









Key stakeholders and their material concerns

Our key stakeholders and the primary channels we use to engage with them are shown in the graphic below. More information regarding our stakeholders, their concerns and our response is available in the table on pages 93 to 95.

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The most material concerns of our key stakeholders can be grouped into three thematic areas. These can be linked to our most material matters and the initiatives in place to address these concerns, as shown in the table that follows.

STAKEHOLDER GROUPS	AREAS OF INTEREST	MATERIAL MATTERS	INITIATIVES IN RESPONSE
Being a responsible employer			
Government Customers Labour and unions	Health and safety in the workforce		<ul style="list-style-type: none"> » Comprehensive wellness programme; » Policies and management systems align with OHSAS 18001 (safety and health), ISO 45001 (risk), and SANS 16001 (wellness and disease management) systems; and » Regular internal and external assurance.
Labour and unions Communities and NGOs	Skills development		<ul style="list-style-type: none"> » ARM's Human Resources (HR) strategy prioritises capacity building; » Investment in skills development; and » Benchmarking against industry good practice.
Corporate citizenship			
Government Customers Communities and NGOs Industry Associations	Environmental responsibility		<ul style="list-style-type: none"> » Alignment with the ICMM Sustainable Development Framework; » ISO 14001-aligned operational environmental management systems; » Regular internal and external assurance; and » Engagements with civil society organisations as required to understand their concerns and provide additional information regarding ARM's approach to environmental stewardship.
Government Communities and NGOs Industry Associations	Social responsibility		<ul style="list-style-type: none"> » Significant investments in building capacity in local communities through Corporate Social Investment and Local Economic Development initiatives.
Government Suppliers Labour and unions	Transformation		<ul style="list-style-type: none"> » Transformation is embedded into all business processes and particularly HR, Procurement and Corporate Social Responsibility; and » Performance is assessed against the Mining Charter and dti Codes.
Financial sustainability			
Joint venture partners Providers of capital Industry associations Labour and unions	Financial performance		<ul style="list-style-type: none"> » Enterprise Risk Management incorporating elements of the COSO Framework, ISO 31000 and King IV™; » Strong internal controls, compliance, governance and combined assurance framework; » Various interventions to improve operational efficiencies and contain unit cost increases; and » Regular internal and external assurance.
Labour and unions Communities and NGOs Providers of capital Suppliers	Fair exchange of value	 	<ul style="list-style-type: none"> » Equitable remuneration practices; » Significant investment in communities; » Returns for shareholders and consistent dividend payer; and » Fair payment terms.