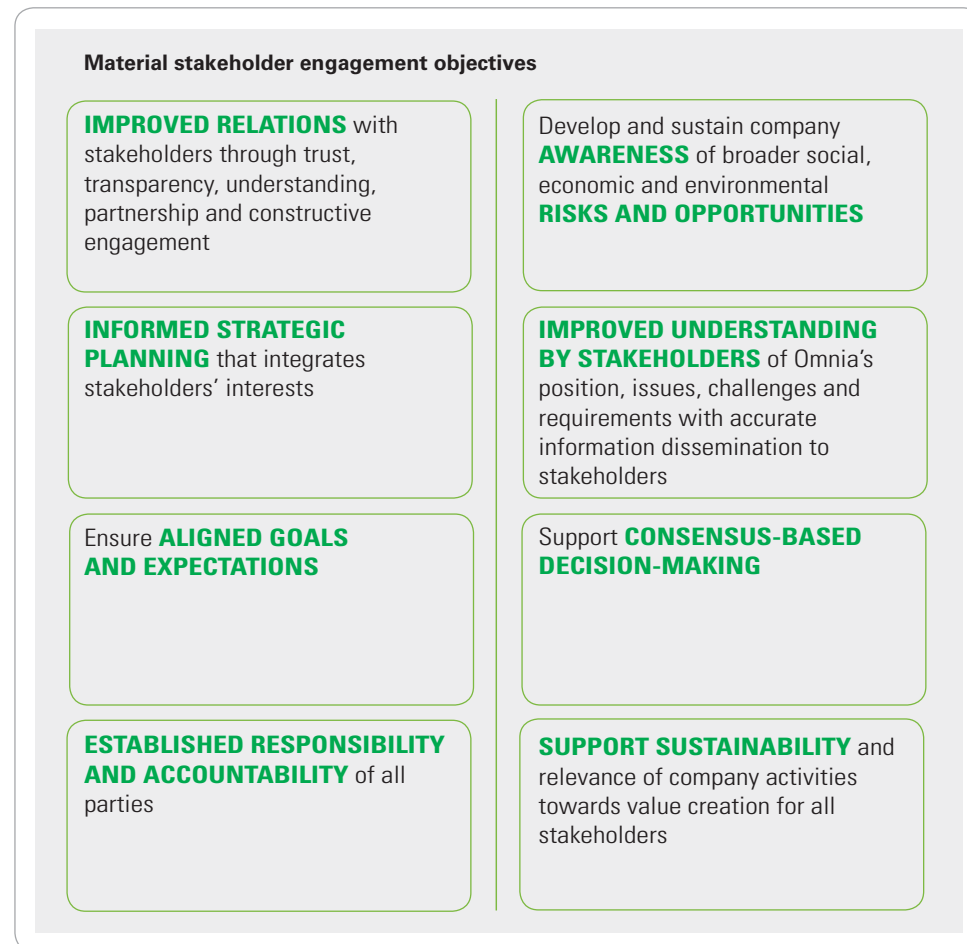


Business context continued

Integrated stakeholder engagement

Omnia's success is dependent on how well it manages its partnerships and engagement with material stakeholders. The board is ultimately accountable for stakeholder engagement. Omnia has adopted a formal stakeholder engagement framework, which provides for structured and constructive engagements at appropriate levels of Omnia. This framework is being incrementally implemented to ensure meaningful stakeholder engagement and responsiveness.



Stakeholder engagement process

In execution of its governance role and responsibilities, Omnia adopts a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders over time. As such, the Group engages regularly with stakeholders to understand their perceptions of Omnia and pinpoint future trends, possible risks, determine material matters and areas for strategic development.

Material stakeholders

In prioritising our material stakeholders, we apply the following criteria:

- The degree to which we depend on the relevant stakeholder's support to achieve our strategic goals
- The extent to which the relevant stakeholder can impact our performance
- The relative importance of the relevant stakeholder for the Group as a whole
- The risk exposure for Omnia by not engaging with relevant stakeholders

Based on this assessment, we categorised these relationships into three types of interaction, namely collaborate, involve or consult. While the Group engages with all stakeholders, we have identified material stakeholders as those with whom we need to consult on an ongoing basis. Engagement plans for each material stakeholder are being developed and will be closely monitored as implementation progresses. A summary is provided below together with a self-assessment of the quality of our engagement.

Business context continued



PROVIDERS OF CAPITAL AND INVESTMENT COMMUNITY

Importance to Omnia

Provide financial capital

Includes shareholders (retail and institutional), debt financiers and influencers such as investment analysts and financial media

How stakeholders perceive value

- Return on investment
- Effective risk management and corporate governance
- Sustainability of Omnia's business
- Transparency in reporting
- Good corporate citizenship
- Reputation management

Issues raised

- Long-term financial sustainability
- Remuneration policy and implementation report

Quality of engagement

FY2020



FY2019



Engagement model

- Results presentations
- Investor days and roadshows
- Website
- IARs
- Targeted engagements or discussions
- Meetings and AGM
- Site visits

Response

- Rights issue successfully concluded and debt profile restructured
- Significant work completed to improve remuneration practices and disclosures

For more information, see our remuneration report on page 112



EMPLOYEES AND UNIONS

Importance to Omnia

Provide knowledge, skills and experience

How stakeholders perceive value

- Security of employment
- Reward and recognition
- Performance management
- Career progression
- Education and training
- Transformation
- Corporate reputation
- Social responsibility

Issues raised

- Employment security during restructuring process
- Negotiation of new wage agreements
- Need for improved communication
- Transformation across the Group
- Fair and market-related remuneration
- Response to COVID-19
- Unwinding of Sakhile 1 share scheme

Quality of engagement

FY2020



FY2019



Engagement model

- Staff engagement at numerous levels
- Group-wide broadcast by the CEO
- Employee presentations and surveys
- Meetings, newsletters, emails and intranet
- Employment equity committees
- Engagement with unions on numerous levels, including facilitated consultation sessions

Response

- Ongoing consultation with employees and trade unions to minimise job losses. Where possible, employees have been transferred to other businesses and programmes to upskill employees have been implemented
- Wage agreement completed
- Various platforms are used to improve communication across the Group. Employees are encouraged to participate in two-way communication
- Various transformation initiatives have been implemented
- A structured programme and response plan have been implemented to ensure the safety of employees during the COVID-19 outbreak
- During the year, the Group engaged with employees and proposed a settlement whereby a subsidiary of the Group, Omnia Group Investments Limited, offered to purchase the employees' shares in Sakhile 1 in one tranche. This offer was accepted by 98.12% of all voting shares in the scheme and the remaining employees were settled through a squeeze-out process, effectively settling R39 million to employees, followed by the scheme's deregistration

Good and mutually beneficial

Adequate to reach a common goal

Business context continued



Importance to Omnia Buy products and enable growth	Quality of engagement	
	FY2020	FY2019
How stakeholders perceive value	Engagement model	
<ul style="list-style-type: none"> • Security of supply and the quality of products, services and solutions • Solutions are tailored to meet their needs and provide better value for money • Performance-based solutions are required • Solving customers' problems through personalised, trusted relationships • Sharing of industry knowledge and experience through experts • Good corporate citizenship • Corporate reputation 	<ul style="list-style-type: none"> • Contract and service agreements • Regular one-on-one and on-site meetings • Industry conferences • Engagement with customers on various levels, including divisional and Group management • Customer days • Electronic channels including emails and website 	
Issues raised	Response	
<ul style="list-style-type: none"> • Supply of products at affordable prices • Requirement for new and more environmentally friendly products as well as digital solutions 	<ul style="list-style-type: none"> • The commissioning of the new nitrophosphate plant has enabled Omnia to reduce its reliance on externally supplied feedstock (reducing input costs allowing for more competitively priced end-products) • Ongoing focus on cost management • Structured research and development investment programme into product development 	

Importance to Omnia Provide raw materials, products and services	Quality of engagement	
	FY2020	FY2019
How stakeholders perceive value	Engagement model	
<ul style="list-style-type: none"> • Sustainability of Omnia's business • Common supply chain interdependencies • Good corporate citizenship • Corporate reputation • Omnia provides a channel to market for certain suppliers and represents the suppliers in certain markets 	<ul style="list-style-type: none"> • Regular one-on-one meetings • Contract and service agreements • Industry forums • Electronic channels including emails and website 	
Issues raised	Response	
<ul style="list-style-type: none"> • Continuity of work • Preferential procurement 	<ul style="list-style-type: none"> • Ongoing engagement with key suppliers • Increased focus on procuring from local suppliers and historically disadvantaged groups in the countries in which we operate • Maintain timely payment and support to small, medium, and micro enterprises (SMMEs) to support business opportunity and growth 	

Good and mutually beneficial

Adequate to reach a common goal

Business context continued



REGULATORS

Importance to Omnia

Develop and enforce legislation and associated regulations which have a significant influence on the Group as a whole or on one or more of its divisions

How stakeholders perceive value

- Collaboration with regulators for effective and applicable policy
- Legislative development that balances regulatory as well as business needs and concerns
- Ensuring compliance and reporting of regulatory obligations
- Demonstrating effective and beneficial partnerships with government

Issues raised

- Compliance aspects
- Implementation and rollout of requirements
- Streamlining of legislative processes
- New requirements for operations

Quality of engagement

FY2020



FY2019



Engagement model

- Proactive engagement and regulatory advocacy initiatives
- Active participation in the development of relevant legislation and standards
- Cooperative and collaborative engagement with regulatory authorities pertaining to applicable laws, regulations and standards
- Technical and expertise support to specific targeted topics of relevance to the Group and the chemicals sector

Response

- Participate in government and industry-led initiatives pertaining to policy and law
- Active engagement in government workshops on specific topics of relevance to the Group
- Provide written comments and feedback on regulatory development, implementation and challenges



COMMUNITIES

Importance to Omnia

Hold Omnia accountable as a responsible corporate citizen and a valuable partner in outreach programmes

How stakeholders perceive value

- Potential effects of site incidents and related management
- Emergency preparedness and response
- CSI and socio-economic development projects
- Opportunities for local employment and to stimulate local economic growth
- Transformation of the local communities and people
- Health and safety of employees and communities

Issues raised

- Community needs and concerns, especially business and employment opportunities

Quality of engagement

FY2020



FY2019



Engagement model

- Ongoing interaction with communities through various forums
- Awareness sessions
- Local socio-economic development projects
- Project-specific engagements
- Omnia's IAR
- Situation-specific (eg COVID-19) outreach programmes

Response

- Investment in enterprise and supplier development
- Various community support programmes implemented
- Education support investment aimed at equipping learners for tertiary education opportunities

Good and mutually beneficial

Adequate to reach a common goal

Business context continued



INDUSTRY ASSOCIATIONS AND BODIES

Importance to Omnia

Provides a common platform for addressing industry-related development, concerns and initiatives for sharing lessons and best practices

How stakeholders perceive value

- Interactive discussion of sector-specific issues and concerns
- Development of sector-based strategies and best practice guidelines
- Provision of technical expertise and advice
- Platform for lobbying and raising awareness

Issues raised

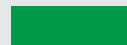
- Regulatory developments
- Implementation of new requirements
- Challenges with processes
- Training and awareness

Quality of engagement

FY2020



FY2019



Engagement model

- Participation in various industry bodies, eg CAIA, FERTASA, IFA, SAFEX
- Chairmanship of various related committees
- Serve on advisory bodies of the relevant associations
- Participate in industry initiatives

Response

- Business and industry forum engagement and participation
- Government and specialist workshops
- Capacity building initiatives
- Technical committee participation, eg SHE Forum, Process Safety Forum, Chemicals Logistics Management Forum



SPECIAL INTEREST GROUPS, FORUMS AND ORGANISATIONS

Importance to Omnia

This group of stakeholders is largely operational in the areas where the Group operates and may have varying levels of interests and issues

How stakeholders perceive value

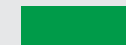
- Important to ensure that the Group's social compact with surrounding communities and action groups is maintained
- Provide a platform for issues and concerns to be raised
- Hold the Group's businesses accountable for responsible management practices

Issues raised

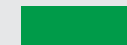
- Operational level impacts, eg environmental aspects at forums

Quality of engagement

FY2020



FY2019



Engagement model

- One-on-one engagement with interest groups
- Membership of relevant forums
- Site or business visits
- Provision of relevant and applicable information

Response

- Information sharing and reporting at forums

Good and mutually beneficial

Adequate to reach a common goal