

Beatrix Mine

Mining Right Numbers: FS 30/5/1/2/2 (81) MR Social & Labour Plan 2022-2026

As required in terms of Regulation 46 of the Mineral and Petroleum Resources Development Act (Act 28 of 2002)

Submission: 07 July 2024

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Glossary

Table 1: Glossary

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
FY	Financial Year
HDP	Historically Disadvantaged Persons
HRD	Human Resources Development
HRDP	Human Resources Development Programme
IDP	Individual Development Plan
IDP	Integrated Development Plan
LED	Local Economic Development
MCIII	Mining Charter 2018
MPRDA	Minerals and Petroleum Resources Development Act (no. 28, 2002) as amended
MQA	Mining Qualifications Authority
NQF	National Qualifications Framework
PWD	Person with Disability
SADC	Southern African Development Community
SETA	Sector Education and Training Authority
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 Preamble (Regulation 46a)

1.1 Introduction

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

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

The **Beatrix operation** is situated near the towns of Virginia and Welkom in the Free State Province of South Africa (Figure 3). It is easily accessible by major roads, is 35km from the major mining centre of Welkom, and approximately 280km southwest of Johannesburg, at latitude 28°15'S and longitude 26°7'E.

Sibanye Gold (Pty) Ltd ("SGL") is the holder of a converted Mining Right ("MR") in respect of the Beatrix operations under Department of Mineral Resources and Energy ("DMRE") reference number FS 30/5/1/2/2

(81) MR (MPT 74/2008) ("Beatrix MR"), which said right expired on 6 February 2019. An application for renewal of the Beatrix MR was submitted in terms of Section 24 of the Mineral and Petroleum Resources Development Act 28 of 2002 ("MPRDA") under DMRE reference number: FS30/5/1/2/2/10047 MR on 27 July 2018 ("Beatrix Renewal Application"). On 21 November 2022 the DMRE granted the Beatrix Renewal Application

Beatrix is submitting the fourth generation Social and Labour Plan (SLP) for the **period January 2022 to December 2026** as an instrument that seeks to address the operation's socio-economic development and transformation objectives in accordance with the Mineral and Petroleum Resources Development Act (MPRDA) Regulation 46 (a – f), by detailing a Preamble, Human Resources Development (HRD) Programmes, a Local Economic Development Programme (which includes amongst others, Housing and Living Conditions and a Procurement Progression Plan), Processes Pertaining to Management of Downscaling and Retrenchment, Financial Provision and an Undertaking by the holder of the mining right. It is further aligned to the principles of relevant legislation advancing transformation, more importantly MPRDA and its regulations.

Of importance to note is that this SLP is underpinned by our **social closure strategy**. This is based on the recognition that notwithstanding economic benefits to an area, mining affects socio-economic and environmental circumstances that can endure over a long period. We also recognise that socio-economic closure planning is generally not integrated in the mine life cycle. As such, our approach is a deliberate attempt aimed at avoiding the creation of "ghost towns" and unemployment. Our SLP is therefore directed at socio-economic closure planning to ensure that we leave economically viable communities that can sustain themselves in future, independent of the mine.

In addition, every effort was taken to align our socio-economic interventions to the Masilonyana LocalMunicipal and Matjhabeng Local Municipality's Integrated Development Plans (IDPs)



and other developmental frameworks such as the National Development Plan 2030. In this regard, the key elements of a decent standard of living, depicted in Figure 1 below, provided a firm foundation for this SLP.



Figure 1: National Development Plan: Key elements of a decent standard of living

We further acknowledge the United Nations' Global Goals for Sustainable Development, (formerly the Millennium Development Goals), which we relied upon as a broader premise upon which to develop the plans and respective targets that follow. It is important to note that this new set of Sustainable Development Goals (depicted in Figure 2 below), includes an unprecedented focus on the role of business. It is therefore, equally timely to focus on the role that Beatrix Mine, as an established player in the goldmining industry, could play as a proactive development partner in our quest for responsible social closure.





Figure 2: UN Global Goals for Sustainable Development



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

1.2 Location of the Mine

Beatrix North and South Sections fall within the Masilonyana Local Municipal area, while Beatrix West Section falls within the Matjhabeng Local Municipal area. Masilonyana and Matjhabeng Local Municipalities form part of the Lejweleputswa District Municipality situated in the Free State Province.

The figure below is a locality map.



Figure 3: Locality Map

1.3 The objective of this Social and Labour Plan

This document outlines Beatrix's Generation 4 Social and Labour Plan (SLP) for the period January 2022 to December 2026. 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.

1.4 Company Details

Table 2: Background Information of the Beatrix Operation

1.1 Name of the company/applicant	Sibanye-Stillwater Limited Registration Number: 2002/031431/06
1.2 Name of mine/production operation	Beatrix Gold Mine (hereafter referred to as Beatrix) A division of Sibanye Gold Limited Mining Right Number: (FS) 30/5/1/2/2 (81) MR
1.3 Physical address	Farm Leeuwbult No. 52 District Theunissen 9461
1.4 Postal address	P.O. Box 2823 Welkom 9463
1.5 Telephone number	+27 11 278 9636
1.6 Fax number	+27 86 626 0528
1.7 Location of mine or production operation	Beatrix North and South Sections fall within the Masilonyana Local Municipal area, while Beatrix West Section falls within the Matjhabeng Local Municipal area. Masilonyana and Matjhabeng Local Municipalities form part of the Lejweleputswa District Municipality situated in the Free State Province.
1.8 Commodity	Gold, together with any other mineral which must, of necessity, be mined with gold.
1.9 Life of mine	The current mineral reserves are estimated to sustain a life of mine to 2026
1.10 Financial year	January – December (calendar year)
1.11 Reporting year	Annually - SLP Annual report June each year
1.12 Responsible person	Mr. Anaki Karigeni (Vice President and Head of Operations) E-mail Address: anaki.karigeni@sibanyestillwater.com



1.5 Geographic Origin of Beatrix Employees

The table below shows labour distribution of Beatrix employees as at 30 December 2021 (baseline).

Table 3: Geographic Origin – Employees and Core Contractors as at 30 December 2021

Province	Total Workforce	No. of Permanent Employees	No. of Contractor Employees
Eastern Cape	2233	1818	415
Eastern Cape %	27%	28%	22%
Free State	3489	2358	1131
Free State %	41%	36%	61%
Gauteng	262	182	80
Gauteng %	3%	3%	4%
KwaZulu-Natal	206	172	34
KwaZulu-Natal %	2%	3%	2%
Limpopo	73	46	27
Limpopo %	1%	1%	1%
Mpumalanga	87	60	27
Mpumalanga %	1%	1%	1%
North West	157	97	60
North West %	2%	1%	3%
Northern Cape	27	21	6
Northern Cape %	0%	0%	0%
Western Cape	14	8	6
Western Cape %	0%	0%	0%
Botswana	3	3	0
Botswana %	0%	0%	0%
Germany	1	1	0
Germany %	0%	0%	0%
Ghana	1	1	0
Ghana %	0%	0%	0%
Lesotho	1182	1159	23
Lesotho %	14%	18%	1%
Malawi	2	2	0
Malawi %	0%	0%	0%
Mozambique	568	510	58
Mozambique %	7%	8%	3%
Swaziland	115	114	1
Swaziland %	1%	2%	0%
Zambia	2	2	0
Zambia %	0%	0%	0%
Zimbabwe	1	1	0
Zimbabwe %	0%	0%	0%
Total	8423	6555	1868



1.5.1 Form S: Breakdown of Beatrix workforce (Permanent and Contract employees)

Table 4: Breakdown of Employees by Occupational Level as at 30 December 2021

Occupational Levels	Male				Female				Foreign		Grand Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management (Board)	3	0	0	5	2	0	0	1	1	1	13
Senior Management	0	0	0	4	0	0	0	1	0	0	5
Professionally Qualified & experienced specialists/mid-management	21	0	0	19	6	0	1	0	3	0	50
Skilled Tech and Academically Qualified: Jnr Management; Supervisors; Foreman and Superintendents	401	5	0	183	82	0	0	12	95	11	789
Semi-Skilled and Discretionary Decision-Making	2089	6	0	31	230	1	0	7	1186	37	3587
Unskilled and Defined Decision-Making	1104	1	0	5	452	0	0	1	376	76	2015
Total Permanent	3618	12	0	247	772	1	1	22	1661	125	6459
Temporary Employee	64	0	1	9	26	0	0	0	8	1	109
Grand Total	3682	12	1	256	798	1	1	22	1669	126	6568

* Includes Board Members and Fixed Term / Temporary Employees

Table 5: Breakdown of Contractors by Occupational Level as at 30 December 2021

Occupational Levels	Male				Female				Foreign		Grand Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management (Board)	0	0	0	0	0	0	0	0	0	0	0
Senior Management	6	0	0	6	3	0	0	0	1	0	16
Professionally Qualified & experienced specialists/mid-management	3	0	0	6	1	0	0	0	0	0	10
Skilled Tech and Academically Qualified: Jnr Management; Supervisors; Foreman and Superintendents	114	7	0	72	5	1	0	1	4	0	204
Semi-Skilled and Discretionary Decision-Making	494	2	0	29	19	2	0	3	47	0	596
Unskilled and Defined Decision-Making	787	38	0	42	121	23	0	1	28	2	1042
Total Permanent	1404	47	0	155	149	26	0	5	80	2	1868
Temporary Employee	0	0	0	0	0	0	0	0	0	0	0
Grand Total	1404	47	0	155	149	26	0	5	80	2	1868



1.5.2 Total Employees Forecast for the 2022 to 2026 Period

Table 6: Total Employees Forecast for the 2022 to 2026 Period

CATEGORY	2022	2023	2024	2025	2026
Senior Management	5	4	4	4	4
Professionally qualified and experienced specialists and mid-management	50	49	47	47	47
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	789	600	562	562	562
Semi-skilled and discretionary decision making	3587	2588	2527	2527	2527
Unskilled and Defined Decision-Making	2018	1268	1217	1217	1217
TOTAL PERSONNEL PROJECTIONS	6449	4509	4357	4357	4357

*These figures are absolute projection based on the Life of Mine (LoM)

1.5.3 Local Recruitment

Beatrix 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 always had a strong focus on the recruitment and development of previously disadvantaged and unemployed members of the affected communities.

Table 7: Local Recruitment Undertaking

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



2 Human Resource Development (Regulation 46 b)

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), AET Level 4/NQF Level 1 and other training initiatives reflective of demographics as defined in the Mining Charter and MRPDA. In preparing this plan, Sibanye-Stillwater has taken into consideration applicable legislation and other initiatives such as the National Development Plan and the UN Global Goals for Sustainable Development.

Beatrix 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. This plan has been prepared under the premise that the Life of mine ends in 2026 and therefore no intakes are planned where the time required to complete the programme would go beyond 2026 .

2.2 Compliance with Skills Development Legislation

Sibanye Stillwater Academy (SSA), a 100% owned subsidiary of Sibanye Stillwater, provides world class Human Resources Development services to Beatrix and the rest of Sibanye-Stillwater. SSA is also fully accredited by the Mining Qualifications Authority (MQA) and has programme approval in a number of other SETAs and quality assurance councils, giving it the ability to provide recognised and accredited education and training in a number of 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 a fully operational functional satellite campus of the SSA operates from the Mine. The table below provides details regarding Beatrix's compliance with Skills Development legislation.

Table 1: SETA Accreditation and Compliance

Name of SETA.	Mining Qualifications Authority (MQA)
Registration number with the SETA.	L230750137
Confirmation of having appointed a Skills Development Facilitator.	Mr. Tebello Makwala
Proof of submission of workplace skills plan and date of submission.	Annual 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.

Table 2: HRD Undertaking

Undertaking	Beatrix 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. Beatrix 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).
Action Plan	The technical, behavioural, and social skills and competencies required by Beatrix employees are provided at the Beatrix Campus and the broader Sibanye Stillwater Academy. This includes requirements such as physical infrastructure, learning products and solutions, as well as adequate skilled HRD practitioners who transfer the skills required to learners.

2.4 Human Resources Development Model

The intention of this Social and Labour Plan is to reflect Beatrix's plans for the period 2022 to 2026. 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 Beatrix 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 Beatrix.

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



Human Resources Development Model

Key Principles

- Training requirements are based on business needs
- Training and development focus remains on our employees and the communities that we impact upon (direct and labour sending areas)
- Training interventions are advertised within the organisation, within communities (local and labour sending areas), and at learning institutions
- In cases where the business needs are lower than the target, communities are afforded the training and development opportunity
- Linkages between the different SLP / Mining Charter requirements are accommodated
- A&ET and Portable Skills
 - A&ET - focus remains on reducing the illiteracy profile of the company
 - Employees are empowered with choice (employees 45-50+ who do not want to do A&ET may opt for Portable Skills training)
 - Emphasis placed on Community A&ET, and Community Portable Skills
 - We encourage our employees to improve their skills sets through our available learning interventions



Figure 4: HRD Model

2.5 Beatrix's Functional Literacy and Numeracy (Form Q)

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

AET Level 3 with exit outcomes equivalent to seven (7) years of compulsory schooling (Grade 9) and that will qualify the employee to register for occupationally directed qualifications registered within the NQF.

Table 3: Form Q - Beatrix's Functional Literacy and Numeracy (Permanent employees) as at 31 December 2021

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	347	17	0	0	0	0	1	0	365	2	0	365	4	7	429	298
ABET 1	181	3	0	0	0	0	0	0	184	3	0	200	4	4	215	169
ABET 2 / STD 3, Grade 5	235	20	0	0	0	0	0	0	255	3	0	310	23	16	407	165
ABET 3 / Std 5, Grade 7	334	30	0	0	0	0	2	0	366	0	0	248	25	36	447	156
ABET 4 / Std 7, Grade 9	302	31	0	0	0	0	1	0	334	1	0	141	16	35	362	94
Std 8 / Grade 10, NATED 1 / NCV Level 1	380	98	2	0	0	0	59	0	539	1	0	68	6	58	475	80
Std 9 / Grade 11, NATED 2 / NCV Level 2	621	209	3	1	0	0	17	0	851	0	0	101	15	78	799	90
Std 10 / Grade 12, NATED 3 / NCV Level 3	1030	307	7	0	1	0	125	17	1487	1	0	122	22	210	1259	162
National Certificate/Diploma/Advanced Certificate/NATED 4 - 6	60	25	0	0	0	0	24	0	109	0	0	9	2	11	90	19
National Certificate/ Advanced Diploma/ B Tech Degree/ Bachelor's Degree	8	7	0	0	0	1	1	0	17	0	0	1	0	0	17	1
National Certificate/Master's Degree/Master's Diploma	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0
Doctoral Degree & Post-doctoral Degree	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Undefined	181	49	0	0	0	0	21	4	255	0	0	102	8	38	237	90



3679	796	12	1	1	1	251	21	4762	11	0	1668	125	493	4738	1324
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Table 4: Form Q - Beatrix's Functional Literacy and Numeracy (Contractors) as at 31 December 2021

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	23	0	0	0	0	0	0	0	23	0	0	6	0	3	15	11
ABET 1	24	0	0	0	0	0	0	0	24	0	0	10	0	1	12	21
ABET 2 / STD 3, Grade 5	59	1	0	0	0	0	0	0	60	0	0	19	0	9	34	36
ABET 3 / Std 5, Grade 7	137	0	1	1	0	0	6	0	145	0	0	13	0	25	80	53
ABET 4 / Std 7, Grade 9	130	1	3	0	0	0	6	0	140	0	0	5	0	47	76	22
Std 8 / Grade 10, NATED 1 / NCV Level 1	220	21	7	3	0	0	30	2	283	0	0	5	0	92	174	22
Std 9 / Grade 11, NATED 2 / NCV Level 2	276	43	8	5	0	0	13	0	345	0	0	4	0	103	221	25
Std 10 / Grade 12, NATED 3 / NCV Level 3	454	77	26	17	0	0	82	3	659	0	0	1	2	281	341	40
National Certificate/Diploma/Advanced Certificate/NATED 4 - 6	2	0	1	0	0	0	0	0	3	0	0	0	0	0	2	1
National Certificate/Advanced Diploma/ B Tech Degree/ Bachelor's Degree	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
National Certificate/Master's Degree/Master's Diploma	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Doctoral Degree & Post-doctoral Degree	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Undefined	79	6	1	0	0	0	18	0	104	0	0	17	0	18	80	23
	1404	149	47	26	0	0	155	5	1786	0	0	80	2	579	1035	254



INNOVATION



COMMITMENT



ACCOUNTABILITY



RESPECT



ENABLING



SAFETY

2.6 Adult Education and Training (AET)

AET classes are undertaken either part-time, or full-time for employees, with an opportunity for employees and community learners to be enrolled part-time and attend classes in their own time after work. Recognition of Prior Learning (RPL) is also employed as part of our AET approach to determine the placement and competence of employees at appropriate AET levels. Employees are motivated to attend AET classes to bring them in line for possible further development and training opportunities.

2.6.1 AET Targets – Full Time, Part Time AET

The targets for AET Full Time, Part Time and Community AET 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 5: AET Full Time Target

AET Level	Target Enrolments – 2022	Target Enrolments - 2023	Target Enrolments – 2024	Target Enrolments - 2025	Target Enrolments – 2026	Total Enrolments (2022 to 2026)
AET Level 1	50	30	25	20	8	133
AET Level 2						
AET Level 3						
NQF Level 1	10	10	10	8	2	40
Total No. of AET Enrolments	60	40	35	28	10	173

Table 6: AET Part Time Target

AET Level	Target Enrolments – 2022	Target Enrolments - 2023	Target Enrolments - 2024	Target Enrolments - 2025	Target Enrolments - 2026	Total Enrolments (2022 to 2026)
AET Level 1	30	30	20	20	10	110
AET Level 2						
AET Level 3						
NQF Level 1	0	0	0	0	0	
Total No. of AET Enrolments	30	30	20	20	10	110

Table 7: AET Community

AET Level	Target Enrolments – 2022	Target Enrolments - 2023	Target Enrolments - 2024	Target Enrolments - 2025	Target Enrolments - 2026	Total Enrolments (2022 to 2026)
Community learners	20	20	15	15	10	80



Total No. of AET Enrolments	20	20	15	15	10	80
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Table 8: Budgetary Provision for AET

AET Annual Budget	Budget Provision 2022	Budget Provision 2023	Budget Provision 2024	Budget Provision 2025	Budget Provision 2026	Total Cost Estimate (2022 – 2026)
Total Budget	R6 283 664	R2 914 201	R2 729 117	R2 469 229	R737 482	R15 133 692

2.6.2 AET Implementation Strategy

The implementation strategy is detailed below and will be reviewed on an annual basis and updated if required. The Head of SSA is responsible for the AET strategy and implementation of the plan is the responsibility of the relevant HOD.

Table 9: AET Implementation

Strategic Plan
1. Provide an accredited learning programme.
2. Assessment to be provided by an accredited external assessment body.
3. Qualified facilitators to provide quality training.
4. Continuous development of facilitators to improve their required skills to be offered.
5. Learning facilities to be conducive to learning.
6. Employees, requiring AET to be selected through company selection process as per business requirements
7. AET facilitators will act as coaches for the learners

Table 10: AET Undertaking

Undertaking	The Mine undertakes to afford employees and community members 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 a part-time basis. The following instruments will be used to achieve the numeracy and literacy objectives: • Recognition of prior learning (RPL) (AET assessments are used to determine RPL and placement); • Recruitment of employees will be based on the information on Form Q and as per identified business needs; and • Recruitment of community members will be done in consultation with the Local Municipality.
Action Plan	Adult Education and Training will 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 part time (Pre AET to AET Levels 3) basis for employees and community members. The implementation of AET is governed by the Sibanye Stillwater AET Policy



2.7 Hard to Fill Vacancies (Form R)

Table 11: Hard-to-fill Vacancies Undertaking

Undertaking	The Mine will endeavour to find suitable candidates to fill hard-to-fill vacancies in line with business needs.
Guideline	Hard to fill vacancies will be identified annually and listed in the WSP/ATR, with a view that they will be addressed through various Human Resources Development interventions. An incumbent for a hard to fill vacancy that arise should be sourced and placed within a 1-3-month period. Anything longer would have negative implications on the business. Acting in preparation and evaluation of a candidate for an internal vacancy should not exceed 180 consecutive days, unless otherwise mutually agreed.

Hard to fill vacancies generally constitute those vacancies that cannot be filled for a period longer than 12 months. Over the course of the 2022-2026 SLP cycle, Hard to fill vacancies will be identified and detailed in the respective SLP annual reports after first being recorded in the respective annual WSP/ATR.

2.8 Skills Development

Table 12: Skills Development Undertaking

Undertaking	Beatrix undertakes to: - 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 in support of business needs; and - Award study assistance opportunities to employees in support of business needs.
Action Plan	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: - Internship, bursary and learnership opportunities to address hard to fill vacancies, women in mining and employment equity; - Legal (mandatory) training that ensures that the mine complies with all legislative requirements; - Both Sibanye-Stillwater Academy and Beatrix Campus will be used to deliver on all HRD interventions.



2.8.1 Learnerships

Table 13: Learnerships Undertaking

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

2.8.2 Learnerships Targets

Table 14: Internal Mining Learnership (18.1) Targets

Annual Targets	Length of Programme (e.g. 3 years, etc.)	2022 Target	2023 Target	2024 Target	2025 Target	2026 Target	Total (2022 – 2026)
Team Leader: National Certificate Mining Operations	1 Year	8	9	5	5	2	29
Learner Miner: National Certificate Rock Breaking	2 Years	8	9	5	3	0	25
Learner Official Production Supervisor	3 Years	6	2	1	0	0	9
Total		22	20	11	8	2	63

Table 15: External Mining Learnership (18.2) Targets

Annual Targets	Length of Programme (e.g. 3 years, etc.)	2022 Target	2023 Target	2024 Target	2025 Target	2026 Target	Total (2022 – 2026)
Learner Miner: National Certificate Rock Breaking	2 Years	3	3	3	0	0	9
Learner Official Production Supervisor	3 Years	2	2	1	0	0	5
Total		5	5	4	0	0	14



Table 16: Internal Engineering Learnership (18.1) Targets

Annual Targets	Length of Programme	2022 Target	2023 Target	2024 Target	2025 Target	2026 Target	Total (2022 to 2026)
Electro - Mechanical L2	2 years	8	4	2	0	0	14
Fitting L3	3 years						
Plater L3	3 years						
Rigging L3	3 years						
Electrical L4	3 years						
Instrumentation Mechanician L4	3 years						
Total		8	4	2	0	0	14

Table 17: External Engineering Learnerships (18.2) Targets

Annual Targets	Length of Programme	2022 Target	2023 Target	2024 Target	2025 Target	2026 Target	Total (2022 to 2026)
Fitting L3	3 years	2	2	2	0	0	6
Plater L3	3 years						
Rigging L3	3 years						
Electrical L4	3 years						
Instrumentation Mechanician L4	3 years						
Total		2	2	2	0	0	6

Table 18: Learnership Budget

Annual Budget	2022	2023	2024	2025	2026	Total
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Learnerships Engineering	R32 328 189	R32 570 282	R35 501 259	R19 816 974	R0	R119 731 427
Learnerships Mining	R26 591 757	R24 355 776	R18 141 222	R20 173 441	R19 816 974	R109 079 170
Total	R58 919 946	R56 926 057	R53 642 481	R39 505 139	R19 816 974	R228 810 597

2.8.3 Learnership Implementation Strategy

The implementation strategy is detailed below and will be reviewed on an annual basis and updated if required. The Head of SSA is responsible for the Learnership strategy and implementation of the plan is the responsibility of the relevant HOD

Table 19: Learnership Implementation Strategy

Strategic Plan
1. Provide an accredited learning programme.
2. Assessment to be provided by an accredited external assessment body.
3. Qualified facilitators to provide quality training.
4. Continuous development of facilitators to improve their required skills to be offered.
5. Learning facilities to be conducive to learning.
6. Candidates requiring Learnerships to be selected through company selection process as per business requirements.
7. Learnership facilitators will act as coaches for the learners

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. 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 Core Skills will consist of, but is not limited to the following:
 - Mining Skills Programme: Competent A
 - Mining Skills Programme: Competent B
 - Mining Skills Programme: Blasting Assistant
 - Mining Skills Programme: Mechanical Loader
 - Mining Skills Programme: Locomotive
 - Mining Skills Programme: Scraper Winch
 - Safety Representative Training
 - Mining Rock Drill Operator



- Mining Re-Licensed Equipment Operator (inclusive of loader, loco, winches and rigs)
 - Mining Specialised Skills (Inclusive of construction, mesh and lacing, hydropower and loco guards)
 - Health and Safety Technical training
 - Strata Control Technical training
 - Supervisory Management and Leadership Training
 - Induction/Refresher
 - First Aid Training
- Providing skills development towards career progression.

Table 20: Core Business Skills Training Targets

Core Business Skills	2022	2023	2024	2025	2026
	Expected Enrolments	Expected Enrolments	Expected Enrolments	Expected Enrolments	Expected Enrolments
Core Skills	8958	8510	8084	7276	6548

Table 21: Core Business Skills Training Budget

Annual Budget	2022	2023	2024	2025	2026	Total
Total	R2 948 974	R3 096 423	R3 251 244	R3 413 806	R3 584 496	R16 294 943

2.9.1 Core Business Training Strategic plan

Table 22: Core Business Training Undertaking

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.
Action Plan	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: • Technical Skills Training • Legal (mandatory) training that ensures that the mine and employee comply with all legislative requirements • Leadership and Supervisory Training • Team and mobilization interventions Both Sibanye Stillwater Academy and the mine's SSA Campus will be used to deliver on all HRD interventions.



The implementation strategy is detailed below and will be reviewed on an annual basis and updated if required. The Head of SSA is responsible for the Core Business Training strategy and implementation of the plan is the responsibility of the relevant HOD.

Table 23: Core Business Training Strategic Plan

Strategic Plan	
1.	Employees to be continuously assessed against job requirements
2.	Provide an accredited learning programme
3.	Qualified facilitators to provide quality training
4.	Learning Facilities to be conducive to learning

2.10 Portable Skills Programme

Sibanye-Stillwater, in partnership with accredited service providers, offers specially designed portable skill programmes. The cadetship programmes implemented by Sibanye-Stillwater are applicable to community members only and are included under portable skills in that they provide possible employment within the broader mining industry and not only at Sibanye-Stillwater. These accredited programmes will equip exit and in-service employees as well as members of the community with the ability and entrepreneurial skills to pursue other work opportunities within mining and other sectors of the South African economy.

2.10.1 Portable Skills Targets

Table 24: Portable Skills Training for Employees (18.1) Targets

Type of Portable Skills Training	2022	2023	2024	2025	2026	Total Expected Enrolments 2022 to 2026
	Expected Enrolments	Expected Enrolments	Expected Enrolments	Expected Enrolments	Expected Enrolments	
Welding and cutting Techniques						
Carpentry (Roofing and ceiling installations)						
Plumbing Installations	25	25	25	25	25	125
Masonry building techniques						
Clothing manufacturing processes (NQF 1)						
Basic Computer Skills						
Total	25	25	25	25	25	125
Budget	R356 250	R185 618	R194 899	R204 644	R214 876	R1 156 287

Table 25: Portable Skills Training for Community (18.2) Targets



Type of Portable Skills Training	2022	2023	2024	2025	2026	Total Expected Enrolments 2022 to 2026
	Expected Enrolments	Expected Enrolments	Expected Enrolments	Expected Enrolments	Expected Enrolments	
Welding and cutting Techniques Carpentry (Roofing and ceiling installations) Plumbing Installations Masonry building techniques Clothing manufacturing processes (NQF 1) Basic Computer Skills	25	25	25	25	25	125
Total	25	25	25	25	25	125
Budget:	R493 125	R294 428	R309 149	R324 607	R340 837	R1 762 146

Table 26: Mining Cadetship Training for Community (18.2) Targets

Mining Cadetship Training	2022	2023	2024	2025	2026	Total Expected Enrolments 2022 to 2026
	Expected Enrolments	Expected Enrolments	Expected Enrolments	Expected Enrolments	Expected Enrolments	
Cadetship Training	45	45	40	40	10	180
Total	45	45	40	40	10	180
Budget:	R1 547 010	R1 923 664	R1 812 141	R1 920 472	R508 821	R7 712 108

2.10.2 Portable Skills Training Implementation Strategy

Table 27: Portable Skills Undertaking

Undertaking	The Mine is dedicated to providing 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	The purpose of portable skills training is to provide mine employees and members of the surrounding community with skills that will - Enhance employee potential that will lead to marketability into alternative employment; - Support income generating activities beyond "Life of Mine"; and - Provide skills that can be utilised not only in the formal sector but also in the informal sector.

The implementation strategy is detailed below and will be reviewed on an annual basis and updated if required. The Head of SSA is responsible for the Portable Skills strategy and implementation of the



plan is the responsibility of the relevant HOD

Table 28: Portable Skills Strategic Plan

Strategic Plan	
1.	Provide an accredited learning programme.
2.	Assessment to be provided by an accredited external assessment body.
3.	Qualified facilitators/accredited providers to provide quality training.
4.	Learning facilities to be conducive to learning.
5.	Candidates requiring Portable Skills to be selected through company selection process as per business requirements.

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.

2.11.1 Career Progression Targets

Career progression opportunities are determined by available internal vacancies, Sibanye-Stillwater will endeavour to promote at least 15% of the employees engaged in Training programmes within Career Progression Paths.

Table 29: Career Progression Plan Targets

Career Progression	2022	2023	2024	2025	2026	Total
Team Leader Programme	1	1	1	1	0	4
Blasting Certificate Programme	1	1	1	0	0	3
Learner Official Production Supervisor	1	0	0	0	0	1
Engineering Learnership Programme	1	1	0	0	0	2
Internship (Graduates Development Programme)	1	1	0	0	1	3
Total Career Progression	5	4	2	1	1	13

The figure below depicts the Integral Talent Management Framework.



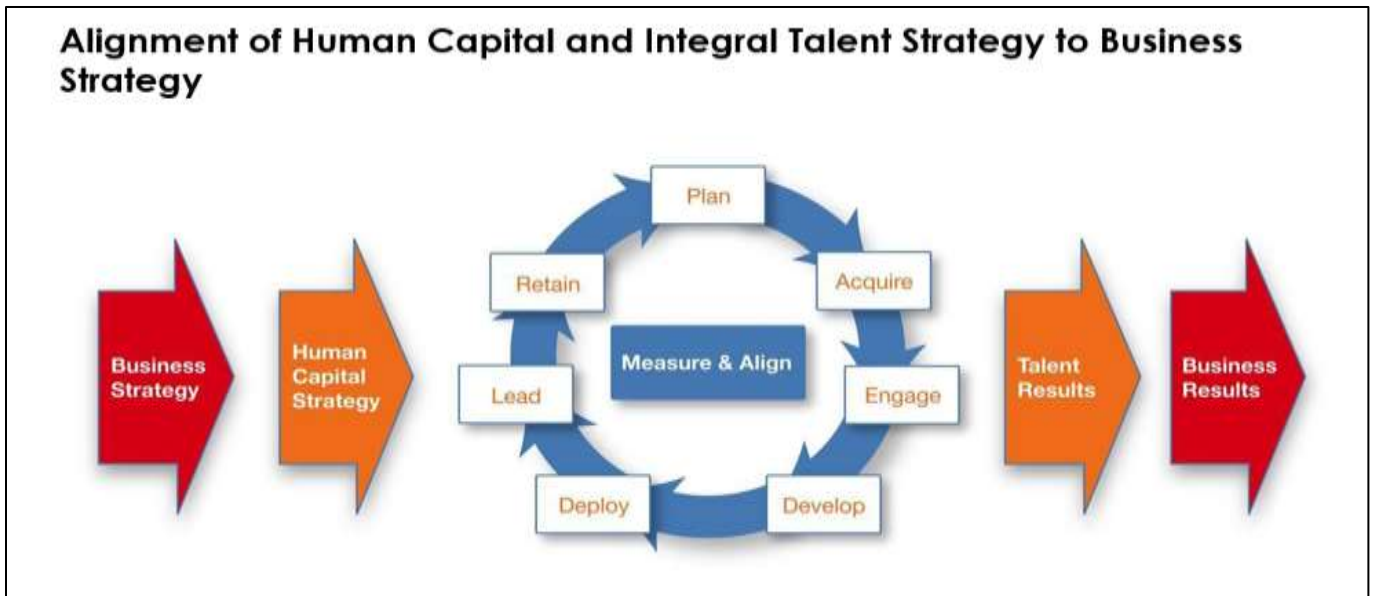


Figure 5: Integral Talent Management Framework

2.11.2 Talent Development Framework

The Integral Talent Management framework has four strategy key pillars: Future-ready recruitment, developing future-ready leadership and management, planning for succession, and retaining and engaging. The figure below depicts the strategic key pillars for the talent development framework.

Strategy Key Pillars:



Figure 6: Strategic Key Pillars

2.12 Mentorship Plan

2.12.1 Mentorship Plan Targets



Mentorship is the influence, guidance, or direction given by a mentor. In an organisational setting, a mentor influences the personal and professional growth of a mentee (protégé). The mentee is responsible for driving the sessions and steering the relationships. Mentoring is a softer and more relationship-focused form of guidance.

Table 2-30: Mentorship Undertaking

Undertaking	Beatrix undertakes to formalize its mentorship programme, which will encompass formal mentorship agreements between mentors and protégés for learners in training/on development programmes
Guideline	Mentorship will be implemented guided by the Sibanye-Stillwater policy on Mentorship

Table 31: Mentorship Plan Targets

Mentorship	2022	2023	2024	2025	2026	Total
Learners/Interns	39	40	15	4	1	99

2.12.2 Mentorship Plan Implementation Strategy

The implementation strategy is detailed below and will be reviewed on an annual basis and updated if required. The Senior Manager of Talent is responsible for the Mentorship strategy and implementation of the plan is the responsibility of the relevant HOD

Table 32: Mentorship Strategic plan

Strategic Plan
1. Identify a pool of mentors for protégés.
2. Provide mentorship and protégé training to build capacity where required.
3. Contracting through the mentorship agreements.
4. Monitor implementation.



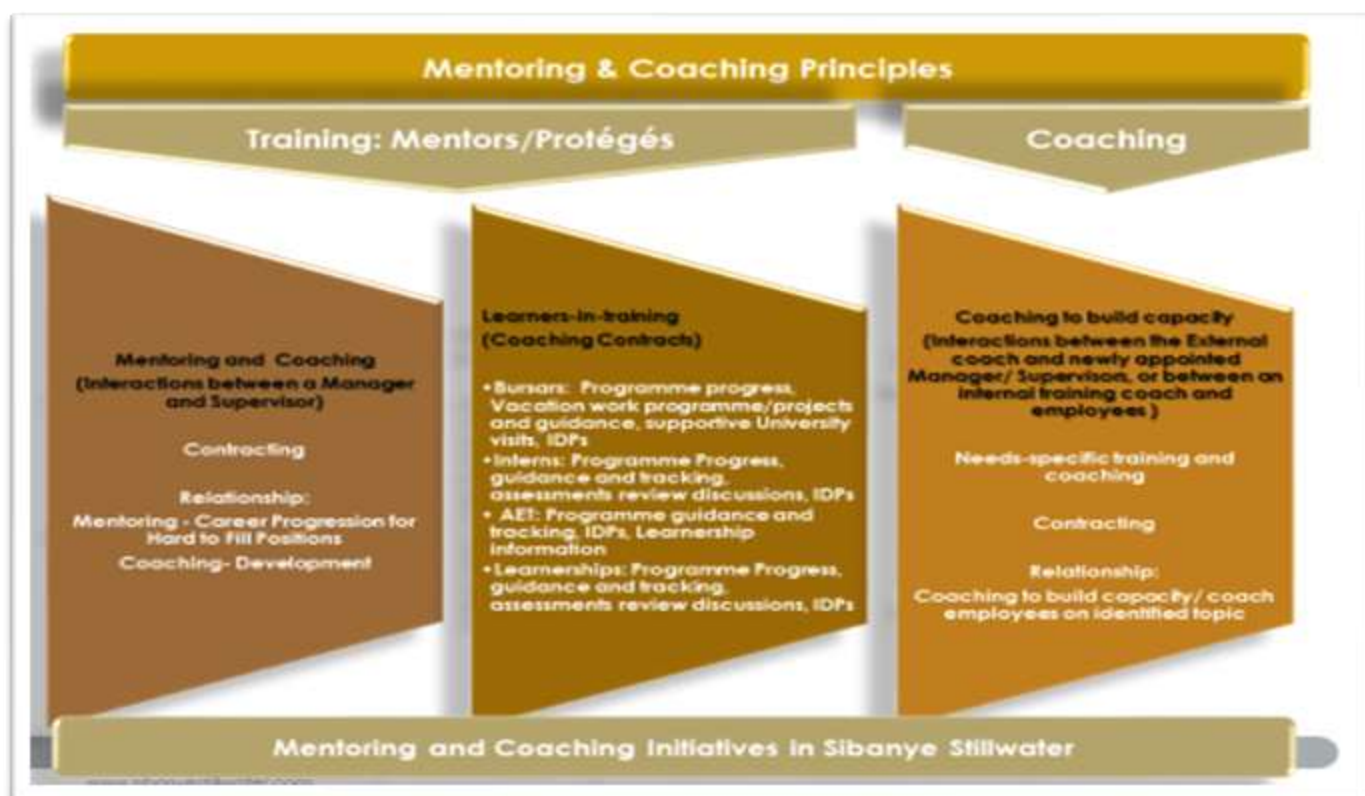


Figure 7: Mentoring and Coaching Principles

2.13 Internships

Table 33: Internships Undertaking

Undertaking	The mine undertakes to provide opportunities for practical exposure or experiential learning to graduates and diplomats required as per business needs.
Guidelines	Practical exposure or experiential learning opportunities are provided for both internal and external persons from local communities and labour sending areas

2.13.1 Internship Targets and Budget

Table 34: Internal Interns (Graduates) Targets

Annual Targets	2022	2023	2024	2025	2026	Total
No. of Internal Interns	4	5	2	2	1	14
Budget	R2 769 447	R5 143 866	R6 538 769	R4 617 770	R4 280 262	R23 350 113

Table 35: External Interns (Graduates) Targets



Annual Targets	2022	2023	2024	2025	2026	Total
No. of External Interns	1	2	1	1	1	6
Budget	R513 598	R773 634	R1 092 794	R1 157 722	R613 257	R4 151 005

2.13.2 Internship Implementation Strategy

Table 36: Internships Undertaking

Undertaking	The mine undertakes to provide opportunities for practical exposure or experiential learning to graduates and diplomats required as per business needs.
Action Plan	Practical exposure or experiential learning opportunities are provided for both internal and external persons from local communities and labour sending areas

The Internship implementation strategy is detailed below and will be reviewed on an annual basis and updated if required. The Head of SSA is responsible for the Internship strategy and implementation of the plan is the responsibility of the relevant HOD.

Table 37: Internships Strategic Plan

Strategic Plan
1. Provide an accredited learning programme.
2. Assessment to be provided by an accredited external assessment body.
3. Qualified facilitators to provide quality training.
4. Continuous development of facilitators to improve their required skills to be offered.
5. Learning facilities to be conducive to learning.
6. Candidates requiring Internship to be selected through company selection process as per business requirements.
7. Learnership facilitators will act as coaches for the learners
8. Mentors will be allocated to interns at the operation



2.14 Study Assistance

2.14.1 Study Assistance Targets

Table 38: Internal Bursary programme Targets

Annual Targets	2022 Target	2023 Target	2024 Target	2025 Target	2026 Target	Total (2022 – 2026)
Part Time Bursaries	8	6	4	1	1	20
Budget	R4 352 172	R4 509 252	R3 382 818	R2 873 575	R1 495 048	R16 612 865

Table 39: External Bursary programme Targets

Annual Budget	2022 Target	2023 Target	2024 Target	2025 Target	2026 Target	Total (2022 – 2026)
Bursar	6	3	1	1	1	12
Budget	R1 805 453	R1 167 600	R2 145 465	R1 448 189	R1 013 732	R7 580 439

2.14.2 Study Assistance Implementation Strategy

The implementation strategy is detailed below and will be reviewed on an annual basis and updated if required. The Head of SSA is responsible for the Study Assistance strategy and implementation of the plan is the responsibility of the relevant HOD.

Table 40: Study Assistance Strategic Plan

Strategic Plan
1. All study assistance opportunities are advertised
2. Candidates for bursaries and study assistance opportunities will be selected according to the selection procedure of the company
3. Accredited learning institutions as per company needs will be used
4. Bursaries (grants) will be allocated in alignment with individuals' development plans
5. The study assistance department will fulfil the role of Mentors/Coaches



Table 41: Study Assistance Undertaking

Undertaking	The Mine undertakes to offer study assistance to employees and individuals from local communities and key labour sending areas.
Action Plan	Study Assistance will be given to employees and individuals from the local and labour sending communities through the following offerings: • Bursaries (Grants) to employees in line with business requirements; • Bursaries to individuals from the local and labour sending communities for full time studies; • Learner Official A-stream bursaries aimed at attracting the top performing matriculants. All study assistance opportunities will be aligned to business needs and will be governed in accordance with the Sibanye-Stillwater Study assistance policy

2.15 Human Resources Development Programmes – Financial Provision

Table 42: Human Resources Development Programmes – Financial Provision

Annual Budgets	2022	2023	2024	2025	2026	Total Financial Provision (2022 to 2026)
Financial Provision for Human Resources Development Programmes	R79 989 638	R76 934 743	R75 098 877	R57 935 153	R32 605 785	R322 564 196



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 educational and labour systems. To rectify this and to bring an end to discrimination, the Constitution was put in place, giving all occupants of South Africa the right to equality. As a result of many years of discriminatory labour practices, the government knew that the transition and transformation process would be lengthy. Therefore, a provision within the legislation was put in place to assist with the accomplishment of Equality, which is the purpose of the Employment Equity Act, No. 55 of 1998 ("the Act").

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 this in mind, the aim of the Act is to homogenise the approach in terms of how human capital (people) within an organisation are managed in terms of their roles, skills and reward such that is fair and in a 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 facing challenges to comply with the Act. The single most complex and exhaustive response for an organisation is to align their compliance strategies with those of the business and the business' overall strategic objectives, tactical plans and 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.

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. Beatrix has an Employment Equity Forum with representatives from both designated and non-designated employees elected by employees. From a current compliance perspective, Beatrix 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 HDP and women in all decision-making positions and core and critical occupational categories in the mining industry. 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".

Beatrix 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 Beatrix Gold Charter and Values embraces diversity in the workplace and promotes demographic representation of the country. The broad objectives of Beatrix 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 Beatrix EE status as at 30 December 2021

Table 43: Permanent Employees Equity Status as at 30 December 2021

Occupational Levels	Male				Female				Foreign		HDP	Grand Total
	A	C	I	W	A	C	I	W	Male	Female		
Senior Management	0	0	0	4	0	0	0	1	0	0	1	5
Professionally Qualified & experienced specialists/mid-management	21	0	0	19	6	0	1	0	3	0	28	50
Skilled Tech and Academically Qualified: Jnr Management; Supervisors; Foreman and Superintendents	401	5	0	183	82	0	0	12	95	11	500	789
Semi-Skilled and Discretionary Decision-Making	2089	6	0	31	230	1	0	7	1186	37	2333	3587
Unskilled and Defined Decision-Making	1104	1	0	5	452	0	0	1	376	76	1558	2015
Total Permanent	3615	12	0	242	770	1	1	21	1660	124	4420	6446
Temporary Employee	64	0	1	9	26	0	0	0	8	1	91	109
Grand Total	3679	12	1	251	796	1	1	21	1668	125	4511	6555

Table 44: Core Contractor Employees Employment Equity Status as at 30 December 2021

Occupational Levels	Male				Female				Foreign		HDP	Grand Total
	A	C	I	W	A	C	I	W	Male	Female		
Senior Management	6	0	0	6	3	0	0	0	1	0	9	16
Professionally Qualified & experienced specialists/mid-	3	0	0	6	1	0	0	0	0	0	4	10



management												
Skilled Tech and Academically Qualified: Jnr Management; Supervisors;	114	7	0	72	5	1	0	1	4	0	128	204
Foreman and Superintendents												
Semi-Skilled and Discretionary Decision-Making	494	2	0	29	19	2	0	3	47	0	520	596
Unskilled and Defined Decision-Making	787	38	0	42	121	23	0	1	28	2	970	1042
Total Permanent	1404	47	0	155	149	26	0	5	80	2	1631	1868
Temporary Employee	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total	1404	47	0	155	149	26	0	5	80	2	1631	1868

Beatrix 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 Beatrix 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 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 45: Five (5) year targets for HDP and Female representation at Beatrix

Equity Level	MC Target	2022	2023	2024	2025	2026
BOARD*						
HDPs	50%					
HD(F)	20%					
EXECUTIVE MANAGEMENT*						
HDPs	50%					
HD(F)	20%					
SENIOR MANAGEMENT*						
HDPs	60%	40%	50%	60%	60%	60%
HD (F)	25%	20%	25%	25%	25%	25%
MIDDLE MANAGEMENT						
HDPs	70%	40%	50%	60%	60%	60%
HD(F)	30%	20%	25%	25%	25%	25%



JUNIOR MANAGEMENT						
HDPs	70%	64%	66%	70%	70%	70%
HD (F)	30%	22%	29%	30%	30%	30%
EMPLOYEES WITH DISABILITIES						
HDPs	1.50%	1%	1%	1%	1,5%	1,5%
CORE AND CRITICAL SKILLS						
HDPs	60%	60%	60%	60%	60%	60%



INNOVATION



COMMITMENT



ACCOUNTABILITY



RESPECT



ENABLING



SAFETY

*Senior Management, EXCO and Board accounted for at Group level as these are not included in the payroll as processed under this mining right.

3.3 HDP and Female representation

Table 53: HDP and Female representation Undertaking

Undertaking	Employment Equity to be managed as a transformation issue and to be integrated in the entire business to meet the challenges effectively. Accordingly, Beatrix commits to meeting equitable representation of HDP including female representation per management level.
Action Plan	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. Refer to DoL 5-year EE Plan and EEA1 from 2021 Employment Equity forum has been implemented and meets on a regular basis to discuss progress as well as annual reporting.

Table 46: HDP and Female representation Strategic Plan

HDP In Management - Strategic Implementation Plan at Beatrix		
Strategic Implementation Plan	Responsible Position	Timeframe
Focus to be placed on attracting and retaining HDPs including women and nurturing talent to supplement the workforce complement and to plan for succession.	Unit Manager HR	Ongoing
Targeting the recruitment of HDPs and Women in Mining Positions is a specific focus of the workforce plan.	Unit Manager HR	Ongoing
Recruitment targets for HDPs to be specifically aimed at developing and promoting such employees into management positions as and when these opportunities arise.	Unit Manager HR	Ongoing
Mining-related occupations to be identified in the workforce plan and strategies and targets identified to support the inclusion of women into these occupations.	Unit Manager HR	Ongoing
Skills assessments to be focused on the identification of employees with the potential to be developed into management positions and career development plans will drive the growth and advancement of these employees.	Unit Manager Talent	Ongoing
Appropriate skills training in line with the career path structure to be provided for HDPs and Women to ensure that they acquire the appropriate skills and competencies.	Unit Manager Talent	Ongoing
Mentoring of HDPs to provide them with support and assistance to ensure that they can assume their roles with success.	Unit Manager Talent	Ongoing
Develop policies directed at the retention of HDPs and Women.	Manager HR	Ongoing
Develop recruitment plans for external candidates should internal employees not be suited for management roles.	Manager HR	Ongoing



4 Local Economic Development (Regulation 46 c)

4.1 Introduction

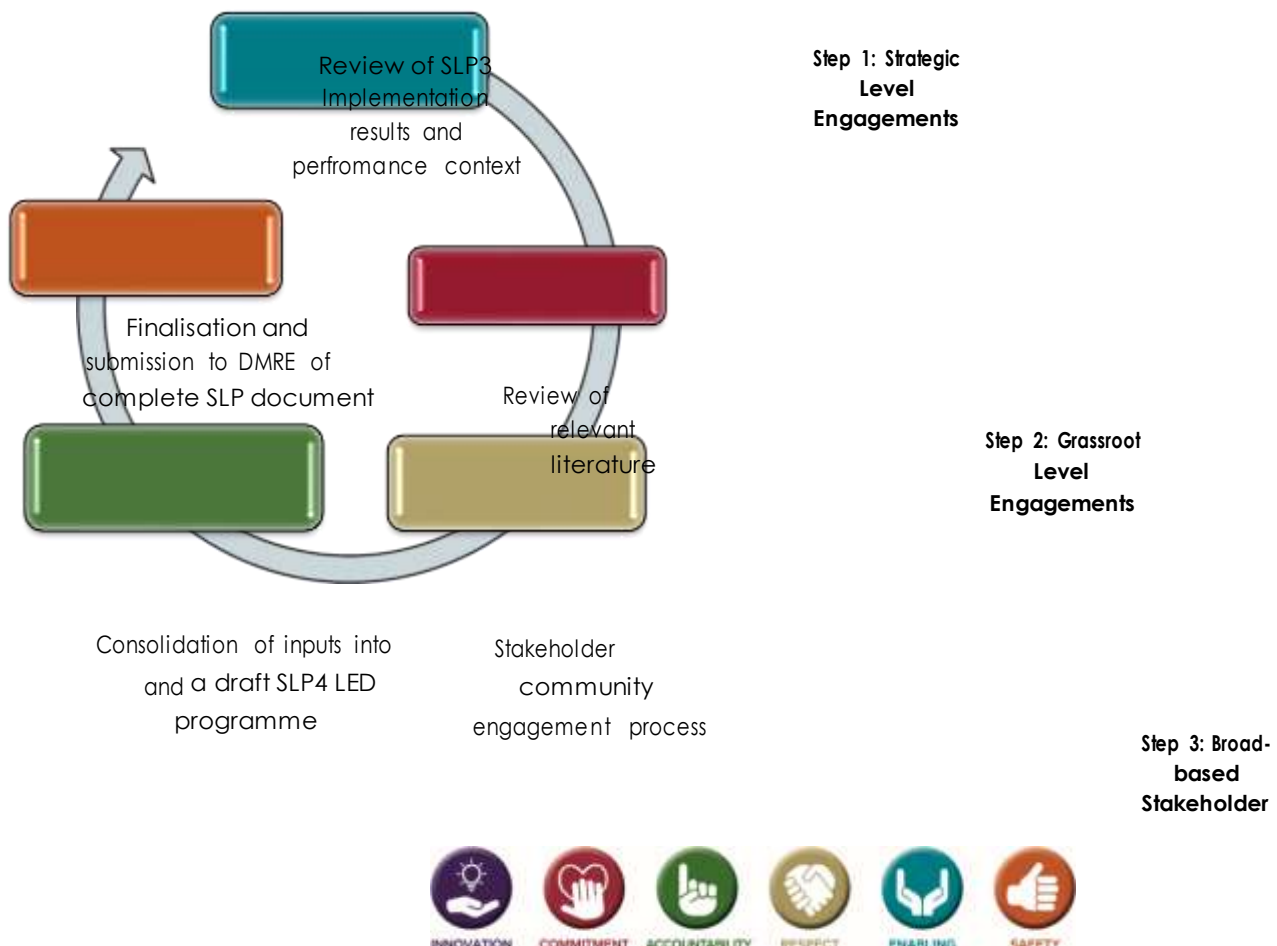
In compliance with the mining right holder's obligation to meaningfully contribute towards Mine Community Development (with a bias towards mine communities both in terms of impact and size) and in keeping with the principles of the social license to operate, Sibanye-Stillwater (Beatrix Operation) conducted a detailed and thorough process in designing a LED programme for the 2022 – 2026 implementation period.

This section summarises the outcomes of that process according to the following processes conducted:

- 1) Desktop analysis of:
 - i. the socio-economic status of Sibanye-Stillwater (Beatrix Mine) communities (Lejweleputswa District Municipal area, Matjhabeng and Masilonyana Local Municipal areas);
 - ii. the Matjhabeng and Masilonyana Municipal Integrated Development Plans;
 - iii. the District Development Model;
 - iv. the National Development Plan; and
 - v. Sustainable Development Goals.
- 2) Broad-Based Consultation with communities (formal and informal groups)
- 3) Identification of priorities for Sibanye-Stillwater (Beatrix Operation) (Thematic Areas)
- 4) Confirmation and prioritisation and of the financial commitments for LED Projects

Overview of the overall process

Stakeholder engagement sub-process



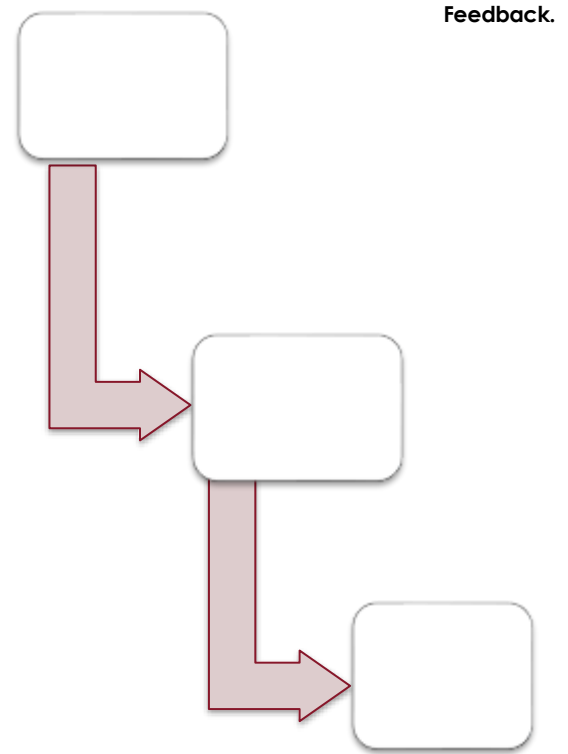


Figure 8: SLP4 LED Design Process

The overall process has five major and interlinked stages. The first stage relates to the current/operational SLP to gauge performance against commitment and distil as well as contextualise the factors influencing the noted performance. Relevant and key literature is thoroughly reviewed to enhance understanding of the operating terrain, ensuing results, development constraints and opportunities. The stage involves desktop analysis of the socio-economic status of Sibanye-Stillwater communities, namely Lejweleputswa District Municipality (LDM) area, Masilonyana Local Municipality (MasLM) and Matjhabeng Local Municipality (MatLM) areas, as well as the review of their respective Integrated Development Plans (IDPs), District Development Model, the National Development Plan (NDP, alternatively referred to as Vision 2030) and the global development agenda as articulated in by the Sustainable Development Goals (SDGs). This is followed by engagement with broad-based stakeholders, commencing with strategic level engagements involving mine host local municipalities and related district municipality, and internally (that is within Sibanye) to formulate or confirm a clear strategic posture of the company.

Step 3 involves in-depth engagements with communities through representative structures to ensure that no-one is left behind, and thus, all voices and views find expression and are considered towards the formulation of the next SLP. The last but one stage is critical as it consists of the in-depth analysis of data collected and perceptions identified. This in turn informs the identification of thematic areas and allocation of financial resources. The last stage consists of the actual compilation of the LED component and its ultimate integration into the entire SLP document.

4.2 Socio-Economic Overview of Lejweleputswa District Municipality

4.2.1 Historic and Geographic Overview

The Free State is the 'heart' of South Africa; the province is located in the geographical centre of the country. Although the Free State is the country's third-largest province (covering an area of 129 825km²), it has the second-smallest population (2,834,714) and the second-lowest population density. It is home to 5.1% of the national population. The Free State, a rural province of farmland, mountains, goldfields and widely dispersed towns, is bordered by the Northern Cape, Eastern Cape, North West, Mpumalanga, KwaZulu-Natal and Gauteng provinces, as well as Lesotho (Figure 9).

Agriculture, mining and manufacturing are the dominant economic sectors of the Free State economy. Affectionately referred to as the 'bread basket' of South Africa, approximately 90% of the province is under cultivation for crop production. The province accounts for almost 34% of the total maize production of South Africa, 37% of wheat, 53% of sorghum, 33% of potatoes, 18% of red meat, 30% of groundnuts and 15% of wool. The Free State is a rich province, the world's fifth-largest gold producer, and South Africa's leader in the chemicals industry. It is home to Sasol, the giant synthetic-fuels producer.

Local government in the Free State is organised into five major municipalities. One, Mangaung, is metropolitan, and the other four district municipalities. The four districts are Xhariep District, Lejweleputswa, Thabo Mofutsanyane, and Fezile Dabi. Lejweleputswa, meaning 'grey rock', lies in the goldfields and is rich in gold deposits. Table 55 provides an overview of the key spatial data in the 5 districts¹. There are 18 local municipalities in the Free State. Sibanye-Stillwater's operations are located in Masilonyana Local

¹ Metros act as both district and local municipalities.



Municipality (MasLM) and Matjhabeng Local Municipality (MatLM), both falling under Lejweleputswa District Municipal (LDM). Lejweleputswa District (Figure 9).

Table 47: Key Spatial Data; 2018

	South Africa	Free State Province	Districts Municipalities				
			Lejweleputswa	Fezile Dabi	Thabo Mofutsanyana	Xhariep	Mangaung
Size of Area (km ²)	1 229 341,50	130 011,50	32 168	20829	33516,8	37930	9899,1
% Share of Region	N/A	10,58%	24,74 %	16%	26%	29%	8%

Source: Community Survey 2016



Figure 9: Contextual Location of Free State and its constituent Districts

Source: www.municipalities.co.za (map of South Africa);

<https://southafrica-info.com/land/information-local-government-municipalities-free-state-south-africa/>
(Municipalities of the Free State province)

The geographic size of Lejweleputswa District is 32 168km² (24,74% of the Free State's land area), with a population of 646,920 (Statistics SA, 2016). The district is the third most populous (of the five districts of the Province). Lejweleputswa, a Category C municipality, is situated in the north-western part of the Free State. The district borders the North West Province to the north, Fezile Dabi and Thabo Mofutsanyana to the north-east and east respectively, Mangaung and Xhariep to the south, and the Northern Cape Province to the west. The district consists of five local municipalities, with approximately 18 towns distributed throughout: Masilonyana, Tokologo, Tswelopele, Matjhabeng and Nala. Table 56 provides a synopsis of the key socio-economic attributes of the Lejweleputswa in relation to the province and the country, South Africa, as a whole.



Figure 10: Local Municipalities within Lejweleputswa District

Masilonyana, a Category B municipality measuring 6 618km², is situated between the province's biggest



municipality, Mangaung Metro, in the south and the second-biggest municipality, Matjhabeng, in the north. Theunissen, Brandfort, Winburg, Soutpan and Verkeerdevlei, all former Transitional Local Councils were amalgamated into the municipality. The area boasts several game reserves, and prides itself on its tourist destinations, such as the Florisbad National Quaternary Research Station. Soutpan, located within the municipality, is famed for the salt lakes from which salt is commercially produced.

Table 56: Key Socio-economic Indicators

Indicator	Unit/Variable	SA	Free State	Lejweleputswa District
Demographic	Total population	55,563,654	2,834,714	649,964
	% Share of Region		5.1%	22%
	Population density (number of people per) (2018)	45.3	21.8	20.1
	Urban Population Growth Rate (%) (2016 - 2020)	1,6	0,7	0.2
Development	Human Development Index (HDI)	0.709	0.708	0.62
	Gini coefficient (2019)	0.64	31.8%	28.5%
	Poverty gap rate (from upper poverty line)	55.5	23,4	30.9
	Number with Matric age 20+ years	11,964,348	544,168	114,454
	% With Matric of age 20+ years population	35.4%	19.1%	18.03%
	Share of household occupying formal dwellings (2017)	87,1%	83,6	83,2%

Matjhabeng, a Category B municipality measuring 5 690km², is bound by Nala to the north, Masilonyana to the south, Tswelopele to the east and Moqhaka to the west. It is a hub of mining activity. One formal land-based protected area, the Willem Pretorius Nature Reserve, is located within the municipality. Matjhabeng is characterised by one biome, grassland, and seven vegetation types: Bloemfontein Karoid Shrubland, Central Free State Grassland, Highveld Alluvial Vegetation, Highveld Salt Pans, Vaal-Vet Sandy Grassland, Western Free State Clay Grassland and Winburg Grassy Shrubland. The Vaal-Vet Sandy Grassland, an endangered ecosystem, covers 11% of the Matjhabeng Municipality. The municipality is famed for its mining hubs: Welkom, Virginia and Ventersburg. However, Allanridge, Hennenman and Odendaalsrus constitute the main urban centres of the otherwise grassland region.

4.2.2 Economic sectors

Mining, construction, transport, electricity, and trade constitute the major economic sectors in Lejweleputswa's economy (Figure 11). Mining accounts for 31.8% of the district's GVA, while the other sectors contribute as follows: community services, 17%; trade, 14%; agriculture, 8%; transport, 8%; manufacturing, 4%; finance, 3%; electricity, 2%; and construction, 2%. The economy of the district not been spared economic downturns. Lejweleputswa's economy has been in recession since 2015 to 2018, signalling economic difficulties.



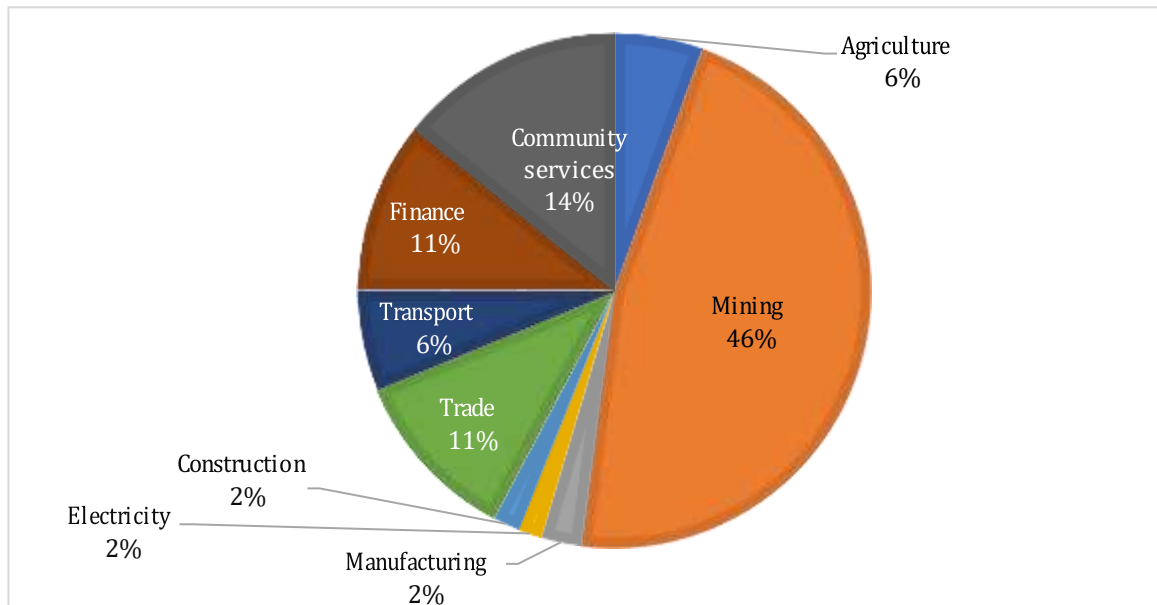


Figure 11: Percentage contribution of each sector to the Lejweleputswa District Municipality Economy

Source: IDP 2020 - 2021

The across-the-board decline is attributed to the impact of Covid-19-induced lockdowns imposed by the government. A mammoth task of facilitating and contributing to the economic recovery of communities and the country lies ahead. Cognisant that there is a differential impact of Covid, HIV, and other shocks on communities, there is a growing realisation that collaborative and innovative approaches are needed to build back better (B³). Trade is the biggest contributor to employment at 20% followed by community services at 19%. The other sectors contribute to employment in the following order: mining, 16%; households, 11%, finance, 9%; agriculture, 9%; manufacturing, 6%; construction, 5%; transport, 4%; and electricity, 1%.

4.3 Socio-economic Overview of Masilonyana and Matjhabeng Local Municipalities

4.3.1 An Overview of the Local Government System in South Africa

The analysis mainly focuses on the Beatrix mining operation, which falls under two local municipalities which form part of the Lejweleputswa District Municipality, in the Free State province. Beatrix North and South Sections fall within the Masilonyana Local Municipal area, while Beatrix West Section falls within the Matjhabeng Local Municipal area. It is important to focus the analysis on the two local municipalities, as the third sphere of government - local municipalities - are at the coalface of service delivery. The Constitution of South Africa establishes local government as a distinctive sphere of government, interdependent, and interrelated with national and provincial spheres of government.

South Africa is administratively divided into provinces which are further segmented into districts. The districts are constituted by the lowest sphere of Government, that is local municipalities; the largest areas (by population) of jurisdiction are called metropolitans. The Constitutional mandate for municipalities is that they strive, within their financial and administrative capacity, to achieve the objectives and carry out the developmental duties assigned to local government. The Municipal Councils therefore take charge of the



following principal responsibilities:

- To provide democratic and accountable government without favour or prejudice.
- To encourage the involvement of communities and community organizations in the matters of local government.
- To provide all members of the Local Community with equitable access to the Municipal Services that they are entitled to.
- To plan at the Local and Regional levels for the development and future requirements of the area.
- To monitor the performance of the Municipality by carefully evaluating Budget reports and Annual reports to avoid financial difficulties, and if necessary, to identify the causes and remedial measures of all the Financial and Administrative challenges.
- To provide Services, facilities, and financial capacity, within the Constitution and Legislative Authority.

4.3.2 Social Development Perspective

4.3.2.1 Population

Masilonyana and Matjhabeng have a population of 62,770 and 429,113, respectively (StatsSA, 2016). Table 57 provides an overview of the demographic profile of MasLM and MatLM. MasLM's population has grown by 1, 07%, while that of MatLM has increased by 1, 2% over the 5-year period as shown by Table 57. Most of the people, in the two municipalities are within the working age population (15-64 years of age).

Table 48: Demographic Information

	Masilonyana		Matjhabeng	
Demographic Data	2016	2011	2016	2011
Population	62 770	59 895	429 113	407 020
Age Structure				
Population under 15	28%	29.7%	25%	27,30%
Population 15 to 64	66.7%	64.59%	70.2%	68.%
Population over 65	5.4%	5.8%	4.8%	4.7%
Population Growth				
Per annum	1.07%	n/a	1.2%	n/a

Source: Community Survey 2016

Numerically, Black Africans and Asians/Indians constitute the larger and smaller population groups, in both local municipalities. (Figure 13). A clear analysis reveals that almost 7 in 10 of the households are male-headed in both municipalities (Table 58).



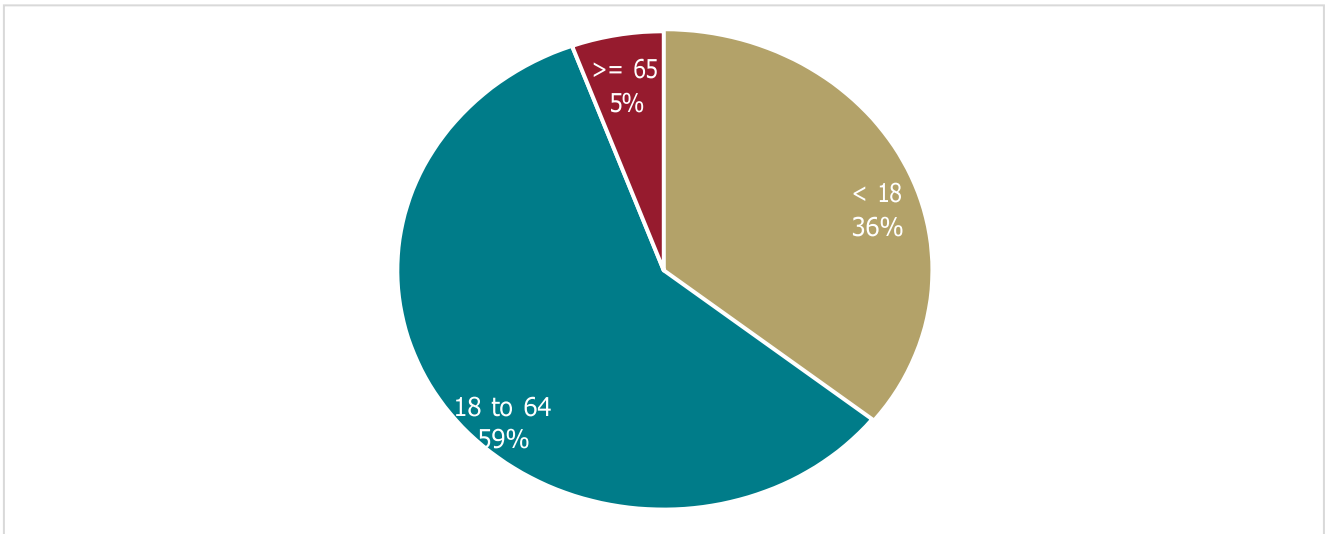


Figure 12: Free State Province Population by 3 Main Age Groups

Source: Community Survey 2016

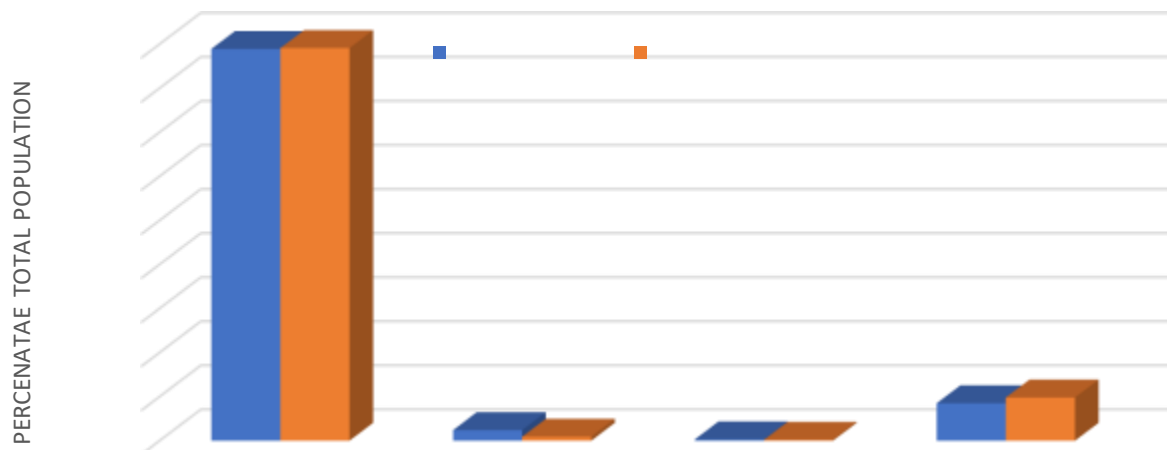


Figure 13: Population Groups in Masilonyana and Matjhabeng

Source: Community Survey 2016



The Free state enjoys a 'demographic dividend', that is the economic growth potential that results when the share of working-age population is larger than the non-working age share of the population. However, the benefits of this demographic dividend can only be realised if children and youth are appropriately educated and equipped with the mindset and skills that are relevant to the 4th Industrial Revolution.

Table 49: Distribution of Household Head by Gender

Gender	Masilonyana		Matjhabeng	
	Number	%	Number	%
Male	13,022	60.4%	90,481	60.7%
Female	8,536	39.6%	58,685	39.3%
Total	21 558	100%	149 166	100%

Source: Community Survey 2016

Table 50: Free State Province Population (relative to SA Population) by Age Group

Age	Free State Province		South Africa	
	Total	%	Total	%
00 - 04	273,329	9.6	5,976,519	10.7
05 - 10	269,094	9.5	5,619,796	10.1
10 - 14	254,841	9	5,189,803	9.3
15 - 19	270,247	9.5	5,104,482	9.2
20 - 24	275,982	9.7	5,302,335	9.5
25 - 29	276,708	9.8	5,280,504	9.5
30 - 34	236,01	8.3	4,454,688	8
35 - 39	191,327	6.7	3,847,961	6.9
40 - 44	160,489	5.7	3,260,584	5.9
45 - 49	146,283	5.2	2,782,930	5
50 - 54	126,884	4.5	2,334,509	4.2
55 - 59	107,88	3.8	1,974,196	3.5
60 - 64	87,282	3.1	1,572,917	2.8
65 - 69	64,549	2.3	1,179,287	2.1
70 - 74	45,8	1.6	824,733	1.5
75 - 79	24,261	0.9	486,337	0.9
80 - 84	14,286	0.5	251,007	0.5
85+	9,461	0.3	211,064	0.4

Source: Community Survey 2016

To realise the benefit of the existing demographic dividend, the South African economy needs to grow employment and improve the labour market prospects for younger working-age people. Greater employment will raise mean incomes, allowing the residents of Lejweleputswa to invest in education and



save. These actions are crucial for achieving the second demographic dividend (The Conversation, March 2016.²). Thus, there is a window of opportunity for faster economic growth and family welfare.

4.3.2.2 Origin of population and migration

It would appear that people born in the Free State are less likely to migrate: 90% of the population were born in the province. The Province also appears not to attract a lot of incomers. None of the other provinces and people of foreign descent contribute more than 2% each to the population of the province. Figure 14 provides an overview of places of origin for the residents of Free State in general and Masilonyana and Matjhabeng in particular.

Free State Province

²<https://theconversation.com/why-south-africa-isnt-cashing-in-on-its-demographic-dividend-54270#:~:text=The%20median%20age%20in%20South,of%20other%20middle%20income%20countries.>

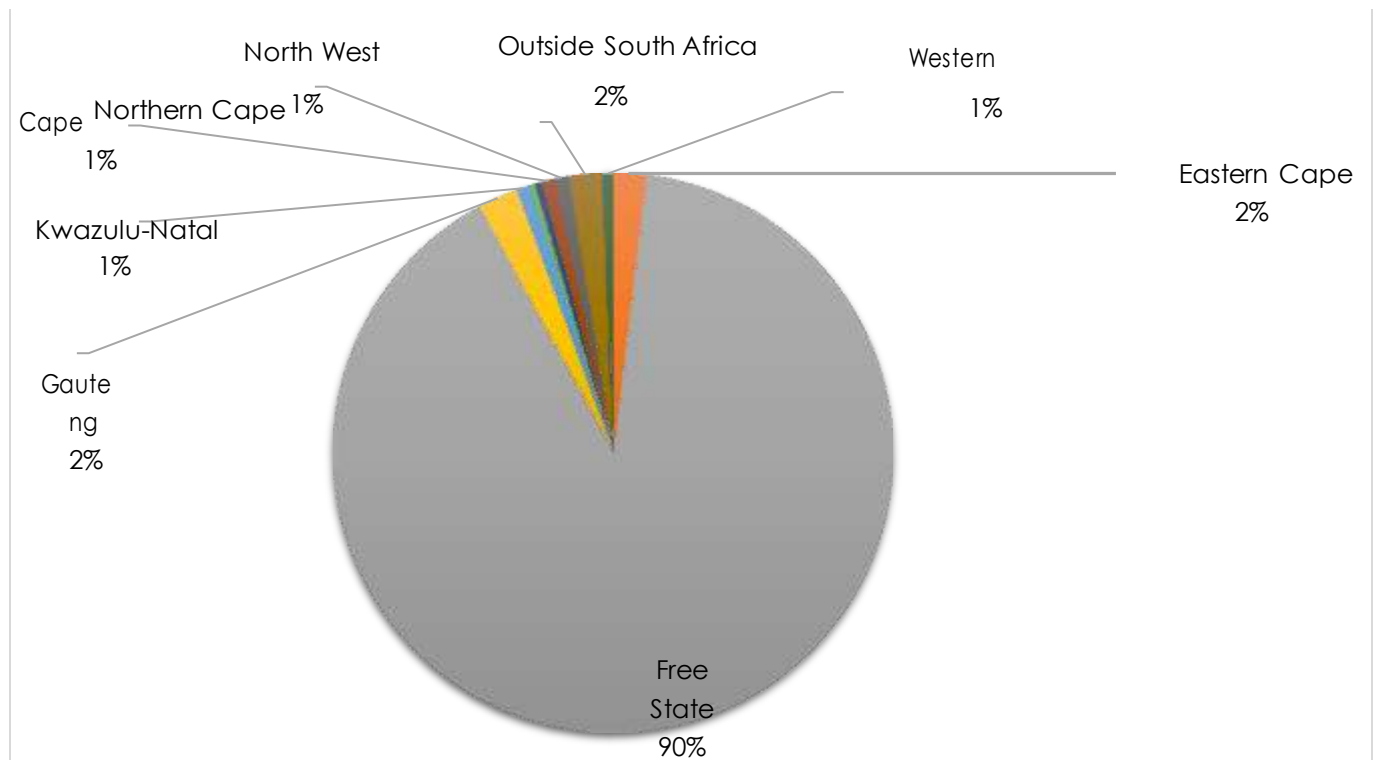


Figure 14: Place of Birth/Area of Origin of Residents

Source: Community Survey 2016



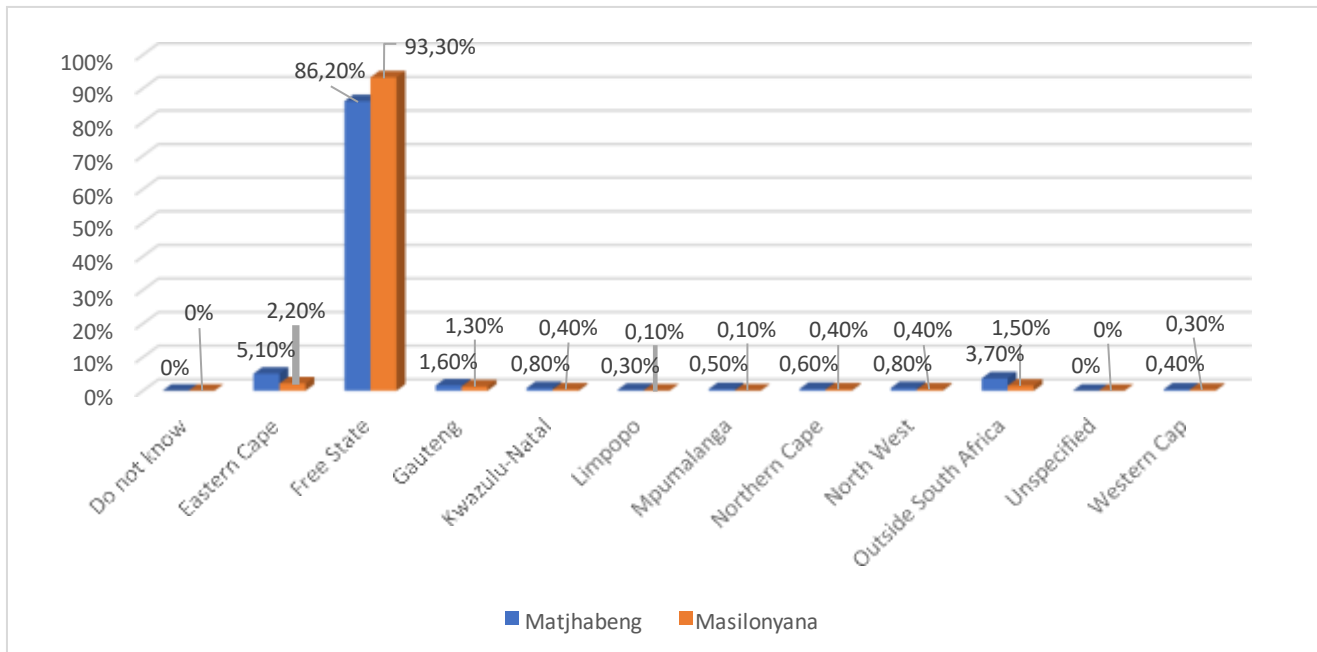


Figure 15: Place of Birth/Area of Origin of Residents in Masilonyana and Matjhabeng

Source: Community Survey 2016

An analysis of the places of origin of Masilonyana and Matjhabeng's population, shows that by and large most of the residents (98, 5% for MasLM and 96, 3% for MatLM) originate from South Africa. Further analysis indicates that the situation in the two local municipalities does not differ from the provincial demographic picture. The majority of the residents in the two municipalities – 93, 3% in Masilonyana and 86, 2% in Matjhabeng were born in the Free State. However, unlike in the principal picture, the neighbouring Eastern Cape contributes 5, 1% to Matjhabeng's population.

4.3.2.3 Languages

Language is the roadmap of a culture and hidden traditions. It is therefore important to pay attention to language, as it exposes history, culture, and legacy in development. Sesotho is the predominant language, followed by Afrikaans, in the Free State (Figure 16). The same picture is reflected in Lejweleputswa and in the two local municipalities in question. The least spoken language, at 1%, is English. One of the key issues emanating from the language profile pertains to the packaging and dissemination of information, including the SLP document, as well as development projects. Ideally, the SLP and all other SLP-related information products must be packaged into the most predominant languages of the mine community, that is both the host community and the major labour sending areas.



Free State Province

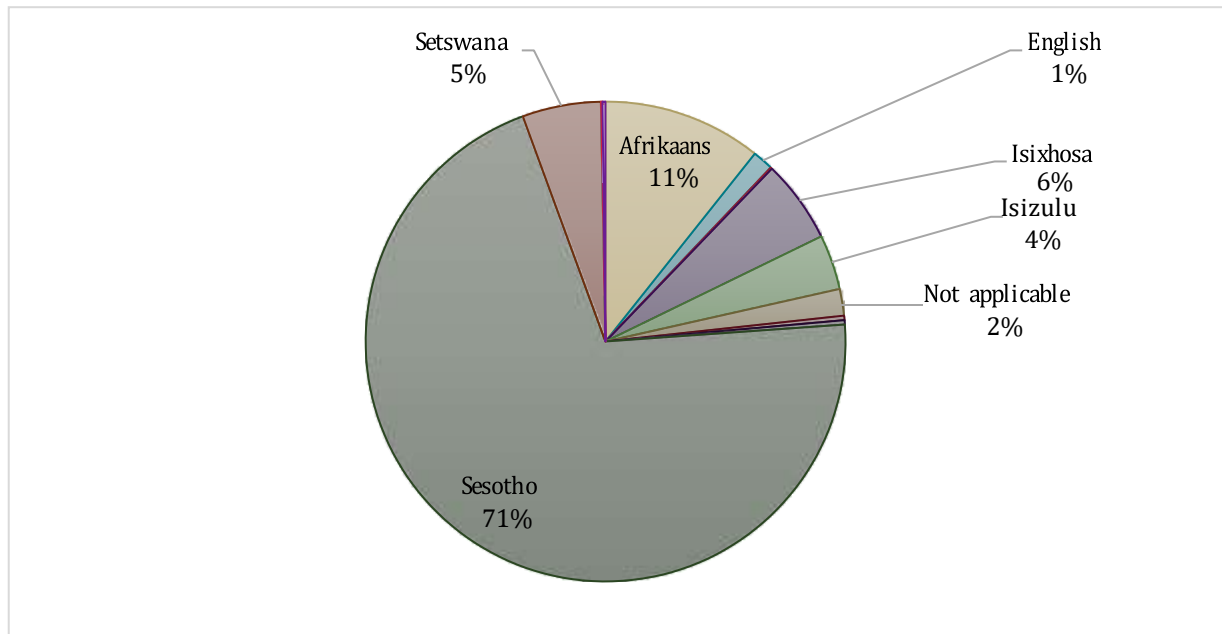


Figure 16: Languages Spoken

Source: Community Survey 2016

Masilonyana and Matjhabeng Local Municipalities

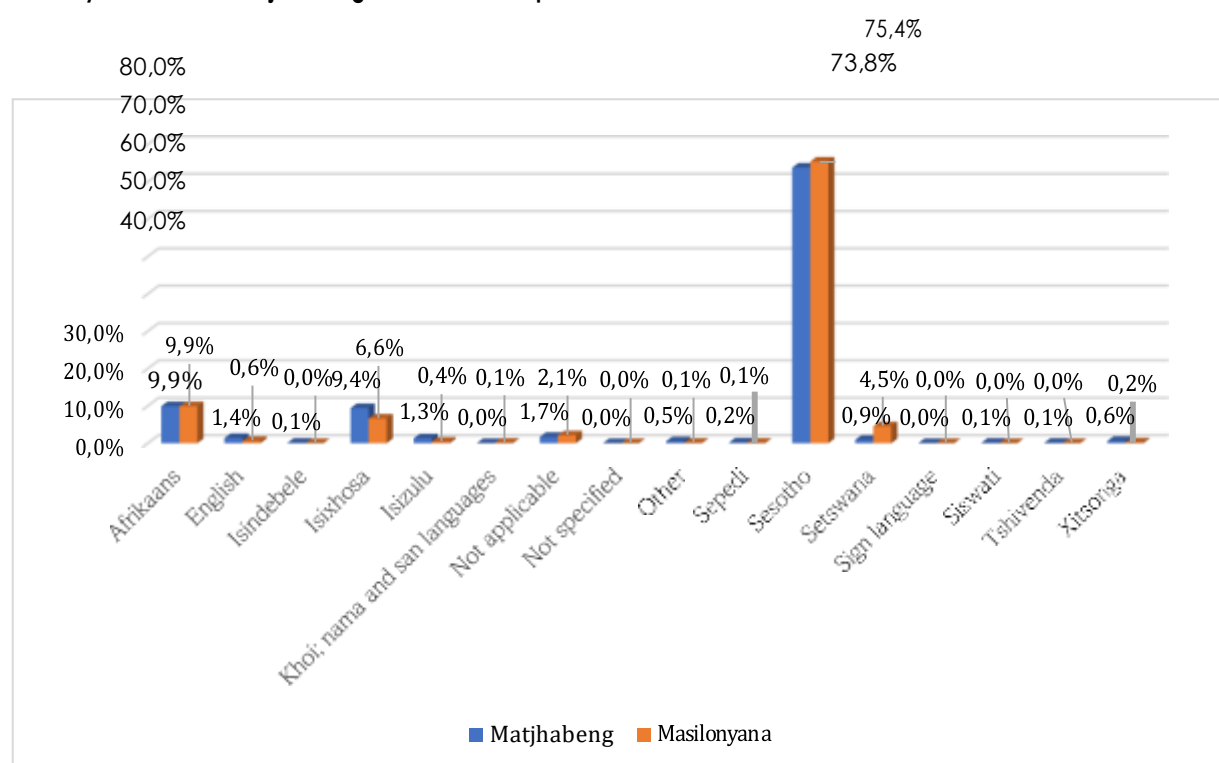


Figure 17: Languages Spoken

Source: Community Survey 2016

4.3.2.4 Education

An investment in knowledge pays the best interest and is the passport to the future. In terms of the Bill of Rights, Chapter 2 of the country's Constitution, education is a basic human right. Table 60 provides an overview of the distribution of the Masilonyana and Matjhabeng's population, relative to the province and South Africa, by highest education level. Just 1 in 3 of Masilonyana and Matjhabeng's residents have matriculated, while an equivalent portion have some secondary level schooling but did not matriculate. In terms of post-secondary school education, certificates and diplomas holders are in the majority, that is at 4, 5% and 4, 1% for MasLM and MatLM, respectively. The number of degreed residents is below 4% in both municipalities, which is slightly below that in the provincial and national averages. The level of residents without schooling in MasLM is double that of MatLM.

Table 51: Population (Over 20 and older) by Highest Education Level in Masilonyana and Matjhabeng

Level of Education	Masilonyana (%)	Matjhabeng (%)	Lejweleputswa DM (%)	Free State Province (%)	South Africa (%)
No schooling and not sure	7,2	3,7	5,7	7,2	8,7
Primary level schooling	16,9	15,2	18	16,9	13,2
Secondary level schooling but	34,8	38,8	38	34,4	33,1



with no Matric					
Matric	30,8	33,3	30	30,5	32,6
Post Matric Certificate and Diploma	4,5	4,1	3,8	4,5	5,3
Bachelor's degree	3,7	3,1	2,9	4,4	4,3
Honours degree	0,9	0,9	0,8	0,9	1,3
Masters degree	0,3	0,1	0,1	0,3	0,4
Post graduate certificate/diploma	0,7	0,7	0,6	0,7	0,9
PhD	0,2	0,1	0,1	0,2	0,2

Source: Community Survey 2016

The relatively lower level of post-secondary education calls for concerted efforts towards improving education outcomes in the area. The solution to getting more people attaining tertiary qualifications lies in ensuring that young people complete secondary schooling that is, matriculate. One of the areas to intervene in and that can make a huge difference is in early childhood development (ECD). Table 61 provides an overview of the percentage of children, the 0–5 year population group, that are attending some form of ECD.

Table 52: Population Aged 0-5 Years Attending an Educational Institution

Age		Attending (%)			
	Masilonyana Local Municipality	Matjhabeng Local Municipality	Lejweleputswa District	Free State	South Africa
0 – 5 years	41,2	51,9	47,9	52,0	48

Source: Community Survey 2016

The situation in both Masilonyana and Matjhabeng is a cause for concern: approximately half of the 0–5 years do not attend ECD. These children are unlikely to be equipped with the necessary foundation for primary to tertiary education. A high level of enrolment and participation at the ECD level could build a strong foundation towards increasing the rates of completion of secondary schooling and improving education outcomes in the community.

4.4 Service Delivery

4.4.1 Overview of Service Delivery

The effectiveness (or otherwise) of government is judged, by the majority of the citizens, by its ability (or otherwise) to timely and consistently provide basic services. Basic services include housing, education, health care, security and safety, communication, social welfare, transport, energy, water, sanitation, refuse and waste removal. The Constitution states that municipalities have the responsibility to ensure that all citizens are provided with services to satisfy their basic needs. In this regard, local government has a core function in the provision of basic services as encapsulated in the Municipal Systems Act (Act No. 32 of 2000), Municipal Structure Act (Act No. 117 of 1998) and many other supporting legislative instruments and



policies. Notwithstanding the constitutional provision, service delivery remains one of the most daunting challenges to post-apartheid South Africa. One of the most topical issues in contemporary South Africa relates to service delivery at the local level. The next sections provide an overview of access to basic services within the Masilonyana and Matjhabeng.



4.4.2 Housing and Living Conditions

4.4.2.1 Dwelling Type

Quality and affordable housing, supported by adequate social facilities and places of work, is a key indicator of a strong community. Section 26(1) of the Constitution of the Republic of South Africa guarantees every- one's right of access to adequate housing. Section 26 of the Constitution states that: (1) Everyone has a right to have access to adequate housing and (2) The state must take reasonable legislative and other measures within its available resources to achieve the progressive realization of this right. Housing is therefore a basic human right. This section provides an overview of the extent to which the right to housing is being realized (or otherwise) within Masilonyana and Matjhabeng. An analysis shows that the majority (depicted in bold under the column "Housing Typology") – 84% and 86, 2% of the households in Masilonyana and Matjhabeng, respectively - live in conventional formal housing (Table 62).

Table 53: Distribution of households by Type of Main Dwelling in Masilonyana and Matjhabeng

Housing Typology	Matjhabeng (%)	Masilonyana (%)	Lejweleputswa (%)	Free State (%)	South Africa (%)
Caravan/tent	0%	0%	0%	0%	0%
Cluster house in complex	0.1%	0%	0.1%	0.3%	0.8%
Flat or apartment in a block of flats	2%	0.6%	1.5%	1.7%	3.5%
House/flat/room in backyard	4.6%	6.5%	4.6%	5.9%	6.6%
House or brick/concrete block structure on a separate plot	76.9%	74.6%	76.2%	74.4%	65.9%
Informal dwelling (shack; in backyard)	6.3%	4.6%	5.9%	6%	5.4%
Informal dwelling (shack; not in backyard)	8.4%	11%	9.8%	8%	7.5%
Room/flatlet on a property or larger dwelling/servants quarter/granny flat	0.3%	0.9%	0.3%	0.4%	0.8%
Semi-detached house	0.3%	0.8%	0.3%	0.3%	0.8%
Townhouse (semi-detached house in a complex)	0.3%	0.6%	0.3%	0.7%	0.8%
Dwelling/hut/ structure made of traditional materials	0.3%	0.2%	0.5%	1.6%	7%
Other	0.5%	0.2%	0.5%	0.7%	0.8%

Source: Community Survey 2016

The level of home ownership is relatively high in Masilonyana and Matjhabeng: 60, 2% and 61, 6% of residents in the former and latter occupy houses they own, and which are fully paid up (Figure 18). A further 8,1% of Masilonyana and 9, 8% of Matjhabeng residents are on the path towards home ownership. The low percentage of residents who are on rental accommodation suggests a strong correlation between places of origin and home ownership. It appears that generally, people are more likely to invest for the long term in housing that is towards ownership, when they are in their place of origin.



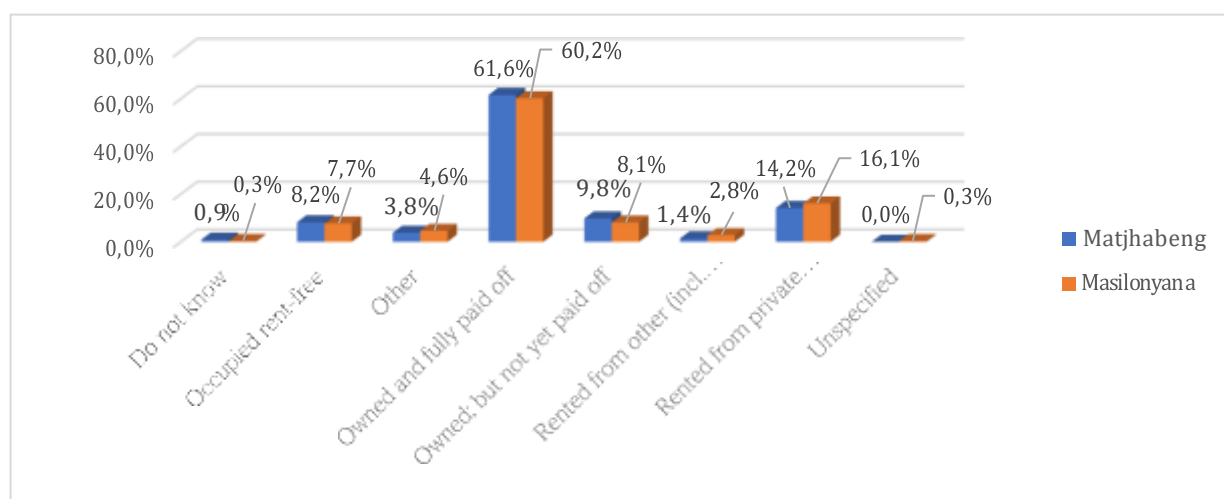


Figure 18: Housing by Ownership in Masilonyana and Matjhabeng

Source: Community Survey 2016

Notwithstanding the positive housing picture in terms of home ownership, there is still a need to invest in appropriate housing for the approximately 15% in both Masilonyana and Matjhabeng, who still reside in informal settlements.

4.4.2.2 Water

Water is essential to life. Chapter 2 of the Constitution provides that: "Everyone has the right to have access to sufficient food and water." Figure 19 provides a comparative picture of the level of access to water by Masilonyana and Matjhabeng's residents. In the case of Masilonyana, the majority, that is 65, 6% and 28, 8%, have access to tap water from inside their dwellings and within inside their plots, respectively.

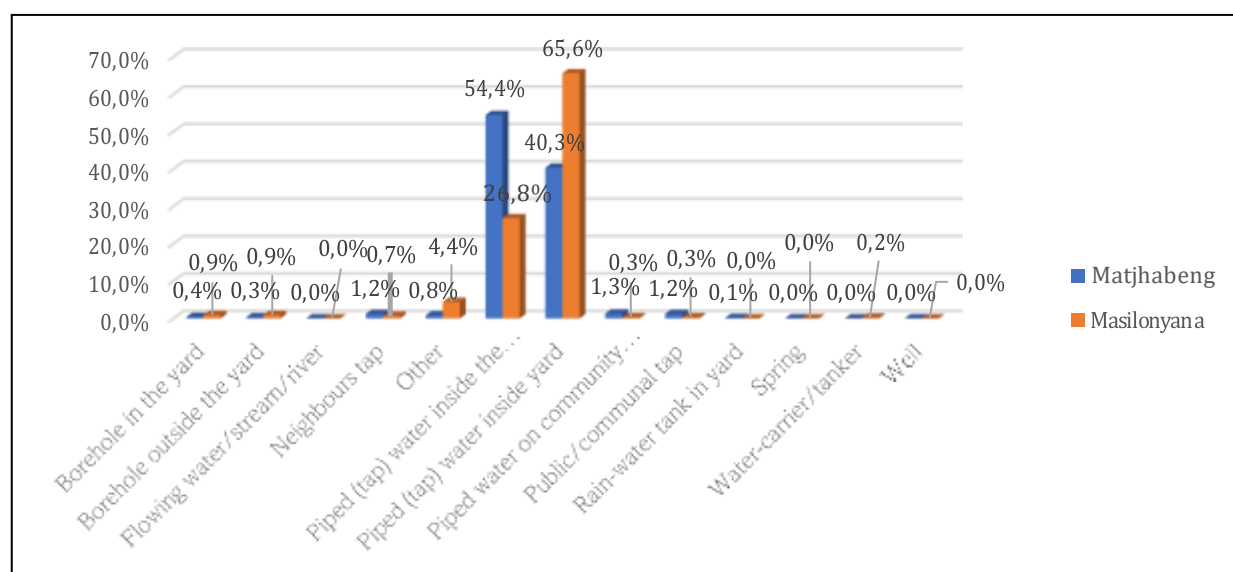


Figure 19: Population by Water Source

Source: Community Survey 2016



Matjhabeng seems to have taken a different approach to ensuring provision of potable water by investing in facilities outside of the residential structures: Only 4 in 10 (40, 3%) of its residents have water inside their



house, while the majority, that is 54, 4% have water within their residential plots. The above scenario points to the existence of relatively well-arranged form of water delivery mechanism, as depicted in Figure 20. It appears that there is a corresponding relationship between the percentage of residents living in formal housing and those with access to piped (tap) water.

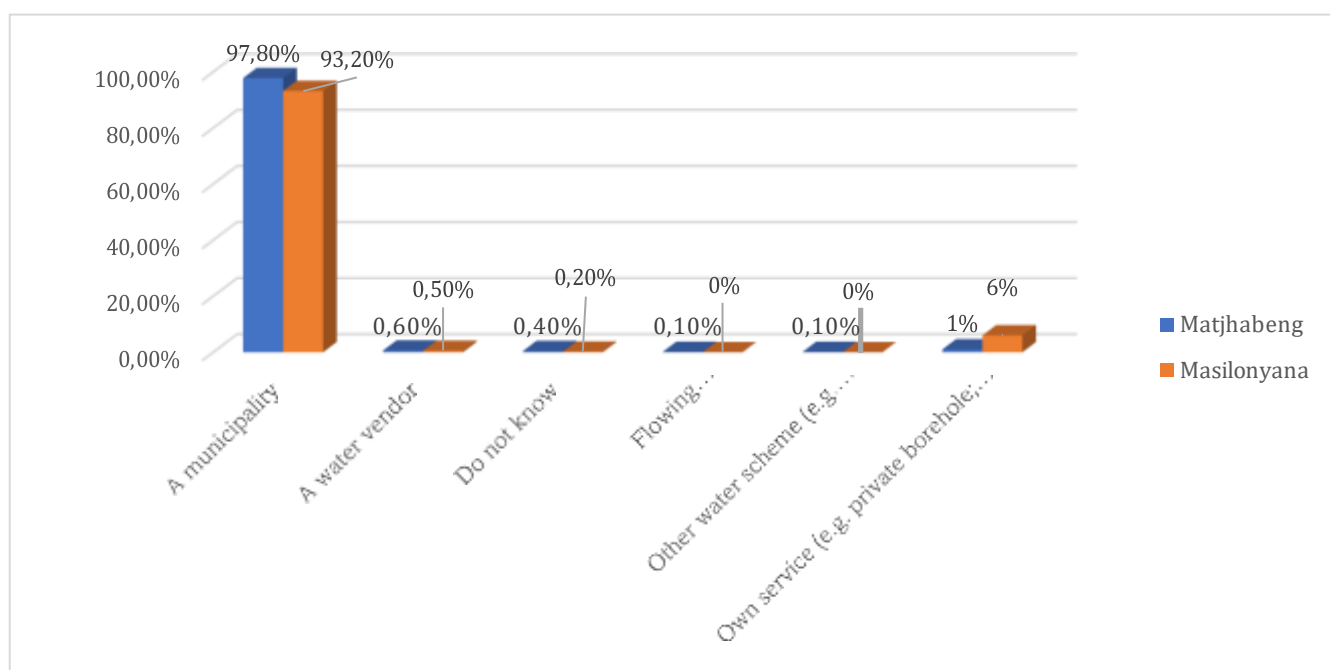


Figure 20: Population by Water Supplier

Source: Community Survey 2016

The two local municipalities appear to be discharging well their mandate for water provision. The bulk of the households – that is 97,5% and 93,2% of the households in MasLM and MatLM, are reliant on the municipality for water (Figure 20). Notwithstanding the prominent role of local government in water service provision, nearly 2% of households in both local municipalities have to find alternative means to meet their water needs.

4.4.2.3 Energy

Through its Renewable Energy Independent Power Producers Procurement Programme (REI4P), introduced in 2011, South Africa has set its path towards minimizing its reliance on non-renewable energy sources such as nuclear and coal. This strategy by Africa's biggest emitter of greenhouse gases, is aimed at reducing and keeping South Africa's greenhouse emissions to a range of 350-420 million tonnes of carbon dioxide equivalent (Mt CO₂e) by 2030. However, cognisance must be made on the constitutional imperatives with respect to the provision of and access to electricity.

The Constitution creates an exclusive right for municipalities to supply electricity within their boundaries. Thus, local Electricity reticulation and distribution is a responsibility of local government. It is also important to note that the National Energy Act, 2008 (Act No. 34 of 2008) mandates the Minister of Energy to ensure that diverse energy resources are available in sustainable quantities, and at affordable prices, in South Africa to support economic growth and poverty alleviation, while taking into account the effect and impact



on the environment. Notwithstanding the exclusive rights of municipalities in the supply of electricity,



the country's biggest supplier of electricity and a state-owned entity, Eskom, may supply any customers within its area of supply if a municipality does not already supply such customer. Table 20, provides a picture of the level of access to different sources of power by residents of Masilonyana and Matjhabeng.

Table 54: Distribution of Households in Masilonyana and Matjhabeng by Main Type of Electrical Energy Source

Type of Energy Source	Matjhabeng		Masilonyana	
	Population	%	Population	%
Battery	186	0	89	0,10
Connected to other source which household is not paying for	456	0,1	153	0,2
Connected to other source which household pays for	5 429	1,3	818	1,3
Generator	160	0	0	0
In-house conventional meter	70 483	16,4	7,356	11,7
In-house prepaid meter	338 377	78,9	50,682	80,7
No access to electricity	13 007	3	3,461	5,5
Other	764	0,2	212	0,3
Solar home system	252	0,1	0	0

Source: Community Survey 2016

As in the case with water provision, households in MasLM and MatLM have relatively high access to electricity. Notwithstanding the high levels of provision of electricity at a household level, slightly above 1% of the residents of both local municipalities have no access to conventional electricity. The local municipality is far away from 'greening' its power sources: less than half a percent of households use solar and/or wind turbine generated electricity.

4.4.2.4 Toilet Facilities

Adequate sanitation and toilets are basic necessities that ensure and promote the health of households and the entire community. It is almost inconceivable that someone has no access to a decent 'toilet' facility in South Africa. The reality is that 7,4% and 3,1% of households rely on the bucket system in Masilonyana and Matjhabeng respectively. Furthermore, 1,3% do not have toilet facilities at all.

Table 55: Distribution of Households by Type of Toilet Facility

Type of Toilet Facility	Matjhabeng		Masilonyana	
	Population	%	Population	%
Bucket toilet (collected by municipality)	6 765	1,6	3 753	6
Bucket toilet (emptied by household)	6 606	1,5	905	1,4
Chemical toilet	439	0,1	281	0,4
Ecological toilet (e.g. urine diversion; enviroloo)	55	0	145	0,2
Flush toilet connected to a public sewerage system	368 596	85,9	5 395	86
Flush toilet connected to a septic tank or conservancy tank	1 172	0,3	492	0,8
Pit latrine/toilet without ventilation pipe	28 638	6,7	841	1,3
Pit latrine/toilet with ventilation pipe	1036	0,2	462	0,7
Other	115	2,7	545	0,9



None	4 307	1	1 395	2.2
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Source: Community Survey 2016

The tragedy of households at the bottom of the socioeconomic pyramid is more exemplified by access, or rather limited access, to some of the most basic facilities such as water, refuse collection and sanitation. The breakout of the Covid-19 pandemic has more than exposed the gross socio-economic inequalities that still prevail in South Africa, almost 3 decades after the advent of democracy. The disparities of access to decent sanitation facilities need to be addressed to ensure the health of communities.

4.4.2.5 Refuse Removal

Effective refuse removal, as part of the entire chain of refuse management, constitutes one mechanism of protecting human beings and the environment from the perils of poorly managed solid waste. Section 156(1)(a) of the country's Constitution, read with Schedule 5, assigns direct responsibility for refuse management, refuse removal, refuse dumps, solid waste disposal and cleansing, to local government. However, the management of refuse constitutes one of the biggest challenges facing local government in South Africa. Along the chain of refuse management, its removal from the point of generation, becomes one of the major indicators of service delivery efficiency. Table 65 highlights the level of access to different forms of refuse removal in the Masilonyana and Matjhabeng.

Table 56: Percentage Distribution of Households by Refuse Removal

Type of Removal	Matjhabeng		Masilonyana	
	Population	%	Population	%
Communal container/central collection point	4 04	0.9	0	0
Communal refuse dump	20 11	4.7	1 293	2.1
Dump or leave rubbish anywhere (no rubbish disposal)	14 804	3.4	702	1.1
Own refuse dump	35 943	8.4	10 547	16.8
Removed by local authority/private company/community members at least once a week)	317 34	74	41 819	66.6
Removed by local authority/private company/community members less often than once a week	35 105	8.2	8 096	12.9
Other	1 771	0.4	313	0.5

Source: Community Survey 2016

Communal refuse removal indicates organised groups of households that have taken it upon themselves to provide a service which should be provided to them by local government. However, the overall picture shows that most of the residents are dependent on organised refuse removal. While the frequency might differ – that is whether refuse is removed on a weekly basis or longer than a week - local municipalities are generally (or in some cases private companies either sub-contracted by the municipalities or a community group), the main actors in the discharge of the service. In Masilonyana and Matjhabeng, local municipality accounts for 78, 5% and 82, 2% of removal of solid waste. Dumping, which leads to not only unsightly piles of solid waste but also contact with dangerous substances, is relatively lower at 1, 1%, in Masilonyana. Up to 3, 4% of households in Matjhabeng dump solid waste. This is very concerning given the existence of a sensitive ecosystem, which includes wetland(s) in the Free State.

4.4.2.6 Internet Access



The internet has become the intangible driver of economic development and social interaction. The internet, together with other elements of the 4th Industrial Revolution (4IR), such as artificial intelligence, business analytics and intelligence, form the backbone of modern society. Access to the internet is therefore an important development indicator in contemporary society.

Table 66 shows the level of internet accessibility in MasLM and MatLM on the basis of gender of the household head.

Table 57: Access to the Internet (in percentage terms)

Gender of household head	Masilonyana	Matjhabeng
Male	11%	8%
Female	9%	6%
Total	10%	7%

Source: Community Survey, Free State Provincial Profile Report, 2016

Table above shows that there are relatively low levels of accessibility to the internet in Masilonyana and Matjhabeng. With an average level of 10%, Masilonyana has the highest level of access to the internet, in comparison to Matjhabeng's 7%. One of the major implications of the global Covid-19 pandemic is that it sped up the use of the internet as a key form of communicating information, providing educational services, and even schooling, and facilitating economic activity and interactions. The low level of access in both local municipalities points to a serious digital divide, which is a proxy indicator of socio-economic inequality. The bulk of the residents, that is more than 90%, are thus cut off from the global network in terms of ready access to information for commercial, educational, recreational and other purposes.

4.4.2.7 Food Security and Agricultural Activities

This Section provides an analysis of the status of agricultural activities and the status of food security in Masilonyana and Matjhabeng. Table 67 shows that the most popular agricultural undertaking in Masilonyana is crop production. On the other hand, that is Matjhabeng, 35% of the households are involved in vegetable production. The analysis of agricultural activity and food security in particular is critical as rights are enshrined in two sections of the country's Constitution, namely Section 27(1)(b) and 28(1)(c). The former, that is Section 27(1)(b) states that everyone has the right of access to sufficient food. Section 28(1)(c) states that every child has the right to basic nutrition. Several international human rights instruments, such as the Universal Declaration of Human Rights (UDHR), the International Covenant on Economic, Social and Cultural Rights (ICESCR) and the Copenhagen Declaration on Social Development recognise the right to food as a component of an adequate standard of living.

Table 58: Households involved in agricultural activities in Masilonyana and Matjhabeng

Type of Agricultural Activity	Lejweleputswa		Masilonyana		Matjhabeng	
	Number	%	Number	%	Number	%
Livestock production	7 330	18	1 119	19	2 984	13



Poultry production	8947	22	1 074	18	4 240	18
Production of other crops	10 090	24	1796	31	4703	20
Vegetable production	11 854	28	1 255	21	8 066	35
Other	3 162	8	625	11	3 022	13
Total	41 383	100	5869	100	23 015	99

Source: Community Survey 2016



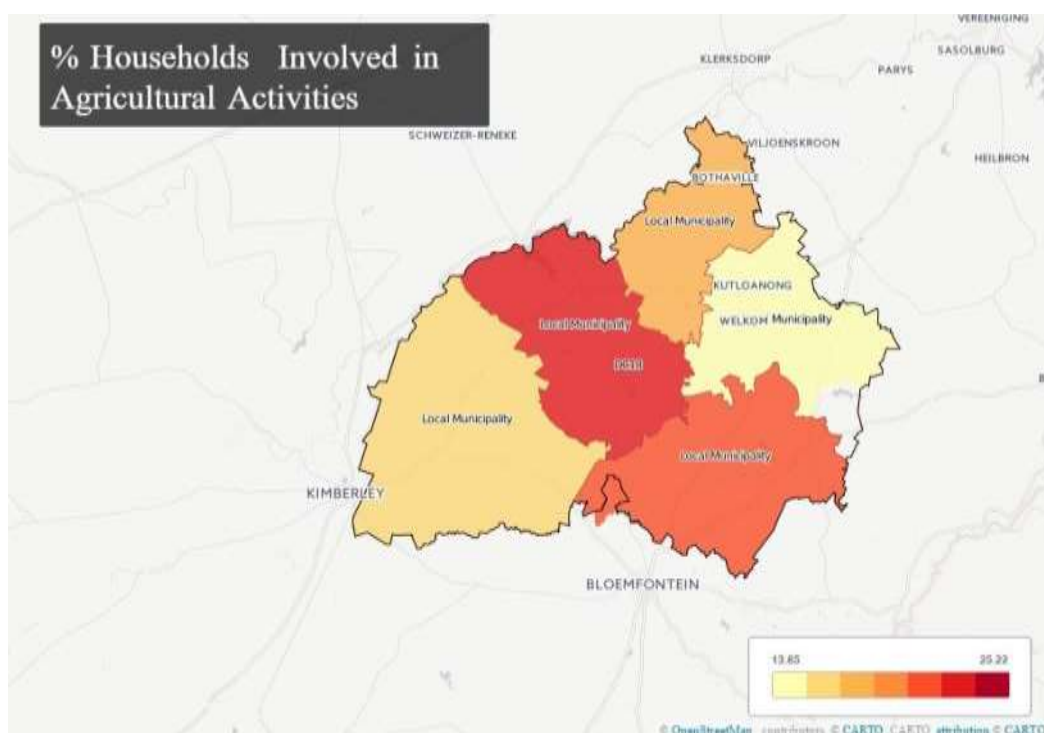


Figure 21: Households involved in agricultural activities in Lejweleputswa

Notwithstanding the cited level of engagement in agriculture, hunger, as depicted by the number of households going for days without money to buy food, is a common socio-economic challenge. South Africa is self-sufficient in terms of basic food. The irony is that countrywide, prevalence for running out of food is at 19.9%, with Northern Cape and Eastern Cape at 27, 6% and 26, 3%, respectively being the most affected. Table 68, depict the prevalence of households experiencing hunger in Lejweleputswa in general, and in the two local municipalities in question.

Table 59: Level of Household Food in the last 12 Months

Food (in)security indicator	Matjhabeng		Masilonyana		Lejweleputswa	
	Population	%	Population	%	Population	%
Prevalence of running out of money to buy food	37869	25,4	6534	30,3	60204	27,7
Skipped a Meal	25974	17	4228	19,6	41239	18,9%

Source: Community Survey 2016

Socioeconomic downturns affect food security, and the situation is not an exception for Masilonyana and Matjhabeng. Around 1 in 4 (25,4 per cent) of households in Matjhabeng have run out of money for purchase of food while almost 1 in 5 (17 per cent) have borne the brunt of missing a meal. The situation is even worse in Masilonyana. The prevalence of households skipping meals is likely to increase due to the large unemployment caused by Covid-19 and that now many households will have more unemployed members to feed.

4.4.2.8 Ownership of Household Goods

The community's average ownership level of all the assets reflected in Table 69 is comparatively lower than



that for the country with respect to a number of asset categories. A cell phone is the most common household good in Free State; however with 91, 8% of households owning at least one cell phone,



Masilonyana is lower than the district, provincial and countrywide figures. Further, car ownership levels are relatively lower in Masilonyana, in comparison to Matjhabeng, the province, and nationwide.

Table 60: Ownership of Goods by Households (Expressed in % Terms)

Equipment	Matjhabeng	Masilonyana	Lejweleputswa	Free State	South Africa
Cell phone	92.9	86.7	91.4	91.3	92.1
Computer	21.9	15.4	19.6	21	23
Dvd player	63.2	53.9	59.5	58.3	52.4
Electric/gas stove	88	88.4	88	86.7	80.4
Landline/telephone	6.7	5.8	6.4	6.8	11
Motor-car	31.6	18.6	28.6	27.4	31.3
Radio	76.9	73	74.2	76.5	66.6
Refrigerator	82.1	73.1	79.5	79.7	77.3
Satellite television	41.2	33.7	37.2	38.1	39.5
Television	88.6	77.9	85.7	84.6	81.8
Vacuum cleaner	18.2	11.9	16.2	15	15.8
Washing machine	40.9	29.7	39.2	36.9	37.3

Source: Community Survey 2016

4.4.2.9 Crime and Perceptions of Safety

Crime is one of the country's biggest challenges and individual, household, and broader community safety is an important issue in many communities. Perception of safety is therefore an important development indicator. Figure 22 shows that, comparatively, Masilonyana is relatively safe; 97, 5% of the residents did not experience crime in the last 12 months. Unfortunately, available data does not provide insight into the nature and impact of crime experienced by those who recorded being victims of criminality.

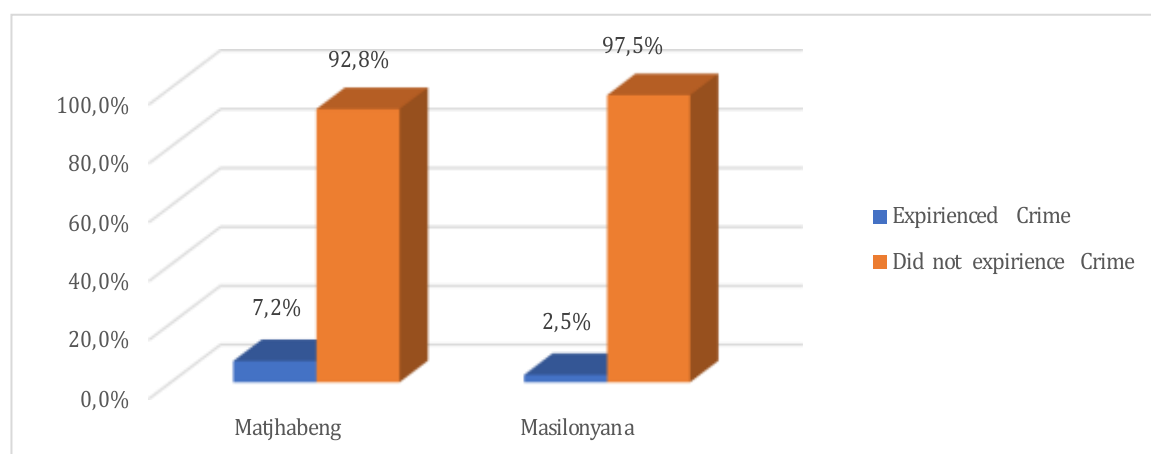


Figure 22: Crime Levels as Measured by Percentage of Households that Experienced Crime in the Last 12 Months

Table 61: Crime statistics: Matjhabeng

Issue	Matjhabeng		Masilonyana	
	Population	%	Population	%
Experienced Crime	10662	7,2%	540	2,5%
Did not experience Crime	138250	92,8%	20 918	97,5%
Total	148912	100%	21458	100%

Source: Community Survey 2016



South Africa ranks 19th out of 193 countries on a global index measuring organised crime activity. Poverty and disparities between the rich and the poor, mainly manifesting from poor educational outcomes and



jobless economic growth, as well as poor service delivery, especially in townships and informal settlements, impact crime levels. Low conviction rates exacerbate the problem.

4.4.2.10 Perception of Municipal Services and Problems

In the case of South Africa, perceptions of poor service delivery and/or mismanagement of public funds have greatly contributed to collective violence in the form of community protests. Municipalities are at the coalface of service and invariably bear the brunt of angry residents. In order of severity, the five leading service delivery problems faced by municipalities in Free State, as per the 2016 Community Survey, are **(1) lack of safe and reliable water supply (20,8%); (2) lack of employment opportunities (13,8%); (3) inadequate roads (12%); (4) inadequate sanitation/sewerage and toilet services (10,6%); and (5) inadequate housing (9,3%)**. Given the high percentage of occupation of formal housing and homeownership, it is not surprising that housing is the least mentioned development challenge by the residents of Free State.

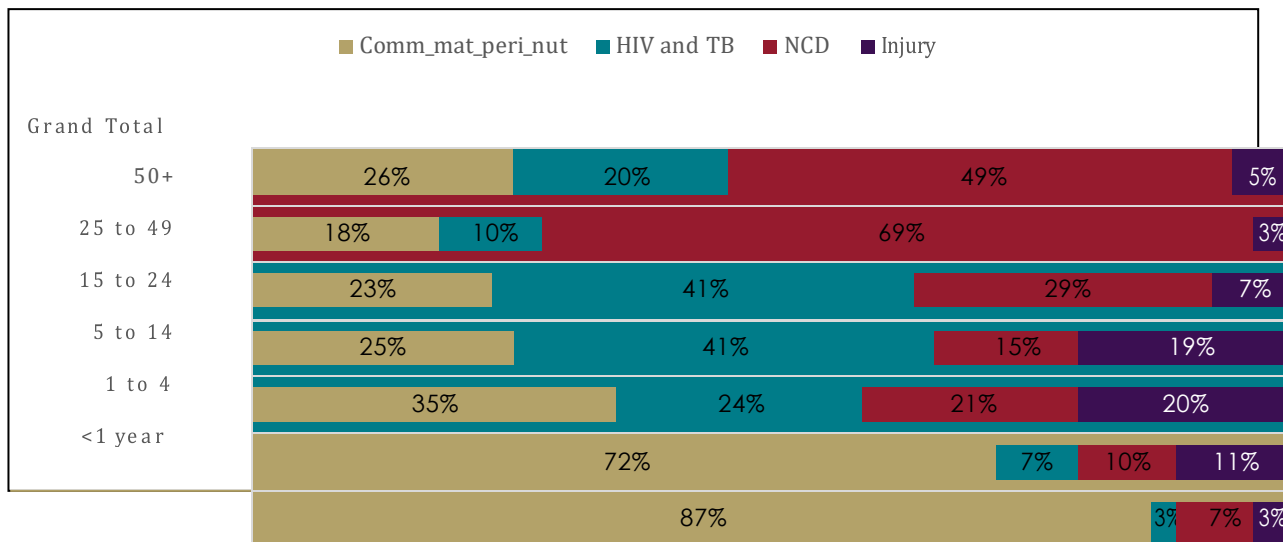
Notwithstanding the fact that municipalities are constitutionally mandated with provision of basic services, mining companies have not been spared the brunt of community protests. This has partly been aggravated by misplaced perceptions by some community members that mines have a responsibility for service delivery leading. Local government has the constitutional mandate and receives annual budgets to for service delivery.

4.4.2.11 Health (HIV and AIDS)

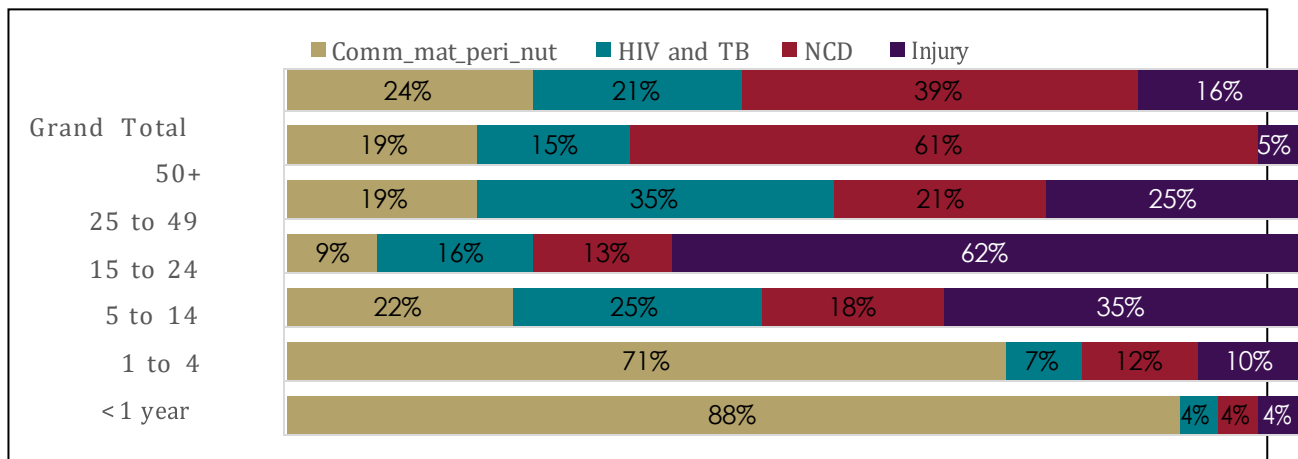
The enjoyment of the highest attainable standard of health is a fundamental right of every human being. Health is not merely the absence of disease or infirmity (World Health Organization). It is a state of complete physical, mental, and social wellbeing (Hancock & Duhl, 1988). The health of our communities is critical to economic growth and development, and more so to the eradication of intergenerational poverty. The Human Immunodeficiency Virus (HIV) has been one of the most challenging pandemics to face humanity. Though there is evidence of the existence of HIV as long back as 1959 in the Belgian Congo, the disease came to the public's attention in the early 1980s. Since then, HIV and AIDS have had a debilitating effect on the world. Globally, South Africa is said to be the worst affected country. The first case of HIV infection in South Africa was reported in 1982 at the height of military offensive on, and political repression of, the black community by the apartheid government. The persistence of HIV infections and AIDS-related deaths, despite the massive roll-out of awareness campaigns, free issue of condoms, and the provision of free Anti-retroviral (ARV) treatment means more still needs to be done to contribute to and achieve an AIDS-free generation.

Although there are different schools of thought on the correlation between AIDS and socio-economic status, the United Nations Joint Programme on HIV/AIDS (UNAIDS) concluded in 2001 that "poverty, underdevelopment, the lack of choices and the inability to determine one's destiny fuel the (HIV) epidemic". Figure 23 depicts the percentage of the population affected by HIV/AIDS and other ailments in the Free State.





Females



Males

Source: Free State Profile AU

Figure 23: Percentage of the population affected by HIV/AIDS in relation to the poverty levels in South Africa (Lejweleputswa District Health Profile)

The discovery and subsequent spread of a pneumonia-like disease in China's Wuhan City heralded the start of the novel coronavirus pandemic, originally called "2019-nCoV", caused by the SARS-CoV-2 virus. Lejweleputswa has not been spared of the brunt of Covid-19. On the whole, the Free State accounted for 5,6% of Covid cases in South Africa. Figure 24 shows the Covid vulnerability - transmission potential and health susceptibility - of Lejweleputswa.



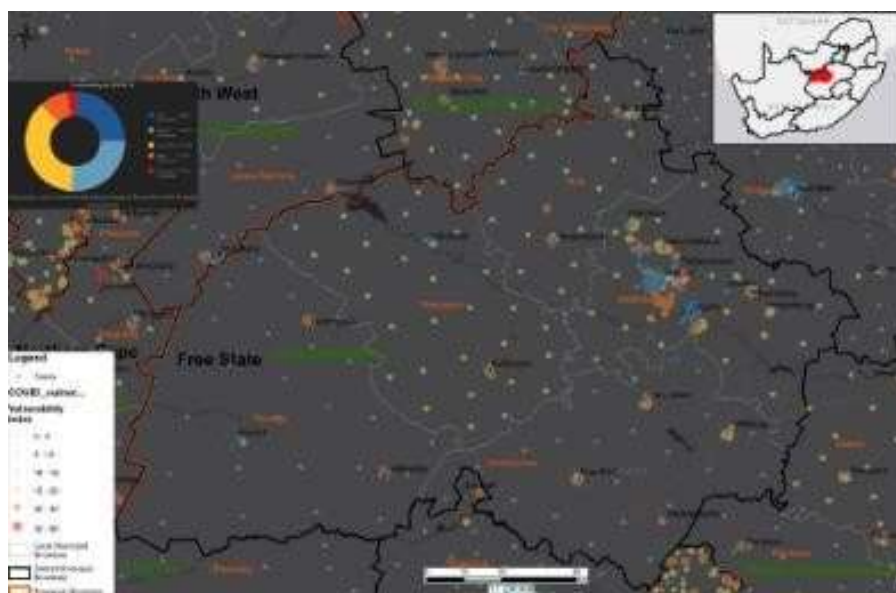


Figure 24: Lejweleputswa Covid-19 Vulnerability Index

Source: Cogta, 2020 (Lejweleputswa District Municipality: Profile and Analysis, District Development Model)

The socio-economic impact of Covid are enormous; the pandemic has not only changed the very core of how we interact in society and what we once knew as normal, it has destabilised the demographics. Covid has led to a significant increase in the crude death rate (CDR) from 8,7 deaths per 1 000 people in 2020 to 11,6 deaths per 1 000 people in 2021. This significant rise in fatalities has led to a drop in the 2021 Life expectancy (LE) at birth, and placed a heavy burden over the fiscus for South Africa. Covid has significantly exposed and magnified the faulty lines of 'jobless' economic activity, and socio-economic inequalities worsened alongside economic growth. Building community resilience to shocks from, for example, pandemics and climate change, appears to be one of the only viable long-term responses to poverty and vulnerability in the Free State Province.

4.4.3 Economic Perspective

4.4.3.1 Size and Significance of Masilonyana and Matjhabeng Economies

Although the two local municipalities have diverse economies, mining forms the economic backbone (Table 71). The economies of the two local municipalities are therefore subject to external volatilities and impacts. The economies are also largely driven by community services which contribute 8,4% (Masilonyana) and 10,8% (Matjhabeng) of the GDP of the respective economies. Trade and finance are also key contributors to the economies. Agriculture, which is one of the major contributors to employment, is not a major contributor to the GDP of both economies (Table 72). This shows that agriculture has a high propensity for employment creation although it tends to be seasonal, and the wages are on the lower end for the majority of low-skilled labourers.

Table 62: Sectoral Contribution to the Economy of the Masilonyana and Matjhabeng Local Municipality

Sector	Lejweleputswa (%)	Masilonyana (%)	Matjhabeng (%)
Agriculture	5,6	6,2	0,8
Mining	46,5	50,3	56



Manufacturing	2,5	2,1	2,1
Electricity	1,5	1,2	1,3
Construction	1,7	2,2	1,5
Trade	11,0	8,3	10,0
Transport	6,3	5,2	5,6
Finance	10,8	8,4	10,8
Community services	14,2	16,2	11,9

Source: IDP 2020 -2021

Matjhabeng's IDP acknowledges the contribution of mining on the local economy. It reflects that besides Sibanye-Stillwater, a number of other mining companies operating in the municipality have different development programmes and projects.

Table 63: Sector Output Growth 2020

Sector	Masilonyana Local Municipality	Matjhabeng Local Municipality	Lejweleputsw a District
Agriculture	6,0	1.6%	9%
Mining	50.3%	40.7%	31.8%
Manufacturing	2.9%	3.6%	4.2%
Electricity	1.4%	2.0%	2.4%
Construction	1.8%	1.8%	1.9%
Trade	8.1%	13.4%	13.6%
Transport	4.8%	7.3%	7.6%
Finance	8.5%	14.5%	13.4%
Community services	15.5%	15.7%	17%

Source: Free State SERO 2021

Generally, Free State and its district and local municipalities face a broad-base slowdown in output across the primary and tertiary sectors. The across-the-board economic decline is attributed to the impact of Covid-induced lockdowns imposed by the government. A mammoth task of facilitating and contributing to the economic recovery of communities and the country lies ahead. Cognisant that there is a differential impact of Covid, HIV, and other shocks on communities, there is a growing realisation that collaborative and innovative approaches are needed to build back better (B3).

4.4.3.2 Employment

Figure 25 provides an overview of the employment status of individuals and employment by sector in the context of Masilonyana and Matjhabeng. The picture in Masilonyana and Matjhabeng is not very different from the provincial scenario, although employment is relatively higher than the national average. Almost 7% more people are employed in Matjhabeng (24,5%) than in Masilonyana (17,9%). As such, the number of discouraged work seekers is much higher in Masilonyana (4,5%) than in Matjhabeng (3,3%). The formal sector is the main source of employment (Figure 26).



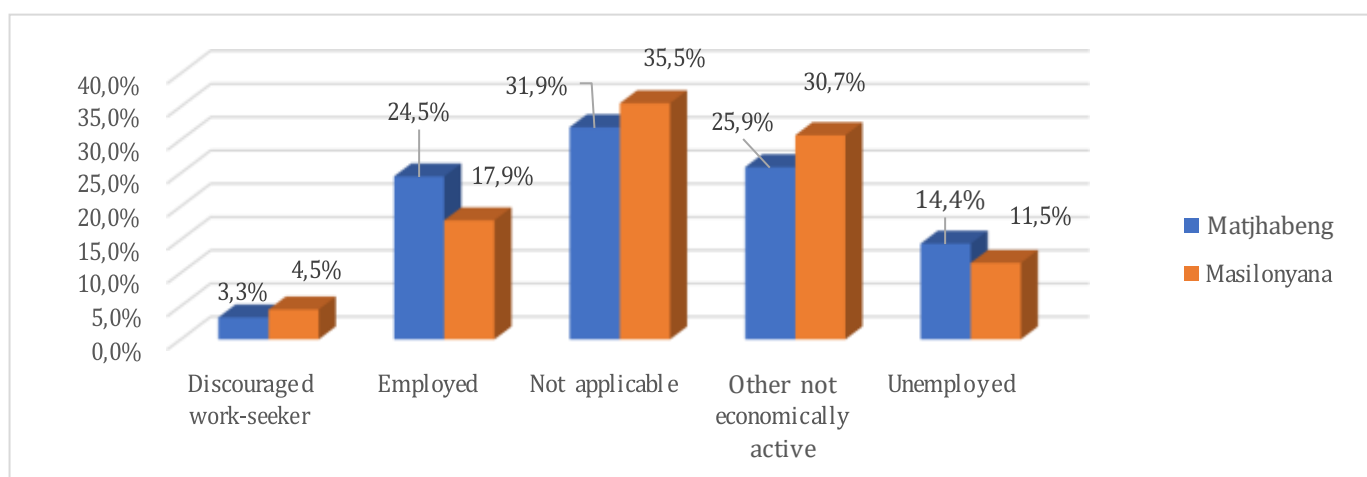


Figure 25: Employment Status for Individuals 15 years and Older (in percentage terms)

Table 64: Employment status for Individuals 15 years and Older (in percentage terms)

	Matjhabeng	Masilonyana	Lejweleputswa	Free State	South Africa
Discouraged work-seeker	3.3%	4.5%	3.8%	3.6%	3.5%
Employed	24.5%	17.9%	22.8%	23.7%	25.5%
Not applicable	31.9%	35.5%	33.9%	34.6%	34.5%
Other not economically active	25.9%	30.7%	26.3%	26.7%	25.7%
Unemployed	14.4%	11.5%	13.1%	11.4%	10.8%

Source: Community Survey 2016

Unemployment, alongside poverty and inequality are the three biggest challenges facing South Africa. In this regard, creating an environment for business to thrive and for the creation of long-term and dignified jobs is at the heart of public policy in South Africa. Notwithstanding the noble policy intents, unemployment remains a major challenge in the country.

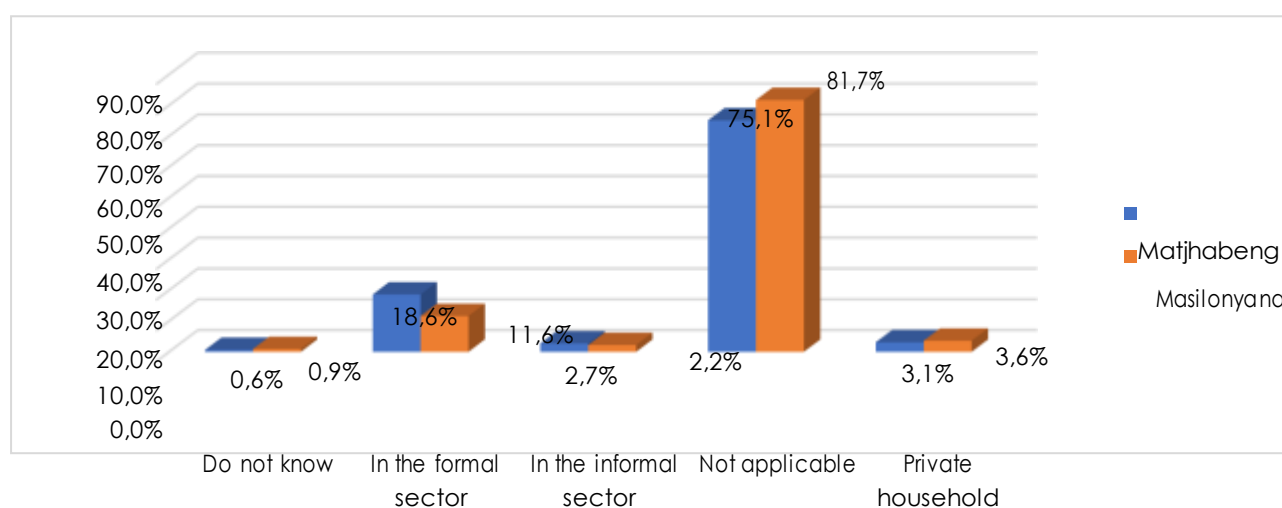


Figure 26: Employment of Individuals, 15 Years and Older by Sector Table 74: Employment of Individuals, 15 Years and Older by Sector

	Matjhabeng (%)	Masilonyana (%)	Lejweleputswa (%)	Free State (%)	South Africa (%)
Do not know	0.6%	0.9%	0.6%	0.6%	0.6%



In the formal sector	18.6%	11.6%	16.6%	16.6%	19.2%
In the informal sector	2.7%	2.2%	2.8%	3.4%	3.2%
Not applicable	75.1%	81.7%	76.7%	75.9%	74%
Private household	3.1%	3.6%	3.3%	3.5%	3%
Unspecified	0%	0%	0%	0%	0%

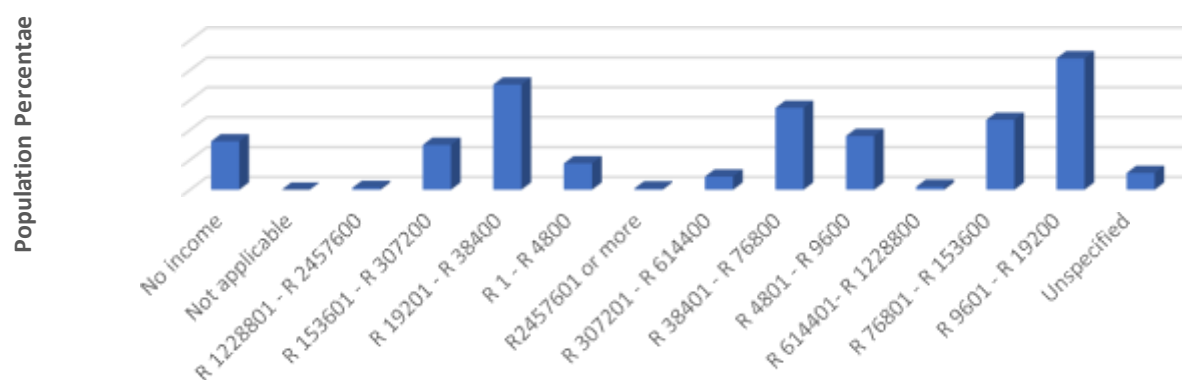
Source: Census, 2016

The emerging picture challenges development policy and local economic development practitioners to think outside the box and begin to create a conducive space for the informal sector to grow and constructively contribute to the local and national economy.

4.4.3.3 Incomes (including Social Grants)

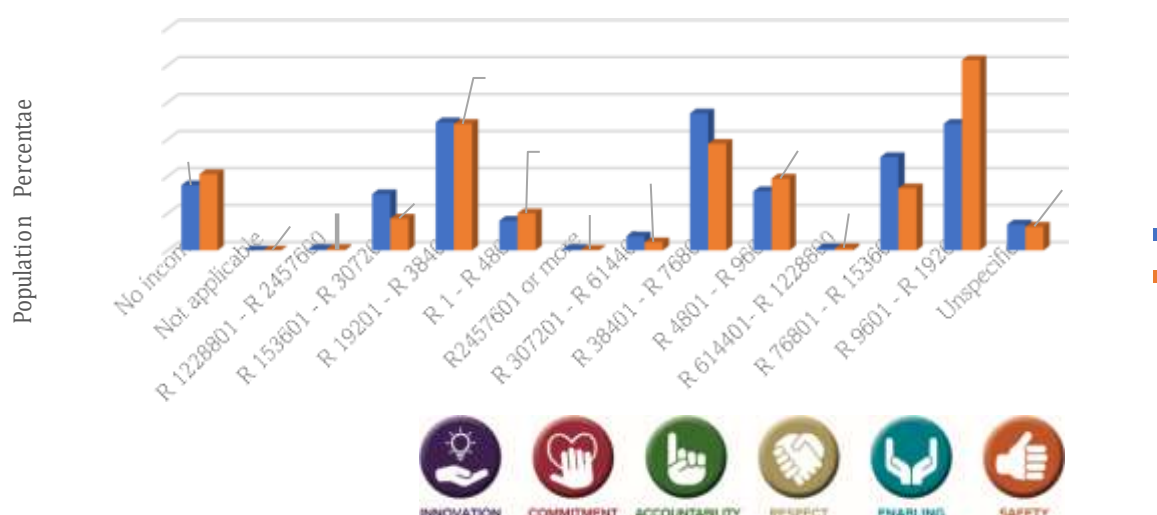
The majority of the workforce in the Free State is in the lower part of the middle-income bracket, earning above R9,600 per month.

Free State Province



Source: Community Survey 2016

Masilonyana and Matjhabeng Local Municipality



Source: Community Survey 2016

Figure 27: Annual Income Levels and Distribution

Considering that less than half of the EAP group is gainfully employed, and mostly in the formal sector, the income differentials are therefore very large within the community. Unfortunately, disaggregated data on sources of income in Masilonyana and Matjhabeng is not available. It appears that socio-economic inequalities have increased over time. Such a situation, where half of the community have no sustainable livelihoods, is not conducive and does not lead to social unity and cohesion.

The informal sector provides fertile ground for the establishment, growth, and eventually the formalisation of small, medium, and micro-enterprises (SMMEs). This calls for concerted partnerships to diversify the economy and livelihoods of the area. Cognisance must be made that this calls for the State to take a lead through public policy and programmes. Notwithstanding the dearth of income related data, it is evident that a high level of unemployment contributes to untenable dependency.

4.4.3.4 Dependency

Despite the dominance of mining, the two local municipalities have low labour force participation rates and absorption rates. High unemployment levels spell doom and gloom for many individuals and households. It is the very source of growing socio-economic inequalities, hopelessness, and a foundation for a plethora of social ills. Over-dependency on one sector such as mining, or few sectors, is also not sustainable. The lack of alternative and diverse forms of livelihoods, that is outside of the formal sector, exacerbates the situation in the context of the Masilonyana and Matjhabeng. According to www.municipalities.co.za, Masilonyana and Matjhabeng has a dependency ratio of 50% and 42,4%. The municipality itself is highly dependent on grants for its operations. The relative low level of dependency in Matjhabeng can be traced to the comparatively high employment.

4.4.4 Environmental Perspective

4.4.4.1 Environmental Profile

Humanity and nature are intricately linked. The key to sustainable development is to balance the exploitation of natural resources for socio-economic development and the conservation of ecosystem services critical to everyone's wellbeing and livelihoods (Figure 29). Ecosystem services are the benefits, in the form of products or goods and services, that the natural environment and healthy ecosystems provide to human beings. The benefits include provisioning of services such as food and water; regulating services such as regulation of floods, drought, land degradation, and disease; supporting services such as soil formation and nutrient cycling; and cultural services such as recreational, spiritual, religious, and other nonmaterial benefits (MEA, 2015). The Constitution of South Africa provides for the protection of the environment to benefit the present and future generations by preventing pollution, ecological degradation, and securing ecologically sustainable development while allowing for economic and social development.



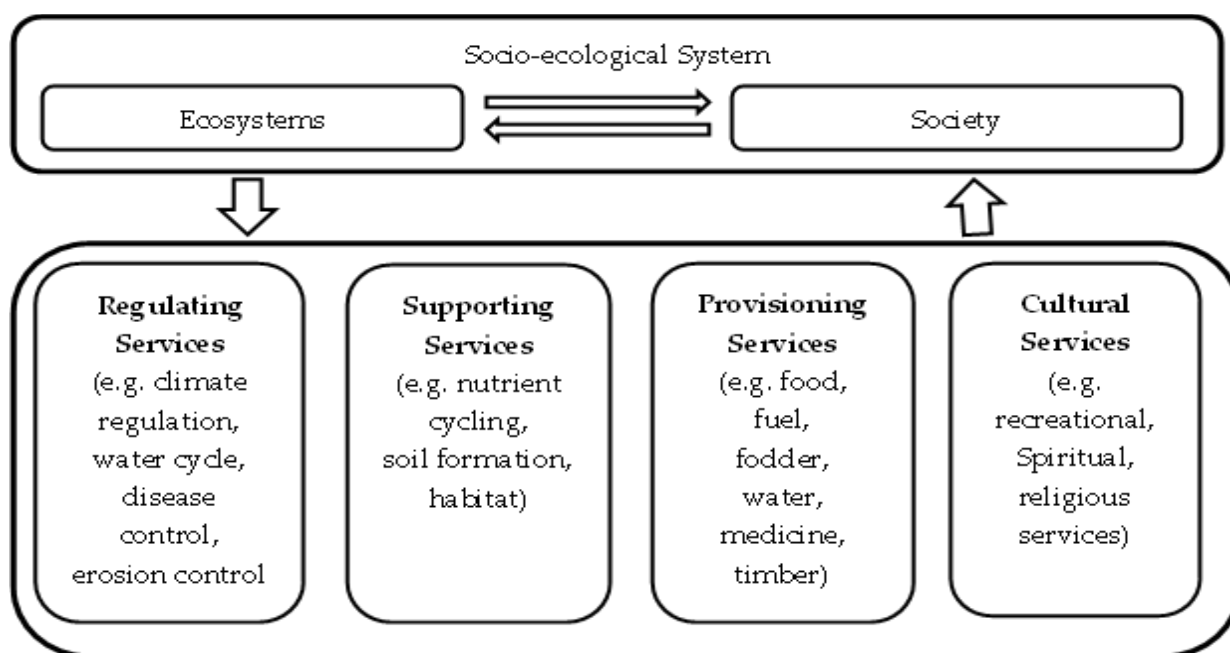


Figure 28: The socio-ecological system and ecosystem services

Source: Munroe et al, 2015

A great part of Lejweleputswa, that is 47%, is designated as a natural habitat. Two formal land-based protected areas - the Bloemhof Dam Nature Reserve (632ha) and the Sandveld Nature Reserve (24 883.5ha) - are in Lejweleputswa. Wetlands make up 5.7%, that is 37,304.9ha, of the total area size of the district municipality. Various ecological aqua areas that support endangered and water species are also found within the region. This includes the areas around the Agri Park in Wesselsbron. Prominent protected and conservation areas are found around Bloemhof, Erfenis and Allemanskraal Dams. The Vaal, Modder, Vals, Sand and Vet Rivers are part of the main sources of water supply to the district. However, over the years, Lejweleputswa has been under severe environmental pressure.

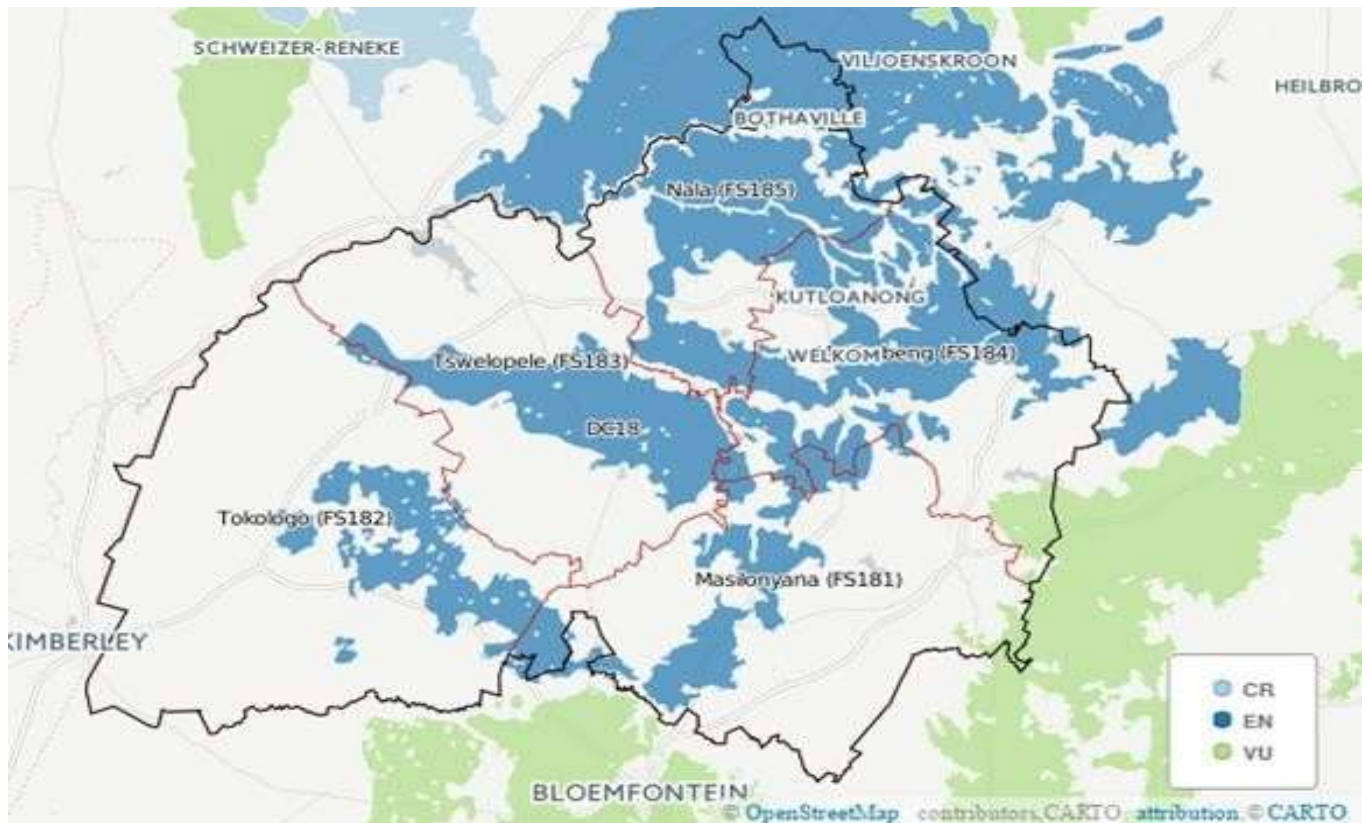
Environmental state and health are dependent and influenced greatly, amongst other factors, by the spatial configuration of an area and general socio-economic development. Lejweleputswa faces the following environmental challenges/issues:

1. Loss of high priority biomes(Figure 29), typified by degraded land, overgrazing, invasive alien species, amongst others.
2. Extreme weather events which have led to (negative) changes in:
 - grain production areas. Seeds that are resistant to heat, and crops that grow in extreme climate conditions are needed.
 - Adverse changes in sorghum production.
3. Increased risk to livestock.
4. Climate change-induced hazards on human beings:
 - Increased heat stress.
 - Increased vector-borne diseases from spread of ticks, blackflies, mosquitoes and sandflies.
 - Food insecurity culminating in increased malnutrition and hunger.
 - Loss of life and property from floods.
5. Loss of industrial and labour productivity.
6. Damage to infrastructure leading, for example, to collapsed roads and bridges,



potholes, less water available for irrigation and drinking, and sewer systems blocked by litter.





Source: Lejweleputswa DM Climate Change Response Plan, 2016

Figure 29:Threatened ecosystems in Lejweleputswa

Despite a 'world class' Constitution and a plethora of legislative, policy and other instruments, and considerable investments in advocacy and direct conservation efforts, Free State has not been spared the fate of most climate change and demographic shifts.

The built environment of Free State is primarily influenced by the large population over a relatively small space to juxtapose and accommodate various land uses. Thus, the land is an essential but hotly contested asset. Without taking anything from the formal local systems, it appears that legislated formal planning follows the informal sector. A lot of planning is turning to be either reactive or undertaken to regularise 'illicit' land uses way after they have commenced. In that regard, formal spatial planning tends to follow the actions of informal settlement dwellers. Thus, the emerging and predominantly urban morphology significantly impacts the natural environment, utilisation of natural resources, and the ecosystem's functioning.

The role of mining in water pollution cannot be glossed over. However, it is critical to underscore that there are numerous factors that influence the quality and quantity of water. These include location of human settlements, population size and patterns, economic activity, climate change and governance. The combined net effect of these – at least from a negative perspective – manifests in increased pollution, reduced water quality, modification of water bodies, the loss of wetlands and destruction of aquatic life. Overall, there is a decline in riparian ecosystem health, and negative impacts on human health, increased costs of water purification, and protection and rehabilitation of ecosystems. The impact of mining, particularly on air and underground water quality needs extensive research, monitoring and impact assessments.



4.4.4.2 Negative Impacts of Mining Activities

Virtually all human-related activities have impacts. Sibanye-Stillwater is cognisant of, and accords great attention to, finding sustainable solutions to social and environmental issues. Communities are the backbone to our operations and workers are our invaluable asset. Sibanye is not the only mining company operating within the Lejweleputswa area and its environs. Table 75 provides an overview of impacts associated with Beatrix mine's operations. Positive impacts, especially if they are long lasting or even sustainable, are desirable. Negative impacts relate to in-migration and loss of grazing land. Mitigation measures, shown in Table 75, have been instituted and will continue to be operational for the duration of the SLP. The success of all the above measures is dependent on partnerships between various role players.

Table 65: Negative Mining-related Impacts in the Context of Local Economic Development

Issue	Impact related to the issue	Consequence	Remedial Action
1. Unemployment	Poverty	Social/community unrest	• Preferential employment for locals with requisite qualifications
	Desperation	Social ills, such as unhealthy sexual conduct, crime, substance abuse, etc.	
2. Influx (that is in-migration) to mining settlements and peripheral areas	High competition for jobs, housing and basic services	Resentment of immigrants from other provinces and parts of the world	• Preferential employment for locals with requisite qualifications
	Acculturation	Cultural disintegration	• Workplace diversity
3. Procurement	Perceived exclusion of local entrepreneurs	Community unrest	• Transparent procurement regime/policies and practices • Entrepreneurship capacity development programme targeting locals
4. Social investment and benefit sharing	Perceived discrimination	Deepening socio-economic inequalities within the communities	• Community participation in planning and implementation of social and economic development plan • Equity and transparency in social investment
5. Environmental quality and health	Environmental degradation	Environmental contamination, that is dust, water contamination, contamination of grazing and farming land	• Environmental Impact Assessment • Implementation of measures under the Environmental Management Plan (EMP) • Environmental management reporting • Mine rehabilitation

4.5 Analysis of Priorities Across Development Frameworks

4.5.1 Major challenges facing Lejweleputswa, Masilonyana and Matjhabeng



The Lejweleputswa District Development Model, and the IDPs for Masilonyana and Matjhabeng are some of the material considerations that have informed the Local Economic Development themes identified in this SLP. However, investing in the thematic areas cannot address all the key challenges of the Municipalities. Sibanye-Stillwater, as one of the numerous LED players in general, and one of the mining companies in the area, can only complement the constitutional mandated development obligations of the municipality. The following can be deciphered from the District Development Model document, as constituting Lejweleputswa's major development challenges:

1. Lack of diversity in the economy.
2. Declining economic development and unemployment.
3. Poor state of human settlements.
4. Gaps in provision of infrastructure and basic services, particularly water, sanitation, roads, refuse removal, and electricity supply.
5. Environmental degradation, and climate change.

As a principle, the thematic areas identified relate to and are meant to contribute to solving the major challenges facing Lejweleputswa in general, and both Masilonyana and Matjhabeng, specifically.

4.5.2 The Masilonyana and Matjhabeng Local Municipalities' IDP

The Integrated Development Plan (IDP) is an instrument that enables all spheres of government to plan in an incorporating and inclusive manner. Masilonyana and Matjhabeng are laden with both development opportunities and constraints. It is critical to therefore identify development themes on both – opportunities and constraints – in order to address development gaps while leveraging off the available strengths.

Masilonyana's major challenges are: reach and sustainability of service delivery, environmental, and governance, as implicitly reflected through its strategic goals, namely:

- Strategic Goal 1: Sustainable services to the community
- Strategic Goal 2: Promotion of a sound environmental management system
- Strategic Goal 3: Provision of sound governance for local communities
- Strategic Goal 4: Ensuring sound governance practices within the Municipality.

The key outcomes that Masilonyana local municipality seeks to achieve are as follows:

- Provision of household infrastructure and services;
- Creation of liveable, integrated cities, towns, and rural areas;
- Local economic development; and
- Community empowerment and redistribution.

Both the strategic goals and outcome areas, align to and amplify the principles and values of social justice, gender and racial equity, nation-building, and the protection and regeneration of the environment.

The major challenges for Matjhabeng are governance; inadequate maintenance of, aging, and vandalism of infrastructure; sustainability of basic service delivery; lack of an inclusive economy and unemployment; high crime rate; availability of residential sites for low- and high-income housing; institutional capacity and lack of transformation; and achieving financial sustainability and viability of local



government.

To address these challenges, the following strategic objectives guide Matjhabeng:

- Ensuring access to basic services for all residents;
- Developing and sustaining spatial, natural, and built environments;
- Providing integrated and sustainable human settlements;
- Addressing the challenges of poverty, unemployment, and social inequality;
- Fostering a safe, secure, and healthy environment for employees and communities;
- Developing a prosperous and diverse economy;
- Accelerating service delivery through the acquisition and retention of competent and efficient human capital; and
- Ensuring sound financial management and viability.

It is crucial to establish the relationship between the identified development needs of Masilonyana and Matjhabeng communities to the priorities articulated in major development instruments. The identified and prioritised development needs have therefore been mapped as a to the priorities of the Masilonyana and Matjhabeng IDPs in relation to the National Development Plan, Vision 2030 (NDP), Free State government's development priorities, Lejweleputswa Districts strategic priorities, and the global development agenda, that is the Sustainable Development Goals (SDGs).



Table 66: Alignment of Masilonyana's Strategic Priorities to the Strategic Posture in other Development Frameworks

Masilonyana's Strategic Goals	Lejweleputswa's Strategic Objectives	National Priorities for Local Government	National Development Plan (NDP) Priorities	Sustainable Development Goals (SDG) priority areas
Strategic Goal 1: Sustainable services to the community	Create an environment to improve safety of public members, councillors, staff, and assets including Disaster Management Centre	KPA 2: Infrastructure Development and Service Delivery KPA 3: Local Economic Development (LED)	Building safer communities (Chapter 12) Human settlements (Chapter 8) Social protection (Chapter 11) Inclusive economy (chapter 6) Improving education, innovation, and training (Chapter 9) Promoting health (Chapter 10)	Sustainable cities and communities (SDG 11)
	To ensure functional Local Labour Forum (LLF) in order to promote sound labour relations in the workplace			End poverty (SDG 1)
	Support indigent students with bursaries to register and attend tertiary institutions in pursuit of post matric qualifications			Reduced inequalities (SDG 10) Zero hunger (SDG 2) Clean water and sanitation (SDG 6)
	To give experiential training to students at tertiary institutions to complete their qualifications.			Good health and wellbeing (SDG3)
	To upgrade the skills of the staff members.			Quality education (SDG 4)
	Support staff members to further their qualifications			Affordable and clean energy (SDG7) Gender equality (SDG 5) Decent work and economic growth (SDG 8)
Strategic Goal 2: Promotion of a sound environmental management system	Support staff members to further their qualifications.	KPA 2: Infrastructure Development and Service	Transition to a low carbon economy (Chapter 5) Promoting health	Responsible consumption and production (SDG 12) Climate action (SDG 13)



		Delivery	(Chapter 10)	Life below water (SDG 14) Life on land (SDG 15)
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Masilonyana's Strategic Goals	Lejweleputswa's Strategic Objectives	National Priorities for Local Government	National Development Plan (NDP) Priorities	Sustainable Development Goals (SDG) priority areas
			Positioning South Africa in the world (Chapter 7)	No poverty (SDG 1) Zero hunger (SDG 2) Good health and wellbeing (SDG3)
Strategic Goal 3: Provision of sound governance for local communities	To upgrade the skills of the staffmembers	KPA 5: Good Governance and Public Participation	Building a capable state (Chapter 13)	Peace, justice, and strong institutions (SDG 16) Gender equality (SDG 5) Partnerships for the goals (SDG 17)
	Support staff members to further their qualifications			
	To upgrade the skills of councillors			
Strategic Goal 4: Ensuring sound governance practices within the Municipality.	To upgrade the skills of the staffmembers.	KPA 1: Municipal Transformation and Organisational Development		
	Support staff members to further their qualifications.			
	To upgrade the skills of councillors			
	To ensure that the municipality achieves reasonable progress towards employment equity in the workplace.			
	PolicyDevelopment			
	Review of existing Delegation ofPowers			



	Review of existing Standard Rules and Orders		
	Facilitate achievement of a clean audit of the municipality and its entity	KPA 4: Municipal Financial Viability and Management	

Table 67: Alignment of Matjhabeng Strategic Priorities to the Strategic Posture in other Development Frameworks

Matjhabeng's Strategic Goals	Lejweleputswa's Strategic Objectives	National Priorities for Local Government	National Development Plan (NDP) Priorities	Sustainable Development Goals (SDG) priority areas
Ensuring access to basic services for all residents	Policy Development Support staff members to further their qualifications. To upgrade the skills of the staff members. To upgrade the skills of councillors	KPA 2: Infrastructure Development and Service Delivery KPA 5: Good Governance and Public Participation	Human settlements (Chapter 8) Improving education, innovation, and training (Chapter 9) Promoting health (Chapter 10) Social protection (Chapter 11)	Sustainable cities and communities (SDG 11) Clean water and sanitation (SDG 6) Good health and wellbeing (SDG 3) Quality education (SDG 4) Affordable and clean energy (7) Responsible consumption and production (SDG 12) Climate action (SDG 13) Life below water (SDG 14)
Developing and sustaining spatial, natural, and built environments				
Providing integrated and sustainable human settlements				Life on land (SDG 15)



Addressing the challenges of poverty, unemployment, and social inequality	Support indigent students with bursaries register and attend tertiary institutions in pursuit of post matric qualifications To give experiential training to students at tertiary institutions to complete their qualifications. To ensure functional Local Labour Forum (LLF) in order to	KPA 2: Infrastructure Development and Service Delivery KPA 3: Local Economic Development (LED) KPA 5: Good Governance and Public Participation	Social protection (Chapter 11) Improving education, innovation, and training (Chapter 9) Promoting health (Chapter 10) Transition to a low carbon economy (Chapter 5) Positioning South Africa in the world (Chapter 7)	No poverty (SDG 1) Zero hunger (SDG 2) Reduced inequalities (SDG 10) Decent work and economic growth (SDG 8)
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Matjhabeng's Strategic Goals	Lejweleputswa's Strategic Objectives	National Priorities for Local Government	National Development Plan (NDP) Priorities	Sustainable Development Goals (SDG) priority areas
	promote sound labour relations in the workplace			



Fostering a safe, secure, and healthy environment for employees and communities	Create an environment to improve safety of public members, councillors, staff, and assets including Disaster Management Centre To ensure functional Local Labour Forum (LLF) in order to promote sound labour relations in the workplace	KPA 5: Good Governance and Public Participation	Building safer communities (Chapter 12) Promoting health (Chapter 10) Transition to a low carbon economy (Chapter 5) Positioning South Africa in the world (Chapter 7)	Peace, justice, and strong institutions (SDG 16) Gender equality (SDG 5)
Developing a prosperous and diverse economy	Support indigent students with bursaries to register and attend tertiary institutions in pursuit of post matric qualifications To give experiential training to students at tertiary institutions to complete their qualifications.	KPA 3: Local Economic Development (LED)	Inclusive economy (chapter 6) Improving education, innovation, and training (Chapter 9) Transition to a low carbon economy (Chapter 5)	Industry, innovation, and infrastructure (SDG 9) Decent work and economic growth (SDG 8) End poverty (SDG 1) Reduced inequalities (SDG 10)
Accelerating service delivery through the acquisition and retention of competent and efficient human capital; and	Support staff members to further their qualifications. To upgrade the skills of the staff members.	KPA 1: Municipal Transformation and Organisational Development		Peace, justice, and strong institutions (SDG 16) Gender equality (SDG 5) Partnerships for the goals (SDG 17)

Matjhabeng's Strategic Goals	Lejweleputswa's Strategic Objectives	National Priorities for Local Government	National Development Plan (NDP) Priorities	Sustainable Development Goals (SDG) priority areas
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INNOVATION



COMMITMENT



ACCOUNTABILITY



RESPECT



ENABLING



SAFETY

	To upgrade the skills of councillors To ensure that the municipality achieves reasonable progress towards employment equity in the workplace.			
Ensuring sound financial management and viability.	Policy Development Review of existing Delegation of Powers Review of existing Standard Rules and Orders Facilitate achievement of a clean audit of the municipality and its entity	KPA 1: Municipal Transformation and Organisational Development KPA 4: Municipal Financial Viability and Management	Building a capable state (Chapter 13)	



4.6 Learnings from Past Experience

Through experience, Sibanye has identified key economic and development trends along with approaches and methodologies that create more inclusive and sustainable local economic impact.

4.6.1 Economic trends developing globally

The purpose of CSI and SLP projects and programmes is to also develop those who are not immediately employed in the mining sector whilst also ensuring that mines help to build towards a second economy in the local area, so that after mine closure, negative socio-economic impacts are minimised as far as possible.

Importantly, any thinking in this regard needs to take cognisance of the fact that the world's economy is currently changing rapidly and is likely to look and operate significantly differently even by 2025, let alone by 2050. There will be different constraints, but also different and new opportunities.

The First Industrial Revolution was primarily driven by the application/use of water and steam power to mechanize production.

The Second utilised and primarily relied on electric power to create mass production.

The Third relied on electronics and information technology to automate production.

The **Fourth Industrial Revolution** builds on the first three. The revolution is characterized by a fusion of technologies that are blurring the lines between the physical, digital, and biological spheres.

There are three reasons why today's transformation represents not merely a prolongation of the Third Industrial Revolution, but rather the arrival of a Fourth and distinct one: **velocity, scope, and systems impact. The speed of current breakthroughs has no historical precedent ... the Fourth is evolving at an exponential rather than linear pace.** Moreover, it is disrupting almost every industry in every country. And the breadth and depth of these changes herald the transformation of entire systems of production, management, and governance.

In the future, technological innovation will also lead to a supply-side miracle, with long-term gains in efficiency and productivity. Transport and communication costs will drop, logistics and global supply chains will become more effective, and the cost of trade will diminish, all of which will open up new markets and drive economic growth.

The revolution could yield greater inequality, particularly in its potential to disrupt labour markets ... on the other hand, it is also possible that the displacement of workers by technology will, in aggregate, result in a net increase in safe and rewarding jobs.



We cannot foresee at this point which scenario is likely to emerge, and history suggests that the outcome is likely to be some combination of the two. **However, I am convinced of one thing – that in the future, talent more than capital, will represent the critical factor in production** (Schwab, 2016)³.

Climate change, if it occurs as predicted, will certainly affect the viability of some projects, but could open further opportunities in other areas. New inventions and needs in society can open up new opportunities and needs.

Coupled with this, there are also economic trends around the world which are pushing against the neoliberal capitalist 'winner takes all' system, which has resulted in increasing income inequalities between countries and within countries. Social and fairer economic systems are being promoted, referred to sometimes as the 'sharing economy' or 'access economy'. Such trends and rapid advances, combined with social media and worldwide internet access, are likely to open new economic opportunities for individuals and communities, even those in more remote areas.

Some examples of these trends are the well-known Fairtrade brand which opens market opportunities for small growers at a level which enables them to sustainably make a living. Opensource software, Airbnb and Uber are examples of people connecting and sharing economic services online.

There are potentially unlimited opportunities opening due to the world-wide internet access and technology trends. Using a small handheld device and a cell phone, farmers in Tanzania can have a soil analysis and fertilizer recommendation done in the Netherlands in less than 10 minutes⁴. Opportunities to learn skills, study, obtain degrees and earn income by providing services or advertising products are now open to everyone with a smartphone, internet access and an inquisitive outlook on life.

Sibanye-Stillwater can make a significant contribution to developing their local communities and in the creation of a second economy by reducing the barriers preventing people in this area from being able to develop and participate in these new world-wide economic trends. This will contribute towards developing resilience and portable skills in the community and instilling a future vision which is wider than just hoping to obtain employment on the mine, or outside the area.

4.6.2 Ongoing economic exclusion

Due to the high level of competition for resources in many communities of South Africa, any projects or opportunities undertaken in the area can be quickly monopolised for the benefit of only the 'insiders' or the 'haves', whilst the 'have nots' continue to be excluded.

It is important that Sibanye-Stillwater through its stakeholder engagements, training, SLP and CSI initiatives, **seek to try and change or alter this exclusionary approach** wherever practical and possible. Without this, those continued to be excluded from opportunities having nothing to contribute apart from anger and frustration, which will continue to be directed at community leaders, authorities, and high-profile companies in the region, such as Sibanye.

³ <https://www.weforum.org/agenda/2016/01/the-fourth-industrial-revolution-what-it-means-and-how-to-respond/>

⁴ <http://www.nationalgeographic.com/magazine/2017/09/holland-agriculture-sustainable-farming/>



4.6.3 New approaches to development thinking - people not projects

4.6.3.1 Redefining big impacts

Companies and Government Officials like to spend money on infrastructure, partly because bricks and mortar are more visible than factors such as 'improved social cohesion', 'better school attendance' and 'improved access to the economy' etc., and partly as it is far easier to design and deliver a building or project than it is to try and develop people with all their motivations, attitudes, and other social challenges.

Yet it is these '**people-projects**' which allow people to better identify with and benefit from social spending. Many people in a community will often not 'feel' the benefit of a large flashy project, leading to feelings that they are still excluded or have seen no benefit.

A few examples of redefining how impacts are envisaged or seen, are provided below:

- **Small increases in money can make a large difference to poor families.**

For a household living off social grants, a 'small non-visible' project designed to enable this household to earn another R300 a month, or just R10 a day, will make a significant difference to this household's monthly finances. Furthermore, this relatively small amount could be the factor that helps set up the next generation of their family up for a more successful future by, for example, now having better food, or access to transport to get to school etc. which can lead to a better education that opens new doors for income-earning potential.

- **Develop people for long-term sustainable impact.**

Working at developing people will always be challenging due to the fact people can be difficult, demanding, and prone to greed, selfishness, jealousy, problems, and failures. Showing value for money spent is also far more difficult to do when it is spent on people rather than on infrastructure projects. Yet, this is where the most impact and 'cascading benefits' occur which over time will impact or change a community most.

- **The barriers and burdens inherent in large projects and cooperatives**

There has been significant research in the past on how and why poorly conceived or designed projects have failed. **Some of the key characteristics of a project likely to fail can be summarized as follows:**

- A large expensive or technical infrastructure project, which will be handed over to the 'owners/beneficiaries' after a period of training and capacity building.
- Any project reliant on the funder to assist or continue to assist with support, spares or maintenance as the 'new owners/beneficiaries' do not have the skills, capacity or financial resources to recover from set-backs or equipment failures.
- Projects which insist on grouping people together. The more people are 'forced' to work together in a project, the less individual control there is over labour input versus reward, the higher the likelihood that the project will fail.

These project characteristics are prevalent and common across numerous Government and Corporate initiatives that wish to commit funds to 'large visible projects. Such thinking even affects community members who feel that nothing can be achieved without first forming a cooperative. Repeated project failures only reinforce a mindset of failure and dependency within increasingly frustrated communities. Therefore, having the right "critical success factors" is key to sustainable mine



community development.



4.7 Broad-Based Consultation Process

The Broad-Based Black Economic Empowerment Charter for the Mining Industry (Mining Charter 2018) stipulates that Mines, “in consultation with relevant municipalities, mine communities, traditional authorities and affected stakeholders, identify developmental priorities of mine communities”, for inclusion into the Social and Labour Plan. To this end, Sibanye-Stillwater (Sibanye) has embarked on the process of co-creating its 4th Generation Social and Labour Plan (SLP) for period 2022 to 2026, in partnership with the stakeholders and communities of Masilonyana and Matjhabeng, and Organized Labour Unions.

Sibanye has sought to make the process of engagement as broad in reach, and as inclusive, as possible in order to accommodate concerns and needs of affected and interested communities and stakeholders representing them. Particular attention in the process has been given to vulnerable groups amongst whom are persons with disabilities, women, youth and the aged, who often are marginalized and therefore unrepresented in consultative and decision-making processes that affect them, their families and communities. To this end, the approach to consultation took into consideration the articulation of both issues of concerns and submission that posit community needs that are viewed as possible solutions to the socio-economic status and environmental wellbeing of mine communities and the labour force.

In keeping with inclusivity and equitable representation of voices, the engagement process was neither limited to Principal Actors, i.e. the Masilonyana and Matjhabeng Local Municipalities, nor the Strategic Group in the form of the Community Engagement Structure, but also local Community Based Organizations/Non-Profit Organizations/and other Interest Groups representing ordinary members of the community – children, youth, women and men, the aged, persons with disabilities, and religious leaders.

This process was undergirded by firstly a rapid analysis of the socio-economic trends determining the successes and short-comes of Socio-Economic Development Projects (SED) in the context of Social and Labour Planning, providing lenses critical in the review of Sibanye's 3rd Generation SLP, expiring December 2021. This was followed by the compilation of the Close-out Report for 3rd Generation SLP, whose lessons become key for the formulation, implementation, monitoring and eventual evaluation of the same. Out of these findings an LED Framework that is informed by baseline studies, corporate guidelines, legislative guidelines, business plans, mine works programmes, regional and provisional development plans, internal and external stakeholder inputs, analysis of the IDP, the PGDP, the SDF and development priorities arising post Covid-19, was drafted. Incorporating Sibanye's Theory of Change, and in alignment with the organization's intent to apply Social Return on Investment Methodologies as a precondition for SED/LED investments, the LED Framework fulfils the function of “filtering” in the selection of LED Projects for the new SLP. This does not only provide a logical and objective structure, but it also affirms commitment to the principles, integrity of motive, accountability of process and collaboration in the creation of the New SLP.

The Framework thus provides guidance in the formulation of both the Selection Criteria of LED and related projects, and Prioritization of the same. This way the process circumvents the pitfall of mere accommodation of “wish lists” and perceptions that the mining company has presented a “blank cheque” to be completed at will.



Table 68: Summary of broad-based stakeholder consultations conducted for the development of SLP4

Date	Stakeholder Name	Meeting Venue	No. of Attendees	Objectives	Outcome of Engagement
02-Aug-21	Masilonyana Local Municipality	Virtual (MS Teams)	7	To engage with Principal Level stakeholders, namely municipalities, on LED priorities as well as strategies for broad based stakeholder engagements.	* A number of clarity-seeking questions around LED spend and Labour Sending Areas were asked. * The Municipality committed to submitting further priority inputs for consideration in the SLP. * Further SLP inputs were received via email.
04-Aug-21	Lejweleputswa District Municipality	Virtual (MS Teams)	8	To engage with Principal Level stakeholders, namely municipalities, on LED priorities as well as strategies for broad based stakeholder engagements.	* The District engaged extensively, with a number of submissions made regarding the District Development Priorities and where Sibanye can invest into these areas. * Requests for submission of further information on SLP3 implementation and catch-up plans were noted.
20-Aug-21	Matjhabeng Local Municipality	Virtual (MS Teams)	14	To engage with Principal Level stakeholders, namely municipalities, on LED priorities as well as strategies for broad based stakeholder engagements.	* A number of conversations around alignment between SLP and IDP processes were held, with agreement for greater cooperation going forward. * The Municipality was invited to submit priority areas for consideration.
21-Feb-22	Beatrix Community Engagement Forum	Virtual (MS Teams)	6	To engage with Strategic Level stakeholder structures instituted by the Mine, namely the Community Engagement Forum, on LED priorities.	* The CEF engaged extensively on priority development areas to be included in the SLP. * A wide variety of submissions from the forum were made through the chairperson.
24-Feb-22	Matjhabeng Community Groups	Ferdie Meyer Hall	93	To engage broadly with grassroots, Operational Level stakeholder groups on LED priorities.	* Presentations were made to community groups and a number of inputs were received. * Limited engagement around LED programmes was had, with a commitment made to engage further with Matjhabeng communities.



25-Feb-22	Masilonyana Community Groups	Theunissen Town Hall	97	To engage broadly with grassroots, Operational Level stakeholder groups on LED priorities.	* No presentations were made to communities due to disruptions to the meeting. * A number of issues were raised and engaged on by the Mine. A commitment was made to engage further with communities in the area.
16-Mar-22	Matjhabeng Community Groups	Ferdie Meyer Hall	0	To engage broadly with grassroots, Operational Level stakeholder groups on LED priorities.	* Engagements postponed due to the industrial action that occurred at Sibanye Stillwater. * Cancellation letters communicated to community based groups.
17-Mar-22	Masilonyana Community Groups	Theunissen Town Hall	0	To engage broadly with grassroots, Operational Level stakeholder groups on LED priorities.	* Engagements postponed due to the industrial action that occurred at Sibanye Stillwater. * Cancellation letters communicated to community based groups.
02-Aug-22	Masilonyana Community Groups	Theunissen Town Hall	43	To engage broadly with grassroots, Operational Level stakeholder groups on LED priorities.	* The meeting did not take place as planned due to poor attendance. * The communities and the DMRE raised concern regarding the low turnout and suggested that the meeting be rescheduled.
03-Aug-22	Matjhabeng Community Groups	Ferdie Meyer Hall	0	To engage broadly with grassroots, Operational Level stakeholder groups on LED priorities.	* Cancellation letter communicated to community based groups.
05-Dec-22	Masilonyana Community Groups – (Theunissen)	Theunissen Town Hall	13	To engage broadly with grassroots, Operational Level stakeholder groups on LED priorities.	* The meeting did not take place as communities raised concern regarding the use of the Town Hall and requested that the Masilo Community Hall be used. * It was agreed that the meeting be rescheduled to 13 December 2022.

06-Dec-22	Masilonyana Community Groups (Brandfort)	Itereleng Community Hall	30	To engage broadly with grassroots, Operational Level stakeholder groups on LED priorities.	* Presentations were made to community groups and no projects were identified. * Limited engagement around LED programmes was had, with communities engaging extensively on the issues relating to training and development of communities, Procurement opportunities, recruitment and the needs in the community.
07-Dec-22	Masilonyana Community Groups (Verkeerdevelei)	Kaps Banyane Community Hall	30	To engage broadly with grassroots, Operational Level stakeholder groups on LED priorities.	* Presentations were made to community groups and a number of inputs were received. * Limited engagement around LED programmes was had, with communities engaging extensively on the issues relating to training and development of communities, Procurement opportunities, recruitment and the needs in the community, however identifying two projects namely, building of TVET College and Electrification of New Life Village (Motse-Motjha). * Furthermore, the community expressed a view that the allocated budget should be split between the towns in order to cover each town's priorities.
09-Dec-22	Matjhabeng Community Groups	Ferdie Meyer Hall	0	To engage broadly with grassroots, Operational Level stakeholder groups on LED priorities.	* The Broad-Based consultations with the Matjhabeng community-based organisations did not take place on Friday, 09 December 2022. A brief session explaining the postponement of the meeting to the community-based groups was held. * Though the meeting did not materialise, the communities raised their concerns and demanded to be provided with evidence or proof of all the monies reported as spent on the projects.

13-Dec-22	Masilonyana Community Groups	Masilo Community Hall	16 (communities refused to sign the attendance register)	To engage broadly with grassroots, Operational Level stakeholder groups on LED priorities.	* Sibanye Stillwater and the DMRE were unable to present as community members raised concerns on issues regarding HRD, Tax and Rates, Demarcation, budget, absence of the Mayor, Municipal Manager, IDP as well as LED Managers. * The community was unwilling to engage, the company and hereby sent Sibanye Stillwater back and commanded to address the issues as well as bring along hard copies of the presentation. *The company undertook to revert to the communities.
21-Feb-23	Masilonyana Winburg Community Groups	Makeleketla Community Hall	211	To engage broadly with grassroots, Operational Level stakeholder groups on LED priorities.	* Presentations were made to community groups. Halfway the presentation the communities demanded that the company stops with the presentation and suggested to go straight to the priorities. A number of inputs including projects were received.
22-Feb-23	Masilonyana Community Groups	Masilo Community Hall	0	To engage broadly with grassroots, Operational Level stakeholder groups on LED priorities.	* The meeting did not take place due to the Municipality not alerting the communities through a loudspeaker as per the community's request as well as the unavailability of the venue for the meeting.
17-Apr-2024	Masilonyana Theunissen Community Groups	Masilo Community Group	120	To engage broadly with grassroots, Operational Level stakeholder groups on LED priorities.	* The meeting took place with assistance from the Municipality through mobilization efforts, using loud halers around the community to inform of the time and date of the engagement. * A successful interaction took place, with concerns, questions, requests, and inputs made on pervious SLP(LED) Projects and current ones.

4.8 LED Priorities and Principles for Sibanye-Stillwater

4.8.1 Overarching Principles

Identify and work with partners that share a similar complementary vision for renewal and regeneration. Together, Sibanye and these partners need to work to create a similar **shared vision** by every local resident which is real, clear and simple; and which inspires every person to take action for their own future.

Planned interventions need to be broad-based ones, with “no barriers, no ceiling”- opportunities accessible by the majority of residents. These approaches help to dismantle the deep-seated feelings of disenfranchisement caused by a history of exclusionary development initiatives, and enable all those wishing to take action on their own future, to begin to do so in a practical manner. **Specific effort must be made to target and ensure the participation of previously excluded groups (women, disabled, elderly, youth).**

Avoiding ‘one-size-fits-all’ designs, where standard infrastructure or other solutions are rolled out with no consideration of minor context-specific adjustments that would make the project more successful for each group or individual.

Projects must **not duplicate** government Master Plans or IDP Priorities but must align with the legal processes of the IDP and government Master Plans and with Sibanye’s sustainability strategies and plans

Projects must focus on **empowerment** – enabling people to do things for themselves.

Projects should focus on communities who have **not previously benefitted** from SLP projects and investments

Deliberate design to **make positive use of current and potential future strengths and opportunities** working in favour of successful implementation of inclusive development options, such as:

- Existing functional forums with a growing degree of collaboration, and even trust;
- Consistent inflows of cash into the poorest local households (i.e., predictable cash transfers to the poor) through SASSA payments and salaries; and
- New opportunities emerging and continuing to emerge in favour of remote learning and income-earning opportunities made possible by the 4th Industrial Revolution;
- Recognition that in this envisaged future, “talent more than capital, will represent the critical factor in production (Schwab, 2015)” as well as in the well-being of communities.

The access to water by the locals and emerging industries in the area has a potential lift the economic status of the area/ municipality addressing issues of poverty, malnutrition, sanitation, hunger, infrastructure, employment and research and innovation, etc. Furthermore, the collaboration of Sibanye Stillwater and Harmony Gold Mine in the refurbishment of the water treatment plant accelerates economic emancipation to address Socio-economic issues and for the locals to be able to participate in alternative economic activities (agriculture & small-scale mining) taking into consideration the closure of mines in the area.



4.8.2 Opening up global internet opportunities

The internet has opened up enormous opportunities for millions of people around the world. People, no matter how distant, can obtain on-line degrees, purchase products, and undertake work for companies on the other side of the world. A good example is the common English language and almost perfect time-zone difference which has allowed India to capitalize on opportunities to supply remote office accounting, record-keeping and administrative tasks as well as sales and other services to USA markets.

Affordable and reliable internet is vital in today's economy and those without access to the internet have far more limited options available to them. This lack of access to the rest of the world and services through the internet is a significant barrier and holds back the development of alternative economic pathways for the local communities.

Projects and skills training should seek ways to constantly improve access to the internet and knowledge of its benefits to those in surrounding communities.

Through the Stakeholder Engagement process, Sibanye has acquired an understanding of the local surrounding communities and their development needs **and potential opportunities**. Using the above principles, Sibanye will be able to design and implement socio-economic development projects which open up new opportunities for firstly, development of local individuals, which in turn leads to increased local economic development.

4.8.3 Alignment to internal company-wide vision, strategies, and values

Umsizi has observed that where socio-economic development programmes are integrated with and aligned to a company's internal vision, strategies, and values, they are more likely to receive necessary inputs, measurement and therefore more likely to achieve the intended benefits. Sibanye's vision and approach to socio-economic development is articulated on the Sibanye-Stillwater website at the following location (<https://www.sibanyestillwater.com/sustainability/community/>).

We believe that our mining improves lives. Our community engagement initiatives seek to create enduring and sustainable value for our host communities both during and after the operating lives of our mines. Effective community engagement requires a dynamic and evolving process of stakeholder engagement and a commitment to partnering with governments and other organisations. We engage meaningfully, as much as possible, with our stakeholders to ensure we are in a better position to understand their perceptions of value and deliver accordingly. We have developed a stakeholder perception index which is helping us to identify and address specific challenges, including employment, legacy issues and transparency, and local procurement opportunities. Thematic Areas have been linked directly to the Company's Values, as depicted below.





Figure 30: Sibanye-Stillwater Values and Proposed Thematic Areas for LED

4.8.4 Thematic areas for focus

The themes discussed below are meant to address the following major LED-related challenges facing the Beatrix mine community:

- Low skills base, due to most residents, particularly youth and young adults, who have not matriculated. The situation is further demonstrated by the equally low number of matriculants who pursue and complete tertiary level training that can equip them for better paying jobs and for entrepreneurship.
- The general decline in the global economy has had serious ramifications on mining and other sectors which ordinarily provide employment opportunities for lowly-skilled persons.
- Poverty, primarily emanating from high unemployment levels and general lack of job opportunities.
- Dependency on:
 - mining and lack of diversification into other economic areas.
 - government grants as their primary means for livelihood.
- Low entrepreneurship. The few entrepreneurial activities are confined to traditional sectors such as informal retail (spaza shops, taverns), ownership and control of public transport vehicles, and small-scale manufacturing and service provision.
- Crime and violence.
- Dilapidated infrastructure coupled with limited capacity of the public sector to keep up with population growth, (global and local) socio-economic trends, and the aspirations of the community.
- Digital divide manifesting from lack of access to internet services.



- The impact of Covid has further increased the decline of the economic backbone of the local municipality, thereby exacerbating unemployment, poverty, inequality, vulnerability, and dependency.⁸⁹

4.9 LED Programme and Financial Commitment

FINAL PROJECT SELECTION APPROACH:

The following projects have been identified as being appropriate in terms of Sibanye-Stillwater's philosophy of ensuring high impact on communities. As such the projects presented in this SLP are more viable and are more likely to succeed. The investment in this regard is also commensurate with the current production levels and associated profit levels of the Beatrix Operation. The table below outlines the Host Community Projects:





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Table 69: Project 1: Development of Multipurpose Market Stalls in Thabong & Kutlwanong

Project Name	Development of Multipurpose Market Stalls in Thabong & Kutlwanong			Problem to address	Poverty Alleviation			
Background and Motivation	The project was identified through 4 processes, namely: 1. The identification of the socio-economic priorities through a baseline study (e.g. decline in primary and tertiary industries, indicating the need for economic alternatives). 2. Initial Broad-based Consultations 3. Analysis of formal legislative requirements and Government regulations (e.g. Sustainable Development Goal 1: No poverty and Goal 8: Decent work and economic growth) 4. Consideration of Sibanye's vision, purpose and values in order to ensure that the maximum impact is achieved through the alignment of thematic areas 5. In line with the Matjhabeng IDP of the areas and other frameworks in which the mine operates and the major sending areas the Development of Multipurpose Market Stalls in Thabong & Kutlwanong was identified through the IDP.							
	Improved capacity for income generation and decreased dependency on the mining industry, especially for the most vulnerable and designated groups.							
Desired Outcomes	P Projects will be focused on creating diversified livelihoods through: - Creating an enabling environment for beneficiaries to gain technical skills in diver economic sectors. - Stimulating the growth and resilience of SMMEs through broad-based business skills training. - Providing resources for livelihood alternatives in a broad-based and sustainable manner. - Enterprise development programmes.							
Accountable / Responsible Persons	District Municipalities	Local Municipalities	Host Community	Budget Commitment				
				2022	2023	2024	2025	2026
CED Manager	Lejweleputswa	Masilonyana and Matjhabeng	Selected areas	R0	R0	R1 403 870	R1 403 870	R1 403 870
Total Financial Commitment				R4 211 610				



Project Phase	Project Activities	Output	Proposed Timing
Feasibility (technical and social)	Consultation with potential beneficiaries, implementation partners and authorities to confirm exact requirements of the project	Project Requirements (design and outcomes) Technical specifications Theory of Change	Year 1
	Technical feasibility to determine alternatives and to select the most appropriate technical solution to meet the identified need		
Project Planning	Define detailed scope of work for the project	Scope of Work Tender documents (RFQ) Selection of service provider	Year 2
	Generate tender documents (where required)		
	Conduct tender process		
	Select and appoint service provider		
Project Design	Conduct detailed project design	Project Charter Project Plan MOUs with partners	Year 2
	Develop implementation plan		
	Sign MoUs with implementation partners when required		
Project Implementation	Implement the project according to the Project Plan	Monitoring and Monthly Progress reporting (Annual SLP / Mining Charter Reporting)	Year 3-5
	Monitor progress		
	Provide progress feedback to beneficiaries and authorities		
Project Close out / Handover	Complete all project deliverables	Project Completion Agreements and Handover	Year 3-5
	Obtain required sign-offs and portfolios of evidence (for SLP, MCIII and BBBEE)		
	Handover project (when required)		
Employment Impact			

This project aims to assist all who participate to create potential income streams through a diversified range of economic activities (self-employment opportunities).

Project Completion and Exit Strategy

Completion and handover activities will be clearly defined during Project Design phase. When handover is required, the recipient entity will form part of the entire Project process, which will also clearly be stipulated in the MoUs. Formalization of local street vendors.

Table 70: Project 2: Repairs and Restoration of the Theunissen Water Theunissen Treatment Plant

Project Name	Repairs and Restoration of the Theunissen Water Theunissen Treatment Plant	Problem to address	Water Shortages
Background and Motivation	The Project was identified through 4 processes, namely: 1. The identification of the socio-economic priorities through means of engagement with the key stakeholders and collaborative partners. Majority of households/ residents and local industries in and around the municipality are affected by water shortages which subsequently renders significant effects on the Human Rights Legislations, Geo-Political Space, Local Economic Activities, and the overall service delivery. 2. Initial Broad-based Consultations 3. Analysis of formal legislative requirements and Government regulations/ Constitutional regulations (e.g. Sustainable Development Goal 6: Clean Water and Sanitation. Goal 9: Industry Innovation & Infrastructure Development) 4. Consideration of Sibanye's vision, purpose, and values to ensure that the maximum impact is achieved through the alignment of thematic areas. 5. The Masilonyana IDP stated that following of intensive community process and stakeholder workshops through ward based placed meetings held in the previous financial year with Community members from each of the 10 wards within the local municipality, a whole range of needs, issues and aspirations were identified. These needs were then reprioritized in accordance with the available resource allocation for the 2022/2023 financial year and their relevance to the Masilo, Theunissen and affected communities. The Repairs and Restoration of the Theunissen Water Theunissen Treatment Plant		
Desired Outcomes	The intended project should be able to accomplish/ realise: * A fully restored and refurbished Water Treatment Plant that will function at its maximum capacity. * Moreover, upon completion of the project, housing units, local economy and industries affected should have access to clean running water ensuring increased local economy participation. * A reduction of community unrests or disruptions related to water-supply issues/challenges.		



Accountable /Responsible Persons	This project will specifically focus on Industry Innovation & Infrastructure Development (SDG9); Clean Water & Sanitation (SDG6).							
	District Municipalities	Local Municipalities	Host Community	Budget Commitment				
				2022	2023	2024	2025	2026
CED Manager	Lejweleputswa District Municipality	Masilonyana Local Municipality	Selected areas	R0	R0	R1 403 870	R1 403 870	R1 403 870
Total Financial Commitment				R4 211 610				
Project Phase		Project Activities			Output		Proposed Timing	
Feasibility (technical and social)		Consultation with potential beneficiaries, implementation partners and authorities to confirm exact requirements of the project			Project Requirements (design and outcomes) Technical specifications Theory of Change		Year 1	
		Technical feasibility to determine alternatives and to select the most appropriate technical solution to meet the identified need						
Project Planning		Define detailed scope of work for the project			Scope of Work Tender documents (RFP) Selection of service provider		Year 2	
		Generate tender documents (where required)						
		Conduct tender process						
		Select and appoint service provider						
Project Design		Conduct detailed project design			Project Charter Project Plan		Year 2	
		Develop implementation plan						



	Sign MoUs with implementation partners when required	MOUs with partners	
Project Implementation	Implement the project according to the Project Plan	Monitoring and Monthly Progress reporting (Annual SLP / Mining Charter Reporting)	Year 3-5
	Monitor progress		
	Provide progress feedback to beneficiaries and authorities		
Project Close out / Handover	Complete all project deliverables	Project Completion Agreements and Handover	Year 3-5
	Obtain required sign-offs and portfolios of evidence (for SLP, MCIII and BBBEE)		
	Handover project (when required)		
Employment Impact			
This Theme aims to assist the beneficiaries administer extensive service delivery, ensure household access to clean water and sanitation, boost the local economic activities (essentially food security) and speak to infrastructure development & innovation. The exact number of jobs to be created or participants to benefit will be defined at Phase of the project (Feasibility Assessment).			
Project Completion and Exit Strategy			
In completion of the project, the water treatment plant will be handed over to the Municipality (for up keeping and maintenance).			

4.10 LED Total Financial Contribution

The following table is a summary of the LED financial commitment per year, per thematic area

Table 71: Total financial contribution for LED over 5 years

PROJECTS		2022	2023	2024	2025	2026	FINANCIAL COMMITMENT
1	Diversification of Livelihoods	R0	R0	R1 403 870	R1 403 870	R1 403 870	R4 211 610
2	Water Treatment Plant	R0	R0	R1 403 870	R1 403 870	R1 403 870	R4 211 610
TOTAL		R0	R0	R2 807 740	R2 807 740	R2 807 740	R8 423 220



5 Housing and Living Conditions (Regulation 4 (c) (i))

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."

Beatrix embarked on a journey to develop a Housing and Living Conditions Plan in line with the stipulations of the Housing and Living Conditions Standard for the Mining and Minerals Industry 2019.

5.2 Housing & Living Conditions Legislative Framework

The Department of Mineral Resources and Energy 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 systems and balanced nutrition.

Given the locality of mining operations, the Housing and Living Conditions Standards aim to ensure improved and integrated human settlements where mine workers can live whilst employed. Furthermore, it 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.

5.3 Current Housing and Accommodation Profile

Table 72: Current Housing Profile

Total Number of Employees	6,581 full-time employees as December 2020
How many employees have:	
Employer Provided Rental Accommodation	2,789 residential opportunities of various typologies
Employer Assisted Home Ownership (including housing subsidy and FLISP)	132 employees have purchased a house from the Mine to date
Living Out Allowance	4,458 employees
Private Home Ownership (without employer assistance or FLISP)	18% of employees are homeowners (16 % have a title deed (formal ownership), whilst 2% own informally in terms of a Permission to Occupy on communally owned land).



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	In addition, 44% of employees own a second place of residence away from work. Of those, 47% have title deeds (formal ownership), whilst 20% employees own informally in terms of a Permission to Occupy on communally owned land. (Source: Employee housing survey, 2020)
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5.4 Housing and Accommodation Needs Analysis

An employee housing needs survey was conducted on a representative sample of employees from November 2020 until February 2021 to determine their housing and accommodation needs and preferences. The survey results received has a confidence level of 99% with a 5% margin of error based on overall responses in relation to total full-time employees. A total of 1,014 responses were received.

The results are summarised below, and an executive summary of the findings is included in the main Beatrix Housing and Living Conditions Plan document.

Table 73: Current Housing Profile

Total Number of Employees	6,581
Employees Who Participated in Survey	1,014
Period of Survey	November 2020 – February 2021
Method of Survey	A hybrid methodology was applied to ensure maximum coverage within the limited time available. 1. An electronic link to the survey (on Microsoft Forms) was sent via email to all employees who have email addresses 2. HR personnel assisted the remaining employees to complete paper surveys/ questionnaire forms. The paper surveys are collected and captured on Microsoft Forms.
Outcome of Survey	The following figures provides a summary of the current status of employee home ownership and housing conditions, followed by a summary of the housing needs and the barriers to home ownership



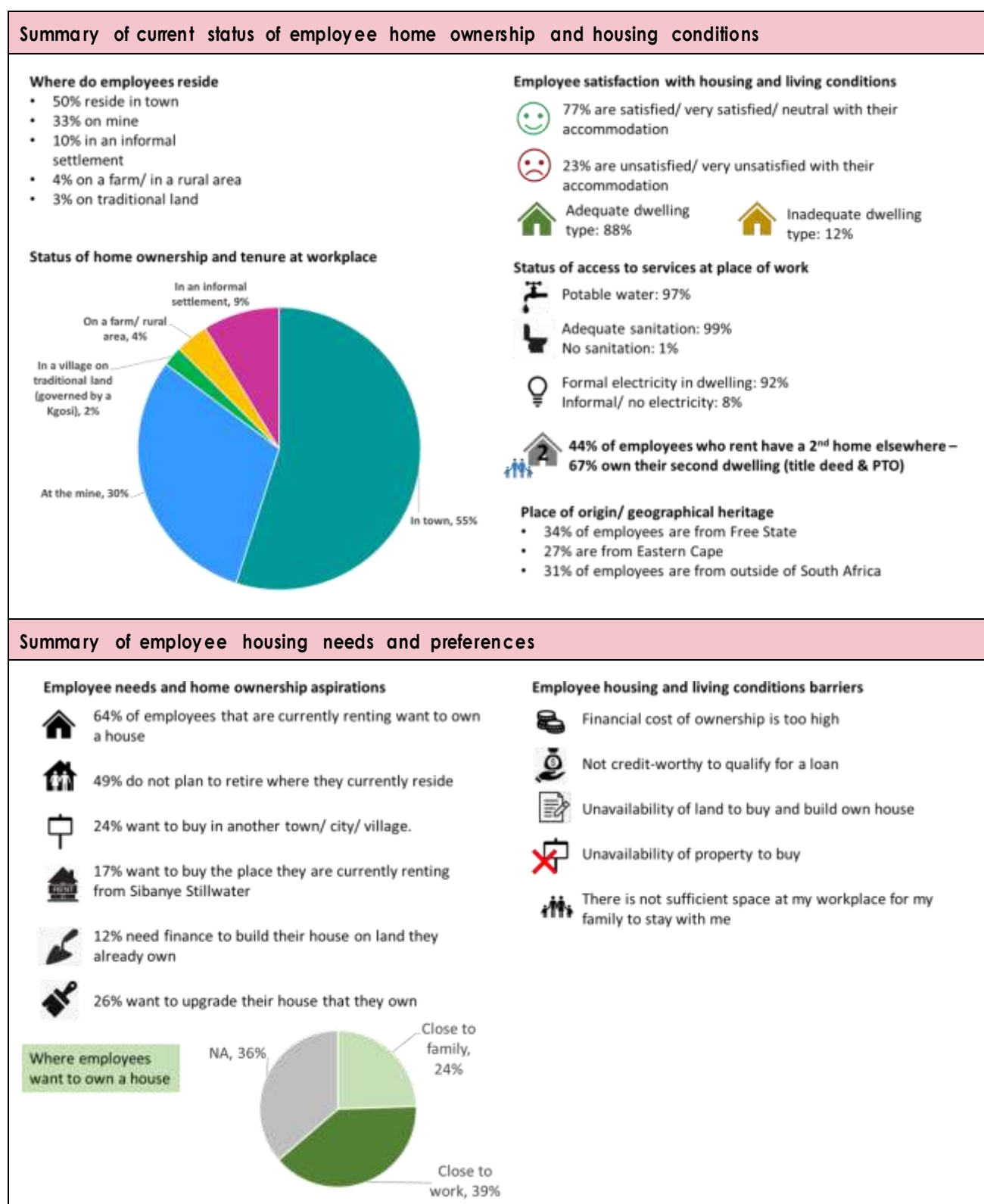


Figure 31: Housing and Living Conditions Needs Analysis Outcomes

5.5 Housing and Living Conditions Plan

The responses as per the needs analysis serve as the foundation for the Housing and Living Conditions Plan. The implementation plan of the consulted Targeted Responses is presented below.

Table 74: Projected Investment Amount

Housing and accommodation options	Projected Investment Amount
Employer Provided Rental Accommodation	R 130 287 219
Employer Assisted Home Ownership	R 2 272 301
Living Out Allowance	R 57 086 269



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Table 75: Projected Investment Period of Targeted Responses

Targeted Response		Key Actions	IMPLEMENTATION YEAR				
			2021/22	2022/23	2023/24	2024/25	2025/26
1	Encourage and support financial wellbeing	Continue Employee Housing Facilitation Help Desk	X	X	X	X	X
		Continue offering Care4iMali services	X	X	X	X	X
		Continue offering Wellness Gateway services	X	X	X	X	X
		Continue offering financial training	X	X	X	X	X
2	Facilitate access to finance	Continue with housing discount model	X	X	X	X	X
		Continue offering pension-backed loans for home improvement	X	X	X	X	X
		Assist with FLISP application if required	X	X	X	X	X
3	Review employee housing benefits to support increased home ownership	Consider alternative home ownership benefit options to further encourage and support home ownership	X	X			
		Investigate mechanism/s to obtain proof of decent accommodation to meet provisions in the Standard regarding LOA (subject to outcome of Minerals Council discussions)	X	X			
4	Sell company-owned rental stock in proclaimed towns	Continue with housing discount model	X	X	X	X	X
		Continue standard maintenance of remaining rental stock	X	X	X	X	X
5	Explore opportunities to avail/unlock well-located land for development by a partner/s	Develop Sibanye Land Management Master Plan	X	X			
		Implement initiatives from Land Management Master Plan			X	X	X
6	Improve access to integrated human settlements opportunities	Investigate the availability of government-led human settlement opportunities where interested employees can purchase stands/houses in the secondary market and make information available at the helpdesk	X	X	X	X	X



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6 Procurement, Enterprise, and Supplier Development (Regulation 46 (c) (vi))

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 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 Development 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 communities.

6.3 Five Year Transitional Plan (MCIII)

Sibanye has included yearly incremental targets as part of the plan to achieve compliance with Mining Charter 2018.

Table 76: Procurement baseline figures (Form T) as at 31st December 2022

Element Description	Measure	Baseline
Mining Goods	South African Manufactured Goods	35%
A minimum of 70% of total mining goods procurement spend (excluding nondiscretionary expenditure) must be on South African manufactured goods. The 70% shall be allocated as follows:	HDP owned and controlled companies	10.50%
	Woman and/or Youth owned and controlled companies	2.50%
	BEE compliant companies	22.00%
Services	South African Based Companies	80%
	HDP owned and controlled companies	50%
	Woman owned and controlled companies	15%



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:	Youth owned and controlled companies	5%
	BEE compliant companies	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%
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%

Table 77: MCIII Five Year Transitional Plan

Element Description	MEASURE	2022	2023	2024	2025	2026
Mining Goods	South African Manufactured Goods	50%	70%	70%	70%	70%
A minimum of 70% of total mining goods procurement spend (excluding nondiscretionary expenditure) must be on South African manufactured goods. The 70% shall be allocated as follows:	HDP owned and controlled companies	15.00%	21%	21%	21%	21%
	Woman and/or Youth owned and controlled companies	3.57%	5%	5%	5%	5%
	BEE compliant companies	31.43%	44%	44%	44%	44%
Services	South African Based Companies	80%	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	50%	50%	50%	50%	50%
	Woman owned and controlled companies	15%	15%	15%	15%	15%
	Youth owned and controlled companies	5%	5%	5%	5%	5%
	BEE compliant companies	10%	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%



This plan will replace the five-year progression plan in the 2017-2021 SLP. Sibanye is committed to completing the commitment made to the DMRE.



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 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 progressively encourages regionalization to drive value accretion and transformation.
- ▮ Create and maintain support infrastructure per region to support ED initiatives.
- ▮ Leverage SLP spend through regional structured process for more impact which is inclusive of community.

6.5 Enterprise and Supplier Development

- ▮ Financial Assistance (accredited NCA) through a Supplier Development fund.
- ▮ Business Support offered through our supplier development partner.
- ▮ Leverage the SLP infrastructure projects to develop community suppliers.
- ▮ Engage advisory services to support Company Ownership and Joint Ventures.
- ▮ Offer Skill Training (SETA Accredited).
- ▮ CEO Enterprise development funding available for start-up assistance.
- ▮ Ring-fence opportunities that could be supplied by local suppliers and support local suppliers in the tender process.

6.6 Contractors and Inclusive Procurement

- ▮ Preferential procurement followed with all tenders.
- ▮ Advertise all our tenders on our website.
- ▮ Offer funding to SMME and start-up suppliers.
- ▮ Work with SMME suppliers to improve their performance and enhance participation within the spend profile.

6.7 Supplier Development through Original Equipment Manufacturers

- ▮ Review OEM contracts and identify supplier development opportunities.
- ▮ Target OEM suppliers to develop execution roadmaps to enhance transformational impact.



7 Downscaling and Retrenchment (Regulation 46 d)

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 Beatrix'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 Beatrix. The Future Forum was established **on 20 May 2016** in conjunction with organised labour **National Union of Mineworkers (NUM), Association of Mineworkers and Construction Union (AMCU) and Solidarity as the recognized unions**. 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 thatdownscaling, 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 Beatrix 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 inemployment

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 theundertaking above) the Downscaling and Retrenchment procedure will be followed:

- communication and Planning through the Future Forums.



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

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

- voluntary early retirement for employees who qualify in terms of relevant provident funds, etc.;
- suspension of overtime, job-sharing schemes, short and extended leave;
- cease recruitment of new intakes employees until Beatrix 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, Beatrix'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.



7.4 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 timeframe 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.

7.5 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 Beatrix 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.

7.6 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 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 create security for employees likely to be affected by job losses.

7.7 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 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).

7.8 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.

7.9 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 timeframe 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.



7.10 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.

7.11 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.

7.12 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.



7.13 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 businesses, 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.

7.14 Strategic Plans for Managing the Social and Economic Impact

As with the Human Resource Development Programme at Beatrix, 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 Beatrix have the appropriate accreditation and certification;
- provide assistance to the employees 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.

7.15 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.

7.16 Portable Skills Training

Skills development planning at Beatrix 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.

Beatrix 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, Beatrix 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. Beatrix will target a number of employees and community members per year who will be selected based on a needs analysis assessment. This is to avoid training people in the areas where they are least likely to benefit in terms of a lack of interest in the particular training. The individuals who will partake in the portable skills training programmes will be awarded with attendance certificates upon completion of the training programme. The financial provisions provided in the table below include the complete retrenchment package estimations including re-skilling.

7.17 Provision for Downscaling and Mine Closure

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

Table 78: Management of Downscaling and Retrenchment

Element					Total
Portable Skills Training/ Alternative Training	R660 000	R1 538 000	R1 243 000	R29 343 000	R32 784 37
Total Financial Provision	R660 000	R1 538 000	R1 243 000	R29 343 000	R32 784 37



8 Financial Provision (Regulation 46 e)

The ability of Beatrix operation to fund, on an ongoing basis, the programmes described in this Social and Labour Plan is dependent on the ability of the operation to generate positive cash flows after capital expenditure. Given the fact that Beatrix will be undergoing closure, this financial commitment is based on the strategies and financial situation of the operation around its Life of Mine ending in 2025.

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

Table 79: Beatrix Financial Provision: SLP 2022-2026

Category	2022	2023	2024	2025	2026	Total
Human Resources Development Programmes	R79 989 638	R76 934 743	R75 098 877	R57 935 153	R32 605 785	R322 564 196
Local Economic Development Projects	R443 327	R2 105 805	R3 158 707,5	R2 105 805	R1 052 902,5	R8 866 547
Management of Downscaling and Natural Attrition	R0	R660 000	R1 538 000	R1 243 000	R29 343 000	R32 784 000
total	R80 432 965	R79 700 548	R79 795 584,5	R61 283 958	R63 001 687,5	R364 214 743

