



OUR APPROACH TO PEOPLE AND CULTURE

Our people are fundamental to our success and to unlocking the full potential of our business.

At South32, we aim to be welcoming, inclusive and embrace and celebrate differences. Creating a place to belong is everyone's responsibility. Every day our values of care, trust, togetherness, and excellence shape the way we behave and the standards we set for ourselves and each other. We truly believe we're better together. We care about our colleagues, so we all take responsibility to keep each other safe and well, every day. We seek to provide an environment where everyone can feel safe to speak up and we work as a team, with a commitment to delivering excellence in all that we do.

Ultimately, our people and systems shape our safety-focused, high performance and values-based culture, which is reflected in the way we work, the decisions we take, the courage we show and the legacy we leave.

Our commitments

We are committed to:

- Attracting, developing, and retaining talented people who embrace opportunities, reflect the communities in which we operate and are engaged in fulfilling our purpose, delivering our strategy and living our values;
- Supporting our people by shaping a positive employee experience and maintaining constructive labour relations; and
- Fostering an engaged, inclusive and diverse workforce.

Meeting our commitments

The principles that support us to meet our commitments include:

- **Safety and culture:** We believe that safety and culture are inextricably linked, and supporting our people to feel safe and respected at work can enhance individual and collective contributions to the delivery of our strategy and fulfillment of our purpose;
- **Inclusion and diversity:** We understand that an engaged, inclusive, and diverse workforce allows for greater collaboration, innovation, and performance;
- **Workplace conduct:** We recognise that in addition to having a strong governance framework for responding to incidents of inappropriate workplace conduct, consequences must be clear and enforced. We will not tolerate inappropriate conduct in our workplaces or retaliation against anyone for reporting a workplace conduct concern or for cooperating with a related investigation; and
- **Standards and laws:** We respect international labour standards and local labour laws and regulations.

Our management approach

Our Approach to People and Culture includes fostering an engaged, inclusive and diverse workforce, and shaping a positive employee experience. The key elements of our management approach are outlined below.

Culture and employee experience

- We work to provide and maintain a safe and inclusive workplace free from discrimination bullying and harassment.
- We engage with our employees on our culture and their experiences working at South32, including through periodic perception surveys, to inform our approach to continuous improvement.
- Our Board and Lead Team periodically review South32's organisational culture characteristics, to help to align our current and required culture, and to facilitate a shared understanding of the role of culture in delivering our purpose and strategy.

Workplace conduct

- Our Code of Business Conduct (Code) sets the standards of conduct that we expect of our employees and contractors, executive management and Directors. Our leadership model defines the accountabilities, behaviours and competencies expected of our people. Together with our values, they clearly define our expectations for workplace behaviours.
- We facilitate conversations and training with our employees and contractors to build understanding and reiterate expectations on appropriate workplace conduct.
- We support and encourage people to speak up when our values and Code are not being followed. Anyone can report a business or workplace conduct concern through a range of mechanisms, including through our confidential and independently administered reporting hotline.
- Actions and behaviours misaligned to our expected behaviours and Code are managed through our disciplinary processes which may, and have, resulted in disciplinary action up to, and including, dismissal.
- Our Business Conduct Committee, made up of senior leaders, provides guidance and oversight on material workplace (and business) conduct concerns. We also report bi-annually to the Board's Risk and Audit Committee on material breaches of our Code (including all sexual harassment allegations), and related outcomes.

Reward and benefits

- We monitor the employment market to offer market-competitive remuneration and benefits and have designed our reward framework to reward performance, leadership, and behaviours that promote our values and purpose.
- Our remuneration framework includes a short-term incentive payment for eligible employees, which is determined using inputs from the South32 Business Scorecard, operational/functional performance, and individual performance aligned to our values and leadership expectations.
- Through our Allshare Equity Plan, we offer eligible employees the opportunity to acquire shares in South32 and participate in our financial success.
- We complete periodic gender and Black people in South Africa remuneration reviews to assure pay equity across our employees.
- Our employees receive additional benefits that reflect local labour markets and may include enhanced retirement savings programs, personal insurance, medical insurance subsidies, educational assistance and service awards.
- We offer market-competitive entitlements for parental leave and provide flexible work arrangements, where feasible.

Learning and development

- We support professional development and provide learning opportunities through internal training and learning programs for specific role profiles, self-assigned learning, and external capability programs with specialist vendors. Employees may apply for additional training through our education assistance procedure.
- Our annual performance reviews support employee growth with regular line leader check-ins enabling continuous feedback, development and coaching. These reviews also help our employees understand how their contribution links to the achievement of our business priorities.
- Our employees have access to a mentoring toolkit, which provides guidance on establishing mentoring processes to further support the achievement of development goals.

Talent management

Our talent management process seeks to identify key talent, provide them with development opportunities, and promote movement within South32. Ultimately, this process aligns people's capabilities with work opportunities to perform business-critical roles.

Employee wellbeing

We provide our people with access to mental health and wellbeing support, including awareness and education activities and our Employee Assistance Program.

We recognise that the risk of both physical and mental harm can be linked to exposure to psychosocial hazards. We utilise a global psychosocial risk framework that standardises the way we identify, assess, and mitigate psychosocial risks across our business.

Diversity

We track our performance against Board-approved people and culture measurable objectives, aimed at tracking and improving diversity, employee experience, and culture in our workplace. A subset of these measurable objectives is included in our annual Business Scorecard, which is a key determinant of short-term incentive payments for the Lead Team and eligible employees.

Labour relations

- We support the rights to freedom of association and collective bargaining.
- We maintain a global employee relations framework and engage in collective labour negotiations where appropriate, working to achieve mutually beneficial outcomes.
- We periodically review external benchmarks to inform the provision of a living wage for our employees.

- Our minimum requirements for suppliers state that wages and benefits (including overtime) paid for a standard working week, must satisfy, at a minimum, national legal standards or local industry benchmarks.
- We work with approved recruitment agencies and pay for the cost of recruitment activities.

Communicating significant operational changes

Our approach to communicating significant operational changes to our people, such as the closure of an operation, is dependent on the timing, scale, scope, and nature of the changes expected. In general, this would involve leadership briefings, formal announcements, the commencement of consultation periods where required by law or under a collective agreement, and response to feedback as appropriate, which would inform formal outcomes and subsequent implementation.

Support offered to impacted employees may include employee assistance programs and outplacement services which may involve one-on-one coaching to prepare for entering the job market, and other services such as resume and LinkedIn profile development, networking, and interview skills development.

What guides us

Our Approach to People and Culture is guided by global standards and initiatives, including the International Labour Organisation's Declaration of Fundamental Principles and Rights at Work.

The countries we operate in are members of the International Labour Organisation. Our approach is also guided by the United Nations Sustainable Development Goal on Gender Equality and ICMM's Diversity, Equity and Inclusion Position Statement and relevant Mining Principles.

Where local laws do not fully align with our people and culture commitments, we will comply with applicable law and, where practicable, seek to apply additional measures consistent with these commitments.

Governance

Our Board has ultimate responsibility for our company's governance and strategic direction. The Sustainability Committee assists the Board in overseeing sustainability-related matters and the Remuneration Committee assists the Board to oversee our remuneration policy and the remuneration and benefits framework for all employees.

Management accountability for the matters outlined in this document rests with the Chief Legal, External Affairs and Sustainability Officer, who is also responsible for approving our internal human resources and inclusion and diversity standards. These standards are supplemented by operational procedures that account for local and regional needs and regulatory requirements.

Application

This document summarises South32's approach to managing people and culture and applies to all South32-controlled operations. It does not apply to operations in which South32 has an ownership interest but does not have operational control.

This approach was approved for publication by our Chief Legal, External Affairs and Sustainability Officer in August 2025. It will be reviewed as necessary, so it remains relevant and appropriate to South32's people and culture activities.

To learn more

Further information on people and culture performance and progress can be found on our Sustainability page and in our Annual Reporting Suite at www.south32.net.