

Western Platinum Proprietary Limited (WPPL)

SOCIAL AND LABOUR PLAN

2019-2023

MINING RIGHT NUMBERS: NW 20/5/1/2/2/107MR

NW 20/5/1/2/2/106MR



Submission: October 2020

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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 Stillwater 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. Sibanye Stillwater has its primary listing on the JSE, South Africa. The company is also listed on the NYSE.

WPPL 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.

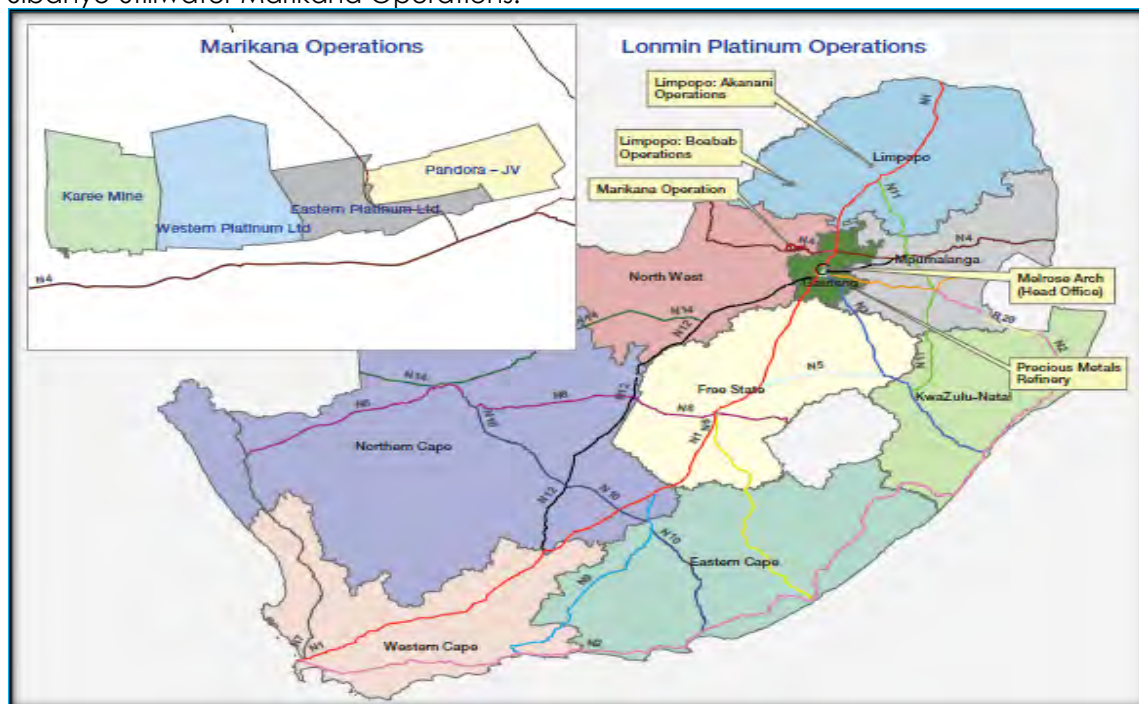


Figure 1: General Location of Sibanye Stillwater Marikana Operations

1.2 The objective of the Social and Labour Plan

This document outlines WPPL 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

Table 1: Background Information of the WPPL Operation

Name of Company	Sibanye-Stillwater Registration Number: 2002/031431/06
Name of Mine	Western Platinum Proprietary Limited (hereinafter referred to as WPPL Operation) , A division of Sibanye-Stillwater Mining Right Numbers: NW 20/5/1/2/2/107MR NW20/5/1/2/2/106MR,
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	50 years
Financial Year	1 Jan – 31 Dec
Responsible person (Mine/Operation’s Manager)	Dawie van Aswegen Senior Vice President and Head of Operations Marikana Dawie.VanAswegen@Sibanyestillwater.com
Contact Person	Ms P.I. Mogohlong – Compliance & Reporting lketleng.mogohlong@Sibanyestillwater.com

1.4 Geographic Origin of WPPL Employees

Table 2: Geographic Origin – Employees as at September 2020

Geographic Origin - Employees										
WPPL Employees*	Male				Female				Grand Total	%
	A	C	I	W	A	C	I	W		
South African	9266	17	11	479	1140	10	8	130	11061	83,67%
Eastern Cape	3731	1	0	3	202	1	0	0	3938	35,60%
Free State	438	1	0	4	19	0	0	2	464	4,19%
Gauteng	1593	7	6	159	245	5	3	47	2065	18,67%
KwaZulu-Natal	363	0	3	6	18	0	1	2	393	3,55%
Limpopo	529	1	0	8	56	0	0	0	594	5,37%
Mpumalanga	228	0	0	8	17	0	0	0	253	2,29%
North West	2204	4	1	282	562	4	4	76	3137	28,36%
Northern Cape	164	3	0	2	15	0	0	0	184	1,66%
Western Cape	5	0	1	0	1	0	0	1	8	0,07%
South Africa	11	0	0	7	5	0	0	2	25	0,23%
Foreign	2139	1	0	4	13	0	0	2	2159	16,33%
Botswana	8	0	0	0	0	0	0	0	8	0,37%
Lesotho	777	0	0	0	8	0	0	0	785	36,36%
Malawi	0	0	0	0	0	0	0	0	0	0,00%
Mozambique	1311	1	0	0	2	0	0	0	1314	60,86%
Namibia	0	0	0	2	0	0	0	0	2	0,09%
Swaziland	30	0	0	0	1	0	0	0	31	1,44%
United Kingdom	0	0	0	0	0	0	0	0	0	0,00%
Zambia	1	0	0	0	0	0	0	0	1	0,05%
Zimbabwe	10	0	0	1	2	0	0	2	15	0,69%
Foreign	2	0	0	1	0	0	0	0	3	0,14%
Grand Total	11405	18	11	483	1153	10	8	132	13220	100,00%

*Excludes Board, Exec and Snr Management (serving on more than one entity) and Includes fixed terms / temporary employees

Table 3: Geographic Origin – Contractors as at September 2020

Geographic Origin - Contractors										
WPPL -Contractors	Male				Female				Grand Total	%
	A	C	I	W	A	C	I	W		
South African	2051	21	3	161	487	5	0	40	2768	93,01%
Eastern Cape	327	1	0	2	39	1	0	0	370	13,37%
Free State	64	0	0	1	10	0	0	0	75	2,71%
Gauteng	254	5	1	25	81	0	0	8	374	13,51%
KwaZulu-Natal	53	1	1	6	1	0	0	1	63	2,28%
Limpopo	202	1	0	4	22	0	0	0	229	8,27%
Mpumalanga	63	0	0	2	5	0	0	0	70	2,53%
North West	738	6	1	85	261	3	0	22	1116	40,32%
Northern Cape	15	1	0	2	5	0	0	0	23	0,83%
Western Cape	4	0	0	0	0	0	0	0	4	0,14%
South Africa	331	6	0	34	63	1	0	9	444	16,04%
Foreign	203	0	0	1	3	0	0	1	208	6,99%
Botswana	0	0	0	1	0	0	0	0	1	0,48%
Bulgaria	0	0	0	0	0	0	0	1	1	0,48%
Lesotho	18	0	0	0	0	0	0	0	18	8,65%
Mozambique	175	0	0	0	1	0	0	0	176	84,62%
Namibia	1	0	0	0	0	0	0	0	1	0,48%
Swaziland	1	0	0	0	0	0	0	0	1	0,48%
Zimbabwe	8	0	0	0	2	0	0	0	10	4,81%
Grand Total	2254	21	3	162	490	5	0	41	2976	100,00%

1.5 Breakdown of WPPL workforce (Permanent and Contract employees)

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

WPL -Employees	Male			Female				Total HDP	Male	MAle	Female	Total Non-HDP	Grand Total
	A	C	I	A	C	I	W						
Occupational Categories	A	C	I	A	C	I	W		W	Foreign Nationals			
Top Management	3	0	0	1	0	0	1	5	5	1	1	7	12
Senior Management	10	1	2	2	0	0	1	16	14	2	0	16	32
Professionally Qualified & experienced specialists/mid-management	56	3	4	27	1	2	17	110	73	7	2	82	192
Skilled Tech and Academically Qualified: Jnr Management; Supervisors; Foreman and Superintendents	1079	7	4	287	4	6	99	1486	360	109	2	471	1957
Semi-Skilled and Discretionary Decision-Making	3412	6	0	211	3	0	9	3641	20	1150	0	1170	4811
Unskilled and Defined Decision-Making	4639	0	0	563	2	0	0	5204	3	875	11	889	6093
Total Permanent	9199	17	10	1091	10	8	127	10462	475	2144	16	2635	13097
Temporary Employee	70	0	1	50	0	0	4	125	9	1	0	10	135
Grand Total	9269	17	11	1141	10	8	131	10587	484	2145	16	2645	13232

* Includes Board Members and Fixed Term / Temporary Employees

Table 5: Breakdown of Contractors by Occupational Level as at September 2020

WPL: Contractors	Male			Female				Total HDP	Male	Male	Female	Total Non-HDP	Grand Total
	A	C	I	A	C	I	W						
Occupational Categories	A	C	I	A	C	I	W		W	Foreign Nationals			
Top Management	1	0	0	0	0	0	0	1	1	0	0	1	2
Senior Management	5	0	0	1	0	0	3	9	11	0	1	12	21
Professionally Qualified & experienced specialists/mid-management	24	1	2	4	0	0	2	33	24	0	0	24	57
Skilled Tech and Academically Qualified: Jnr Management; Supervisors; Foreman and Superintendents	359	7	1	155	4	0	28	554	85	15	2	102	656
Semi-Skilled and Discretionary Decision-Making	901	7	0	177	0	0	5	1090	21	92	0	113	1203
Unskilled and Defined Decision-Making	761	6	0	150	1	0	2	920	19	97	1	117	1037
Total Permanent	2051	21	3	487	5	0	40	2607	161	204	4	369	2976
Temporary Employee	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total	2051	21	3	487	5	0	40	2607	161	204	4	369	2976

1.6 Total Employees Forecast for the 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 Consolidation

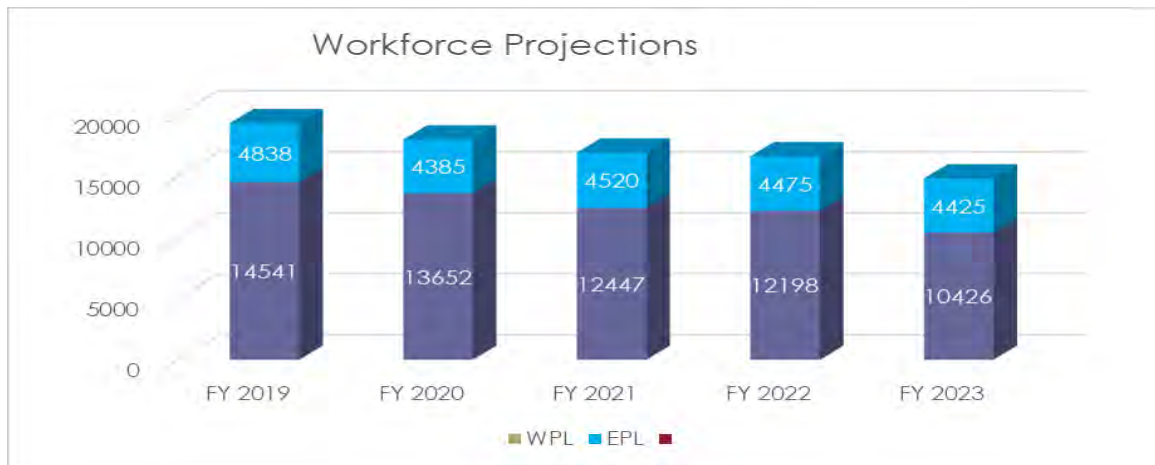


Figure 4 Projected Workforce (2019 to 2023)

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 6: Total Employees Forecast for the 2019 to 2023 Period

Occupational Categories	2019	2020	2021	2022	2023
Top Management (Board)*					
Snr. Management (EXCO)*					
Middle Management (E-Band)	60	42	37	36	35
Jnr Management (D-Band)	194	209	206	202	198
Core & Critical Skills	12931	12069	11124	10902	9179
Non-Core / Non-Critical	1347	1322	1070	1049	1005
TOTAL PERMANENT	14541	13652	12447	12198	10426
Temporary	0	0	0	0	0
GRAND TOTAL	14541	13652	12447	12198	10426

1.7 Local Recruitment

WPL 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

<p>Undertaking Summary</p>	<p>WPPL 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.</p>	
<p>Responsible Position</p>	<p>Strategic Plan</p>	<p>Timeframe</p>
<p>Unit Manager: Human Resources</p>	<p>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.</p>	<p>Continuous</p>
<p>Unit Manager: Human Resources</p>	<p>When recruiting entry level production staff, first preference will be given to local community members.</p>	<p>Continuous</p>
<p>Unit Manager: Human Resources</p>	<p>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.</p>	<p>Continuous</p>
<p>Unit Manager: Human Resources</p>	<p>The Mine will ensure that existing and new core contractors align their local recruitment policies with that of the Mine.</p>	<p>Continuous</p>

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.

WPPL 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 WPPL 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 WPPL. The table below provides details regarding WPPL's compliance with Skills Development legislation.

Table 7 Skills Development Legislation Compliance

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

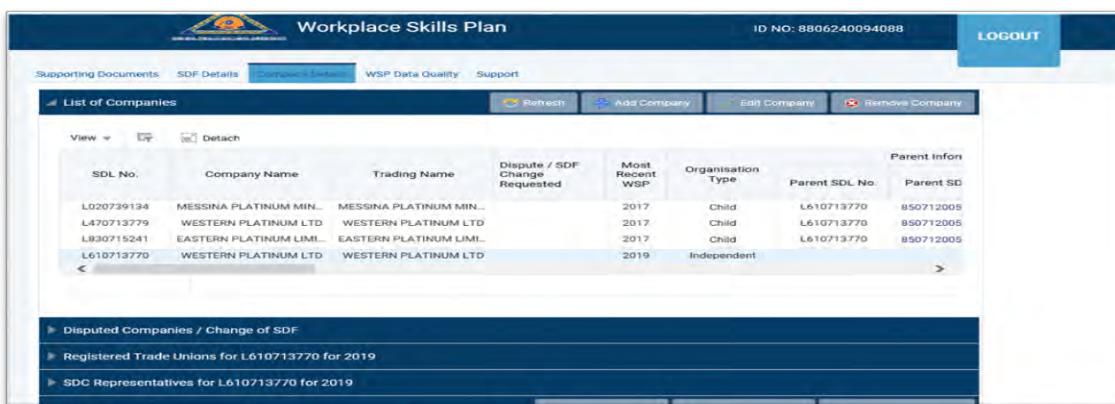


Figure 5 Proof of WSP and ATR submission

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.

<p>Undertaking</p>	<p>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).</p>
<p>Guidelines</p>	<p>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.</p>

2.4 Human Resources Development Model

The intention of this Social and Labour Plan is to reflect WPPL'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 WPPL 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 WPPL.

Where relevant in this plan, reference is made to those elements of the model that have a direct bearing on the implementation of WPPL'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

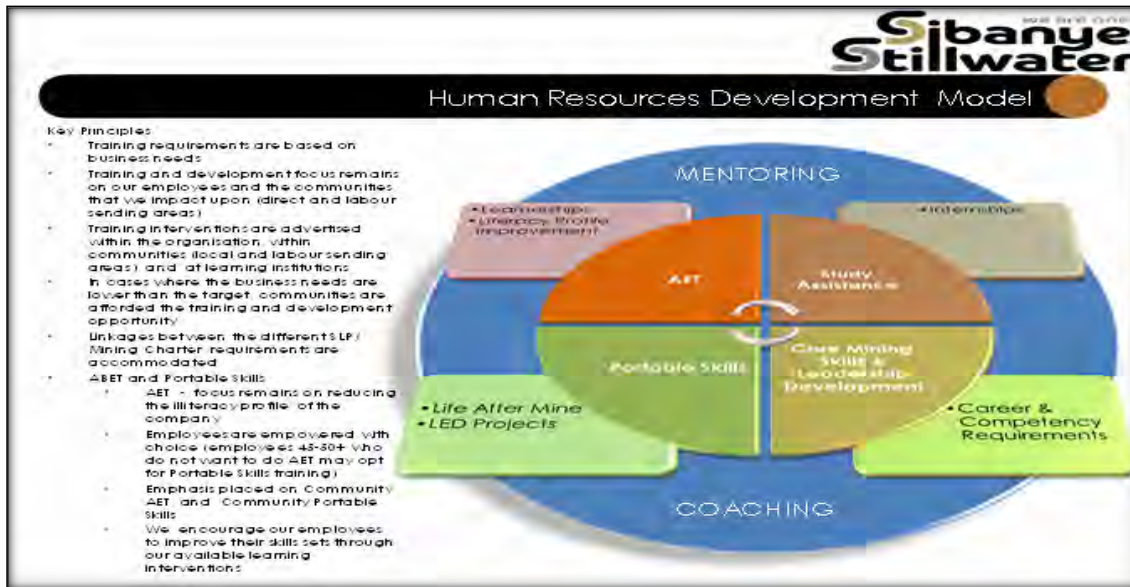


Figure 6 Sibanye Stillwater Academy HRD Model and Initiatives

2.5 WPPL's Functional Literacy and Numeracy

Sibanye-Stillwater, including WPPL, 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 8: Form Q - WPPL's Functional Literacy and Numeracy (Permanent employees) as at September 2020

Education Classification	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	5	0	0	0	0	0	0	0	5	0	0	1	0	0	2	4
ABET 1	444	3	0	0	0	0	1	0	448	0	0	61	0	0	241	268
ABET 2 / STD 3, Grade 5	358	1	0	0	0	0	0	0	359	0	0	113	0	0	231	241
ABET 3 / Std 5, Grade 7	499	20	1	1	0	0	3	0	524	0	0	90	0	3	411	200
ABET 4 / Std 7, Grade 9	68	3	0	0	0	0	1	0	72	0	0	27	0	0	73	26
Std 8 / Grade 10, NATED 1 / NCV Level 1	11	0	0	0	0	0	7	0	18	0	0	3	0	0	11	10
Std 9 / Grade 11, NATED 2 / NCV Level 2	43	7	0	0	0	0	18	0	68	0	0	6	0	2	48	24
Std 10 / Grade 12, NATED 3 / NCV Level 3	59	16	1	0	2	1	38	15	132	0	0	2	2	7	102	27
National Certificate/Diploma/Advanced Certificate/NATED 4 - 6	5	0	0	0	0	0	1	0	6	0	0	0	0	0	6	0
National Certificate/ Advanced Diploma/ B Tech Degree/ Bachelor's Degree	9	6	0	0	0	0	0	1	16	0	0	0	0	2	11	3
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	7765	1084	15	9	9	7	410	114	9413	0	0	1841	13	370	8276	2621
	9266	1140	17	10	11	8	479	130	11061	0	0	2144	15	384	9412	3424

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 MQA that adult learning is much more than basic learning. In this regard, the Academy has decided to align itself with the MQA 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> <p>Recruitment of employees will be based on the information on Form Q, and as per identified business needs;</p> <p>Recruitment of community members will be done in consultation with the Local community leadership and councils in conjunction with Local Economic Development department (LED).</p>
Guidelines	<p>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 9: AET Target – Full Time

AET Full-Time	2019	2020	2021	2022	2023	(2019 – 2023)
Pre-AET	28	7	7	7	7	56
AET Level 1						
AET Level 2						
AET Level 3						
AET Level 4						
Total No. of AET Enrolment	28	7	7	7	7	56
Financial Provision	R2 706 255,00	R2 064 611,00	R1 790 581,00	R949 008,00	R782 404,00	R8 292 859,00

Table 10: AET Target – Own-Time

AET Own-Time (Employees)	2019	2020	2021	2022	2023	(2019 – 2023)
Pre-AET	15	15	15	15	15	75
AET Level 1						
AET Level 2						
AET Level 3						
AET Level 4						
Total No. of AET Enrolment	15	15	15	15	15	75
Financial Provision	R3 844 152,00	R5 979 792,00	R224 516,00	R224 516,00	R241 355,00	R10 514 331,00

Table 11: AET Target – Own-Time Community

AET Own-Time (Communities)	2019	2020	2021	2022	2023	(2019 – 2023)
AET Level 1	19	15	15	15	15	79
AET Level 2						
AET Level 3						
AET Level 4						
Total No. of AET Enrolment	19	15	15	15	15	79
Financial Provision	R608 096,00	R430 779,00	R109 520,00	R109 520,00	R109 520,00	R1 367 435,00

Table 12: Financial Provision for AET

AET Financial Provision	2019	2020	2021	2022	2023	(2019 – 2023)
Total Budget	R7 158 503,00	R8 475 181,00	R2 124 617,00	R1 283 044,00	R1 133 279,00	R20 174 624,00

2.7 Skill Development

Undertaking	<p>WPPL 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 WPPL complies with all legislative requirements; • Both Sibanye Stillwater Academy and the WPPL Campus will be used to deliver on all HRD interventions.

2.8 Learnerships

Undertaking	<p>WPPL 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.</p>
Guideline	<p>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.</p>

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 13: Learnership Targets

Learnership Programme	Length of Programme (e.g. 3 years, etc.)	2019	2020	2021	2022	2023	(2019 – 2023)
Mining 18.1	2 Years	11	11	22	22	22	88
Engineering 18.1	3 Years	2	1	1	1	1	6
Processing 18.1	3 Years	3	1	1	1	1	7
Learnerships 18.2		2	6	7	7	7	29
Total		18	19	31	31	31	130

Table 14: Learnerships Budget

Financial Provision	2019	2020	2021	2022	2023	(2019 – 2023)
Mining 18.1	R86 533,00	R96 690,00	R35 398,00	R37 699,00	R40 149,00	R296 469,00
Engineering 18.1	R15 140 050,00	R25 679 208,00	R14 310 186,00	R15 240 348,00	R360 688,00	R707 304 810,00
Processing 18.1	R236 430,00	R302 158,00	R53 633,00	R57 119,00	R60 832,00	R710 171,00
Learnerships 18.2	R48 681 640,00	R35 046 400,00	R10 678 171,00	R14 237 600,00	R8 996 291,00	R117 640 102,00
Total	R64 144 654,00	R61 124 456,00	R25 077 388,00	R29 572 766,00	R9 457 960,00	R189 377 224,00

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 WPPL and employee complies with all legislative requirements • Leadership and Supervisory Training • Team and mobilization interventions <p>Both Sibanye Stillwater Academy and the WPPL 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

Accountable Position	Strategic Plan	Timeframe
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 15: Core Business Training Targets

Core Business Training	2019	2020	2021	2022	2023	(2019 – 2023)
Core Business Training	20380	6499	5258	4140	3134	39411
Blasting Preparation Course	33	4	4	4	4	49
Total	20413	6503	5262	4144	3138	39 463

Table 16: Core Business Training Budget

Core Business Training	2019	2020	2021	2022	2023	Total
Financial Provision	R89 459 415,00	R78 780 388,00	R146 948 354,00	R160 589 534,00	R207 384 616,00	R683 162 307,00

2.10 Portable Skills Programme

Sibanye-Stillwater WPPL 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	WPPL 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	<p>WPPL 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:</p> <p>Enhance employee potential that will lead to marketability into alternative employment;</p> <p>Support income generating activities beyond “Life of Mine”; and</p> <ul style="list-style-type: none"> • 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 17: Portable Skills Training Employees (18.1) Targets

Portable Skills Training	2019	2020	2021	2022	2023	(2019 – 2023)
Portable Skills 18.1	7	7	7	7	7	35
Budget	R 555 032	R 693 792	R 90 354	R 97 131	R 103 907	R 1 540 216

Table 18 Portable Skills Training Community (18.2) Targets

Type of Portable Skills Training	2019	2020	2021	2022	2023	(2019 – 2023)
Portable Skills 18.2	24	36	41	41	41	183
Budget:	R 273 800	R 602 357	R 602 370	R 821 395	R 985 680	R 3 285 602

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.

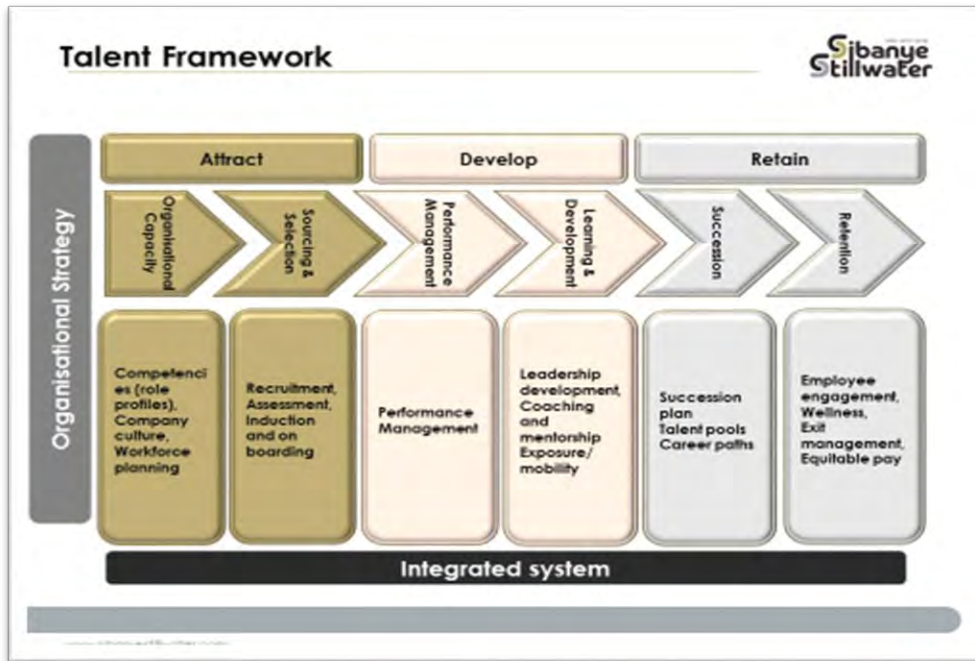


Figure 8: Integrated Talent Management Framework

2.11.2 Career Progression Targets

Sibanye-Stillwater will endeavor to promote at least 15% of the employees engaged in Training programmes within Career Progression Paths. Promotion is a function of Operational requirements that Sibanye-Stillwater will endeavor to promote.

Table 19 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	19	17	15	14	12	77
18.1 Team leader Programme	Operator (B1-Band)	B-Upper bands	4	3	3	3	2	15
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			27	23	21	20	17	108

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	WPPL undertakes to formalize its mentorship programme, which will encompass formal mentorship agreements between mentors and protégés for learners in training/on development programmes.
Guidelines	The mentorship plan at will be designed to: <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 HRM	4. Contracting through the mentorship agreements in line with learnership/learning programme duration	Ongoing
Manager HRD	5. Monitor implementation and confirm mentorship regarding: <ul style="list-style-type: none"> • Protégé Personal details including race, gender, current position and level and future possible opportunities • Mentor Personal details and designation 	Ongoing

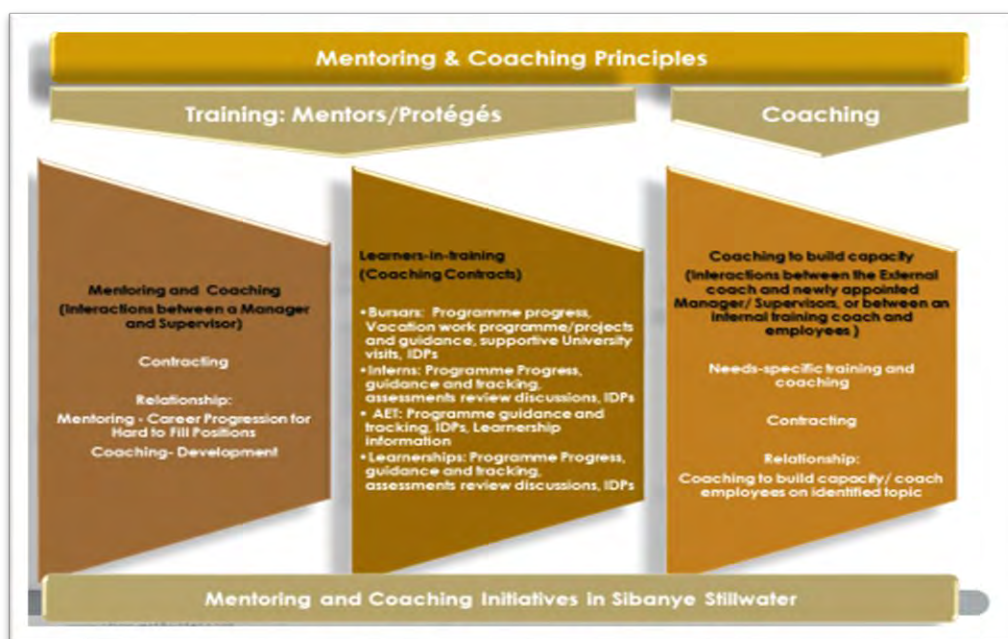


Figure 9: Mentoring and Coaching Principles

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 needs. Coaching is specifically aimed at employees on Paterson C5 band and below.

Table 20: Mentorship Plan Targets

Mentoring programme	Career deliverables	Duration	Target					2019-2023
			2019	2020	2021	2022	2023	
Learnerships	Blasting certificate/Trade certificate	18 months (Mining)	33	17	28	28	28	134
		3 years (Engineering)						
Bursaries	Degree	3-4 years	10	1	1	1	1	14
Internships	Experiential training	2-3 years	2	1	1	1	1	6
Full time AET	One AET level	1 year	28	7	7	7	7	56
Total			73	26	37	37	37	210

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

WPPL recognize the need to establish and maintain a Graduate Pool in order to build and maintain a pipeline of future leaders for the organization. WPPL 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	WPPL 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 21: External Interns (Graduates) Targets and Budget

Field/ Area of Training	2019	2020	2021	2022	2023	(2019 – 2023)
Graduates	1	1	1	1	1	5
Financial Provision	R8 887 404,00	R8 563 648,00	R3 840 120,00	R2 556 080,00	R544 445,00	R24 391 697,00

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: Corporate Affairs	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

2.15 Bursary Programme Targets

Table 22: Bursary programme Targets

Annual Targets	2019	2020	2021	2022	2023	(2019 – 2023)
External Bursars	1	1	1	1	1	5
Financial Provision	R7 333 428,00	R11 805 967,00	R3 868 724,00	R2 060 096,00	R1 535 801,00	R26 604 016,00

2.16 Human Resources Development Programmes – Financial Provision

Table 23: Human Resources Development Programmes – Financial Provision

HRD - Financial Provision	2019	2020	2021	2022	2023	(2019 - 2023)
	R179 380 476,00	R172 050 000,00	R184 093 500,00	R196 980 045,00	R221 145 689,00	R953 649 709,00

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 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. WPPL is in the process of engagements with Organised Labour to nominate new forum representatives. From a current compliance perspective, WPPL 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 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. In order to create a conducive environment to ensure diversity as well as participation of HDPat and women in all decision-making positions and core and critical occupational categories in the mining industry.t: In addition, mining companies must identify and fast-track their existing talent pools to ensure high level operational exposure in terms of career path programmes".

WPPL Platinum 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, the WPPL Platinum Charter and Values embraces diversity in the workplace and promotes demographic representation of the country. The broad objectives of WPPL philosophy 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 provides WPPL EE status as at Sep 2020

Table 24 Employment Equity status as at

Occupational Categories	Male			Female				HDP	Foreign		Non-HDP	Total	People with Disability		
	African	Coloured	Indian	African	Coloured	Indian	White		White	Male			Female	Male	Female
Top Management (Board)	1	0	0	0	0	0	0	1	3	0	0	3	4	0	0
Snr Management (E-Band)	12	2	2	2	0	0	2	20	17	3	0	20	40	0	0
Professionally Qualified and Experienced Specialists and Mid-Management (D-Band)	51	3	5	26	1	2	17	105	67	7	3	77	182	3	0
Skilled Tech and Academically Qualified: Jnr Management; Supervisors; Foreman and Superintendents (C-Band)	1104	16	4	307	4	6	107	1548	372	107	2	481	2029	30	6
Semi-Skilled and Discretionary Decision-Making (B-Band)	3463	2	1	233	1	0	11	3711	24	1181	0	1205	4916	73	4
Unskilled and Defined Decision-Making (A-Band)	4674	1	0	584	2	0	0	5261	3	899	11	913	6174	164	3
Total Permanent	9305	24	12	1152	8	8	137	10646	486	2197	16	2699	13345	270	13

WPPL has taken significant strides in shifting workforce demographics given that recruitment opportunities were fairly limited due to various moratoriums in the past five years and also considering that WPPL 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, WPPL 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. • As and when vacancies do arise, fill vacancies as far as possible with people from designated groups.

HDP In Management - Strategic Implementation Plan at WPPL		
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

3.2.1 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 25 Five (5) year targets for participation in management WPPL

Occupational Levels	MCIII 5Yr Target (2023)	Year 1 2019	Year 2 2020	Year 3 2021	Year 4 2022	Year 5 2023
Board*						
HDP's						
% HDP Women						
Executive Management*						
HDP's						
% HDP Women						
Snr Management*						
HDP's						
% HDP Women						
MIDDLE MANAGEMENT						
HDP representation	60%	43,00%	48,00%	51,00%	55,00%	60,00%
Female representation	25%	8,00%	10,00%	12,00%	15,00%	25,00%
JUNIOR MANAGEMENT						
HDP representation	70%	49,00%	50,00%	55,00%	60,00%	70,00%
Female representation	30%	18,00%	20,00%	23,00%	25,00%	30,00%
EMPLOYEES WITH DIABILITIES						
HDP representation	1.50%	1,50%	1,55%	1,60%	1,65%	1,70%
CORE AND CRITICAL SKILLS						
HDP representation	60%	80,00%	80,50%	81,00%	81,50%	82,00%

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

4. Mine Community Development

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. WPPL is located in the North West Province in the Bojanala District Municipality covering the local municipalities of Rustenburg and Madibeng.

The company's operations are surrounded by communities in rural and peri-urban areas.

Table 26 Communities around WPPL operations

Greater Marikana	Greater Bapong	Greater Mooinooi	Greater Sonop
<ol style="list-style-type: none"> 1. Marikana Central 2. Marikana West 3. RDP Housing 4. Maditlhokwa 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 	<ol style="list-style-type: none"> 1. Bapong Central(Oustad, Leokeng, Legalaopeng, Nommor 1, Skoolplaas, Newtown) 2. Segwaelane 3. Wonderkop 4. Nkaneng informal settlement 5. Khalamtwana informal settlement 	<ol style="list-style-type: none"> 1. Mooinooi Central 2. Barnardsvlei 3. Modderspruit 4. Majakaneng 5. Mamba informal settlement (Samancor settlement) 	<ol style="list-style-type: none"> 1. Sonop Central 2. Regorogile/Sifikile 3. Farms (Kareepoort)

4.1 Socio-economic Background

4.1.1 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 constitute 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 IDS 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

4.1.2 Overview of Bojanala District

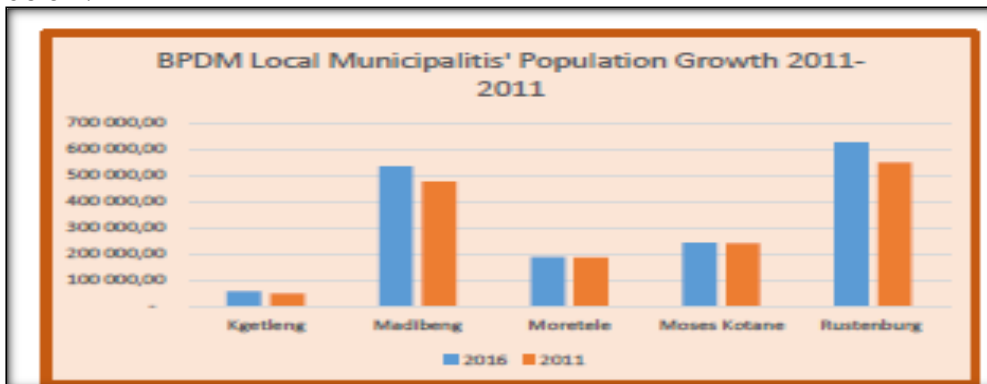
Bojanala Platinum District Municipality (BPD) is a category C municipality and one of the four district municipalities in the North West Province. It is situated on the eastern part of the province and shares provincial boundaries with Limpopo, Mpumalanga and Gauteng and a national boundary with Botswana 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 BPD 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 BPD 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, the 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%) and 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.

³ Source: IHS Global Insight Regional explorer version 1029

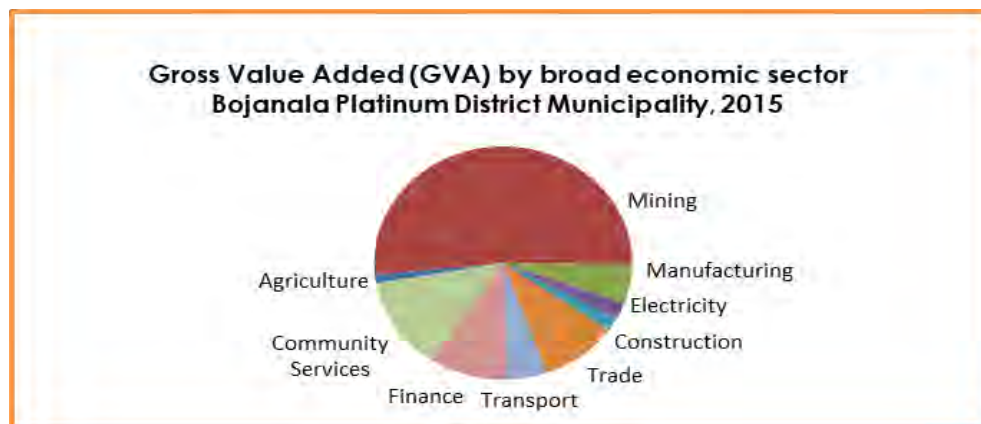


Figure 14 Gross Value Added, BPDM⁴

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 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 27: 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%.

⁵ Source: IHS Global Insight Regional eXplorer version 1029

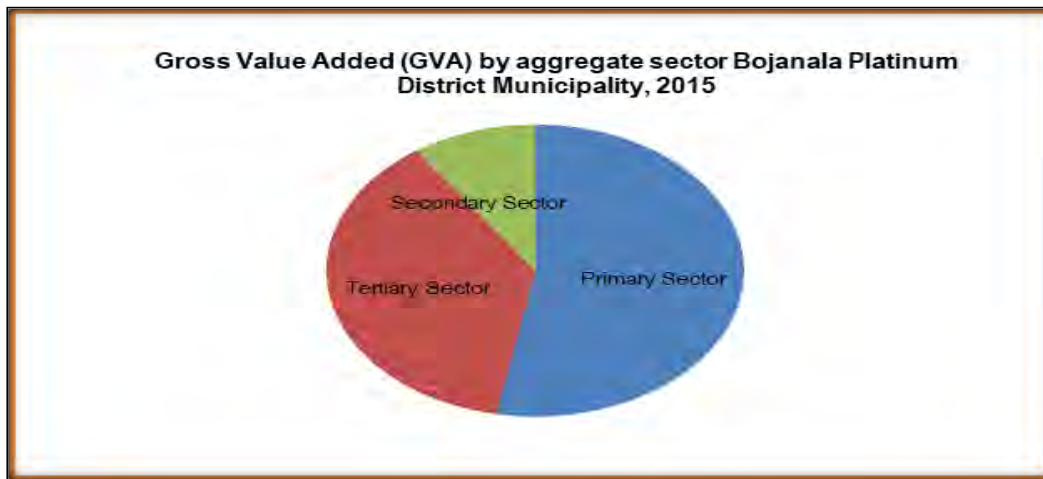
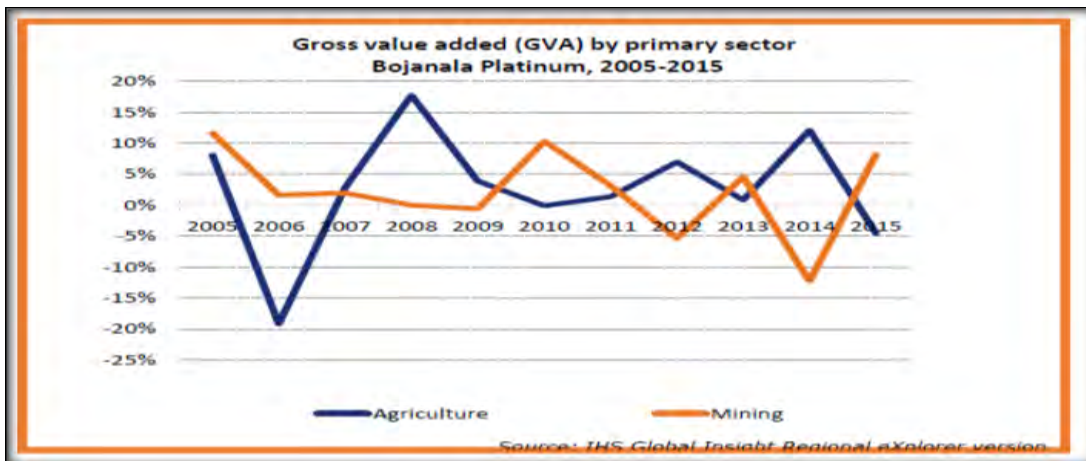


Figure 15 Gross Value Added by Aggregate Sector, BPDM⁶

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.

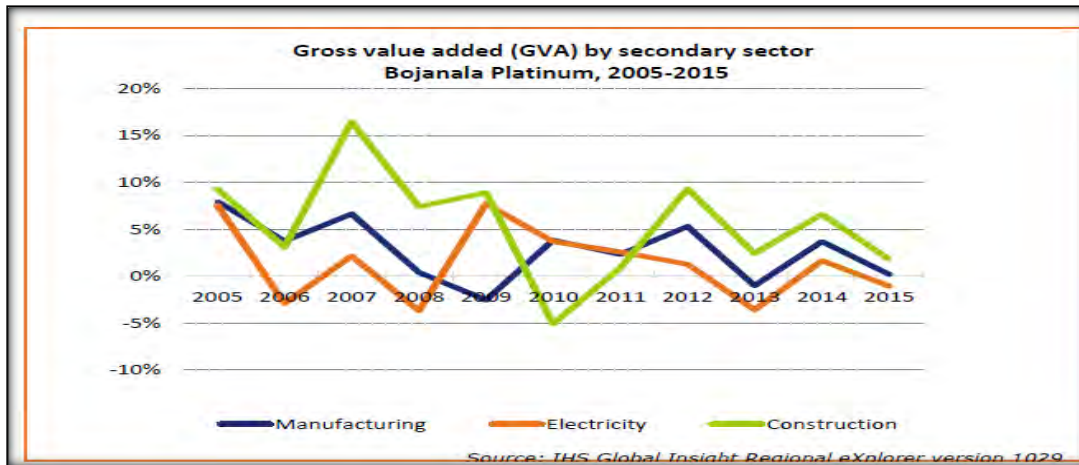


Between 2005 and 2015, the agriculture sector experienced the highest positive growth in 2008 with an average growth rate of 17.7%. The mining sector reached its highest point of growth of 11.6% in 2005. The agricultural sector experienced the lowest growth for the period during 2006 at -19.2%, while 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.

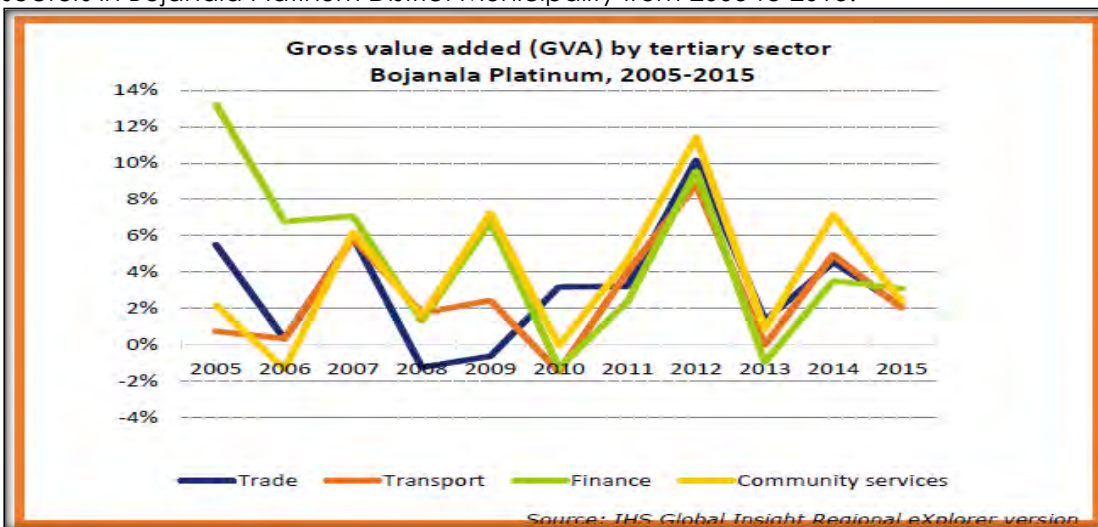
⁶ Source: IHS Global Insight Regional eXplorer version 1029



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 a with -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%.

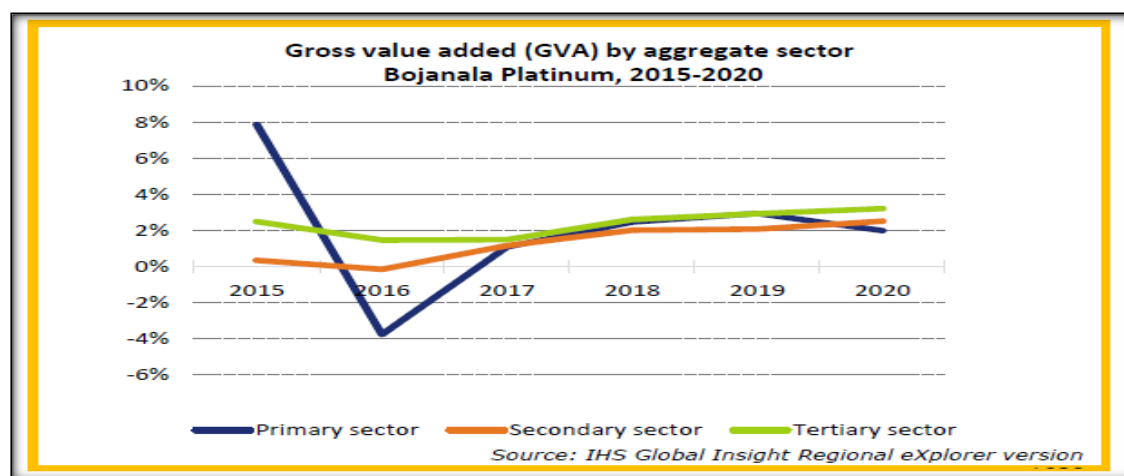
Sector Growth forecast

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 28: 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 29: 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.

Table 30: 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.

⁷ Source: IHS Global Insight Regional eXplorer version 944

⁸ Source: IHS Global Insight Regional eXplorer version 944

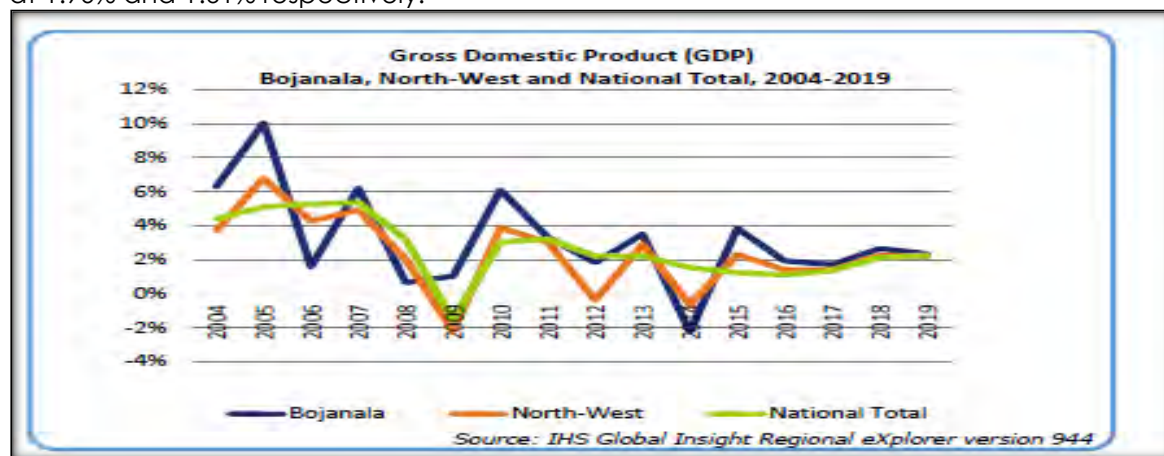
Table 31: Gross Domestic Product – Local Municipalities of BPDM 2004 -2014, share and growth⁹

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%
Kgetlengrivier	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%. Kgetlengrivier 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.



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 32: 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%
Kgetlengrivier	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	

⁹ Source: IHS Global Insight Regional eXplorer version 944

¹⁰ Source: IHS Global Insight Regional eXplorer version 944

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%.

4.1.3 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.

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 Lethlabile 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 includes, 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%	Population (Area km²)	
Population Density	124 per km²		3839
Number of Households	160 724	Sex Ratio (Male/100 Females)	114
Average Household size	3	Dependency ration	0.44
Gender distribution		Female headed hh	30.3
Male	53%	Age Distribution structure:	
Female	47%	Young (0-14 Years)	25.70%
		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		Formal dwellings	59.2%
No schooling	57.30%	Agricultural hh	23.621%
Some Primary to Secondary	7.30%	Household owned/paid off	54.1%
Grade 12	27.60%	Piped water inside Dwelling	22.2%
Higher		Flush toilets connected to sewerage	27.2%
		Electricity for lighting	81%
		Weekly refuse removal	77.7%
HIV 45.5% compared against North West Province prevalence rate of 26.7			

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 mayor centre for these activities is Brits, along the N4 Highway and lesser activity is found in Letlhabile.

- **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.

4.1.4 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

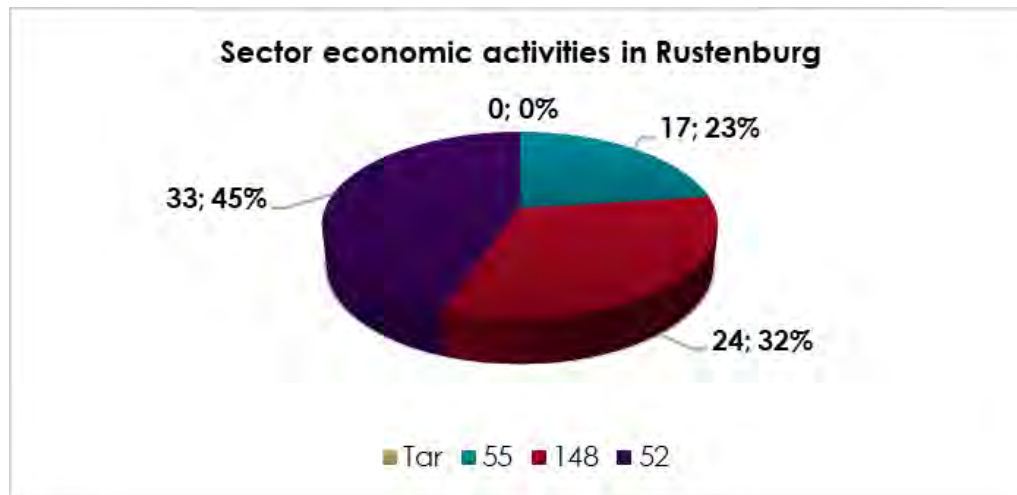
Royal Bafokeng Administration - A third administrative entity operates legally within certain parts of the Rustenburg Municipal Area: the Royal Bafokeng Administration. They operate within the context of the Constitution of South Africa and due to the fact that the Royal Bafokeng Nation is a universitas 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 33: 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

4.2 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 NGOs to reconfirm the identified projects. (see attached engagement evidence)

4.2.1 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

4.2.2 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.

4.3 WPPL 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.

4.3.1 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. 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.

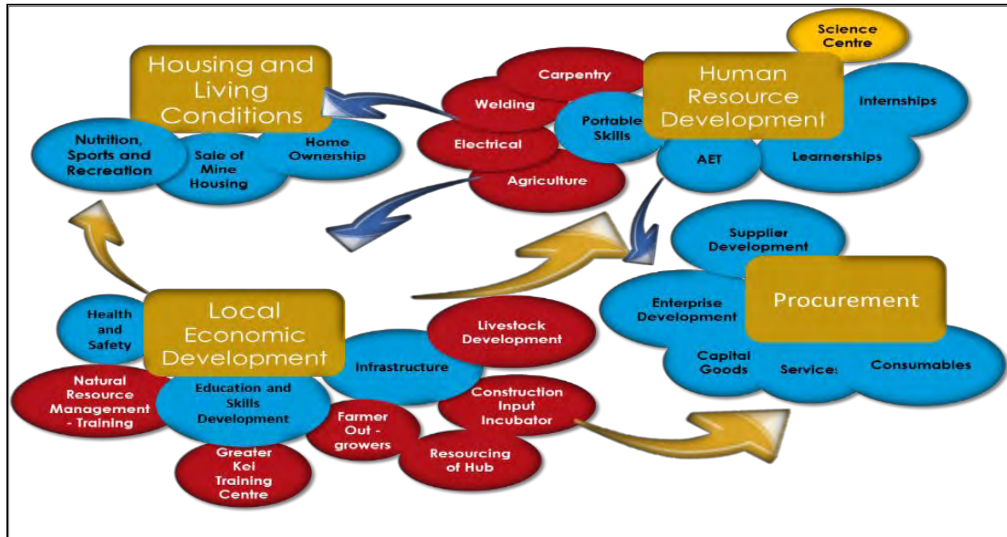


Figure 18 Integrated nature of the SLP

4.3.2 WPPL 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 WPPL operations. Table below presents a list of LED projects agreed upon with the local authorities, municipalities and communities.

Table 34: Summary of Local Economic Development Projects by WPPL

PROJECT NAME	PROJECT TYPE & FOCUS AREA	MUNICIPALITY	BENEFICIARIES	Financial Provision
				FY2019 - FY2023
Leokeng Secondary School Phase 2	Infrastructure - Education	Madibeng	Bapong, Wonderkop communities	R14 000 000,00
Marikana CHC-Phase 2	Infrastructure - Health	Rustenburg	Greater Marikana communities	R24 000 000,00
Marikana High Mast Lights	Infrastructure - Community Safety	Rustenburg	Karee ward 45 community	R2 000 000,00
Agri business	Income Generation - Agriculture	Madibeng and Rustenburg	Madibeng and Rustenburg communities	R5 000 000,00
Storm Water Management	Infrastructure - Community Basic Water Service	Madibeng	Majakaneng and Bapong communities ward 7 and 25	R14 000 000,00
Refurbishment of Road Infrastructure	Infrastructure - Community Roads	Rustenburg	Marikana West Ward 32	R5 000 000,00
Support to small scale Sheep farmers	Income Generation - Agriculture	Nyandeni	Nyandeni Small Scale Sheep Farmers	R2 000 000,00
The Woods College Upgrade	Infrastructure - Education	Hibiscus Coast	Port Edward and surrounding communities	R20 000 000,00
Total LED Financial Provision				R86 000 000,00

Table 35: Project No. 1: Education Infrastructure – Leokeng New High School Phase 2

Project Name:	Education Infrastructure – Leokeng Secondary School Phase 2				Project start date:	2019			
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:	2021			
	There are no high schools in Leokeng Section and Modderspruit and learners are bussed to other sections of Bapong and Brits. The commitment in this period is to complete this double story school which consists of, amongst others, 20 classrooms, 1 Computer Laboratory, Science Laboratory, Library, Administration Block, Kitchen, combi court and a gravel soccer pitch.								
	Phase one commenced in 2018 as part of generation 2 SLP and Phase two scope includes, one double story block with 12 classroom and storage facilities.				Information Valid as at:	18-Jun			
Project Partners	Department of Basic Education, Madibeng	Beneficiaries (Community/Village Specific)	Bapong (Leokeng Section), Wonderkop & Sonop	SMME Opportunities:	Local SMMEs				
Project Incorporated into which IDP:	Madibeng Local Municipality, and Part of DBE Strategic Plan	IDP Reference Number of Project:	N/A	Geographical Location of Project:	North West > Bojanala > Madibeng Leokeng Section; Bapong				
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		Time Frames					Financial Provision
		KPA (Key Performance Area)	KPI (Key Performance Indicator)	FY19	FY20	FY21	FY22	FY23	2019-2023
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					R 1 000 000
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 10 000 000
Commissioning	Sibanye Stillwater	Practical Completion	Practical Completion Certificate			X			R 2 500 000
Handover /Exit	Sibanye Stillwater	Occupation of newly built or renovated buildings	Final Completion Certificate signed off by project implementation team			X			R500 000
Budget:				R 1 000 000	R10 000 000	R3 000 000			R14 000 000
Exit Strategy:	Handover of the facility to the DoBE	Completion Date:		Apr-21					

Table 36: Project No. 2: Health Infrastructure: Marikana Community Health Centre - Phase 2

Project Name:	Marikana Community Health Centre - Phase 2					Project start date:	2020		
Background to project:	Health affects every facet of life, from a child's ability to learn to an adult's ability to work. It is therefore very critical for human survival. The Department of Health has requested Sibanye Stillwater to support them in converting the existing clinic into a Community Health Centre. The intention in this SLP is to upgrade this clinic into a community health centre which will be able to operate 24 hours. The scope of the project includes Ante Natal Care, Post Natal Care, Labour Ward and Emergency Unit					Project End Date:	2023		
						Information Valid as at:	30-06-2018		
Project Partners	Rustenburg Local municipality and Department of Health	Beneficiaries (Community/Village Specific)	Greater Marikana Communities	SMME Opportunities:	Local SMMEs				
Project Incorporated into which IDP:	Project is Aligned to the DoH Strategic Plan	IDP Reference Number of Project:	No, aligned to Bojanala Department of Health Strategy	Geographical Location of Project:	North West > Bojanala > Rustenburg > Marikana				
Classification of Jobs	Total Number of Jobs to be created:	Male Adults	Female Adults	Male Youth	Female Youth	Disabled			
Short Term	50	15	10	15	10	0			
Output	Responsible Entity	Activity		Timeframe					Financial Provision
		KPA (Key Performance Area)	KPI (Key Performance Indicator)	FY2019	FY2020	FY2021	FY2022	FY2023	
Project Inception	Sibanye Stillwater	Project Charter Formulation	Project Charter		X				-
Stakeholder Engagement	Sibanye Stillwater	Enrolment of key Stakeholders	Signed-Off Stakeholder Engagement		X				-
Detailed Planning Stage	Sibanye Stillwater	Assessment of milestones	scope of work			X			R1 500 000,00
Design and Documentation	Sibanye Stillwater	Completion of Project Documentation	Signed-Off Scoping Document			X			-
Tendering Process	Sibanye Stillwater	Successful tender award	Tender Documents, Adjudication Report and Service Provider Contract			X			-
Construction Stage	Sibanye Stillwater	Completion of Project Milestones	Monthly Reports				X		-
Monitoring and Evaluation	Sibanye Stillwater	Consistent Project Monitoring	Progress Report				X		-
Completion Stage	Sibanye Stillwater	Completions of Scope of Work	Practical Completion Certificate					X	R20 000 000,00
Project Exit	Sibanye Stillwater	Completion of Project Handover documentation						X	R2 500 000,00
Budget per year				R0,00	R0,00	R1 500 000,00	R0,00	R22 500 000,00	R24 000 000,00
Financial Provision	Total: R24 000 000								
Exit Strategy:	Handover of the facility to the DoH to operationalise			Completion Date:		Dec-23			

Table 37: Project No. 3: Community Safety- Marikana high mast lights (Karee Section)

Project Name:	Marikana High Mast lights				Project start date:	Complete			
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:	Complete			
	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 6 Mast Lights in Karee section of ward 45, Rustenburg Local Municipality				Information Valid as at:	Jun-18			
Project Partners	Rustenburg Local Municipality	Beneficiaries (Community/Village Specific)	Karee community(Ward 45)		SMME Opportunities:	Yes			
Project Incorporated into which IDP:	N/A	IDP Reference Number of Project:	N/A		Geographical Location of Project:	North West > Bojanala > Rustenburg > Karee; ward 45;			
Classification of Jobs	Total Number of Jobs to be created:	Male Adults	Female Adults		Male Youth	Female Youth	Disabled		
Medium Term	10	5	0		5	0	0		
Output	Responsible Entity	Activity		Timeframe					Financial Provision
		KPA (Key Performance Area)	KPI (Key Performance Indicator)	FY2019	FY2020	FY2021	FY2022	FY2023	
Project Inception	Sibanye Stillwater	Engagement with Stakeholders	Project Definition Statement		X				-
Stakeholder Engagement	Sibanye Stillwater	Confirmation of Project buy-in	Signed Off Project Definition		X				-
Design and Documentation	Sibanye Stillwater	Engagement on Scope, Time and Costs	Signed-Off Scoping Documentation		X	X			-
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			-
Installation	Sibanye Stillwater	Supply, delivery and installation	Progress Report			X			1 500 000
Commissioning	Sibanye Stillwater	Connection and Testing	Certificate of Compliance			X			-
Operations and Maintenance	Sibanye Stillwater		Maintenance Report			X			-
Handover /Exit	Sibanye Stillwater		Handover Certificate			X			R500 000
Financial Provision				R0,00	R0,00	R2 000 000,00	R0,00	R0,00	R2 000 000,00
				TOTAL R2 000 000					
Exit Strategy:	Handover to Rustenburg Local Municipality				Completion Date:		May-21		

Table 38: Project No. 4: Incoming Generating Project (Agri business)

Project Name:	Income Generating Project (Agri Business)				Project start date:	2021			
Background to project:	Most rural areas in South Africa face the triple structural challenges of unemployment, poverty and inequality as can be attested by the profiling of Comprehensive Rural Development Programme sites by the DRDLR in the 27 priority districts in South Africa, including Bojanala. The overall purpose of this intervention is to improve the quality of life of rural households, enhancing food security through a broader base of rural industrial and agricultural production and exploiting the varied economic potential of agriculture in both Rustenburg and Madibeng Local Municipalities. A high impact agricultural project for the region will be developed to create much needed sustainable jobs. This project will be implemented in collaboration with a similar project in EPL for scale and impact.				Project End Date:	2023			
					Information Valid as at:	Jun-18			
Project Partners	Department of Agriculture	Beneficiaries (Community/Village Specific)	Near mine communities in Madibeng and Rustenburg Municipalities	SMME Opportunities:	Yes				
	Local Municipalities								
	Private sector partners								
Project Incorporated into which IDP:	Madibeng and Rustenburg	IDP Reference Number of Project:	2019/20IDP/185	Geographical Location of Project:	Madibeng and Rustenburg local Municipalities				
Classification of Jobs	Total Number of Jobs to be created:	Male Adults	Female Adults	Male Youth	Female Youth	Disabled			
Short Term	40	10	10	10	10	0			
Output	Responsible Entity	Activity		Timeframe					Financial Provision
		KPA (Key Performance Area)	KPI (Key Performance Indicator)	FY2019	FY2020	FY2021	FY2022	FY2023	
Project Inception	Sibanye Stillwater	Identification of Role Players	Create Project Definition		X				-
Project Conceptualisation	Sibanye Stillwater	Feasibility study	Outcome of Investigation		X				R100 000
Stakeholder engagement	Sibanye Stillwater	Engagement participating farmers	Signed Definition Statement			X			
Tender, Evaluation, Adjudication and Appointment	Sibanye Stillwater	Procurement of production inputs	Procurement of Inputs & Resources			X	X	X	
Installation	Sibanye Stillwater	Feedback from Local Farmers	Management of System				X	X	
Commissioning	Sibanye Stillwater	Handover to Local Farmers & Municipality	Sustainable Project					X	
Operations and Maintenance	Sibanye Stillwater	Feedback from Farmers	Monitoring and Evaluation					X	
Handover /Exit	Sibanye Stillwater	Closeout Report	Deeds of Donation					X	
Financial Provision per Year				R0,00	R100 000,00	R1 500 000,00	R2 000 000,00	R1 400 000,00	R5 000 000,00
Financial Provision	TOTAL R5 000 000								
Exit Strategy:	Hand over to the Beneficiaries				Completion Date:			Complete	

Table 39: Project No. 5: Basic Community Infrastructure - Storm Water Management: Majakaneng and Bapong Ward 7 and 25

Project Name:	Storm Water Management						Project start date:	2021		
Background to project:	As development occurs, buildings, roads and impermeable surfaces increase the amount of runoff. This runoff traditionally has been considered a nuisance because it can result in flooding. The topographical layout in and around some communities hosting Sibanye Stillwater Marikana mining operations is mountainous. The area does not have well developed roads and proper storm water management.. Current road infrastructure serves as storm water channels which results in road erosion and therefore limiting access to villages. This project is aimed at assisting to improve storm water management at Majakaneng and Bapong						Project End Date:	2023		
							Information Valid as at:	Jun-18		
Project Partners	Madibeng Local Municipality, Bapo Traditional Council	Beneficiaries (Community/Village Specific)	Majakaneng Ward 7, Bapong Ward 25,	SMME Opportunities:		Local SMME's				
Project Incorporated into which IDP:	Madibeng Local Municipality.	IDP Reference Number of Project:	Prioritized Ward Needs and Projects, Ward 7 - Page 30, Ward 25 Page 38.	Geographical Location of Project:		North West > Bojanala > Madibeng > Majakaneng & Bapong				
Classification of Jobs	Total Number of Jobs to be created:	Male Adults		Female Adults		Male Youth		Female Youth	Disabled	
Medium Term	80	25		15		20		20	0	
Output	Responsible Entity	KPA (Key Performance Area)	KPI (Key Performance Indicator)	FY2019	FY2020	FY2021	FY2022	FY2023	Financial Provision	
Project Inception	Sibanye Stillwater	Needs Analysis	Project Charter		X	X			-	
Stakeholder Engagement	Sibanye Stillwater	Reference to IDP, Council Resolution	Project Execution Plan		X	X			-	
Detailed Planning Stage	Sibanye Stillwater	Survey	Report			X			R500 000,00	
Design and Documentation	Sibanye Stillwater	Engineering Design	Scoping Document Signed Off			X			R1 000 000,00	
Tendering Process	Sibanye Stillwater	Design Scoping, Time, Cost Estimation	Tender, Evaluation, Adjudication reports, and Signed Service Contracts			X	X		-	
Construction Stage	Sibanye Stillwater	Calling for tenders	Progress Reports				X		-	
Monitoring and Evaluation	Sibanye Stillwater	Construction & Monitoring	Review Reports				X	X	R8 000 000,00	
Completion Stage	Sibanye Stillwater	Construction & Monitoring	Revised Implementation Plan					X	-	
Project Exit	Sibanye Stillwater	Review	Final Completion Certification					X	R4 500 000,00	
Financial Provision p/a				R0,00	R0,00	R1 500 000,00	R8 000 000,00	R4 500 000,00	R14 000 000,00	
Financial Provision	TOTAL R 14 000 000									
Exit Strategy:	Hand over to Madibeng Local Municipality				Completion Date:			2023		

Table 40: Project No. 6: Basic Community Infrastructure – Refurbishment of roads on Marikana West Ward 32

Project Name:	Refurbishment of road infrastructure in Marikana West					Project start date:	2021		
Background to project:	An effective and efficient road infrastructure forms part of the social safety net, enabling trade and employment opportunities in both urban and rural communities since it facilitates the movement of goods and services in all sector of the economy including: tourism, education, health and agriculture among others. Indeed it is a fact that road infrastructure plays a key role in the socioeconomic development of a community.					Project End Date:	2023		
	Marikana west roads are dilapidated thus posing a safety risk to communities as well as adding maintenance financial burden to vehicle owners especially taxis and busses. This cost is ultimately passed on the members of the communities.						Information Valid as at:	Mar-20	
Project Partners	Rustenburg Local Municipality	Beneficiaries (Community/Village Specific)	Marikana West Ward 32.	SMME Opportunities:		Local SMME's			
	Rustenburg Municipality	IDP Reference Number of Project:	2019/20/IDP/138	Geographical Location of Project:		North West > Bojanala > Madibeng > Marikana West			
Classification of Jobs	Total Number of Jobs to be created:	Male Adults		Female Adults		Male Youth		Female Youth	Disabled
Medium Term	40	15		10		10		5	
Output	Responsible Entity	Activity		Timeframe					FY Budget Allocation
		KPA (Key Performance Area)	KPI (Key Performance Indicator)	FY2019	FY2020	FY2021	FY2022	FY2023	
Project Inception	Sibanye Stillwater	Needs Analysis	Project Charter		X	X			-
Stakeholder Engagement	Sibanye Stillwater	Reference to IDP, Council Resolution	Project Execution Plan		X	X			-
Design and Documentation	Sibanye Stillwater	Engineering Design	Scoping Document Signed Off			X			R500 000
Tendering Process	Sibanye Stillwater	Design Scoping, Time, Cost Estimation	Tender, Evaluation, Adjudication reports, and Signed Service Contracts			X	X		-
Construction Stage	Sibanye Stillwater	Calling for tenders from Local Communities	Progress Reports				X		-
Monitoring and Evaluation	Sibanye Stillwater	Construction & Monitoring	Review Reports				X	X	3000000
Completion Stage	Sibanye Stillwater	Construction & Monitoring	Revised Implementation Plan				X	X	1000000
Project Exit	Sibanye Stillwater	Review	Final Completion Certification					X	R500 000
Budget per year				R0,00	R0,00	R500 000,00	R3 000 000,00	R1 500 000,00	R5 000 000,00
Budget:	TOTAL R 5 000 000								
Exit Strategy:	Hand over to Rustenburg Local Municipality				Completion Date:			2023	

4.3.3 Labour Sending Area LED 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's statistics show that 40% of WPPL workforce originate from the Eastern Cape therefore the company commits to continue supporting LSA communities in the specifically identified areas in the Eastern Cape and in collaboration with different Government institutions. In this SLP, the following LED projects will be supported:

- i. Support to small scale farmers in Nyandeni
- ii. Upgrade of Woods College in Port Edward.

Table 41: Project No.7: Labour Sending Project – Support Small Scale Sheep Farming in Nyandeni

Project Name:	Income Generating - Support Small Scale Farming					Project start date:	FY2022		
Background to project:	The Eastern Cape vision 2030 has identified agriculture-led growth and agricultural value chains as "clear-cut priorities for accelerated industrialization". Nyandeni's prioritisation of this sector will allow the municipality to benefit from growth opportunities in the region and beyond. The agricultural sector has been a mainstay of the Nyandeni's economy and driver of economic development in this rural municipality.					Project End Date:	FY2023		
	This project aims to support small scale sheep farmers by building two shearing sheds that enable to participate in commercial wool production to sustain their income and livelihoods.					Information Valid as at:	Jun-18		
Project Partners	Nyandeni Local municipality and Department of Rural Development & Agrarian Reform	Beneficiaries (Community/Village Specific)	Small Scale Farmers	SMME Opportunities:		Local Subsistence Farmers			
Project Incorporated into which IDP:	Nyandeni IDP 2017/2022	IDP Reference Number of Project:	LED Objective No. 39	Geographical Location of Project:		EC >OR Tambo DM > Nyandeni LM			
Classification of Jobs	Total Number of Jobs to be created:	Male Adults	Female Adults	Male Youth		Female Youth		Disabled	
Short Term	10	5	5	0		0		0	
Output	Responsible Entity	Activity		Timeframe					FY19-23 Budget
		KPA (Key Performance Area)	KPI (Key Performance Indicator)	FY19	FY20	FY21	FY22	FY23	
Project Inception	Sibanye Stillwater	Identification of Role Players	Create Project Definition			X			-
Stakeholder Engagement	Sibanye Stillwater	Identify participating farmers	Outcome of Investigation			x			-
Project Conceptualisation	Sibanye Stillwater	Feasibility study	Outcome of Investigation			X			-
Needs Analysis	Sibanye Stillwater	Engagement participating farmers	Signed Definition Statement			X	X		R500 000
Implementation	Sibanye Stillwater	Procurement of production inputs	Procurement of Inputs & Resources				X	X	R 1 000 000
Monitoring & Evaluation	Sibanye Stillwater	Feedback from Local Farmers	Management of System				X	X	-
Exit/Handover	Sibanye Stillwater	Handover to Local Farmers & Municipality	Sustainable Project					X	R500 000
Budget per year				R0,00	R0,00	R500 000,00	R1 000 000,00	R500 000,00	R2 000 000,00
Budget:	Total R2 000 000,00								
Exit Strategy:	Hand Over project to identify small-scale farmers. And the Department of Agriculture						Completion Date:	FY2023	

Table 42: Project No.8: The Woods school upgrade

Project Name:	The Woods School Upgrade - 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:		2022			
					Information Valid as at:		Jun-18			
Project Partners	Department of Education(KZN)	Beneficiaries (Community/Village Specific)	Port Edwards		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:		KZN>Ugu DM>Hibiscus Coast LM>Port Edward			
Classification of Jobs	Total Number of Jobs to be created:	Male Adults	Female Adults	Male Youth	Female Youth	Disabled				
Medium Term	60	20	15	15	10					
Output	Responsible Entity	Activity		Timeframe					FY19-23 Budget	
		KPA (Key Performance Area)	KPI (Key Performance Indicator)	FY19	FY0	FY21	FY22	FY23		
Project Inception	Sibanye Stillwater	Needs Analysis	Project Charter		X				R0,00	
Stakeholder Engagement	Sibanye Stillwater	Reference to IDP, Council Resolution	Project Execution Plan		X				R0,00	
Detailed Planning Stage	Sibanye Stillwater		Marketing and Sales Plan		X				R0,00	
Design and Documentation	Sibanye Stillwater	Engineering Design	Scoping Document Signed Off		X				R0,00	
Tendering Process	Sibanye Stillwater	Design Scoping, Time, Cost Estimation	Tender, Evaluation, Adjudication reports, and Signed Service Contracts			X			R1 000 000,00	
Construction Stage	Sibanye Stillwater	Calling for tenders from Local Communities	Progress Reports			X			R1 000 000,00	
Monitoring and Evaluation	Sibanye Stillwater	Construction & Monitoring	Review Reports			X	X		R0,00	
Completion Stage	Sibanye Stillwater	Construction & Monitoring	Revised Implementation Plan				X		R8 000 000,00	
Project Exit	Sibanye Stillwater	Review	Final Completion Certification				X		R10 000 000,00	
Budget per year					R0,00	R0,00	R2 000 000,00	R18 000 000,00	R0,00	R20 000 000,00
Budget:				TOTAL R 20 000 000,00						
Exit Strategy:				Project Close Out Report	Completion Date:	Jun-22				

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 the housing goals 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 WPPL.

Sibanye-Stillwater in partnership with key stakeholders is implementing the Facilitated Employee Home Ownership Programme (FEHOP), so as 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.

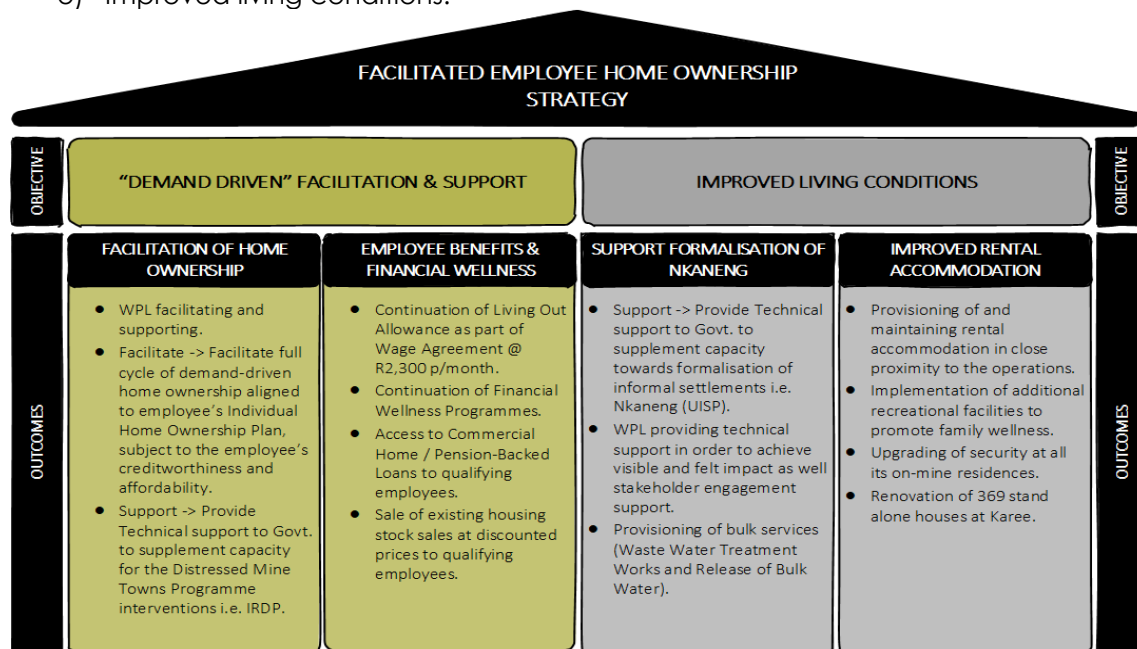


Figure 19 : The Facilitated Employee Home Ownership Strategy (FEHOS)

5.1.2 The FEHOP Strategic Enablers

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

- Funding Support:**
 - Employer housing benefits;
 - Housing loans; and
 - Government subsidies
- Employee Financial Wellbeing:**
 - Affordability;
 - Credit worthiness; and
 - Ability and willingness to transact

- **Infrastructure:**
 - Availability of land;
 - Housing developments;
 - Bulk services / infrastructure; and
 - Social amenities
- **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.

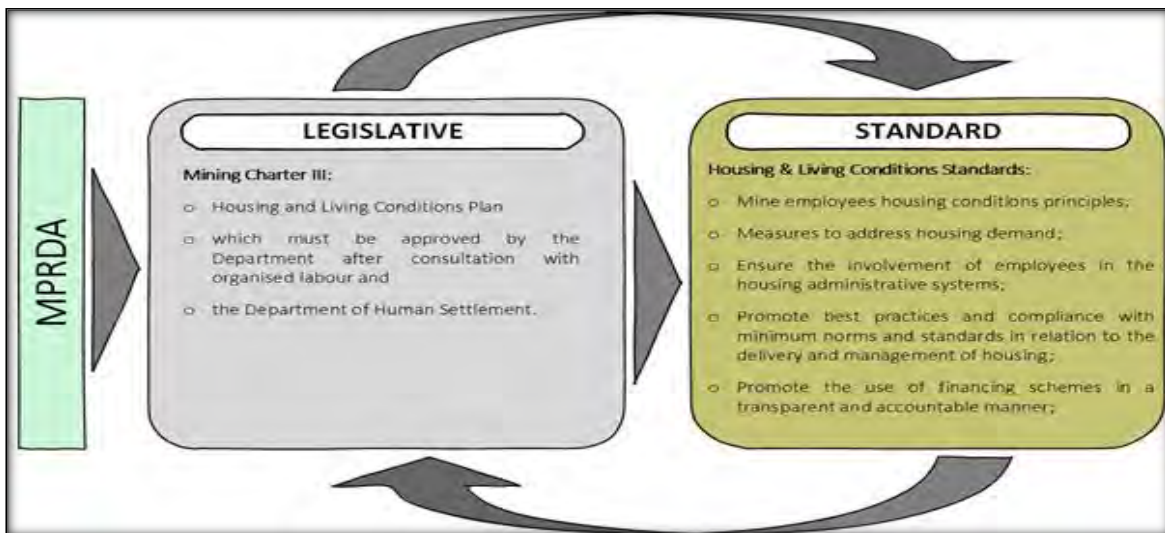


Figure 20 Housing & Living Conditions Compliance Framework

5.2 WPPL Housing & Living Conditions Legacy

5.2.1 Existing Employee Support Programmes

WPPL is currently providing the following support to employees:

- **Subsidised rental accommodation / housing:**

Now that the development of the infill apartments is completed, WPPL has 3,650 rental units on 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 WPPL in respect of the existing rental units is R1,829 per month in 2019 due to subsidised rental rates. The average rental rate per unit in 2018 was R471.00 per month.

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

WPPL 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.R303 million. The challenge identified by WPPL is that employees, who receive a LOA, do not use the allowance for its intended purpose. The standard practice observed at WPPL is for employees to use the LOA as addition to their wage therefore ending up in often cheaper and sub-standard accommodation.

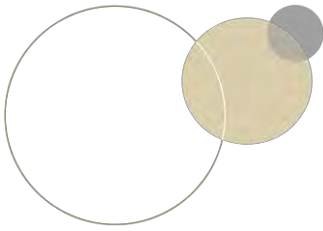
Important: WPPL will continue to provide this support in the short-term, subject to the financial viability of the Company as well as the Company's debt capacity and capital structure in the future.

5.2.2 Historic Housing Provisioning

The Table 46 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 43: 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 Mooi-nooi, 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). Houses sold @ R62. 426 vs. BNG @ R160,000. 418 Houses sold to-date – full title deed. 	<ul style="list-style-type: none"> 369 Houses of 40m2 built, (2x bedrooms Size: 40m2). Forms part of current rental stock. 	<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. <hr/> <ul style="list-style-type: none"> Converted 22 single-sex blocks (157 units) prior to 2010 Mining Charter. Est. cost of R22m. 	<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. <hr/> <ul style="list-style-type: none"> Donated 50ha of serviced land With 880 serviced stands (valued at R80m) – potential development of 2,658 housing units (Marikana X2) DHS only completed phase 1 – 522 units (Excl. from totals below). 	<ul style="list-style-type: none"> Allocated 1,240 modern multi-storey apartments. Est. cost of R456m. <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	254 (Rustenburg – 42, Mooi-nooi – 184, Brits – 28) Mainly occupied by artisans, miners, first line supervisors - market related rentals apply						
GRAND TOTAL	7,740						



5.3 Current Housing

WPPL currently has 3,650 rental units available for our employees. One bedroom units represent 60% of all stock with two bedroom units at 33% of all stock and three bedroom units being 7% of all stock. The graphs below illustrate the make-up of types and breakdown of the available rental stock.

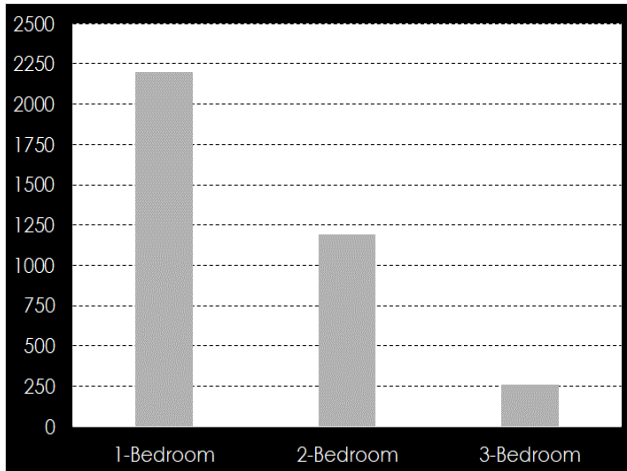


Figure 21 Rental Units – Family vs. Single

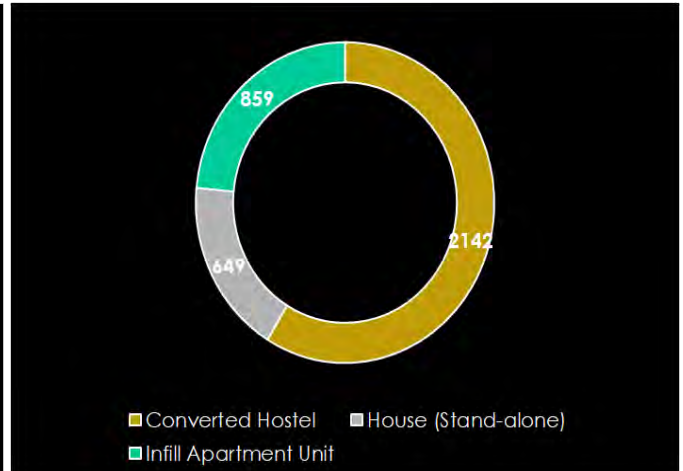


Figure 22 Rental Units – Typologies

5.3.1 Joint Forum

The Joint Forum comprises representatives of WPPL and AMCU (our majority union) structures (Coordinator, Branch and Housing Sub-structures). The Forum continues to meet regularly and the development of the WPPL Facilitated Employee Home Ownership Strategy (LFEHOS) 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 Sibanye-Stillwater that would facilitate housing delivery in Greater Marikana on a broad, integrated and inclusive community based approach. This would focus on meeting WPPL 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 Sibanye-Stillwater / Government partnership arrangements. This is the first-of-its-kind, creating a platform for mining houses and Government with regards to future collaboration.

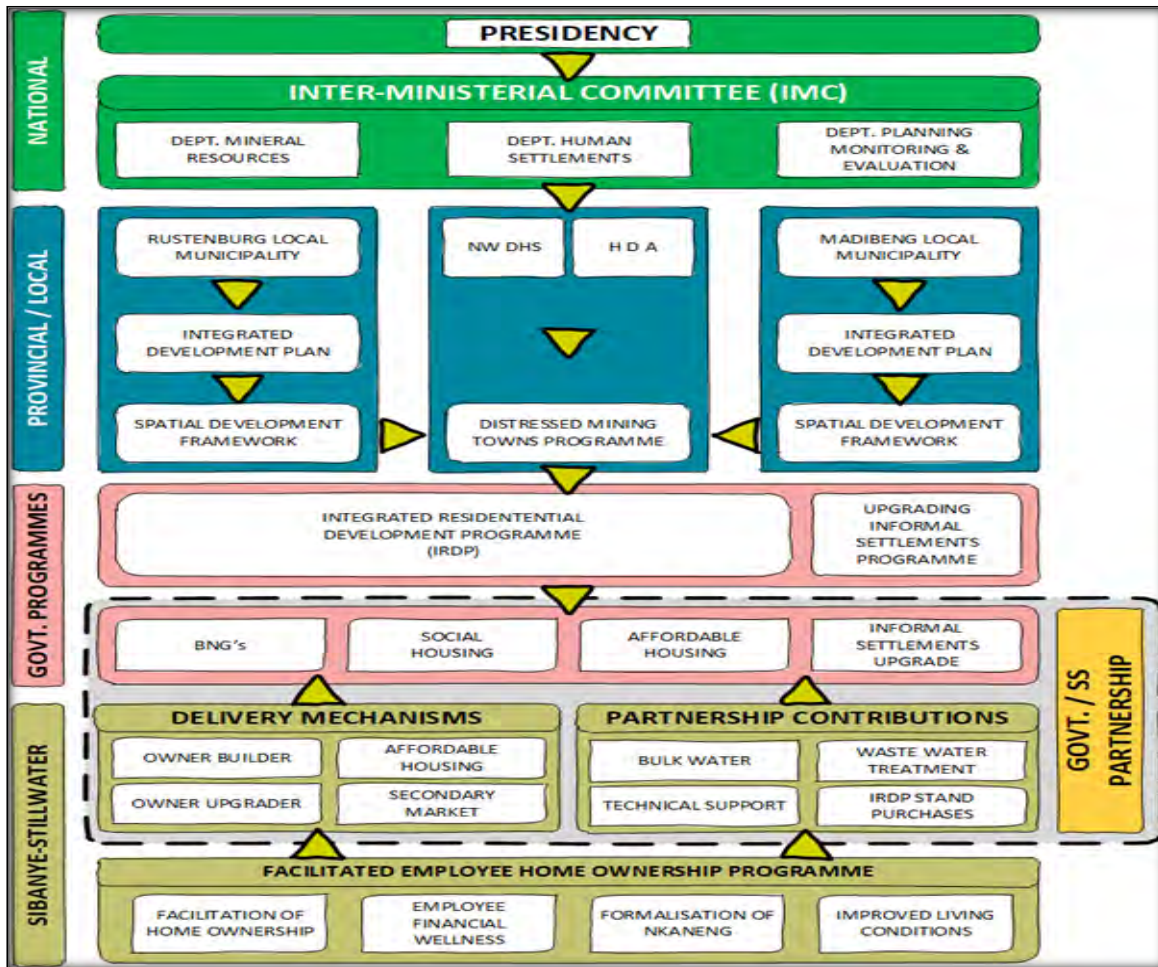
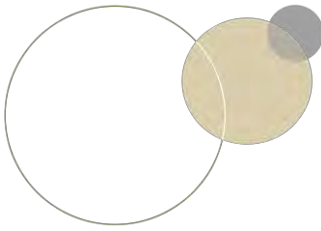


Figure 23 WPPL Partnership Arrangements: Different Spheres of Government

5.3.2 Quantifying WPPL'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 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 WPPL, 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.

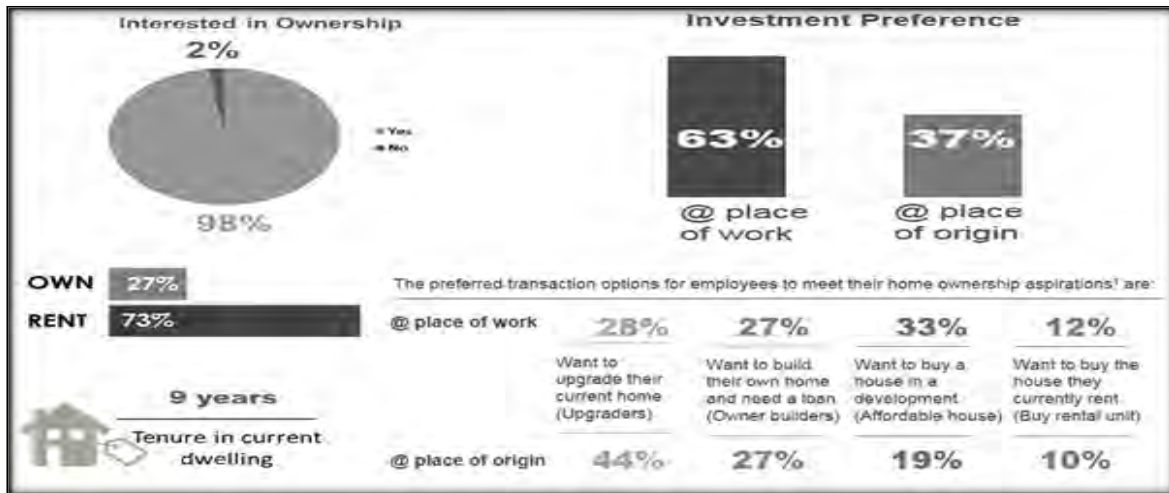
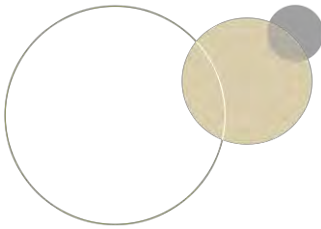


Figure 24 2017 Employee Survey Results

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

The WPPL 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 WPPL's operations. The diagram below provides a holistic view of the LFEHOS development process undertaken with organised labour and other key stakeholders.

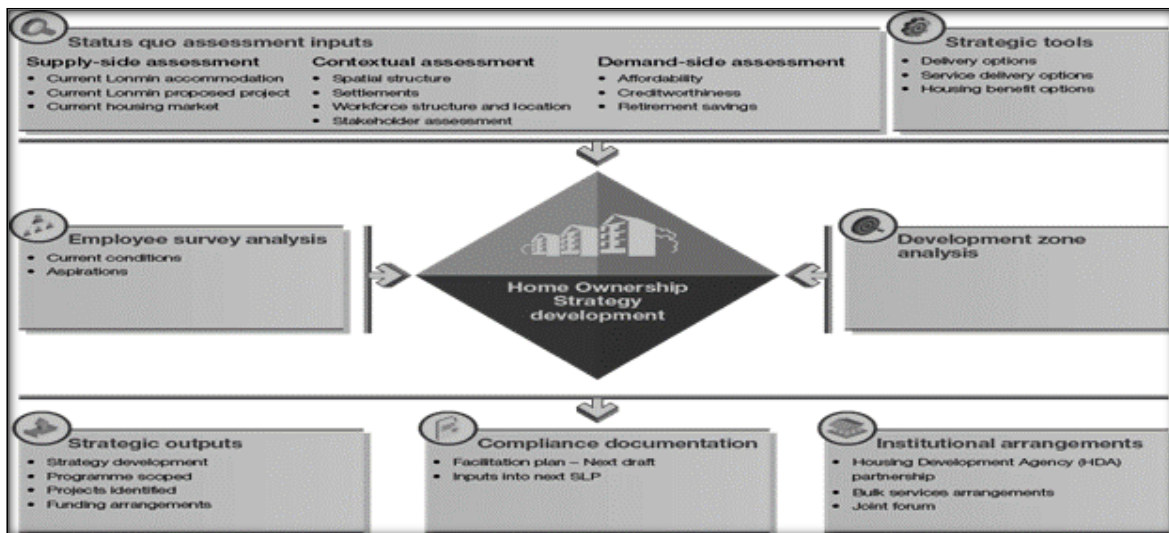
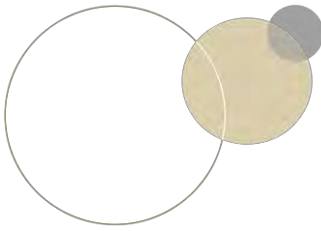


Figure 25 Overview of LFEHOS Development

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 WPPL 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

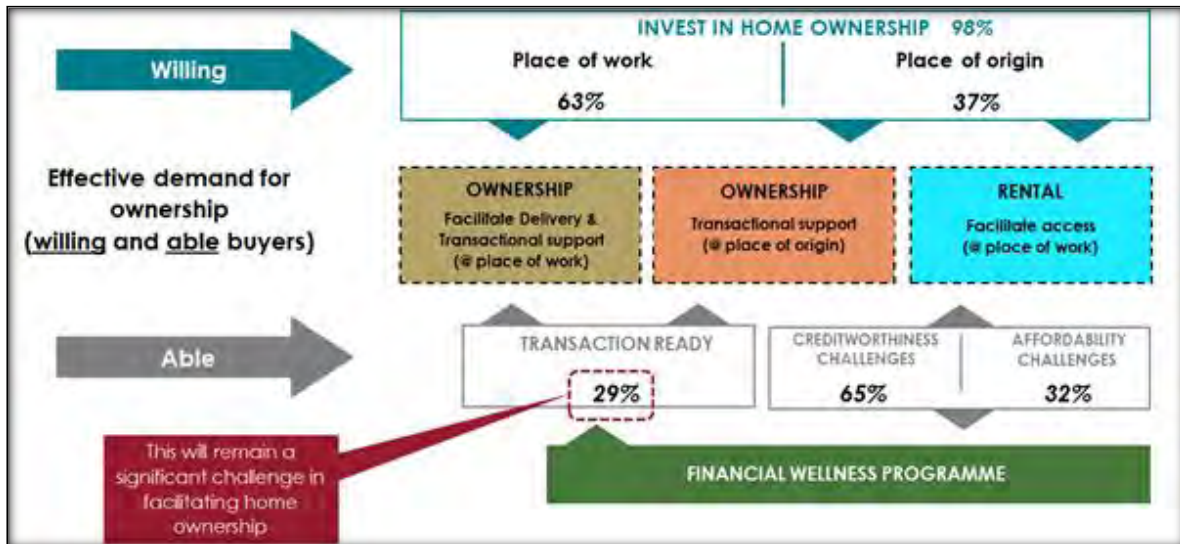


Figure 26 A Demand-Driven Home Ownership Strategy

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) WPPL 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).

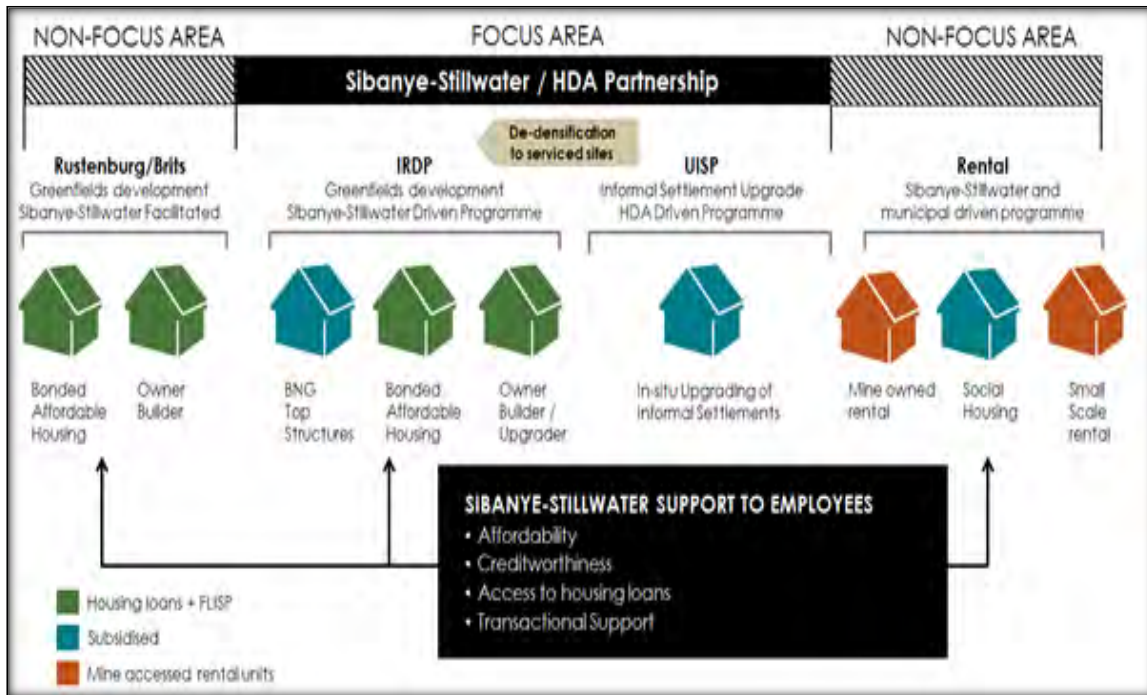
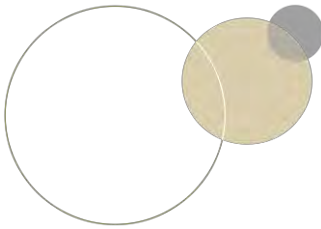


Figure 27 WPPL Facilitated Employee Home Ownership Strategy

5.3.3 Addressing WPPL's Housing Need – Implementation Plan

a) Delivery Programmes

It is WPPL's priority to ensure that employees live in decent living conditions during their employment at WPPL. 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.

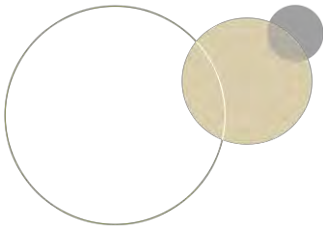
Given the above, FEHOP offers interconnected delivery programmes as shown in the Figure below. In addition, while all of the programmes are implemented at place of work, four apply at place of origin as well, namely: Affordable Housing from private developers (outside the IRDP), Owner Builder on own 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. WPPL also owns and manages six Waste Water Treatment Works, and all bulk water reticulation networks in Mooiooi and Marikana. WPPL 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 the FEHOP, Sibanye Stillwater will provide the following support to employees:

• **Housing benefit:**

WPPL will offer a housing benefit to qualifying employees in the form of a "discount" and subsidised rental (where applicable) at the company 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:**

WPPL 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.

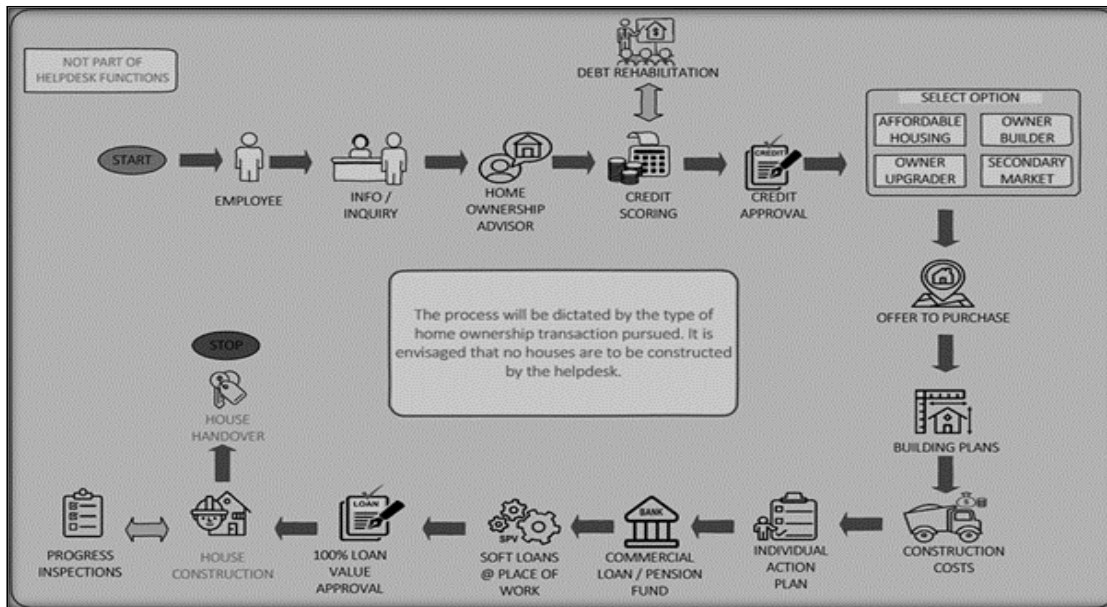
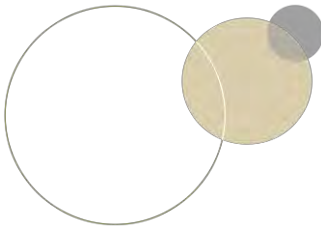


Figure 28 Illustration of Home Ownership Facilitation Helpdesk (Example)

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 enrol employee into the programme and assist an employee to move through the process.

5.3.5 The Delivery Partnership Agreement between WPPL and Government

a. Objectives

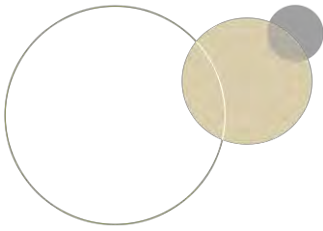
The objectives of the Delivery Partnership are to -

- 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 WPPL 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 WPPL 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).

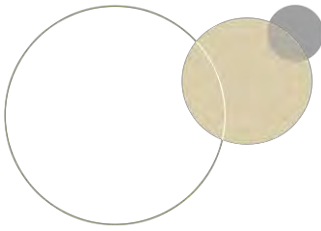
c. General Approach

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

- the WPPL / 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) WPPL 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) WPPL'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 WPPL employees at prices which must be affordable to WPPL 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 WPPL 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 WPPL 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 / WPPL Delivery Partnership is to enable WPPL 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 WPPL 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. WPPL has developed its strategy to integrate with Government's Mining Towns Spatial Transformation Plan so as to provide an integrated human settlement delivery. WPPL 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 WPPL;
- **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 WPPL to assist with municipal and provincial alignment and to package and expedite projects; and
- **The basis by which infrastructure and service delivery** between WPPL and the municipalities will be regularised.

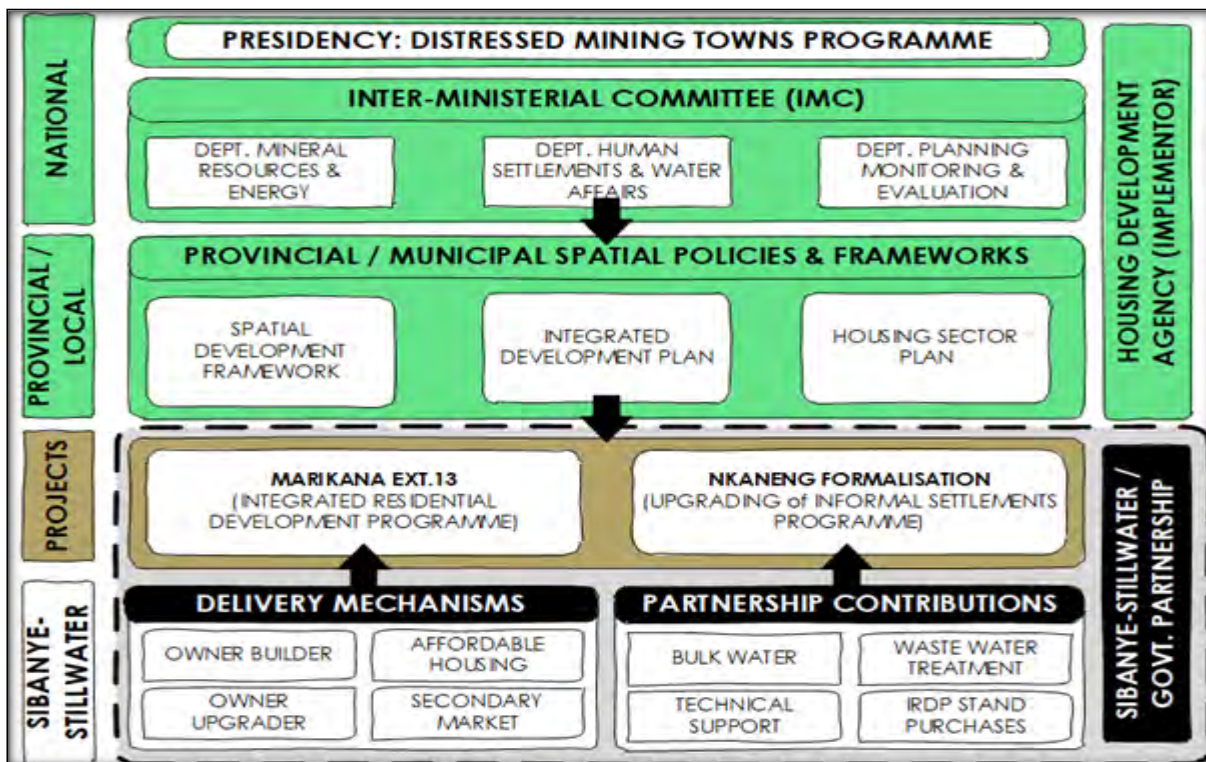
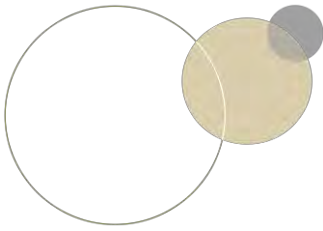


Figure 29 Government / WPPL Delivery Partnership - Institutional Arrangements

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

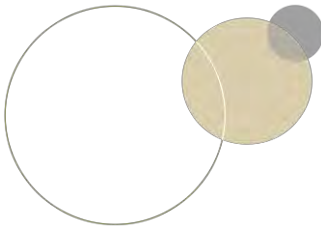


5.3.6 Financial Provisioning

WPPL would have spent an estimated R400 million during the Gen 2 SLP period on housing and living conditions. With the current depressed market conditions WPPL remains under pressure regarding its long-term sustainability as a business. The WPPL Exco and Board have again committed another R315 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 R715 million or R71.5 million per year. During the same period, it is estimated that we would have paid close to R3 billion in Living Out Allowances (LOA) which equates to around 4,615 affordable houses (3 Bedroom 60m²) at R650, 000 per house.

Table 44: Housing Financial Provision for WPPL

	FY19	FY20	FY21	FY22	FY23	TOTAL
Implementation of FEHOP	R63 000 000,00	R63 000 000,00	R63 000 000,00	R63 000 000,00	R63 000 000,00	R315 000 000,00



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

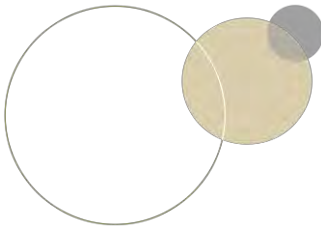
The Sibanye-Stillwater Procurement function is carried out by its wholly-owned subsidiary, Shared Services (Proprietary) Limited as an agent for and on behalf of Sibanye-Stillwater South African operations in all their levels of procurement, namely services and consumables.

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 45: MCIII Five Year Transitional Plan

Element Description	MEASURE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	Year 5
		2019	2020	2021	2022	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

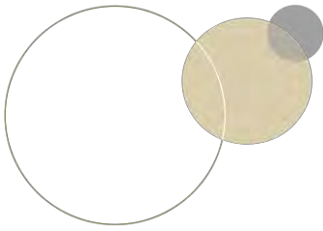
- CEO Enterprise development funding available for start-up assistance.
- Financial Assistance is available to our local suppliers through a Supplier Development fund.
- Business Support offered through our supplier development partner.
- Business skills Training through our development partner. (SETA 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 WPPL'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:

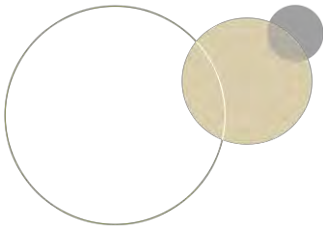
- the prevention of job losses as set out below;
- where job losses are unavoidable to minimize the extent of the job losses resulting from major restructuring or retrenchment exercises;
- to facilitate, as far as practically possible, access to alternative employment opportunities within the company;
- 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 WPPL. 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 be 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 WPPL 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:

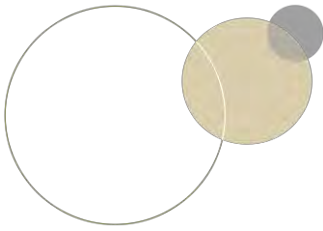
- where prevailing economic conditions cause the profit to revenue ratio of the relevant mine to be less than six per cent on average for a continuous period of 12 months; or
- if any mining operation is to be scaled down or to cease with the possible effect that 10 per cent or more of the labour force 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 be 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 WPPL 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, WPPL'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

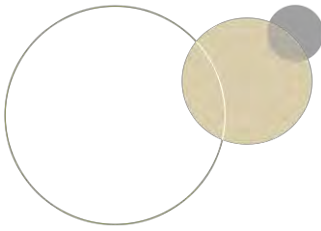
In compliance with Section 52(1) of the Act, should the profit revenue ratio of the relevant operation be less than 6% on average for a continuous period of twelve (12) months or, should 10% or more of the workforce have to be retrenched, on identifying the need to scale down or cease mining operations at WPPL 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:

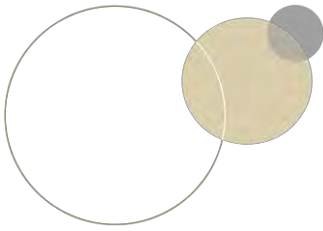
- ways to minimise the number of employees who are likely to be affected by the contemplated retrenchment; and
- employees targeted for retrenchment will be provided with the necessary training to remain economically active if retrenched. (This will be through specific learnership programmes aimed at 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, on-going 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

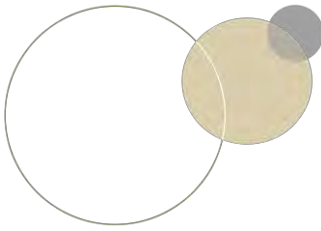
This section addresses mechanisms to ameliorate the social and economic impact on individuals, regions and economics where retrenchment or closure of the operation is certain. Whilst the Human Resources and Local Economic Development programmes outlined in previous chapters have been developed and planned 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 WPPL, 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 WPPL 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 DMRE 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.

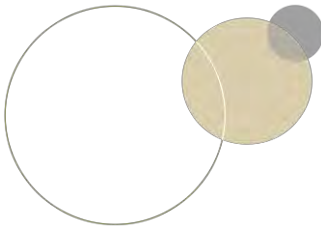
On-going consultation and advisory roles potentially facilitated through the Future Forum structures or its relevant sub-committees will be utilised to ensure that the programmes and plans continue to deliver sustainable and effective benefits. The continued contribution and on-going management role of local government in this respect will be essential in this post-closure management process.

e) Provision for Downscaling and Mine Closure

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

7.6 Portable Skills Training

Skills development planning at WPPL 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.



WPPL 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, WPPL 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:

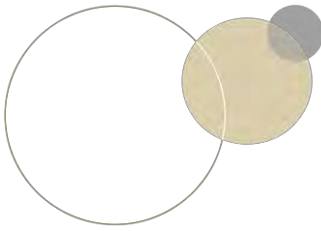
- word of mouth;
- notices, pamphlets; and
- stakeholder forums.

Portable skills will be offered to the employees and to the community. WPPL 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 or 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 46: Management of Downscaling and Retrenchment

Financial Provision for Management of Downscaling and Retrenchments	2019	2020	2021	2022	2023	Total (2019 to 2023)
	R572 561 851,00	R124 938 006,00	R98 687 209,00	R39 474 883,00	R621 327 842,00	R1 456 989 792,00



8. Financial Provision

8.1 Introduction

The ability of WPPL 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.

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, WPPL's undertakings in this SLP need to be read and understood in this context and against this background.

Table 47: HRD Programmes Financial Provision

Financial Provision	2019	2020	2021	2022	2023	Financial Provision (2019 - 2023)
Human Resources Development	R179 380 476	R172 050 000	R184 093 500	R196 980 045	R221 145 689	R953 649 709

Table 48 LED Projects Financial Provision

LED Projects	2019	2020	2021	2022	2023	Financial Provision (2019 - 2023)
Leokeng Secondary School Phase 2	R1 000 000,00	R10 000 000,00	R3 000 000,00	R0,00	R0,00	R14 000 000,00
Marikana CHC-Phase 2	R0,00	R0,00	R1 500 000,00	R0,00	R22 500 000,00	R24 000 000,00
Marikana High Mast Lights	R0,00	R0,00	R2 000 000,00	R0,00	R0,00	R2 000 000,00
Agri business	R0,00	R100 000,00	R1 500 000,00	R2 000 000,00	R1 400 000,00	R5 000 000,00
Storm Water Management	R0,00	R0,00	R1 500 000,00	R8 000 000,00	R4 500 000,00	R14 000 000,00
Refurbishment of Road Infrastructure	R0,00	R0,00	R500 000,00	R3 000 000,00	R1 500 000,00	R5 000 000,00
Support to small scale Sheep farmers	R0,00	R0,00	R500 000,00	R1 000 000,00	R500 000,00	R2 000 000,00
The Woods College Upgrade	R0,00	R0,00	R2 000 000,00	R18 000 000,00	R0,00	R20 000 000,00
Total	R1 000 000,00	R10 100 000,00	R12 500 000,00	R32 000 000,00	R30 400 000,00	R86 000 000,00

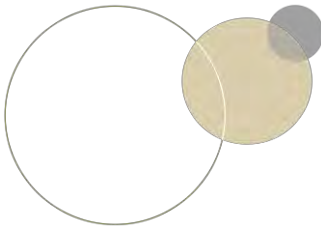


Table 49: Management of Downscaling and Retrenchment

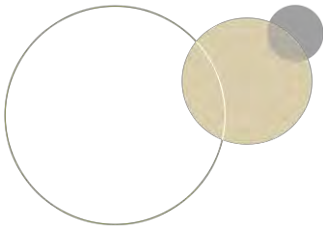
Financial Provision for Management of Downscaling and Retrenchments	2019	2020	2021	2022	2023	Total (2019 to 2023)
	R572 561 851,00	R124 938 006,00	R98 687 209,00	R39 474 883,00	R621 327 842,00	R1 456 989 792,00

Table 50: Implementation of FEHOP

Implementation of FEHOP	FY19	FY20	FY21	FY22	FY23	TOTAL
	R63 000 000,00	R63 000 000,00	R63 000 000,00	R63 000 000,00	R63 000 000,00	R315 000 000,00

Table 51: WPPL Financial Provision: SLP 2019-2023

Programme	2019	2020	2021	2022	2023	Financial Provision (2019 - 2023)
Human Resources Development	R179 380 476,00	R172 050 000,00	R184 093 500,00	R196 980 045,00	R221 145 689,00	R953 649 709,00
Local Economic Development Projects	R1 000 000,00	R10 100 000,00	R12 500 000,00	R32 000 000,00	R30 400 000,00	R86 000 000,00
Implementation of FEHOP	R63 000 000,00	R63 000 000,00	R63 000 000,00	R63 000 000,00	R63 000 000,00	R315 000 000,00
Management of Downscaling & Retrenchment	R572 561 851,00	R124 938 006,00	R98 687 209,00	R39 474 883,00	R621 327 842,00	R1 456 989 792,00
Total Financial Provision	R815 942 327,00	R370 088 006,00	R358 280 709,00	R331 454 928,00	R935 873 531,00	R2 811 639 501,00



9. Undertaking by Senior 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 this social and labour plan.

Signed aton this day of 2020

Signature: _____

Designation: Senior Vice President and Head of Operations Marikana