and subcontractors with IEnova's Code of Ethics, as well as the health and safety policies and procedures to be following during the development of the project.

5.5.4. Once the different persons responsible for development of the project become aware of the social context, the External Affairs Manager or the person responsible for community relations in coordination with the Project Manager, shall inform and will present the Project and the Grievance Mechanism (MAC) the respective stakeholders. The operation of the mechanism shall be circulated via the channels and materials established in the Stakeholder Participation and Engagement Strategy.

In cases where it is deemed necessary to update the communication channels of the Stakeholder Participation and Engagement Strategy, a review of the information reported in the Social Impact Assessment will be carried out to determine the use of a possible new channel.

5.5.5. When necessary, the External Affairs Manager or the person responsible for community relations, shall meet with the non-governmental organizations, the civil associations, the community leaders and/or the local authorities identified in the SIA, as applicable, in order to establish the Social Investment Plan.

5.5.6. The External Affairs Manager, or the person responsible for community relations, shall follow-up on the implementation of the Stakeholder Participation and Engagement Strategy and ensure that the stakeholders are informed about the commencement of each phase of the project, when necessary.

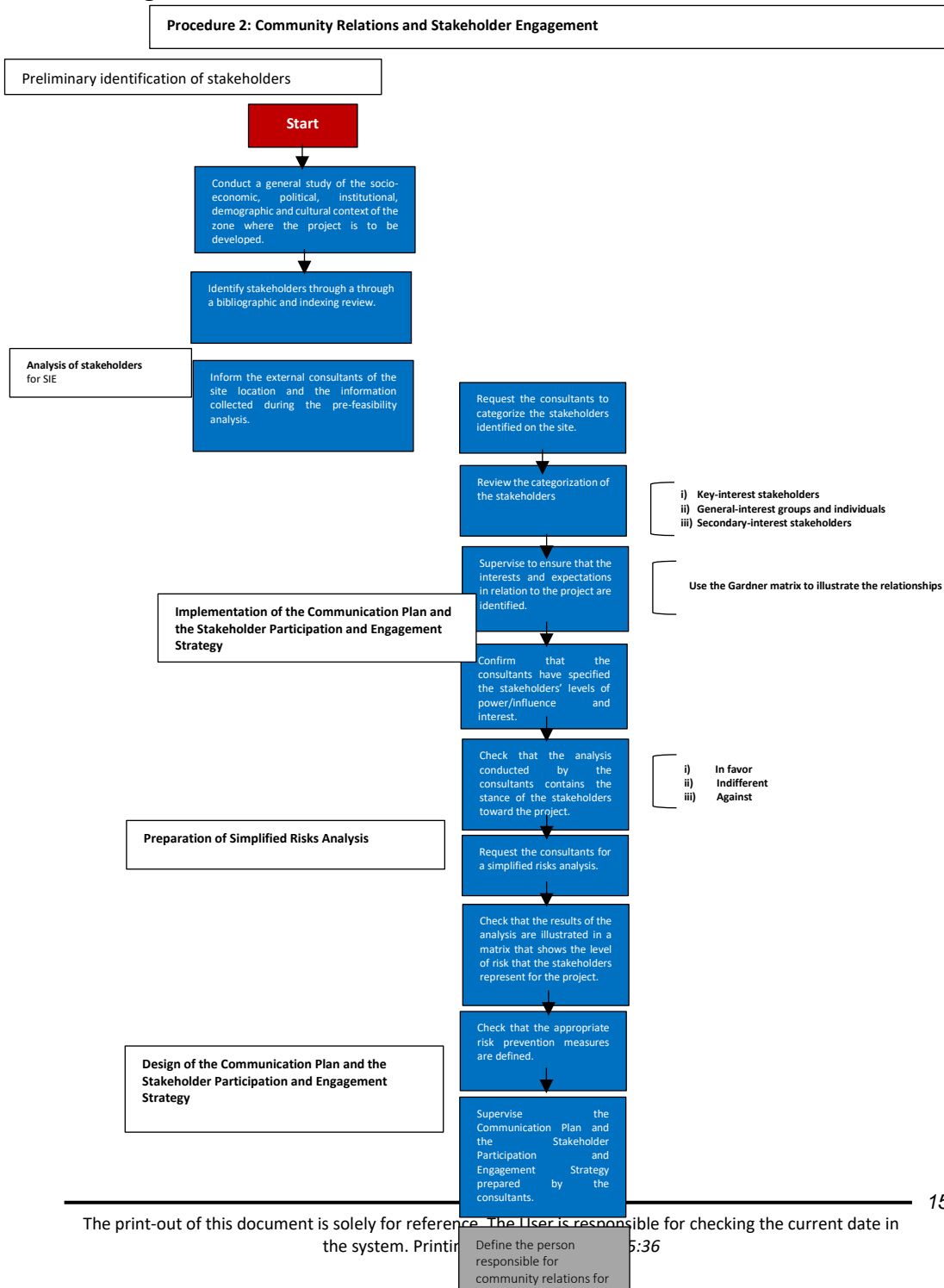
5.5.7. During the useful life of the project, the External Affairs Manager or the person responsible for community relations, shall update the Stakeholder Participation and Engagement Strategy and the MAC documents considering the practical experiences gained in the project in order to ensure that both documents are as effective as possible and meet the objective for which they were designed.


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5.5.8. The Institutional Relations and Sustainability Director shall supervise the implementation of the Stakeholder Participation and Engagement Strategy periodically.

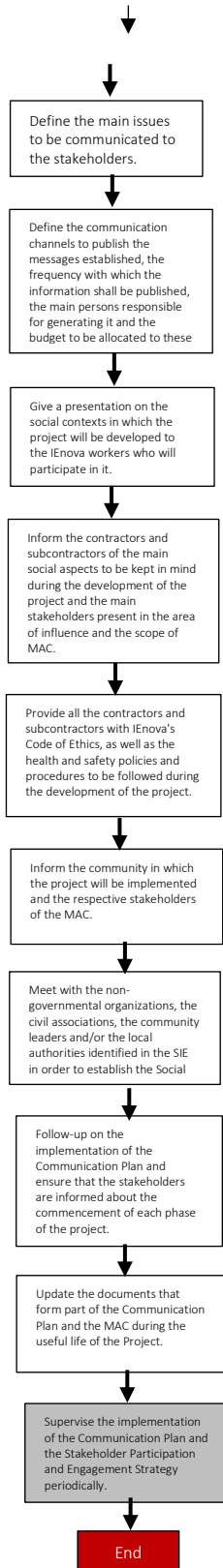
If the Director identifies possible areas of improvement, s/he will work together with the External Affairs Manager or the person responsible for community relations to define how to deal with them.


6. Diagram and/or Narrative



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EXTERNAL AFFAIRS	
Prepared by: Georgina Colin	Authorized by: Cristina Kessel

COMMUNITY RELATIONS AND STAKEHOLDER ENGAGEMENT PROCEDURE



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7. Exhibits (Forms, documents and/or standards)

8. Follow-up and Measurement (Performance Indicators)

There are several indicators that must be considered in the monitoring and evaluation of Procedure 2: Community Relations and Stakeholder Participation and Engagement Strategy during the construction, operation and maintenance phases of the project. It is suggested to use:

- Number of times that contact has been made with each type of stakeholder (key, secondary, high risk, high power and high influence)/Number of times that contact has been made with stakeholders.
- Type of contact made, for example, individual meeting organized by IEnova, individual meeting organized by a stakeholder or group, an informative meeting as part of the Communication Plan, an informal meeting, telephone contact, e-mail contact/Total number of contact made with stakeholders.
- IEnova project employees informed about the MAC/IEnova project employees.
- IEnova project employees informed about the Code of Ethics/IEnova project employees.
- IEnova project employees informed about the Health and Safety policies and procedures/IEnova project employees.
- Number of project contractors and subcontractors informed about the MAC/Total number of project contractors and subcontractors.
- Number of project contractors and subcontractors provided with IEnova's Code of Ethics/Total number of project contractors and subcontractors.
- Number of project contractors and subcontractors informed about the Health and Safety policies and procedures/Total number of project contractors and subcontractors.

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- Optionally, a peer review may be conducted of the experiences obtained in the different business units with the adaptation and implementation of the Stakeholder Participation and Engagement Strategy and the Communication Plan.
- Depending on the scale, magnitude and complexity of the socio-economic, political and cultural context of the area of influence of the project the frequency of the measurement of these indicators and the update of the instruments presented in this project shall be defined.

9. Authorization

<hr/> Cristina Kessel Institutional Relations and Sustainability Director	<hr/> Ramiro Fernández Compliance Manager
<hr/> Roberto Rubio Comptroller Vice-President	<hr/> Gerardo Higareda Internal Audit Manager

10. Contacts (Doubts and/or Clarifications)

Questions related to the implementation of or compliance with this Policy must be discussed with your immediate supervisor. The contact designated as responsible is this Policy will be the Compliance Manager or you can contact the Ethics Helpline on 01 (800) 062 2107. The Ethics Helpline is available 24 hours a day, 7 days a week. All calls received by the Ethics Helpline will be treated as confidential.

Contact	E-mail	Telephone Number
Georgina Colin	gcolin@ienova.com.mx	91380485

11. Change Control

No.	Description	Date	Observations
01	Definitions	August 21, 2018	General Administrative Procedures (DACG)
01	Updating positions	May 14, 2019	