

Eastern Platinum Limited (EPL)
SOCIAL AND LABOUR PLAN
2019-2023

**Mining right numbers: NW 20/5/1/2/2/109 MR
NW 20/5/1/2/2/110 MR
NW 20/5/1/2/2/111 MR**



Submission: October 2020

Table of Contents

Table of Contents	i
1. Introduction and Preamble.....	8
1.1 Introduction.....	8
1.2 The objective of the Social and Labour Plan.....	8
1.3 Preamble.....	10
1.4 Geographic Origin of EPL workforce.....	11
1.5 Breakdown of EPL workforce (Permanent and Contract employees).....	11
1.6 Total Workforce - Projections 2019 to 2023 Period.....	12
1.7 Local Recruitment.....	13
2. Human Resources Development	15
2.1 Overview	15
2.2 Compliance with Skills Development Legislation	15
2.3 The Objectives of Human Resources Development	16
2.4 Human Resources Development Model	16
2.5 EPL's Functional Literacy and Numeracy	17
2.6 Adult Education and Training (AET)	18
2.6.1 AET Implementation Strategy	18
2.6.2 AET Targets – Full Time and Part Time AET	19
2.7 Skill Development.....	20
2.8 Learnerships.....	20
2.8.1 Learnerships Strategic Plan	20
2.8.2 Learnerships Targets	20
2.9 Core Business Skills Programme.....	21
2.9.1 Core Business Training Strategic plan.....	22
2.10 Portable Skills Programme.....	22
2.10.1 Portable Skills Training Implementation Strategy	22
2.11 Career Progression Plan	23
2.11.1 Talent Development Framework.....	24
2.11.2 Career Progression Targets	24
2.12 Mentorship Plan.....	25
2.12.1 Mentorship Plan Implementation Strategy.....	26
2.12.2 Mentorship Plan Targets	26
2.13 Internship	27

2.13.1	Internship Implementation Strategy	27
2.13.2	External Interns (Graduates) Targets and Budget.....	28
2.14	Bursary Programme.....	28
2.14.1	Bursary Programme Implementation Strategy.....	28
2.14.2	Bursary Programme Targets.....	28
2.15	Human Resources Development Programmes – Financial Provision.....	28
3.	Employment Equity	29
3.1	Introduction.....	29
3.2	HDP and Female representation.....	30
3.3	EE Targets as per MCIII.....	31
4.	Mine Community Development	32
4.1	Introduction.....	32
4.2	Socio-economic Background.....	32
4.2.1	Overview of North West Province	32
4.2.2	Overview of Bojanala District.....	33
4.2.3	Overview of Madibeng Local Municipality (source IDP)	41
4.2.4	Overview of Rustenburg Local Municipality.....	44
4.3	Alignment with Integrated Plan of the Municipality.....	46
4.3.1	Madibeng Local Municipality IDP	46
4.3.2	Rustenburg Local Municipality IDP	46
4.4	EPL LED Projects.....	47
4.4.1	LED Implementation Strategy.....	47
4.4.1	EPL LED Projects.....	48
4.4.2	Labour Sending Area - projects.....	52
5.	Housing and Living Conditions	55
5.1	Introduction.....	55
5.1.1	FEHOP Strategic Imperatives	55
5.1.2	FEHOP Strategic Enablers.....	56
5.1.3	Housing & Living Conditions Legislative Framework.....	56
5.2	EPL Housing & Living Conditions Legacy	57
5.2.1	Existing Employee Support Programmes.....	57
5.2.2	Historic Housing Provisioning.....	58
5.3	Current Housing	59
5.3.1	Joint Forum	59
5.3.2	Quantifying EPL's Housing Need.....	60
5.3.3	Addressing EPL's Housing Need – Implementation Plan.....	63
5.3.4	Housing Benefits and Support.....	64

5.3.5	The Delivery Partnership Agreement between EPL and Government	65
5.3.6	Financial Provisioning	68
6.	Procurement, Enterprise and Supplier Development	69
6.1	Introduction	69
6.2	Context.....	69
6.3	Five Year Transitional Plan (MCIII)	69
6.4	Strategic Implementation Plan.....	70
6.5	Enterprise and Supplier Development.....	70
6.6	Contractors and Inclusive Procurement	70
6.7	Supplier Development through Original Equipment Manufacturers	70
7.	Management of Downscaling and Retrenchments.....	71
7.1	Introduction.....	71
7.2	Establishment of the Future Forum.....	71
7.3	Mechanism to save jobs and avoid job losses and decline in employment.....	72
7.4	Mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided	73
7.5	Mechanisms to ameliorate the social and economic impact on individuals, regions and economics where retrenchment or closure of the operation is certain	75
7.6	Portable Skills Training	77
8.	Financial Provision	78
8.1	Context.....	78
8.2	Total Financial Provision.....	79
9.	Undertaking by Vice President	80

List of Tables

Table 1	Background Information of the EPL Operation	10
Table 2:	Geographic Origin of EPL workforce as at September 2020	11
Table 3:	Breakdown of Employees by Occupational Level as at September 2020	11
Table 4:	Breakdown of Contractors by Occupational Level as at September 2020	12
Table 5:	Total Employees Forecast for the 2019 to 2023 Period	13
Table 6:	Form Q – EPL Functional Literacy (Permanent Employees) as at September 2020	17
Table 7:	AET Target – Full Time	19
Table 8:	AET Target – Own-Time	19
Table 9:	AET Target – Own-Time Community	19

Table 10: Financial Provision for AET	19
Table 12: Learnership Targets	20
Table 12: Learnerships Budget	21
Table 13: Core Business Training Targets and Financial Provision	22
Table 14: Portable Skills Training Employees (18.1) Targets	23
Table 15: Portable Skills Training Community (18.2) Targets	23
Table 16: Career Progression Plan Targets	25
Table 17: Mentorship Plan Targets	27
Table 18: External Interns (Graduates) Targets and Budget	28
Table 19: External Bursary programme Targets	28
Table 20: Human Resources Development Programmes – Financial Provision	28
Table 21: EPL EE Status as at September 2020	30
Table 22: EPL Five-Year EE Targets	31
Table 23: Communities closer to EPL operations	32
Table 24: Gross Value Add by broad Economic Sector in BPDM	36
Table 26: Gross Value Add Projection by broad Sector in BPDM (R Billion Constant Prices)	38
Table 26: Gross Domestic Product - BPDM	39
Table 27: Gross Domestic Product BPDM, North West and National total 2004 -2014	40
Table 28: Gross Domestic Product – Local Municipalities of BPDM 2004 -2014, share and growth	40
Table 29: Gross Domestic Product - Local Municipalities of BPDM, 2014-2019, share and growth	41
Table 30: Demographic Information (YES MEDIA's Government Newsletters)	45
Table 31 Summary of Local Economic Development Projects by EPL	48
Table 32: Project No. 1: Education Infrastructure – New Sonop Secondary School	49
Table 33: Project No.2: Community Safety- installation of high mast lights in Madibeng local Municipality wards 7, 25,27,28,31 and 40	50
Table 34: Project No. 3: Upgrading of Wonderkop and Bapong Clinic sewage system	51
Table 35: Project No. 4: Labour Sending Project – Upgrade of Rhode School	53
Table 36: Project No. 5: Labour Sending – Construction of Shearing Sheds in Nyandeni	54
Table 37: Historic Housing Delivery	58

Table 38 Housing Financial Provision for EPL	68
Table 39: MCIII Five Year Transitional Plan	69
Table 40 Management of Downscaling and Retrenchments	77
Table 41 HRD Programmes Financial Provision	79
Table 42 LED Projects Financial Provision	79
Table 43: Implementation of FEHOP Financial Provision	79
Table 44 Management of Downscaling and Retrenchments	79
Table 45: EPL - Total Financial Provision	79

List of Figures

Figure 1 General Location of Sibanye-Stillwater's Marikana Operations	8
Figure 2 National Development Plan: Key elements of a decent standard of living	9
Figure 3 UN Global Goals for Sustainable Development	9
Figure 4 Projected Workforce (2019 to 2023)	13
Figure 6	15
Figure 7 Sibanye Stillwater Academy HRD Model and Initiatives	17
Figure 8: Integrated Talent Management Model	24
Figure 9: Integrated Talent Management Framework	24
Figure 10: Mentoring and Coaching Principles	26
Figure 11 Location of the North west within Africa and South Africa	33
Figure 12 Districts within the Province	33
Figure 13 Local Municipalities within Bojanala District	34
Figure 14 Gross Value Added by broad Economic Sector BPDM 2015 (R Billion)	35
Figure 15 Gross Value Added, BPDM	35
Figure 16 Gross Value Added by Aggregate Sector, BPDM	36
Figure 17 Depicts the location of Madibeng within the Bojanala district	43
Figure 18 Socio economic profile of Madibeng	43
Figure 19 Integrated nature of the SLP	48
Figure 20 : EPL Facilitated Employee Home Ownership Strategy (FEHOS)	55

Figure 21 Housing & Living Conditions Compliance Framework	57
Figure 22: Rental Units – Family vs. Single	59
Figure 23: Rental Units – Typologies	
Figure 24 EPL Partnership Arrangements: Different Spheres of Government	60
Figure 25 2017 Employee Survey Results	61
Figure 26 Overview of FEHOS Development	61
Figure 27 A Demand-Driven Home Ownership Strategy	62
Figure 28 EPL Facilitated Employee Home Ownership Strategy	63
Figure 29 Illustration of Home Ownership Facilitation Helpdesk (Example)	65
Figure 30 Government / EPL Delivery Partnership - Institutional Arrangements	67

GLOSSARY OF TERMS

ABBREVIATION	MEANING
AET	Adult Education and Training
ATR	Annual Training Report
BBBEE	Broad Based Black Economic Empowerment
CPP	Career Progression Plan
DMRE	Department of Mineral Resources and Energy
DEL	Department of Employment and Labour
EE	Employment Equity
EEA	Employment Equity Act
EXCO	Executive Committee
ETD	Education, Training and Development
FY	Financial Year
GCC	Government Certificate of Compliance
HDPs	Historically Disadvantaged Persons
HRD	Human Resources Development
HRDP	Human Resources Development Programme
IDP	Individual Development Plan
IDP	Integrated Development Plan
LED	Local Economic Development
MPRDA	Minerals and Petroleum Resources Development Act (No. 28, 2002)
MQA	Mining Qualifications Authority
NQF	National Qualifications Framework
PWD	Person with Disability
QCTO	Quality Council for Trades and Occupations
SADC	Southern African Development Community
SETA	Sector Education and Training Authority
SGL	Sibanye Gold Limited
SLP	Social and Labour Plan
SMMEs	Small, Medium and Micro Enterprises
SDF	Skills Development Facilitator
KPA	Key Performance Area
KPI	Key Performance Indicator
WIM	Women in Mining
WSP	Workplace Skills Plan

1. Introduction and Preamble

1.1 Introduction

Globally, Sibanye-Stillwater is the third largest producers of platinum and palladium, and features among the world's top gold producing companies. Domiciled in South Africa, Sibanye-Stillwater owns and operates a portfolio of high-quality operations and projects, which are located and managed in two regions: the Southern African (SA) region and the United States (US) region.

Since its establishment in 2013, the company has transformed itself geographically and by metal produced. From being a South African gold mining company, Sibanye-Stillwater is now an internationally competitive, diversified precious metals miner producing gold and PGMs. With the formal acquisition of Stillwater in May 2017, Sibanye-Stillwater was rebranded as Sibanye-Stillwater. Sibanye-Stillwater has its primary listing on the JSE, South Africa. The company is also listed on the NYSE.

EPL Operation is situated within the Bojanala Platinum District Municipal and falls within the Madibeng Local Municipality in North West Province. The mine is located in Middelkraal Farm, Marikana 0284, North West Province, Republic of South Africa. The map depicted in Figure 1 below indicates the location of the Sibanye-Stillwater Marikana Operations.

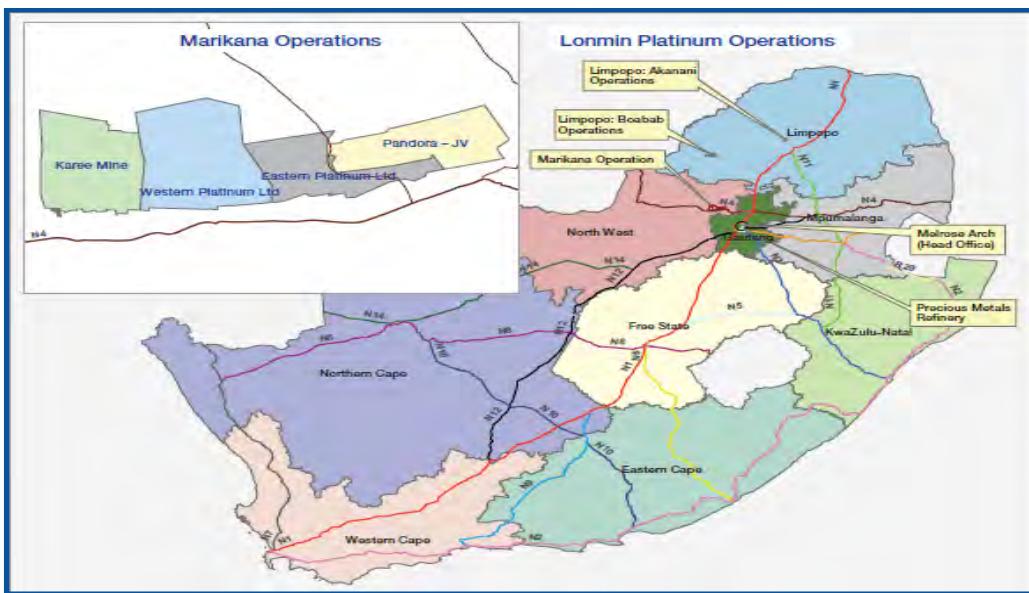


Figure 1 General Location of Sibanye-Stillwater's Marikana Operations

1.2 The objective of the Social and Labour Plan

This document outlines EPL Generation 3 Social and Labour Plan (SLP) for the period January 2019 to December 2023. It is submitted in accordance with the terms and conditions of the mining right; Mineral and Petroleum Resources Development Act, 2002, (Act No. 28 of 2002) (MPRDA) as amended; Mining Charter 2018 and implementation guidelines; Social and Labour Plan guidelines; the regulations as amended and all other related pieces of legislations.

The objectives as stated in the Social and Labour Plan guidelines are to:

- Promote economic growth and mineral and petroleum resources development in the Republic - Section 2 (e) of the MPRDA;
- Promote employment and advance the social and economic welfare of all South Africans - Section 2 (f) of the MPRDA;
- Ensure that holders of mining or production rights contribute towards the socio-economic development of the areas in which they operate as well as the areas from which the majority of the workforce is sourced - Section 2 (i) of the MPRDA, and the Broad-Based Socio-Economic

Empowerment Charter for the South African Mining and Minerals Industry (the Mining Charter); and

- Utilize and expand the existing skills base for the empowerment of HDPs and to serve the community.

Therefore, in accordance with the prescripts of the law this SLP addresses the socio-economic developmental challenges and needs in the area where the mine is located and are largely informed by the Madibeng and Rustenburg local municipalities Integrated Development Plan (IDP). This is further underpinned the company's social closure strategy based on the recognition that, notwithstanding economic benefits to the area, mining effects socio-economic and environmental impacts that can endure over a long period. In addition, every effort was taken to align our socio-economic interventions to other developmental frameworks such as the National Development Plan 2030 (NDP) and the United Nations' Global Goals for Sustainable Development as depicted in Figure 2 and 3 below.



Figure 2 National Development Plan: Key elements of a decent standard of living¹



Figure 3 UN Global Goals for Sustainable Development²

¹ Source: National Development Plan 2030

²http://www.indexmundi.com/south_africa/millennium-development-goals.html

1.3 Preamble

EPL is the holder of the following three (3) mining rights, (DMR Ref. No. NW20/5/1/2/2/111M, NW20/5/1/2/2110MR, NW20/5/1/2/2/109MR) and operates mines in the Bojanala Platinum District Municipality of the North West Province. All rights listed above cover an operational geographical extent of 4149 hectares which is managed by Eastern Platinum Limited mine.

Table 1 Background Information of the EPL Operation

Name of Company	Sibanye-Stillwater Registration Number: 2002/031431/06
Name of Mine	Eastern Platinum Limited ("EPL" Operation), A division of Sibanye-Stillwater Mining Right Numbers: NW 20/5/1/2/2/109 MR; NW20/5/1/2/2/110 MR, NW20/5/1/2/2/111 MR
Physical Address	Middelkraal Farm, Marikana 0284, North West Province, Republic of South Africa
Postal Address	Private Bag X508, Marikana, 0284
Location of Mine or Production Operation	Bojanala Platinum District Municipal area in the North West Province, Madibeng and Rustenburg Local Municipality.
Commodity	Platinum Group Metals and all minerals and metals found in mineralogical association therewith, including but not limited to gold, silver, nickel, copper, cobalt, chrome, vanadium and iron ore as well as non-metallic elements including sulphur, selenium and tellurium..
Life of Mine	27 years
Financial Year	31 Dec
Responsible person (Mine/Operation's Manager)	Dawie van Aswegen Senior Vice President and Head of Operations Marikana Email Address: Dawie.VanAswegen@sibanye-stillwater.com
Contact Person	Ms P.I. Mogohlong - Iketleng.mogohlong@sibanye-stillwater.com

1.4 Geographic Origin of EPL workforce

Table 2: Geographic Origin of EPL workforce as at September 2020

EPL Employees	WORKFORCE DEMOGRAPHICS - Origin								Grand Total	%
	Male				Female					
	A	C	I	W	A	C	I	W		
South African	3326	8	5	97	357	2	0	15	3810	82,38%
Eastern Cape	1409	3	2	0	51	0	0	0	1465	38,45%
Free State	185	2	0	2	6	0	0	0	195	5,12%
Gauteng	407	1	2	24	37	0	0	4	475	12,47%
KwaZulu-Natal	142	0	0	1	4	0	0	0	147	3,86%
Limpopo	164	1	0	4	8	0	0	0	177	4,65%
Mpumalanga	69	0	0	2	3	0	0	1	75	1,97%
North West	914	1	1	63	244	2	0	10	1235	32,41%
Northern Cape	30	0	0	0	2	0	0	0	32	0,84%
Western Cape	3	0	0	1	0	0	0	0	4	0,10%
South Africa	3	0	0	0	2	0	0	0	5	0,13%
Foreign	814	0	0	0	1	0	0	0	815	17,62%
Australia	0	0	0	0	0	0	0	0	0	0,00%
Botswana	3	0	0	0	0	0	0	0	3	0,37%
Congo	1	0	0	0	0	0	0	0	1	0,12%
Germany	1	0	0	0	0	0	0	0	1	0,12%
Ghana	0	0	0	0	0	0	0	0	0	0,00%
India	0	0	0	0	0	0	0	0	0	0,00%
Lesotho	312	0	0	0	1	0	0	0	313	38,40%
Malawi	0	0	0	0	0	0	0	0	0	0,00%
Mozambique	489	0	0	0	0	0	0	0	489	60,00%
Namibia	0	0	0	0	0	0	0	0	0	0,00%
Nigeria	0	0	0	0	0	0	0	0	0	0,00%
Peru	0	0	0	0	0	0	0	0	0	0,00%
Poland	0	0	0	0	0	0	0	0	0	0,00%
Swaziland	4	0	0	0	0	0	0	0	4	0,49%
United Kingdom	0	0	0	0	0	0	0	0	0	0,00%
Zambia	0	0	0	0	0	0	0	0	0	0,00%
Zimbabwe	1	0	0	0	0	0	0	0	1	0,12%
Foreign	3	0	0	0	0	0	0	0	3	0,37%
Grand Total	4140	8	5	97	358	2	0	15	4625	100,00%

1.5 Breakdown of EPL workforce (Permanent and Contract employees)

Table 3: Breakdown of Employees by Occupational Level as at September 2020

EPL	Male			Female				Total HDP	Male			Foreign		Total Non-HDP	Grand Total	% HDP	% Non-HDP
	A	C	I	A	C	I	W		W	Male	Female						
Top Management	3	0	0	1	0	0	1	5	5	1	1	7	12	41,7%	58,3%		
Senior Management	5	0	0	0	0	0	0	5	1	0	0	1	6	83,3%	16,7%		
Professionally Qualified & experienced specialists/mid-management	11	0	2	4	1	0	5	23	7	1	0	8	31	74,2%	25,8%		
Skilled Tech and Academically Qualified: Jnr Management; Supervisors; Foreman and Superintendents	257	3	0	54	0	0	9	323	86	28	0	114	437	73,9%	26,1%		
Semi-Skilled and Discretionary Decision-Making	1239	1	0	35	0	0	1	1276	1	427	0	428	1704	74,9%	25,1%		
Unskilled and Defined Decision-Making	1813	4	3	264	1	0	0	2085	2	358	1	361	2446	85,2%	14,8%		
Total Permanent	3328	8	5	358	2	0	16	3717	102	815	2	919	4636	80,2%	19,8%		
Temporary Employee	1	0	0	0	0	0	0	1	0	0	0	0	1	100,0%	0,0%		
Grand Total	3329	8	5	358	2	0	16	3718	102	815	2	919	4637	80,2%	19,8%		

Table 4: Breakdown of Contractors by Occupational Level as at September 2020

EPL - Contractors	Male			Female				Total HDP	Male W	Foreign		Total Non-HDP	Grand Total	% HDP	% Non-HDP
	A	C	I	A	C	I	W			Male	Female				
Top Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0,0%	0,0%
Senior Management	1	0	0	1	0	0	0	2	0	0	0	0	2	100,0%	0,0%
Professionally Qualified & experienced specialists/mid-management	3	0	0	1	0	0	0	4	3	0	0	3	7	57,1%	42,9%
Skilled Tech and Academically Qualified: Jnr Management; Supervisors; Foreman and Superintendents	23	0	0	1	0	0	0	24	15	8	0	23	47	51,1%	48,9%
Semi-Skilled and Discretionary Decision-Making	59	1	1	6	0	0	3	70	2	40	0	42	112	62,5%	37,5%
Unskilled and Defined Decision-Making	293	0	0	27	0	0	1	321	4	109	0	113	434	74,0%	26,0%
Total Permanent	379	1	1	36	0	0	4	421	24	157	0	181	602	69,9%	30,1%
Temporary Employee	0	0	0	0	0	0	0	0	0	0	0	0	0	0,0%	0,0%
Grand Total	379	1	1	36	0	0	4	421	24	157	0	181	602	69,9%	30,1%

1.6 Total Workforce - Projections 2019 to 2023 Period

The mining industry has delivered the worst returns in the last decade and the Platinum sector has been the hardest hit. At prevailing prices and exchange rates, approximately 60% of the platinum industry is loss making. Our business remains extremely sensitive to the lower for longer market conditions and finds itself still hamstrung by its extensive capital reinvestment requirements and persistent liquidity challenges. Here are some of the high-level dynamics observed in the industry in the last decade:

- a. Platinum price has halved since peaks of 2008;
- b. Recycling has become a big competitor;
- c. Industry fragmentation;
- d. Mines getting deeper - requiring refrigeration which incurs more costs;
- e. Head grades are reducing as mines are mining at extremities;
- f. Labour dynamics and high cost inflation; and
- g. Increased demands from stakeholders

The following survival actions have been taken by mining companies:

- a. Freezing non-critical recruitment;
- b. Closing high cost shafts;
- c. Right sizing;
- d. Rationalising;
- e. Capital cuts to bolster balance sheets; and
- f. Consolidation or merging involving synergies from mining across farm boundaries.

The figure below provides a high-level overview of the workforce projections for WPL and EPL for the period 2019 to 2023.on the current long-term business plan.



Figure 4 Projected Workforce (2019 to 2023)

The Long-term Business Plan (LOBP): is a model containing set of scenarios that considers a host of factors such as exchange rates, commodity market indices, socio-economic / political and other relevant factors to determine the feasibility of metalliferous ore extraction and processing. This then forms the basis of the life of mine planning. Given certain sensitivities, the LOBP is updated and adjusted from time-to-time affecting workforce projections.

Table 5: Total Employees Forecast for the 2019 to 2023 Period

Occupational Categories	2019	2020	2021	2022	2023
Board*					
Executive Management*					
Senior Management*					
Middle Management (E-Band)	6	6	6	6	6
Jnr Management (D-Band)	41	33	31	30	30
Core & Critical Skills	4631	4228	4371	4328	4279
Non-Core / Non-Critical	150	108	102	101	100
TOTAL PERMANENT	4838	4385	4520	4474	4424
Temporary	0	0	0	0	0
GRAND TOTAL	4838	4385	4520	4474	4424

*Board, Executive and Senior Management accounted for at Board level

1.7 Local Recruitment

EPL operation is well aware of the socio-economic conditions prevailing in the host community. In order to limit the negative impact of the mining operation on the area, the Mine has a strong focus on the recruitment and development of previously disadvantaged and unemployed members of the affected communities.

Undertaking	Eastern Platinum Limited Mine is committed to preferentially recruit novice and entry level positions from the local communities. The Mine's Core Contractors will also be required to source its entry level employee positions from the local communities, with only positions that cannot be filled locally sourced from further afield.	
Responsible Position	Strategic Plan	Timeframe
Unit Manager: Human Resources	Through the Community Engagement Department initiate agreements with communities where preference will be given to the recruitment and development of individuals from the communities that are established in out areas of the operation.	Continuous
Unit Manager: Human Resources	When recruiting entry level production staff, first preference will be given to local community members.	Continuous
Unit Manager: Human Resources	Training and further education opportunities will be offered to local communities to ensure that there is an available pool potential employee should employment opportunities arise.	Continuous
Unit Manager: Human Resources	The Mine will ensure that existing and new core contractors align their local recruitment policies with that of the Mine.	Continuous

2. Human Resources Development

2.1 Overview

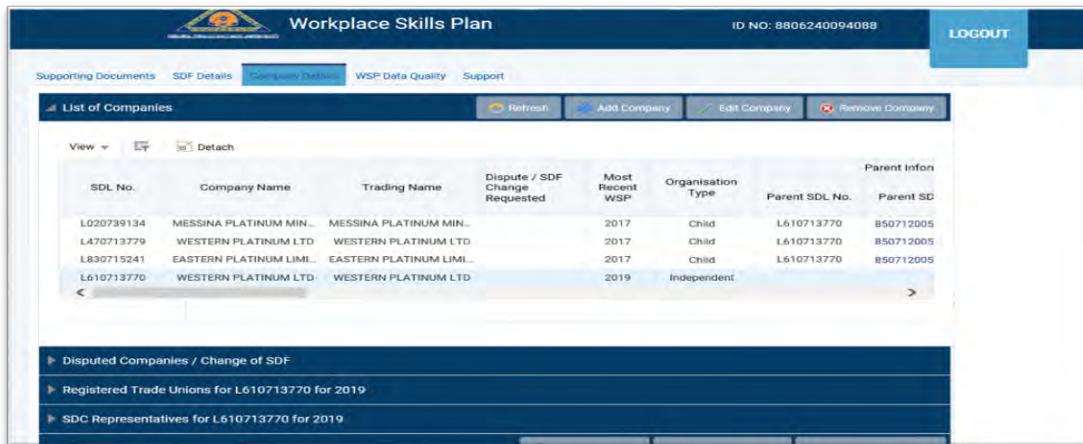
The primary objective of Sibanye Stillwater Human Resources Development (HRD) Model is to ensure development of requisite skills in respect of learnerships, bursaries, core and critical skills, artisans, AET training (Level I, II, III and FLC), and other training initiatives reflective of demographics as defined in the Mining Charter and MRPDA. All efforts in this regard have been aligned with the National Development Plan and the UN Global Goals for Sustainable Development in relation to (i) Education, (ii) Gender Equality, (iii) Reduced Inequalities, iv) Decent Work and Economic Growth.

EPL is fully accountable for the identification and fulfilment of its own Human Resource's Development needs and has substantial discretion based on its own business needs according to the five year plan and circumstances in the context of a broader Sibanye Stillwater HRD Model. Since operational challenges and unyielding costs had impacted negatively on Human Resources Development plans during the past two years, targets were accordingly adjusted as per business needs. The learning and development targets reflected in the tables of this plan are based on an actual intake commitment for the year indicated, while the financial plan tables represent a combined financial commitment in the year, inclusive of all associated training related costs.

2.2 Compliance with Skills Development Legislation

Sibanye Stillwater Academy (SSA), a 100% owned subsidiary of Sibanye Gold Limited, provides world class Human Resources Development services to EPL and the rest of the Sibanye Stillwater Group. SSA is also fully accredited by the Mining Qualifications Authority (MQA) and, has programme approval in a number of other SETA's, giving it the ability to provide recognised and accredited education and training in a number of non-mining fields. The ability to meet its undertakings in so far as they relate to Leadership Development, Adult Education and Training (AET), Technical Skills and Portable Skills is therefore enhanced, and an operational functional satellite campus of the SSA operates from EPL. The table below provides details regarding EPL's compliance with Skills Development legislation.

SETA Information Required	SETA Details
Name of SETA:	Mining Qualifications Authority (MQA)
Registration Number with relevant SETAs:	L470713779 and L610713770
Skills Development Facilitator:	Sithembiso Khuthama
Proof of submission of Workplace Skills Plan	Proof of submission attached



The screenshot shows a software application titled "Workplace Skills Plan". At the top, there is a navigation bar with links for "Supporting Documents", "SDF Details", "Geography Details", "WSP Data Quality", and "Support". The main area displays a table of company information. The columns include: "SDL No.", "Company Name", "Trading Name", "Dispute / SDF Change Requested", "Most Recent WSP", "Organisation Type", "Parent SDF No.", and "Parent SD". The data in the table is as follows:

SDL No.	Company Name	Trading Name	Dispute / SDF Change Requested	Most Recent WSP	Organisation Type	Parent SDF No.	Parent SD
L020739134	MESSINA PLATINUM MIN...	MESSINA PLATINUM MIN...		2017	Child	L610713770	B50712005
L470713779	WESTERN PLATINUM LTD	WESTERN PLATINUM LTD		2017	Child	L610713770	B50712005
L830715241	EASTERN PLATINUM LTD	EASTERN PLATINUM LTD		2017	Child	L610713770	B50712005
L610713770	WESTERN PLATINUM LTD	WESTERN PLATINUM LTD		2019	Independent		

At the bottom of the screen, there are three expandable sections: "Disputed Companies / Change of SDF", "Registered Trade Unions for L610713770 for 2019", and "SDC Representatives for L610713770 for 2019".

Figure 5

2.3 The Objectives of Human Resources Development

The primary objectives of HRD are to ensure:

- The availability, in terms of quality, quantity, and employment equity, of the range of skills required to access, extract and process the ore body productively and safely, on a sustainable and environmentally responsible basis, inclusive of production, technical, support, administrative competencies and leadership development; and
- The skilling of employees in portable competencies, which relate to existence outside the mining environment and which can be applied to sustain individuals and communities once mining operations are ended.

The primary objective of Sibanye Stillwater Human Resources Development (HRD) Model is to ensure development of requisite skills in respect of learnerships, bursaries (core and critical skills), artisans, AET training (Level I, II, III), AET Level 4/NQF Level 1 and other training initiatives reflective of demographics as defined in the Mining Charter and MRPDA. All efforts in this regard have been aligned with the National Development Plan and the UN Global Goals for Sustainable Development in relation to (i) Education, (ii) Gender Equality, (iii) Reduced in-equalities, iv) Decent Work and Economic Growth.

Undertaking	WPPL will ensure the availability, in terms of the quality and quantity of the range of skills required to access, extract and process the ore body productively and safely, on a sustainable and environmentally responsible basis as per the business needs. This will include production, technical, support and administrative and leadership competencies. WPPL operations has appointed a Skills Development Facilitator and will continue to submit its Workplace Skills Plan (WSP) and Annual Training Report (ATR) to the Mining Qualifications Authority (MQA).
Guidelines	The technical, behavioural and social skills and competencies required by employees are transferred within the comprehensive Sibanye Stillwater HRD Model. The Model is supported at a practical level by Sibanye Stillwater Academy funded on a proportional basis by each of the operations within the Sibanye Stillwater Platinum group. This comprises physical infrastructure, learning products and solutions, as well as adequate skilled HRD practitioners who transfer knowledge and skills required to learners.

2.4 Human Resources Development Model

The intention of this Social and Labour Plan is to reflect EPL's plans for the period 2019 to 2023. However, a brief description of Human Resources Development (HRD) approaches, policies and strategies, within the context of the broader Sibanye Stillwater's Human Resources Development Model, is important for context and understanding.

While EPLL is fully accountable for the identification and fulfilment of its own HRD needs and has substantial discretion based on its own business needs and circumstances, it operates within the ambit of the Sibanye Stillwater HRD Model. This is an explicit and well-understood model, covering all aspects of HRD within the Sibanye Stillwater Group and specifically as it applies to each one of its subsidiaries, including EPL.

Where relevant in this plan, reference is made to those elements of the model that have a direct bearing on the implementation of EPL's specific HRD plan. With respect to the setting of targets for the respective HRD interventions; special emphasis was placed on developing an HRD plan that was aligned to business requirements and affordability. This was carried out by way of conducting desktop analyses that incorporated permutations of skills attrition and forecasts of vacancies (or projected skills requirements) in order to establish the targets for each training area. To ensure that business HRD needs are continuously addressed, other forms of skills needs auditing will be explored during the current SLP cycle.

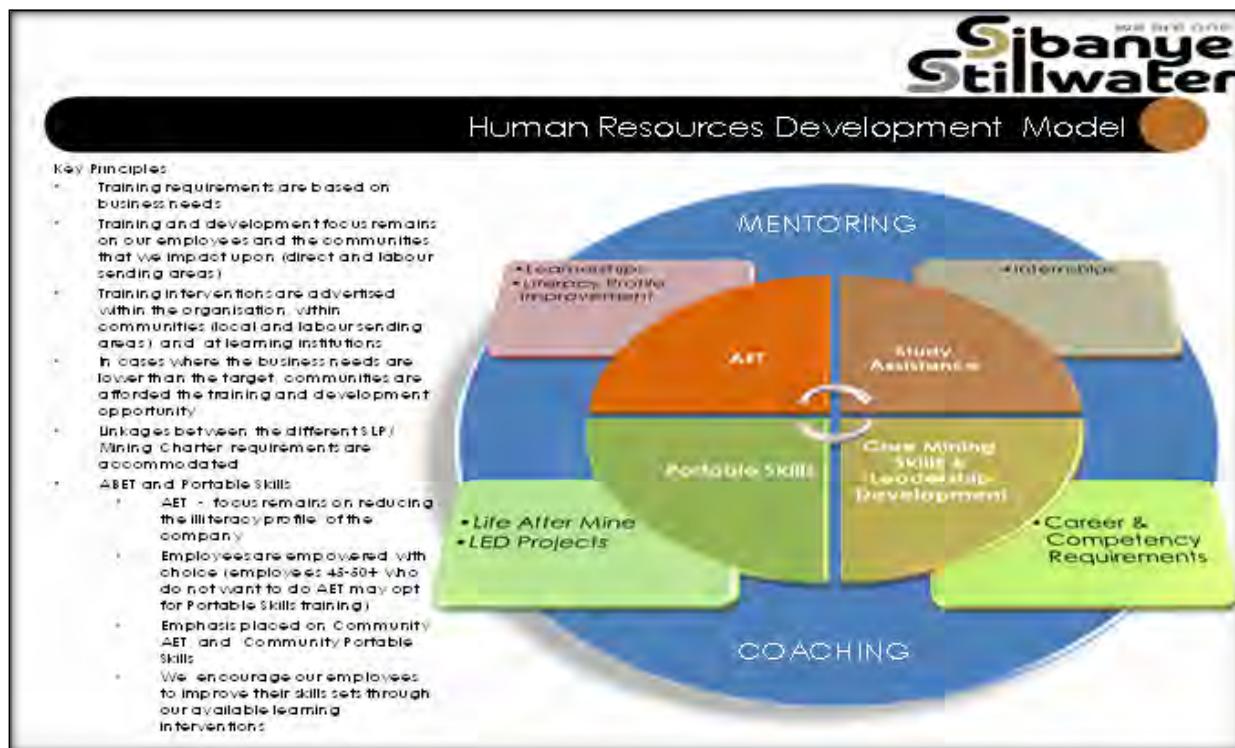


Figure 6 Sibanye Stillwater Academy HRD Model and Initiatives

2.5 EPL's Functional Literacy and Numeracy

Sibanye Stillwater, including EPL, defines functional literacy and numeracy as follows:

- AET Level 3 with exit outcomes equivalent to seven (7) years of compulsory schooling and that will qualify the employee to register for occupationally directed qualifications registered within the NQF

Table 6: Form Q – EPL Functional Literacy (Permanent Employees) as at September 2020

EPL Employees (Temp & Permanent)	African		Coloured		Indian		White		Grand Total	People with Disabilities		Non SA		AGE		
	Male	Female	Male	Female	Male	Female	Male	Female		Male	Female	Male	Female	'<30	30 to 50	'>50
Pre-ABET	2	0	0	0	0	0	0	0	2	0	0	0	0	0	1	1
ABET 1	178	1	0	0	0	0	0	0	179	0	0	17	0	0	84	112
ABET 2 / STD 3, Grade 5	131	0	2	0	0	0	0	0	133	0	0	42	0	0	90	85
ABET 3 / Std 5, Grade 7	196	6	0	0	0	0	0	0	202	0	0	42	0	2	168	74
ABET 4 / Std 7, Grade 9	40	2	0	0	0	0	0	0	42	0	0	9	0	0	29	22
Std 8 / Grade 10, NATED 1 / NCV Level 1	4	0	0	0	0	0	1	0	5	0	0	2	0	0	3	4
Std 9 / Grade 11, NATED 2 / NCV Level 2	19	1	0	0	0	0	8	0	28	0	0	2	0	0	26	4
Std 10 / Grade 12, NATED 3 / NCV Level 3	10	1	0	0	0	0	4	0	15	0	0	1	0	1	11	4
National Certificate/Diploma/Advanced Certificate/NATED 4 - 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Certificate/Advanced Diploma/B Tech Degree/Bachelor's Degree	1	1	0	0	0	0	0	0	2	0	0	0	0	1	1	0
National Certificate/Master's Degree/Master's Diploma	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Doctoral Degree & Post-doctoral Degree	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Undefined	2745	345	6	2	5	0	84	15	3202	0	0	699	1	70	2895	937
	3326	357	8	2	5	0	97	15	3810	0	0	814	1	74	3308	1243

2.6 Adult Education and Training (AET)

AET classes are undertaken either own-time, or full-time for employees, with an opportunity for employees and community learners to be enrolled own-time and attend classes in their own time after work. Employees are motivated to attend AET classes to bring them in line for further development, training and promotion opportunities, where vacancies exist. AET allows employees to compete with other qualified employees and gives them the ability to market themselves. AET levels are also a requirement for promotion in other occupations and acceptance into various Learnerships. AET levels are also a requirement for promotion in other occupations and acceptance into various Learnerships.

The change in terminology from ABET to AET is in line with the position held by the MSA that adult learning is much more than basic learning. In this regard, the Academy has decided to align itself with the MSA and use the new terminology henceforth. To qualify for full-time AET, a person must have undergone screening for placement through the RPL process. Candidates who demonstrate high levels of potential during the placement/ RPL assessments may be recommended for full-time AET by the Human Resources Manager, together with Shaft committees. Nomination of learners into AET will be based on the shaft business pipeline needs. While the Company endeavours to offer opportunities and deliver on its targets, there has been a historical decline in uptake and an increase in dropout rates that ultimately affect compliance. Further, this is based on employees volunteering to participate, and the low levels of participation impact on career development programmes.

Undertaking	<p>WPPL undertakes to afford employees, community members and contractors an opportunity to become functionally literate and numerate. This will continue to be done through the provision of AET on a full-time and on an own-time basis. The following instruments will be used to achieve the numeracy and literacy objectives:</p> <ul style="list-style-type: none"> Recruitment of employees will be based on the information on Form Q, and as per identified business needs; Recruitment of community members will be done in consultation with the Local community leadership and councils in conjunction with Local Economic Development department (LED).
Guidelines	<p>A Adult Education and Training will continue to be provided to both employees and qualifying local community members. This will be done equally on a full time (AET Levels 1 to 3 and FLC) and part time (Pre AET to AET Level 3 and FLC) basis for employees and community members.</p> <p>The setting of AET targets annually for employees will be guided by the need identified through Form Q, literacy profile and as per the business requirements. With regards to community AET, the targets will be informed through information sharing with the Local community leadership and councils in conjunction with Local Economic Development department (LED). Subsequently, employees and community members will be able to access further development opportunities.</p>

2.6.1 AET Implementation Strategy

Accountable Position	Strategic Plan	Timeframe
Manager: HRD	1. Employees, requiring AET to be selected through company selection process to enable reaching of set AET targets.	Ongoing
Manager: HRD	2. Provide an accredited learning programme.	Ongoing
Manager: HRD	3. Assessment to be provided by an accredited external assessment body.	Ongoing
Manager: HRD	4. Qualified facilitators to provide quality training.	Ongoing
Manager: HRD	5. Continuous development of facilitators to improve their required skills to be offered.	Ongoing
Manager: HRD	6. Learning facilities to be conducive to learning.	Ongoing
Manager: HRD	7. Learners are made aware of career pathways in each discipline.	Ongoing
Manager: HRD	8. A pool of mentors confirmed for AET learners with potential.	Ongoing

2.6.2 AET Targets – Full Time and Part Time AET

AET targets for full time and part time programmes are shown in the tables below along with the budget provision for the proposed training. Budget provision for part-time AET for employees excludes salaries.

Table 7: AET Target – Full Time

AET Full-Time	2019	2020	2021	2022	2023	(2019 – 2023)
Pre-AET	6	5	5	5	5	26
AET Level 1						
AET Level 2						
AET Level 3						
AET Level 4						
Total No. of AET Enrolment	6	5	5	5	5	26
Financial Provision	R950 846,00	R725 404,00	R629 123,00	R333 435,00	R274 899,00	R2 913 707,00

Table 8: AET Target – Own-Time

AET Own-Time	2019	2020	2021	2022	2023	(2019 – 2023)
Pre-AET	5	5	5	5	5	25
AET Level 1						
AET Level 2						
AET Level 3						
AET Level 4						
Total No. of AET Enrolment	5	5	5	5	5	25
Financial Provision	R1 350 648,00	R2 101 008,00	R78 884,00	R78 884,00	R84 800,00	R3 694 224,00

Table 9: AET Target – Own-Time Community

AET Own-Time Community	2019	2020	2021	2022	2023	(2019 – 2023)
AET Level 1	10	5	5	5	5	30
AET Level 2						
AET Level 3						
AET Level 4						
Total No. of AET Enrolment	10	5	5	5	5	30
Financial Provision	R213 655,00	R151 355,00	R38 480,00	R38 480,00	R38 480,00	R480 450,00

Table 10: Financial Provision for AET

AET Financial Provision	2019	2020	2021	2022	2023	(2019 – 2023)
Total per annum	R2 515 150,00	R2 977 766,00	R746 487,00	R450 799,00	R398 179,00	R7 088 381,00

2.7 Skill Development

Undertaking	<p>EPL undertakes to:</p> <ul style="list-style-type: none"> • Identify employees with potential for further education, training and development; • Train core skills to ensure the availability of adequate skills to sustain business needs; • Award bursaries, internships, learnerships and mentorships to support business needs; and • Award study assistance opportunities to all employees to support business needs.
Guidelines	<p>The purpose of continuous education and training of employees is to ensure a healthy pipeline of professional, technical and leadership skills. This is ensured through the following interventions:</p> <ul style="list-style-type: none"> • Internship, bursary and learnership opportunities to address hard to fill vacancies, women in mining and HDPs in Management; • Legal (mandatory) training that ensures that the EPL complies with all legislative requirements; • Both Sibanye-Stillwater Academy and the EPL Campus will be used to deliver on all HRD interventions.

2.8 Learnerships

Undertaking	EPL recognises the importance of learnerships as an integral component to fulfil the company's Employment Equity Strategy, and meeting both the business' and the country's skills development needs.
Guideline	Learnerships will be offered to employees and the community members. Learnerships will be allocated as per the business requirements and the employment strategy of the company. The local community learnerships will be in support of the economic development strategy.

2.8.1 Learnerships Strategic Plan

Accountable Position	Strategic Plan	Timeframe
Unit Manager: Community Engagement and Development	1. Advertise learnership opportunities externally through community newspapers, municipal councils and other relevant authorities to attract recruits from the local community.	Ongoing
Unit Manager: HRD	2. Advertise learnership opportunities internally for employees.	Ongoing
Unit Manager: HRD	3. Candidates for learnership opportunities will be selected according to the selection procedure of the company. Learnership targets are based on business requirements.	Ongoing
Unit Manager: HRD	4. Provide accredited learning programmes as per SETA requirements.	Ongoing
Unit Manager: HRD	5. Qualified facilitators to provide quality training.	Ongoing
Unit Manager: HRD	6. Learning facilities to be conducive to learning.	Ongoing
Unit Manager: HRD	7. IDPs in place for learners with potential, and learners are made aware of career pathways in the relevant disciplines.	Ongoing
Unit Manager: HRD	8. A pool of mentors confirmed for learners with potential.	Ongoing

2.8.2 Learnerships Targets

Table 11: Learnership Targets

Annual Targets	Length of Programme (e.g. 3 years, etc.)	2019	2020	2021	2022	2023	(2019– 2023)
Mining 18.1	2 Years	4	4	8	8	8	32
Engineering 18.1	3 Years	1	1	1	1	1	5
Processing 18.1	3 Years	2	1	1	1	1	6
Learnerships 18.2		0	2	3	3	3	11
Total		7	8	13	13	13	54

Table 12: Learnerships Budget

Annual Budget	2019	2020	2021	2022	2023	(2019– 2023)
Mining 18.1	R30 404,00	R33 972,00	R12 437,00	R13 245,00	R14 106,00	R104 164,00
Engineering 18.1	R5 319 477,00	R9 022 424,00	R5 027 903,00	R5 354 717,00	R126 728,00	R24 851 249,00
Processing 18.1	R83 070,00	R106 163,00	R18 844,00	R20 069,00	R21 373,00	R249 519,00
Learnerships 18.2	R17 104 360,00	R12 313 600,00	R3 751 790,00	R5 002 400,00	R3 160 859,00	R41 333 009,00
Total	R22 537 311,00	R21 476 159,00	R8 810 974,00	R10 390 431,00	R3 323 066,00	R66 537 941,00

2.9 Core Business Skills Programme

Core Business skills programmes include all legislative requirements specified in company competency profiles, national registered skills programmes and relevant mining legislation. Core skills equip current employees with new skills/ knowledge for on-mine and process division requirements as per business needs, such as up skilling or re-skilling. The programmes are occupationally directed technical skills interventions aimed at:

- Providing employees with the requisite knowledge and skills required to perform their work proficiently and in a safe manner; and
- Providing skills development towards career progression.

Undertaking	Core business skills training are provided to ensure that each employee meets the legal requirements of their position. The interventions satisfy the minimum requirements and experience for a position as per business needs.
Guidelines	<p>The purpose of core skills training of employees is to ensure that each individual is equipped to perform fully in his/her position. This is ensured through the following interventions:</p> <ul style="list-style-type: none"> • Technical Skills Training • Legal (mandatory) training that ensures that the EPL and employee complies with all legislative requirements • Leadership and Supervisory Training • Team and mobilization interventions <p>Both Sibanye-Stillwater Academy and the EPL Campus will be used to deliver on all HRD interventions.</p>

2.9.1 Core Business Training Strategic plan

Accountable Position	Strategic Plan	Timeframe
HODs	1. Employees to be continuously assessed against job requirements	Ongoing
Unit Manager: HRD	2. Provide an accredited learning programme	Ongoing
Unit Manager: HRD	3. Qualified facilitators to provide quality training	Ongoing
Unit Manager: HRD	4. Learning Facilities to be conducive to learning	Ongoing

Table 13: Core Business Training Targets and Financial Provision

Core Business Training	2019	2020	2021	2022	2023	(2019– 2023)
Core Business Training	7161	2284	1847	1455	1101	13 848
Blasting Preparation Course	11	1	1	1	1	15
Total Enrolment	7172	2285	1848	1456	1102	13 863
Financial Provision	R31 431 686,00	R27 679 596,00	R51 630 503,00	R56 423 350,00	R72 378 379,00	R239 543 514,00

2.10 Portable Skills Programme

Sibanye-Stillwater EPL operation, in partnership with accredited Service Providers, offers specially designed, portable skill programmes. These accredited programmes will equip exit and in service employees, as well as members of the community with the ability and entrepreneurial skills to become self-reliant or pursue other career opportunities within mining and other sectors of the South African economy.

For SETA recognition, the entry requirement for community portable skills training is AET 3 (English – speaking, writing and Mathematics literacy as required by the unit standards). Candidates nominated at a lower entry level will only receive a standard SSA Certificate.

Undertaking	EPL is dedicated to provide learning opportunities, thereby increasing employees and local community members' marketability and employability in the open labour market in the possible event of downscaling and/or mine closure.
Guidelines	EPL provides portable skills training to the employees. These services have been extended to members of the surrounding community. The focus of these skills is to meet some or all of the following objectives:
	Enhance employee potential that will lead to marketability into alternative employment;
	Support income generating activities beyond "Life of Mine"; and
	Provide skills that can be utilised not only in the formal sector but also in the informal sector.

2.10.1 Portable Skills Training Implementation Strategy

Accountable Position	Strategic Plan	Timeframe
Unit Manager: Community Engagement and Development	1. Advertise portable skills opportunities externally through Local community learnership and councils in conjunction with Local Economic development department (LED), and other relevant authorities to attract recruits from the local community.	Ongoing
Unit Manager: HRD	2. Advertise portable skills opportunities internally for employees	Ongoing
Unit Manager: HRD	3. Accredited learning programmes as per SETA requirements	Ongoing
Unit Manager: HRD	4. Qualified facilitators to provide quality training	Ongoing
Unit Manager: HRD	5. Learning facilities to be conducive to learning	Ongoing

Table 14: Portable Skills Training Employees (18.1) Targets

Portable Skills Training	2019	2020	2021	2022	2023	(2019– 2023)
Portable Skills 18.1	3	3	3	3	3	15
Financial Provision	R195 011,00	R243 765,00	R31 746,00	R34 127,00	R36 508,00	R541 157,00

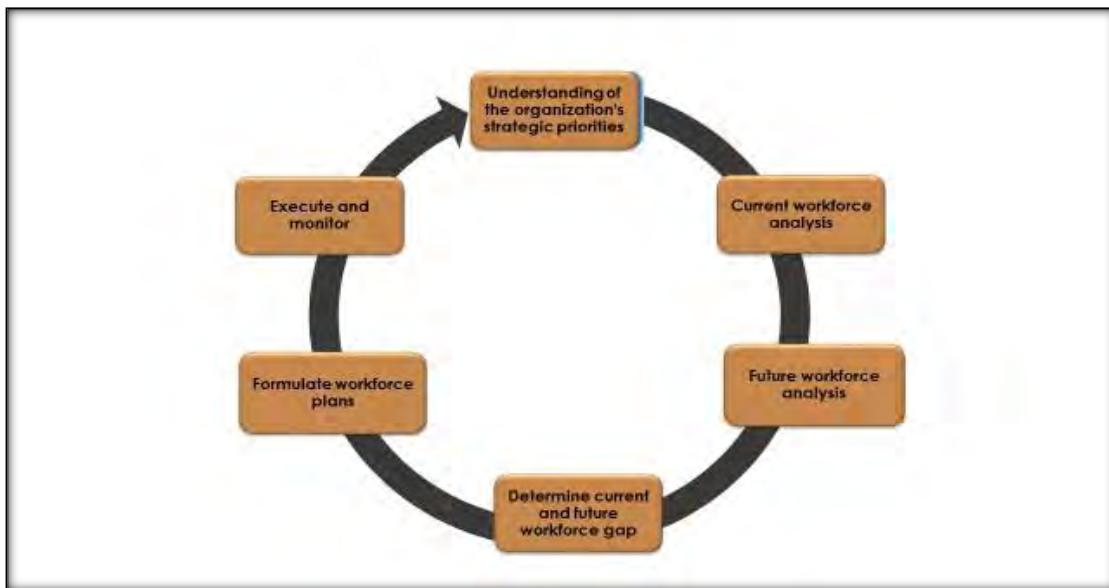
Table 15: Portable Skills Training Community (18.2) Targets

Portable Skills Training	2019	2020	2021	2022	2023	(2019– 2023)
Portable Skills 18.2	8	12	14	14	14	62
Financial Provision	R96 200,00	R211 639,00	R211 644,00	R288 598,00	R346 320,00	R1 154 401,00

2.11 Career Progression Plan

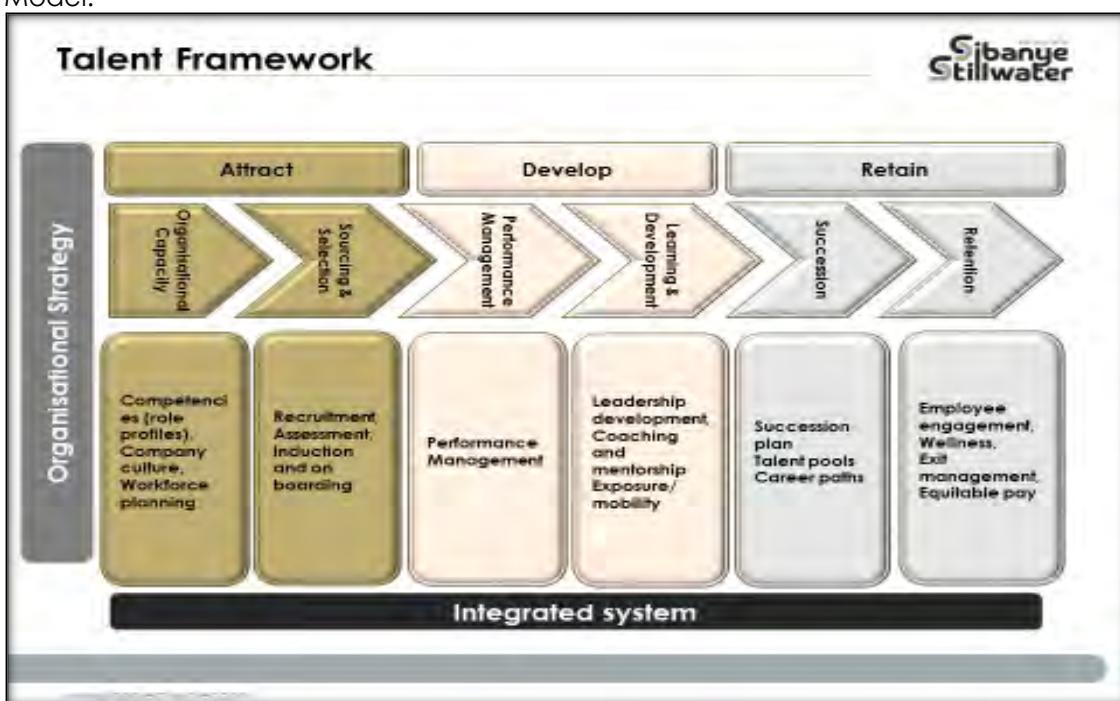
An integrated Talent Management process is vital to support career progression opportunities. The Talent Management process starts with a Strategic Workforce Plan. A Strategic Workforce Plan is a systematic process for forecasting an organisation's future workforce and determining the most effective practices to close the gaps to meet future workforce needs taking into consideration Employment Equity, Women in Mining, turnover and production profile.

The below mentioned Talent management process and model is currently under review and the figure below depicts the Integrated Talent Management Process.

**Figure 7:** Integrated Talent Management Model

2.11.1 Talent Development Framework

The integrated Talent Management model has three pillars, Attract, Develop and Retain, which forms part of the employee life cycle. The figure below depicts the integrated Talent Management Model.

**Figure 8:** Integrated Talent Management Framework

2.11.2 Career Progression Targets

Sibanye Stillwater will endeavor to promote at least 60% of the employees engaged in Training programmes within Career Progression Paths. Promotion is a function of Operational requirements that Sibanye will endeavor to promote.

Table 16: Career Progression Plan Targets

Training programmes within career progression paths = 15%	Core mining occupations	Target position working towards	Target					Total
			2019	2020	2021	2022	2023	
18.1 Operator Skills Programme	General Worker (A-Band)	RDO/Loco/Winch/Loader	7	6	6	5	4	28
18.1 Team leader Programme	Operator (BL-Band)	B-Upper bands	1	1	1	1	1	5
18.1 Blasting Preparation Course	Employees in various positions attend	Miner C-lower band	2	1	1	1	1	6
18.1 Engineering Learnership Programme	Employees in various positions attend	Artisan C-lower band	1	1	1	1	1	5
18.1 Internship Programme	Graduates from various occupational disciplines (Mining Engineering, Engineering Finance, Metallurgy, Mineral Resources Management and Technical Service Disciplines)	C-upper to D-lower band	1	1	1	1	1	5
Total			12	10	10	9	8	49

2.12 Mentorship Plan

Mentoring is the process of using specially selected and trained individuals to provide guidance and advice, which will help to develop the careers of the protégés allocated to them. Mentoring is aimed at complementing learning on the job, which must always be the best way of acquiring the particular skills and knowledge the jobholder need. Coaching is specifically aimed at employees on Paterson C5 band and below.

Undertaking	EPL undertakes to formalize its mentorship programme, which will encompass formal mentorship agreements between mentors and protégés for learners in training/on development programmes.
Guidelines	<p>The mentorship plan at will be designed to:</p> <ul style="list-style-type: none"> • Identify areas of development that require mentoring; • Provide a detailed mentoring plan via mentoring agreement; • Highlight the number of mentors and protégés with targets and timeframes; • Monitor implementation of the programme.

2.12.1 Mentorship Plan Implementation Strategy

Accountable Position	Strategic Plan	Time frame
Manager HRD	1. Review the mentorship plan	Ongoing
Discipline Managers Manager HRD	2. Identify pool of mentors for protégés (employees in training/ Supervisors and Middle Managers with potential)	Ongoing
Discipline Managers Manager HRD	3. Provide mentorship and protégé training to build capacity where required	Ongoing
Discipline Managers Manager HRD	4. Contracting through the mentorship agreements in line with learnership/learning programme duration	Ongoing
Manager HRD	5. Monitor implementation and confirm mentorship regarding: Protégé Personal details including race, gender, current position and level and future possible opportunities Mentor Personal details and designation	Ongoing

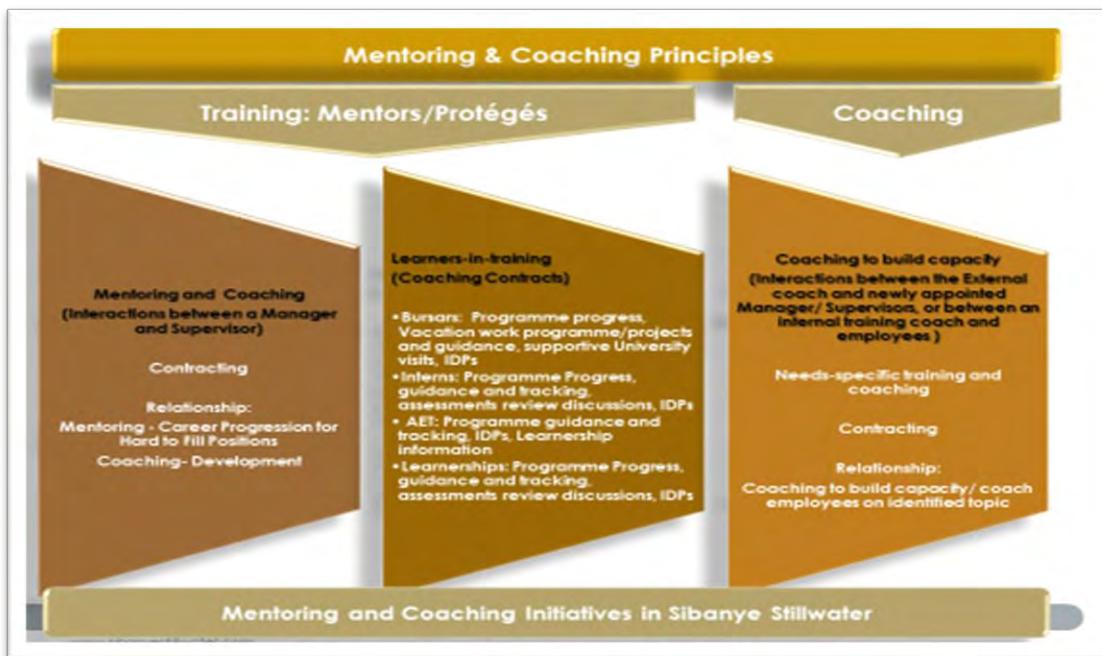


Figure 9: Mentoring and Coaching Principles

2.12.2 Mentorship Plan Targets

Mentoring is the process of using specially selected and trained individuals to provide guidance and advice, which will help to develop the careers of the protégés allocated to them. Mentoring is aimed at complementing learning on the job, which must always be the best way of acquiring the particular skills and knowledge the jobholder need. Coaching is specifically aimed at employees on Paterson C5 band and below.

Table 17: Mentorship Plan Targets

Mentoring programme	Career deliverables	Duration	Target					
			2019	2020	2021	2022	2023	2019-2023
Learnerships	Blasting certificate/Trade certificate	18 months (Mining)	0	7	11	11	11	40
		3 years (Engineering)						
Bursaries	Degree	3-4 years	6	1	1	1	1	10
Internships	Experiential training	2-3 years	1	1	1	1	1	5
Full time AET	One AET level	1 year	0	5	5	5	5	20
Total			7	14	18	18	18	75

With reference to the table above, learners currently enrolled for various training and development programmes, will enter into a coaching/mentorship relationship for further career guidance and development. In order for this relationship to succeed, a pool of mentors and the same learners will have to undergo mentorship/protégé training for effective application and understanding of the relationship role and process.

2.13 Internship

EPL recognize the need to establish and maintain a Graduate Pool in order to build and maintain a pipeline of future leaders for the organization. EPL commits to assist Graduates who have completed the required theoretical/ academic learning but have to complete a pre-determined experience/ training learning programme. Graduates will be required to complete the practical training as per the relevant discipline-training manual whilst busy with their work commitment period.

Undertaking	EPL Internship Programme provides people from the surrounding communities with experiential learning in fulfilment of tertiary qualifications and those that have a tertiary qualification so that they can be eligible to seek substantive employment.
Guidelines	All identified interns will be provided with on the job training. They will be assigned with a coach and responsible manager. Logbooks will be kept and maintained in line with the requirements of the qualification. The company does from time to time consider unemployed self-funded graduates for participation in our graduate development program opportunities based on operational requirements

2.13.1 Internship Implementation Strategy

Accountable Position	Strategic Plan	Timeframe
Unit Manager: HRD	1. Provide a Graduate Development Programme	Ongoing
Unit Manager: HRD	2. Provide a coaching and mentoring process	Ongoing
Unit Manager: HRD	3. Employees to be continuously assessed against required programme outcomes	Ongoing
Unit Manager: HRD	4. IDPs in place for learners and learners are made aware of career pathways	Ongoing

2.13.2 External Interns (Graduates) Targets and Budget

Table 18: External Interns (Graduates) Targets and Budget

Field/ Area of Training	2019	2020	2021	2022	2023	Total
Graduates	2	1	1	1	0	5
Financial Provision	R3 122 601,00	R3 008 849,00	R1 349 231,00	R898 082,00	R191 291,00	R8 570 056,00

2.14 Bursary Programme

2.14.1 Bursary Programme Implementation Strategy

Accountable Position	Strategic Plan	Timeframe
Unit Manager: HRD	1. Advertise bursary opportunities internally for employees	Ongoing
Unit Manager: CED	2. Advertise bursary opportunities externally through community newspapers, municipal councils and other relevant authorities to attract recruits from the local and labour sending communities	Ongoing
Unit Manager: HRD	3. Candidates for bursaries opportunities will be selected according to the selection procedure of the company	Ongoing
Unit Manager: HRD	4. Accredited learning institutions as per company needs will be used	Ongoing
Unit Manager: HRD	5. IDPs in place for learners, and learners are made aware of career pathways in relevant disciplines	Ongoing
Unit Manager: HRD	6. Mentors confirmed for learners	Ongoing

2.14.2 Bursary Programme Targets

Table 19: External Bursary programme Targets

Annual Targets	2019	2020	2021	2022	2023	(2019– 2023)
External Bursars	1	1	1	1	1	5
Financial Provision	R2 576 610,00	R4 148 042,00	R1 359 282,00	R723 817,00	R539 606,00	R9 347 357,00

2.15 Human Resources Development Programmes – Financial Provision

Table 20: Human Resources Development Programmes – Financial Provision

Total HRD Financial Provision	2019	2020	2021	2022	2023	(2019 - 2023)
	R63 025 572,00	R60 450 000,00	R64 681 500,00	R69 209 205,00	R77 213 350,00	R334 579 627,00

3. Employment Equity

3.1 Introduction

Before South Africa became a democratic country, there were colonial and apartheid laws that excluded black people from participating in the educational and labour systems. To rectify this and to bring an end to the discrimination, the Constitution was put in place, giving all the occupants of the land the right to equality. Because the previous process was one that took place over a number of years, the government knew that the transition and transformation would not take place over night. Therefore, a provision within the legislation was put into place, to assist with the accomplishment of Equality and this is when the Employment Equity Act, No. 55 of 1998 ("the Act") came into play.

The purpose of the Act is to "achieve equity and equality in the workplace by promoting equal opportunity and fair treatment through the elimination of unfair discrimination, implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups." With that this in mind, the aim of the Act is to homogenise the approach in terms of how human capital (people) within an organisation are managed in terms of their roles, skills and reward such that is fair and non-discriminatory manner. The Act also assists organisations to plan and manage their recruitment, and advancement policies and procedures against the requirements of the Act.

Due to the dynamic and fluid nature of a typical organisation and its business, we see many organisations having challenges to comply with the Act. The single most complex and exhaustive response for an organisation is align their compliance strategies with those of the business and the business' overall strategic objectives, tactical plans and the culture. In a recent employment equity survey undertaken (during 2017 / 2018), it was noted that one of the biggest failures of organisations relate to communication, more specifically awareness and education.

Furthermore, our Employment Equity Forum plays a critical role in the implementation of the measures as set out the organisation's Employment Equity Plan to ensure transformation and ultimately compliance. EPL is in the process of engagements with Organised Labour to nominate new forum representatives. From a current compliance perspective, EPL manages and advocates all current strategies, tactical plans, policies and procedures according to the prescriptions of the amended Broad-Based Socio-Economic Empowerment Charter for the South African Mining and Minerals Industry, commonly referred to the Mining Charter III (MC 2018). Herein it states that "workplace diversity and equitable representation at all levels are catalysts for social cohesion, transformation and competitiveness of the mining industry."

EPL will continue to champion the elimination of barriers to equity and development and it will purposefully strive towards a value system that is built on the belief that each individual has the right to dignity, respect and the realisation of their potential. To this end, EPL seeks to embrace diversity in the workplace and promotes demographic representation of the country. The broad objectives of EPL's policy in relation to Employment Equity are:

- to have a dynamic and fairly representative organisation that reflects the demographics of South Africa at all occupational levels and in all occupational categories;
- to ensure proactive recruitment of people with disabilities and to ensure the creation of a culture that respects people with disabilities, with due regard of the nature and extent of the core business;
- to create an organisational environment which is conducive to equity, fairness, dignity and mutual respect, and reflects the diverse talent available in our society;
- to work towards building an empowered workforce that will be able to address all the challenges that come with change and transformation, and the monitoring and evaluation of changes to ensure that we are constantly reviewing progress towards creating an equitable organisation;
- to eliminate the effects of racism, ethnicity and sexism in the workplace, and to educate everyone in the organisation about the retrogressive effects of such attitudes; and
- To ensure that language is not used as a barrier to marginalize employees but as an enabling tool, that ensures effective communication.

The table below provide EPL EE status as at September 2020.

Table 21: EPL EE Status as at September 2020

EPL	African		Coloured		Indian		White		Foreign nationals		Total Employees	Total HDP	Total Females
Occupation levels	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female			
<i>Board*</i>	3	1	-	-	-	-	5	1	1	1	12	5	2
<i>Executive management*</i>	7	1	1	-	1	2	16	1	3	-	32	13	4
<i>Senior management*</i>	9	2	1	1	-	1	22	3	-	-	39	17	7
<i>Middle management</i>	5	-	-	-	-	-	1	-	-	-	6	5	-
<i>Junior management</i>	11	4	-	1	2	-	7	5	1	-	31	23	10
<i>People with disabilities</i>	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Core and critical skills</i>	3 223	299	8	1	3	-	89	9	802	1	4 435	3 543	309
Total employees at EPL (incl. non-core)	3 326	357	8	2	5	-	97	15	814	1	4 625	3 713	374

*Board Executive and Senior Management replicated on each entity and not included in the Total
 *Non-Core not included in Occupational level breakdown above, however included in Total Employees
 *Total Females Exclude Foreign Nationals

EPL has taken significant strides in shifting workforce demographics given that recruitment opportunities were limited due to various moratoriums in the past five years and considering that EPL has undergone several downscaling / re-organisation initiatives in an attempt to remain a viable business and align to persistent sluggish market conditions (lower for longer). The progress made to date, is ascribed to prioritised recruitment practices giving preference to HDPs and females in order to accelerate the required transformation.

3.2 HDP and Female representation

Undertaking	Employment Equity to be managed as a transformation issue and to be integrated in the entire business to meet the challenges effectively. Accordingly, EPL commits to meeting equitable representation of HDP per management level.
Guidelines	<ul style="list-style-type: none"> • Anticipate high management turnover over the next 5 years. • This is mainly due to potential downscaling and the instability this brings • towards an employee's career – some may leave the company due to this insecurity. • Engage with employees from designated groups to minimise the impact of such a potential programme. • Where the financial circumstances allow, implement targeted retention interventions. <ul style="list-style-type: none"> • As and when vacancies do arise, fill vacancies as far as possible with people from designated groups.

HDP In Management - Strategic Implementation Plan at EPL		
Strategic Implementation Plan	Responsible Position	Timeframe
Monitor transformation and hold executives accountable for the delivery plan + integrate transformational targets in key business performance measures	EXCO	Quarterly
Business to continue taking ownership of the HDP in Management representation targets.	Manco	On-going
Tracking and monitoring progress	HR	On-going

3.3 EE Targets as per MCIII

The MCIII EE targets as set out in the table below and submitted to the DMRE are subject to the financial viability of the Company and the availability of requisite vacancies as well as suitable candidates to fill these vacancies.

Table 22: EPL Five-Year EE Targets

EPL Occupational Levels	MCIII 5Yr Target (2023)	Year				
		1 2019	2 2020	3 2021	4 2022	5 2023
Board*						
HDP's	50%					
% HDP Women	20%					
Executive Management*						
HDP's	50%					
% HDP Women	20%					
Snr Management*						
HDP's	50%					
% HDP Women	20%					
MIDDLE MANAGEMENT						
HDP representation	60%	50,00%	52,30%	54,20%	56,10%	56,80%
Female representation	25%	6,20%	7,10%	9,00%	10,90%	11,40%
JUNIOR MANAGEMENT						
HDP representation	70%	50,10%	52,40%	54,80%	56,10%	57,90%
Female representation	30%	16,50%	17,50%	19,70%	20,70%	22,50%
EMPLOYEES WITH DISABILITIES						
HDP representation	1.50%	1,40%	1,70%	1,80%	1,90%	2,00%
CORE AND CRITICAL SKILLS						
HDP representation	60%	86,10%	89,10%	90,30%	91,50%	92,10%

*Board, Executive and Senior Management accounted for at Board level

4. Mine Community Development

4.1 Introduction

This section focuses on strategic programmes that will cover the Local and regional priorities of economic development, education, health, community upliftment and the improvement of the people's lives and long-term sustainability beyond the life of the Mine. EPL is located in the North West Province in the Bojanala District Municipality covering the local municipalities of Madibeng. The company's operations are surrounded by communities in rural and peri-urban areas

Table 23: Communities closer to EPL operations

Greater Marikana	Greater Bapong	Greater Mooinooi	Greater Sonop
1. Marikana Central 2. Marikana West 3. RDP Housing 4. Madithokwa informal settlement 5. Skierlik informal settlement 6. Braampie informal settlement 7. Big house informal settlement 8. Stomhuis informal settlement 9. Group 5 informal settlement 10. Omaramba 11. Buffelspoort	1. Bapong Central 2. Oustad 3. Leokeng 4. Segwaelane 5. Wonderkop 6. Nkaneng informal settlement	a) Mooinooi Central b) Barnardsvlei c) Modderspruit d) Majakaneng e) Khalamtwana informal settlement f) Mamba informal settlement(Samancor settlement)	1. Sonop Central 2. Regorogile/Sifikile 3. Farms (Kareepoort)

4.2 Socio-economic Background

4.2.1 Overview of North West Province

The North West Province of South Africa is also known as Bokone Bophirima (BB). It is bordered by Botswana and the Limpopo province in the north, the Northern Cape Province and the Kalahari Desert in the west, Gauteng province to the east, and the Free State province to the south.

It is strategically located to serve as a gateway to the Southern Africa Development Community (SADEC) with the N4 Highway that connects the Walvisbay Port in Namibia with the Maputo Port in Mozambique running through the province. The Province is medium-sized in relation to the others in the country. It covers the surface area of approximately 104 882km², i.e. 8.6% of South Africa) with an estimated population of 3 787 978 people (6,8% of South Africa), living in about 1 248 765 households, (less than 10 % of South Africa). Four districts constitutes this province, i.e. Dr Ruth Segomotsi Mompati, Ngaka Modiri Molema, Bojanala Platinum and Dr Kenneth Kaunda. Mayor towns are Rustenburg, Brits, Mahikeng, Tlokwe, Matlosana and Vryburg.



Figure 10 Location of the North west within Africa and South Africa

The Province faces a number of socio economic challenges such as unemployment, poverty, low economic growth, HIV and AIDS prevalence, food security, inadequate physical infrastructure, illiteracy and rapid population growth. Its economy is small, with a 4.9% contribution to the national Gross Domestic Product (GDP). The mainstay of the economy is mining, which generates more than half of the province's gross domestic product and provides jobs for a quarter of its workforce. Main minerals mined include platinum at Rustenburg and Brits; gold, at Orkney and Klerksdorp; uranium, at Klerksdorp; and diamonds at Lichtenburg, Christiana, and Bloemhof. Agriculture has also been identified driving force of economic development and prosperity together with associated manufacturing industries.

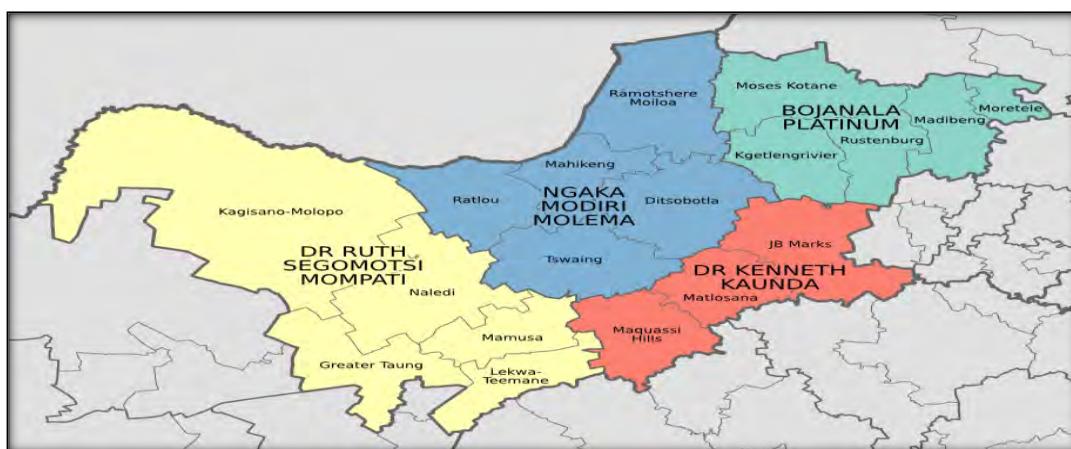


Figure 11 Districts within the Province

4.2.2 Overview of Bojanala District

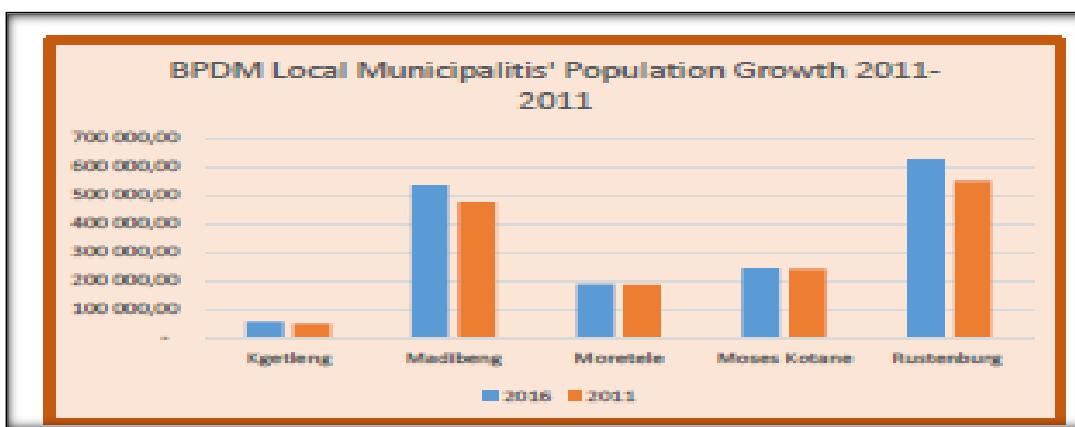
Bojanala Platinum District Municipality (BPDM) is a category C municipality and one of the four district municipalities in the North West Province. It is situated on the eastern part of the province and shares provincial boundaries with Limpopo, Mpumalanga and Gauteng and a national boundary with Botswana in the western side. Its geographic size is 18 333km², with a population of 1 657 148 (2016, Statistics SA) and this makes it the most populous of the four districts of the Province. Mayor Cities/Towns in BPDM are Brits, Derby, Hartbeesfontein-A, Hartbeespoort, Koster, Madikwe, Marikana, Mooi Nooi, Phatsima, Rustenburg, Swartruggens and Tlhabane.

The local municipalities which make up Bojanala Platinum District Municipality which are Moretele, Kgetleng Rivier, Moses Kotane Madibeng, and Rustenburg.



Figure 12 Local Municipalities within Bojanala District

Rustenburg and Madibeng have the highest population growth in the district as depicted in the figure below.



The N4 freeway is a critical link of the district with major economic centres in Gauteng Province. Furthermore, The N4 freeway that traverses the boundaries of three local municipalities in BPDM is unique as it spans the central section of the only coast-to-coast corridor in Africa. The east-west corridor runs from Maputo in the east to Walvis Bay, Namibia in the west and connects the capital cities of four countries of the Southern African Development Community (SADC), namely Maputo in Mozambique, Pretoria in South Africa, Gaborone in Botswana and Windhoek in Namibia.

Economy of the Region – Bojanala platinum district

Main economic drivers of the district municipality are agriculture, tourism, manufacturing, mining and the service industry. Bojanala Platinum District is located along the Merensky Reef, which account for the district municipality being the leader in the production Platinum Group Metals. As a result, mining is the biggest employer in the district. There are a number of mining operations within the District, major ones being Sibanye Stillwater, Anglo American Platinum, Samancor, Northam Mine, Tharisa, Impala, Glencore and Royal Bafokeng Platinum.

Mining (30-35%) as well as community services (15-20%), finance (10-15%), trade (10-15%), transport (5-10%), manufacturing (5-10%)The tourism industry all play a major role in the economy of the district due to the number of world class public and private game parks. Sun City in Moses Kotane is also one of the region's tourist attractions. The Bojanala Platinum District Municipality does not function in isolation from North- West, South Africa and the world.

Economic sectors

The Bojanala Platinum District Municipality's economy is made up of various industries. The Gross Value Added (GVA) variable provides a sector breakdown, where each sector is measured in terms

of its value added produced in the local economy. GVA is a measure of output (total production) of a region in terms of the value that was created within that region. It can be broken down into various production sectors. The summary table below puts the GVA of all the regions in perspective to that of the Bojanala Platinum District Municipality.

Sector	Bojanala Platinum	North West	National Total	Bojanala Platinum as % of Province	Bojanala Platinum as % of National
Agriculture	1.4	6.0	85.1	22.8	1.6
Mining	61.1	67.2	286.0	91.0	21.4
Manufacturing	6.4	11.8	474.5	54.7	1.4
Electricity	2.7	6.7	131.6	41.1	2.1
Construction	2.2	5.6	145.3	39.5	1.5
Trade	11.5	25.7	539.0	44.7	2.1
Transport	5.9	14.3	368.0	41.0	1.6
Finance	11.8	28.0	739.1	42.0	1.6
Community Services	15.0	45.5	821.1	33.1	1.8
Total Industries	118.0	210.8	3589.7	56.0%	3.29%

Figure 13 Gross Value Added by broad Economic Sector BPDM 2015 (R Billion³)

In 2015, the mining sector is the largest within Bojanala Platinum District Municipality accounting for R 61.1 billion or 51.8% of the total GVA in the district municipality's economy. The sector that contributes the second most to the GVA of the Bojanala Platinum District Municipality is the community services sector at 12.7%, followed by the finance sector with 10.0%. The sector that contributes the least to the economy of Bojanala Platinum District Municipality is the agriculture sector with a contribution of R1.37 billion or 1.16% of the total GVA.

**Gross Value Added (GVA) by broad economic sector
Bojanala Platinum District Municipality, 2015**

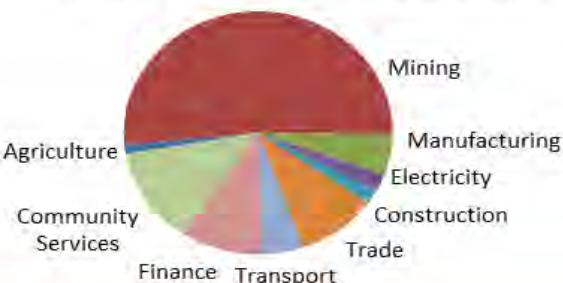


Figure 14 Gross Value Added, BPDM⁴

The community sector, which includes the government services, is generally a large contributor towards GVA in smaller and more rural local municipalities. When looking at the regions within Bojanala Platinum District Municipality it is clear that community services sector within the Madibeng local municipality contributed 45.19% towards its own GVA. The Madibeng local municipality contributed R 34.7 billion or 29.45% to the GVA of Bojanala Platinum District Municipality, making it the largest local municipality in terms of its contribution to the overall GVA of Bojanala Platinum District

³ Source: IHS Global Insight Regional explorer version 1029

Municipality.

Historical Economic Growth

For the period 2015 and 2005, the GVA in the construction sector had the highest average annual growth rate in Bojanala Platinum at 5.03%. The industry with the second highest average annual growth rate is the community services sector averaging at 3.95% per year. The mining sector had an average annual growth rate of 0.97%, while the electricity sector had the lowest average annual growth of 0.72%. Overall a positive growth existed for all the industries in 2015 with an annual growth rate of 5.02% since 2014.

Table 24: Gross Value Add by broad Economic Sector in BPDM⁵

Sector	2005	2010	2015
Agriculture	0.79	0.79	0.93
Mining	40.53	46.09	44.66
Manufacturing	4.22	4.75	5.26
Electricity	1.28	1.37	1.38
Construction	1.11	1.48	1.82
Trade	6.27	6.75	8.30
Transport	2.70	2.95	3.57
Finance	6.19	7.57	8.97
Community Services	7.71	8.80	11.36

The primary sector contributes the most to the Gross Value Added within the Bojanala Platinum District Municipality at 53.0%. This is significantly higher than the national economy (10.3%). The tertiary sector contributed 37.4% (ranking second), while the secondary sector contributed the least at 9.6%.

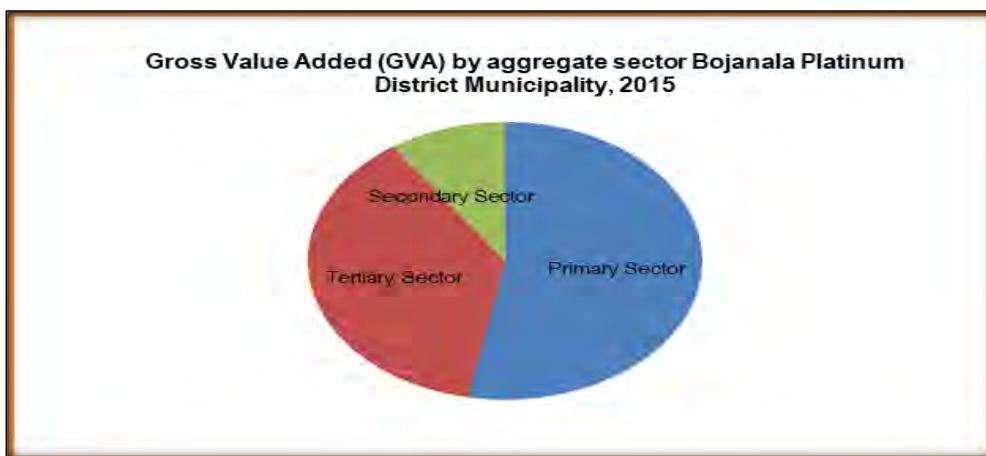


Figure 15 Gross Value Added by Aggregate Sector, BPDM⁶

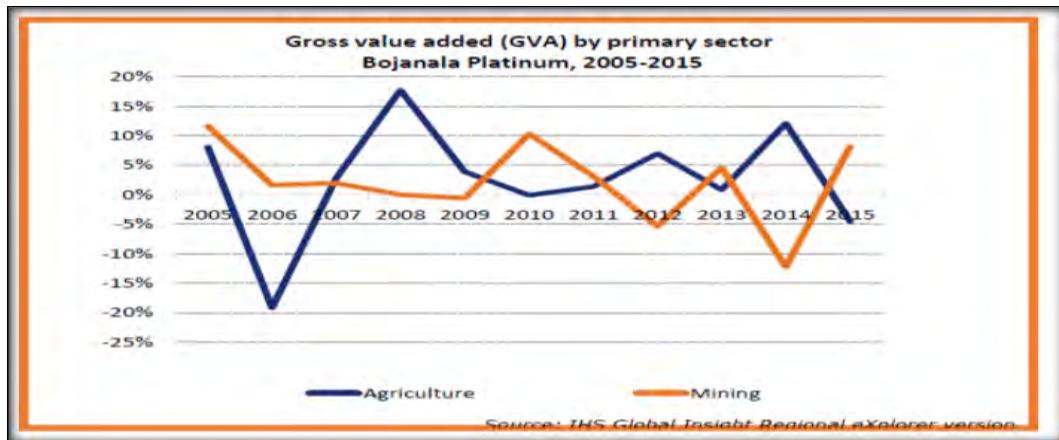
The following is a breakdown of the Gross Value Added (GVA) by aggregated sector:

Primary Sector

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both of these sectors in Bojanala Platinum District Municipality from 2005 to 2015.

⁵ Source: IHS Global Insight Regional eXplorer version 1029

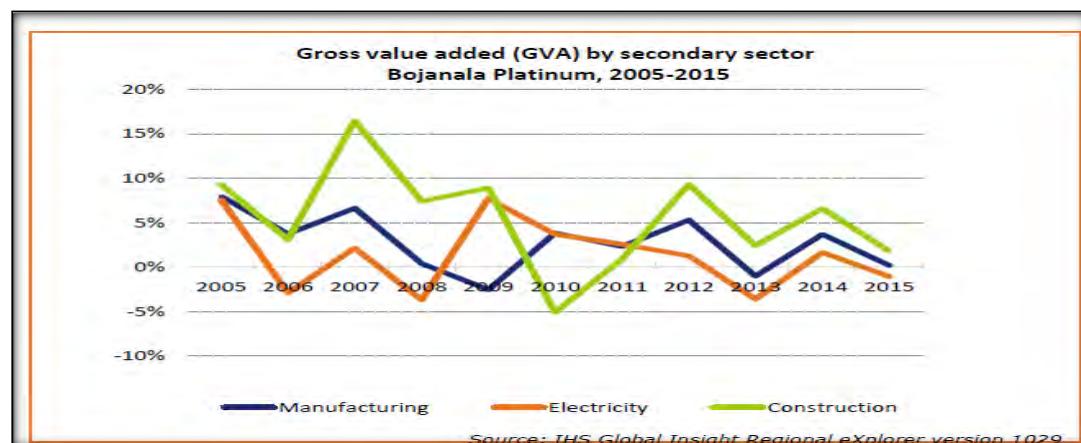
⁶ Source: IHS Global Insight Regional eXplorer version 1029



Between 2005 and 2015, the agriculture sector experienced the highest positive growth in 2008 with an average growth rate of 17.7%. The mining sector reached its highest point of growth of 11.6% in 2005. The agricultural sector experienced the lowest growth for the period during 2006 at -19.2%, while the mining sector reaching its lowest point of growth in 2014 at -12.2%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

Secondary Sector

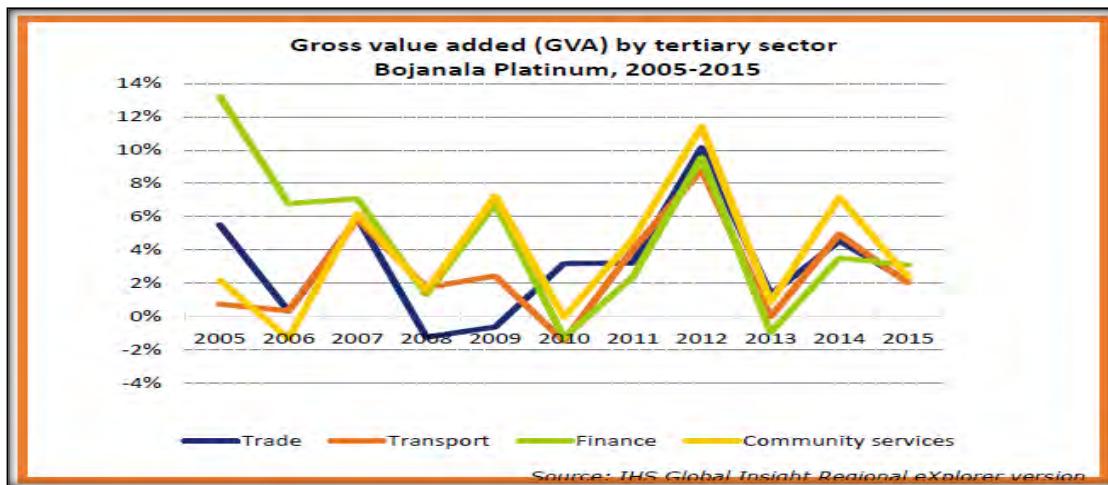
The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in Bojanala Platinum District Municipality from 2005 and 2015.



Between 2005 and 2015, the manufacturing sector experienced the highest positive growth in 2005 with a growth rate of 7.9%. The construction sector reached its highest growth in 2007 at 16.4%. The manufacturing sector experienced its lowest growth in 2010 of -2.5%, while construction sector reached its lowest point of growth in 2010 at -5.1% growth rate. The electricity sector experienced the highest growth in 2009 at 7.7%, while it recorded the lowest growth of -3.7% in 2008.

Tertiary Sector

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Bojanala Platinum District Municipality from 2005 to 2015.



The trade sector experienced the highest positive growth in 2012 with a growth rate of 10.2%. It is evident for the transport sector that the highest positive growth rate also existed in 2012 at 8.8% which is lower than that of the manufacturing sector. The finance sector experienced the highest growth rate in 2005 when it grew by 13.2% and recorded the lowest growth rate in 2010 at -1.3%. The Trade sector had the lowest growth rate in 2008 at -1.2%. The community services sector, which largely consists of government, experienced its highest positive growth in 2012 with 11.4% and the lowest growth rate in 2006 with -1.3%.

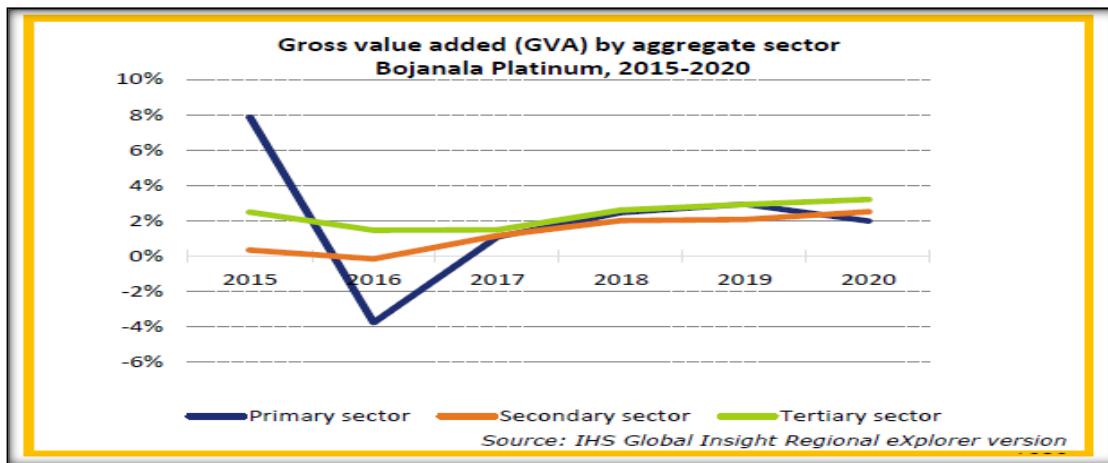
Sector Growth forecast

The GVA forecasts are based on forecasted growth rates derived from two sources: historical growth rate estimates and national level industry forecasts. The projections are therefore partly based on the notion that regions that have performed well in the recent past are likely to continue performing well (and vice versa) and partly on the notion that those regions that have prominent sectors that are forecast to grow rapidly in the national economy (e.g. finance and telecommunications) are likely to perform well (and vice versa). As the target year moves further from the base year (2010) so the emphasis moves from historical growth rates to national-level industry growth rates.

Table 25: Gross Value Add Projection by broad Sector in BPDM (R Billion Constant Prices)

Sector	2015	2016	2017	2018	2019	2020	Average Annual Growth
Agriculture	0.93	0.93	0.96	0.98	1.02	1.05	2.48%
Mining	44.66	42.94	43.39	44.45	45.75	46.65	0.88%
Manufacturing	5.26	5.24	5.28	5.37	5.47	5.60	1.25%
Electricity	1.38	1.35	1.35	1.36	1.39	1.42	0.55%
Construction	1.82	1.84	1.91	1.97	2.03	2.10	2.94%
Trade	8.30	8.38	8.50	8.74	9.04	9.38	2.49%
Transport	3.57	3.58	3.64	3.75	3.87	4.02	2.43%
Finance	8.97	9.08	9.25	9.56	9.88	10.24	2.67%
Community Services	11.36	11.63	11.77	11.97	12.22	12.49	1.92%
Total Industries	86.25	84.97	86.05	88.15	90.67	92.95	1.51%

The construction sector is expected to grow fastest at an average of 2.94% annually from R 1.82 billion in Bojanala Platinum District Municipality to R 2.1 billion in 2020. The mining sector is estimated to be the largest sector within the Bojanala Platinum District Municipality in 2020, with a total share of 50.2% of the total GVA (as measured in current prices), growing at an average annual rate of 0.9%. The sector that is estimated to grow the slowest is the electricity sector with an average annual growth rate of 0.55%.



The Primary sector is expected to grow at an average annual rate of 0.91% between 2015 and 2020, with the Secondary sector growing at 1.51% on average annually. The Tertiary sector is expected to grow at an average annual rate of 2.33% for the same period. Based on the typical profile of a developing country, we can expect faster growth in the secondary and tertiary sectors when compared to the primary sector. Also remember that the agricultural sector is prone to very high volatility as a result of uncertain weather conditions, pests and other natural causes - and the forecasts presented here is merely a long-term trend rather than trying to forecast the unpredictable weather conditions.

Gross Domestic Product by Region (GDP-R)

The Gross Domestic Product (GDP), an important indicator of economic performance, is used to compare economies and economic states. Gross Domestic Product by Region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies. GDP-R can be measured using either current or constant prices, where the current prices measures the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

Table 26: Gross Domestic Product - BPDM⁷

Period	Bojanala Platinum	North West	National Total	Bojanala Platinum as % of Province	Bojanala Platinum as % of National
2004	40.5	82.2	1,476.6	49.30%	2.70%
2005	47.5	94.8	1,639.3	50.00%	2.90%
2006	52.8	104.2	1,839.4	50.70%	2.90%
2007	62	119.2	2,109.5	52.00%	2.90%
2008	73.5	137.1	2,369.1	53.60%	3.10%
2009	79.3	145.9	2,507.7	54.30%	3.20%
2010	88.8	162.2	2,748.0	54.80%	3.20%
2011	101.7	184.3	3,025.0	55.20%	3.40%
2012	102.8	189.1	3,262.5	54.40%	3.20%
2013	119.2	215.8	3,534.3	55.20%	3.40%
2014	122.9	226.4	3,795.4	54.30%	3.20%

With a GDP of R 123 billion in 2014 (up from R 40.5 billion in 2004), the Bojanala District Municipality contributed 54.29% to the North-West Province GDP of R 226 billion in 2014 increasing in the share of the North-West from 49.29% in 2004. The Bojanala Platinum District Municipality contributes 3.24% to the GDP of South Africa which had a total GDP of R 3.8 trillion in 2014 (as measured in nominal or current prices). Its contribution to the national economy stayed similar in importance from 2004 when it contributed 2.74% to South Africa, but it is lower than the peak of 3.37% in 2013.

⁷ Source: IHS Global Insight Regional eXplorer version 944

Table 27: Gross Domestic Product BPDM, North West and National total 2004 -2014⁸

Period	Bojanala Platinum	North West	National Total
2004	6.30%	3.70%	4.40%
2005	10.00%	6.80%	5.10%
2006	1.60%	4.30%	5.30%
2007	6.20%	4.90%	5.40%
2008	0.60%	2.00%	3.20%
2009	1.00%	-2.20%	-1.50%
2010	6.10%	3.90%	3.00%
2011	3.30%	3.00%	3.20%
2012	1.80%	-0.40%	2.20%
2013	3.50%	2.90%	2.20%
2014	-2.20%	-0.60%	1.50%
Average Annual Growth 2004 -2014+	3.15%	2.42%	2.94%

In 2014, the Bojanala Platinum District Municipality achieved an annual growth rate of -2.24% which is a significant lower GDP growth than the North-West Province's -0.64%, and is lower than that of South Africa, where the 2014 GDP growth rate was 1.53%. Contrary to the short-term growth rate of 2014, the longer-term average growth rate for Bojanala (3.15%) is slightly higher than that of South Africa (2.94%). The economic growth in Bojanala peaked in 2005 at 10.03%.

The Bojanala Platinum District Municipality had a total GDP of R 123 billion and in terms of total contribution towards the North-West Province the Bojanala Platinum District Municipality ranked highest relative to all the regional economies to total North-West GDP. This ranking in terms of size compared to other regions of Bojanala remained the same since 2004. In terms of its share, it was in 2014 (54.3%) significantly larger compared to what it was in 2004 (49.3%). For the period 2004 to 2014, the average annual growth rate of 3.1% of Bojanala was the third relative to its peers in terms of growth in constant 2010 prices.

Table 28: Gross Domestic Product – Local Municipalities of BPDM 2004 -2014, share and growth⁹

Municipality	2014 (Current prices)	Share of district municipality	2004 (Constant prices)	2014 (Constant prices)	Average Annual growth
Moretele	6.98	5.68%	4.15	5.17	2.20%
Madibeng	39.21	31.89%	18.67	29.76	4.77%
Rustenburg	58.29	47.41%	35.13	45.59	2.64%
Kgellengrivier	4.49	3.65%	2.86	3.43	1.83%
Moses Kotane	13.97	11.37%	8.54	10.60	2.18%
Bojanala	122.94		69.36	94.54	

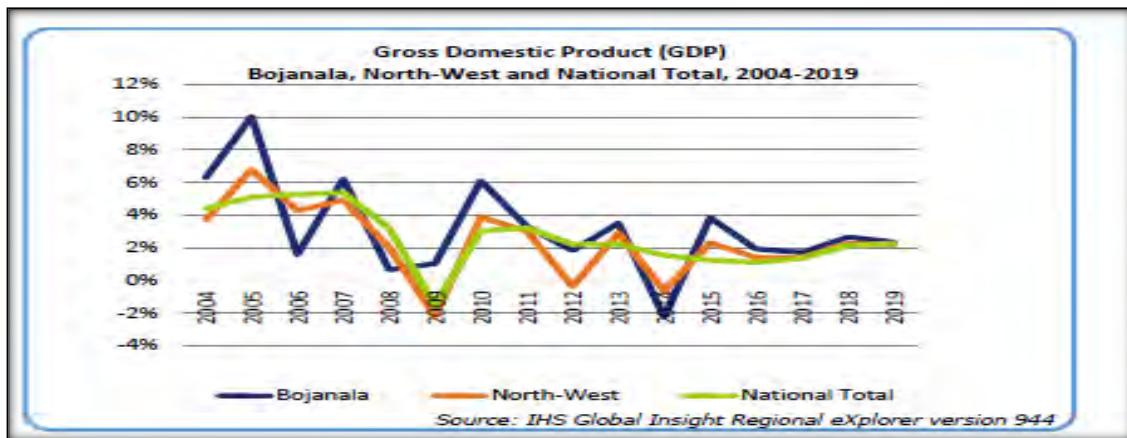
Madibeng had the highest average annual economic growth, averaging 4.77% between 2004 and 2014, when compared to the rest of the regions within the Bojanala Platinum District Municipality. The Rustenburg local municipality had the second highest average annual growth rate of 2.64%. Kgellengrivier local municipality had the lowest average annual growth rate of 1.83% between 2004 and 2014.

Economic Growth Forecast

It is expected that Bojanala District Municipality will grow at an average annual rate of 2.49% from 2014 to 2019. The average annual growth rate of North-West Province and South Africa is expected to grow at 1.90% and 1.61% respectively.

⁸ Source: IHS Global Insight Regional eXplorer version 944

⁹ Source: IHS Global Insight Regional eXplorer version 944



In 2019, Bojanala's forecasted GDP will be an estimated R 107 billion (constant 2010 prices) or 57.2% of the total GDP of North-West. The ranking in terms of size of the Bojanala Platinum District Municipality will remain the same between 2014 and 2019, with a contribution to the North-West Province GDP of 57.2% in 2019 compared to the 55.6% in 2014. At a 2.49% average annual GDP growth rate between 2014 and 2019, Bojanala ranked the highest compared to the other regional economies.

Table 29: Gross Domestic Product - Local Municipalities of BPDM, 2014-2019, share and growth¹⁰

Municipality	2019 (Current prices)	Share of district municipality	2014 (Constant prices)	2019 (Constant prices)	Average Annual growth
Moretele	9.55	8.93%	5.17	5.38	0.80%
Madibeng	55.29	51.70%	29.76	32.74	1.93%
Rustenburg	82.87	77.49%	45.59	53.17	3.12%
Kgellengrivier	6.23	5.82%	3.43	3.81	2.08%
Moses Kotane	20.08	18.78%	10.60	11.84	2.24%
Bojanala	174.01		94.54	106.94	

When looking at the regions within the Bojanala Platinum District Municipality it is expected that from 2014 to 2019 the Rustenburg local municipality will achieve the highest average annual growth rate of 3.12%. The region that is expected to achieve the second highest average annual growth rate is that of Moses Kotane local municipality, averaging 2.24% between 2014 and 2019. On the other hand the region that performed the poorest relative to the other regions within Bojanala District Municipality was the Moretele local municipality with an average annual growth rate of 0.80%.

4.2.3 Overview of Madibeng Local Municipality (source IDP)

Madibeng Local Municipality is a Category B municipality located in the North West Province within the Bojanala Platinum District, demarcated into 41 wards. It is situated between the Magaliesberg and Witwatersrand, 60km from Rustenburg and 50km north of Pretoria. It is one of five municipalities in the district covering an area of 3 720km. The Municipality is strategically located in relation to Gauteng, Limpopo, Harare and the Maputo Harbour, and is positioned along the Heritage Route, linking the World Heritage Site with the Pilanesberg and Madikwe Game Reserves. Madibeng has seen a growth in population from 475 796 in 2011 to an estimated 536 110 in 2016. This figure is more than the average annual increase of the district of 2%. Madibeng. It is known for its diversified economy. Currently, mining is the predominant economic activity, and the Hartbeespoort Dam is the second most visited place after the Waterfront. Madibeng's economy also benefits from its location along the N4 Toll Road, and its proximity to the country's economic hub of Johannesburg.

¹⁰ Source: IHS Global Insight Regional eXplorer version 944

The two main economic contributing areas within the Madibeng Local Municipality are Brits and Hartbeespoort Areas. The natural hydrology of Madibeng presents economic opportunities along the water bodies. There is increased pressure of residential developments along the Hartbeespoort Dam and the Rooikoppies Dam. The former has experienced the development pressure for longer than the latter. This is due to the scenic natural settings around the dams. The rivers on the other hand experience agricultural activity due to the favouring conditions on the riverbanks and areas within their proximity. The 4 main precincts in the area are Brits, Hartbeespoort, Rural areas and Phelindaba.

Brits Town Precinct is situated within Madibeng Local Municipality north of Hartbeespoort Dam and adjacent to N4 Bakwena-Platinum Highway intersection. It occupies an area of 54,47 km² of the total of 3,839 km² of Madibeng Local Municipality. The town area consists of the following areas:

- Town of Brits with the inclusion of the Central Business District
- Residential neighbourhood of Elandsrand
- Primindia
- Brits Industrial Area
- The remote townships of Oukasie, Damonsville and Mothutlung; and
- The farm portions in-between these areas.

The Brits Town Area is the key economic as well as governance centre within the Madibeng Local Municipality. Brits is located in close proximity to key urban centres in Gauteng and 65 km from Rustenburg. This area is linked to both Rustenburg and Gauteng urban centres by N4 Bakwena-Platinum Highway. It is further physically and functionally interconnected to the northern parts of Tshwane through a group of villages, such as Mmakau, stretching eastwards from Mothutlung up to Ga-Rankuwa. Formal residential developments are found in Lethlabilo located north of Brits and Mothutlung in the easterly direction of Brits town.

Hartbeespoort is located on the boundary between Gauteng and North West Province. The Precinct is in close proximity to and with good connectivity to key urban areas in Gauteng such as Pretoria, Sandton, Randburg, Midrand and Krugersdorp and is 65 km from Rustenburg. This area is linked to both Rustenburg and Gauteng urban centres by N4 Bakwena-Platinum Highway. From a regional tourism perspective, the area is close to Lanseria International Airport which offers both domestic and international flights in Gauteng. This area consists of places around Hartbeespoort Dam in Madibeng Local Municipality and extends to approximately 180 km². Hartbeespoort is characterized by residential development such as Schoemansville, Ifafi, Meerhof and Kosmos. Residential areas are very distinct from those in Brits. The Magaliesberg Mountain Range topographically separates these two areas. Towards the South of the mountain range, there are high income estates and resorts which cater for Up-market lifestyles. The residential area include but are not limited to golf courses, nature reserves, marinas and security control. These areas include the likes of Pecanwood, Birdwood, and Xanadu to mention but a few.

In **rural areas**, access to services, land, income and livelihoods contributes to the depiction of the municipal human resources and thus influence the rate of rural development. Rural areas are characterised by sparsely populated residential units. Similar and even further scattered settlements can be found in remote agricultural and farm units. These types of settlements can be found in the easterly direction of the municipal area. These areas include Oskraal, Madinyane, Klipvoor Dam and Kilpvoorstad. The settlements are characterised by subsistence farming. Located on the east side of Schoemansville and South of the Magaliesberg mountain range is the agricultural holding of Melodi. The purpose of Melodi, unlike the rest who are subsistence farming rural areas, is to foster rural living lifestyle. This is evident by the affluent households it hosts.

The **Phelindaba Nuclear** Plant facilitates nuclear activity for the state. It is located on the South Eastern side of the municipal area and it has a 5 km restricted development buffer zone.



Figure 16 Depicts the location of Madibeng within the Bojanala district

Demographic indicators

The ability of individuals to contribute to production is largely dependent on their level of human capital development. This level of development is indicated by demographic indicators such as education, housing, employment and income levels. Education and formal training play an important role in the overall value of people. Increased value of Madibeng Local Municipality's residents can improve their living conditions. Further Education Training (FET) colleges, which concentrate on economic sectors present in the Municipality, will improve the human capital in Madibeng. This will reduce unemployment rate in the Municipality.

Population Size		Population group	
Census 1995	319 974	Black African	426 192
census 2001	347 578	Coloured	4 292
Census 2011	477 381	Indian or Asian	2 445
		White	42 691
Average annual Growth Rate	3.17%		3839
Population Density	124 per km ²	Sex Ratio (Male/100 Females)	114
Number of Households	160 724	Dependency ration	0.44
Average Household size	3	Female headed hh	30.3
Gender distribution		Age Distribution structure:	
Male	53%	Young (0-14 Years)	25.70%
Female	47%	Working age (5-65 Years)	69.20%
		Elderly (older than 65 Years)	5.10%
Employment status- Persons 15 to 65 years of Age		Monthly Income Levels:	
Employment	69.60%	No income	23.30%
Unemployment	30.40%	Income up to R800	27.30%
Youth Unemployment (15-34)	38.20%	Income between R800 - R6500	43.30%
		Income above R6500	6.30%
Education Levels- Persons Older Than 20 Years	7.80%	Formal dwellings	59.2%
No scholing	57.30%	Household owned/paid off	54.1%
Some Primary to Secondary	7.30%	Flush toilets connected to sewerage	27.2%
Grade 12 Higher	27.60%		
HIV 45.5% compared against North West Province prevalence rate of 26.7		Electricity for lighting	81%
		Weekly refuse removal	77.7%

Figure 17 Socio economic profile of Madibeng

Economic profile

- Primary economy

Agriculture, Tourism and mining are the main primary economies.

- The Agricultural sector**, which produces food, is the biggest primary economy. It is categorized into four classifications, namely, extensive farming (44% of the Municipal area), intensive agriculture (18%), game farming (10%) and subsistence farming. These economic activities have to be managed in such a manner as to make sure that their impact on the natural environment and resources is controlled.
- Tourism** also plays a major economic role as it is based on the natural systems (11%). Scenic routes, heritage sites, resorts and nature reserves are some of the main attractions in the tourism sector.

- **The mining sector** is dominated by platinum and chromium mining as well as quarrying activity.

Platinum mining activity is located on the south eastern side of the side of Brits while quarrying spread around the municipal area.

- **Secondary economy**

Secondary economy refers to activities involved in the manufacturing of finished goods. The secondary sector includes all manufacturing, processing, and construction. Activities associated therewith are metal working, smelting, automobile production, textile production, chemical industries, engineering industries, manufacturing, energy utilities, breweries, bottlers, and construction. These economic activities are normally linked to the primary economic activity. Thus secondary activity in Madibeng Local Municipality is in alignment with agricultural processing without the exclusion of manufacturing and construction. The major centre for these activities is Brits, along the N4 Highway and lesser activity is found in Lethhabile.

- **Tertiary economy**

The tertiary sector of the economy is largely associated with service industries. This sector provides services to both the general population and businesses. Activities that are commonly associated with tertiary economy include retail and wholesale sales, transportation, distribution, entertainment, restaurants, clerical services, media, tourism, insurance, banking, healthcare and law. In most developed and developing countries, a growing proportion of workers are devoted to the tertiary sector.

The N4 Highway plays a significant role within the transport, logistics and distribution activities within the municipal area. The N4 facilitates transport linkages between Rustenburg, Tshwane and Johannesburg. Brits is the administrative capital of the municipality, bearing the bulk of municipal and government services. The Phelindaba nuclear facility also forms part of the government services. It is located on the south eastern side on the municipal area.

- **Rural development**

The north eastern quadrant of the Municipality is composed of rural settlements (villages). These villages are characterised by subsistence farming and indigenous knowledge systems. Rural development is assessed by investigating rural livelihoods, access to income, access to land and access to services. This is a manner in which basic services are provided and the rural landscape is retained. Rural areas are characterized by relatively high logistical costs and high per capita service costs. Therefore the provision of government services such as the municipal office, clinic, schools, become costly. Thus in cases where services are provided, the recurrent costs of all but the most basic services must be met by those who use them. It is essential for Madibeng to recover costs in the peri- urban and rural areas through the pro-active debt collection policies. The process of formalising settlements in rural areas is essential. This process helps to unlock the economic potential of the area, facilitate appropriate regulation of land use as well as enable the municipality to implement cost recovery. This will ensure sustainable rural settlements.

4.2.4 Overview of Rustenburg Local Municipality

Rustenburg Local Municipality (RLM) forms part of the North-West Province, which is on the border between South Africa and Botswana. It is located in the Bojanala District Municipality and consists of 45 wards, with a geographical area of 3 423.23 km². As per the Spatial Development Framework (SDF) review of 2010, three administrative bodies operate and have jurisdiction within the Rustenburg Municipal Area or part thereof. These are the Bojanala Platinum District Municipality, the Rustenburg Local Municipality and the Royal Bafokeng Administration:

Bojanala Platinum District Municipality – The RLM forms part of the Bojanala Platinum District Municipality together with the local Municipalities of Moretele, Madibeng, Kgetlengrivier and Moses-Kotane. The Bojanala Platinum District Municipality is responsible for the planning and administration of district-wide infrastructure provision and development matters

Rustenburg Local Municipality - The Local Municipality of Rustenburg is responsible for the planning and administration of infrastructure and development located within the boundaries of the municipality. This includes the preparation (or preparation on their behalf) of all legally required documents for the planning, provision and control of infrastructure and spatial development. These include the preparation of a Spatial Development Framework, Integrated Development plan, Transportation Plan, Water Services Development Plan and Disaster Management Plan

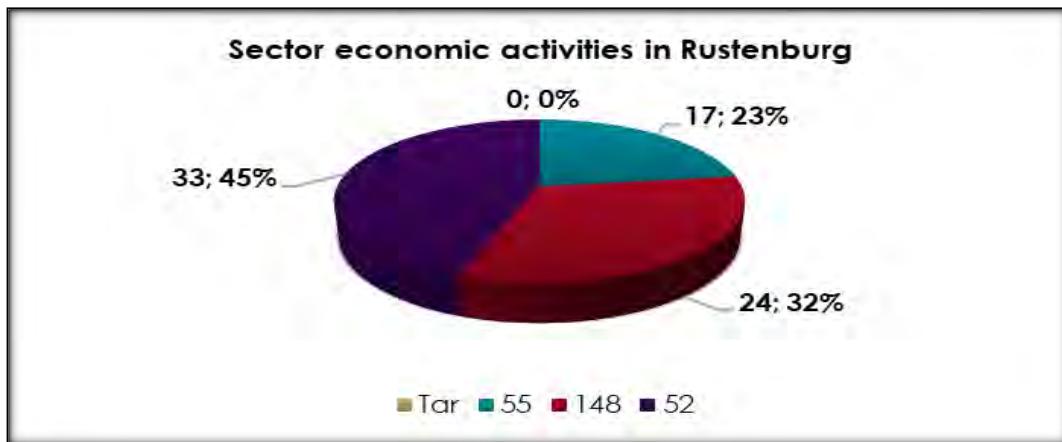
Royal Bafokeng Administration - A third administrative entity operates legally within certain parts of the Rustenburg Municipal Area: the Royal Bafokeng Administration. They operate within the context of the Constitution of South Africa and due to the fact that the Royal Bafokeng Nation is a universitas personae. Bafokeng remains a legal entity in its own right, capable of contracting, incurring debts and obligations and owning land. They also fulfil certain local government functions. The Bafokeng Council has over the years, by means of royalty payment received from the platinum mines mining on their land, administered their tribal area. This included fulfilling many local, provincial and national government functions, such as providing social infrastructure (schools and clinics), road infrastructure and municipal infrastructure (water and sewerage) in their tribal area.

Table 30: Demographic Information (YES MEDIA's Government Newsletters)

Demographic Data	2016	2011
Population	626 522	549 575
Age Structure		
Population under 15	28.1%	24.1%
Population 15 to 64	68.9%	72.5%
Population over 65	3.0%	3.4%
Dependency Ratio		
Per 100 (15-64)	45.2	37.9
Sex Ratio		
Males per 100 females	120.9	121.8
Population Growth		
Per annum	2.98%	n/a
Labour Market		
Unemployment rate (official)	n/a	26.4%
Youth unemployment rate (official) 15-34	n/a	34.7%
Education (aged 20 +)		
No schooling	4.7%	5.4%
Matric	34.6%	31.0%
Higher education	7.4%	8.9%
Household Dynamics		
Households	262 576	199 044
Average household size	2.4	2.5
Female headed households	24.3%	26.4%
Formal dwellings	68.1%	68.7%
Housing owned	45.0%	31.4%
Household Services		
Flush toilet connected to sewerage	52.9%	52.7%
Weekly refuse removal	67.1%	69.2%
Piped water inside dwelling	28.5%	35.8%
Electricity for lighting	83.7%	83.0%

Economy

Rustenburg is home to large mining operations by companies such as Anglo Platinum, Impala Platinum, Glencore and Sibanye Stillwater. Approximately 97% of the total platinum production occurs in Rustenburg, with the mining sector providing more than 50% of all formal employment



Major challenges facing this municipality include

- High unemployment levels, lack of job opportunities and long-term dependency on government grants.
- Non-payment of municipal services.
- Dependency on mining and lack of diversification into other economic areas.
- Poor city image – the entrance to the town has a negative impact on FDI and national investors.
- Imported skills used by mines and misunderstanding of the concept of LED versus poverty alleviation

4.3 Alignment with Integrated Plan of the Municipality

The Integrated Development Plan , IDP serves as a strategic tool upon which developmental needs in both the Madibeng and Rustenburg local municipalities are identified, implemented and monitored. These plans are developed in consultation with stakeholders in order to provide a structural plan that aims to outline development priorities. The Madibeng IDP of 2017 – 2021 and the Rustenburg IDP 2017 – 2022, informed the Local Economic Development Projects identified in this SLP. All projects aim at addressing key challenges and focus of key priorities of each Municipality. Most of the projects listed appear in the respective IDPs. In cases where projects were not written in the IDPs, formal communication was received from both Municipalities for their inclusion. Further to acquisition of Lonmin Operations by Sibanye Stillwater in June 2019, more consultations were made with stakeholders including Municipalities, local Councillors, Traditional leadership and NGO to reconfirm the identified projects. (see attached engagement evidence)

4.3.1 Madibeng Local Municipality IDP

The Madibeng 2017/21 IDP was a process of individual ward participation meeting held during October and November 2016. Needs and projects were identified and prioritized on six levels:

- Priority 1 : Water and Sanitation
- Priority 2 : Roads and Storm water
- Priority 3 : Electricity
- Priority 4 : Social Services
- Priority 5 : Land and Housing
- Priority 6 : Local Economic Development

4.3.2 Rustenburg Local Municipality IDP

The Rustenburg Local Municipality 2017/22 IDP and Budget process was people-driven. It was informed by the 45 wards needs and priorities

Rustenburg Local Economic Development (LED) Strategy sets out seven key areas of performance in ensuring that they achieve their intended developmental goals especially in the following areas:

- Efficient provision of quality basic services and infrastructure within a well-planned spatial structure
- Drive diversified economic growth and job creation
- Ensure municipal financial viability and management
- Maintain clean, green, safe and healthy municipal environment for all

- Transform and maintain a vibrant and sustainable rural development
- Uphold good governance and public participation principles
- Drive optimal municipal institutional development, transformation and capacity building.

4.4 EPL LED Projects

Sibanye Stillwater continues to play a meaningful role in Local Economic Development by enhancing the quality of life of communities surrounding the operation, as well as where they source labour from in the Eastern Cape. This Local Economic Development Programme includes projects and plans to stimulate local economic development, eradicate poverty and diversify the local economy in order to broaden the economic base and promote inclusive economic growth and uplift communities beyond mining. LED projects that are addressed through this SLP will target development priorities of Rustenburg and Madibeng Local Municipalities as identified in their IDPs.

An integrated approach is applied to ensure the implementation of economic development that will have ripple effect and benefit the local municipal area as a whole. For this reason, Sibanye Stillwater will ensure that projects pursued are sustainable and able to amass additional resources through partnerships. LED projects in this SLP cuts across the following 3 focus areas;

i. Education and Skills Development

Skills: Perpetuating the cycle of poverty, South Africa's unemployment rate currently stands at 25%, with even higher rates for youth, at more than 50%. As in the rest of Africa, where 60% of the workforce is under 30 years old, it is critical that South Africa turns its fast-growing young population into a dividend rather than a burden. Education and training for future skills is a critical part of realizing this potential.

Education: The root of unemployment is not only a lack of jobs; a key underlying issue is also the inadequately educated workforce. This challenge is likely to be amplified in the coming years due to the Fourth Industrial Revolution, characterized by fast-paced technological progress combined with other socio-economic and demographic changes, which will further transform labour markets.

ii. Community Health and Safety

Projects in this focus area are aimed at making sure that the health and safety of communities are taken care and would usually include the installation of high mast lights, construction of clinics, roads and sewer systems.

iii. Agriculture

UN has invited governments around the world place small-scale farming at the Centre of regional, national and global agricultural, environmental and social policies; as well as elevate the role of smallholder farmers as stewards who manage and protect natural resources and drive sustainable development.

4.4.1 LED Implementation Strategy

Sibanye Stillwater Community Engagement and Development (CED) department is suitably resourced and equipped with the necessary skills and tools to manage effectively the implementation of the range of projects identified both in host communities and labour sending areas. As a responsible corporate citizen, Sibanye Stillwater fosters and maintains constructive engagement with all stakeholders in order to deliver on our vision to create superior value for all stakeholders, of which one of the major ones is communities. The CED team will work closely with all stakeholders for successful implementation of these projects. Our approach to stakeholders is based on the understanding the context and the dynamic stakeholder universe and as such recognises the importance of all stakeholders in planning their development agenda. We are therefore committing to proactive, open and constructive stakeholder engagement, which informs participative decision-making.

Our stakeholder engagement process will ensure that:

- There are regular engagements and quick response to issues material to stakeholders

- There is accurate understanding of the influence of business activities on stakeholders and the potential impact stakeholders may have on the business, whether positive or negative, to enhance the engagement process.
- Engagements are conducted in a timely, accurate and relevant manner
- There continuous monitoring , reviewing and improvement of engagement activities

In implementing LED projects, cognizance will be taken of the integrated nature of the SLP, whereby Human resources development, procurement opportunities and Housing and Living conditions are all geared towards contributing to sustainable development of impacted communities.

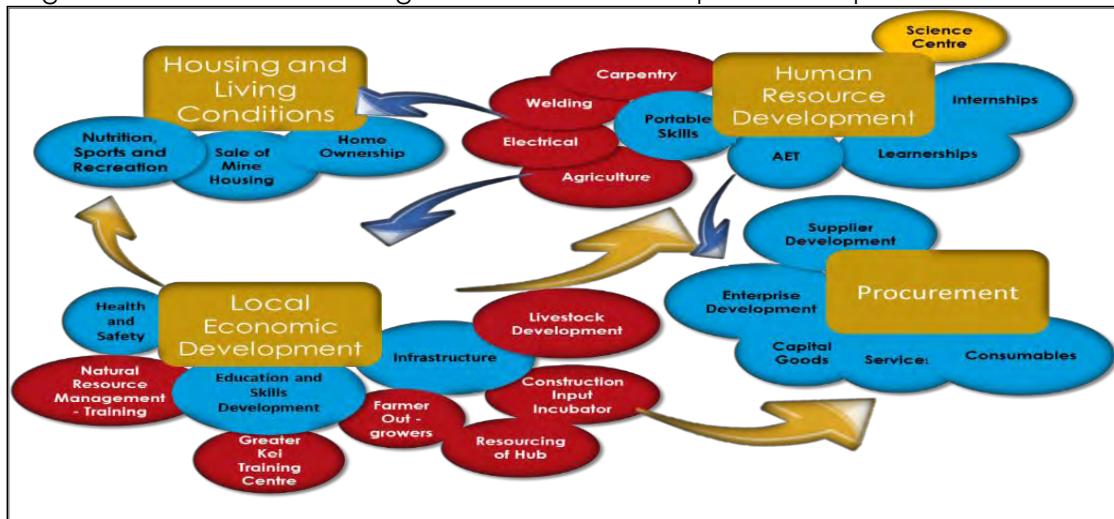


Figure 18 Integrated nature of the SLP

4.4.1 EPL LED Projects

The following projects have been identified as being appropriate in terms of Sibanye-Stillwater's philosophy of working together with stakeholder to ensure high impact and sustainability. The investment in this regard is also commensurate with the current production levels and associated profit levels of the EPL Operations.

Table 31 Summary of Local Economic Development Projects by EPL

PROJECT NAME	PROJECT TYPE & FOCUS AREA	MUNICIPALITY	BENEFICIARIES	PROPOSED BUDGET FY2019 - FY2023
New Sonop Secondary School	Infrastructure - Education	Madibeng LM	Sonop Community	R18 000 000,00
Installation of high mast lights in wards 7, 25,27,28,31 and 40	Infrastructure - Community Safety	Madibeng LM	Madibeng local Municipality communities of wards 7,25,27,28,31 and 40	R6 000 000,00
Upgrading of Bapong and Wonderkop CHC Sewage System	Health Institutional Support	Madibeng LM	Bapong & Wonderkop	R3 800 000,00
Rhode School Upgrade	Infrastructure - Education	Alfred Nzo	Mount Ayliff	R3 000 000,00
Shearing Sheds	Income Generating - Small Scale Farming	Nyandeni	Nyandeni	R800 000,00
Total LED Budget				R31 600 000,00

Table 32: Project No. 1: Education Infrastructure – New Sonop Secondary School

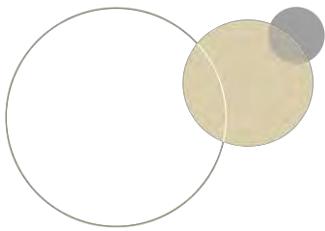
Project Name:	New Sonop Secondary School - Education Infrastructure					Project start date:	2020		
Background to project:	<p>Lack of education results in challenges such as Education is the key to eradicating extreme poverty around the world. A lot of social issues which are experienced in communities like inequality, gender discrimination, crime, substance abuse and many other problems.</p> <p>There is currently two primary schools in Sonop, i.e. Sonop and Tebogo, both with enrolment of over 1500 learners combined. Secondary school learners travel more than 10km to access schools in Brits, Bapong, Segwaelane or Majakaneng. This is adding more to the cost to parents in an area with a high rate of unemployment. In order to address this ongoing challenge, Sibanye commits to building a new secondary school in Sonop that is in line with the minimum requirements of the norms and standards set out by the Department of Basic Education. Important to note is the project will be executed subject to agreement with the relevant Department of Basic Education and finalisation of needs based assessment.</p>					Project End Date:	2023		
						Information Valid as at:	June, 2018		
Project Partners	Department of Basic Education, Madibeng & Rustenburg	Beneficiaries (Community/Village Specific)	Sonop	SMME Opportunities:	Local SMMEs				
Project Incorporated into which IDP:	No, Part of DBE Strategic Plan	IDP Reference Number of Project:	N/A	Geographical Location of Project:	North West > Bojanala > Madibeng >Sonop				
Classification of Jobs	Total Number of Jobs to be created:	Male Adults	Female Adults	Male Youth	Female Youth	Disabled			
Short Term	60	20	10	20	10	0			
Output	Responsible Entity	Activity			Timeframe				
		KPA (Key Performance Area)	KPI (Key Performance Indicator)	FY2019	FY2020	FY2021	FY2022	FY2023	Financial Provision
Baseline Infrastructure Assessments	Sibanye-Stillwater	Engagement with DBE of future plans for the area	Project Charter		X				R0,00
Stakeholder Engagement	Sibanye-Stillwater	Confirmation of Project and buy-in	Letter of acceptance		X				R0,00
Design and Documentation	Sibanye-Stillwater	Engagement on Scope, Time and Costs	Signed-Off Scoping and design Documents		X	X			R800 000,00
Tender, Evaluation, Adjudication and appointment of a Service Provider	Sibanye-Stillwater	Issuing of Tender, Evaluation and Adjudication Process.	Tender Documents, Adjudication Report and Service Provider Contract			X			R1 000 000,00
Construction	Sibanye-Stillwater	Construction Process	Progress Report			X	X		R10 000 000,00
Commissioning	Sibanye-Stillwater	Occupation of newly built or renovated buildings	Practical Completion Certificate				X		R5 200 000,00
Handover /Exist	Sibanye-Stillwater		Completion of Project Handover documentation					X	R1 000 000,00
Budget Allocation per Year				R0,00	R1 800 000,00	R10 000 000,00	R5 200 000,00	R1 000 000,00	R18 000 000,00
Budget:	Total: R 18 000 000								
Exit Strategy:	Handover of the facility to the DoBE				Completion Date:			Mar-23	

Table 33: Project No.2: Community Safety- installation of high mast lights in Madibeng local Municipality wards 7, 25,27,28,31 and 40

Project Name:	Madibeng Installation of high mast lights in Madibeng local Municipality wards 7, 25,27,28,31 and 40					Project start date:	2020			
Background to project:	Proper lighting is an essential public service that provides a safer environment at nighttime to the entire community. It is therefore a critical protective method which provides economic and social benefits to the people including: elimination in night time accidents, aid to police protection and enhanced sense of personal security.					Project End Date:	2022			
	A rise in crime and numerous safety challenges in these 6 Wards are very evident. One key contributing factor is the darkness in the evening which inhibits visibility and therefore safety and proper law enforcement As a result, Sibanye-Stillwater is committing to installing 4 Mast Lights per ward as listed above.					Information Valid as at:	June, 2018			
Project Partners	South African Police Services, Madibeng Local Municipality		Beneficiaries (Community/Village Specific)	Police Station & Marikana West.	SMME Opportunities:	Yes				
				Madibeng local Municipality communities of wards 7,25,27,28,31 and 40						
Project Incorporated into which IDP:	Madibeng Municipality IDP		IDP Reference Number of Project:	Madibeng IDP Page38,39,40 and 45	Geographical Location of Project:	North West > Bojanala > Madibeng > Wards 7,25,27,28,31 and 40				
Classification of Jobs	Total Number of Jobs to be created:	Male Adults		Female Adults	Male Youth	Female Youth	Disabled			
Medium Term	15	5		2	5	3	0			
Output	Responsible Entity	Activity			Timeframe			FY Budget Allocation		
Project Inception	Sibanye-Stillwater	Engagement with SAPS and Local Government		Project Definition Statement		X		0		
Stakeholder Engagement	Sibanye-Stillwater	Confirmation of Project buy-in		Signed Off Project Definition		X		0		
Design and Documentation	Sibanye-Stillwater	Engagement on Scope, Time and Costs		Signed-Off Scoping Documentation		X	X	R600 000		
Tender, Evaluation, Adjudication and Appointment	Sibanye-Stillwater	Issuing of Tender and Completion of Adjudication		Internal Tender Documents, Adjudication Report and Service Provider's Contract			X	0		
Installation	Sibanye-Stillwater	Supply, delivery and installation		Progress Report			X	0		
Commissioning	Sibanye-Stillwater	Connection and Testing		Certificate of Compliance			X	R 5 000 000		
Operations and Maintenance	Sibanye-Stillwater			Maintenance Report			X	X		
Handover /Exit	Sibanye-Stillwater			Handover Certificate			X	0		
Budget Allocation per Year					R0,00	R600 000,00	R5 000 000,00	R400 000,00		
Budget:	TOTAL R6 000 000									
Exit Strategy:	Handover to Madibeng Local Municipality				Completion Date:	December, 2022				

Table 34: Project No. 3: Upgrading of Wonderkop and Bapong Clinic sewage system

Project Name:	Upgrading of Wonderkop and Bapong Clinic sewage system					Project start date:	2020			
Background to project:	Disease causing germs can be spread from sewage if it is not disposed of and maintained properly. Communities can encounter ailments such as trachoma, diarrhoea, hepatitis A and tapeworm infections. Sibanye Stillwater supports the provision of comprehensive Primary Health Care to local communities. This project will entail the connection of Bapong Community Health Centre and Wonderkop clinic sewage systems to the Municipality infrastructure. The 2 centres are currently using onsite sewage system					Project End Date:	2022			
						Information Valid as at:	30-06-2018			
Project Partners	Department of Health		Beneficiaries (Community/Village Specific)	Bapong, and Wonderkop		SMME Opportunities:	Local SMMEs			
Project Incorporated into which IDP:	Project is Aligned to the DoH Strategic Plan		IDP Reference Number of Project:	N/A		Geographical Location of Project:	North West > Bojanala > Madibeng > Wonderkop and Bapong			
Classification of Jobs	Total Number of Jobs to be created:	Male Adults		Female Adults		Male Youth	Female Youth	Disabled		
Short Term	40	15		5		15	5	0		
Output	Responsible Entity	Activity		Timeframe				FY Budget Allocation		
Project Inception	Sibanye Stillwater	Project Charter Formulation		FY2019				-		
Stakeholder Engagement	Sibanye Stillwater	Enrolment of key Stakeholders		FY2020				-		
Detailed Planning Stage	Sibanye Stillwater	Assessment of milestones		FY2021				-		
Design and Documentation	Sibanye Stillwater	Completion of Project Documentation		FY2022				-		
Tendering Process	Sibanye Stillwater	Successful tender award		FY2023				R200 000,00		
Construction Stage	Service Provider	Completion of Project Milestones		R200 000,00				-		
Monitoring and Evaluation	Sibanye Stillwater	Consistent Project Monitoring		R2 800 000,00				-		
Completion Stage	Sibanye Stillwater and Service Provider	Completions of Scope of Work		R800 000,00				R2 800 000,00		
Project Exit	Sibanye Stillwater and Service Provider	Completion of Project Handover documentation		R3 800 000,00				R3 800 000,00		
Budget Allocation per Year				R0,00	R200 000,00		R2 800 000,00	R800 000,00		
Budget:	Total: R3 800 000,00									
Exit Strategy:	Handover of the facility to the DoH to operationalise				Completion Date:		2022			



4.4.2 Labour Sending Area - projects

The Eastern Cape is predominantly a rural area, with social infrastructure development backlog. Through engagements with stakeholders, Sibanye-Stillwater discovered that learners in the villages of the Eastern Cape attend classes under undesirable conditions. The company is committed to projects that contribute towards improving the educational systems and levels within the mine community areas. Due to the fact that 40% of EPL workforce originates from the Eastern Cape as shown in Figure below, Sibanye continues to implement the LED projects in the Eastern Cape in collaboration with different Government institutions.

In this SLP, the following projects will be supported:

- i. Upgrading of Rode Senior Secondary School (SSS) in Mount Ayliff.
- ii. Construction of Sheering Sheds in Mbashe Local Municipality.

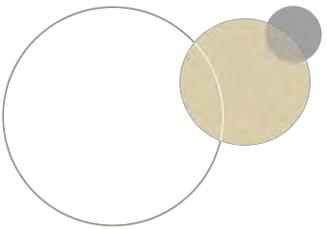


Table 35: Project No. 4: Labour Sending Project – Upgrade of Rhode School

Project Name:	Upgrade of Rhode School - Education Infrastructure				Project start date:	2020						
Background to project:	Lack of education results in challenges such as Education is the key to eradicating extreme poverty around the world. A lot of social issues which are experienced in communities like inequality, gender discrimination, crime, substance abuse and many other problems. It is therefore very important that the creation of a conducive teaching and learning environment be prioritized.				Project End Date:	2023						
	The Eastern Cape is predominantly rural, with social infrastructure development backlog, and schooling being highly affected. Learners in most villages of the Province attend classes under trees, in mud and zinc structures. 40% of Sibanye-Stillwater's EPL operation's labour is from the Eastern Cape.											
	The upgrade will cover the renovation of existing structures within budget to provide safe and conducive teaching and learning environment to comply with the norms and standards of the department of basic education.				Information Valid as at:	June, 2018						
Project Partners	Department of Education (Eastern Cape)		Beneficiaries (Community/Village Specific)	Mount Ayliff	SMME Opportunities:	Local SMME's						
Project Incorporated into which IDP:	Not in IDP (Part of DoBE Strategic Plan)		IDP Reference Number of Project:	N/A	Geographical Location of Project:	EC > Alfred Nzo DM > Mount Ayliff						
Classification of Jobs	Total Number of Jobs to be created:	Male Adults		Female Adults	Male Youth	Female Youth	Disabled					
Short Term	25	10		5	5	5	0					
Output	Responsible Entity	Activity		Timeframe								
		KPA (Key Performance Area)		KPI (Key Performance Indicator)	FY2019	FY2020	FY2021	FY2022	FY2023	FY Budget Allocation		
Baseline Infrastructure Assessments	Sibanye-Stillwater	Engagement with DBE of future plans for the area		Project Charter		X				-		
Stakeholder Engagement	Sibanye-Stillwater	Confirmation of Project and buy-in		Letter of acceptance		X				-		
Design and Documentation	Sibanye-Stillwater	Engagement on Scope, Time and Costs		Signed-Off Scoping Document			X			R300 000		
Tender, Evaluation, Adjudication and appointment of a Service Provider	Sibanye-Stillwater	Issuing of Tender, Evaluation and Adjudication Process.		Tender Documents, Adjudication Report and Service Provider Contract				X		-		
Construction	Sibanye-Stillwater	Construction Process		Progress Report			X	X		R 1 500 000		
Commissioning	Sibanye-Stillwater	Occupation of newly built or renovated buildings		Practical Completion Certificate				X	X	-		
Handover / Exist	Sibanye-Stillwater			Final Completion Certificate signed off by project implementation team.					X	R 1 200 000		
Budget Allocation per Year				R0,00	R0,00	R300 000,00	R1 500 000,00	R1 200 000,00	R3 000 000,00			
Budget:	Total: R 3 000 000											
Exit Strategy:	Handover of the facility to the School Management to operationalise				Completion Date:	April, 2023						

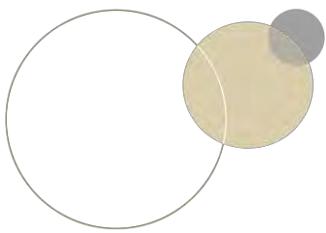
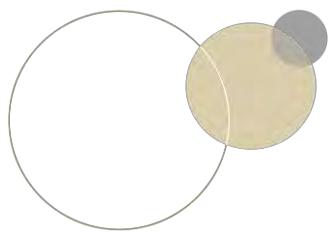


Table 36: Project No. 5: Labour Sending – Construction of Shearing Sheds in Nyandeni

Project Name:	Shearing Sheds							Project start date:	2020						
Background to project:	<p>The Eastern Cape vision 2030 has identified agriculture-led growth and agricultural value chains as "clear-cut priorities for accelerated industrialization". This sector is further prioritised to allow the municipality to benefit from growth opportunities in the region and beyond. The agricultural sector is one of the main drivers of economic development in this rural municipality. This project seeks to build and equip shearing sheds, to enable subsistence farmers to participate in the commercial wool production. In this way, a sustainable income stream will be created for the woolgrowers.</p> <p>The establishment of one (1) shearing shed which will reduce the barriers to entry to the wool production for subsistence farmers and will provide them with the much-needed infrastructure that will support this economic activity. □</p>							Project End Date:	2022						
								Information Valid as at:	Jun-18						
Project Partners	1. Sibanye-Stillwater: Assist with funding for sharing equipment and project management. 2. Nyandeni Local Municipality: support the local economic development initiatives. 3. Department of Rural development and Agrarian reform: Technical support	Beneficiaries (Community/Village Specific)	Subsistence farmers from Nyandeni		SMME Opportunities:		Yes								
Project Incorporated into which IDP:	Nyandeni IDP 2017/2022	IDP Reference Number of Project:	LED Objective Page No.39		Geographical Location of Project:		Nyandeni Local Municipalities								
Classification of Jobs	Total Number of Jobs to be created:	Male Adults	Female Adults	Male Youth	Female Youth		Disabled								
Short Term	10	5	0	5	0		0								
Output	Responsible Entity	Activity		Timeframe											
		KPA (Key Performance Area)		KPI (Key Performance Indicator)		FY2019	FY2020	FY2021	FY2022	FY2023	FY Budget Allocation				
Project Inception	Sibanye Stillwater	Identification of Role Players		Create Project Definition		X					-				
Stakeholder Engagement	Sibanye Stillwater	Identify participating farmers		Outcome of Investigation			X				-				
Needs Analysis	Sibanye Stillwater	Engagement participating farmers		Signed Definition Statement				X			-				
Implementation	Sibanye Stillwater	Procurement of production inputs		Procurement of Inputs & Resources				X			R800 000				
Monitoring & Evaluation	Sibanye Stillwater	Feedback from Local Farmers		Management of System				X			-				
Exit/Handover	Sibanye Stillwater	Handover to Local Farmers & Municipality		Sustainable Project				X			-				
Budget Allocation per Year						R0,00	R0,00	R800 000,00	R0,00	R0,00	R800 000,00				
Budget:	R800 000,00														
Exit Strategy:	Handover to Local Farmers & Municipality				Completion Date:		December, 2021								



5. Housing and Living Conditions

5.1 Introduction

The Regulation 46 c (iv) of the MPRDA requires that: "The contents of the Social and Labour Plan must contain the measures to address the housing and living conditions of the mine employees."

5.1.1 FEHOP Strategic Imperatives

Creating decent living environments is more than just providing housing – it is about building a community. Sibanye Stillwater understands that it is necessary to consider its housing strategy in relation to the spatial development of the area. The company acknowledges that the living conditions of our employees and their families have a direct influence on their general wellbeing and ability to focus and perform in their working environments. We believe that our employees deserve decent living standards and should be able to decide how and where they want to live. Their decision allows for considerations such as personal circumstances, affordable and market-related rates, and integration into the broader society during and after their employment at EPL.

Sibanye Stillwater in partnership with key stakeholders is implementing the company's Facilitated Employee Home Ownership Programme (FEHOP), to support its employees to improve living conditions and meet their own accommodation aspirations and needs with an emphasis on home ownership either at place of work and/or at place of origin.

- Provision of decent rental accommodation and improved living conditions at place of work;
- Facilitated home ownership at place of work;
- Facilitated home ownership at place of origin;
- Enhanced ability of employee to transact on housing; and
- Improved living conditions.

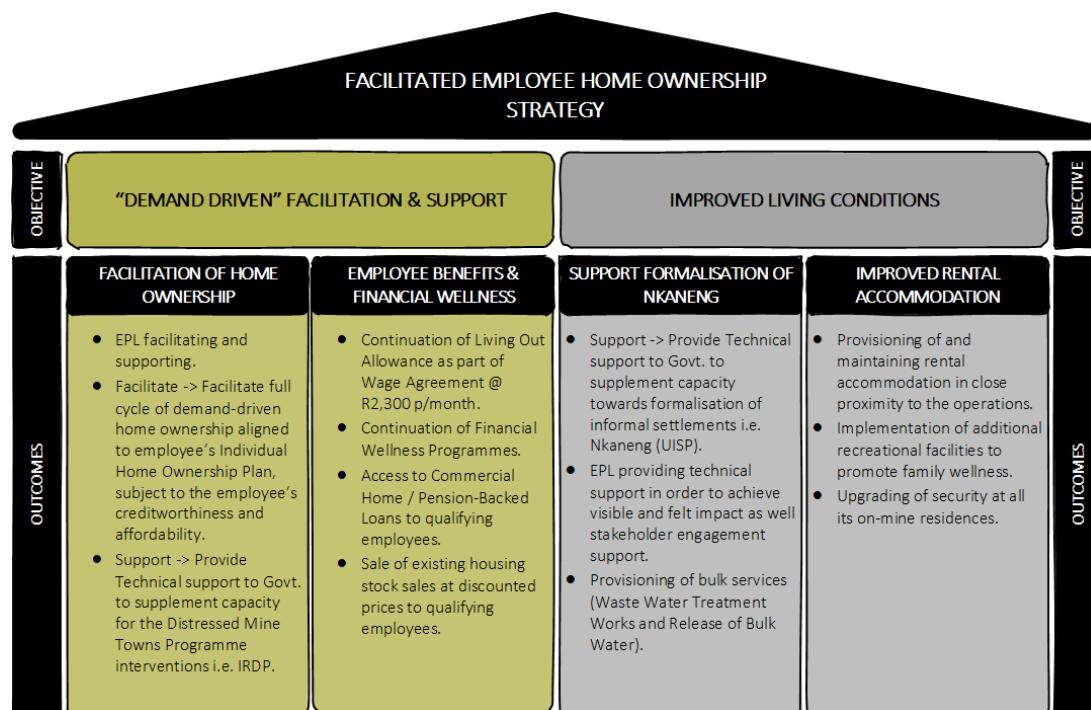


Figure 19 : EPL Facilitated Employee Home Ownership Strategy (FEHOS)

5.1.2 FEHOP Strategic Enablers

The following key enablers have been identified as core to the success of the FEHOP:

i. **Funding Support:**

- Employer housing benefits;
- Housing loans; and
- Government subsidies

ii. **Employee Financial Wellbeing:**

- Affordability;
- Credit worthiness; and
- Ability and willingness to transact

iii. **Infrastructure:**

- Availability of land;
- Housing developments;
- Bulk services / infrastructure; and
- Social amenities

iv. **Partnerships:**

- Majority Union (AMCU);
- Communities in the greater Marikana area;
- Government (Department Mineral Resources, Department Planning, Monitoring & Evaluation, Department Human Settlements, Housing Development Agency, North West Provincial Government and Local Municipalities (Rustenburg / Madibeng); and
- Funders & Lenders

5.1.3 Housing & Living Conditions Legislative Framework

The Department Mineral Resources has developed basic guidelines aimed at fostering suitable housing and living conditions standards for mine workers. The aim of the Housing and Living Conditions Standards is to give effect to section 100 (1) (a) of the Mineral and Petroleum Resources Development Act (MPRDA), 2002 and sections 26(1) and (3) and 27(1) and (3) of the Constitution of the Republic of South Africa, 1996, and other related legislation to ensure proper health care services, affordable, equitable and sustainable health system and balanced nutrition.

Given the locality of mining operations, the Housing and Living Standards aim to ensure improved and integrated human settlements where mineworkers can live whilst employed. It furthermore, aims to address the negative impact of the migrant labour system and associated socio-economic concerns. The overall objective of this document is to provide standards which will enable mine workers to have a choice in pursuing suitable housing and living conditions for themselves. To achieve this objective, and to provide coherence to acceptable and sustainable decent housing and living conditions for the mine workers, Government has, in consultation with Mine Health and Safety Council, as well as stakeholders, proposed measures on the standard of housing and nutrition of employees at mines.

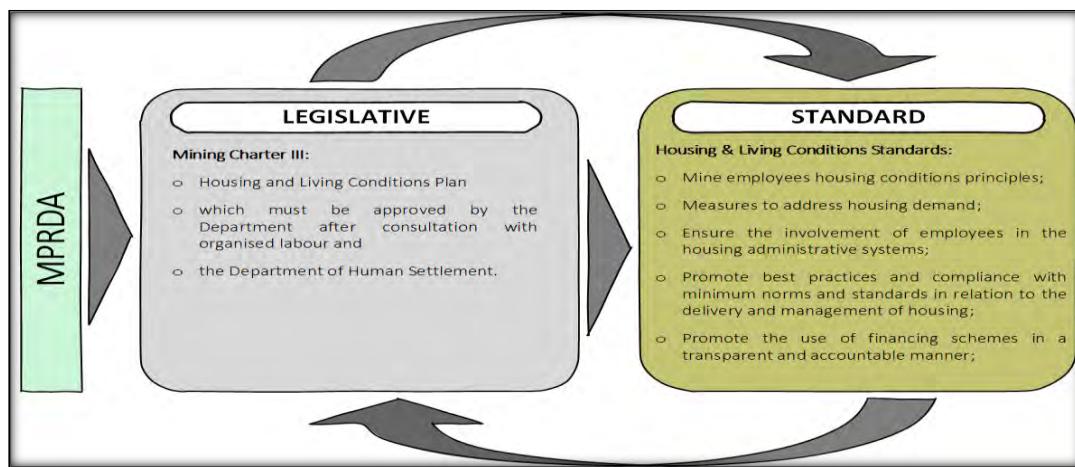


Figure 20 Housing & Living Conditions Compliance Framework

5.2 EPL Housing & Living Conditions Legacy

5.2.1 Existing Employee Support Programmes

EPL is currently providing the following support to employees:

- **Subsidised rental accommodation / housing:**

Now that the development of the infill apartments is completed, EPL has 1,195 on-mine rental units in stock, which will be provided to employees. These rental units will be sufficient to address rental accommodation needs for c.25% of the employees.

- **The subsidisation (after rental income):**

The subsidy provided by EPL in respect of the existing rental units is R1,829.00 per month in 2019 due to subsidised rental rates. The average rental rate per unit in 2019 was R471.00 per month.

- **Living out allowance (LOA):**

EPL provides a Living Out Allowance of R2,300 per month (linked to current wage agreement 2019 to 2021), per employee to employees in employment categories 4 to 9. This allowance in 2019 amounts to c.R114 million. The challenge identified by EPL is that employees, who receive a LOA, do not use the allowance for its intended purpose. The standard practice observed at EPL is for employees to use the LOA as addition to their wage therefore ending up in often cheaper and sub-standard accommodation.

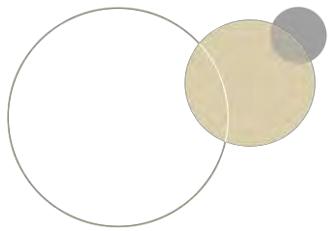
Important: EPL will continue to provide this support in the short-term, subject to the financial viability of the Company as well as the Company's debt capacity and capital structure in the future.

5.2.2 Historic Housing Provisioning

Table 39 below reflects the Marikana Operations' activities over the years relating to housing provisioning. At the end of 2018, the Marikana Operations would have provided about 7,740 houses including rental stock.

Table 37: Historic Housing Delivery

TIMELINES	1977 - 1988	1989 - 1990	1991 - 2000	2001 - 2003	2004 - 2005	2006 - 2014	2015 - 2018	
HOUSING PROVISIONING ACTIVITIES	<ul style="list-style-type: none"> Lonmin and Samancor initially partnered to undertake very first major development in Mooinooi, comprising more than 1,000 houses. Lonmin owned 877. 	<ul style="list-style-type: none"> 280 Houses built at Renamile Township, adjacent to Wonderkop. Development comprised 46 (3x bedrooms) and 234 (4x bedrooms) houses. 	<ul style="list-style-type: none"> Marikana X1 Rent-to-Buy Home Ownership Scheme . 1,149 homes (2x bedrooms Size: 40m²). Forms part of current rental stock. 	<ul style="list-style-type: none"> 369 Houses of 40m² built, (2x bedrooms Size: 40m²). 	<ul style="list-style-type: none"> 650 Affordable Houses Built, (2x bedrooms Size: 40m²). Donated to Rustenburg Local Municipality. Allocations done by Municipality to community members. 	<ul style="list-style-type: none"> Hostel Conversion Programme, 128 blocks converted in line with Mining Charter II, yielding a total of 2,764 units (759 family and 2,162 single units). Est. cost of R379m. Highly subsidised @ Avg R386 p/month. 	<ul style="list-style-type: none"> Allocated 1,240 modern multi-storey apartments. Est. cost of R456 m. <ul style="list-style-type: none"> Ph1: 2015 = 325 Ph2: 2016 = 168 Ph3: 2017 = 300 Ph4: 2018 = 447 	
NO. OF UNITS	877	280	1,149	369	807	2,764	1,240	
OTHER UNITS		<p>254 (Rustenburg – 42, Mooinooi – 184, Brits – 28) Mainly occupied by artisans, miners, first line supervisors - market related rentals apply</p>						
GRAND TOTAL		7,740						



5.3 Current Housing

EPL currently has 1,195 rental units available for our employees. One bedroom units represent 78% of all stock with two bedroom units at 22% of all stock. The graphs below illustrate the make-up of types and breakdown of the available rental stock.

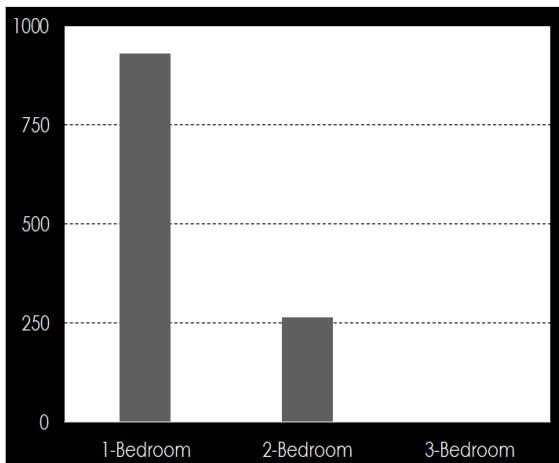


Figure 21: Rental Units – Family vs. Single

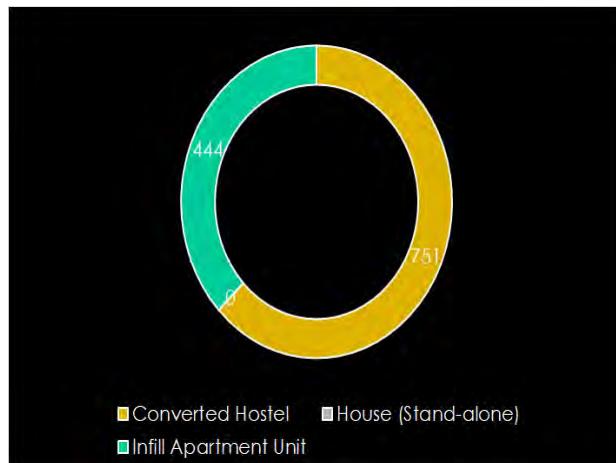


Figure 22: Rental Units – Typologies

5.3.1 Joint Forum

The Joint Forum comprises representatives of EPL and AMCU (our majority union) structures (Coordinator, Branch and Housing Sub-structures). The Forum continues to meet regularly and the development of the EPL Facilitated Employee Home Ownership Strategy (FEHOS) was influenced by the inputs made through this Forum. The Joint Forum has had extensive engagements on the milestones of the roll-out plan and will be focussing on pre-implementation readiness. Engagement in respect of the Implementation Plan is ongoing and will remain in place for the duration of this SLP.

Sibanye Stillwater continues to engage on a regular basis with the Housing Development Agency (HDA) as the agent of National Department of Human Settlement. The FEHOP proposed a Delivery Partnership between HDA and EPL that would facilitate housing delivery in Greater Marikana on a broad, integrated and inclusive community based approach. This would focus on meeting EPL employees housing aspirations within housing initiatives that also accommodate the needs of the wider local community. The diagram below provides an illustration of the complex nature and the inner-workings of the EPL / Government partnership arrangements. This is the first-of-its-kind, creating a platform for mining houses and Government with regards to future collaboration.

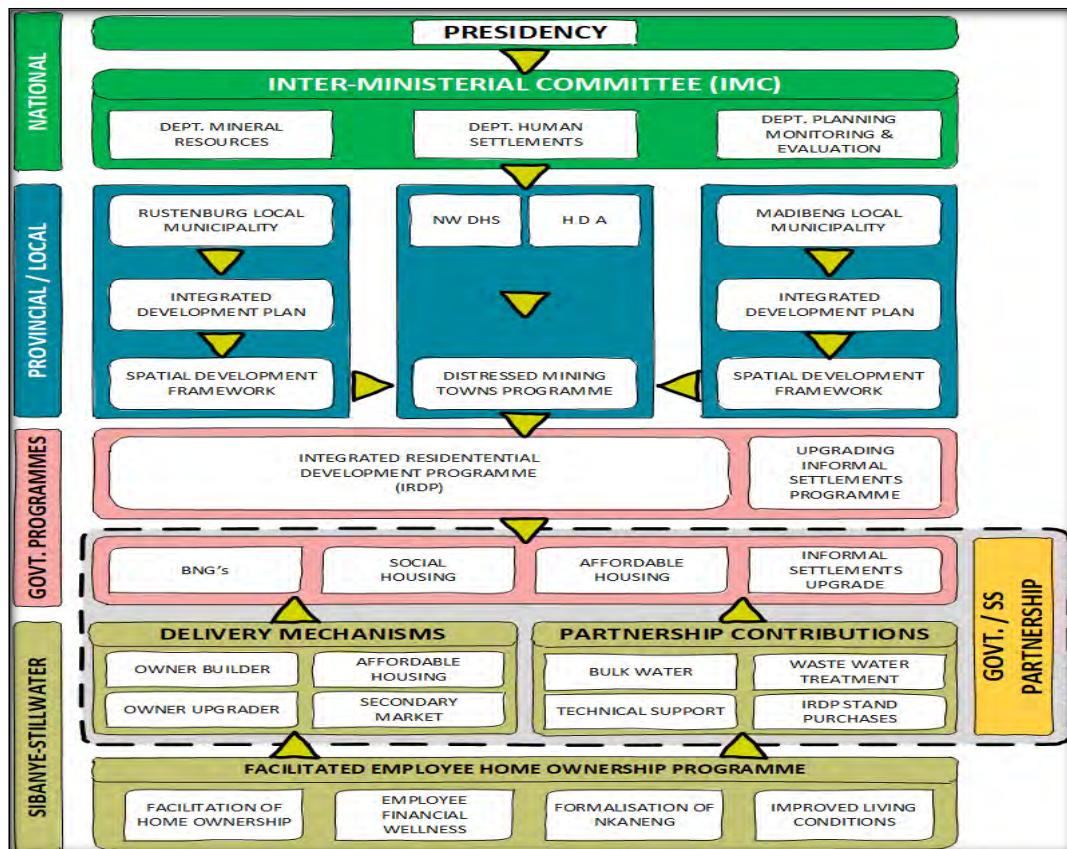
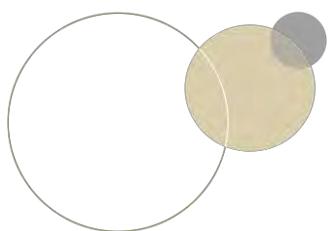


Figure 23 EPL Partnership Arrangements: Different Spheres of Government

5.3.2 Quantifying EPL's Housing Need

a) Employee Survey Outcomes

The employee survey was conducted in 2017 to understand employee's current conditions relating to housing, their aspirations as well as their ability to transact. A statistically valid sample (at 95% confidence) of 2,600 employees was surveyed. The survey data has statistical validity and is reflective of the total Marikana workforce at the time (Jan-17: 23,647). The insights from this survey have informed the FEHOP. The key findings from the survey are set out below (see figure below). Of all employees, 37% are living in informal circumstances.

Of the total number of employees at EPL, 27% own property of which 15% live in formal conditions and the remaining 12% live in informal conditions. Services are sub-standard for a portion of accommodation in which employees live (particularly those in informal settlements). The employee survey results show that the majority of our employees are keen to invest at the place of work (63%). Of those that want to invest at the place of work, 33% want to buy a house followed by those who want to upgrade their current homes (28%) and those who want a loan to build their own homes.

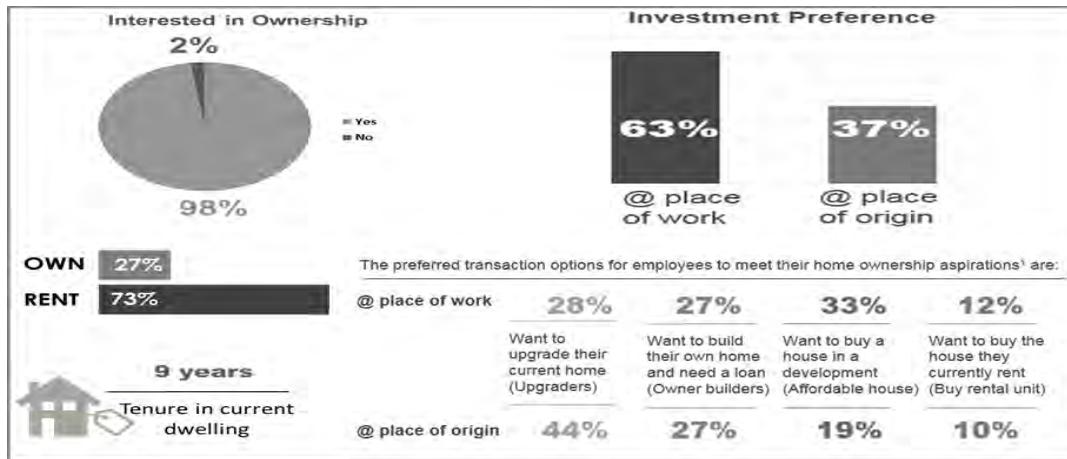
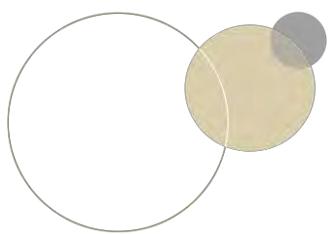


Figure 24 2017 Employee Survey Results

b) Key Elements of The EPL facilitated Employee Home Ownership Strategy

The company's Facilitated Employee Home Ownership Strategy (FEHOS) was developed in consultation with key stakeholders and was informed by an extensive review of the supply-side, contextual and demand-side assessment, the application of key housing and urban management strategic considerations, a detailed survey of employees' current housing conditions and aspirations, as well as an assessment of the current accommodation arrangements and delivery opportunities in the various development zones proximate to EPL's operations. The diagram below provides a holistic view of the FEHOS development process undertaken with organised labour and other key stakeholders.

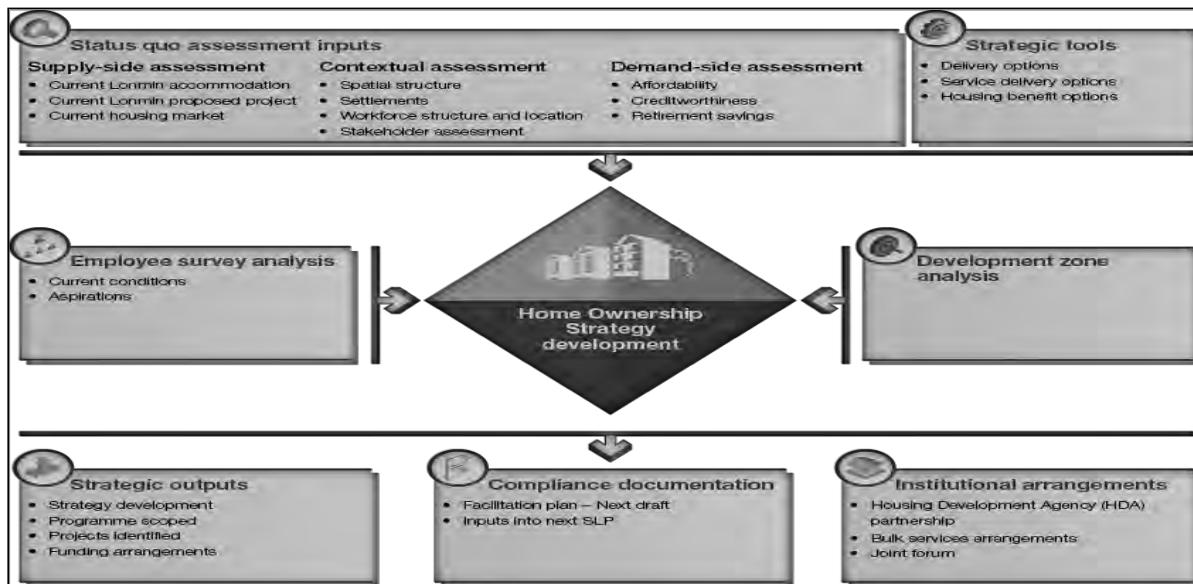
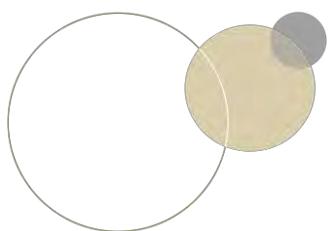


Figure 25 Overview of FEHOS Development

The findings of the employee survey, the status quo review and the proposed strategy were set out in the Final Facilitation Plan as submitted in November 2017 and presented to the DMR on 7 December 2017 at the Klerksdorp Regional Offices. This section provides a recap of the overall



strategic findings, scenarios tested and strategy as background to the Plan for the company's Facilitated Employee Home Ownership Programme (FEHOP) that follows below.

The status quo review conducted played a vital role in providing insight into the current state of affairs related to employee housing. A concern identified during this process was that 65% of employees had creditworthiness challenges and 29% of employees had affordability challenges. One of key enablers to the FEHOP success will revolve around facilitating affordability as well as debt consolidation / rehabilitation in order to fulfil their home ownership aspirations

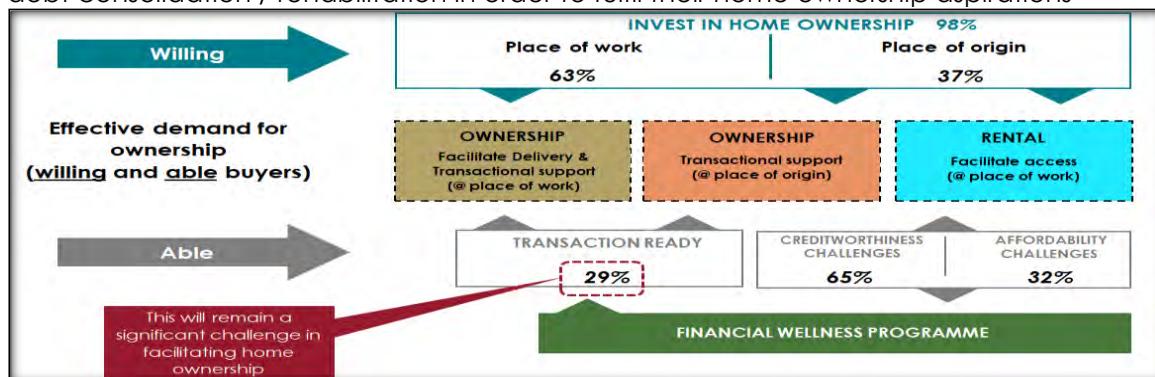


Figure 26 A Demand-Driven Home Ownership Strategy

Important: In order to rent, buy or build a home an employee needs to be financially able to do so. This means that they must be creditworthy and must have sufficient disposable income and savings to meet rental or loan repayments and the costs of maintaining a home on a financially sustainable basis. There will be some employees who are ready to transact and some who will need support to become creditworthy and / or be financially able to afford ownership. Not all employees can or wish to transact immediately. Some may not be ready from a social circumstances or investment appetite perspective. Others may need to resolve credit worthiness constraints (negative records or over indebtedness) prior to being able to transact. It is envisaged that all of the above-mentioned factors will affect effective demand.

c) EPL Facilitated Employee Home Ownership Strategy

The strategic approach is based on the comprehensive delivery partnership agreement with the HDA, (supported by the Department Human Settlements, Rustenburg and Madibeng Local Municipalities via its agreed internal implementation protocols) to undertake the following programmes (see figure below).

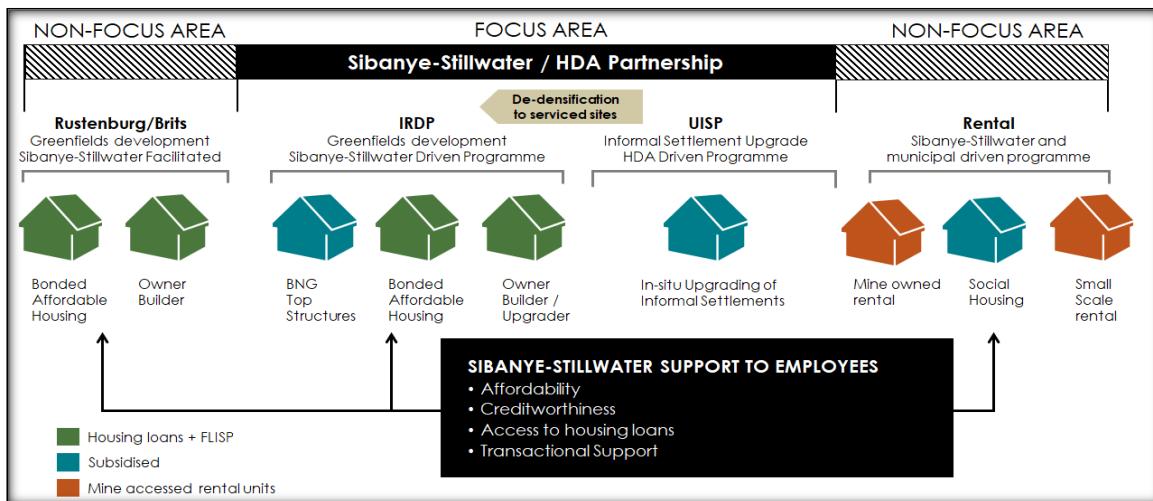
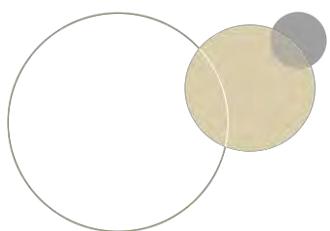


Figure 27 EPL Facilitated Employee Home Ownership Strategy

5.3.3 Addressing EPL's Housing Need – Implementation Plan

a) Delivery Programmes

It is EPL's priority to ensure that employees live in decent living conditions during their employment at EPL. The Company also believes it should support and facilitate for all those employees, who in addition to decent living standards at work, would want to establish home ownership at place of origin or anywhere else. Employees will have differing priorities and the FEHOP has been structured so as to facilitate:

- access to ownership at place of work through facilitating a range of options to acquire a home as well as options providing the support which will enable employees to transact effectively.
- access to rental accommodation at place of work for those employees who cannot yet afford or choose not to be home owners at place of work.
- access to ownership at place of origin by providing transactional support.

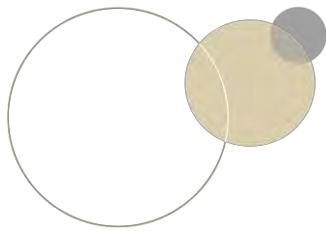
Given the above, FEHOP offers interconnected delivery programmes as shown in the Figure below. In addition, while all of the programmes are implemented at place of work, four apply at place of origin as well, namely: Affordable Housing from private developers (outside the IRDP), Owner Builder on own land (outside the IRDP), Existing House Upgrade Programme (outside the IRDP) and buying a house in the Secondary Housing Market. Assistance includes homes located on communally owned land.

b) Bulk Infrastructure Support

The Marikana Operations is the sole source of bulk water supply in greater Marikana. EPL also owns and manages seven Waste Water Treatment Works, and all bulk water reticulation networks in Mooienooi and Marikana. It operates the local solid waste landfill and household waste collection in the overall area. As part of the Development Agreement with HDA and the overall development of the Marikana area the following arrangements are proposed.

i. Bulk Water and Waste Water Treatment

The Marikana Operations commits to make available some of its own waste water treatment capacity for future residential development, subject to the Marikana Operations retaining access to all effluent from its current and potential new waste water treatment works, for its operational requirements. The Marikana Operations will progressively, over time, release some of its Rand



Water Board (RWB) water allocations over a 5- year period (1ML/day capacity released per annum) to residential use by accessing alternative water sources for operations (a combination of recycling of sewerage from own works, other existing water allocations (e.g. Buffelspoort Dam) and on-site anthropogenic aquifers).

ii. Bulk Electricity

The Marikana Operations will continue to access electricity for operations (including mine owned Infill apartments etc.). All other current and future supply will be undertaken by Eskom directly or through municipalities. Thus, the Marikana Operations will play no role in the supply of electricity.

iii. Solid Waste Management

The Marikana Operations will continue (until the end of the current lease) to operate a landfill on license and will charge a sustainable landfill fee. The Marikana Operations will phase out household collection to local municipalities as part of service delivery normalisation arrangements.

5.3.4 Housing Benefits and Support

In terms of FEHOP, EPL will provide the following support to employees:

- **Housing benefit:**

EPL will offer a housing benefit to qualifying employees in the form of a “discount” and subsidised rental (where applicable) at EPL owned rental units to enhance affordability of both home ownership and rental accommodation options. Rental units are currently highly subsidised and will gradually become market related to ensure sustainability of the programme.

- **Housing advice:**

This will enroll employees into the programme and provide structured advice on their home ownership aspirations, housing transaction options, as well as the respective costs and the advantages and disadvantages of each option.

- **Creditworthiness support:**

. Employees who are not able to access a housing loan because they are over indebted and / or have negative credit records will be supported to rehabilitate their credit standing (as far as possible).

- **Access to competitively priced home loans:**

EPL will establish structured funding arrangements, so as to facilitate employee access to well-priced mortgage and pension backed home loans.

- **Transactional Support:**

In addition to general housing advice, employees will be able to access ongoing advice and support while transacting. Such advice will be transaction specific and will be provided through each of the delivery programmes above.

In structuring the housing advice process, it is necessary to understand that employees need to go through a complex decision-making process before they are ready to transact. This process supports them to right size their housing aspirations with their financial reality, so that they have a practical housing action plan that is affordable and achievable.

In addition, they must have sufficient affordability, be creditworthy, informed and socially and emotionally ready to transact. The below diagram provides a high-level indication of the services planned to be facilitated by the Home Ownership Facilitation Helpdesk.

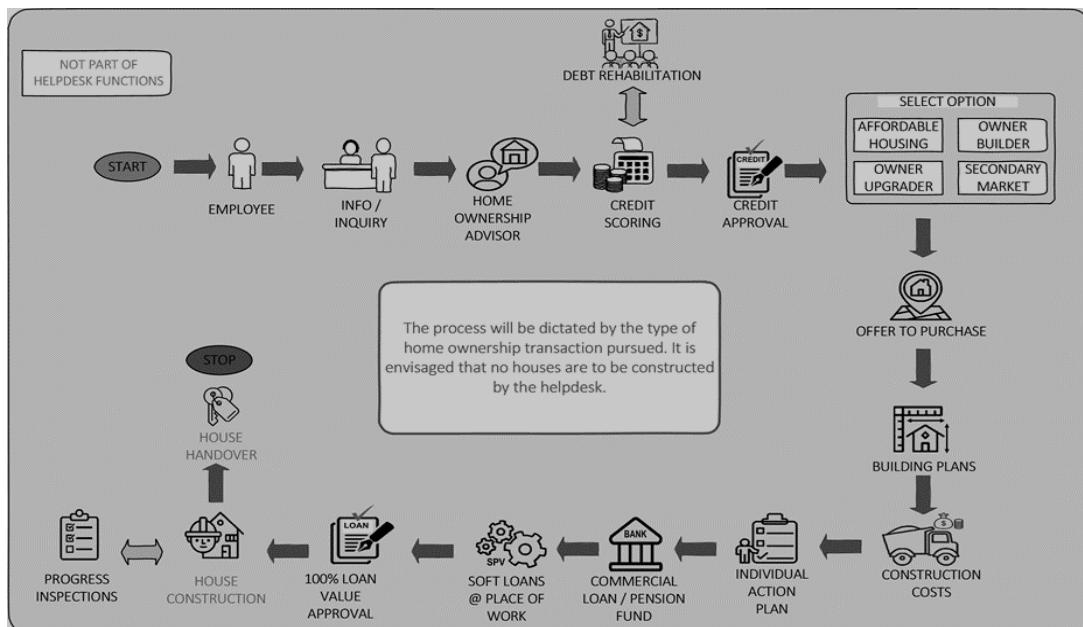
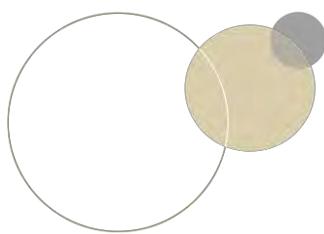


Figure 28 Illustration of Home Ownership Facilitation Helpdesk (Example)

Important: Not all employees can or wish to transact immediately. Some may not be ready from a social circumstances or investment appetite perspective. Others may need to resolve credit worthiness constraints (negative records or over indebtedness) prior to being able to transact. It is envisaged that all of the above-mentioned factors will affect effective demand.

The support provided must recognise these different conditions and must assist each employee to select the appropriate practical pathway that she or he needs to follow towards home ownership. There will be an ongoing need for rental accommodation at place of work. As the need for rental accommodation at place of work will reduce over time, as employees invest in home ownership at place of work, care will be taken not to incentivise a rental culture over and above that of home ownership. The support process is structured to enroll employee into the programme and assist an employee to move through the process.

5.3.5 The Delivery Partnership Agreement between EPL and Government

a. Objectives

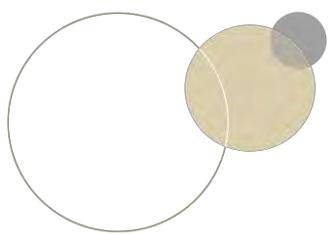
The objectives of the Delivery Partnership are to -

- support the implementation of defined human settlement initiatives undertaken as part of the National Department of Housing's Revitalisation of Distressed Mining Towns Communities Programme in the Greater Marikana Area, Brits and Rustenburg in full alignment with the Responsible Authorities in order to improve current housing circumstances and increase available homeownership opportunities for both employees of EPL and the wider community; and
- ensure that the applicable initiatives are implemented in such a manner as to establish and maintain habitable, secure and sustainable environments, administered on an on-going basis by the Responsible Authorities, and in a manner that provides households with improved access to health, education and social amenities.

b. Outcomes

The Delivery Partnership will seek to achieve the following Outcomes during its existence

- that IRD Projects are implemented in the Greater Marikana Area, Brits and Rustenburg, utilising Housing Subsidies and Municipal Infrastructure Grants, pursuant to serviced residential stands



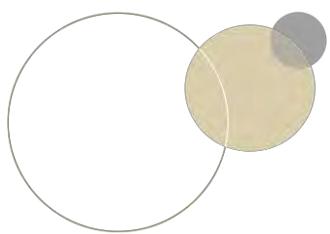
are created and transferred to Subsidy Beneficiaries and purchasers who do not qualify for Housing Subsidies, and (ii) Top Structures are constructed on those serviced residential stands either by the occupiers of those stands or by contractors appointed for such purpose;

- that serviced residential stands in those Integrated Residential Development Projects (IRD) are made available for purchase by members of the overall community including EPL employees at prices that are affordable;
- that all the Projects implemented are aligned with the Spatial Framework (developed pursuant to the Spatial Framework Proposals Annexure) and Bulk Services are provided to all those Projects
- that technical support is provided, where necessary, to the Responsible Authorities in the manner envisaged in the Technical Support Annexure (refer to Delivery Co-Operation Agreement).

c. General Approach

In overview, the Delivery Partnership will seek to achieve the Outcomes in the following manner –

- the EPL / Housing Development Agency Regional Spatial Framework will be updated from time to time in accordance with the principles contained in the Spatial Framework Proposals Annexure of the Partnership Agreement;
- priority Projects have been identified in the Proposed Priority Project Annexure and, to the extent necessary, the Projects identified in that Annexure will be adjusted in accordance with adjustments to the Spatial Framework Proposals Annexure and in order to take account of the feasibility of specific developments;
- delivery arrangements will focus simultaneously on upgrading informal settlements and on delivering serviced stands in new greenfield developments;
- feasibility studies will be undertaken in respect of each Project identified in terms of the Proposed Priority Project Annexure and if all the Parties are satisfied that it is feasible to implement any such a Project (both financially and from a developmental and socio-economic point of view)
- the arrangements in relation to any IRD Project will be that (i) the "developer" of the applicable Project (as envisaged in the Housing Code) will be the Human Settlements Department of Province, (ii) that Department will appoint HDA as its implementing agent and HDA will accordingly be responsible to implement the Project, (iii) Housing Subsidies and Municipal Infrastructure Grants will be secured and used in the implementation of the Project, (iv) EPL will play a role in the management of the Project and that role will be devised in such a manner as to ensure that the HDA complies with both the PFMA and with its applicable procurement policies, (v) EPL's role will be recorded in a Project Agreement which will be concluded between the Parties, and (vi) if the Project is an IRD Project, the Project Agreement will record that an agreed number of serviced stands in the Project will be made available for purchase by EPL employees at prices which must be affordable to EPL employees and which must be determined in accordance with a methodology contained in the Project Agreement;
- Upgrading of Informal Settlements Projects (UISP) will be implemented by HDA and, to the extent to which EPL will play any role in such implementation, that role will be recorded in a Project Agreement which will be concluded between the Parties in respect of the applicable Project;
- to the extent to which EPL will provide water and sanitation in respect of any particular Project, its agreed obligations will be recorded in the Project Agreement concluded in respect of that Project;
- technical support will be provided, where appropriate, to the Responsible Authorities and, to the extent to which the Parties agree to provide any such support, their obligations will be recorded in a Technical Support Agreement.



The purpose of the HDA / EPL Delivery Partnership is to enable EPL and HDA to jointly implement defined housing initiatives in the Marikana and surrounding areas in full alignment with the local municipalities and the province, so as to improve current housing circumstances and increase available accommodation opportunities for both EPL employees and the wider community.

The Special Presidential Package (SPP) aims to revitalise mining towns in a sustainable manner. The National Department Human Settlements through the Housing Development Agency (HDA) is in the process of finalising its Mining Town Spatial Transformation Plan (STP) as an intervention instrument. The Inter-Ministerial Committee (IMC) made up of the Presidency, National Department Human Settlements (DHS), Department Planning Monitoring and Evaluation (DPME) and the Department Mineral Resources (DMR) had been tasked to implement the programme through the HDA. EPL has developed its strategy to integrate with Government's Mining Towns Spatial Transformation Plan so as to provide an integrated human settlement delivery. EPL provided support to refine the STP by compiling a Spatial Master Plan as a proposed blueprint for public- private partnership and all other future interventions.

The Delivery Partnership includes the following within the context of the agreed Spatial Transformation Plan for the Greater Marikana area:

- **Key housing programmes** aligned to the human settlement strategies of the province, municipalities and EPL;
- **Priority projects** to be undertaken on the basis of aligned spatial planning which will accommodate the key housing programmes;
- **Government housing and infrastructure subsidies** to be accessed together with privately provided housing loans to undertake these projects;
- **The basis by which technical capacity** is to be provided by HDA and EPL to assist with municipal and provincial alignment and to package and expedite projects; and
- **The basis by which infrastructure and service delivery** between EPL and the municipalities will be regularised.

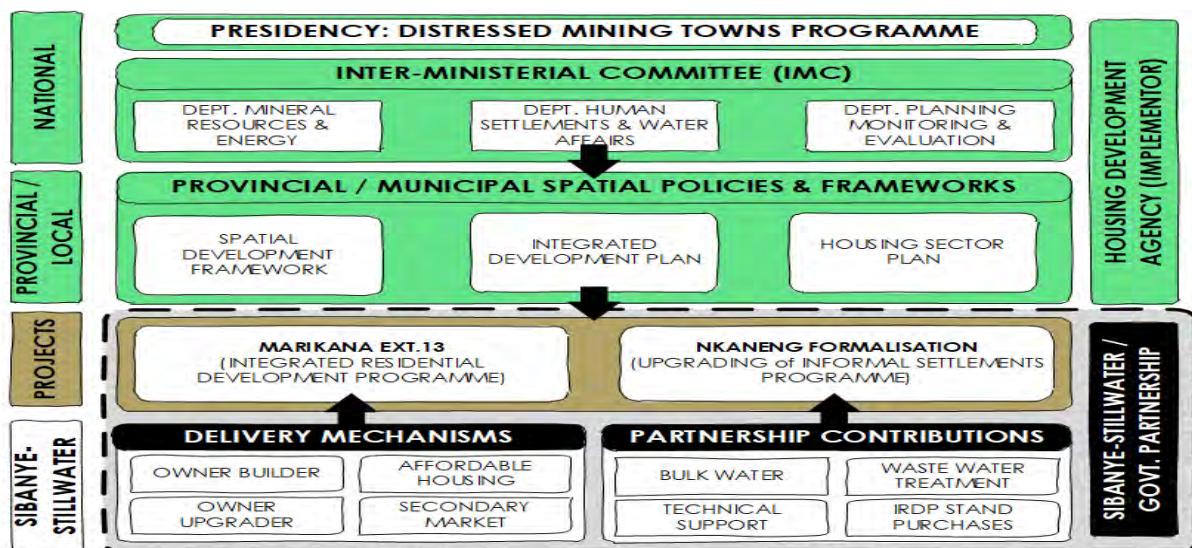
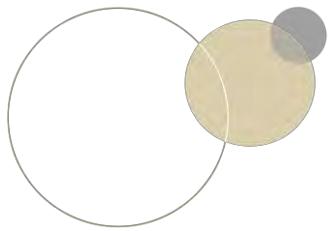


Figure 29 Government / EPL Delivery Partnership - Institutional Arrangements



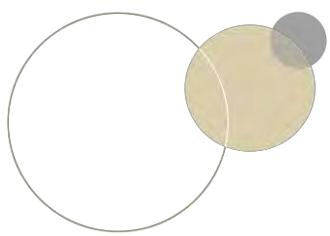
Important: If there is failure to secure the final Project Agreements with government, EPL should retain the option to revert to an employee focused strategy and asses the implications thereof on affordability, delivery and timelines.

5.3.6 Financial Provisioning

EPL would have spent an estimated R100 million during the Gen 2 SLP period on housing and living conditions. With the current depressed market conditions EPL remains under pressure regarding its long-term sustainability as a business. The EPL Exco and Board have again committed another R105 million towards the Gen 3 SLP (2019 – 2023) despite the current financial difficulty facing the industry. This would bring the total investment during Gen 2-3 to approximately R205 million or R20,5 million per year. During the same period, it is estimated that we would have paid close to R1, 2 billion in Living Out Allowances (LOA) which equites to around 1,846 affordable houses (3 Bedroom 60m²) at R650, 000 per house.

Table 38 Housing Financial Provision for EPL

Implementation of FEHOP	2019	2020	2021	2022	2023	Total
	R20 500 000,00	R102 500 000,00				



6. Procurement, Enterprise and Supplier Development

6.1 Introduction

The Broad-Based Black Economic Empowerment Charter for the Mining Industry ("Mining Charter"), was amended and released by the Department of Mineral Resources and Energy (DMRE) in September 2018. The Mining Charter 2018 requires that mining companies submit a new five-year Procurement plan, indicating annual targets which progressively increase towards complying with the new procurement targets of the Mining Charter 2018.

6.2 Context

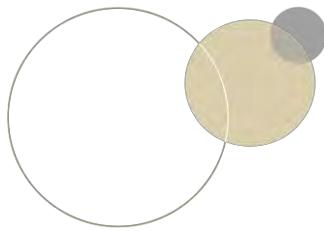
The Sibanye-Stillwater Procurement function is carried out by its wholly-owned subsidiary, Shared Services (Proprietary) Limited as an agent for and on behalf of Sibanye-Stillwater South African operations in all their levels of procurement, namely services and consumables.

In pursuance of maintaining our Mining Licence, Sibanye-Stillwater Shared Services is implementing a robust Procurement, Supplier and Enterprise Programme to meet our social and legal obligations. Our comprehensive preferential procurement programme aims to bring about greater transformation and empowerment of black-owned businesses, and to growth the South-African economy by incorporating more local businesses into the company's supply chain. Our Enterprise and Supplier Development (ESD) initiative aims to create greater access to the economy for local communities, through enabling local business growth, and improving the quality of life of Sibanye-Stillwater communities.

6.3 Five Year Transitional Plan (MCIII)

Table 39: MCIII Five Year Transitional Plan

Element Description	MEASURE	YEAR 1 2019	YEAR 2 2020	YEAR 3 2021	YEAR 4 2022	Year 5 2023
Mining Goods	South African Manufactured Goods	10%	20%	35%	50%	70%
A minimum of 70% of total mining goods procurement spend (excluding non-discretionary expenditure) must be on South African manufactured goods. The 70% shall be allocated as follows:	HDP owned and controlled companies	2%	4%	7%	11%	21%
	Woman and/or Youth owned and controlled companies	1%	1%	2%	3%	5%
	BEE compliant companies	4%	9%	15%	22%	44%
Services	South African Based Companies	70%	80%	80%	80%	80%
A minimum of 80% of the total spend on services (excluding non-discretionary expenditure) must be sourced from South African based company. The 80% shall be allocated as follows:	HDP owned and controlled companies	45%	50%	50%	50%	50%
	Woman owned and controlled companies	13%	15%	15%	15%	15%
	Youth owned and controlled companies	3%	5%	5%	5%	5%
	BEE compliant companies	9%	10%	10%	10%	10%
Research and Development	SA based Research and Development entities			70%		
A minimum of 70% South African based research and development entities, either in public or private sector.	South African based research and development entities.	70%	70%	70%	70%	70%
Sample Analyses	South African based laboratories			100%		
A mining right holder must use South African based facilities or companies for the analysis of 100% of all mineral samples across the mining value chain.	South African based facilities or companies.	100%	100%	100%	100%	100%



6.4 Strategic Implementation Plan

- Strengthen the controls around discretionary spend to meet services, goods, supplier and enterprise development commitments and obligations.
- Optimise processes (purchasing and adjudication) to support preferential procurement strategy.
- Develop compliant suppliers for core and non-core mining commodities to enable capability to engage with Sibanye-Stillwater operations.
- Enhance existing suppliers and SMME's to ensure sustainability.
- Identify non-compliant suppliers and enable / drive transformation to compliance including mining charter III.
- Ensure Sibanye-Stillwater progressively encourages regionalization to drive value creation and transformation.
- Have infrastructure and support resource available per region to manage the ED initiatives.
- Leverage SLP spend through regional structured process for more impact which is inclusive of community.

6.5 Enterprise and Supplier Development

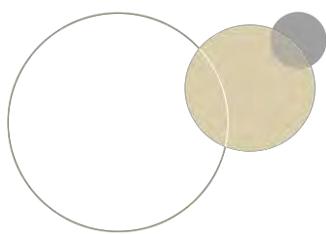
- CEO Enterprise development funding available for start-up assistance.
- Financial Assistance is available to our local suppliers through a Supplier Development fund.
- Business Support offered through our supplier development partner.
- Business skills Training through our development partner. (SETA Accredited).
- Leverage the SLP infrastructure projects to develop community suppliers.
- Appointed an advisory services to guide and support supplier ownership compliance and the establishment of joint ventures validations.
- Ring-fence opportunities that could be rendered by local suppliers (also to support the establishment of new local suppliers) through the tender process.
- Review contracts and identify supplier development opportunities,

6.6 Contractors and Inclusive Procurement

- Preferential procurement followed with all tenders.
- Advertise all our tenders on our website.
- Offer funding to our SMME and start-up suppliers.
- Working with SMME suppliers to improve their performance and enhance participation within the spend profile.
- ED centers available per region to increase accessibility to our communities.

6.7 Supplier Development through Original Equipment Manufacturers

- Review OEM contracts and identify supplier development opportunities,
- Targeting OEM suppliers to develop execution roadmaps to enhance transformational impact with our local SMMEs.



7. Management of Downscaling and Retrenchments

7.1 Introduction

Regulation 46 (d) of the MPRDA requires that the contents of a Social and Labour Plan must contain processes pertaining to management of downscaling and retrenchment which must include-

- the establishment of the future forum;
- mechanisms to save jobs and avoid job losses and a decline in employment;
- mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided; and
- mechanisms to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the mine is certain.

A fundamental principle behind both EPL's Human Resources Development Programme (guiding the Portable Skills Training, AET, Learnership programmes etc.) and Local Economic Development Programme (informing the sustainable development interventions, housing policies etc.) is job creation. However, at the mine closure, be it inevitable or unexpected, the main outcome would be the loss of employment opportunities. Consequently, a key element of the SLP is to develop mechanisms and strategies to prevent job losses or where this cannot be avoided, to implement appropriate plans to ameliorate the social and economic impact that the downscaling of the operations and/or closure may have on employees, communities and the economy.

The fundamental objectives of the plans to be put in place for the life of the mine are in line with the ethos of the Department of Labour's "Social Plan" as well as the Act and include:

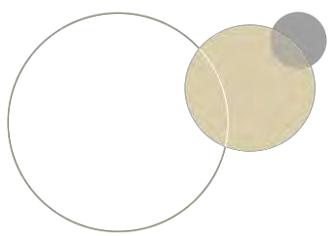
- the prevention of job losses as set out below;
- where job losses are unavoidable to minimize the extent of the job losses resulting from major restructuring or retrenchment exercises;
- to facilitate, as far as practically possible, access to alternative employment opportunities within the company;
- to facilitate through on-going core business training and the non-mining related portable skills training plan access to suitable training programmes to enable affected employees to remain economically active either within or outside the company or industry;
- to avoid, mitigate or minimise any possible negative social and economic impacts on employees, communities, local and regional economics and labour-sending areas should retrenchment or closure be required through local economic development programmes as outlined in the Plan;
- to ensure that the relevant processes for effective closure management are in place some four (4) or five (5) years prior to planned mine closure; and
- to effectively communicate and consult as well as discuss and develop joint strategies and plans with key stakeholders, through the mechanism of the Future Forum, throughout the life of the mine on the issues outlined above.

7.2 Establishment of the Future Forum

Given the diverse nature of the operation, as well as its location, a Future Forum has been established at EPL. The Future Forum is established in conjunction with organised labour. The Future Forum is constituted as follows:

- management representatives; and
- workers or their representatives (Organised labour).

The Future Forum meets on a regular basis, either quarterly or as agreed on throughout the lifespan of the operations to develop, implement and communicate strategies and plans to prevent or otherwise deal with major downscaling or the closure of the operation. The frequency of meetings



will be increased if there are critical issues that need to be addressed urgently. The agenda for the Future Forum includes, but is not limited to:

- identification and analysis of problems and challenges facing the operations particularly where these may lead to downscaling and/or closure of the operations;
- development of strategies and plans to deal with identified problems and challenges;
- development of strategies and plans to prevent job losses if possible;
- development of strategies and plans to minimise job losses and mitigate the adverse effects that downscaling and closure may have on employees, communities and the economy;
- implementation of agreed strategies and action plans;
- review of portable skills training programmes and local economic development programmes;
- assessment of and reporting on, through EPL Annual SLP Reports, the success and progress of all job loss management and retrenchment management programmes planned for and implemented during the times of downscaling, closure or for an appropriate post-closure period.

7.3 Mechanism to save jobs and avoid job losses and decline in employment

Section 52 (1) of the MPRDA provides that the holder of a mining right must, after consultation with any registered trade union or affected employees or their nominated representatives where there is no such trade union, notify the Board in the prescribed manner:

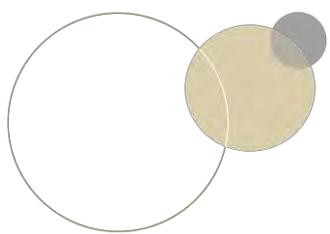
- where prevailing economic conditions cause the profit to revenue ratio of the relevant mine to be less than six per cent on average for a continuous period of 12 months; or
- if any mining operation is to be scaled down or to cease with the possible effect that 10 per cent or more of the labour force or more than 500 employees, whichever is the lesser, are likely to be retrenched in any 12-month period."

Should the Mine be required to commence with a downscaling or closure process (in line with the undertaking above) the Downscaling and Retrenchment procedure will be followed:

- communication and Planning through the Future Forums.
- it is envisaged that any potential downscaling or closure requirement will be identified during the on-going consultations, discussions and deliberations at the regular Future Forum meetings.
- all strategic plans identified by the Future Forum will be implemented with a view to avoiding job losses. Plans and strategies will be continuously assessed to ensure that they are relevant to the prevailing conditions at the time that closure or downscaling is envisaged.
- the Future Forum will assess the economic conditions and the number of employees that are likely to be affected by the downscaling or closure.
- the Future Forum will discuss and agree on strategies and action plans that will be implemented to avoid job losses.

Potential Strategies and plans to avoid job losses include but are not limited to:

- voluntary early retirement for employees who qualify in terms of relevant provident funds, etc.;
- suspension of overtime, job-sharing schemes, short and extended leave;
- cease recruitment of new intakes employees until EPL operations have attempted to fill vacant positions from internal sources;
- where relevant and viable, cease the employment of temporary employees and/or contractors;
- where closure or downscaling is envisaged every position that becomes vacant through resignation, retirement, death or dismissal, in the period up to the downscaling or closure



- will be critically reviewed before the position is filled to allow for natural attrition of employees thereby avoiding unnecessary job losses and retrenchment;
- during the life of the operation there will be on-going accredited mining related training and non-mining portable skills training programmes to equip employees with alternate skills to remain economically active in the event of retrenchment; and
 - in addition, EPL's on-going support of sustainable development projects, through its Local Economic Development programmes, within the labour source communities will further assist in both the creation of job opportunities and securing their long-term sustainability. Efforts to procure locally where possible combined with the associated business training and provision of alternative skills for local entrepreneurs will further lessen the insecurity within employment in the local workforce.

The implementation of Section 189 and 189 (A) of the Labour Relations Act or where there are existing collective agreements between the trade unions and management that override the provisions of the Labour Relations Act, the processes outlined in these collective agreements will be followed. The following issues are relevant to the consultation process that will be undertaken with the relevant trade unions / employee representatives:

- ensure subscription to the universally accepted principles of fair retrenchment, incorporating consultation and negotiations with the elected worker representatives at the mine.
- compliance with collective agreements between organised labour and the company.
- disclosure of all relevant information.
- measures to avoid or minimise dismissals as set out in the collective agreement.

Notification to Government Authorities

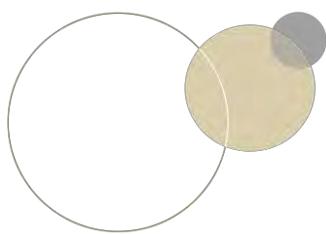
After consultations through the Future Forum and with recognised trade unions and where it becomes apparent that strategies and plans are not successful in avoiding job losses, the company will notify the Minerals and Mining Development Board in accordance with Section 52(1) (a) of the MPRDA of the need for downscaling / closure as and when required during the life of the Mine and some four (4) to five (5) years prior to the end of the life of the Mine. The Government Authorities will be given notice of the time-frame for the closure and/or downscaling process, on-going consultation, strategic initiatives and plans as discussed through the Future Forum. Regular progress reports will be subsequently distributed to the necessary Governmental Departments. Any directive issued by the abovementioned Board will be adhered to in order to meet the corrective measures as stipulated.

7.4 Mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided

In compliance with Section 52(1) of the Act, should the profit revenue ratio of the relevant operation be less than 6% on average for a continuous period of twelve (12) months or, should 10% or more of the workforce have to be retrenched, on identifying the need to scale down or cease mining operations at EPL and where job losses are likely to result from these processes, a comprehensive consultation process will be undertaken at the Future Forum. Section 189 and 189(A) will be complied with to deal with retrenchment details, the Minerals and Mining Development Board will be notified and any corrective measures and directives as determined by the Minister will be complied with.

a) Strategic Plan

An extensive consultation process will be undertaken through the Future Forum structures where strategic initiatives and plans implemented by the Forum are not successful in avoiding job losses. Where job losses cannot be avoided the Future Forum will discuss and implement strategic plans



to examine and implement alternative solutions and to create job security for affected employees.

The Future Forum will assess the economic and other conditions that could result in job losses and determine a number of employees that are likely to be affected by the downscaling or closure. The Future Forum will discuss and agree on strategies and action plans that will be implemented to create security for employees likely to be affected by job losses.

b) Alternative solutions and strategies to create job security

Potential alternative solutions and strategies to create job security to be considered by the Future Forum may include but may not be limited to:

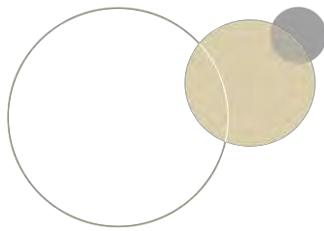
- ways to minimise the number of employees who are likely to be affected by the contemplated retrenchment; and
- employees targeted for retrenchment will be provided with the necessary training to remain economically active if retrenched. (This will be through specific learnership programmes aimed at providing employees with alternative skills and experience which will enhance their employability outside of the mining sector. This process will ensure that the retrenched employees are more marketable and can capitalise on current and emerging employment opportunities that exist within the local labour market.)
- the Local Economic Development Programmes which are to be implemented as part of the SLP are designed to create long term and sustainable businesses and economic activities which are not reliant on mining activities. These LED initiatives may therefore create employment opportunities for employees who are likely to be retrenched. Employees who are likely to be retrenched will be given first priority for employment opportunities that arise through the LED programmes initiated by the company.
- the company will liaise with the Department of Labour, other employers in the operational area and labour sending areas to identify all possible employment opportunities and vacancies. Affected employees will be provided with updated information on a regular basis and will be provided with the necessary assistance to apply for vacant positions.
- provide assistance for entrepreneurs and SMME development through established small business centres, other appropriate service providers in the relevant region as well as the LED programmes.
- the Human Resources Development Programme will ensure that employees receive accredited and certified skills and training. Such accredited skills and training may be utilized elsewhere within the mining sector or, alternatively, within different industry sectors or through the pursuit of entrepreneurial ventures (SMMEs or BEEs).

c) Implementing Section 189 of the Labour Relations Act 1995 (as amended)

If discussions within the Future Forum have been exhausted and job losses cannot be avoided the provisions of Section 189 and 189(A) of the Labour Relations Act as well as the provisions of the existing collective agreement will be implemented. A consultation process will be initiated with the relevant employee, representative organisations and will encompass all areas identified in the LRA and the collective agreements. Issues such as ways to minimise retrenchment, the timing of the retrenchments and severance pay will be discussed by the company and the employee representations. All plans and other issues agreed on during this consultation process will be implemented.

d) Notification to the Board

After consultation through the Future Forums and with recognised trade unions and where it becomes apparent that strategies and plans are not successful in avoiding job losses, the company will notify the Minerals and Mining Development Board in accordance with Section



52(1) of the MPRDA if the profit revenue ratio of the relevant operation is less than 6% on average for a continuous period of twelve (12) months or should 10% or more of the workforce have to be retrenched. Such notifications will be provided as and when required during the life of the Mine and some four (4) or five (5) years prior to the end of the life of the Mine. The government authorities will be given notice of the time-frame for the closure and/or downscaling process, ongoing consultation, strategic initiatives and plans as discussed through the Future Forums. Regular progress reports will subsequently be distributed to the relevant Government Departments. Compliance to the Board's directive will be adhered to in order to meet the corrective measures as stipulated by the Board.

e) Communicating Possible Retrenchments

Where all avenues to avoid job losses have been exhausted and it is contemplated that retrenchments are likely to take place, an extensive communication strategy and plan will be implemented after discussion and agreement at the Future Forum meetings. Communication of issues discussed at the Future Forum, strategic plans and the implementation thereof will form part of the Agenda for regular Future Forum meetings. After each Future Forum meeting all employees will be briefed on issues discussed and the strategic plans that will be implemented by the Future Forums.

Where retrenchments are inevitable the following channels will be used to ensure effective communication to all employees: management briefs, the Company newsletter, management meetings, communication forums and workshops.

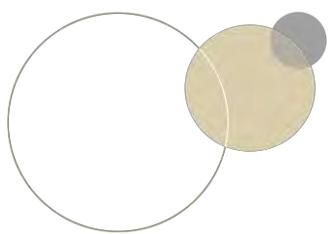
The trade union representatives will also communicate issues arising from the Future Forum discussions during their own Branch and Committee meetings as well as mass meetings with employees. Issues to be communicated where possible retrenchments are contemplated will include but not be limited to:

- the reasons for the contemplated retrenchment;
- strategic plans implemented by the Future Forum to avoid and minimise job losses;
- the number of employees likely to be affected by the retrenchments;
- details of the expanded portable skills training programmes and how these can be accessed;
- LED programmes and the opportunities available to employees who may be retrenched;
- alternate employment opportunities available to employees who may be retrenched;
- the timing of the retrenchment and the severance packages that will be paid to employees;
- assistance that will be provided to employees and their families to deal with the emotional impact of retrenchment; and
- any additional assistance that will be provided to employees.

7.5 Mechanisms to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the operation is certain

Whilst the Human Resources and Local Economic Development programmes outlined in previous chapters have been developed and planned to be implemented in order to facilitate sustainable social and economic growth in local communities throughout the life of operation, measures for managing the impact on the local community and labour source communities at times of downscaling and closure will still be required.

This section outlines the mechanisms that will be utilised to mitigate, as far as possible, the social and economic impact of closure and retrenchment on individuals, regions and economies. The detailed planning that will take place in conjunction with the affected stakeholders and the relevant government departments will be required some four (4) or five (5) years prior to mine closure.



a) Social-Economic Impact Study of closure

As with any substantial development programme, a socio-economic impact analysis (SEIA) will be carried out by specialist consultants prior to commencing detailed closure planning. The SEIA will commence four (4) or five (5) years prior to closure and be supported by interaction with community structures and the Future Forums.

b) Communication with stakeholders

The development of the closure plan will place great emphasis on comprehensive and sensitive consultation with all stakeholders. Objection management is likely among stakeholders, such as local business, who have understandable fears and concerns with regards to closure. Consultation and communication with stakeholder groups from local source communities, relevant government departments and local business forums will also be carried out. These stakeholders may participate on the established Future Forum or sub-committees thereof and facilitate discussions on priorities for local economic development within the closure planning framework and ensure community interventions are sustainable during closure and post-closure.

c) Strategic Plans for Managing the Social and Economic Impact

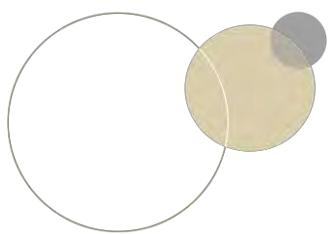
As with the Human Resource Development Programme at EPL, the Local Economic Development Programme will be implemented throughout the life of the Mine with a key objective of ensuring any corporate social intervention and LED assistance provided, will be sustainable, and will benefit the target communities long past closure:

- the facilitation of public-private partnerships geared at meeting specific needs within the community, be they infrastructural, capacity raising or skills development;
- assist in the growth of capacity within the established community structures, in terms of leadership skills, financial management, project management and communication;
- consideration of the potential use for obsolete / unused mine infrastructure following the complete downscaling and closure of the mine (training centres, office buildings etc.);
- a portable skills training programme designed to ensure that employees can have job security and remain economically active after mine closure;
- counselling Services for employees and if necessary their families or the relevant labour source community;
- assistance with registering as a job-seeker (with the relevant Department of Labour, employment agency or other local mines), job-hunting and job application processes;
- ensuring all skills and/or experience obtained whilst in the employ of EPL have the appropriate accreditation and certification;
- provide assistance in the employee's claiming of UIF and other state assistance if required; and
- provision of financial planning assistance with regards to retrenchment packages, pensions and/or provident funds etc. to ensure the appropriate utilization and/or preservation of finance following retrenchment.

d) Post-Closure Planning

Management strategies for the post-closure period will also be developed in a legislated and DMR guided process in collaboration with all interested and affected stakeholders within the closure planning process. Strategies that avoid dependency amongst the social intervention beneficiaries and promote independence amongst individuals and businesses in the community will be developed to ensure post-closure sustainability.

On-going consultation and advisory roles potentially facilitated through the Future Forum structures or its relevant sub-committees will be utilised to ensure that the programmes and plans continue to deliver sustainable and effective benefits. The continued contribution and on-going



management role of local government in this respect will be essential in this post-closure management process.

e) Provision for Downscaling and Mine Closure

EPL has ensured that provision is made for retrenchment costs in line with the relevant labour legislation in respect of employees at EPL.

7.6 Portable Skills Training

Skills development planning at EPL encompasses training and development that supports the current position requirements. The portable skills training involves developing employees' skills that are non-mining related, so as to enable them to be employable outside of the industry in the event of mine closure, staff downsizing or otherwise. The main focus of the training programme is entrepreneurship as a doorway to economic sustainability for the previously disadvantaged communities.

EPL will provide portable skills training within various core business disciplines for all expert levels during the life of the mine. This will equip the employees with skills outside the mining industry. Furthermore, EPL is required to put in place mechanisms to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the operation is certain. Portable Skills Training in non-mining related skills for the purposes of retrenchment or downscaling will be provided. Portable skills will be advertised using the following means:

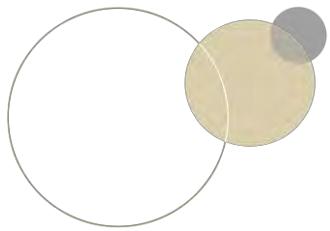
- word of mouth;
- notices, pamphlets; and
- stakeholder forums.

Portable skills will be offered to the employees and to the community. EPL will target a number of employees and community members per year who will be selected based on a needs analysis assessment to avoid training people in the areas where they are least likely to benefit in terms of a lack of interest in the particular training. The individuals who will partake in the portable skills training programmes will be awarded with attendance certificates upon completion of the training programme.

The financial provisions provided in the table below include the complete retrenchment package estimations including re-skilling.

Table 40 Management of Downscaling and Retrenchments

Financial Provision for Management of Downscaling and Retrenchments	2019	2020	2021	2022	2023	Total (2019 to 2023)
	R76 342 190,00	R51 757 137,00	R9 584 655,00	R10 063 888,00	R10 567 082,00	R158 314 951,00



8. Financial Provision

8.1 Context

The ability of EPL operation to fund, on an ongoing basis, the programmes described in this Social and Labour Plan is, however, dependent on the ability of the operation to generate positive cash flows after capital expenditure. Given that our strategic objective is to optimise the mining of our ore bodies, for the benefit of all stakeholders, particularly our employees whose job security is enhanced by our ability to extend the lives of our shafts through pay limit reduction, decisions will accordingly always be made taking into account the long-term implications, and a balance will need to be found between competing interests. In a similar vein, profitability and the generation of cash flows are dependent on the Rand/Platinum price received, as is the availability of ore reserves to be mined profitably. Platinum price sensitivity of the reserves in ounces is shown at 5 percent (5%) intervals above and below the base Platinum price. With an increasing platinum price, generally, the average grade mined is reduced but with additional tons, platinum output is increased. With a decreasing platinum price, higher grades are mined at reduced tons equating to decreased platinum output.

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Provided that we cannot control the international Platinum price or the Rand/Dollar exchange rate, the only way in which we can sustain our ore reserves and therefore our futures, is through increased productivity in all spheres of the business, including stringent cost control. Should the price of Platinum not be achieved on a sustainable basis, and should our SLP roll-out be impaired by the occurrence of events beyond our reasonable control, or should any risk factor (including, without limitation, the Risk Factors referred to above) materialise or alter materially, the roll-out of the programmes outlined in this SLP may require re-assessment. As such, EPL's undertakings in this SLP need to be read and understood in this context and against this background.

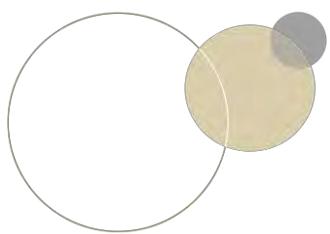


Table 41 HRD Programmes Financial Provision

HRD Financial Provision	2019	2020	2021	2022	2023	Total
	R20 163 158,00	R24 441 050,00	R24 462 217,00	R17 282 325,00	R8 582 853,00	R94 931 603,00

Table 42 LED Projects Financial Provision

EPL Projects - Financial Provision	2019	2020	2021	2022	2023	Total
New Sonop Secondary School	R0,00	R1 800 000,00	R10 000 000,00	R5 200 000,00	R1 000 000,00	R18 000 000,00
Installation of high mast lights in wards 7, 25,27,28,31 and 40	R0,00	R600 000,00	R5 000 000,00	R400 000,00	R0,00	R6 000 000,00
Upgrading of Bapong and Wonderkop CHC Sewage System	R0,00	R200 000,00	R2 800 000,00	R800 000,00	R0,00	R3 800 000,00
Rhode School Upgrade	R0,00	R0,00	R300 000,00	R1 500 000,00	R1 200 000,00	R3 000 000,00
Shearing Sheds	R0,00	R0,00	R800 000,00	R0,00	R0,00	R800 000,00
Total	R0,00	R2 600 000,00	R18 900 000,00	R7 900 000,00	R2 200 000,00	R31 600 000,00

Table 43: Implementation of FEHOP Financial Provision

Implementation of FEHOP	2019	2020	2021	2022	2023	Total
	R20 500 000,00	R102 500 000,00				

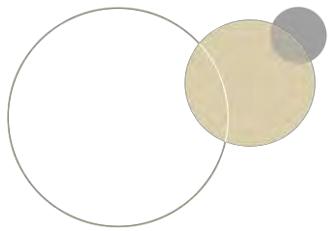
Table 44 Management of Downscaling and Retrenchments

Financial Provision for Management of Downscaling and Retrenchments	2019	2020	2021	2022	2023	Total (2019 to 2023)
	R76 342 190,00	R51 757 137,00	R9 584 655,00	R10 063 888,00	R10 567 082,00	R158 314 951,00

8.2 Total Financial Provision

Table 45: EPL - Total Financial Provision

Programme	2019	2020	2021	2022	2023	Total Financial Provision (2019 - 2023)
Human Resources Development	R20 163 158,00	R24 441 050,00	R24 462 217,00	R17 282 325,00	R8 582 853,00	R94 931 603,00
Local Economic Development Projects	R0,00	R2 600 000,00	R18 900 000,00	R7 900 000,00	R2 200 000,00	R31 600 000,00
Implementation of FEHOP	R20 500 000,00	R20 500 000,00	R20 500 000,00	R20 500 000,00	R20 500 000,00	R102 500 000,00
Management of Downscaling and Retrenchments	R76 342 190,00	R51 757 137,00	R9 584 655,00	R10 063 888,00	R10 567 082,00	R158 314 951,00
Total	R117 005 348,00	R99 298 187,00	R73 446 872,00	R55 746 213,00	R41 849 935,00	R387 346 554,00



9. Undertaking by Vice President

I,.....the undersigned and duly authorized thereto by
Sibanye-Stillwater (Company) undertake to adhere to the information, requirements,
commitments and conditions as set out in the social and labour plan.

Signed aton this day of 2020

Signature: _____

Designation: Senior Vice President and Head of Operations Marikana