

Good practices in sustainability reporting

Tip #9: Stakeholder engagement

Private sector

Addressing the strike

INTRODUCTION

2014 saw an unprecedented and the most costly strike ever experienced in South African history. The five months of halted production affected far more than output and profits for the three largest platinum-producing companies – it sent waves across the country's political, social and economic spheres that will resonate for years to come.

A combination of macroeconomic and socioeconomic factors contributed to employees' decision to embark on a protected strike and forego all earnings for five months.

FIVE-MONTH STRIKE:

Lonmin impact:

→ Period: 23 January 2014 – 24 June 2014, employees returned to work on 25 June 2014

→ The number of employees that were not at work during the strike: 18,200

→ A total of 2,811 patients defaulted on chronic medication

→ Number of person days lost due to the strike: 2 million days

→ Estimated production loss to Lonmin: 391,000 saleable platinum ounces

Lonmin established a toll-free support line and SMSs that were sent to employees regularly, were translated into three different languages. The employees who required detailed information could phone the support line and/or send an SMS requesting feedback.

Estimated revenue lost due to the strike

R8.3 billion

Key stakeholders



GOVERNMENT AND REGULATORS

Government has the task of ensuring that equitable access to natural resources is allowed, and that the direct and indirect costs of environmental impacts of the mining industry are managed responsibly. This requires a co-ordinated effort by government departments to set regulatory standards and ensure compliance. These include primarily the Department of Mineral Resources which is responsible for overseeing the mining industry of South Africa and the extraction of the country's mineral resources, the Department of Energy, the Department of Water and Sanitation, and the Department of Environmental Affairs.

Lonmin engages with each of these departments regularly through workshops, meetings and/or written communication to support better environmental management, ensure compliance to regulation and to secure the Company's licence to operate.



COMMUNITY

Lonmin shares environmental resources with the communities in which it operates. Therefore, it is necessary for engagement and awareness building around responsible use of resources, by both the Company and the community.

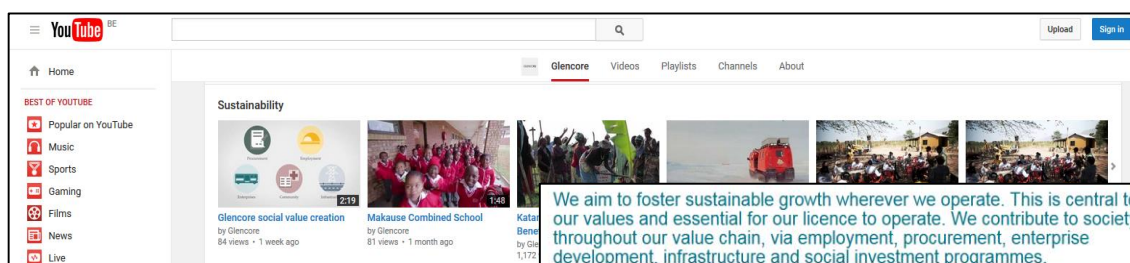


INDUSTRY BODIES AND ASSOCIATIONS

The Company engages with Business Unity South Africa, the South African Chamber of Mines (CoM) and other stakeholders seeking that the environmental legislation is passed in a form that promotes sustainability, balancing environmental responsibility, in consideration of business and industry needs.

Through memberships in the International Council on Mining and Metals (ICMM) and the CoM, the Company is indirectly involved in advocacy on environmental issues such as the feasibility of renewable energy programmes to supplement the national grid, carbon tax and climate change. A prominent area of engagement this year is around the reclassification of waste streams under the National Environmental Management: Waste Act.

Lonmin, Sustainable Development Report 2014, p15 & 81



Glencore, Sustainability society website and YouTube channel

The opportunity

Our operations have a significant effect on the communities in which we work, and on society as a whole. It is our responsibility to minimise any negative impact and to support sustainable development and growth.

Our ambition

To create shared value for Glencore, local communities, government and other stakeholders.

Social value creation



If you would like to discuss your sustainability reporting, please speak to your usual PwC contact, or email info@corporatereporting.com. PwC has a strong network of people who can advise on all aspects of your corporate reporting, as well as share our unique insight into the needs of the investment community.

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MAKING AN IMPACT

STAFF AND STUDENT ENGAGEMENT

Staff and students have a key role to play in reducing the university's environmental impact and enhancing its sustainability impact. Through engagement projects such as Green Impact, Student Switch Off and SmartSpaces, we raise awareness of these issues and encourage sustainable actions.

The university has increased its involvement in Green Impact, an environmental behaviour change project which has run at DMU for five years. Working with the National Union of Students (NUS), students from DMU have worked with Leicester charity LOROS Hospice and Leicestershire County Council to implement and audit their Green Impact programmes.

GREEN IMPACT IS AN ENVIRONMENTAL ACCREDITATION SCHEME HELPING ORGANISATIONS TO ADOPT GREENER HABITS IN THEIR WORKPLACE.

This provides our students with new skills and new experiences which can enhance their CVs and boost their employability prospects, while supporting organisations to adopt more environmentally friendly behaviours.

De Montfort University, Environmental Report 2013-14, p3

Staff Survey

For the first time the NHSBSA Staff Survey included questions on our approach to Corporate Responsibility in 2014/15. Results were generally very positive (see Table 1 below) and the SHE Team will address any trends or significant issues highlighted by staff.

Statement	Strongly agree / Agree	Disagree / Strongly disagree
I am provided with the relevant information and support needed to carry out my role in a safe manner	95%	5%
I understand how I can play my part in addressing environmental issues in my work area, e.g. reducing waste, reducing energy use etc.	95%	5%
The NHSBSA is a responsible business - addressing, for example, social, environmental and economic issues as part of what it delivers	91%	
Events related to charity and community support happen regularly in my area	89%	
Information related to personal wellbeing is regularly made available to me, through campaigns, articles, promotions etc.	86%	

Table 1: Staff survey results

NHS Business Services Authority, SHE Annual Report 2014-15, p7 & 23

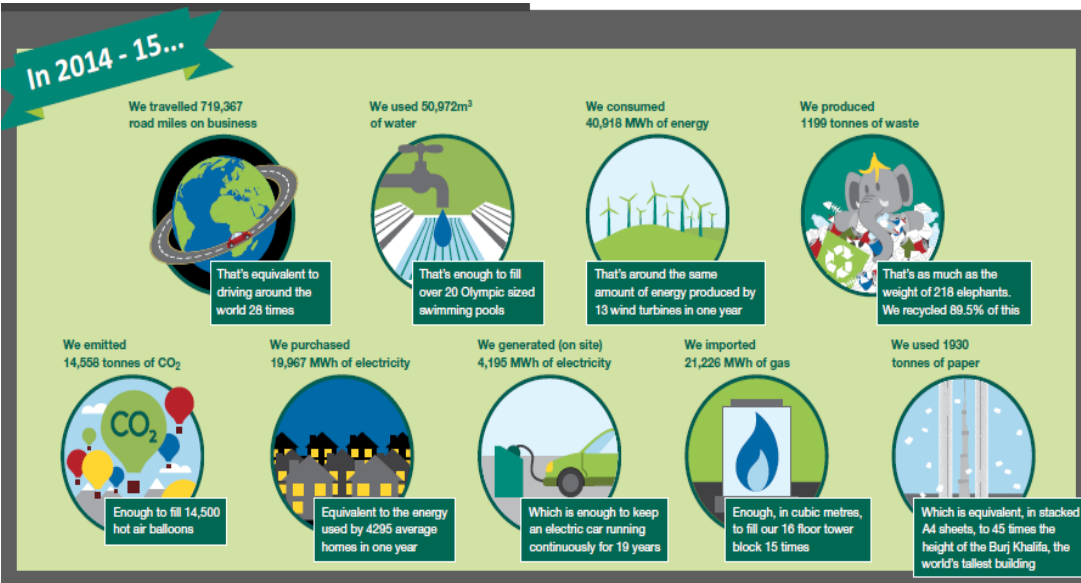
Comic Relief: On 13 March 2015, for the fifth year running, over 80 volunteers spent their evening working the phones at our contact centre as part of the televised Comic Relief night. They took almost 1,300 calls and saw over £39,000 in donations made. Colleagues across the business also organised events to raise money themselves, ranging from 'Make Your Face Funny for Money' events, to cake sales and danceathons.

NHS Sustainability Day: We supported national NHS Sustainability Day for the fourth year. This year we asked staff to talk to children in their family about the importance of looking after the environment and take part in designing an environmental awareness poster, with the most creative designs winning environmental goody bags. We also asked staff to enter a prize draw, giving ideas on how they would save water at home, with all suggestions being entered into a draw to win a garden water butt.

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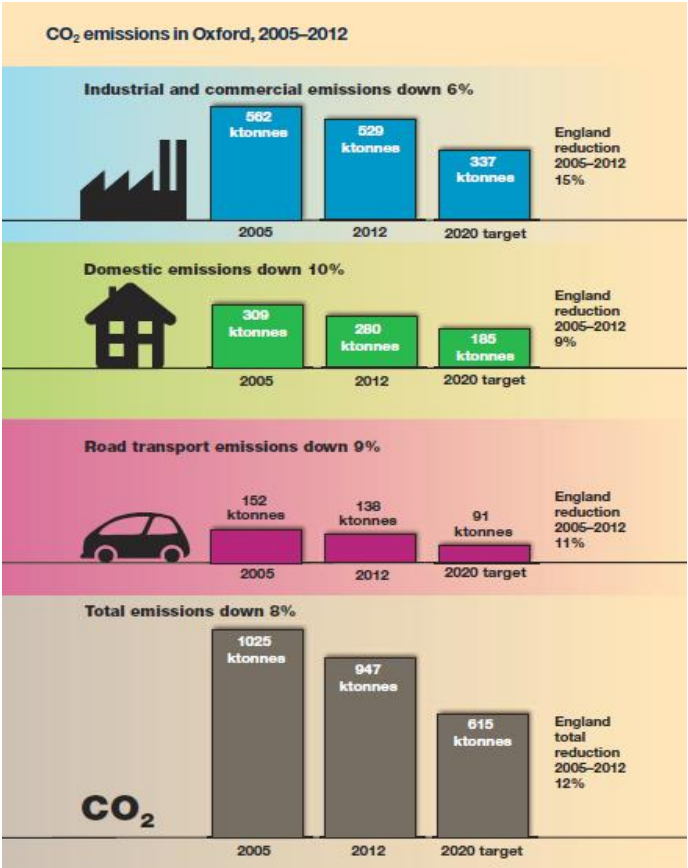
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Driver & Vehicle Licensing Agency, 2015-16 DVLA as a sustainable business Report

Oxford City Council Corporate Plan 2015-2019, p38



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