

OUR STAKEHOLDER ENGAGEMENT PLAN

At a global level, we engage with our stakeholders during the year through our materiality process⁽¹⁾, at investor meetings and at our Annual General Meeting. We publish information about our operations and planned activities on our website, as well as through our Annual Report, market announcements and conference speeches.

(1) The materiality process refers to the identification and prioritisation of the sustainability issues that are most relevant to our organisation and making decisions on how to address them.

Stakeholder	Why we engage	How we engage
Business partners 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.
Community-based organisations 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.
Customers Companies that buy our products.	We are committed to reliable product supply including volume, quality, cost and delivery. Our commodity memberships allow us to be a part of lifecycle assessments.	We closely engage with our customers on all issues, including ensuring that our products are used in the most efficient way. We also participate in a number of product stewardship initiatives.
Employees and contractors 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.
Governments and regulators At local, national and international levels.	We rely 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. We build and maintain positive relationships 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.
Industry peers and associations 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. We are also a member of the International Council on Mining and Metals to develop guidelines, standards and programs to share best practice within the mining sector.
Investment community Including Environment, Social and Governance (ESG) analysts, shareholders, debt and equity analysts.	Our Lead Team present our 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 present on matters, including performance metrics, in a timely manner. We answer shareholder and investor requests (phone, email and face-to-face discussions). We engage with the investor community annually through engagements such as roadshows or conference calls, including Key Management Personnel or Board members, as required.
Labour unions 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.	We connect with employee representatives and representative groups via telephone conversations, face-to-face meetings, negotiations, letters and emails.
Local and Indigenous communities Local communities, including indigenous groups, that have interests and concerns in relation to our operations.	We recognise our operations can have both a positive and negative impact on our communities. We support employment and community practices 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.	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, community consultative committees and forums, operational open days, newsletters, web-based information, telephone conversations and site visits. We also take part in community activities and engage through various community initiatives.
Media Print, online, broadcast and social media.	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 our information is offered in balance to other information.	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.
Non-government organisations (NGOs) Organisations that hold specific interests in environmental, social and human rights issues.	NGOs are interested in specific issues relevant to their group, such as human rights (including health and safety), environmental issues or transparency.	We monitor NGO campaigns and seek to engage with groups at local, national and international level, where relevant.
Society partners Public or private organisations that we partner with on specific projects that have a societal benefit.	To ensure that we and our partners operate in a way consistent with values and performance.	We engage with potential partners through the project process and through regular project updates.
Suppliers Large and small business that we procure items from.	We require surety in supply of the various products we purchase, as well as understanding the supply chain we are purchasing from.	The various responsible entities for procurement will engage suppliers regularly through contractual agreements and performance reviews, and according to our internal standards and ongoing updates.