

Stakeholder engagement

Respectful relationships with our stakeholders underpin the creation and protection of shared social, economic, and environmental value. The expectations of stakeholders and society more broadly are constantly evolving in response to global challenges that affect current and future generations – including the COVID-19 pandemic, climate change, conflict, social inequality, and water scarcity. Challenging ourselves to create social, environmental and economic value is intrinsic to our purpose and aligns with our values. We work to build positive, meaningful and respectful relationships, guided by the ICMM Mining Principles 9 – Social Performance and 10 – Stakeholder Engagement, as well as our Code of Business Conduct and internal standards.

Stakeholder	Why we engage	How we engage	Key topics	Learn more
Employees and contractors <i>People that work for us.</i>	Our people are fundamental to our success and we recognise the importance of timely and transparent engagement. With a well-informed and engaged workforce, the business is best placed to achieve its strategy.	We engage with our people using a variety of communications channels. This includes meetings, videos, toolbox talks, newsletters, leadership calls, presentations, and web-based forums including SharePoint, Teams and Yammer as well as our external digital channels. This year we undertook a detailed 'Your Voice' employee engagement survey. The frequency of our engagement depends on the engagement channel. Employees and contractors have access to Speak Up processes to report conduct that does not align with our values and Code. We connect with employee representatives and representative groups via telephone conversations, face-to-face meetings, negotiations, letters and emails, as required.	<ul style="list-style-type: none"> - Safety - Supporting our people through the impacts of COVID-19, and transitioning how we work post COVID-19 - Mental health, wellbeing and psychosocial safety - Diversity, equity, and inclusion - Our culture and the South32 experience - Employee relations matters - Leadership, training and development - Business strategy and performance - Climate change and just transition 	2022 Sustainable Development Report - Health and safety (page 16-21) 2022 Sustainable Development Report - People and culture (page 22-26)
Local communities <i>Communities near our operations who are potentially affected by our presence including vulnerable and marginalised groups and or at risk people and groups.</i>	We engage with our local communities to understand their expectations, concerns, and interests. These are incorporated into our stakeholder engagement plans, which help to build strong and mutually beneficial relationships. We design our community investment programs with input from our local communities to reflect their aspirations and needs.	We facilitate regular, open and inclusive dialogue with local community stakeholders. Our engagements vary depending on the location of the operation and the stakeholder, in accordance with our stakeholder engagement plans. Engagements typically include face-to-face meetings, community consultative committees and forums, operational open days, newsletters, web-based information, telephone conversations and site visits.	<ul style="list-style-type: none"> - Our response to COVID-19 - Climate change and our GHG emissions reduction targets - Just transition - Environmental management - Community investment and impact management - Complaints and grievance management - Community health - Employment opportunities - Procurement opportunities and supplier development - Approvals and future plans 	2022 Sustainable Development Report - Partnering with communities (page 28-33) 2022 Sustainable Development Report - Our societal contribution (page 34-39)
Indigenous, Traditional and Tribal Peoples <i>Indigenous, Traditional and Tribal Peoples near our operations and development options that have an interest in our activities.</i>	We are committed to working with Indigenous, Traditional and Tribal Peoples to protect and preserve cultural heritage, build strong relationships and work in partnership to deliver long-term opportunities, through employment, procurement, community investment and training.	We engage with Indigenous, Traditional and Tribal Peoples throughout the life of our operations using culturally appropriate methods. We respect the right of self-determination. We have culturally appropriate community complaints mechanisms and other Speak Up processes that Indigenous, Traditional and Tribal Peoples can use to provide feedback, complaints or concerns. We work to obtain free, prior and informed consent from Indigenous, Traditional and Tribal Peoples preceding activities that have potential to impact cultural heritage.	<ul style="list-style-type: none"> - Cultural heritage protection and sustaining living culture - Our response to COVID-19 - Climate change and our GHG emissions reduction targets - Environmental management - Community investment and impact management - Complaints and grievance management - Community health - Employment opportunities - Procurement opportunities and supplier development - Approvals and future plans - Outcomes of our Reconciliation Action Plan 	2022 Sustainable Development Report - Partnering with communities (page 28-33)
Financial community <i>Including lenders, bond holders, shareholders, debt, equity and ESG analysts.</i>	We present our performance, strategy and prospects to shareholders and potential investors, in accordance with securities law, to achieve fair valuation of South32 securities in the equity markets. We engage with our lenders, rating agencies and other financial institutions to see that the South32 credit profile is accurately assessed and demonstrate performance against our sustainability-linked loan to support the Group's ability to maintain a diversity of funding sources.	We present on matters, including performance metrics and results, in a timely manner. We answer shareholder, investor and lender requests (phone, email and face-to-face discussions). We meet regularly with the financial community through engagements such as roadshows or conference calls, including Lead Team or Board members in these engagements, as required. We also engage regularly with representatives from investor-led initiatives such as Climate Action 100+. During the year, we hosted our inaugural Sustainability Briefing. This event was webcast live, with a recording of the session available on our website. This year we also engaged with investors to help inform our sustainability materiality assessment.	<ul style="list-style-type: none"> - Climate change strategy, associated targets and goals, and progress - ESG performance and third-party ESG ratings - Inaugural US dollar bond issue - Performance against our targets in the sustainability-linked loan - Progress on our studies for our base metals development options at the Hermosa project and Ambler Metals Joint Venture - Changes to our portfolio to increase our exposure to the metals required for a low-carbon future, - Incorporation of linkages in our long-term remuneration to support achievement of our climate change commitments - Progress towards achieving an inclusive and diverse culture - Human rights, including the rights of indigenous and tribal peoples, and modern slavery 	2022 Annual Report available at www.south32.net
Customers <i>Companies that buy our products.</i>	We seek to apply responsible business practices throughout our value chain. We are committed to reliable product supply including volume, quality, cost and delivery. We are working with our customers to support reductions in greenhouse gas emissions in the value chain.	We engage with our customers both face-to-face and virtually. This year we conducted interviews with select customers to inform our sustainability materiality assessment. We engage frequently through a regular schedule and as required.	<ul style="list-style-type: none"> - On-time delivery of quality product as per agreed terms - Participation in product stewardship initiatives and customer surveys - Our Environmental, Social and Governance approach - Product GHG emissions - Just transition - Responsible Mining Standards such as the Aluminium Stewardship Initiative - Due diligence on human rights compliance - Impact of the Russia-Ukraine conflict - COVID-19 business continuity plans 	2022 Sustainable Development Report - Responsible value chain (page 46-50)
Suppliers and contractors <i>Large and small businesses that we procure goods and services from.</i>	We seek to apply responsible business practices throughout our value chain by sourcing responsibly. We need surety of supply for the various products we purchase, as well as understanding the supply chain we are purchasing from. We are working with our suppliers to support reductions in greenhouse gas emissions in the value chain	We engage suppliers regularly through contractual agreements, due diligence activities, performance reviews and training, and according to our internal standards and ongoing updates. This year we conducted interviews with select suppliers to inform our sustainability materiality assessment.	<ul style="list-style-type: none"> - Enhanced South32 Contractor Management system of work with a focus on contractor safety - COVID-19 and mitigating the impact on supply chains - Collaborating with suppliers to identify environmental and social (including modern slavery) risks - Continued provision of opportunities for local, empowered (as defined in South Africa), and Indigenous, Traditional and Tribal enterprises to partner with South32 	2022 Sustainable Development Report - Responsible value chain (page 46-50)
Governments and regulators <i>At local, national and international levels.</i>	We rely on a high level of public policy certainty to make commercial and operational decisions, in order to develop mineral resources while managing risk. We build and maintain positive relationships to help governments and regulators understand policy and regulatory impacts on the business, and we actively participate in policy development where appropriate.	Engagement with governments and regulators is wide-ranging, depending on the local context and issue. We engage through in-person and virtually, submissions and correspondence, as required.	<ul style="list-style-type: none"> - COVID-19 - Regulatory compliance - Societal contribution - Job creation and local procurement - Environmental and cultural heritage protection - Workplace safety - Climate change and just transition - Approvals associated with existing operations and new projects - Policy development - Taxes and royalties 	2022 Annual Report available at www.south32.net
Industry peers and associations <i>Associations of shared interest groups.</i>	Membership of key industry associations provides opportunities to understand, learn and contribute to industry best practice. Our participation provides an avenue to engage in and influence matters affecting our industry.	Through regular participation in meetings, working groups, committees, and policy feedback processes and on an ad hoc basis where required.	<ul style="list-style-type: none"> - Industry response to COVID-19 - Advocacy and engagement - Policy alignment - Industry positioning and best practice - Legislative and regulatory reform - Community engagement and investment - Climate change and commodities in a low-carbon world - Human rights, including modern slavery 	2022 Sustainability Databook - Industry associations tab Our approach to Industry Associations available at www.south32.net
Non-government organisations (NGOs) <i>Organisations that hold specific interests in environmental, social, human rights or other issues.</i>	To promote shared understanding and learning on issues of common interest.	We monitor NGO campaigns and seek to engage with groups at local, national and international level, where relevant. Engagement may be face-to-face, virtual or via correspondence.	<ul style="list-style-type: none"> - Climate change - Environmental stewardship - Addressing risks of modern slavery in supply chains, and related labour exploitation - Just transition 	2022 Sustainable Development Report - Partnering with communities (page 28-33) 2022 Sustainable Development Report - Human rights (page 43-45)
Civil society partners <i>Civil society organisations such as charities and not-for-profit organisations that we partner with on specific projects that have a societal benefit.</i>	To identify projects that can contribute value to society.	We work together to co-design projects. Engagement may be face-to-face, virtual or via correspondence.	<ul style="list-style-type: none"> - Community investment 	2022 Sustainable Development Report - Partnering with communities (page 28-33)