

our key relationships

how we manage the key concerns of our stakeholders

Understanding and being responsive to our stakeholders' expectations is critical to our ability to create value. Building and maintaining trust and respect with stakeholders impacts positively on our reputation, and is essential to proactively address risks and opportunities.

We identify our stakeholders' expectations through engagements that take place as part of our regular business activities, as well as through specific engagement processes such as focus groups, surveys, personal interactions and feedback on our integrated, financial and sustainable development reports. In previous years, we have undertaken numerous independent engagement processes with our different stakeholder groups as part of our annual sustainable development reporting process. The results of these engagement activities are available in our sustainable development report on www.sasolsdr.com.

With the aim of ensuring more effective co-ordination and streamlining of our engagement activities, we are currently finalising a global stakeholder management strategy, scorecard and engagement charter for the group. The next phase of this process involves defining clear internal roles and responsibilities, and also building internal capacity. In parallel, on our top issues, we are implementing an extensive engagement programme with the host governments in the regions in which we operate, as well as engagement with our other stakeholder categories.



An overview of our principal stakeholders, how we engage with them and the general nature of their expectations, is provided in the table below:

Stakeholder group	How we engage with our stakeholders	Their contribution to value creation	What our stakeholders expect from us	What concerns our stakeholders	Page
Employees and unions	<ul style="list-style-type: none"> Internal newsletters and posters Monthly communication from chief executive officer Sasol intranet Shop-floor briefings 360° performance reviews Management roadshows Partnership forums with unions at business unit and group level 	Employees form the foundation of our business and deliver the productivity, innovation and integrity necessary for Sasol to succeed.	Providing a safe, stimulating and rewarding work environment, which offers opportunities for personal and career development.	<ul style="list-style-type: none"> Health and safety performance Ongoing training and education Open communication between employees and managers Provision of internationally competitive remuneration and benefits packages Workforce transformation Access to HIV counselling and employee wellness programmes Progress on transformation in South Africa 	48
Shareholders and investors	<ul style="list-style-type: none"> Regular presentations and roadshows Investor newsletters Annual reports Media releases and published results 	Investors provide the financial capital necessary to sustain growth.	Providing sustained returns on investment through sound risk management, strategic growth opportunities and good governance practices.	<ul style="list-style-type: none"> Delivering sustainable returns Leadership and strategic direction Corporate governance and ethics Exposure to strong rand/US dollar exchange rates for protracted periods A slump in the Brent crude oil price Progress with project pipeline and future growth projects Capital expenditure for current and future periods 	10 42 50 34 70

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Government and regulatory authorities	<ul style="list-style-type: none"> Personal meetings at all levels Written communication Through business organisations Parliamentary portfolio committees 	Government gives us our licence to operate and provides the enabling regulatory framework.	Supporting each region's developmental priorities through transparent and responsible behaviour in compliance with applicable legislation.	<ul style="list-style-type: none"> Increased contribution to the South African economy, including job creation and youth development Good corporate citizenship Enhanced taxation and royalty payments Empowerment, transformation and adherence to the revised BEE codes More effective safety management to eliminate fatalities and serious injuries Reduction of energy consumption Disclosure and management of carbon emissions Compliance with Clean Fuels 2 specification regulations 	31 32 47 48 68
Customers	<ul style="list-style-type: none"> Customer meetings and site visits Conferences Business association meetings 	Through their businesses, customers provide the basis for continued growth.	Providing safe, essential and quality products at competitive prices.	<ul style="list-style-type: none"> Quality of products Long-term security of supply Effective product stewardship 	22
Suppliers, service providers and JV partners	<ul style="list-style-type: none"> Supplier meetings and site visits Performance reports and audits Business association meetings 	Our suppliers provide valued products and services that support our growth.	Providing joint growth opportunities in a responsive and mutually respectful manner, with timely payment and favourable contract terms.	<ul style="list-style-type: none"> Long-term security of supply Effectiveness of planned procure-to-pay process Health and safety performance Preferential procurement 	22 98 100
Business organisations	<ul style="list-style-type: none"> Business body memberships Participation in meetings and initiatives 	Business organisations allow us to share expertise and experience, and to engage collaboratively with governmental and civil society initiatives.	Contributing responsibly and credibly to the collective business voice, and sharing experience transparently.	<ul style="list-style-type: none"> Disclosure and management of carbon emissions Workforce transformation Open and transparent communication 	31 32
Communities and NGOs	<ul style="list-style-type: none"> Community outreach forums Public and personal meetings Corporate social investment initiatives Engaging with environmental NGOs on environmental issues of mutual interest 	NGOs provide us with a deeper understanding of community and environmental interests, and contribute to building trusted relationships.	<p>Contributing responsibly and transparently to broader societal interests through effective management of our core business and strategic social investment initiatives.</p> <p>Being transparent on environmental performance and engaging proactively with environmental NGOs.</p>	<ul style="list-style-type: none"> Supporting key community development issues Corporate social investment and donations Expecting Sasol to be a responsible corporate citizen Building partnerships Focus on triple bottom line 	10 14 37 68
Educational and research institutions	<ul style="list-style-type: none"> Specific partnership arrangements Academic conferences 	Educational bodies provide an opportunity to develop our talent and to develop innovative products and services.	Investment in patents and research and development infrastructure.	<ul style="list-style-type: none"> Skills development initiatives Sponsorships and bursaries Engagement with students Sponsorships 	10 14 37
Media	<ul style="list-style-type: none"> Media releases and briefings 	The media contribute to our reputation and raise public awareness of our products, services and business strategy.	Responsible and transparent industry leadership on business and societal issues.	<ul style="list-style-type: none"> Non-compliance with legislation Growth opportunities Expansion of Sasol business Good corporate citizenship 	10 14 42 43 50