

MARIKANA RENEWAL

FACT SHEET

FOLA | BUISANA | DIRA

Sibanye-Stillwater’s acquisition of Lonmin in June 2019 provided the catalyst for a process of renewal at its Marikana operations (formerly Lonmin). The Group’s long-term approach to value-creation will ensure a more sustainable and positive future for the mining operations, and the employees and communities associated with them. The company’s purpose is to improve lives through responsible mining and the beneficiation of its resources, which will pave the way for stakeholders to participate in growth and value-creation opportunities.

Sibanye-Stillwater has a vision for the renewal of Marikana. By delivering tangible and sustainable programmes for the benefit of local communities around Marikana, a new legacy of healing and hope will emerge. This fact sheet provides insight into this vision and the progress made as we honour, engage and create a better future for Marikana.

“The time for the healing of the wounds has come. The moment to bridge the chasms that divide us has come. The time to build is upon us”.

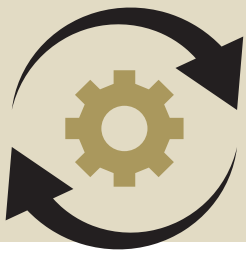
Nelson Mandela

HONOUR

The shadow cast by the Marikana tragedy at Lonmin, in which 44 lives were lost, remains – the week, and the events that unfolded between 10 to 16 August 2012, was an inflection point in South Africa and in the mining industry. We remember and we recognise those who lost their lives. On 15 August 2020, a wall of remembrance was unveiled at Sibanye-Stillwater’s Marikana offices.

Inscribed on the memorial, are the words of Nelson Mandela – a confirmation of Sibanye-Stillwater’s intention to ensure that this legacy will be a foundation of a better future.





PROGRESS MADE IN ADDRESSING THE LEGACY OF MARIKANA

Sibanye-Stillwater recognises that some progress has already been made in addressing the legacy of the Marikana tragedy. Over the years following 2012, Lonmin implemented wide-ranging changes based on the shortcomings identified by the Farlam Commission and industry best practice. Immediate steps taken by Lonmin included the establishment of the 1608 Memorial Trust; employment of family members of deceased employees and the donation of land and completion of a hostel conversion process.

The 1608 Memorial Trust

The 1608 Memorial Trust was founded in September 2012 by Lonmin and its partner Phembani Group (formerly Shanduka Resources) to fund the educational needs of the dependent children of the Lonmin employees who died in the Marikana tragedy. The Trust was established as a vehicle to ensure that the beneficiaries received an education up to and including university level.

Sibanye-Stillwater, through the 1608 Memorial Trust, continues to support the dependents by providing educational assistance in the form of schooling and registration fees; stationery, textbooks and uniforms; tertiary tuition fees; transportation and meal allowances; as well as extramural activities such as sports and school excursions for educational purposes.



In 2017, the Trust's first graduate, Mr Mandla Yawa, completed a Master's degree in Animal Science.



The Trust supports a total of 141 beneficiaries at various education levels. To date, the Trust has spent a total of R32 million in educational assistance.

Registered by the Master of the High Court in South Africa on 11 January 2013, the Trust is governed by three registered Trustees and meets on a quarterly basis. The Trust is also governed by approved Guidelines which set financial limits that are distributed to the parents or guardians at the beginning of the year. Bi-monthly meetings are scheduled with the widows and guardians.

Feedback from all beneficiaries of the programme, as well as school principals and teachers, is positive. In 2019, six beneficiaries graduated at tertiary level in the following fields of study:

- Master's degree in Animal Science
- National Diploma in Business Management (two graduates)
- National Diploma in Office Administration
- National Diploma in Technical Financial Accounting Programme
- National Diploma in Accounting

6

tertiary level graduates

141

beneficiaries supported



R32 million spent in educational assistance



ENGAGE

Building new houses

On 10 August 2020, Sibanye-Stillwater handed over six homes to Marikana widows, which have been renovated or newly acquired. A further 13 houses will be built, renovated or acquired over the coming year.



Donation of land for housing and hostel conversions

Lonmin initially donated 50 hectares of serviced land, proclaimed as Marikana Extension 2, to facilitate the building of 2,658 accommodation units by government for employees and local community members. Phase 1 of the project has been completed, with 544 houses having been finalised – 292 for employees and 252 community residential units.

In line with the Mining Charter commitments at that time, in 2014 Lonmin successfully completed the conversion of all 128 single-sex hostel blocks into renovated single and family apartment blocks which yielded a total of 1,908 single-apartments and 776 family units.

Employment of family members

Following the tragedy, a primary concern was taking care of the families of the deceased employees and ensuring that they could receive a sustainable income. An offer of employment was made to each of the families by Lonmin, with 23 of the 44 widows accepting the offer of employment. The remaining 21 deceased members were replaced by a relative of the family, after family meetings were held. The job placements are diverse, from underground operations to surface.

Sibanye-Stillwater continues to provide employment to the spouses or a chosen family member.

Sibanye-Stillwater is committed to constructive, positive engagement with all stakeholders in Marikana, understanding that true engagement is equally about listening and understanding and then taking appropriate action, and that it should be as inclusive as possible. Through the implementation of its stakeholder engagement model, the Company undertakes to listen to and then balance the interests of stakeholders.

Three key elements inform Sibanye-Stillwater's stakeholder communication:

- gaining an understanding of stakeholder issues and building rapport, credibility and goodwill;
- engaging and consulting with stakeholders on integration and transition issues and mitigating any fallout; and
- fast-tracking the implementation of SLP projects.

Progress on stakeholder engagement:



EMPLOYEES:

- policies have been revised
- training programmes for employees and managers improved



ORGANISED LABOUR:

- maintaining and building direct relationships with recognised unions
- co-developed Relationship Charter outlining expectations of all parties to facilitate healthy and constructive relationship



COMMUNITY:

- underpinned by the Company's C.A.R.E.S values, a willingness to engage, mutual problem-solving and respect for human rights, including grievance mechanisms



SHAREHOLDERS:

- openness and transparency in disclosure on all aspects



SOCIETY AT LARGE:

- rebuilding relationship to create shared value through credible dialogue and meaningful engagement

CREATE

Being a Good Neighbour is part of Sibanye-Stillwater's social and economic compact with communities in the regions in which the company operates. At the heart of the programme of renewal for Marikana is a commitment to invest in and sustain our operations, our people and our communities. The company will do this in as inclusive a manner as possible and with the aim of leaving behind sustainable communities and enterprises long after mining has ceased.

Creating economic value

Central to Sibanye-Stillwater's value-creation endeavours is the creation of economic value through the products mined and produced. In so doing, it creates and sustains jobs (directly and indirectly); pays taxes and royalties; and procures goods and services.

As far as possible the Company employs people from local communities, for example South Africa's PGM recruitment in 2019 was 98% local.

Sibanye-Stillwater procures locally as best as it is able. Sibanye-Stillwater's enterprise and supplier development (ESD) strategy prioritises local procurement spend and we have numerous commercial contracts with community-based suppliers. However, the planned closure of non-performing shafts will result in some community-based supplier contracts see a decline in demand for their services. The need to enhance and develop supplier capacity will ensure the business incubator Black Umbrella be maintained.

Creating social value

There are extensive SLP commitments to be delivered on by 2020 to meet stakeholder expectations and maintain the mining rights for the Marikana operation. While plans are underway to fast track delivery, oversight and close management will be important to ensure implementation is of the expected quality, and that there are no unforeseen delays or additional costs.



SLP projects

Sibanye-Stillwater continues to implement social and labour plan projects focusing on sustainability and community ownership.

A dedicated stakeholder engagement model has been designed and implemented at the Marikana operations to ensure that SLP project commitments are fast tracked and completed.

SLP focus areas:

- > Early childhood education facilities
- > School infrastructure projects, maths and science programmes
- > Adult education and training
- > Support for small business projects
- > Medical facilities and clinics
- > Civil projects including building bridges, roads, lighting and sewerage/waste works
- > Agriculture and forestry projects



Creating environmental value

Sibanye-Stillwater creates environmental value through responsible environmental practices, including verifiable compliance, risk management and environmental and water footprint management in anticipation of post-mining socio-economic closure.

Beyond this, PGMs are considered 'green metals' in that their properties make them critical to realising environmental benefits. For example, platinum is used to mitigate air pollution (in autocatalysts), produce renewable hydrogen, and powering fuel cells for emission-free vehicles.