





KEY STAKEHOLDERS AND THEIR MATERIAL CONCERNS

Our key stakeholders and their most material concerns are shown in the table below. More information regarding our stakeholders, our primary engagement channels, stakeholder concerns and how we address these is available in the table on pages 106 to 109.

STAKEHOLDER GROUPS	MATERIAL CONCERN	AREAS OF INTEREST	MATERIAL MATTERS	INITIATIVES IN RESPONSE
<p>Government Customers Labour and unions Employees</p>	<p>Being a responsible employer</p>	<p>Health and safety of our workforce</p>		<ul style="list-style-type: none"> Comprehensive wellness programme; Policies and management systems align with ISO 9001 (quality); OHSAS 18001, ISO 45001 (safety and occupational health) and SANS 16001 (wellness and disease management) systems Return to work procedures implemented after lockdown and ongoing in line with the protocols from the MCSA and guidelines from the DMRE and DoH Regular internal and external assurance.
<p>Labour and unions Communities and NGOs Employees</p>		<p>Skills development</p>		
<p>Government Customers Communities and NGOs Industry Associations</p>	<p>Corporate citizenship</p>	<p>Environmental responsibility</p>		<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 Engagements with civil society organisations as required to understand their concerns and provide additional information regarding ARM's approach to environmental stewardship.
<p>Government Communities and NGOs Industry Associations</p>		<p>Social responsibility</p>		
<p>Government Suppliers Labour and unions</p>		<p>Transformation</p>		<ul style="list-style-type: none"> Significant investments in building capacity in local communities through corporate social investment and local economic development initiatives Coordinated industry-level and direct community support during Covid-19.
<p>Joint venture partners Shareholders and other providers of capital Industry associations Labour and unions</p>	<p>Financial sustainability</p>	<p>Financial performance</p>		<ul style="list-style-type: none"> Enterprise risk management incorporating elements of 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 Regular feedback on the financial impact of Covid-19 and response initiatives Robust combined assurance program effecting regular internal and external assurance.
<p>Labour and unions Communities and NGOs Shareholders and other providers of capital Suppliers</p>		<p>Fair exchange of value</p>		