

# CREATING SHARED VALUE



## WHAT IS SHARED VALUE?

Sibanye-Stillwater's vision is to be a leader in superior shared value for all stakeholders. This speaks to our conviction that our responsibly derived minerals are the source of significant economic, social and environmental benefit for our stakeholders. The sustainable management of our operations is integral to our ability to

obtain and maintain our social licence to operate, generating long-term value for all of our stakeholders.

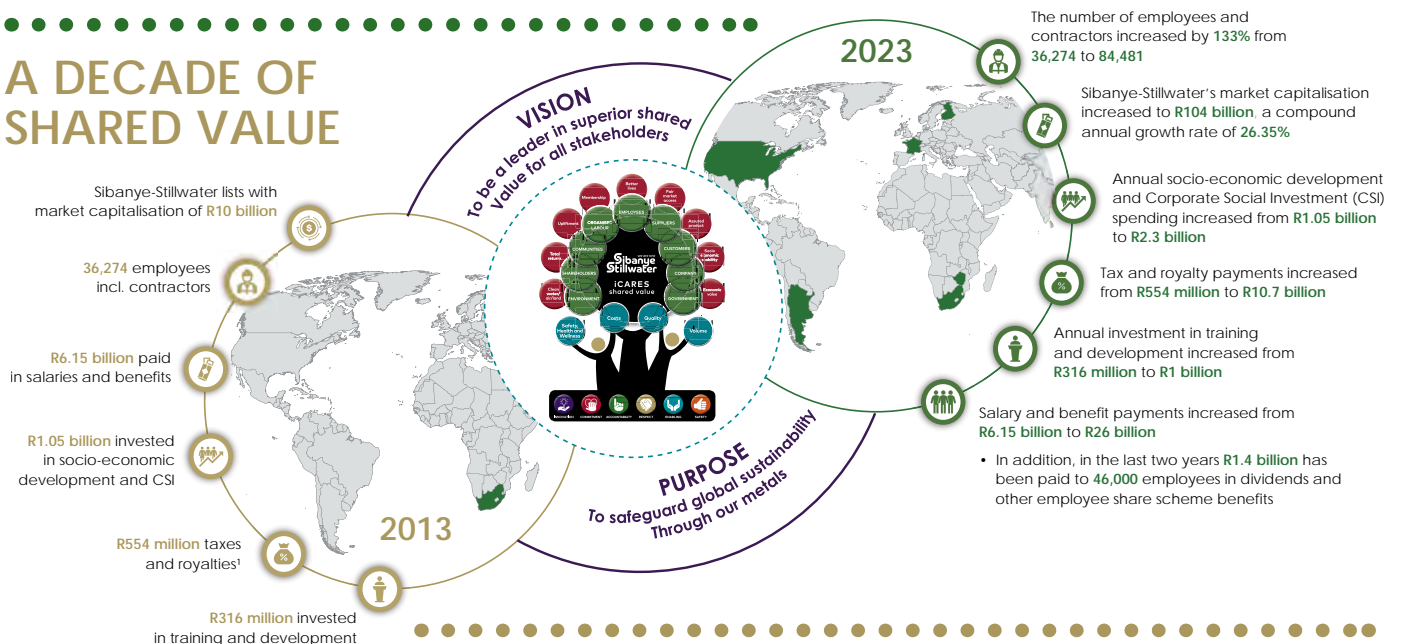
Our decade-long journey of growth and diversification has seen significant value creation for all stakeholders.

Creating superior shared value for all stakeholders is central to our business approach. This is captured by our Umdoni tree, which symbolises our business ethos, reflecting a culture that embraces stakeholder capitalism and shared value.



A key SLP objective is to utilise and expand existing educational skills and capacity – to empower and serve our communities

## A DECADE OF SHARED VALUE



Our value creation goes beyond dividends, salaries, and monetary contributions. We measure success through our ability to effect substantial societal change and uplift and develop communities.

Our strategic approach is to be a force for good and ensure long-term, sustainable benefits for all stakeholders. We move beyond simply complying with CSI and Social and Labour Plan (SLP) requirements

to tangible, comprehensive Environmental, social and governance (ESG) applications, pushing boundaries in ethical leadership, corporate citizenship, and sustainability.



# STAKEHOLDER ENGAGEMENT



“Collaboration is key when working with stakeholders and communities to identify opportunities that address the triple challenges of poverty, unemployment, and inequality. Our goal is to create significant and lasting socio-economic benefits in the communities where we operate. This approach underlines our commitment to fostering sustainable communities.”

**Themba Nkosi**

Sibanye-Stillwater Chief Sustainability Officer

A dynamic and evolving process, engagement is critical to achieving shared value. Relationships built between the company, communities and other local stakeholders over time require regular communication to foster trust, mutual respect and transparency. These relationships determine the validity of the company’s social licence to operate and the long-term sustainability of the business.

## Pro-active principles

- Adopt a stakeholder-inclusive approach that balances the needs, interests and expectations of all stakeholders in the best interests of the organisation
- Embed a culture of effective engagement within the organisation
- Develop and implement systems that are mutually beneficial to stakeholders
- Create appropriate platforms for open, participative and constructive engagement
- Engage at the earliest practical stage with likely affected parties in response to issues and conflicts
- Accurately understand our impact on stakeholders and their potential impact on our business, to enhance the engagement process and incorporate it into decision making
- Ensure conscientious and pro-active stakeholder engagement on sustainable development challenges and opportunities through responses that are timely, accurate and relevant

## Monitoring

- Ensure the Company continues to engage on issues that are material to our stakeholders and have effective grievance mechanisms in place
- Continuously improve engagement activities through review processes

## Complaint and grievance procedures

- Ensure complaints and grievances are received and responded to in a timely, transparent and consultative manner

- Collaborate with relevant groups (affiliated by geographic proximity, special interest, etc.) to address issues affecting their well-being
- Manage complaints and grievances from host communities and other local stakeholders systematically and fairly, promoting mutual confidence and trust
- Provide a safe environment that protects the rights of marginalised and vulnerable groups in host communities to ensure social inclusivity

## Some of our partners in creating shared value



**Key partners include:** Mineworkers Development Agency, Rand Mutual Assurance, Epiroc, SafeHub, EC Blaauw, AECI, Afrika Tikkun, Marikana Youth Development Agency, Development Bank of South Africa, Unilever, Fraser Alexander, Petco, Indalo Inclusive, The African Climate Foundation, The International Union for the Conservation of Nature, Sam Motsuenyane Foundation, UCanGrow and Garden for Life

# OUR FOUR PILLARS

Our four pillars of sustainable shared value creation:



## Supporting modern mining towns

Equipping schools and clinics, ensuring community members have access to clean water and sanitation facilities, building roads and providing street lighting.



## Empowering people through education and skills development

Providing bursaries, portable skills training and GBV and substance abuse programmes.



## Caring for the environment

Reducing the impact of our operational footprint.



## Fostering economic growth - Food security

Through skills and enterprise development programmes, like our brickmaking, cattle farming and AgriHub projects and our SMME startup pitch and enterprise and supplier development programmes.

## Building Modern Mining Towns – Infrastructure

### Hawker stalls – a trader’s home

The hawker stalls project is Sibanye’s contribution to urban renewal and is expected to benefit informal businesses operating around the Westonaria Taxi Rank.

It is delivered in partnership with the Rand West Local Municipality who contributed the land for the project.

As the number of hawkers in and around Westonaria’s James Square kept increasing, it became clear to the Local Economic Development (LED) unit of the Rand West City Local Municipality that stable hawker stalls were urgently needed, and the initiative came to fruition in 2019, through the support of Sibanye-Stillwater’s Corporate Social Responsibility (CSR) Programme.

The 26 face-brick stalls were built on land provided by the local municipality. All the stalls are lock-up facilities, which provides the traders, most of whom are women, with a greater sense of security and prevents them suffering losses.

One of the traders, Yoliswa Mqanya, said: “This initiative has provided traders with a sense of independence since they have a stable and secure space where they are able to work to provide for themselves and their families”.

Elizabeth Botha, assistant manager of the LED unit said that, to ensure that projects like these grow and are sustainable, they should align with the needs of the community as well as the municipality’s Integrated Development Plan. The community should also support the traders since they offer a wide variety of goods, which is something to appreciate.

“This initiative has provided traders with a sense of independence since they have a stable and secure space where they are able to work to provide for themselves and their families” says Yoliswa Mqanya.



The 26 face-brick stalls were built on land provided by the local municipality

## OUR FOUR PILLARS *continued*



Beneficiaries of food tunnels donation for the home-based care outreach programme in Silindini Village in Ngcobo, Eastern Cape

### Fostering economic growth - Food Security

Projects are aimed at improving food security and creating sustainable livelihoods and alternative economic streams for communities that host our operations.

#### Support to Rankelenyane Piggery

Nteseng Molapisi was born and raised in Rankelenyane in Rustenburg. She previously worked for the Department of Health and, when her contract ended, she explored other avenues to ensure she could provide for her children.

She inherited four sows, caring for them in her backyard, and grew her number of pigs to 80 over three years. However, she had to sell them when she fell ill and could no longer care for them.

She heard about Sibanye-Stillwater's support to the community through her aunt, who encouraged her to apply for assistance with the piggery. The support provided included five pigs – four sows and one boar – and the pig stalls, which can accommodate up to 20 animals. Nteseng initially applied for assistance to create an opportunity for the wider community, with the vision to develop a sustainable business that would be financially beneficial to other community members. With this in mind, she reached out to others to help develop the project.

Five community members currently manage the piggery. The project was officially handed over in March 2021. Although the project is yet to provide

other means of support, it shows promise of a brighter future for the Rankelenyane community. With the potential to create employment and provide financial stability to community members, the piggery will give a lifeline to many who are like Nteseng and do not believe that "help comes to those who sit and do nothing."

"The piggery will give a lifeline to many who are like Nteseng and do not believe that "help comes to those who sit and do nothing."



Nteseng Molapisi, owner of Rankelenyane Piggery



## Empowering people through education and skills development - Focus on the youth

We are committed to providing opportunities in the areas around our operations and labour-sending regions. Training and development programmes focus on workforce skills, ensuring operational sustainability and contributing to the growth of other sectors in the economy.

### Empowering the youth through the social employment programme

The Mineworkers Development Agency (MDA) along with the Presidential Stimulus Programme and Sibanye-Stillwater are implementing a Social Employment Programme (SEP) in Marikana. A total of 1500 youth are being trained in various agricultural and environmental skills for an initial period of 14 months. The project comprises:

- **Agriculture** - Trainees will manage the 1000 backyard gardens in Marikana.
- **Education support, youth development and Early Childhood Development (ECD):** Ten schools and ECD facilities are supported through maintenance, food gardens, homework classes, cleaning, sports, and teacher assistance.
- **Greening and the environment** – Planting trees, identifying and managing dumpsites, and sorting recyclables at dumpsites.
- **Health and home-based care** - Support and assistance services to Health Facilities in the local municipality, including home-based care work, porters and clinic queue management.

Joseph Seko from Majakaneng is a 23-year-old General Operator at the MDA's AgriHub who says being part of the programme has benefitted him in skills development and life skills. "I have a more positive outlook on life. I have hope. This programme is a good example of not giving a man fish but teaching him how to fish," he said.

"As a Group, we are committed to education and the development of the next generation of South African professionals," said Sibongile Zikalala, Vice President, Social Sustainability.

### Top achievers recognised for their outstanding results

Sibanye-Stillwater, in partnership with the Department of Education, honoured top achievers from the matric class of 2022. Top-performing students from the communities which neighbour our South African gold and PGM operations were awarded full bursaries to study in a field of their choice. Top performers around the Marikana and Rustenburg operations were awarded bursaries and laptops.

This year, four top-achieving students received full bursaries. Alulutho Siphika (from Merafong City) and Simthembile Mdleleni (from Matjhabeng) will study accounting at the

University of the Witwatersrand. Monalisa Makwesi (from Dipaleseng) will work towards a teaching degree at the University of Johannesburg, while Avuyile Makazi (from Rand West) will study chemical engineering at the University of Cape Town.

Since the top performers bursary scheme started, 47 bursaries have been awarded. Four students have graduated while 43 are in different tertiary institutions with courses ranging from Engineering to Finance.



Empowering youth through education and skills development

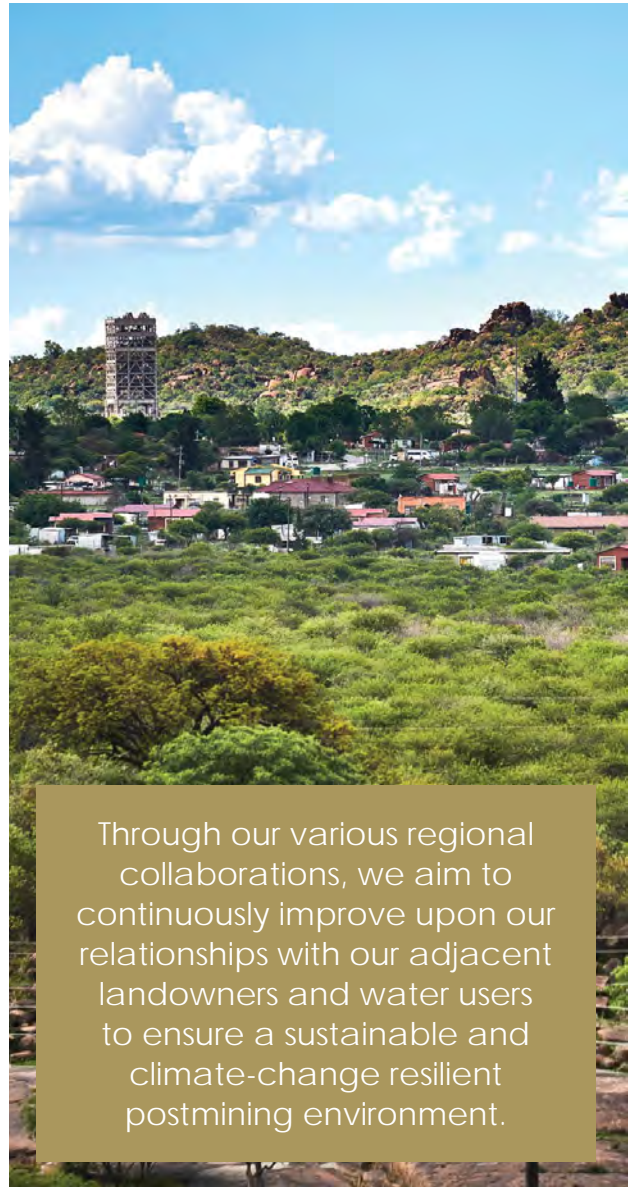


### Caring for the environment - Collaboration on nature

We aim to expand our positive environmental impact through our regional and integrated catchment initiatives. To achieve this, we collaborate with a variety of stakeholders. In the interest of integrated water catchment management, we have moved beyond simply participating in these initiatives and are now a key driving force.

#### This involves –

1. National Business and Biodiversity Network Mining working group: Initial focus has been placed on the Rustenburg region where the Magaliesberg Biosphere can benefit from improved regional management. Various role-players from mining, other industry partners and NGOs have been brought together to establish work programmes
2. Hex-Elands catchment forum: We continue to coordinate the forum on behalf of the Department of Water and Sanitation. Our support has ensured the once non-functional forum can continue to provide critical information to all catchment users including industry, government and communities
3. Bokamosa ba Rona agro-industrial project: Due to the complex interplay between water, land and air in both the mining and agricultural environments, the West Rand regional post-mining land-use project resulted in a regional approach to mine land, air and water management. Though the project commenced largely focusing on our resources, we have since encouraged and assisted with the inclusion of adjacent mining companies to ensure a holistic regional approach.



Through our various regional collaborations, we aim to continuously improve upon our relationships with our adjacent landowners and water users to ensure a sustainable and climate-change resilient postmining environment.



*Biodiversity action plans are developed per operation to avoid and mitigate any impact on sensitive species, habitats or ecosystems*

Please refer to our various reports available on our SLP programmes, [www.sibanyestillwater.com/sustainability/community/](http://www.sibanyestillwater.com/sustainability/community/)