

## STAKEHOLDER ENGAGEMENT

South32 engages with a diverse range of stakeholders. We define stakeholders as those individuals or groups who are potentially affected by our Operations or who have an interest in, or influence on, what we do.

At a community level, we promote and encourage feedback about our activities. At a global level, we engage with our stakeholders at our Annual General Meeting.

We also make information available on our website about our existing operations and planned activities, as well as publishing other public information, such as our Annual Report, market announcements and conference speeches.

Stakeholder	Why we engage	How we engage
<b>Business Partners</b>		
Joint venture partners.	We engage our joint venture partners to ensure risks are being adequately managed, appropriate governance mechanisms are in place and that value is delivered for shareholders.	Joint Venture Boards and Committee meetings, Joint Venture operational review calls and assurance audits.
<b>Community - based organisations</b>		
Not-for-profit organisations at the community level.	We maintain regular contact with local environmental groups and community-benefit organisations and charities to understand their interests or concerns about our current operations and planned activities, so we can work to solve these together.	Group meetings and briefings, one on one meetings, newsletters, phone calls and general correspondence.
<b>Customers</b>		
Companies that buy our products.	We are committed to reliable product supply, both in relation to volume and quality. Together, we are also concerned with cost and delivery, as well as the life cycle impacts of our commodities.	We closely engage with our Customers on all issues, including ensuring that our products are used in the most efficient way. South32 also participates in a number of product stewardship initiatives.
<b>Employees and contractors</b>		
People that work for us.	We recognise the value of our people and the importance of timely, topical and regular engagement. With a well-informed and engaged workforce, the business is best placed to achieve its strategy.	Our preference is for face-to-face engagement with our people. This is not always possible, so we use a number of communications channels. This includes meetings, videos, toolbox talks, newsletters, forums, presentations, and web-based forums including Sharepoint and Yammer.

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**Governments and regulators**


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At local, national and international levels.

South32 relies on a high level of public policy certainty to make commercial and operational decisions, in order to develop mineral resources with a minimum of risk. South32 engages to build and maintain positive relationships and to ensure governments and regulators understand policy and regulatory impacts on the business.

Engagement with government and regulators is wide-ranging, depending on the local context and issue. We engage through face to face dialogue, emails, submissions, telephone calls, and mail correspondence.

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**Industry peers and associations**


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Associations of shared interest groups.

Membership of key industry associations supports South32 in continuous improvement. Shared knowledge with a diverse range of parties works to increase our performance.

Through participation in meetings, working groups, committees and policy feedback processes. South32 are also a member of the International Council on Mining and Metals to develop guidelines, standards and programmes to share best practice within the mining sector.

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**Investment Community**


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Environment, Social and Governance (ESG) analysts, shareholders, debt and equity analysts.

Our executive management team presents South32's performance, strategy, operations and prospects to shareholders and potential investors, in accordance with securities law, to achieve fair valuation of South32 securities in the equity markets.

We deliver high-quality investor communications on ESG related matters, including performance metrics, in a timely manner.

We answer shareholder and investor requests (phone, email and face-to-face discussions).

We engage with ESG analysts annually through engagements such as roadshows or conference calls, including key management personnel or Board members, as required.

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**Labour Unions**


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Employees and contractors are represented by unions at many of our Operations.

We engage with labour unions to discuss various aspects of workers' rights and interests.

South32 will engage with its employee representatives and representative groups via telephone conversations, face-to-face meetings; negotiations; letters and emails.

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**Local and Indigenous Communities**


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Local communities, including indigenous groups, that have interests and concerns in relation to our Operations.	<p>We recognise our operations can have both a positive and negative impact on our communities.</p> <p>We support employment and community practises that empower people to make choices and have control over their process of development as it affects their lives, beliefs, institutions, well-being and the lands they occupy or otherwise use.</p>	<p>Our engagements vary depending on the location of the operation and the stakeholder, in accordance with the Stakeholder Engagement Plan. Engagements typically include face to face meetings; to community consultative committees and forums; operational open days; newsletters, web-based information, telephone conversations; site visits. We also take part in community activities and engage through various community initiatives.</p>
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**Media**


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Print, online, broadcast and social media.	<p>We acknowledge the role the media plays as a source of information about our operations and planned activities. We engage regularly with print, online, broadcast and social media to ensure South32 information is offered in balance to other information.</p>	<p>Engagement with media is carried out via telephone discussions, face to face meetings, news releases, briefings, presentations, site visits, web-based information and web-broadcasts.</p>
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**Non-government organisations (NGOs)**


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Organisations that hold specific interests in environmental, social and human rights issues.	<p>NGOs are interested in specific issues relevant to their group, such as human rights (including health and safety), environmental issues or transparency.</p>	<p>We monitor NGO campaigns and seek to engage with groups at local, national and international levels where relevant.</p>
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**Society partners**


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Public or private organisations that we partner with on specific projects that have a societal benefit.	<p>To ensure that South32 and the society partner both operate in a way consistent with values and performance.</p>	<p>We engage with potential partners through the project process, and through regular project updates.</p>
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**Suppliers**


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Large and small business that we procure items from.	<p>South32 requires surety in supply of the various products we purchase, as well as understanding the supply chain we are purchasing from.</p>	<p>The various responsible entities for procurement will engage suppliers regularly via our Contractual agreements, including our Standards and ongoing updates and performance reviews.</p>
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